



Non-Governmental Organisations' Coordinating Council (For Gender and Development)

COORDINATION AND COMMUNICATION STRATEGY 2015 to 2017



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Getting back to the basics

The NGOCC Coordination Strategy is a guide that will enable the women's mother body to coordinate actions and advocacy of its member organisations in the 10 provinces and review mechanisms that promote the advancement of gender including women's issues. It is premised on reliable information obtained from diverse stakeholders and members of the public. This means that the Coordination and Coordination Strategy is evidence based and by extension, the activities outlined in this document are practical in nature and will effectively address the gaps that have been identified through a rapid assessment.

Table of Contents

Abbreviations and Acronyms

1.0 Introduction.....	1
2.0 The NGOCC Coordination Strategy	
2.1 Rationale for Coordination Strategy	2
2.2 Coordinating Mechanism for the NGOCC.....	3
2.3 The Coordinating Role of the Mother Body	
2.4 The Coordinating Role of the Member organisations	
3.0 The NGOCC Communication Strategy	
3.1 Rationale for Communication Strategy.....	10
3.2 Communication Strategy Actions.....	12
3.3 Communication Objectives	
3.4 Key Audiences for NGOCC	
3.5 Key Messages	
3.6 Communication Channels.....	17
3.7 Stakeholder Analysis.....	22
4.0 Conclusion	26
5.0 Appendices	27
5.1 Implementation Plan for Coordination Strategy	
5.2 Implementation Plan for Communication Strategy	
5.3 Monitoring and Evaluation plan	33-40

ACRONYMS

AGM	-	Annual General Meeting
ATI	-	Access to Information
CAP	-	Communication and Advocacy Programme
CBO	-	Community Based Organisation
CBN	-	Capacity Building and Networking Programme
CSO	-	Central Statistics Office
CSO	-	Civil Society Organization
DSA	-	Daily Subsistence Allowance
DWA	-	District Women's Association
GAM	-	Governance Management Programme
GBV	-	Gender Based Violence
GPM	-	Grant Management Programme
ICT	-	Information and Communication Technologies
IEC	-	Information, Education & Communication
LADA	-	Law and Development Association
MOs	-	Member Organisations
MOE	-	Ministry of Education
MP	-	Member of Parliament
NGO	-	Non-Government Organisation
NGOCC	-	Non-Governmental Organisation Coordinating Council
PCO	-	Provincial Coordinating Officer
WiLDAF	-	Women in Law Development in Africa

- WLSA** - Women and Law in Southern Africa
- WFC** - Women for Change
- YWCA** - Young Women Christian Association
- ZANIS** - Zambia News and Information Service
- ZCEA** - Zambia Civic Education Association
- ZNBC** - Zambia National Broadcasting Cooperation
- ZGF** - Zambia Governance Foundation
- ZP** - Zambia Police

1.0 INTRODUCTION

The purpose of this document is to guide the Non-Governmental Organisations' Coordinating Council (NGOCC) staff, and collaborators of NGOCC including the national structures, regional and international bodies in the efficient and effective operations of NGOCC. It focuses on NGOCC's activities aimed at creating, sustaining and increasing awareness about the need to foster co-ordination between NGOCC and its member organisations on the one hand, and between NGOCC and its co-operating partner organisations on the other hand. In so doing, this co-ordination and communication strategy document seeks to promote synergies and complementarities within NGOCC and between NGOCC and other like-minded organisations as well as strategic and cooperating partners. The document is divided into two parts; the Co-ordination Strategy and the Communication Strategy.

2.0 THE NGOCC COORDINATION STRATEGY

Coordination plays a central role in the work of the NGOCC. Such an enormous task needs to be strategically planned and positioned within NGOCC in order for it to contribute efficiently and effectively to the overall goal of the institution hence the need for the development of the Coordination Strategy to guide the implementation process as well as defining the coordination roles of NGOCC and that of member organisations. Four main Coordinating Mechanisms have been identified in this strategy: 1.) Coordinating through Clusters and Thematic Groups, 2) Coordination through Geographical Locations and DWAs, 3.) Coordination through Technical Working Groups and 4) Coordination through Knowledge Sharing.

2.1 Rationale For A Co-Ordination Strategy

The core functions of NGOCC include, coordinating and strengthening member organisations' link with key stakeholders in order to create a vibrant women's movement. NGOCC's development of a coordination strategy is, therefore, logical as the strategy will help foster linkages between the member organisations, the public and the mother body.

2.2 Coordinating Mechanisms For The NGOCC

The coordinating mechanisms that are enlisted in this document recognise that NGOCC needs to have a system that will ensure that MOs have the right capacities and systems in place that enable them to effectively contribute to the overall NGOCC vision and mission. The primary role of the NGOCC therefore will be to strategically coordinate

all MOs, including CBOs and NGOs, so that its overall vision and mission are realised.

In its coordinating efforts, the mandate of the NGOCC Secretariat will be to guarantee a consistent sense of belonging, ownership, coordinated effort and unified voice for the members. NGOCC will rely on its members' availability and expertise for joint activity planning and implementation. Activities will be coordinated through the Secretariat based in Lusaka, Zambia and the provincial coordinators. Focal organisations will be tasked to ensure that the coordination role of NGOCC is met, particularly in those areas that have no provincial coordinators. The Secretariat will be responsible for ensuring that members' inputs are well coordinated and culminate into:

- Collective positions and advocacy,
- The provision of information to the network
- The analysis of gaps and shortcoming of MOs interventions
- support in cooperating between MOs on various platforms
- The representation of common interests after consultation among others.

The following are the Coordination mechanisms identified:

1. Coordinating Mechanism 1: Strengthened Clusters and Thematic Groups

Brief Description: Clustering is the organising of MOs into groups. NGOCC constantly updates MOs into clusters and thematic groups, based on their major mandate (or cross-cutting issues). Clustering helps MOs to work in unionism on an issue that they agree strongly on.

Clusters will be responsible for spearheading advocacy issues of commonality.

There is need for NGOCC to strengthen clusters, especially those that deal with infrequent needs groups, such as women with disabilities or women in prisons. Clustering helps MOs especially those with infrequent needs to be heard strongly, for example issues of women and prisons. The coordination mechanism through NGOCC clusters will operate through eleven thematic areas as aligned to the goals as espoused in the Beijing platform for action outlined below:

- 1) Economic Empowerment of Women
- 2) Education and Training
- 3) Environment
- 4) GBV / VAW
- 5) Health
- 6) Law / Legislation
- 7) Media
- 8) Poverty Reduction
- 9) Social Protection
- 10) The girl child
- 11) Women in Decision-Making

It is hoped that clustering will aid communication flow and facilitate experts input on a certain topics. In addition, clusters should be able to be spontaneously consulted by NGOCC Secretariat when NGOCC is asked to take a position on specific

topics externally, e.g. when submissions to Parliament are made or press statements are issued to the media.

A. Terms of Reference for Operationalisation of Thematic Committees.

Thematic Committees will be expected to harmonise activities or advocacy under the following terms of reference:

1. Elect a lead organisation that will be requested to organise and coordinate the thematic areas' activities as and when need arises depending on capacity including availability.
2. Hold meetings for networking purposes, share information on each of the members' activities in the thematic area and plan for joint activities under the guidance of NGOCC.
3. Identify specific needs for capacity building according to their thematic focus that NGOCC might be able to provide or support in.
4. Analyse the prevailing environment and keep the Secretariat abreast with developments in their areas;
5. Input into or initiate NGOCC positions from their perspectives in collaboration with the Secretariat;
6. Attend meetings at the provincial or district levels that provide a platform for policy influence, generating positions in close collaboration with the Secretariat.
7. The Thematic Committee shall meet on a quarterly basis and it will chaired by a focal organisation elected to do so.

B. Operational Terms of Reference for Lead Organisations

1. The lead organisation shall be tasked to coordinate annual plans from the cluster and budget for those activities within their own resources. NGOCC will give input on the planned actions and advocacy strategies. This will prevent duplication of activities.
2. To represent NGOCC at meetings as may be assigned from time to time.

Capacity Issues to Consider in appointing a lead organisations

1. They should have a secretariat.
2. Must have expertise in that thematic area
3. Should have demonstrated networking capability with key stakeholders in the district.

Justification: Thematic groups will help NGOCC's coordination role by adding a contextual dimension to activities being carried out. It is these thematic areas that will be responsible for advising changes in particular contexts and realistic gestation period of advocacy or projects being rolled out. The NGOCC will actively engage relevant stakeholders in order to promote participatory learning. Lead organisations bring together a group of peers to elicit feedback on a problem, project, or activity, and draw lessons from the participants' knowledge and experience. NGOCC recognises the ability of women's rights based organisations to provide advice to the mother body. Hence, NGOCC and its member organisations will be more proactive in seeking feedback and advice from key stakeholders using various fora.

2. COORDINATION MECHANISM 2: Coordination through District Women's Associations and Geographical Locations

Brief Description: MOs should affiliate to DWAs so that information flow will trickle down from the mother body to the district level.

Information sharing, joint advocacy, linkages should be shared amongst DWAs through a focal point MO.

Specifically MOs will participate as follows:

The MOs will meet biannually at the provincial level through the District Women's Associations (DWAs). These meetings shall:

- a. Update members on key gender issues in the district and vice versa progress of activity implementation and projected future activities;
- b. Mobilise and recommend new members, Mobilise NGOCC member organisations to participate in membership activities at district levels;
- c. Send reports on membership activities to Secretariat at agreed intervals;
- d. Advise and provide feedback to Secretariat on key emerging gender issues in the province;
- e. Coordinate and Organise for key women's commemorated days (International Women's day, 16 days of Gender Activism etc.);
- f. Ensure visibility of NGOCC at the District levels;
 - The MOs, including those that are based country wide, will be expected to participate in joint activities taking place within their geographical catchment areas.

- MOs may also be requested to represent NGOCC in Provincial and District Development Coordinating Committee Meetings and be expected to send written and verbal reports to NGOCC Secretariat and present these during the biannual provincial meetings.
- The term of office for lead organisations shall be on a rotational basis as and when required by MOs in that location.

1. Coordinating Mechanism 3: Forming of Technical Working groups.

Brief Description: Technical working groups are groups of experts that can help address capacity gaps in particular areas. The Technical working groups will be expected to give expert advice on existing gaps on in advancing bespoke gender issues.

2. Coordinating Mechanism 4: Creating of knowledge management and Capacity building guides

Brief Description: Knowledge management guides will enable the capture, documentation and dissemination of know-how of staff within the member organisations to help them make better and wider use of existing knowledge.

Justification : This would be a nice capacity building activity for NGOCC Secretariat to MOs to learn and improve performance as an organisation through good knowledge management, for example, governance issues and resource mobilising. NGOCC will ensure that guidelines are provided to member organisations,

especially those based in rural areas and remote rural areas on uniform presentation of documents.

2.2 The Coordination Role of the Mother body

- NGOOC will be responsible for publications and disseminating these on time.
- Be a platform for information exchange and best practice learning on activities and current developments in general;
- The role of the NGOCC will be to facilitate capacity building in identified MOs needs.
- NGOCC should organise and/or conduct courses for MOs on the importance of co-ordination and on the difference in the role of MOs and the NGOCC Secretariat pointing out benefits and duties of both in order to ensure success of the network.

2.3 The Coordination Role of Member Organisations

- MOs should adhere to the code of conducts as stipulated in the constitution.
- Ensure mainstreaming of gender in thematic deliberations;
- Clusters will be expected to resource mobilise.
- Engage regularly with various government bodies such as ZP and MOE in order to agree on some referral mechanisms that would advance gender rights.

3.0 THE NGOCC COMMUNICATION STRATEGY

Communication is increasingly becoming an important aspect of modern day institutions and has been seen as key to success in key areas of advocacy, coordination, social and behavioural change. For an institution like the NGOCC, it is essential for it to develop a dedicated communication and coordination strategy which acts as a blue print as well as a living document for the implementation of communication and coordination plans.

3.1 Rationale for Communication Strategy

Such a strategy helps to provide general guidance and specific focus areas that the Institution needs to dedicate their resources on, as well as how such interventions would be monitored and evaluated to demonstrate impact of the interventions. Such a Communication and coordination Strategic Plan should be anchored on a broader Organisational Strategic Plan and should be seen to be contributing towards this overall goal.

3.2 Communication Objectives

This Strategy recognises that women's rights are a crosscutting issue and their realisation requires the involvement of several stakeholders for coordination and implementation purposes. NGOCC aims to increase interaction and communication with stakeholders, both government and non-governmental, as well as with the broader community in order to influence policy and decision making to impact positively by creating a strong voice of the women's movement, women's rights and gender issues to be heard and realised in Zambia.

Overall Goal, Outcomes and Objectives Goal of the Strategy:

Increased knowledge and awareness about women rights in Zambia through communication, coordination and information sharing

Identified Outcomes:

- Enhanced internal communication and coordination systems within NGOCC;
- Enhanced coordination between NGOCC Secretariat and MOs;
- Increased awareness and knowledge of women rights by the public;
- Improved government/donor support to women rights interventions in Zambia;
- Improved group efforts and coordination amongst member organisations.

Objectives:

1. To strengthen NGOCC's internal communication and coordination systems by 2017
2. To lobby GRZ and international partners for enhanced support to women rights interventions by 2017.
3. To Increase awareness and knowledge of women rights and attitude change towards women rights promotion by 2017.

3.3 Communication Strategy Action Plan

In order to get NGOCC messages across, a mix of the following communication methods and channels are to be considered in given situations to best communicate the issue at hand.

Type of media tool identified	Observation
Power Lunches	Involves having lunch with key cooperating partners, editors who can influence news content and key member organisations that can influence behavioural change, especially for bespoke issues.
Media outreach	NGOCC carries out media awards. These should be coupled with media trainings on how NGOCC wishes women's issues to be covered. It is suggested that media visitations to NGOCC provincial centres (especially remote rural areas) and project sites should be facilitated quarterly.
Multi-media presentations	Videos, DVDs and podcasts that have been recorded by member organisations should be distributed to key partners, learning institutions and selected media houses that have an established relationship with NGOCC.
Increase social media presence	The NGOCC Facebook platform is well developed. However, more links to the NGOCC website must be included so as to increase traffic. A YouTube account and a sound cloud account should be opened to aid posting of sound bites. In addition, NGOCC can open a Twitter account and a blog.
Buungano Newsletter	The Buungano Newsletter is easy to read and understand. It is recommended that this publication is

		circulated to all higher learning institutions such as universities and remote rural areas.
IEC materials (calendar, brochures, pamphlets, etc.)	flyers	Brochures, flyers and pamphlets are good materials to distribute to busy but influential policy makers who have no time to read a more detailed policy brief or paper presentation.
Promotional materials		Promotional materials such as caps, mugs, t-shirts serve as a moving billboard for NGOCC.
Media perception audits		As and when required, NGOCC needs to find out how it is perceived by the media. Media perceptions help assess trends and how NGOCC can respond to its external environment.
Website		The website attracts many international 'guests'. The NGOCC website should include interactive tools that show trends analysis of advocacy issues as compiled by member organisations. The website should be made more interactive, showing which MOs fall under which cluster and how these can be reached.
Policy papers	Position	These have seemed to work well for the NGOCC. They must include testimonials and desired actions that should be taken by potential allies.
One-on-one meetings		These are meetings with influential policy makers especially those that can address bespoke issues e.g. women in prisons, women with disabilities etc.
Press releases and opinion editorials.		Press releases must be sent early before 10:00hrs so that they are captured in the media before the revised editorial diary. Opinion editorials on a bi-weekly basis can be co-written with member organisations through the CAP. Letters to the editor must be sent on topical

	and immediate issues that NGOCC must respond to.
Public Exhibitions	These must extend beyond participation in to the International Trade Fair or Agricultural show. General exhibitions target a particular audience, e.g. taking advantage of the “Share a Coke campaign” to increase interactions on Facebook.
Notice boards and white boards	NGOCC Staff place put notice boards and white boards in strategic places. This is an effective way to supplement online communication.

Key Audiences for NGOCC

Type of Audience	Justification
Internal Audiences	
NGOCC Staff (including support staff)	NGOCC should implement on-the-job training to ensure that all staff know their roles and responsibilities within the organisation. This will solve operational problems.
PCOs	NGOCC should provide PCOs with toolkits that will be used to build the capacity of MOs, on ending child marriages and other rural concerns coupled with efforts of bringing member organisations together for purposes of effective networking. This implies that the CBN programme should consider having more site visits than spending resources on too many workshops.
Board Members	Regular meetings with board members and secretariat staff shall be held in order to constantly define the meaning of co-ordination in the NGOCC context.

<p>Member Organisations</p>	<p>NGOCC should continue through the CBN and GAM programmes to empower MOs in ability to mobilise resources and regularly appraise MOs on contemporary issues such as the NGO Act, the constitution-making process and the access to information legislation and any other emerging issues.</p>
<p>External Audiences</p>	
<p>Media</p>	<p>The media is a crucial partner for informing a wider general public and building mass public support. There is great importance of developing proactive relationships with journalists by sharing information with them in a timely manner. These will be invited for workshops and other activities on an on-going basis.</p>
<p>International Media</p>	<p>Through international partner organisations and media monitoring software, the NGOCC can increase its visibility. NGOCC can utilise International media to increase visibility on gender and women's rights being realised.</p>
<p>Parliamentary committees:</p> <ul style="list-style-type: none"> • Committee on Information and Broadcasting. • Committee on Legal Affairs. 	<p>Parliamentarians can help influence policy change. The committee on Information and Broadcasting will be a networking platform for NGOCC as to provide information on Women's rights. The committee on legal affairs can help NGOCC member organisations advocate for fast track courts that address provision of women's rights: Civil and political rights, Collective rights and more importantly, economic social and cultural rights.</p>
<p>Government Ministries and Departments</p> <ul style="list-style-type: none"> • Victim Support Unit of the 	<p>The GAM programme to engaging with the identified government ministries and departments will help give clear information to women and vulnerable groups. These may include:</p>

<p>Zambia Police,</p> <ul style="list-style-type: none"> • Ministry of Gender and Child Development, • Ministry of Education • Ministry of Health, • Ministry of Chiefs and Traditional Affairs, 	<p>(a) Planning authorities – their role is to plan for human rights based approaches in the realisation of women’s rights;</p> <p>(b) Local authorities – their role is to consider and recommend interventions that can help reduce women’s vulnerabilities to planning authorities. In addition, local authorities have the mandate to plan and allocate in Statutory and Improvements Areas.</p>
<p>Reaching out to people through the Church and Traditional Leaders</p>	<p>Religious and traditional leaders have access to and exercise considerable moral authority with large numbers of people with whom they could advocate for gender, women’s rights and social justice in general and safeguard the right to development for all. Information sharing through engagement meetings or public fora with religious and traditional groups also has the advantage of raising awareness among some Congregations and village groupings in Zambia.</p>
<p>Regional bodies</p>	<p>Regional platforms present opportunities to make policy paper presentations on Women’s rights. These include influential organisations at a regional level such as SADC and COMESA amongst others.</p>
<p>Civic and Professional Organisations</p>	<p>Civil society through, academia, NGOs, Professional organisations, advocacy and lobby groups and community based groups.</p>
<p>Business Groups (Mining and</p>	<p>Business people are a critical set in the civil society. While recognising that attracting</p>

other investors)	the support of these groups would require concrete actions beyond advocacy, efforts should be made to provide up-to-date relevant information and gain their attention.
Professional associations/groups	These include: Professionals, Politicians, technocrats, particular age groups such as the youth and elders, educational leaders and administrators.
Community leaders	When information flows from their leaders, communities tend to have better reception of information and this improves the chances of being empowered.
Women Groups	They spell out and protect gender and children's' various rights.

Key Information Messages

The information and messages from NGOCC are meant to inspire critical understanding, popular positive action, and civic participation. NGOCC's endeavour is to produce honest, concise, credible and cost-effective communication. The messages must be easily understandable, precise and should be tailored to the specific audience and event. The work of NGOCC is to advocate and sensitise, therefore, messages are to be reiterated constantly/consistently. NGOCC's key messages are found in the organisation's strategic plan and are centred on the objectives as outlined in the current strategic plan. They are summarised as follows:

- *women fully participate and benefit from social, cultural, economic and political development:*
- *Creating a sovereign Zambian society with a vibrant women's movement,*
- *Cooperating with member nongovernmental organisations and other partners in building efforts towards women empowerment.*
- *Issues affecting women, people with disabilities and other vulnerable groups.*

Communication Channels

The best communication engages emotions. Therefore in order to get NGOCC messages across, a mix of the following communication methods and channels are to be considered in given situations to best communicate the issue at hand. The methods and tools to use depend on:

- The level of engagement required
- The interest of the audience in the message
- How the target audience prefers to receive messages
- The technicality or complexity of the subject
- Whether it is simply receiving information or it requires two-way communication, and
- Careful consideration of the pros and cons of each of the Channels as listed below:

Media Releases: The media want to receive NGOCC media releases on a regular basis. Media releases are easy to produce but not always effective as they rely on media filters, hence, they may

not get run in print or broadcast media. Sometimes individual interviews are more effective.

Media breakfast/power lunches: Media breakfasts for journalists are good ways to get media coverage as these run in the morning before the media can have their diary meeting. Power lunches work better for news editors. These are lunch time meetings that can be held with news editors and policy makers that can influence news agenda.

Social Media: These include contemporary platforms such as twitter, Facebook, Blogging, and Flickr. A social media policy should be developed for NGOCC to guide who should make posts on the social media and is responsible for updating the information. Too much text is discouraged on social media. Therefore, equipment for the information department i.e. cameras, voice recorders, tablets to record stories for posting on social media platforms should be made available.

Media Training: NGOCC should train the media annually on how to cover specific topics affecting women's advancements.

Website: The website should be emphasised and promoted highly because it allows 24-hour 7-day access and people can browse to the depth that suits their interests. This can be very effective if promoted, managed and maintained properly. It is important to bear in mind that it is likely to have more foreign visitors than Zambians because of the technological challenges the country currently faces.

Buongano Newsletter and or e-newsletter: NGOCC should increase the circulation of the Buongano magazine.

Pamphlets, Brochures and other IEC Materials: It was found that the Buungano Newsletter and other IEC materials are easy to read and understand. IEC materials must get to target audiences, especially in rural areas on time, whilst the campaign message is still topical or a hot burning issue. Policy briefs, brochures and pamphlets are easy to distribute and are likely to be read as opposed to big research reports.

DVDs: DVDs are useful for training purposes or special marketing or capacity building for MOs. They can be a cost-effective alternative to printed publications. Attention must always be paid to advancing technology in respect to how quickly the people keep up with the advancements.

Radio and Radio Listening Clubs: These are highly effective for disseminating information fast. In chiefdoms and rural areas community radio is flexible with language use including local language spoken in a relevant community.

Presentations: These are good for small and internal audiences.

Drama: Engage drama groups to perform women's rights dramas.

Email: Generally a medium that is good for relaying information and getting quick feed backs.

Internal Communication: Most effective when face-to-face, but may include signage, email, notice board, staff newsletter and memos. Dedicated telephone exchange within the building is also effective.

Focus Groups: Useful for research and ensures two-way communication.

Direct Mail: Letters to relevant authorities drawing attention to issues of concern or to affected publics or individuals referring to their specific needs and concerns.

Opinion Makers: Use of leaders in politics, trade unions, government, industry associations, community leaders, artists to relay information or to collaborate. This often adds credibility and relevance to the messages and makes use of internal communication channels.

Events: A form of public relations that can engage if effectively managed, but needs to be carefully planned. Good examples are public lectures, report or book launches etc.

Billboards: Public advertisements that can be seen by many and have way of attracting attention. They can be too expensive and restricted to a specific geographical area if they take the form of outdoor banners. Printed T-shirts are an alternative as they have the ability to be “walking billboards”.

Word of Mouth: A good profile of the NGOCC will assure that NGOCC and its concerns are spoken about.

Public Displays (for specific audiences): Agricultural show, gallery walks, Civil Society Day, shopping centres, the mall, where people can stop to talk, collect reading materials and read messages. This is an effective way of reaching people that are not reached in other methods, because people stop by randomly and pick up the information. Specific audiences such as regular followers of the NGOCC Facebook can be invited to take part in a campaign exhibition.

Public Advertisements, Features/Supplements: Will be used for specific/special campaigns when need arises. They can however,

be expensive and hard to measure effectiveness. Different messages suit different media (print or electronic).

Special Needs: Consider special needs groups, such as the aged, vernacular speakers, and hearing or sight impaired. For example, voice recordings of materials can be more effective when communicating with such groups.

NGOCC Library/ Resource Centre: students and researchers learn about the NGOCC through this service.

STAKEHOLDER ANALYSIS

The Stakeholder matrix below depicts a comprehensive summary of the issues and concerns raised by various stakeholders during the needs assessment:

Stakeholder identified	Communications issue to address	Coordination aspect to address	Drivers	Desired action	Tools
Victim Support Unit of the Police		Lack of Police posts in rural areas	YWCA, WILDAF, NGOCC	Empower member organisations with paralegal skills.	Engagement meetings with the Police Service.
Ministry of Health	NGOCC doesn't engage with the ministry on Women's health	MoH can engage on many issues concerning women's health, including maternal health.	NGOCC and MoH	<ul style="list-style-type: none"> • More engagement with MoH • Establishing of partnerships between NGOCC and MoH. 	Engagement meetings with the MoH.
Member organisations		Capacity building in the following	WILDAF, WILSA, ZCEA.	Empower member organisations	<ul style="list-style-type: none"> • Community meetings • Engaging

		areas: ICTs email, social media) agriculture, proposal writing, paralegal issues.	(legal Issues), NGOCC (proposal writing, agriculture, use of social media)	with proposal writing skills, use of ICTS (social media, email, ATM Machines).	of peer assistants.
Board Members	Lack of consultation on press statements.	Coordination role of NGOCC not clearly known	NGOCC board and staff	Knowledge sharing with member organisations about key topical issues e.g. funding to CBOs, basket funding and role of the board.	<ul style="list-style-type: none"> • Regular email or face-to face consultatio ns to at least six board members before statements are issued to the press. • Press Statements that are issued by a board member without prior consultatio n with outer board members are to be made in that individual's capacity.
Support staff (drivers, guards, cleaners)		Lack of platform to air concerns on coordinating and communicatin g with member organisations.			<ul style="list-style-type: none"> • Lead Organisatio ns to monitor implement ation of member's activities and

					<ul style="list-style-type: none"> advocacy Suggestion boxes to be filled in by support staff anonymously and read by management
Members of staff	Lack of internal knowledge of who is available or what meetings going on and where	The Board members tend to interfere in the work of NGOCC staff.	NGOCC board and staff	<ul style="list-style-type: none"> Staff being aware what is going on in other departments Reduced board interference in administrative issues 	<ul style="list-style-type: none"> Knowledge sharing with board members on a biannual basis Use of a white board to give information on the internal happenings for a particular week. Usage of outlook calendars by everyone Usage of outlook calendar to book rooms and show availability of venues in the house Inform administrative staff to set up meeting schedule with

					<p>indication of attendee and location sent/distributed to everyone</p> <ul style="list-style-type: none"> • Send out timely invitations to meetings (especially to management/department/ staff meetings together with minutes of last meeting and agenda) and workshops/ conferences taking place in the house • Update and share meeting schedule regularly (by executive assistant) •
Traditional Leaders	More IEC materials needed to educate the community.	Whenever an individual leaves the CBOs, the knowledge leaves with them.	Traditional leaders, YWCA, NGOCC	<ul style="list-style-type: none"> • Knowledge sharing should be encouraged. • Printing of more IEC materia 	<ul style="list-style-type: none"> • Exit policy for those leaving the CBOs. • Engaging of peer assistants. • Radio listening clubs • More site

				ls, especi ally posters.	visitations <ul style="list-style-type: none"> • Printing of IEC materials • Drama or road shows.
Women with disabilities and their representing member organisations	Few Key messages on disability and women have been issued by NGOCC?		ZAPD	More media communication on women in prisons	<ul style="list-style-type: none"> • Radio debates • Newspaper inserts
Women in Prisons and their representing member organisations	Few key messages on women in prisons have been issued				<ul style="list-style-type: none"> • Radio listening clubs • Newspaper inserts

3.0 IMPLEMENTATION PLAN

The areas for possible NGOCC activities are twofold, namely, internal and external co-ordination. These are outlined in the detailed appendix of this document. An implementation plan for the communication strategy is also listed in the appendix.

4.0 CONCLUSION

This document should be reviewed at the beginning of every strategic plan. It shall act as a reference guide for micro coordination and communication activities. The document will be a success with the help of PCOs and lead organisations referring to the mechanisms and communication points of intervention outlined in this strategy.

APPENDICES

Implementation Plan for Coordinating Mechanisms

Coordinating Mechanism	Responsibilities/roles	Implementation Scheduling	Performance Monitoring
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Short term interventions or Actions

		November to December 2015	January to April 2016	May to August, 2016	September to December 2016	January 2017 and onwards	
Organise regular inductions and training for the staff to enable them to see the bigger NGOCC picture and their place therein.	<p>Management will be responsible for training of staff.</p> <p>The role of support staff is to attend the inductions.</p>						<p>Importance of the organisational value of teamwork recognised.</p> <p>Support staff participate in platforms that enable them share ideas with key staff.</p>
Organise a retreat for board members and senior management to address rapid socio-economic change and the relevance of the vision, mission, and strategic objectives of the NGOCC organisation	<p>Responsibility: NGOCC Secretariat to engage an external facilitator</p> <p>Roles: Board members and key staff attend team building activities</p>						<p>Importance of the organisational value of teamwork recognised.</p> <p>Board members and staff participate in platforms that enable them exchange ideas for uniformity of the understanding of the NGOCC's coordination Role.</p>

Long term interventions or actions

<p>Coordinating Mechanism 1: Strengthen Clusters of member organisations</p>	<p>DWAs, PCOs, Traditional leaders, NGOCC Secretariat, MOs</p>						<p>NGOCC's databases updated. Reduced dependency by MOs on funding from the mother body.</p>
<p>Coordination through Thematic Committees</p>	<p>NGOCC's role is to propose a structure of thematic Committees and conduct a validation workshop where also lead organisations are selected among the MOs.</p> <p>MOs will validate the coordination structure and implement activities based on thematic groups.</p> <p>NGOCC Secretariat is able to consult MOs quickly and efficiently according to thematic areas.</p> <p>NGOCC Secretariat facilitates MOs to share their positions and analysis on thematic areas for better consolidated advocacy and media presence.</p>						<p>Terms of reference for thematic committees are created and adhered to.</p> <p>Attendance lists and quarterly reports submitted on the activities of the thematic areas.</p>
<p>Coordination through District Women's Associations.</p>	<p>It will be the responsibility of DWAs to affiliate MOs so that the mother body will communicate to the district level and the DWAs will be expected to share information to all CBOs affiliated to that district.</p>						<p>Reduced workload on the mother body to send out communication to all 104 members. Communication flows through the DWAs increases.</p> <p>Increased affiliation of new members through the DWAs.</p>

Appointing of Lead organisations	The MOs in each existing Area Association will be expected to elect a lead organisation which will be responsible for networking and liaising with the mother body on capacity building functions.						MOs capacities (in proposal writing, use of ICTs etc) enhanced. Number of capacity building trainings; And increased results reporting.
Forming of Technical Working groups	Professional Women's organisations such as ZUNO, WILSA, WILDAF will be responsible for the forming of professional women's bodies that can provide technical advice on women's concerns.						
Creating of Knowledge management and Facilitate Capacity building	It will be the responsibility of the NGOCC's communication's team to create customised emails, memos and how-to-guides for all member organisations that lack capacity in use of emails or other resources.						Increased use of how-to-guides. Improved knowledge storage and retrieval.

Implementation Plan for Communication Strategy

Media tools identified	activity	Implementation Scheduling						Performance Monitoring
		November to December 2015	January to April 2016	May to August, 2016	September to December 2016	January 2017 and onwards		

Internal Audiences

Communication objective: To strengthen NGOCC's internal communication and coordination systems by 2017

Outcomes: Enhanced internal communication and coordination systems within NGOCC;

Notice boards and white boards	CAP Programme, administration put up notice boards and white boards in strategic places around NGOCC													Internal communication improves
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External Audiences

Communication Objectives: To lobby GRZ and international partners for enhanced support to women rights interventions by 2017.

To Increase awareness and knowledge of women rights and attitude change towards women rights promotion by 2017.

Outcomes: Enhanced coordination between NGOCC Secretariat and MOs;

- Increased awareness and knowledge of women rights by the public;
- Improved government/donor support to women rights interventions in Zambia;
- Improved group efforts and coordination amongst member organisations.

Multi-media presentations	MOs Take part in recording videos, podcasts and presentations relevant to their work.														More documented evidence on MOs work
One-on-one meetings	MOs coordinate one-on-one meetings with policy makers who can influence change on gender issues.														More government agencies willing to support the cause of women and gender
Media outreach	NGOCC Secretariat trains media														Media networks established to advance

	personnel (journalists only) on how to cover women and gender issues especially in remote rural project sites.													communication on gender and women's rights
Power Lunches	NGOCC has lunch with editors (only) and influential news makers to influence coverage of women and gender issues.													Editorial policy influenced such that more stories on women's rights and gender reporting is prioritised.
Increase social media presence	CAP programme opens twitter and YouTube accounts for greater visibility of MOs activities.													MOs activities made more visible through social media presence.
Buongano Newsletter	Increase distribution of Buongano Newsletter													Buongano Newsletter increases in circulation
IEC materials (calendar, brochures, pamphlets, flyers etc.)	IEC materials delivered to MOs in remote areas as soon as they are produced.													Increased usage of IEC materials by MOs in Remote rural areas.
Promotional materials	T-shirts, caps, key rings and other promotional materials produced.													Visibility of NGOCC increased due to t-shirts and other promotional materials that act as moving billboards.
Media perception audits	Conduct annual survey on how media perceives the NGOCC.													Media perception of NGOCC and coverage becomes more positive in outlook.
Website	CBN to introduce interactive tools on the website													Traffic to the website increases.
Policy Position papers	These are helpful to gain allies on													NGOCC allies increase.

	advocacy issues.													
Press releases and opinion editorials.	Bi-weekly columns can be written to increase NGOCC visibility													Public knowledge on gender and women's issues increased.
Public Exhibitions	To take part in the general exhibitions in the country such as International Trade Fair in Ndola.													Improved networking amongst MOs and other NGOCC allies.

Monitoring and Evaluation Plan

The NGOCC will monitor and evaluate the coordination mechanism and communication plans as follows:

- i) Reports – These can be quarterly, monthly or weekly. Reports on the results and outcomes will help NGOCC progressively record results on a regular basis. Reports help to monitor impact and make shifts according to change trends.
- ii) Records – These records can consist of attendance registers, village bank records, and project performance records, the number of people having accessed a particular service or acquired a new skill.
- iii) On Site visitation – On site visitations on a regular basis have worked effectively for the NGOCC. The NGOCC must increase its on-site visitation as there is little media presence or government presence in the rural area associations. These members depend on the mother body for information sharing. It is through on site visitations that women’s rights can be progressively realised and realistic gestation period of projects assessed.

Evaluation	Monitoring					
	Monitoring Questions (What do we want to know)	Indicators (how will we know it)	Data Source/ Method (where will the data come from)	Responsibility (who will capture the data)	Timeframe (when will the data be capt	Estimated Cost

					ured)	
Overall Goal: Increased knowledge and awareness about women rights in Zambia through communication, coordination and information sharing						
Outcomes: Enhanced internal communication and coordination systems						
Clustering of MOs into three broad categories: a) Professional bodies, b) Geographical location c) Thematic groups	How can clustering help improve or strengthen internal communication and coordination systems?	Number of MOs working in the clusters.	Quarterly Progress Reports from clusters.	Lead Organisation will be responsible for reporting and they will work with NGOCC M&E to capture results.	January to August 2016	-----
Organise regular inductions and training for the staff to enable them to roles in NGOCC and their place therein.		Number of support staff suggestions posted in suggestion boxes.	Suggestions written by support staff in the suggestion box	Human Resources	Quarterly	
Organise a retreat for		Number of staff	Bi-annual	External Facilitator	Bi-annual	

board members and senior management to address the context of rapid socio-economic change and the relevance of the vision, mission, and strategic objectives of the NGOCC organization		and board members aware of their roles and responsibilities	Reports	Board members	ally	
Outcomes: Increased awareness and knowledge of women rights by the public						
Forming of thematic committees	How can thematic committees create interventions that increase awareness of	# of intervention on women's rights Public awareness on women's rights.	Attendance lists. Quarterly reports pictures	MOs, NGOCC M&E officer	quarterly	----- -

	women's rights by the public?					
Outcomes: Improved government/donor support to women rights interventions in Zambia						
DWAs formed to act as district focal points.	How can Coordination through DWAs address resource allocation challenges related to "double dipping"?	# of CBOs joining through the DWAs	Memberships records Site visitations by PCOs	DWAs	Throughout the year.	
Hold bi-annual Provincial and District Development Coordinating Committee Meetings		# of round table meetings held	Progress Reports Site visitations	DWAs		

Outcomes: Improved group efforts amongst member organisations						
Lead organisations to be responsible for networking	How can group efforts amongst members be enhanced?	# of capacity building trainings held.	Site Visitation s	NGOCC Capacity Building and Networking Officer, Peer Assistants, MOs.	annually	
Outcomes: Changed public attitudes towards women's rights promotion						
Form technical working groups in charge of addressing capacity gaps.			Progress reports	Professional women's bodies	January 2017 and onwards.	
Identify capacity gaps faced by member organisations	How can funding , human resource and other capacity gaps be addressed?	# of members trained in skills and capacity building	Training records Progress reports	Professional women's organisations	January 2017 and onwards.	
Coordinate referral mechanisms to	What cooperation's and	National budgetary allocatio	Government Reports.	Professional women's organisati	January 2017 and	

<p>government agencies such as Victim Support unit of the police, Ministry of Education and Ministry of Health</p>	<p>partnerships can be formed to answer the capacity gaps impending interventions towards women's rights?</p>	<p>n towards Ministry of Gender and other Ministries that advance women's rights.</p>		<p>ons</p>	<p>onwards.</p>	
<p>Hold Meetings with government agencies on possible cooperation (Victim Support Unit of the Police, Ministry of Education and Ministry of Health).</p>		<p>Referrals created to government agencies .</p>	<p>Records at the Victim Support Unit. Records of women accessing government empowerment funding. Number of girl children enrolment in</p>	<p>Professional women's organisations</p>	<p>January 2017 and onwards.</p>	

			school. Number of women accessing health centres.			
Outcomes: Improved government/donor support to women rights interventions in Zambia						
Form DWAs	How can leveraging of resources be encouraged and 'double dipping' discouraged?	# of funding proposals written by the MOs.	Progress Reports	Large or structured NGOs (e.g. YWCA)	January 2017 and onwards.	
Outcomes: Improved group efforts amongst member organisations						
Create "how-to-guides. These include guides on: a. Application for funding formats. b. Writing of Memos, emails and	How can knowledge storage and retrieval be improved amongst memb	# of MOs able to use email, social media and ICTs. Communication and information flow	Evaluation forms Progress Reports	NGOCC Capacity Building Department. NGOCC Communications Officer	September to December 2016.	

press releases .	er organisations?	from mother body to MOs and vice versus.				
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