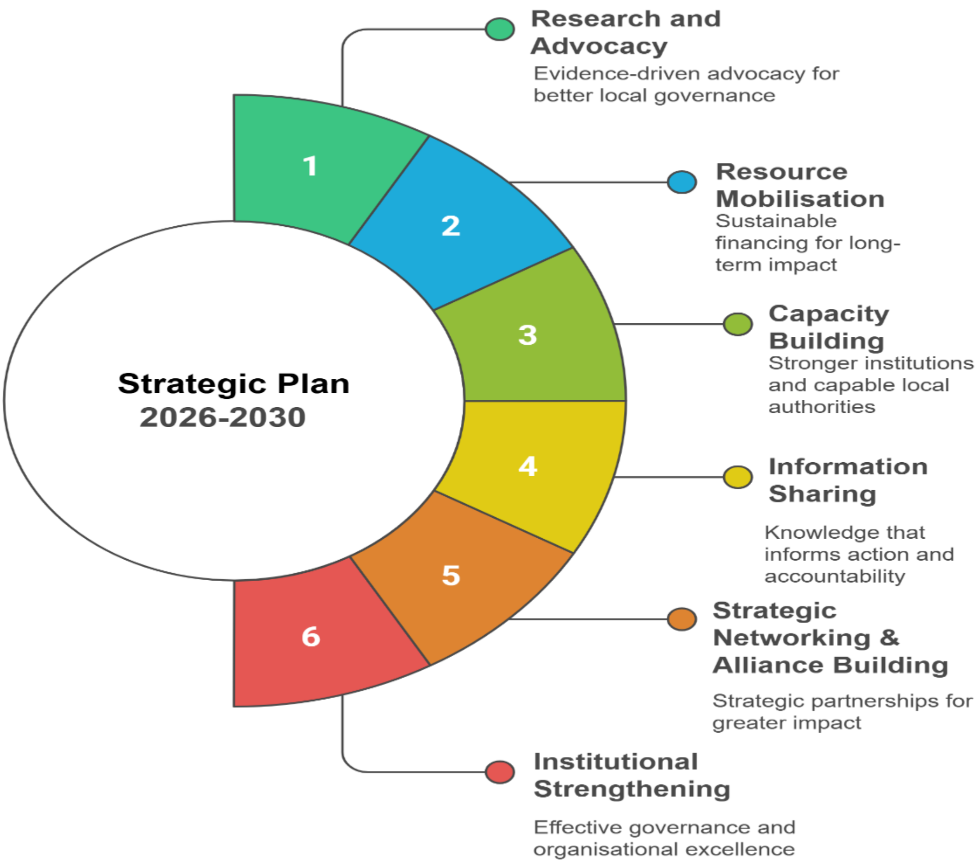
Local Government Association of Zambia



A strong, effective, and sustainable Association championing inclusive, responsive, and accountable local governance in Zambia.

December 2025

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FOREWORD

On behalf of the Presidency and the Executive Committee of the Local Government Association of Zambia (LGAZ), I am pleased to present the LGAZ Strategic Plan for the period 2026–2030.

This Strategic Plan is being launched at a defining moment for local governance in Zambia. The country continues to advance the decentralisation by devolution agenda, placing greater responsibility on Local Authorities (LAs) to deliver inclusive, responsive, and sustainable services to communities. At the same time, LAs are operating in an increasingly complex environment characterised by fiscal constraints, climate-related challenges, rising urbanisation, youth unemployment, and heightened expectations for accountability and transparency.

The LGAZ Strategic Plan 2026–2030 responds to these realities by providing a clear, results-oriented roadmap that strengthens both the institutional capacity of LGAZ and the ability of its member LAs to effectively fulfil their mandates. While the Plan remains firmly anchored in LGAZ's core role of representation, advocacy, and capacity building, it also places strong emphasis on emerging priorities such as gender equality, youth inclusion, local economic development, climate resilience, knowledge management, and adolescent health through the AMICAALL programme.

This Strategic Plan builds on the achievements and lessons of the 2021–2025 Strategic Plan and reflects extensive internal consultations, strategic analysis, and alignment with national, regional, and global development frameworks. It is underpinned by a Results-Based Management (RBM) approach, a costed implementation framework, and a comprehensive risk management strategy to ensure effective execution and accountability.

I commend the LGAZ Secretariat for leading the formulation of this Strategic Plan, and I call upon Government, Cooperating Partners, member LAs, and all stakeholders to support its implementation. Together, we can strengthen local governance and improve the quality of life for communities across Zambia.

Councillor Vincent Lilanda

President - Local Government Association of Zambia (LGAZ)

ACKNOWLEDGEMENTS

The Association extends its sincere appreciation to all individuals and institutions that contributed to the formulation of the LGAZ Strategic Plan 2026–2030.

Special recognition is accorded to the LGAZ Presidency and Executive Committee for providing strategic leadership, guidance, and oversight throughout the strategic planning process. LGAZ further acknowledges the dedication and commitment of the members of staff, who coordinated the internal formulation process, facilitated consultations, and consolidated inputs into a coherent and forward-looking Strategic Plan.

LGAZ is grateful to its Cooperating Partners and development partners, particularly the Federation of Canadian Municipalities (FCM), through its Partnerships for Municipal Innovation – Women in Local Leadership (PMI-WILL) programme, UNAIDS, and other partners supporting local governance, gender equality, youth inclusion, climate action, and public health interventions through the AMICAALL programme. Their technical and financial support has continued to strengthen LGAZ's institutional capacity and programmatic impact.

The Association also acknowledges the Government of the Republic of Zambia (GRZ), especially the Ministry of Local Government and Rural Development (MLGRD) and other sector institutions, for their continued collaboration and policy engagement. Appreciation is further extended to member LAs whose experiences, insights, and aspirations remain central to LGAZ's mandate and strategic direction.

Finally, LGAZ recognises the collective efforts of all stakeholders who contributed ideas, expertise, and constructive feedback, which have enriched the quality and relevance of this Strategic Plan.

Mpatanji Namumba (Ms)

Executive Director - Local Government Association of Zambia (LGAZ)

EXECUTIVE SUMMARY

The Local Government Association of Zambia (LGAZ) Strategic Plan 2026–2030 provides a comprehensive and results-oriented framework for strengthening local governance, enhancing service delivery, and ensuring the institutional sustainability of the Association over the five-year period.

The Strategic Plan is anchored on LGAZ's mandate to represent, promote, and protect the interests of Local Authorities (LAs) while supporting national efforts to advance decentralisation by devolution. It builds on the achievements and lessons of the 2021–2025 Strategic Plan and responds to emerging challenges and opportunities within Zambia's local governance landscape.

The Plan retains six Key Result Areas (KRAs) to ensure continuity and institutional stability:

(i) Research and Advocacy;

(ii) Resource Mobilisation;

(iii) Capacity Building;

(iv) Information Sharing;

(v) Strategic Networking and Alliance Building; and

(vi) Institutional Strengthening.

Implementation of these KRAs is guided by seven Strategic Priorities for the period 2026–2030, namely: decentralisation by devolution; gender equality and social inclusion (GESI); service delivery improvement; climate adaptation and mitigation; local economic development; knowledge management; and adolescent health and HIV/AIDS through the AMICAALL programme. Together, these priorities ensure that the Strategic Plan is both outward-looking—responding to the needs of member LAs and communities—and inward-looking—strengthening LGAZ as a credible, effective, and sustainable institution.

The Strategic Plan adopts a Results-Based Management (RBM) approach to ensure that strategic objectives are translated into measurable results. It is supported by a detailed RBM Matrix, a Costed Implementation Plan, and a Risk Register, which collectively guide annual planning, budgeting, monitoring, evaluation, and reporting. Implementation will be phased over five years, beginning with foundational systems and capacity development, followed by scale-up and consolidation.

Overall, the LGAZ Strategic Plan 2026–2030 positions the Association as a strong advocate, trusted knowledge hub, and strategic partner in local governance and development. Its successful implementation will contribute to improved institutional performance of LGAZ, stronger LAs, and better service delivery outcomes for communities across Zambia.

LIST OF ABBREVIATIONS AND ACRONYMS

8NDP	Eighth National Development Plan
AMICAALL	Alliance of Mayors and Municipal Leaders Initiative for Community Action on AIDS at the Local Level
CIB	Capacity and Institution Building
CLGF	Commonwealth Local Government Forum
CSOs	Civil Society Organisations
DS	Decentralisation Secretariat
ExCo	Executive Committee
FCM	Federation of Canadian Municipalities
GESI	Gender Equality and Social Inclusion
GRZ	Government of the Republic of Zambia
HIV	Human Immunodeficiency Virus
ICT	Information and Communication Technology
KM	Knowledge Management
KRA	Key Result Area
LA/LAs	Local Authority / Local Authorities
LED	Local Economic Development
LGAZ	Local Government Association of Zambia
M&E	Monitoring and Evaluation
MEL	Monitoring, Evaluation, Learning and Reporting
MLGRD	Ministry of Local Government and Rural Development
MoFNP	Ministry of Finance and National Planning
MoU	Memorandum of Understanding
NAC	National HIV/AIDS/STI/TB Council
NDP	National Decentralisation Policy
NGO	Non-Governmental Organisation
PESTEL	Political, Economic, Social, Technological, Environmental and Legal
PPP	Public-Private Partnership
RBM	Results-Based Management
RM	Resource Mobilisation
SDGs	Sustainable Development Goals
SP	Strategic Priority
STI	Sexually Transmitted Infection

SWOT	Strengths, Weaknesses, Opportunities and Threats
TB	Tuberculosis
ToC	Theory of Change
ToRs	Terms of Reference
UNAIDS	Joint United Nations Programme on HIV/AIDS
UCLG	United Cities and Local Governments
ZMW	Zambian Kwacha

CHAPTER 1: BACKGROUND AND CONTEXT

1.1 Overview of the Local Government Association of Zambia (LGAZ)

The Local Government Association of Zambia (LGAZ) is a membership-based organisation established under the Societies Act, Chapter 119 of the Laws of Zambia, to represent, promote, and safeguard the collective interests of Local Authorities (LAs) across the country. As the recognised umbrella body for all councils in Zambia, LGAZ serves as a critical interface between LAs, the Central Government, cooperating partners, civil society, and other stakeholders involved in local governance and development.

LGAZ's mandate encompasses advocacy for an enabling policy and legal environment for local government, capacity building for elected and appointed officials, facilitation of information sharing and peer learning, strategic networking and alliance building, and strengthening the institutional and financial sustainability of LAs. Over the years, LGAZ has evolved from a primarily representative body into a key development partner and knowledge broker within Zambia's decentralisation landscape.

Through its Secretariat and governance structures, LGAZ plays a pivotal role in shaping national dialogue on decentralisation by devolution, local public finance, service delivery, gender equality and social inclusion, climate resilience, and local economic development.

1.2 Review of the 2021–2025 Strategic Plan

The implementation of the LGAZ Strategic Plan 2021–2025 marked an important phase in strengthening the Association's institutional capacity and expanding its influence in national and sectoral policy processes. During this period, LGAZ recorded notable achievements in research and advocacy, capacity development for Local Authorities, strategic partnerships, and engagement with Cooperating Partners.

Key successes included enhanced advocacy on decentralisation reforms, increased visibility of LAs' concerns at national level, strengthened collaboration with development partners, and improved organisational systems within the Secretariat. The Plan also enabled LGAZ to deepen its involvement in thematic areas such as gender equality, HIV/AIDS through the AMICAALL programme, and municipal development cooperation.

However, the review of the 2021–2025 Strategic Plan also revealed several challenges and lessons. These included limitations in sustainable financing, uneven implementation across thematic areas, emerging demands related to climate change and youth inclusion, and the need for a more structured knowledge management system to support evidence-based advocacy. These lessons, together with a changing policy and socio-economic environment, informed the development of the 2026–2030 Strategic Plan.

CHAPTER 2: SITUATIONAL ANALYSIS

2.1 Introduction

This chapter presents an analysis of the internal and external environment within which LGAZ operates. The situation analysis is intended to inform the strategic choices and priorities for the period 2026–2030 by identifying key opportunities, risks, strengths, and constraints affecting the Association and its members.

The analysis draws on two complementary analytical tools:

- the PESTEL framework, which examines the broader macro-environmental factors influencing local governance and LGAZ's operations; and
- the SWOT analysis, which assesses internal organisational strengths and weaknesses alongside external opportunities and threats.

Together, these tools provide an evidence-based foundation for the Strategic Direction articulated in subsequent chapters.

2.2 PESTEL Analysis

2.2.1 Political Factors

Zambia's governance landscape continues to be shaped by the national decentralisation agenda, with an emphasis on decentralisation by devolution as articulated in the Republican Constitution, the Revised (2023) National Decentralisation Policy (NDP), and the 8th National Development Plan (8NDP). Political commitment to strengthening local governance presents opportunities for LAs to assume expanded service delivery responsibilities.

However, delays in the full implementation of devolution, overlapping mandates between central and local government institutions, and evolving policy directions pose coordination and capacity challenges. LGAZ operates within this context as a key advocacy body, representing the collective interests of LAs and engaging national decision-makers on policy and legislative reforms affecting local government.

2.2.2 Economic Factors

The macroeconomic environment continues to affect fiscal space at both national and local government levels. Constraints in public financing, competing national priorities, and dependence on intergovernmental fiscal transfers limit the financial autonomy of LAs.

At the same time, economic reforms and renewed engagement with international financial institutions and development partners provide opportunities for increased investment, improved public financial management, and innovative municipal financing mechanisms. These conditions underscore the importance of Local Economic Development (LED) and diversified resource mobilisation—both for member LAs and for LGAZ as an institution.

2.2.3 Social Factors

Zambia's demographic profile is characterised by a youthful population, rapid urbanisation, and increasing demand for quality public services. Social challenges such as unemployment, poverty, gender inequality, adolescent vulnerability, and public health concerns—including HIV and adolescent health—directly affect communities served by LAs.

These dynamics reinforce the need for inclusive governance approaches that prioritise gender equality, youth participation, social protection, and community engagement. LGAZ's strategic role includes advocating for policies and programmes that respond to these social realities while strengthening the capacity of LAs to deliver inclusive quality municipal services.

2.2.4 Technological Factors

Advances in information and communication technologies present opportunities to modernise local governance, improve revenue administration, enhance service delivery, and strengthen citizen engagement. Digital platforms, data systems, and e-governance tools can significantly improve efficiency and transparency at local level.

However, disparities in technological capacity, digital infrastructure, and skills across LAs pose challenges to uniform adoption. LGAZ has an important role to play in promoting digital transformation, knowledge sharing, and capacity building to ensure technology becomes an enabler rather than a barrier to effective local governance.

2.2.5 Environmental Factors

Climate change, environmental degradation, and increasing frequency of climate-related shocks—such as floods and droughts—have direct implications for local development, infrastructure, and livelihoods. LAs are at the frontline of climate adaptation and environmental management yet often lack the technical and financial capacity to respond effectively.

This context necessitates the mainstreaming of climate adaptation and mitigation into local planning and service delivery, supported by national and international partnerships. LGAZ's advocacy and capacity-building role is critical in strengthening LAs' climate resilience and environmental stewardship.

2.2.6 Legal and Regulatory Factors

The legal framework governing LAs continues to evolve, with reforms in areas such as public finance management, procurement, planning, and service delivery. While these reforms aim to enhance accountability and efficiency, they also introduce compliance requirements that demand institutional capacity at local level.

LGAZ plays a central role in interpreting legal reforms, advocating for enabling legislation, and supporting LAs to comply with regulatory requirements while safeguarding their autonomy and legal mandate.

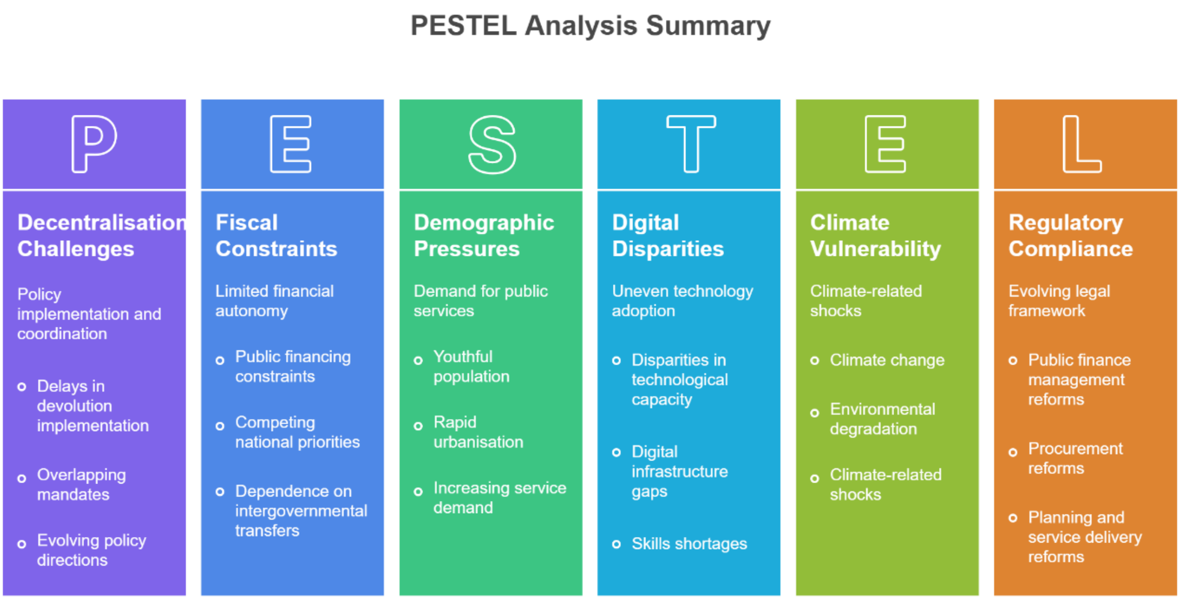

Figure 2.2: LGAZ Strategic Plan 2026-2030 PESTEL Analysis

2.3 SWOT Analysis

2.3.1 Strengths

- Strong institutional legitimacy as the representative body for all LAs in Zambia.
- Established advocacy role and engagement with central government and development partners.
- Extensive national footprint through Provincial Committees and member LAs.

- Experience in implementing national and donor-supported programmes.
- Growing recognition as a convenor and platform for dialogue on local governance issues.

2.3.2 Weaknesses

- Limited and unpredictable financial resources affecting programme sustainability.
- Capacity constraints within the Secretariat due to expanding mandate.
- Dependence on external funding for programme implementation.
- Lean staff compliment affecting effective delivery of services to members.

2.3.3 Opportunities

- Renewed national commitment to decentralisation and local governance reform.
- Increased interest from development partners in climate action, LED, GESI, youth inclusion, and knowledge management.
- Emerging opportunities for municipal finance innovation and public–private partnerships (PPPs).
- Advances in digital technologies that can support service delivery and information sharing.

2.3.4 Threats

- Delays in policy implementation affecting devolution outcomes.
- Fiscal pressures at national and local levels limiting resource flows.
- Climate-related shocks (Drought and Floods) increasing demands on LAs.
- Political and institutional changes that may affect continuity of reforms.

2.4 Strategic Implications

The findings of the PESTEL and SWOT analyses highlight the need for LGAZ to pursue a strategic approach that is both responsive and resilient. The operating environment demands stronger institutional capacity, diversified resource mobilisation, enhanced partnerships, and evidence-based advocacy.

These insights directly inform the Strategic Direction for 2026–2030, particularly the focus on decentralisation by devolution, municipal service delivery improvements, inclusive governance, climate resilience, local economic development, knowledge management, and HIV and adolescent health. The Strategic Plan therefore seeks to position LGAZ as a strong, adaptive institution capable of supporting LAs to navigate an increasingly complex local governance environment in Zambia.

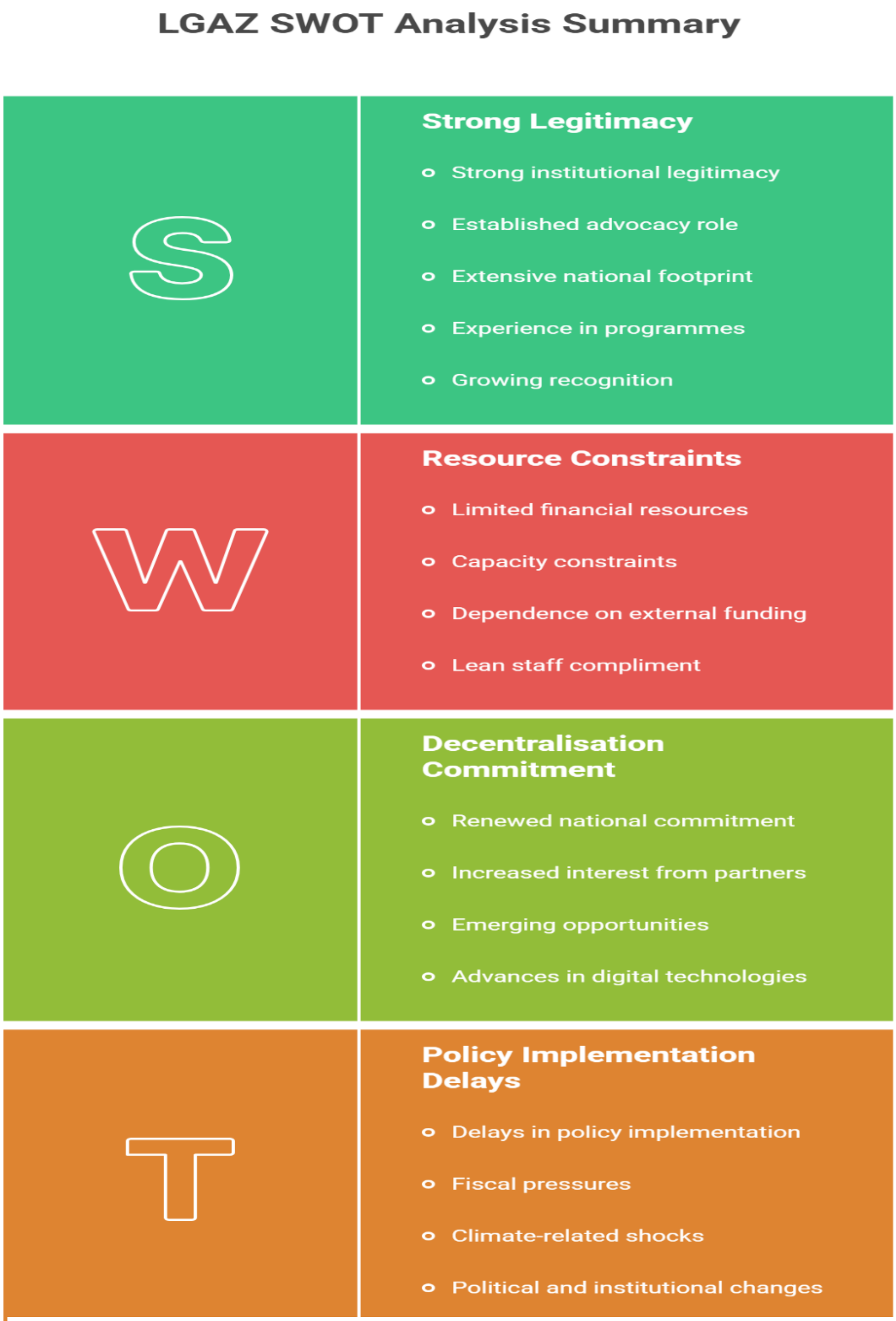

Figure 2.3: LGAZ Strategic Plan 2026-2030 SWOT Analysis

CHAPTER 3: STRATEGIC DIRECTION

3.1 Introduction

The Strategic Direction reflects continuity with the Association's core mandate while responding to emerging governance, social, economic, and environmental challenges facing LAs and communities across Zambia.

3.2 Strategic Orientation

During the 2026–2030 period, LGAZ will pursue a dual strategic orientation:

- **Institutional Strengthening of LGAZ**, to enhance governance, sustainability, operational efficiency, and policy influence; and
- **Support to LAs**, to improve service delivery, inclusive governance, local economic development, and community wellbeing.

This dual orientation ensures that the Strategic Plan is both inward-looking, focusing on strengthening LGAZ as an institution, and outward-looking, supporting LAs to fulfil their constitutional and developmental mandates.

3.3 LGAZ Mandate

To represent, promote, and protect the collective interests and autonomy of Local Authorities in Zambia by advocating for an enabling policy and legal environment, strengthening local governance, and supporting the effective delivery of services to communities.

3.4 Vision

A strong, effective, and sustainable Association championing inclusive, responsive, and accountable local governance in Zambia.

This Vision reflects LGAZ's aspiration to be a credible institutional leader that not only represents LAs but actively shapes the future of local governance and development in Zambia.

3.5 Mission

To represent, advocate for, and build the capacity of Local Authorities through evidence-based policy engagement, strategic partnerships, knowledge generation, and institutional excellence.

The Mission underscores LGAZ's dual role as both an advocacy institution and a technical partner supporting LAs to deliver quality services and drive inclusive local development.

3.6 Core Values

LGAZ's operations and engagements will be guided by the following core values:

- **Accountability:** Upholding transparency and responsibility in all actions and decisions.
- **Inclusiveness:** Promoting equitable participation of women, youth, and marginalised groups.
- **Professionalism:** Delivering high-quality services grounded in competence and ethical conduct.
- **Integrity:** Acting with honesty, fairness, and respect for institutional mandates.
- **Collaboration:** Fostering partnerships and collective action for sustainable local development.

Figure 3.1: LGAZ Strategic Direction Overview_2026-2030

CHAPTER 4: KEY RESULT AREAS AND STRATEGIC PRIORITIES

4.1 Introduction

The LGAZ Strategic Plan 2026–2030 is anchored on a clear distinction between the institutional functions of the Association and its strategic thematic focus areas. To ensure continuity and organisational stability, LGAZ has retained the six Key Result Areas (KRAs) that guided implementation during the 2021–2025 period. These KRAs define ***how*** the Association delivers on its mandate.

In response to emerging national priorities, sectoral demands, and lessons from the previous strategic cycle, LGAZ has adopted seven Strategic Priorities that define ***what*** the Association will focus on during the 2026–2030 period. These priorities reflect Zambia's decentralisation agenda, the evolving needs of LAs, and cross-cutting global and regional development imperatives.

Together, the KRAs and Strategic Priorities provide a coherent framework for translating LGAZ's mandate into measurable results.

4.2 Key Result Areas (KRAs)

The Strategic Plan is anchored on six (6) KRAs, which remain unchanged from the 2021–2025 Strategic Plan. These KRAs represent the core functional pillars through which LGAZ delivers its mandate.

KRA 1: Research and Advocacy

Research and Advocacy remains a core pillar of LGAZ's mandate. During the 2026–2030 period, LGAZ will strengthen its role as an evidence-based advocate for local government interests by generating high-quality research, policy analysis, and knowledge products that inform national dialogue and decision-making.

Through this KRA, LGAZ will systematically document the experiences of LAs, analyse policy and legislative frameworks, and engage Government and stakeholders to advance decentralisation by devolution, improved service delivery, and inclusive local development.

KRA 2: Resource Mobilisation

Sustainable financing is critical to both the effectiveness of LAs and the institutional sustainability of LGAZ. Under this KRA, the Association will strengthen its capacity to mobilise resources from diverse sources, including Government, Cooperating Partners, membership contributions, and innovative financing mechanisms.

The focus will be on building internal systems, enhancing donor engagement, and positioning LGAZ as a credible implementing and coordinating partner in local governance and development programmes.

KRA 3: Capacity Building

Capacity Building is central to LGAZ's support role to LAs. During the 2026–2030 period, LGAZ will prioritise structured, demand-driven capacity development for elected and appointed officials, with emphasis on governance, service delivery, financial management, climate resilience, gender equality, GESI, youth inclusion, and local economic development.

This KRA will emphasise curriculum development, training of trainers, peer learning, and institutionalised learning platforms to ensure sustainability and scalability.

KRA 4: Information Sharing

Effective information sharing enhances coordination, learning, and accountability within the local government sector. Under this KRA, LGAZ will strengthen communication systems, knowledge repositories, and platforms that facilitate dissemination of best practices, lessons learned, and policy information.

Information Sharing will be closely linked to Knowledge Management, ensuring that evidence generated through research, programmes, and partnerships is accessible and utilised.

KRA 5: Strategic Networking and Alliance Building

Strategic partnerships are essential for advancing local governance reforms and mobilising support for LAs. Through this KRA, LGAZ will deepen collaboration with Government institutions, Cooperating Partners, civil society, academia, and regional and international associations.

The focus will be on building purposeful alliances that support advocacy, programme implementation, and resource mobilisation aligned to LGAZ's Strategic Priorities.

KRA 6: Institutional Strengthening

Institutional Strengthening underpins the successful delivery of all other KRAs. During the 2026–2030 period, LGAZ will strengthen its governance systems, organisational structure, human resource capacity, financial management, monitoring and evaluation, and risk management frameworks.

This KRA ensures that LGAZ remains a credible, accountable, and sustainable institution capable of delivering on its mandate.

KEY RESULT AREA (KRA)	STRATEGIC OBJVECTIVE
KRA 1 – Research and Advocacy	To generate, synthesise, and utilise credible evidence to influence policy, legislation, financing, and institutional reforms that strengthen local governance, service delivery, inclusion, resilience, and adolescent wellbeing.
KRA 2 – Resource Mobilisation	To strengthen LGAZ's financial sustainability by diversifying funding sources, enhancing own-source revenue, strengthening donor engagement, and improving resource mobilisation systems and capacities.
KRA 3 – Capacity Building	To strengthen the institutional, technical, leadership, and operational capacity of LGAZ and Local Authorities to effectively deliver on decentralisation, service delivery, inclusion, climate action, local economic development, knowledge management, and adolescent-focused HIV interventions.
KRA 4 – Information Sharing	To strengthen LGAZ's capacity to systematically generate, package, disseminate, and promote the use of information and knowledge to support advocacy, service delivery, learning, accountability, and stakeholder engagement
KRA 5 – Strategic Networking and Alliance Building	To strengthen LGAZ's influence, resource base, and programme effectiveness by building, deepening, and institutionalising strategic partnerships at national, regional, and international levels
KRA 6 – Institutional Building	To strengthen the governance, management, systems, human resource capacity, financial sustainability, and operational effectiveness of LGAZ in order to deliver its mandate efficiently, credibly, and sustainably

Figure 4.1: KRA – Strategic Objectives

4.3 Strategic Priorities (2026–2030)

To operationalise the KRAs and respond to the strategic challenges identified in the Situation Analysis, LGAZ will focus on seven (7) Strategic Priorities during the 2026–2030 period.

Strategic Priority 1: Decentralisation by Devolution

LGAZ will prioritise advocacy and capacity building to support the effective implementation of decentralisation by devolution. This includes strengthening fiscal decentralisation, enhancing accountability mechanisms, and promoting clarity in roles and responsibilities between central and local government.

Strategic Priority 2: Gender Equality, and Social Inclusion (GESI)

Recognising persistent inequalities in participation and access to opportunities, LGAZ will promote gender equality, youth inclusion, and social inclusion as integral components of local governance. This priority addresses barriers faced by women, youth, and marginalised groups in decision-making and service delivery.

Strategic Priority 3: Service Delivery Improvement

Improving the quality, accessibility, and responsiveness of municipal services remains a key concern for communities. LGAZ will support LAs to strengthen planning, financing, and management of service delivery across sectors.

Strategic Priority 4: Climate Adaptation and Mitigation

Climate change presents increasing risks to local infrastructure, livelihoods, and service delivery. LGAZ will support LAs to integrate climate resilience and environmental sustainability into local planning and investment decisions.

Strategic Priority 5: Local Economic Development (LED)

Local Economic Development (LED) is critical for job creation, youth empowerment, and community resilience. LGAZ will support LAs to design and implement LED strategies that stimulate local economies and enhance revenue generation.

Strategic Priority 6: Knowledge Management

Knowledge Management (KM) has been elevated as a Strategic Priority to strengthen LGAZ's role as a knowledge hub. This includes systematic generation, documentation, packaging, and dissemination of evidence-based knowledge products to inform advocacy, learning, and innovation.

Strategic Priority 7: Adolescent Health and HIV

Building on LGAZ's longstanding AMICAALL programme, this priority focuses on adolescent health and HIV prevention. The priority emphasises integration of adolescent-focused HIV and sexual and reproductive health interventions within local governance systems.

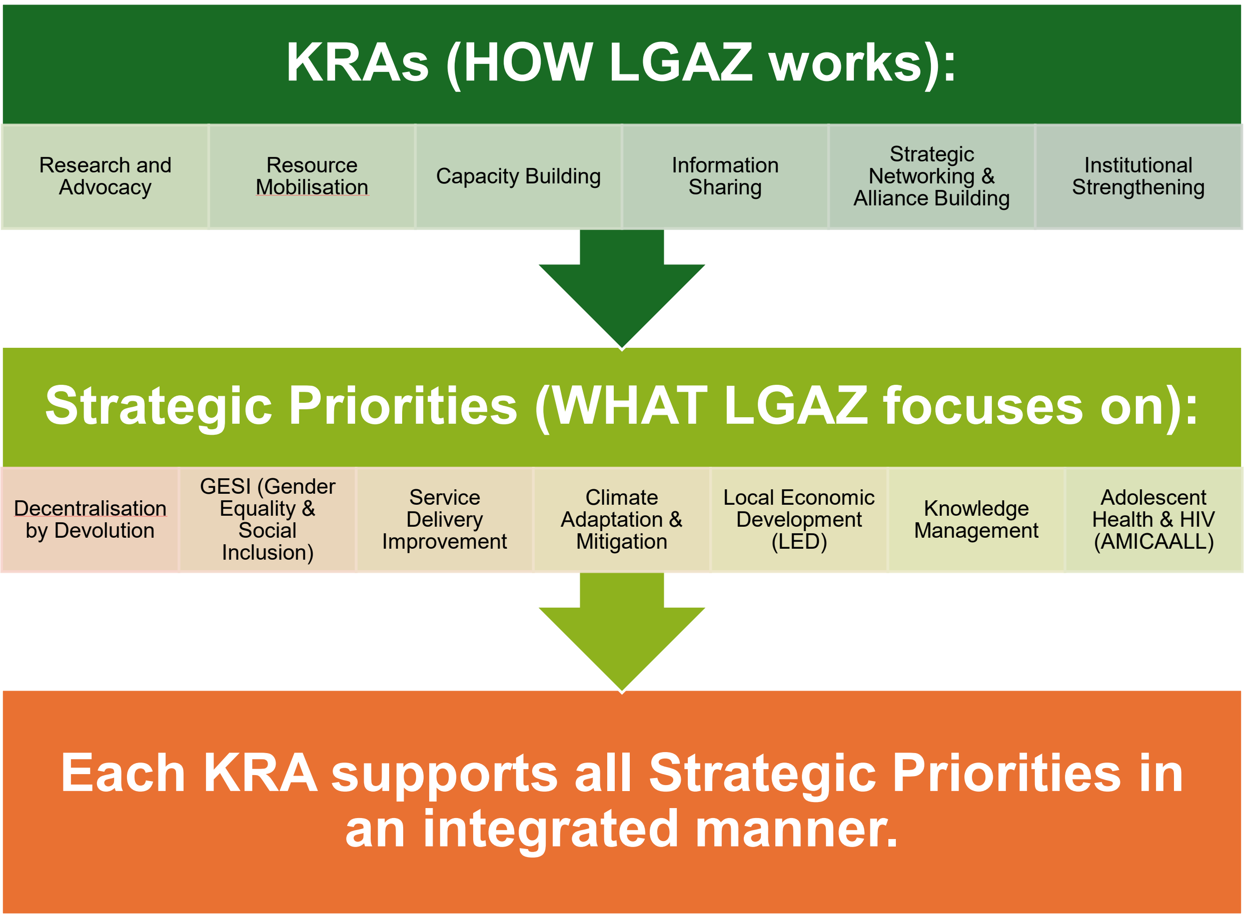

Figure 4.3: LGAZ Strategic Plan 2026-2030 Strategic Alignment Overview

KRAs are enablers and not silos; Strategic Priorities are cross-cutting and not stand-alone projects.

No.	Strategic Priority	Strategic Objective	Key Focus Areas
SP 1	**Decentralisation by Devolution**	To strengthen governance, accountability, and fiscal autonomy of LAs through advocacy for full implementation of decentralisation by devolution and strengthened intergovernmental systems.	• Advocacy for legislative and policy reforms supporting devolution. • Strengthening intergovernmental fiscal relations. • Enhancing Local Authority governance and accountability systems.
SP 2	**Gender Equality, and Social Inclusion (GESI)**	To increase the meaningful participation and representation of women, youth, and marginalised groups in decision-making and leadership at local government level.	• Promoting inclusive governance frameworks. • Capacity building for women and youth leaders. • Addressing structural barriers to participation.
SP 3	**Service Delivery Improvement**	To improve the quality, efficiency, accessibility, and responsiveness of municipal service delivery across LAs.	• Capacity development for service delivery functions. • Digitalisation and innovation in service provision. • Strengthening citizen engagement and feedback mechanisms.
SP 4	**Climate Adaptation and Mitigation**	To strengthen LA capacity to mainstream climate resilience, environmental sustainability, and disaster risk reduction into local development planning and service delivery.	• Climate-responsive planning and budgeting. • Environmental management and protection. • Partnerships for climate finance and technical support
SP 5	**Local Economic Development (LED)**	To stimulate local economic growth, job creation, and investment through	• Development and implementation of LED strategies. • Support to local enterprises and value chains.

No.	Strategic Priority	Strategic Objective	Key Focus Areas
		strengthened LA leadership in Local Economic Development.	• Promotion of investment and public–private partnerships.
SP 6	**Knowledge Management**	To institutionalise evidence-based decision-making by strengthening LGAZ's role as a knowledge hub for local governance	• Generation and dissemination of knowledge products. • Strengthening data systems and learning platforms. • Promoting peer learning and best practice exchange.
SP 7	**Adolescent Health and HIV (AMICAALL)**	To strengthen local government leadership and coordination for HIV prevention, adolescent health, and sexual and reproductive health and rights (SRHR) through sustainable, decentralised, and multisectoral interventions embedded within LA planning, budgeting, and service delivery systems.	• Mainstreaming HIV and Adolescent Health into Local Governance • Capacity Building for Local Authorities • Youth and Community Engagement • Strategic Partnerships and Coordination • Institutional Strengthening of adolescent health and HIV response programming within LGAZ

Table 4.3: Strategic Priority, Strategic Objectives & Key Focus Areas

CHAPTER 5: THEORY OF CHANGE (ToC)

5.1 Introduction

The Theory of Change (ToC) articulates how LGAZ's interventions under the six KRAs and seven Strategic Priorities (SPs) are expected to contribute to improved local governance outcomes over the 2026–2030 period. It provides a logical pathway linking ***inputs***, ***activities***, ***outputs***, ***outcomes***, and long-term ***impact.***

5.2 LGAZ Theory of Change Narrative

LGAZ's Theory of Change (ToC) is premised on the understanding that effective, inclusive, and accountable local governance requires both strong institutions and empowered LAs. If LGAZ strengthens its institutional capacity, generates and disseminates evidence-based knowledge, mobilises resources, builds strategic partnerships, and supports capacity development of LAs, then LAs will be better positioned to deliver quality municipal services, promote inclusive development, and respond to emerging challenges such as climate change and youth vulnerability.

Through sustained advocacy and engagement, LGAZ will influence policy and legal frameworks to support decentralisation by devolution. Concurrently, strengthened knowledge management systems will ensure continuous learning and adaptation. Over time, these combined efforts will contribute to resilient Local Authorities that are responsive to community needs and capable of driving sustainable local development.

5.3 Key Assumptions

The successful implementation of this ToC is based on the following assumptions:

- Continued political commitment to decentralisation by devolution;
- Willingness of Cooperating Partners to support local governance reforms;
- Effective coordination between LGAZ, Government, and stakeholders;
- Availability of adequate institutional and human resource capacity within LGAZ and LAs.

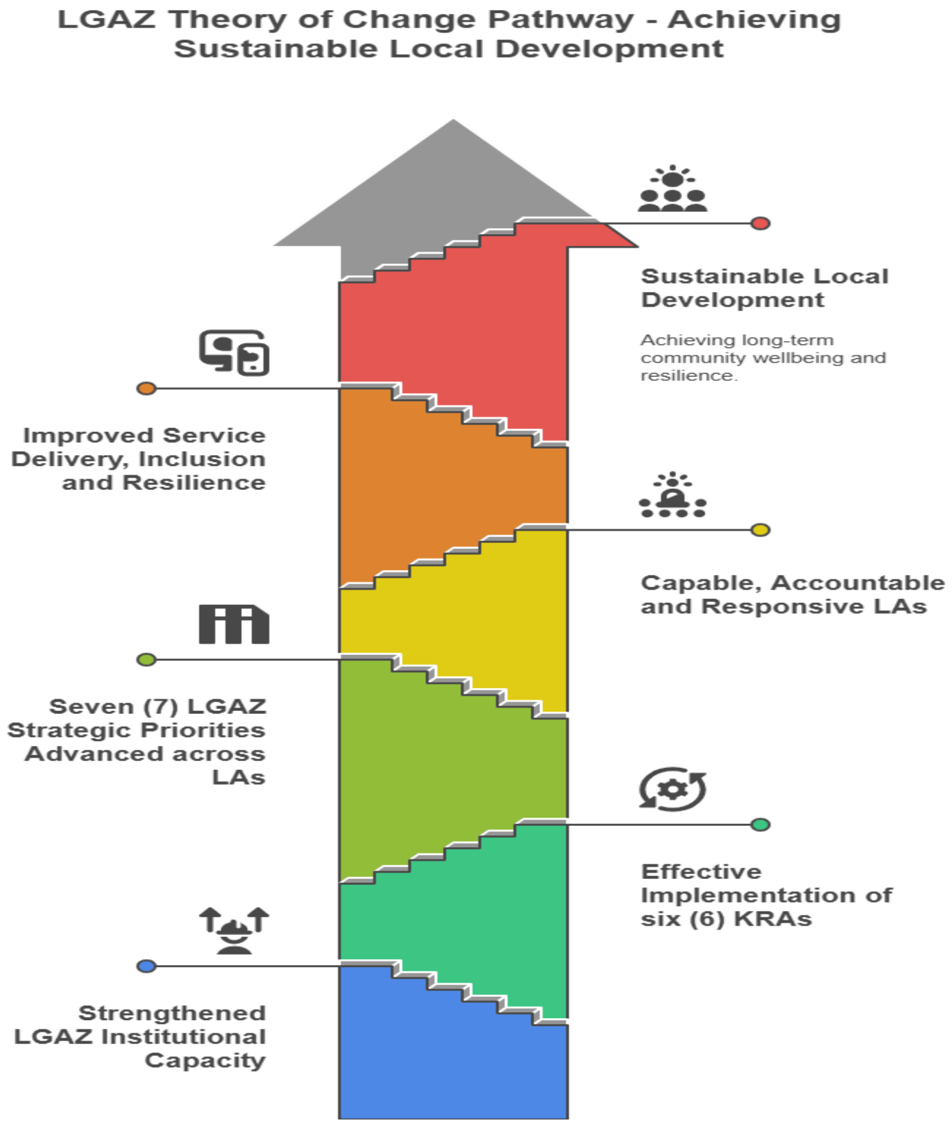

Figure 5.3: LGAZ Theory of Change Pathway

5.4 Linkage to Results-Based Management (RBM)

The ToC is operationalised through the RBM framework detailed in **Annex 1**. The RBM Matrix translates the ToC into measurable objectives, outputs, indicators, and means of verification, ensuring accountability and continuous learning throughout implementation.

CHAPTER 6: IMPLEMENTATION ARRANGEMENTS

6.1 Overview

The implementation of the LGAZ Strategic Plan 2026–2030 shall be guided by the governance and management structures established under the Constitution of LGAZ. These structures provide clear lines of authority, accountability, oversight, and coordination to ensure that the Strategic Plan is implemented effectively, transparently, and in line with the mandate of the Association.

Implementation arrangements recognise the distinct but complementary roles of the Association's policy-making organs, oversight bodies, statutory committees, and the Secretariat. It is designed to support RBM, effective risk management, sound financial stewardship, and long-term institutional sustainability. Through these arrangements, LGAZ ensures that strategic priorities are translated into measurable results that deliver value to member LAs and stakeholders.

Figure 6.1: LGAZ Strategic Plan 2026-2030 Implementation Hierarchy

6.2 Governance Oversight for Strategic Plan Implementation

6.2.1 Annual Conference

The Annual Conference is the supreme policy-making body of LGAZ and provides the highest level of strategic oversight. In line with the Constitution, the Annual Conference shall:

- approve the Strategic Plan and any major revisions thereto;
- provide policy direction on strategic priorities and programmes;
- receive and consider implementation and performance reports submitted through the Executive Committee;
- serve as the final authority on matters affecting the strategic direction of the Association.

The Annual Conference shall also review progress on implementation as provided for under the Constitution.

6.2.2 Executive Committee

The Executive Committee is responsible for ensuring the implementation of the objectives, policies, and decisions of LGAZ as approved by the Annual Conference. With respect to the Strategic Plan 2026–2030, the Executive Committee shall:

- provide strategic oversight and guidance on implementation;
- approve annual workplans, budgets, and performance reports aligned to the Strategic Plan;
- monitor progress against the Results-Based Management (RBM) framework;
- approve audited accounts and ensure sound financial management;
- mobilise resources to support implementation of strategic priorities;
- oversee risk management and take corrective action where necessary.

The Executive Committee shall therefore serve as the primary oversight body for Strategic Plan execution.

6.2.3 The Presidency

The Presidency shall provide policy guidance and leadership between meetings of the Annual Conference and the Executive Committee on matters that cannot reasonably wait for such meetings. In relation to Strategic Plan implementation, the Presidency shall:

- make interim policy decisions within the framework of the approved Strategic Plan;
- provide strategic direction on emerging issues affecting implementation;
- ensure continuity of policy and leadership;
- submit decisions taken to the Executive Committee or Annual Conference for ratification, as required.

This role ensures agility and responsiveness in Strategic Plan implementation while maintaining constitutional accountability.

6.3 Role of Statutory Committees and Structures

6.3.1 Local Government Gender Equality Committee (LGGEC)

The Local Government Gender Equality Committee shall play a key role in implementing and monitoring the Gender Equality, Equity and Social Inclusion (GESI) Strategic Priority. Specifically, the Committee shall:

- advocate for gender-responsive and inclusive local governance;
- promote participation of women and youth in local decision-making;
- provide advisory input to the Executive Committee on GESI-related programmes;
- monitor progress on gender and youth inclusion outcomes within the Strategic Plan.

6.3.2 Provincial Committees

Provincial Committees shall serve as decentralised implementation and coordination structures for the Strategic Plan at provincial level. Their roles shall include:

- contextualising Strategic Plan priorities to provincial realities;
- coordinating implementation activities among member Local Authorities;
- facilitating information sharing, peer learning, and feedback;
- submitting implementation reports to the Executive Committee through the Secretariat.

6.3.3 Sub-Committees

Sub-Committees established under the Constitution shall provide technical input and sector-specific guidance in areas relevant to Strategic Plan implementation, including finance, research, environment, health, social services, planning, and gender equality. These Committees shall support evidence-based decision-making and programme delivery aligned to the Strategic Plan.

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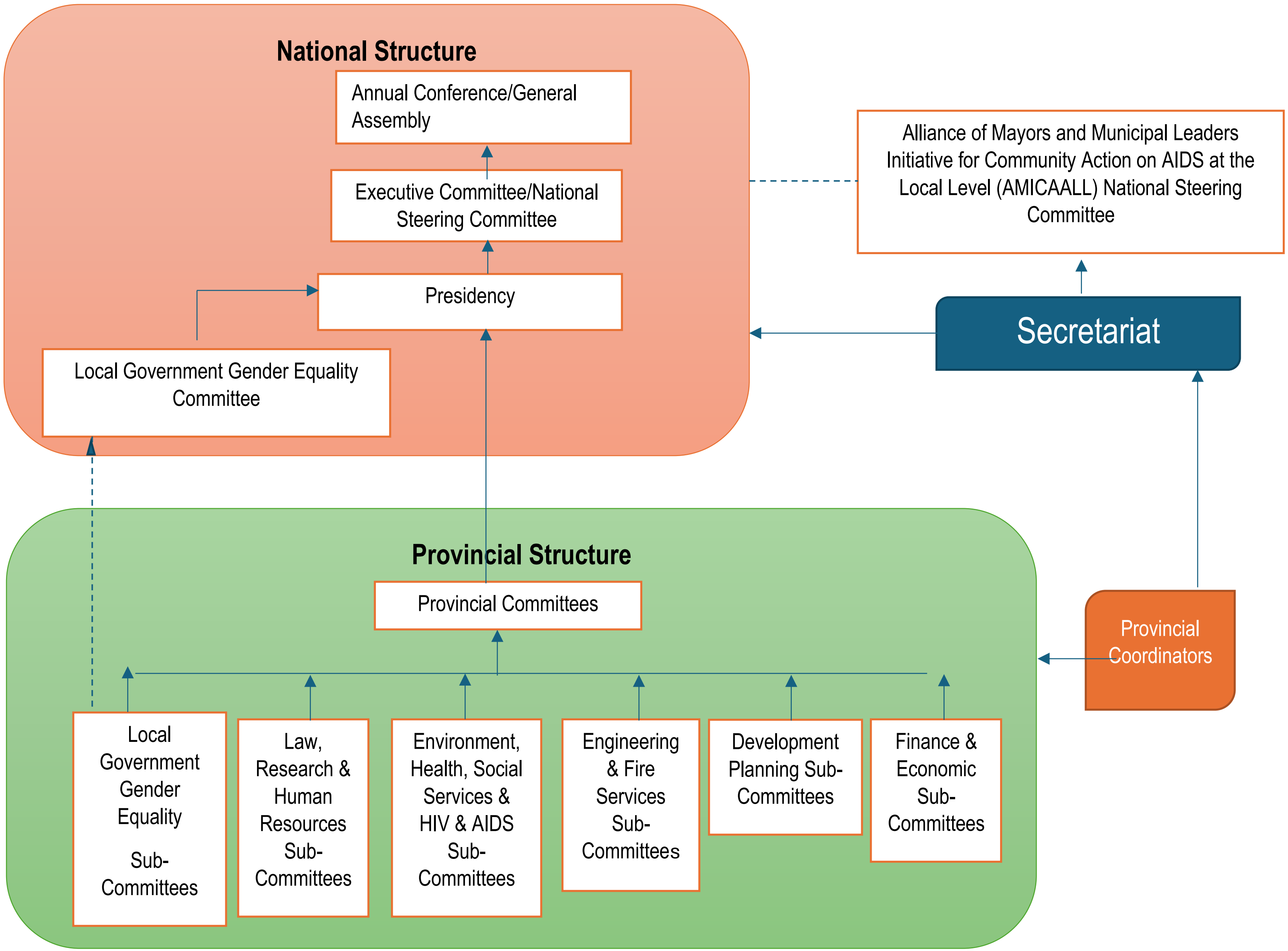
Figure 6.1: LGAZ Governance Structure



6.4 LGAZ Secretariat Structure and Responsibilities

To effectively implement the LGAZ Strategic Plan 2026–2030, the Secretariat shall operate under a streamlined and functional organisational structure headed by the Executive Director and supported by four Directorates. This structure is designed to ensure strategic leadership, operational efficiency, accountability, and alignment with the Association's KRAs, as approved by the governance organs of LGAZ

6.4.1 Executive Director (ED)

Mandate and Role

The Executive Director is the Chief Executive Officer of LGAZ and provides overall strategic leadership, management, and coordination of the Secretariat. The ED is responsible for translating the Strategic Plan into actionable programmes, ensuring institutional performance, and representing LGAZ at national, regional, and international levels.

Key Responsibilities

- Provide strategic leadership and overall coordination of Strategic Plan implementation;
- Translate strategic priorities into annual workplans, budgets, and performance targets;
- Supervise Directors and ensure effective performance management across the Secretariat;
- Represent LGAZ in high-level policy dialogue, partnerships, and resource mobilisation initiatives;
- Report to the organs of the Association on implementation progress, risks, and emerging issues.
- Serve as National Coordinator for the successful implementation of the AMICAALL programme.

Primary KRA Alignment

- KRA 6: Institutional Strengthening (cross-cutting oversight of all KRAs)

6.4.2 Directorate of Finance & Administration

Mandate and Role

The Directorate of Finance & Administration provides stewardship over LGAZ's financial, human resource, and administrative systems to ensure sound financial management, compliance, and institutional sustainability.

Key Responsibilities

- Manage budgeting, accounting, financial reporting, and audits;
- Oversee human resource management, payroll, staff welfare, and performance administration;
- Strengthen resource mobilisation systems and financial accountability;
- Ensure compliance with statutory, donor, and internal control requirements;
- Support procurement and administrative processes in collaboration with Corporate Services.

Primary KRA Alignment

- KRA 2: Resource Mobilisation
- KRA 6: Institutional Strengthening

6.4.3 Directorate of Policy, Research & Advocacy

Mandate and Role

The Directorate of Policy, Research & Advocacy leads LGAZ's evidence-based engagement on policy, legislative, and institutional reforms affecting local governance. It positions LGAZ as a credible voice and knowledge leader in decentralisation and local development.

Key Responsibilities

- Conduct research, policy analysis, and documentation of local governance issues;
- Develop policy briefs, position papers, and advocacy messages;
- Support evidence-based lobbying and engagement with Government and stakeholders;
- Generate and package knowledge products to inform decision-making and learning;
- Coordinate knowledge management and policy-oriented learning initiatives.

Primary KRA Alignment

- KRA 1: Research and Advocacy

- KRA 4: Information Sharing

6.4.4 Directorate of Corporate Services

Mandate and Role

The Directorate of Corporate Services provides core institutional support services that enable effective programme delivery, accountability, and operational efficiency across the Secretariat.

Key Responsibilities

- Coordinate Monitoring, Evaluation, Learning and Reporting (MEL);
- Lead information technology systems, digital platforms, and records management;
- Support risk management, internal controls, and compliance systems;
- Provide administrative support services to all directorates.
- Manage membership relations, communications, and stakeholder engagement;
- Lead capacity building and technical support initiatives for member LAs;

Primary KRA Alignment

- KRA 6: Institutional Strengthening
- KRA 4: Information Sharing (ICT, systems, and knowledge platforms)

6.4.5 Directorate of Programmes & Partnerships

Mandate and Role

The Directorate of Programmes & Partnerships is responsible for coordinating programme implementation and building strategic partnerships to advance LGAZ's mandate.

Key Responsibilities

- Design and coordinate implementation of programmes aligned to Strategic Priorities;
- Build and manage partnerships with cooperating partners and stakeholders;
- Support resource mobilisation efforts through programme development and partnerships.

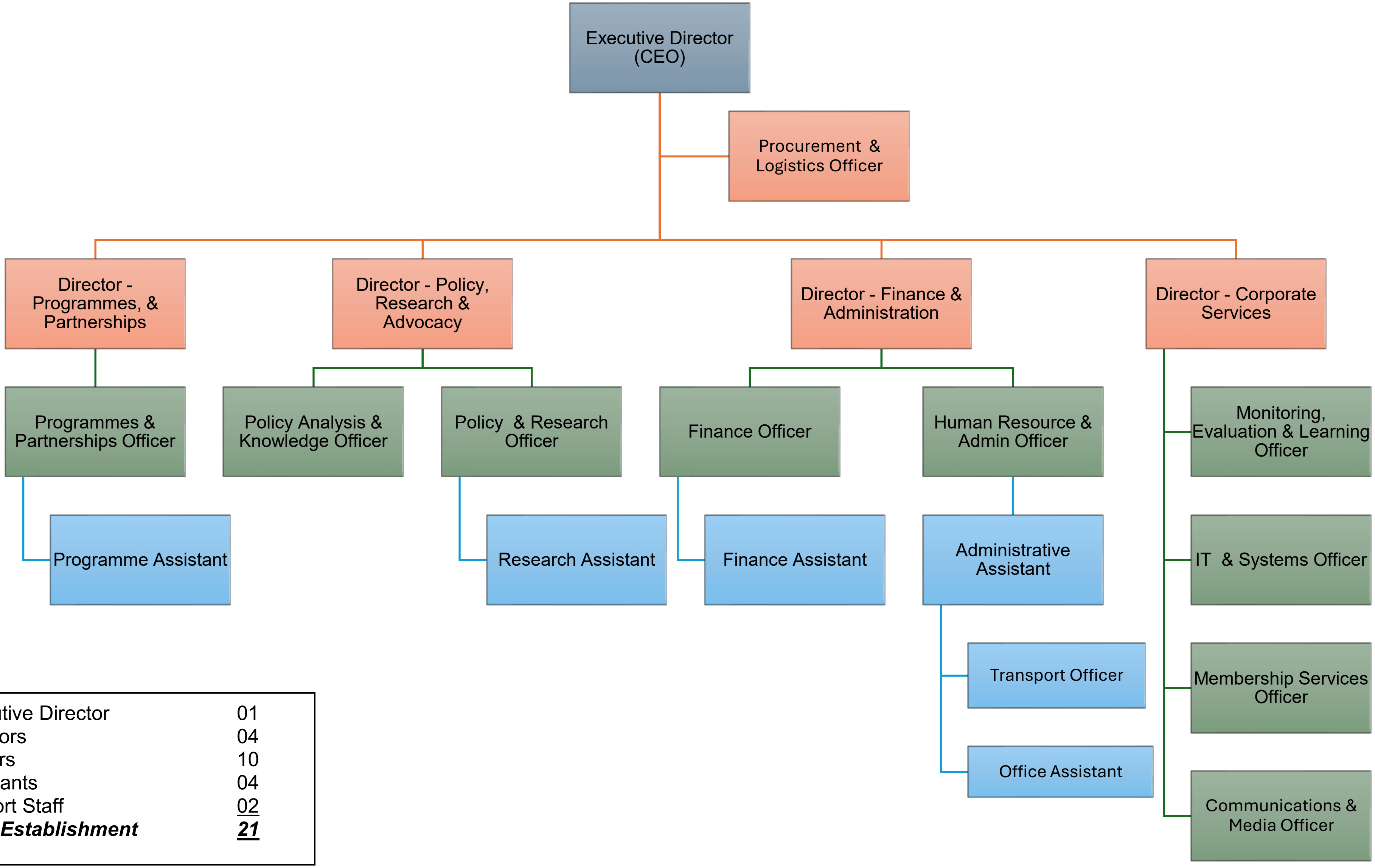
Primary KRA Alignment

- KRA 3: Capacity Building
- KRA 5: Strategic Networking and Alliance Building
- KRA 2: Resource Mobilisation

6.4.6 Institutional Coherence and Cross-Cutting Accountability

While each Directorate has defined mandates and primary KRAs, effective implementation of the Strategic Plan requires close collaboration across directorates. All Directors are collectively responsible for mainstreaming cross-cutting priorities including Gender Equality, and Social Inclusion (GESI), climate resilience, knowledge management, and Adolescent Health and HIV Response, in line with the RBM framework.

Figure 6.2: LAZ Secretariat Structure



Executive Director	01
Directors	04
Officers	10
Assistants	04
Support Staff	02
Total Establishment	***21***

6.5 Linkage to Planning, Budgeting, and Reporting

Statutory and governance meetings of the Association—including the Annual Conference and the Executive Committee —are integral to the implementation, oversight, and accountability of the LGAZ Strategic Plan 2026–2030. Accordingly, these governance processes are systematically integrated into the Association's planning, budgeting, and reporting frameworks to ensure coherence between strategic intent, implementation, and institutional accountability.

Implementation of the Strategic Plan is operationalised through Annual Workplans, which translate strategic priorities, KRAs, and RBM outcomes into time-bound activities, including statutory governance functions. These Annual Workplans are in turn supported by Annual Budgets, which provide the requisite financial resources to execute planned activities and fulfil governance obligations.

In line with LGAZ's institutional mandate, AMICAALL Zambia is implemented as an integral programme of the Association. Consequently, the AMICAALL General Assembly and the AMICAALL National Steering Committee meetings are convened and resourced jointly with the LGAZ Annual Conference and Executive Committee meetings respectively. This integrated approach promotes efficiency, coherence, cost-effectiveness, and strengthened governance and programme oversight.

Strategic Plan implementation and resource utilisation are monitored through quarterly and annual performance and financial reports, aligned to the RBM Matrix **(Annex 1),** the Implementation Plan **(Annex 2),** the Annual Workplans **(Annex 4**), and the Annual Budgets **(Annex 5).** Risk monitoring and mitigation are undertaken in accordance with the Risk Register and Mitigation Measures **(Annex 3).**

This integrated planning, budgeting, and reporting framework ensures that LGAZ's strategic objectives are delivered in a transparent, accountable, and results-oriented manner.

The implementation arrangements ensure that the LGAZ Strategic Plan 2026–2030 is executed within a robust constitutional, governance, and management framework. By clearly defining roles and responsibilities across governance organs, statutory committees, and the Secretariat, LGAZ is well positioned to deliver on its strategic objectives while upholding transparency, accountability, responsiveness, and institutional integrity.

CHAPTER 7: IMPLEMENTATION AND FINANCING FRAMEWORK

7.1 Introduction

Successful implementation of the LGAZ Strategic Plan 2026–2030 is dependent on adequate resourcing, effective financial management, and flexible implementation mechanisms that allow adaptation to changing circumstances. This chapter outlines the financing approach, Results-Based Management integration, and implementation phasing that will guide delivery of the Strategic Plan.

7.2 RBM Approach

LGAZ will adopt a RBM approach to guide implementation of the Strategic Plan. This approach will ensure that strategic interventions translate into measurable and meaningful results. Further, RBM ensures that planning, budgeting, implementation, monitoring, and reporting are all aligned to clearly defined results.

The RBM framework focuses on a logical results chain comprising:

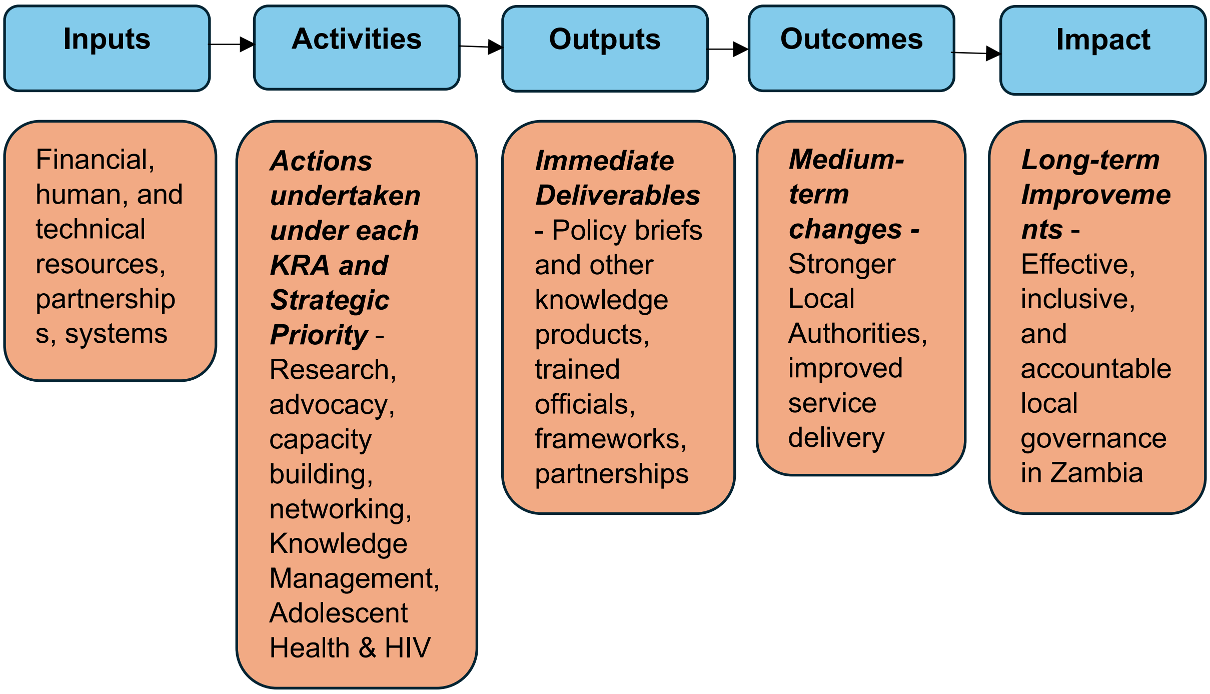


Figure 7.1: LGAZ Strategic Plan 2026-2030 RBM Approach

Under this approach:

- Strategic objectives are translated into measurable outputs and outcomes;
- Indicators and means of verification are clearly defined;

- Performance data informs decision-making and learning.

This approach ensures alignment between strategy, annual work plans, and budgets.

The RBM Matrix provided in **Annex 1** operationalises this approach and serves as the central performance management tool for the Strategic Plan.

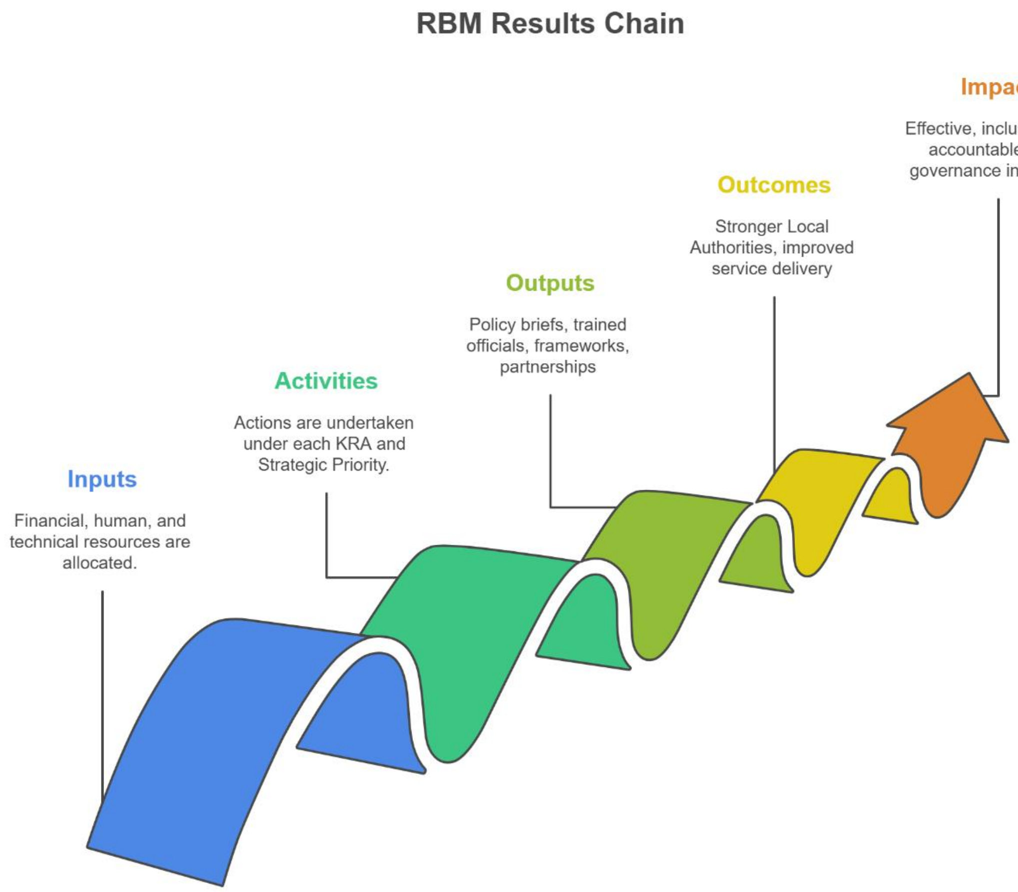


Figure 7.2: LGAZ Strategic Plan 2026-2030 RBM Results Chain

7.3 Implementation Phasing

Implementation of the Strategic Plan will be phased over the five-year period to ensure realism and sustainability:

- **2026 (Foundation Year):** Systems development and enhancement, baselines, frameworks, pilots, and institutional strengthening.
- **2027–2028 (Scale-Up Phase):** Expansion of programmes, intensified advocacy, and capacity development.

- **2029–2030 (Consolidation Phase):** Institutionalisation of successful interventions, sustainability planning, and impact consolidation.

This phased approach allows LGAZ to manage resources effectively and adjust implementation based on learning.

7.4 Financing Strategy

7.4.1 Resource Mobilisation Strategy

LGAZ will pursue a diversified resource mobilisation approach including:

- Membership subscriptions, registration fees, and service fees;
- Donor and partner funding;
- Programme-based financing;
- Strategic partnerships and grants; and
- Income-generating activities aligned with the Association's mandate.

7.4.2 Linkage to the Financial Sustainability Strategy (2026–2030)

The Strategic Plan is closely aligned to the LGAZ Financial Sustainability Strategy (FSS) for 2026–2030. The FSS provides detailed mechanisms for revenue generation, financial controls, and long-term sustainability.

7.4.3 Five Year (2026-2030) Costed Implementation Plan

A detailed Five Year (2026-2030) Costed Implementation Plan is provided in **Annex 2,** outlining indicative resource requirements by KRA, Strategic Priority, and year. The Costed Implementation Plan informs annual budgeting and resource mobilisation efforts.

Indicative costs will be refined annually through the budgeting process based on resource availability and implementation priorities.

7.5 Financial Management and Accountability

LGAZ will continue to strengthen its financial management systems to ensure transparency, accountability, and value for money. Financial controls, procurement procedures, and audit mechanisms will be applied in line with established policies and donor requirements.

Regular financial reporting will support management oversight and donor confidence.

7.6 Risk Management and Escalation

Risks associated with implementation of the Strategic Plan will be identified, assessed, and managed in accordance with the Risk Register and Mitigation Measures (**Annex 3).**

Operational risks will be managed by Management, while high-level strategic risks will be escalated to the Executive Committee for guidance and corrective action. This ensures proactive management of uncertainty and safeguards implementation.

Implementation of the LGAZ Strategic Plan 2026–2030 will be supported by a structured risk management and escalation framework designed to ensure timely identification, reporting, and resolution of risks that may affect achievement of strategic objectives.

Risks identified in **Annex 3: Risk Register and Mitigation Measures** will be monitored on a continuous basis by Management and reviewed regularly through internal coordination and performance review processes. Risks will be categorised according to their likelihood and potential impact on strategic outcomes.

Where risks are assessed as high or escalating, Management shall initiate appropriate mitigation actions and, where necessary, escalate such risks to the Executive Committee for strategic guidance, policy direction, or corrective action. This escalation will occur through structured management reports, special briefings, or agenda items at scheduled governance meetings.

Risk escalation will be guided by the following principles:

- **Timeliness:** High-risk issues will be escalated promptly to avoid adverse impacts on implementation.
- **Proportionality:** The level of escalation will correspond to the severity and strategic significance of the risk.
- **Accountability:** Clear responsibility for risk ownership and mitigation will be maintained at all levels of the Association.
- **Transparency:** Governance organs will be provided with accurate and timely information to support informed decision-making.

7.7 Adaptive Management and Learning

Implementation of the Strategic Plan will be guided by continuous learning and adaptation. Monitoring and evaluation findings, stakeholder feedback, and emerging contextual changes will inform adjustments to strategies and activities as necessary.

This adaptive approach ensures that LGAZ remains responsive, resilient, and results-oriented throughout the 2026–2030 period.

The structured risk escalation mechanisms outlined in this chapter, together with the Risk Register presented in **Annex 3,** ensure that the Strategic Plan is implemented with strong governance oversight, institutional accountability, and adaptive decision-making

CHAPTER 8: MONITORING, EVALUATION, LEARNING AND REPORTING (MEL)

8.1 Introduction

Monitoring, Evaluation, Learning and Reporting (MEL) is a critical component of the LGAZ Strategic Plan 2026–2030. It provides the mechanism through which progress is tracked, results are measured, lessons are generated, and accountability is strengthened. An effective MEL system ensures that implementation remains aligned to strategic objectives while enabling adaptive management in response to emerging challenges and opportunities.

8.2 Monitoring Framework

Monitoring of the Strategic Plan will be guided by the RBM framework detailed in **Annex 1.** Monitoring will focus on tracking progress against agreed outputs, outcomes, and indicators across all KRAs and Strategic Priorities.

Key features of the monitoring framework include:

- clearly defined indicators and targets;
- routine collection of performance data;
- integration of monitoring into annual workplans and budgets.

Monitoring will be conducted at both activity and strategic levels, ensuring that implementation progress is visible and measurable throughout the five-year period.

8.3 Evaluation

Periodic evaluations will be undertaken to assess the relevance, effectiveness, efficiency, and sustainability of the Strategic Plan. These evaluations will provide evidence on whether intended outcomes are being achieved and inform strategic decision-making.

Planned evaluations include:

- a mid-term evaluation to assess progress and recommend course corrections; and
- an end-term evaluation to assess overall performance and impact.

Evaluation findings will be shared with governance structures, Management, member Local Authorities, and Cooperating Partners to inform future strategic planning.

8.4 Learning and Knowledge Utilisation

Learning is a central pillar of LGAZ's Strategic Plan, particularly given the elevation of Knowledge Management as a Strategic Priority. Lessons generated through monitoring, evaluations, research, and programme implementation will be systematically documented and disseminated.

Learning processes will support:

- evidence-based advocacy;
- continuous improvement of programmes and approaches;
- peer learning among Local Authorities.

This approach reinforces LGAZ's role as a knowledge hub within the local governance sector.

8.5 Reporting

Reporting on implementation of the Strategic Plan will follow a structured schedule:

- Quarterly progress reports prepared by Management;
- Annual performance reports submitted to the Executive Committee and Annual Conference;
- Donor-specific reports in line with funding agreements.

Reports will be results-oriented, concise, and aligned to the RBM Matrix to support accountability and informed oversight.

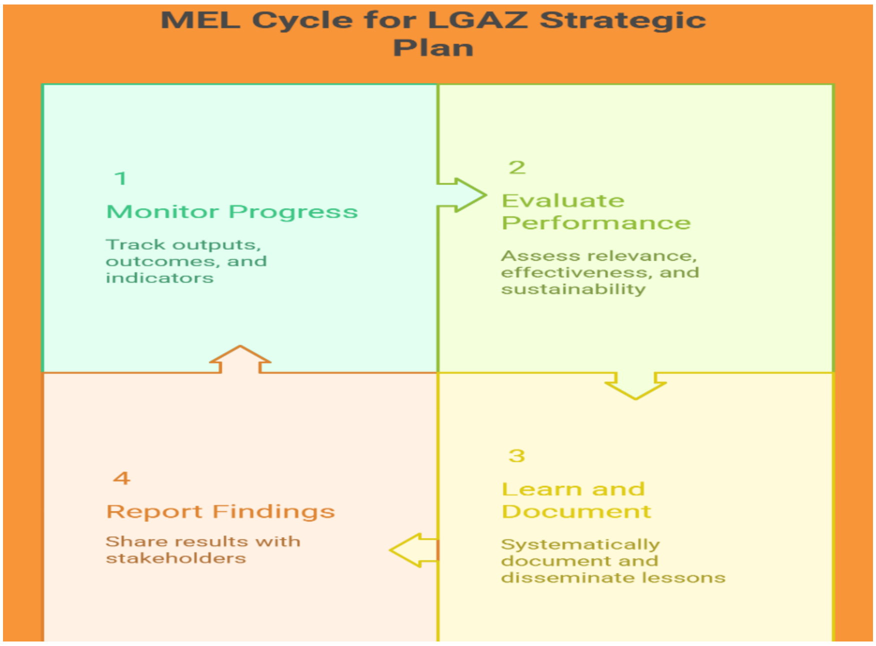


Figure 8.1: LGAZ Strategic Plan 2026-2030 MEL Cycle

CHAPTER 9: RISK MANAGEMENT

9.1 Introduction

The implementation of the LGAZ Strategic Plan 2026–2030 will take place in a dynamic and sometimes uncertain environment. Effective risk management is therefore essential to safeguard the achievement of strategic objectives and ensure institutional resilience.

This chapter outlines LGAZ's approach to identifying, assessing, mitigating, and escalating risks associated with Strategic Plan implementation.

9.2 Risk Identification and Assessment

Risks may arise from internal, external, financial, operational, institutional, or policy-related factors. LGAZ will proactively identify risks at strategic and operational levels and assess them based on likelihood and potential impact.

Identified risks are documented in the Risk Register and Mitigation Measures **(Annex 3**), which is a living document updated regularly by Management.

9.3 Risk Mitigation and Management

For each identified risk, appropriate mitigation measures will be implemented. These may include policy engagement, capacity strengthening, diversification of funding sources, partnership development, and institutional reforms.

Management will be responsible for implementing mitigation measures and monitoring risk status as part of routine performance management.

9.4 Risk Escalation and Governance Oversight

Where risks are assessed as high-level, persistent, or escalating, Management will formally escalate such risks to the Executive Committee for guidance and corrective action. Where necessary, strategic risks will be brought to the attention of the Annual Conference.

This structured escalation process ensures that governance organs remain informed and engaged on critical risks without being drawn into day-to-day operational issues.

9.5 Integration with Strategic Management

Risk management is fully integrated into LGAZ's strategic management processes, including annual planning, budgeting, monitoring, and reporting. This integration strengthens institutional resilience and supports proactive decision-making throughout the implementation period.

CHAPTER 10: CONCLUSION

The LGAZ Strategic Plan 2026–2030 provides a comprehensive, realistic, and results-oriented roadmap for strengthening local governance and institutional sustainability in Zambia. Building on past achievements and lessons, the Plan responds to emerging challenges and opportunities facing Local Authorities and the local governance sector.

By retaining stable KRAs while introducing responsive Strategic Priorities, the Plan balances continuity with innovation. Its strong emphasis on Results-Based Management, knowledge generation, inclusive governance, climate resilience, and adolescent health positions LGAZ as a credible advocate, partner, and knowledge hub.

Successful implementation of this Strategic Plan will require sustained commitment from LGAZ leadership, Management, member Local Authorities, Cooperating Partners, and other stakeholders. Through collective effort, strategic partnerships, and adaptive management, LGAZ will continue to champion effective, inclusive, and accountable local governance for the benefit of communities across Zambia.

ANNEXES

Annex 1: Results-Based Management (RBM) Matrix

This RBM Matrix operationalises the LGAZ 2026–2030 Strategic Plan by translating the Strategic Priorities and Key Result Areas into measurable results. The matrix provides the basis for annual planning, budgeting, monitoring, and reporting by clearly linking objectives, outputs, indicators, and means of verification. It will guide the preparation of annual work plans and activity-based budgets, ensuring alignment between strategy, implementation, and resource allocation.

KRA 1: Research and Advocacy

Strategic Objective: To generate, synthesise, and utilise credible evidence to influence policy, legislation, financing, and institutional reforms that strengthen local governance, service delivery, inclusion, resilience, and adolescent wellbeing.

Strategic Priority	Outcome	Outputs	Key Indicators	Means of Verification
Decentralisation by Devolution	Improved policy environment for local governance	Policy briefs, position papers, advocacy submissions	# of policy briefs produced # of advocacy engagements held	Policy briefs, submissions, meeting reports
GESI	Increased inclusion in local governance policies	Gender & youth-focused advocacy products	# of GESI advocacy products Policy reforms influenced	Advocacy reports, policy references
Knowledge Management	Strengthened evidence base	Knowledge products generated	# of research reports published	Publications, website analytics
HIV & Adolescent Health	Improved policy attention to adolescent health	Advocacy briefs on adolescent health	# of HIV/adolescent policy dialogues	Dialogue reports

KRA 2: Resource Mobilisation

Strategic Objective: To strengthen LGAZ's financial sustainability by diversifying funding sources, enhancing own-source revenue, strengthening donor engagement, and improving resource mobilisation systems and capacities.

Strategic Priority	Outcome	Outputs	Key Indicators	Means of Verification

All Priorities	Improved financial sustainability	Resource mobilisation strategy implemented	% increase in non-subscription income # of funded programmes	Financial reports, grant agreements
LED	Increased programme funding	Donor-funded LED initiatives	Value of LED funding mobilised	Funding contracts
HIV & Adolescent Health	Sustained AMICAALL programming	Multi-year funding secured	# of AMICAALL grants	Signed MoUs, donor reports

KRA 3: Capacity Building

Strategic Objective: To strengthen the institutional, technical, leadership, and operational capacity of LGAZ and Local Authorities to effectively deliver on decentralisation, service delivery, inclusion, climate action, local economic development, knowledge management, and adolescent-focused HIV interventions.

Strategic Priority	Outcome	Outputs	Key Indicators	Means of Verification
Service Delivery Improvement	Improved service delivery capacity	Training programmes conducted	# of officials trained % satisfaction score	Training reports, evaluations
GESI	Improved leadership inclusiveness	Women & youth leadership programmes	# of women/youth trained	Attendance registers
Climate Adaptation and Mitigation	Enhanced climate resilience skills	Climate planning trainings	# of climate plans developed	Plans, reports
HIV & Adolescent Health	Strengthened local health coordination	Capacity-building workshops	# of LAs trained	Workshop reports

KRA 4: Information Sharing

Strategic Objective: To strengthen LGAZ's capacity to systematically generate, package, disseminate, and promote the use of information and knowledge to support advocacy, service delivery, learning, accountability, and stakeholder engagement

Strategic Priority	Outcome	Outputs	Key Indicators	Means of Verification
Knowledge Management	Improved access to information	Knowledge platforms operational	Website visits # of publications	Web analytics
All Priorities	Enhanced communication	Newsletters, briefs	# of communications issued	Publications
Adolescent Health & HIV Response	Increased awareness	IEC materials disseminated	# of IEC products	Distribution lists

KRA 5: Strategic Networking and Alliance Building

Strategic Objective: To strengthen LGAZ's influence, resource base, and programme effectiveness by building, deepening, and institutionalising strategic partnerships at national, regional, and international levels

Strategic Priority	Outcome	Outputs	Key Indicators	Means of Verification
Decentralisation by Devolution	Stronger intergovernmental coordination	Policy dialogues	# of dialogue forums	Meeting minutes
Climate Adaptation and Mitigation & LED	Enhanced partnerships	Strategic MoUs signed	# of partnerships	Signed MoUs

Adolescent Health & HIV Response	Strengthened AMICAALL partnerships	Joint programmes implemented	# of joint initiatives	Programme reports

KRA 6: Institutional Strengthening

Strategic Objective: To strengthen the governance, management, systems, human resource capacity, financial sustainability, and operational effectiveness of LGAZ in order to deliver its mandate efficiently, credibly, and sustainably

Strategic Priority	Outcome	Outputs	Key Indicators	Means of Verification
All Priorities	Improved institutional performance	Systems and policies updated	% policies updated	Policy documents
Knowledge Management	Institutionalised learning	Knowledge Management framework operational	Knowledge Management framework adopted by ExCo	Knowledge Management policy
Adolescent Health and HIV	Enhanced local government leadership in HIV coordination and response	AMICAALL institutionalised	Functional multi-sectoral structures at local level HIV mainstreamed in LA planning and budgeting.	Activity reports LA budgets with HIV priority focus LGAE best practices on HIV response

Annex 2: Five Year (2026-2030) Implementation Plan

A2.1 Introduction

The Implementation Plan translates the Strategic Plan's vision, strategic priorities, and Key KRAs into a sequenced and coordinated set of actions, showing *what will be implemented, by whom, and when* over the five-year period.

The primary purpose of the Implementation Plan is to provide a strategic execution roadmap that guides the Secretariat, governance organs, and partners in the systematic delivery of planned results, without duplicating financial information contained in the Annual Budgets.

The Implementation Plan is designed to:

- guide preparation of annual budgets and workplans;
- support realistic sequencing and prioritisation of activities;
- provide a basis for donor engagement and funding proposals; and
- enhance transparency and accountability in resource utilisation.

A2.3 Implementation Phasing and Costing Logic

Implementation of the Strategic Plan will follow a structured five-year phasing:

- **2026 – Foundation Year:**
  Systems development, baselines, frameworks, institutional strengthening, and pilot interventions.
- **2027–2028 – Scale-Up Phase:**
  Expansion of programmes, intensified advocacy, capacity building, and partnership engagement.
- **2029–2030 – Consolidation Phase:**
  Institutionalisation of successful interventions, sustainability planning, and impact consolidation.

This phasing allows LGAZ to manage risk, absorb learning, and scale interventions responsibly.

A2.6 Linkage to Annual Workplans and Budgets

The Implementation Plan is operationalised through Annual Workplans, beginning with the 2026 Annual Workplan. Each Annual Workplan shall:

- select priority activities from the RBM Matrix; and
- allocate budgets consistent with this Implementation Plan.

A2.7 Financing Strategy and Sustainability

Implementation of the Strategic Plan will be financed through a combination of:

- membership contributions from LAs (Annual Subscriptions and registration fees);
- Government support ;
- Cooperating Partner funding;
- programme-specific grants;
- strategic partnerships and cost-sharing arrangements.

LGAZ will actively pursue diversified funding sources to enhance financial sustainability and reduce reliance on single-donor funding for programmes and projects.

A2.8 Financial Management and Accountability

All resources mobilised for implementation of the Strategic Plan will be managed in accordance with LGAZ's financial management policies and procedures. Strong financial controls, transparent procurement, and regular audits will be applied to ensure value for money and accountability.

Financial performance will be reported to the relevant organs of the Association and funding partners as required.

A2.9 Use of the Implementation Plan

This Implementation Plan shall be used to:

- guide resource mobilisation and donor engagement;
- inform annual budgeting and financial planning;
- support monitoring of financial performance; and
- provide a basis for mid-term and end-term evaluations.

YEAR 1: 2026 — FOUNDATION & SYSTEMS BUILDING

KRA	Strategic Priority	Key Activities	Expected Output
Research & Advocacy	Decentralisation	Develop policy briefs on devolution	Advocacy briefs produced
Research & Advocacy	GESI	Gender & youth inclusion research	Research report
Resource Mobilisation	All	Develop Resource Mobilisation Strategy	Strategy approved
Capacity Building	Service Delivery	Train LA officials (pilot)	2 training workshops
Information Sharing	Knowledge Management	Strengthened KM framework & platforms	KM framework operational
Strategic Networking & Alliances	HIV & Adolescent Health	Strengthen AMICAALL coordination	Annual workplan approved
Institutional Strengthening	All	Operational Systems review & restructuring	Systems improved

Year 1 Focus: Institutional setup, policy frameworks, baseline studies

YEAR 2: 2027 — PILOT IMPLEMENTATION & CAPACITY EXPANSION

KRA	Strategic Priority	Key Activities	Expected Output
Research & Advocacy	Climate Adaptation and Mitigation	Climate policy engagement	Position paper
Resource Mobilisation	LED	Mobilise LED programme funding	LED funding secured
Capacity Building	GESI	Women & youth leadership training	Leaders trained
Capacity Building	HIV & Adolescent Health	LA health coordination training	Districts trained

Information Sharing	Knowledge Management	Publish flagship knowledge products	Publications issued
Strategic Networking & Alliances	Climate Action & LED	MoUs with partners	MoUs signed
Institutional Strengthening	All	HR & finance reforms	Systems strengthened

Year 2 Focus: Pilot programmes, partnership expansion, skills development

YEAR 3: 2028 — MID-TERM SCALE-UP & REVIEW

KRA	Strategic Priority	Key Activities	Expected Output
Research & Advocacy	All	Mid-term strategic review	Review report
Resource Mobilisation	All	Multi-year donor engagement	Funding commitments
Capacity Building	Service Delivery Improvement	Nationwide training rollout	Increased coverage
Information Sharing	Knowledge Management	Knowledge exchange forums	Forums held
Strategic Networking & Alliance Building	Adolescent Health & HIV	Regional Adolescent Health & HIV engagement	Regional initiatives
Institutional Strengthening	All	Governance strengthening	Improved governance

Year 3 Focus: Scale-up, learning, mid-term correction

YEAR 4: 2029 — CONSOLIDATION & IMPACT DEEPENING

KRA	Strategic Priority	Key Activities	Expected Output

Research & Advocacy	Decentralisation by Devolution	Legislative reform advocacy	Policy outcomes
Resource Mobilisation	All	Sustainability financing	Increased own-source revenue
Capacity Building	Climate Adaptation and Mitigation	Advanced climate planning	Climate plans adopted
Information Sharing	Knowledge Management	Digital knowledge hub upgrade	Platform enhanced
Networking & Alliances	LED	Private sector partnerships	Investment projects
Institutional Strengthening	All	Process automation Embedding systems and practices	Efficiency gains

Year 4 Focus: Institutional maturity, policy impact, sustainability

YEAR 5: 2030 — EVALUATION & TRANSITION

KRA	Strategic Priority	Key Activities	Expected Output
Research & Advocacy	All	End-term evaluation	Evaluation report
Resource Mobilisation	All	Transition planning	Sustainability plan
Capacity Building	All	Knowledge transfer	Best practices documented
Information Sharing	Knowledge Management	Final knowledge products	Publications released
Strategic Networking & Alliances	HIV & Adolescent Health Crosscutting	Programme transition	Adolescent Health & HIV and other cross

			cutting issues sustainability plan
Institutional Strengthening	All	Strategic Plan review Development of LGAZ Strategic Plan 2031-2035	New planning cycle

Year 5 Focus: Evaluation, learning, transition to next Strategic Plan

Annex 3: Risk Register and Mitigation Measures

A3.1 Introduction

The successful implementation of the LGAZ Strategic Plan 2026–2030 is subject to a range of internal and external risks that may affect achievement of intended results. This Risk Register identifies key strategic, operational, financial, institutional, and external risks that could potentially hinder implementation of the Strategic Plan and outlines corresponding mitigation measures.

The Risk Register complements the RBM Matrix (**Annex 1**) and the Implementation Plan (**Annex 2**) by providing a proactive framework for anticipating challenges, managing uncertainty, and strengthening organisational resilience. The Register will be reviewed and updated periodically as part of LGAZ's annual planning, monitoring, and reporting processes.

A3.2 Risk Assessment Methodology

Risks have been assessed using a qualitative approach based on two dimensions:

- **Likelihood (L):** The probability of the risk occurring (Low, Medium, High)
- **Impact (I):** The potential effect of the risk on Strategic Plan implementation (Low, Medium, High)

The overall **Risk Rating** reflects the combined assessment of likelihood and impact. Mitigation measures are designed to reduce either the likelihood of occurrence, the impact of the risk, or both.

A3.3 Risk Register

A. Strategic and Policy Risks

Risk Description	Likelihood	Impact	Risk Rating	Mitigation Measures	Responsible Entity	Residual Risk
Delays or reversals in decentralisation policy reforms	Low	High	High	Continuous evidence-based advocacy; structured engagement with MLGRD, MoFNP, Cabinet Office, Parliament and other stakeholders; production of policy briefs under the Research & Advocacy KRA	DPRA	Medium
Weak political commitment to GESI and youth inclusion reforms	Medium	High	High	Targeted advocacy using evidence; capacity building for councillors; partnerships with CSOs and cooperating partners	DPRA	Medium
Policy misalignment between national priorities and local government needs	Medium	Medium	Medium	Regular policy dialogue; alignment of advocacy positions with national development frameworks	DPRA	Low

B. Financial and Resource Mobilisation Risks

Risk Description	Likelihood	Impact	Risk Rating	Mitigation Measures	Responsible Entity	Residual Risk

Inadequate funding to fully implement the Strategic Plan	High	High	High	Phased implementation; prioritisation through annual workplans; diversified funding strategy aligned to the Financial Sustainability Strategy (FSS)	DFA/ED	Medium
Over-reliance on a limited number of development partners	Medium	High	High	Expansion of donor base; development of new funding concepts; strengthening proposal development capacity	DFA	Medium
Delayed disbursement of donor funds	Medium	Medium	Medium	Improved cash flow planning; regular donor engagement; clear reporting and compliance	DFA	Low

C. Institutional and Governance Risks

Risk Description	Likelihood	Impact	Risk Rating	Mitigation Measures	Responsible Entity	Residual Risk
Weak internal coordination across KRAs	Medium	Medium	Medium	Use of RBM Matrix as a single planning and monitoring tool; regular management coordination meetings	DCS	Low
Limited oversight by governance organs on implementation	Low	High	Medium	Regular reporting to the Executive Committee and Presidency; clear accountability frameworks	ED	Low
High staff turnover affecting institutional memory	Medium	Medium	Medium	Strengthened knowledge management systems; staff development and retention measures	ED	Low

D. Operational and Capacity Risks

Risk Description	**Likelihood**	**Impact**	**Risk Rating**	**Mitigation Measures**	**Responsible Entity**	**Residual Risk**
Insufficient staff capacity to deliver expanded mandate	Medium	High	High	Targeted capacity building; use of short-term technical assistance; workload prioritisation	ED	Medium
Delays due to procurement and administrative processes	Medium	Medium	Medium	Advance planning; streamlined internal procedures; early initiation of procurement processes	ED/DFA/DCS	Low
Weak monitoring and reporting systems	Low	High	Medium	Strengthened RBM and M&E systems; regular performance reviews	DCS	Low

E. Stakeholder and Partnership Risks

Risk Description	**Likelihood**	**Impact**	**Risk Rating**	**Mitigation Measures**	**Responsible Entity**	**Residual Risk**
Low engagement or buy-in from some member LAs	Medium	Medium	Medium	Strengthen communication and feedback mechanisms; regional engagement through provincial structures	DCS/DPP	**Low**
Misalignment of partner priorities with LGAZ strategic focus	Medium	Medium	Medium	Early engagement with partners; joint planning; clear Memoranda of Understanding (MoUs)	DPP	**Low**

F. Cross-Cutting and External Risks

Risk Description	Likelihood	Impact	Risk Rating	Mitigation Measures	Responsible Entity	Residual Risk
Macroeconomic shocks affecting funding availability	Medium	High	High	Flexible budgeting; phased implementation; diversification of funding sources	DFA	Medium
Climate-related shocks disrupting planned activities	Medium	Medium	Medium	Climate-resilient planning; use of virtual and hybrid implementation modalities	DCS	Low
Public health emergencies (e.g. pandemics)	Low	High	Medium	Contingency planning; adoption of digital platforms for engagement	DCS	Low

A3.4 Risk Monitoring and Review

The Risk Register will be a living management tool and will be reviewed:

- Annually as part of the planning and budgeting cycle;
- During mid-term and end-term evaluations of the Strategic Plan; and
- As required in response to emerging risks or significant contextual changes.

High-risk items will be escalated to the appropriate Executive Committee for oversight and guidance.

This Risk Register demonstrates LGAZ's commitment to proactive risk management and adaptive implementation of the Strategic Plan 2026–2030. By systematically identifying and mitigating risks, LGAZ strengthens its ability to deliver results, safeguard resources, and sustain institutional effectiveness in a dynamic operating environment.

Annex 4: LGAZ Annual Workplans (2026-2030)

The Annual Workplans translate the Strategic Plan into time-bound, prioritised, and costed interventions to be implemented on a yearly basis, ensuring systematic progression towards the achievement of strategic objectives and results.

The purpose of the Annual Workplans is to provide a practical operational framework that guides implementation, budgeting, monitoring, and reporting across all the six (6) KRAs (**HOW LGAZ works**) and the seven (7) Strategic Priorities (**WHAT LGAZ focuses on**). Each Annual Workplan is aligned to the RBM framework **(Annex 1**) and the Implementation Plan **(Annex 2),** ensuring a clear linkage between activities, expected outputs and outcomes and indicators.

The Annual Workplans also serve as a key management, accountability, and learning tool, enabling LGAZ to track progress on a quarterly and annual basis, manage risks, mobilise resources, and adapt implementation based on evidence and emerging lessons. Collectively, the Annual Workplans provide a coherent pathway for operationalising the Strategic Plan and delivering measurable results over the 2026–2030 period.

Annual Workplans for each year of the Strategy progressively build from systems development (2026), early implementation (2027), full-scale delivery (2028), consolidation (2029), and sustainability and transition (2030). See table below:

YEAR	1 (2026)	2 (2027)	3 (2028)	4 (2029)	5 (2030)
PHASING LOGIC	**Foundation & Systems**	**Early Implementation & Refinement**	**Full Scale Implementation**	**Consolidation & Institutionalisation**	**Sustainability, Transition & Legacy**
FOCUS	• Baselines and diagnostics • Frameworks, policies, systems • Pilots and proof of concept	• Roll-out of approved frameworks • Initial scale-up • Learning and adjustment	• Expansion and consolidation • Deeper engagement with members • Increased visibility and influence	• Embedding systems and practices • Sustainability and efficiency • Mid-term review outcomes applied	• Impact consolidation • Transition planning • Next strategy preparation
TYPICAL ACTIVITIES	• Develop strategies, frameworks, toolkits • Conduct baseline studies • Establish systems (KM, MEL, RM) • Pilot priority programmes (e.g. AMICAALL, GESI)	• Training and capacity building • Policy engagement based on evidence • First round of partner-funded programmes • Strengthening provincial coordination	• National and regional advocacy • Large-scale capacity building • Multi-province programmes • Strong knowledge product dissemination	• Institutionalisation of systems • Policy reform follow-through • Strengthening own-source revenues • Sustainability planning	• End-line evaluations • Documentation of lessons • Strategic Plan 2031–2035 preparation • Long-term financing arrangements

A4.1 LGAZ ANNUAL WORKPLAN – 2026

Strategic Plan Period: 2026–2030

Year: 2026 (Year 1)

Strategic Focus: Foundation, systems strengthening, baselines, frameworks, pilots, and institutional readiness

OVERALL OBJECTIVE – 2026

To establish the strategic, institutional, governance, and operational foundations for effective implementation of the LGAZ 2026–2030 Strategic Plan through system set-up, framework development, institutional strengthening, and initiation of priority interventions.

CROSS-CUTTING EMPHASES – 2026

- Strategic grounding and system establishment across all KRAs
- Institutional strengthening and capacity readiness for implementation
- Gender equality, youth inclusion, and social inclusion mainstreamed
- Climate resilience and knowledge management embedded from inception
- Partnership development and resource mobilisation foundations laid

LINK TO BUDGET AND RBM

All activities under the 2026 Annual Workplan are:

- aligned to **Annex 1:** RBM Matrix,
- costed under the 2026 Annual Budget, and
- monitored through LGAZ's MEL and Risk Management frameworks.

The 2026 Annual Workplan marks the commencement of implementation of the LGAZ 2026–2030 Strategic Plan. It is intentionally designed as a foundation-building year, focusing on establishing systems, capacities, partnerships, and evidence-based mechanisms that will enable effective delivery of results in subsequent years. Through a results-based and fully costed approach, the 2026 Workplan positions LGAZ to deliver early wins, strengthen institutional credibility, and lay a solid platform for scaled impact in support of decentralisation, inclusive governance, service delivery improvement, local economic development, climate resilience, knowledge management, and adolescent wellbeing.

KRA 1: RESEARCH AND ADVOCACY

Strategic Objective: To generate, synthesise, and utilise credible evidence to influence policy, legislation, financing, and institutional reforms that strengthen local governance, service delivery, inclusion, resilience, and adolescent wellbeing.

Strategic Priority	2026 Objective	Key Activities	Outputs	Indicators	Lead	Year 1 (2026)			
						Q1	Q2	Q3	Q4
Decentralisation by Devolution	Establish evidence base for advocacy	Conduct baseline study on devolution implementation	Baseline study report	Study completed	DCS				
GESI (incl. Youth)	Generate inclusion evidence	Research on women & youth participation	Research report	Report published	**DCS**				
Service Delivery Improvement	Inform reform agenda	Service delivery diagnostic	Diagnostic report	Diagnostic completed	**DCS**				
Climate Adaptation & Mitigation	Support climate planning	Climate vulnerability assessment	Assessment report	Report validated	**DCS**				
LED	Strengthen LED advocacy	LED financing & policy study	Policy brief	Brief disseminated	**DF**				
Knowledge Management	Anchor KM systems	Develop Research–KM Framework	Approved framework	Framework approved	**DCS**				
Adolescent Health and HIV	Inform adolescent health advocacy	Adolescent HIV baseline study	Study report	Report produced	**ED/DCS**				

KRA 2: RESOURCE MOBILISATION

Strategic Objective: To strengthen LGAZ's financial sustainability by diversifying funding sources, enhancing own-source revenue, strengthening donor engagement, and improving resource mobilisation systems and capacities.

Strategic Priority	2026 Objective	Key Activities	Outputs	Indicators	Lead	Year 1 (2026)			
						Q1	Q2	Q3	Q4
Cross-cutting	Strengthen RM systems	Review & update RM Strategy	RM Strategy	Strategy approved	**DF**				
All priorities	Expand funding base	Develop funding concepts & proposals	Proposals submitted	# proposals					
Adolescent Health and HIV	Sustain programme	Develop multi-year funding proposal	Proposal submitted	Funding secured	**NC**				

KRA 3: CAPACITY BUILDING

***Strategic Objective*:** To strengthen the institutional, technical, leadership, and operational capacity of LGAZ and Local Authorities to effectively deliver on decentralisation, service delivery, inclusion, climate action, local economic development, knowledge management, and adolescent-focused HIV interventions.

Strategic Priority	2026 Objective	Key Activities	Outputs	Indicators	Lead	Year 1 (2026)			
						Q1	Q2	Q3	Q4
Decentralisation by Devolution	Build LA readiness	Develop decentralisation training curriculum	Curriculum	Curriculum approved					
GESI (including Youth	Build inclusive leadership	Develop leadership training modules	Modules	Modules developed					
Service Delivery Improvement	Improve municipal skills	Develop service delivery toolkit	Toolkit	Toolkit validated					

Climate Adaptation & Mitigation	Build climate capacity	Develop climate training modules	Modules	Modules produced					
LED	Strengthen LED capacity	Develop LED training package	Training package	Package approved					
Knowledge Management	Build KM skills	Develop KM training materials	KM materials	Materials produced					
Adolescent Health and HIV	Strengthen adolescent health capacity	Develop AMICAALL training modules	Modules	Modules validated	**NC**				

KRA 4: INFORMATION SHARING

***Strategic Objective*:** To strengthen LGAZ's capacity to systematically generate, package, disseminate, and promote the use of information and knowledge to support advocacy, service delivery, learning, accountability, and stakeholder engagement

Strategic Priority	**2026 Objective**	**Key Activities**	**Outputs**	**Indicators**	**Lead**	**Year 1 (2026)**			
						Q1	**Q2**	**Q3**	**Q4**
Cross-cutting	Improve communications	Review & update Communication Strategy	Strategy	Strategy approved					
Knowledge Management	Establish KM systems	Design KM repository & protocols	KM platform	Platform operational					
GESI / Adolescent Health and HIV	Promote visibility	Develop advocacy materials	IEC materials	Materials disseminated					

KRA 5: STRATEGIC NETWORKING & ALLIANCE BUILDING

***Strategic Objective*:** To strengthen LGAZ's influence, resource base, and programme effectiveness by building, deepening, and institutionalising strategic partnerships at national, regional, and international levels

Strategic Priority	2026 Objective	Key Activities	Outputs	Indicators	Lead	Year 1 (2026)			
						Q1	Q2	Q3	Q4
Cross-cutting	Strengthen partnerships	Stakeholder mapping	Mapping report	Report completed	**DCS**				
All priorities	Formalise alliances	Develop MOUs with partners	Signed MOUs	# MOUs	**DCS**				
Adolescent Health and HIV	Strengthen health alliances	Engage NAC, UNAIDS, CSOs	Partnership meetings	Meetings held	**NC**				

KRA 6: INSTITUTIONAL STRENGTHENING

***Strategic Objective*:** To strengthen the governance, management, systems, human resource capacity, financial sustainability, and operational effectiveness of LGAZ in order to deliver its mandate efficiently, credibly, and sustainably

Strategic Priority	2026 Objective	Key Activities	Outputs	Indicators	Lead	Year 1 (2026)			
						Q1	Q2	Q3	Q4
Cross-cutting	Strengthen governance	Align policies to LGAZ Constitution	Updated policies	Policies approved					
Knowledge Management	Institutionalise KM	Approve KM procedures	KM SOPs	SOPs adopted					

Risk Management	Strengthen controls	Operationalise Risk Register	Risk reports	Quarterly reviews					
All priorities	Improve performance	Establish MEL system	MEL framework	Framework operational					
Governance, Accountability and Institutional Sustainability		Convene LGAZ Annual Conference (jointly with AMICAALL General Assembly)			**ED/DCS**				
		Convene LGAZ Executive Committee meetings (jointly with AMICAALL National Steering Committee)			**ED/DCS**				
		Convene Presidency meetings			**ED/DCS**				
		Convene Local Government Gender Equality Committee (LGGEC) meetings			**ED/DCS**				

A4.2 LGAZ ANNUAL WORKPLAN – 2027

Strategic Plan Period: 2026–2030

Year: 2027 (Year 2)

Strategic Focus: Early Implementation, Roll-out, and Learning

OVERALL OBJECTIVE – 2027

To operationalise frameworks, systems, and tools developed in 2026 through early roll-out, capacity building, advocacy, and programme implementation, while generating lessons to inform scale-up in subsequent years.

CROSS-CUTTING EMPHASES – 2027

- Application of frameworks developed in 2026
- Strong learning and adaptive management
- Gender equality, youth inclusion, and social inclusion mainstreamed
- Climate resilience and knowledge management embedded across KRAs
- Early identification of scale-up opportunities for 2028

LINK TO BUDGET AND RBM

All activities under the 2027 Annual Workplan are:

- aligned to Annex 1: RBM Matrix,
- costed under the 2027 Annual Budget, and
- monitored through LGAZ's MEL and Risk Management frameworks.

The 2027 Annual Workplan marks the transition from planning to action, focusing on early roll-out, learning, and refinement of systems and interventions to prepare for full-scale implementation in subsequent years.

KRA 1: RESEARCH AND ADVOCACY

Strategic Objective: To generate, synthesise, and utilise credible evidence to influence policy, legislation, financing, and institutional reforms that strengthen local governance, service delivery, inclusion, resilience, and adolescent wellbeing.

Strategic Priority	2027 Objective	Key Activities	Outputs	Indicators	Lead	Year 2 (2027)			
						Q1	Q2	Q3	Q4
Decentralisation by Devolution	Translate evidence into reform dialogue	Produce policy briefs from 2026 baseline studies	Policy briefs	# of briefs produced					
		Convene national advocacy dialogues with MLGRD, Cabinet Office & Parliament	Dialogue reports	# of dialogues held					
GESI (incl. Youth)	Promote inclusive governance reforms	Disseminate research on women & youth participation	Dissemination reports	# of LAs engaged					
Service Delivery Improvement	Support service delivery reforms	Engage councils using service delivery diagnostics	Engagement reports	# of LAs engaged					
Climate Adaptation & Mitigation	Inform early climate action	Develop climate policy briefs for LAs	Policy briefs	Briefs produced					
LED	Strengthen LED advocacy	Disseminate LED policy and financing study	Dissemination report	Forums held					
Knowledge Management	Promote evidence use	Publish annual flagship knowledge products	Publications	# of products					
Adolescent Health & HIV (AMICAALL)	Support adolescent wellbeing	Conduct advocacy on adolescent HIV findings	Advocacy briefs	Briefs issued					

KRA 2: RESOURCE MOBILISATION

Strategic Objective: To strengthen LGAZ's financial sustainability by diversifying funding sources, enhancing own-source revenue, strengthening donor engagement, and improving resource mobilisation systems and capacities.

Strategic Priority	2027 Objective	Key Activities	Outputs	Indicators	Lead	Year 2 (2027)			
						Q1	Q2	Q3	Q4
Cross-cutting	Mobilise programme funding	Develop and submit programme proposals	Submitted proposals	Funds mobilised	**DF**				
All priorities	Strengthen donor relations	Conduct donor engagement meetings	Engagement reports	# of meetings					
Adolescent Health and HIV	Sustain programme financing	Negotiate continued funding	Funding agreements	Funding secured	**NC**				
Cross-cutting	Improve RM systems	Strengthen RM tracking and reporting	RM reports	Reporting quality	**DF**				

KRA 3: CAPACITY BUILDING

Strategic Objective: To strengthen the institutional, technical, leadership, and operational capacity of LGAZ and Local Authorities to effectively deliver on decentralisation, service delivery, inclusion, climate action, local economic development, knowledge management, and adolescent-focused HIV interventions.

Strategic Priority	2027 Objective	Key Activities	Outputs	Indicators	Lead	Year 2 (2027)			
						Q1	Q2	Q3	Q4

Decentralisation by Devolution	Build implementation capacity	Roll out decentralisation training	Training reports	# officials trained					
GESI (Including Youth	Build inclusive leadership	Deliver women & youth leadership training	Leaders trained	% women/youth					
Service Delivery Improvement	Improve service performance	Conduct service delivery trainings	Training reports	Performance improved					
Climate Adaptation & Mitigation	Build climate readiness	Train LAs on climate planning	Training reports	Plans developed					
LED	Strengthen LED implementation	Deliver LED training programmes	Trained officers	LED plans					
Knowledge Management	Build KM capacity	Conduct KM training workshops	Workshops held	KM usage					
Adolescent Health & HIV (AMICAALL)	Improve adolescent services	Train LA adolescent health focal persons	Trained focal persons	Coverage improved					

KRA 4: INFORMATION SHARING

Strategic Objective: To strengthen LGAZ's capacity to systematically generate, package, disseminate, and promote the use of information and knowledge to support advocacy, service delivery, learning, accountability, and stakeholder engagement

Strategic Priority	2027 Objective	Key Activities	Outputs	Indicators	Lead	Year 2 (2027)			
						Q1	Q2	Q3	Q4
Knowledge Management	Roll out KM systems	Launch and operationalise KM platform	Operational platform	Platform usage					

Cross-cutting	Improve communication	Publish quarterly knowledge bulletins	Bulletins	# of bulletins					
GESI & Adolescent Health and HIV	Raise awareness	Disseminate advocacy & IEC materials	IEC materials	Reach achieved					

KRA 5: STRATEGIC NETWORKING & ALLIANCE BUILDING

***Strategic Objective*: To strengthen LGAZ's influence, resource base, and programme effectiveness by building, deepening, and institutionalising strategic partnerships at national, regional, and international levels**

Strategic Priority	2027 Objective	Key Activities	Outputs	Indicators	Lead	Year 2 (2027)			
						Q1	Q2	Q3	Q4
Cross-cutting	Expand partnerships	Formalise partnerships with key stakeholders	Signed MOUs	# MOUs					
All priorities	Strengthen influence	Participate in national & regional LG forums	Participation reports	Forums attended					
Adolescent Health and HIV (AMICAALL)	Strengthen HIV coordination	Coordinate national AMICAALL platforms	Coordination reports	Platforms held					

KRA 6: INSTITUTIONAL STRENGTHENING

***Strategic Objective*:** To strengthen the governance, management, systems, human resource capacity, financial sustainability, and operational effectiveness of LGAZ in order to deliver its mandate efficiently, credibly, and sustainably

Strategic Priority	**2027 Objective**	**Key Activities**	**Outputs**	**Indicators**	**Lead**	**Year 2 (2027)**			
						Q1	**Q2**	**Q3**	**Q4**
Governance	Strengthen governance systems	Operationalise updated governance policies	Operational policies	Compliance levels					
Risk Management	Manage strategic risks	Implement risk monitoring and reporting	Risk reports	Reports produced					
Monitoring & Evaluation	Strengthen performance management	Roll out MEL system	MEL reports	Reports produced					
Financial Sustainability	Improve systems	Strengthen financial controls	Improved controls	Audit outcomes					
Knowledge Management	Institutionalise KM	Enforce KM procedures	Compliance reports	SOP compliance					
Governance, Accountability and Institutional Sustainability		Convene LGAZ Annual Conference (jointly with AMICAALL General Assembly)			**ED/DCS**				
		Convene LGAZ Executive Committee meetings (jointly with AMICAALL National Steering Committee)			**ED/DCS**				
		Convene Presidency meetings			**ED/DCS**				

		Convene Local Government Gender Equality Committee (LGGEC) meetings			**ED/DCS**				

A4.3 LGAZ ANNUAL WORKPLAN – 2028

Strategic Plan Period: 2026–2030

Year: 2028 (Year 3)

Strategic Focus: Full-Scale Implementation, Expansion, and National Impact

OVERALL OBJECTIVE – 2028

To achieve full-scale implementation of LGAZ strategic priorities by expanding geographic coverage, deepening policy influence, strengthening institutional systems, and delivering measurable results across decentralisation, GESI (including youth), service delivery, climate action, LED, knowledge management, and adolescent-focused HIV interventions.

CROSS-CUTTING ISSUES IN 2028

- GESI mainstreamed across all KRAs
- Climate resilience integrated into research, capacity building, and advocacy
- Knowledge Management applied across planning, implementation, and reporting
- Risk management and RBM guiding execution and monitoring

LINK TO BUDGET

All activities in this Workplan are fully costed under the 2028 Annual Budget, derived from Annex 2: Costed Implementation Plan, and monitored using Annex 1: RBM Matrix.

The 2028 Annual Workplan represents the peak implementation year of the Strategy, characterised by full-scale delivery, expanded geographic reach, strengthened partnerships, and demonstrable impact across all strategic priorities.

KRA 1: RESEARCH AND ADVOCACY

***Strategic Objective*:** To generate, synthesise, and utilise credible evidence to influence policy, legislation, financing, and institutional reforms that strengthen local governance, service delivery, inclusion, resilience, and adolescent wellbeing.

Strategic Priority	2028 Objective	Key Activities	Outputs	Indicators	Lead	Year 3 (2028)			
						Q1	Q2	Q3	Q4
Decentralisation by Devolution	Strengthen national policy influence	Conduct follow-up devolution implementation study	Updated study report	Study completed					
		Lead national advocacy dialogues with MLGRD, Cabinet Office, and Parliament	Dialogue reports	# of dialogues held					
GESI (incl. Youth)	Influence inclusive governance reforms	Publish policy brief on women & youth participation	Policy brief	Brief disseminated					
		Engage LAs on GESI policy uptake	Engagement reports	# of LAs engaged					
Service Delivery Improvement	Improve municipal performance	Develop service delivery reform recommendations	Reform paper	Paper adopted					
Climate Adaptation & Mitigation	Strengthen climate-responsive governance	Produce LA climate action guidance notes	Guidance notes	Notes issued					

LED	Influence LED financing frameworks	Host national LED policy forum	Forum report	Forum held					
Knowledge Management	Strengthen evidence-based advocacy	Publish flagship knowledge products	Publications	# of products					
Adolescent Health & HIV (AMICAALL)	Support adolescent wellbeing	Produce advocacy briefs on adolescent HIV outcomes	Advocacy briefs	Briefs issued	**NC**				

KRA 2: RESOURCE MOBILISATION

Strategic Objective: To strengthen LGAZ's financial sustainability by diversifying funding sources, enhancing own-source revenue, strengthening donor engagement, and improving resource mobilisation systems and capacities.

Strategic Priority	**2028 Objective**	**Key Activities**	**Outputs**	**Indicators**	**Lead**	**Year 3 (2028)**			
						Q1	**Q2**	**Q3**	**Q4**
Cross-cutting	Secure large-scale funding	Develop and submit multi-year programme proposals	Proposals submitted	Funding mobilised	**DF**				
All priorities	Expand funding base	Engage private sector & foundations	Engagement reports	# of engagements	**DCS**				
Adolescent Health & HIV (AMICAALL)	Sustain adolescent programmes	Negotiate renewed and expanded funding	Funding agreements	Agreements signed	**NC**				

KRA 3: CAPACITY BUILDING

***Strategic Objective*:** To strengthen the institutional, technical, leadership, and operational capacity of LGAZ and Local Authorities to effectively deliver on decentralisation, service delivery, inclusion, climate action, local economic development, knowledge management, and adolescent-focused HIV interventions.

Strategic Priority	2028 Objective	Key Activities	Outputs	Indicators	Lead	Year 3 (2028)			
						Q1	Q2	Q3	Q4
Decentralisation by Devolution	Strengthen LA implementation	Conduct national decentralisation trainings	Trained officials	# of trained					
GESI (Including Youth	Build inclusive leadership	Deliver women & youth leadership programmes	Leaders trained	% women/youth					
Service Delivery Improvement	Improve operational efficiency	Conduct advanced service delivery trainings	Training reports	Service improvements					
Climate Adaptation & Mitigation	Build climate resilience	Train LAs on climate adaptation planning	Action plans	Plans developed					
LED	Strengthen LED execution	Deliver LED implementation trainings	Trained officers	LED projects					
Knowledge Management	Institutionalise KM practice	Conduct KM application workshops	Workshops held	KM usage					
Adolescent Health & HIV (AMICAALL)	Improve adolescent service delivery	Train LA adolescent health focal persons	Trained focal persons	Coverage improved	**NC**				

KRA 4: INFORMATION SHARING

***Strategic Objective*:** To strengthen LGAZ's capacity to systematically generate, package, disseminate, and promote the use of information and knowledge to support advocacy, service delivery, learning, accountability, and stakeholder engagement

Strategic Priority	2028 Objective	Key Activities	Outputs	Indicators	Lead	Year 3 (2028)			
						Q1	Q2	Q3	Q4
Knowledge Management	Expand KM systems	Populate and update KM repository	Updated platform	Content uploads					
Cross-cutting	Improve visibility	Publish annual State of Local Government Report	Published report	Report launched					
GESI & Adolescent Health and HIV (AMICAALL)	Strengthen public awareness	Disseminate advocacy & IEC materials	IEC materials	Distribution reach					

KRA 5: STRATEGIC NETWORKING & ALLIANCE BUILDING

***Strategic Objective*:** To strengthen LGAZ's influence, resource base, and programme effectiveness by building, deepening, and institutionalising strategic partnerships at national, regional, and international levels

Strategic Priority	2028 Objective	Key Activities	Outputs	Indicators	Lead	Year 3 (2028)			
						Q1	Q2	Q3	Q4
Cross-cutting	Deepen partnerships	Formalise strategic partnerships	Signed MOUs	# of MOUs	ALL				
All priorities	Strengthen influence	Participate in regional & global LG forums	Participation reports	Forums attended	**ED**				
Adolescent Health and HIV (AMICAALL)	Strengthen HIV partnerships	Coordinate national AMICAALL platforms	Coordination reports	Platforms held	**NC**				

KRA 6: INSTITUTIONAL STRENGTHENING

Strategic Objective: To strengthen the governance, management, systems, human resource capacity, financial sustainability, and operational effectiveness of LGAZ in order to deliver its mandate efficiently, credibly, and sustainably

Strategic Priority	2028 Objective	Key Activities	Outputs	Indicators	Lead	Year 3 (2028)			
						Q1	Q2	Q3	Q4
Cross-cutting	Optimise governance & systems	Review and refine internal policies	Revised policies	Policies approved	ED				
Risk Management	Strengthen controls	Conduct mid-term risk review	Risk review report	Review completed	**DF**				
Monitoring & Evaluation	Improve performance management	Implement MEL system fully	MEL reports	Reports produced	**DCS**				

Knowledge Management	Institutionalise KM	Enforce KM SOPs and compliance	Compliance reports	SOP adherence	**DCS**				
Financial Sustainability	Improve efficiency	Strengthen internal controls & systems	Audit-ready systems	Clean audits	**DFA**				
Governance, Accountability and Institutional Sustainability		Convene LGAZ Annual Conference (jointly with AMICAALL General Assembly)			**ED/DCS**				
		Convene LGAZ Executive Committee meetings (jointly with AMICAALL National Steering Committee)			**ED/DCS**				
		Convene Presidency meetings			**ED/DCS**				
		Convene Local Government Gender Equality Committee (LGGEC) meetings			**ED/DCS**				

A4.4 LGAZ ANNUAL WORKPLAN – 2029

Strategic Plan Period: 2026–2030

Year: 2029 (Year 4)

Strategic Focus: Consolidation, Institutionalisation, and Efficiency

OVERALL OBJECTIVE – 2029

To consolidate gains achieved under the 2026–2028 implementation period by institutionalising systems, strengthening sustainability of programmes, deepening policy uptake, and improving efficiency and value for money across all Key Result Areas and Strategic Priorities.

CROSS-CUTTING EMPHASES – 2029

- Strong focus on institutionalisation and sustainability
- Emphasis on value for money and efficiency
- Reduced pilots; increased standardised operations
- Strong linkage to risk management and performance reporting
- Preparation for end-line evaluation and next strategy

LINK TO BUDGET AND RBM

All activities in the 2029 Annual Workplan are:

- fully aligned to **Annex 1:** RBM Matrix,
- costed under the 2029 Annual Budget, and
- monitored using the LGAZ MEL and Risk Management systems.

The 2029 Annual Workplan represents a consolidation phase focused on institutionalisation, efficiency, and sustainability, ensuring that gains achieved during earlier implementation years are embedded within LGAZ and its member LAs.

KRA 1: RESEARCH AND ADVOCACY

***Strategic Objective*:** To generate, synthesise, and utilise credible evidence to influence policy, legislation, financing, and institutional reforms that strengthen local governance, service delivery, inclusion, resilience, and adolescent wellbeing.

Strategic Priority	2029 Objective	Key Activities	Outputs	Indicators	Lead	Year 4 (2029)			
						Q1	Q2	Q3	Q4
Decentralisation by Devolution	Consolidate policy influence	Synthesize findings from devolution studies (2026–2028)	Synthesis report	Report produced					
		Conduct targeted advocacy with MLGRD, Cabinet Office and Parliament	Advocacy briefs	# briefs issued					
GESI (incl. Youth)	Strengthen policy uptake	Track implementation of GEYSI commitments by LAs	Monitoring brief	Brief published					
Service Delivery Improvement	Improve reform implementation	Document best practices in municipal service delivery	Best practice compendium	Compendium published					
Climate Adaptation & Mitigation	Institutionalise climate action	Review uptake of LA climate action guidance	Review report	Brief published					
LED	Consolidate LED reforms	Assess effectiveness of LED initiatives supported	Assessment report	Report completed					
Knowledge Management	Strengthen evidence use	Produce thematic knowledge synthesis products	Knowledge briefs	# of briefs produced					

Adolescent Health & HIV (AMICAALL)	Sustain adolescent wellbeing outcomes	Document results of adolescent HIV interventions	Results report	Report disseminated					

KRA 2: RESOURCE MOBILISATION

***Strategic Objective*: To strengthen LGAZ's financial sustainability by diversifying funding sources, enhancing own-source revenue, strengthening donor engagement, and improving resource mobilisation systems and capacities.**

Strategic Priority	2029 Objective	Key Activities	Outputs	Indicators	Lead	Year 4 (2029)			
						Q1	**Q2**	**Q3**	**Q4**
Cross-cutting	Consolidate funding base	Renew and extend existing funding agreements	Renewed agreements	% renewals	**DF**				
All priorities	Improve funding efficiency	Review cost-effectiveness of funded programmes	Value-for-money report	Report approved	**DF**				
Adolescent Health & HIV (AMICAALL)	Sustain programme funding	Secure continuation funding for adolescent programmes	Funding agreements	Funding secured	**DF/DCS**				
Cross-cutting	Prepare transition financing	Develop transition financing strategy (2030+)	Strategy document	Strategy approved	**DF**				

KRA 3: CAPACITY BUILDING

***Strategic Objective*:** To strengthen the institutional, technical, leadership, and operational capacity of LGAZ and Local Authorities to effectively deliver on decentralisation, service delivery, inclusion, climate action, local economic development, knowledge management, and adolescent-focused HIV interventions.

Strategic Priority	2029 Objective	Key Activities	Outputs	Indicators	Lead	Year 4 (2029)			
						Q1	Q2	Q3	Q4
Decentralisation by Devolution	Consolidate capacities	Deliver targeted refresher trainings	Refresher training reports	# of officials trained					
GESI (Including Youth	Institutionalise inclusive leadership	Support LAs to embed GESI in governance processes	Support reports	# of LAs supported					
Service Delivery Improvement	Improve efficiency	Provide targeted technical assistance (TA) to underperforming LAs	TA reports	Performance improvement					
Climate Adaptation & Mitigation	Embed resilience	Support councils to mainstream climate into plans	Revised plans	# of plans updated					
LED	Consolidate LED practice	Support councils to institutionalise LED units/committees	Support reports	LED units functional					
Knowledge Management	Embed KM practice	Conduct KM refresher trainings	Refresher sessions	KM usage rates					
Adolescent Health & HIV (AMICAALL)	Sustain service quality	Provide targeted support to adolescent HIV focal persons	Support reports	Service continuity	**NC**				

KRA 4: INFORMATION SHARING

Strategic Objective: To strengthen LGAZ's capacity to systematically generate, package, disseminate, and promote the use of information and knowledge to support advocacy, service delivery, learning, accountability, and stakeholder engagement

Strategic Priority	2029 Objective	Key Activities	Outputs	Indicators	Lead	Year 4 (2029)			
						Q1	Q2	Q3	Q4
Knowledge Management	Optimise KM systems	Update and streamline KM platform	Updated platform	Platform usage					
Cross-cutting	Promote learning	Produce annual learning and lessons report	Learning report	Report published					
GESI & Adolescent Health and HIV (AMICAALL)	Sustain public awareness	Targeted dissemination of advocacy messages	Dissemination reports	Reach achieved					

KRA 5: STRATEGIC NETWORKING & ALLIANCE BUILDING

Strategic Objective: To strengthen LGAZ's influence, resource base, and programme effectiveness by building, deepening, and institutionalising strategic partnerships at national, regional, and international levels

Strategic Priority	2029 Objective	Key Activities	Outputs	Indicators	Lead	Year 4 (2029)			
						Q1	Q2	Q3	Q4
Cross-cutting	Consolidate partnerships	Review effectiveness of strategic partnerships	Partnership review report	Review completed	DCS				
All priorities	Strengthen strategic positioning	Participate in selected high-impact national & regional forums	Participation reports	Forums attended	**ED**				

Adolescent Health and HIV (AMICAALL)	Sustain coordination	Maintain national AMICAALL coordination platforms	Coordination reports	Platforms functional	**NC**				

KRA 6: INSTITUTIONAL STRENGTHENING

***Strategic Objective*:** To strengthen the governance, management, systems, human resource capacity, financial sustainability, and operational effectiveness of LGAZ in order to deliver its mandate efficiently, credibly, and sustainably

Strategic Priority	**2029 Objective**	**Key Activities**	**Outputs**	**Indicators**	**Lead**	**Year 4 (2029)**			
						Q1	**Q2**	**Q3**	**Q4**
Governance	Improve institutional efficiency	Review governance and management effectiveness	Review report	Report approved					
Risk Management	Strengthen resilience	Update Risk Register and mitigation measures	Updated register	Report approved					
Monitoring & Evaluation	Improve performance management	Conduct annual performance reviews	Performance reports	Reviews completed					
Financial Sustainability	Strengthen systems	Improve internal controls and financial systems	Improved systems	Audit outcomes	**DF**				
Knowledge Management	Institutionalise compliance	Enforce KM SOP compliance	Compliance reports	Compliance level	**DCS**				

Governance, Accountability and Institutional Sustainability		Convene LGAZ Annual Conference (jointly with AMICAALL General Assembly)			**ED/DCS**				
		Convene LGAZ Executive Committee meetings (jointly with AMICAALL National Steering Committee)			**ED/DCS**				
		Convene Presidency meetings			**ED/DCS**				
		Convene Local Government Gender Equality Committee (LGGEC) meetings			**ED/DCS**				

A4.5 LGAZ ANNUAL WORKPLAN – 2030

Strategic Plan Period: 2026–2030

Year: 2030 (Year 5 – Final Year)

Strategic Focus: Sustainability, Impact, Legacy, and Strategic Transition

OVERALL OBJECTIVE – 2030

To consolidate and sustain the results achieved under the 2026–2030 Strategic Plan by institutionalising systems, documenting impact and lessons learned, securing long-term financing and partnerships, and preparing for a smooth transition to the next Strategic Plan (2031–2035).

CROSS-CUTTING EMPHASES – 2030

- Strong focus on impact, sustainability, and legacy
- Preparation for Strategic Plan 2031–2035
- Institutionalisation of systems, partnerships, and practices
- Knowledge preservation and transition
- Risk-aware transition management

LINK TO BUDGET AND RBM

All activities under the 2030 Annual Workplan are:

- fully aligned to **Annex 1**: RBM Matrix,
- costed under the 2030 Annual Budget, and
- monitored using LGAZ's MEL and Risk Management frameworks.

The 2030 Annual Workplan represents the culmination of the 2026–2030 Strategic Plan, focusing on sustainability, institutional legacy, and transition to the next strategic cycle, while safeguarding gains achieved across all strategic priorities."

KRA 1: RESEARCH AND ADVOCACY

Strategic Objective**:** To generate, synthesise, and utilise credible evidence to influence policy, legislation, financing, and institutional reforms that strengthen local governance, service delivery, inclusion, resilience, and adolescent wellbeing.

Strategic Priority	2030 Objective	Key Activities	Outputs	Indicators	Lead	Year 5 (2030)			
						Q1	Q2	Q3	Q4
Decentralisation by Devolution	Assess long-term reform impact	Conduct end-line assessment on decentralisation by devolution	End-line evaluation report	Report completed	CONS/ED				
GESI (incl. Youth)	Document inclusion outcomes	Assess progress on women and youth participation	Assessment report	Report published					
Service Delivery Improvement	Capture service delivery impact	Document service delivery reforms and outcomes	Impact case studies	Case studies produced	**DCS**				
Climate Adaptation & Mitigation	Capture climate resilience outcomes	Review uptake and outcomes of climate interventions	Review report	Report validated					
LED	Assess LED results	Conduct LED impact assessment	LED impact report	Report produced					
Knowledge Management	Preserve institutional memory	Produce synthesis and legacy knowledge products	Synthesis publications	# of knowledge products					
Adolescent Health & HIV (AMICAALL)	Assess adolescent wellbeing impact	Conduct end-line assessment of adolescent HIV interventions	End-line report	Report disseminated	**NC**				

KRA 2: RESOURCE MOBILISATION

***Strategic Objective*:** To strengthen LGAZ's financial sustainability by diversifying funding sources, enhancing own-source revenue, strengthening donor engagement, and improving resource mobilisation systems and capacities.

Strategic Priority	2030 Objective	Key Activities	Outputs	Indicators	Lead	Year 5 (2029)			
						Q1	Q2	Q3	Q4
Cross-cutting	Secure long-term financing	Negotiate multi-year and transition funding	Funding agreements	Funds secured	**DF**				
All priorities	Strengthen sustainability	Finalise long-term resource mobilisation roadmap	Roadmap document	Roadmap approved					
Adolescent Health and HIV (AMICAALL)	Sustain health programming	Secure continued funding for AMICAALL	Funding agreements	Programme sustained					
Cross-cutting	Support next strategy	Develop funding strategy for SP 2031–2035	Funding strategy	Strategy approved					

KRA 3: CAPACITY BUILDING

***Strategic Objective*:** To strengthen the institutional, technical, leadership, and operational capacity of LGAZ and Local Authorities to effectively deliver on decentralisation, service delivery, inclusion, climate action, local economic development, knowledge management, and adolescent-focused HIV interventions.

Strategic Priority	**2030 Objective**	**Key Activities**	**Outputs**	**Indicators**	**Lead**	**Year 5 (2030)**			
						Q1	**Q2**	**Q3**	**Q4**
Decentralisation by Devolution	Sustain decentralisation capacity	Deliver final targeted refresher trainings	Training reports	Officials trained					
GESI (Incl. Youth)	Sustain inclusive leadership	Support councils to fully embed GESI practices	Support reports	Practices embedded					
Service Delivery Improvement	Maintain performance gains	Provide targeted TA to priority LAs	TA reports	Service standards maintained					
Climate Adaptation & Mitigation	Sustain climate action	Support LAs to institutionalise climate actions	Institutionalised actions	Actions sustained					
LED	Sustain LED practice	Support LAs to mainstream LED in plans	Mainstreamed LED	Plans updated					
Knowledge Management	Sustain KM culture	Conduct KM sustainability workshops	Workshops held	KM usage sustained					
Adolescent Health & HIV (AMICAALL)	Sustain service continuity	Support transition of adolescent HIV interventions	Transition plans	Services sustained					

KRA 4: INFORMATION SHARING

***Strategic Objective*:** To strengthen LGAZ's capacity to systematically generate, package, disseminate, and promote the use of information and knowledge to support advocacy, service delivery, learning, accountability, and stakeholder engagement

Strategic Priority	2029 Objective	Key Activities	Outputs	Indicators	Lead	Year 4 (2029)			
						Q1	Q2	Q3	Q4
Knowledge Management	Preserve and transfer knowledge	Archive strategic plan knowledge products	Digital archive	Archive accessible					
Cross-cutting	Communicate impact	Produce and disseminate Strategic Plan end-line report	End-line report	Report launched					
GESI & Adolescent Health and HIV (AMICAALL)	Sustain awareness	Disseminate legacy advocacy materials	Dissemination reports	Reach achieved					

KRA 5: STRATEGIC NETWORKING & ALLIANCE BUILDING

***Strategic Objective*:** To strengthen LGAZ's influence, resource base, and programme effectiveness by building, deepening, and institutionalising strategic partnerships at national, regional, and international levels

Strategic Priority	2030 Objective	Key Activities	Outputs	Indicators	Lead	Year 5 (2030)			
						Q1	Q2	Q3	Q4
Cross-cutting	Sustain strategic relationships	Renew key strategic MOUs	Renewed MOUs	MOUs renewed					
All priorities	Secure long-term alliances	Formalise long-term partnership frameworks	Partnership frameworks	Frameworks adopted					
Adolescent Health and HIV (AMICAALL)	Sustain HIV coordination	Maintain national AMICAALL coordination platforms	Coordination reports	Platforms operational					

KRA 6: INSTITUTIONAL STRENGTHENING

***Strategic Objective*:** To strengthen the governance, management, systems, human resource capacity, financial sustainability, and operational effectiveness of LGAZ in order to deliver its mandate efficiently, credibly, and sustainably

Strategic Priority	2030 Objective	Key Activities	Outputs	Indicators	Lead	Year 5 (2030)			
						Q1	Q2	Q3	Q4
Governance	Ensure institutional continuity	Review governance readiness for next strategy	Readiness report	Report approved	ED				

Risk Management	Ensure resilience	Conduct final risk assessment and transition planning	Risk transition plan	Plan completed	**DF**				
Monitoring & Evaluation	Document performance	Conduct final Strategic Plan performance review	Final performance report	Report approved	**ED**				
Financial Sustainability	Secure organisational resilience	Finalise long-term financial sustainability arrangements	Sustainability agreements	Arrangements in place	**DF**				
Knowledge Management	Institutionalise legacy	Ensure KM systems fully embedded	Compliance reports	Systems sustained	**DCS**				
Governance, Accountability and Institutional Sustainability		Convene LGAZ Annual Conference (jointly with AMICAALL General Assembly)							
		Convene LGAZ Executive Committee meetings (jointly with AMICAALL National Steering Committee)							
		Convene Presidency meetings							
		Convene Local Government Gender Equality Committee (LGGEC) meetings							
		Formulate the LGAZ Strategic Plan 2031-2035		Approved Strategic Plan 2031-2035					

Annex 5: LGAZ Annual Budgets (2026–2030)

A5.1 Introduction

The LGAZ Annual Budgets were developed to operationalise the LGAZ Strategic Plan 2026–2030. These translate the Strategic Plan, RBM framework, and Costed Implementation Plan into year-by-year financial plans that guide resource allocation, expenditure control, and performance accountability.

The budgets are derived directly from the costed Annual Workplans for each year and therefore reflect LGAZ's strategic priorities, KRAs, and agreed implementation phasing.

A5.2 Purpose of the Annual Budgets

The Annual Budgets (2026-2030) serve to:

- provide a financial framework for implementing the Strategic Plan on a yearly basis;
- guide resource allocation across KRAs, Strategic Priorities, and directorates;
- support financial accountability and transparency to governance organs and partners;
- facilitate monitoring of expenditure against results under the RBM framework;
- enable identification of funding gaps and targeted resource mobilisation efforts.

A5.3 Basis for Budget Preparation

The Annual Budgets have been prepared based on the following key instruments of the Strategic Plan:

- **Annex 1:** Results-Based Management (RBM) Matrix
- **Annex 2:** Costed Implementation Plan (2026–2030)
- **Annex 4:** LGAZ Annual Workplans (2026–2030)

Each budget line is explicitly linked to:

- a KRA,
- a Strategic Priority, and
- specific outputs and activities identified in the Annual Workplans.

This ensures full traceability from strategy → activities → costs → results.

A5.4 Structure of the Annual Budgets

Each Annual Budget is structured to show:

- budget allocations by KRA;
- budget allocations by Strategic Priority;
- alignment to quarterly implementation and reporting cycles;

A5.5 Financial Accountability and Controls

Implementation of the Annual Budgets shall be governed by LGAZ's financial management policies, procurement procedures, and internal control systems. Budget execution shall be subject to:

- periodic financial and performance reporting to the ExCo;
- internal controls and management reviews;
- external audits in accordance with statutory requirements and donor agreements.

The Annual Budgets provide a credible, transparent, and results-oriented financial framework for implementing the LGAZ Strategic Plan 2026–2030. By linking budgets directly to the RBM framework and Annual Workplans, LGAZ ensures that financial resources are deployed strategically to deliver measurable results for its members and stakeholders.

Year	Focus/Phase	Annual Budget Summaries	Major Cost Drivers
2026	Foundation and System Establishment Year	The 2026 Annual Budget supports the first year of implementation of the LGAZ 2026–2030 Strategic Plan and is primarily focused on establishing systems, frameworks, institutional capacity, and implementation readiness. Budget allocations prioritise strategic grounding, institutional strengthening, and initiation of key interventions required to enable effective roll-out in subsequent years	The major cost drivers for 2026 arise from the need to establish systems, frameworks, and institutional readiness required for effective implementation of the Strategic Plan. Key cost drivers include: • Development and operationalisation of RBM, MEL, Knowledge Management, and Risk Management systems; • Initial capacity building and orientation of LGAZ Secretariat and Local Authorities; • Foundational research, policy analysis, and baseline assessments; • Establishment of governance, institutional strengthening, and performance management systems; • Start-up advocacy, partnership engagement, and strategic planning processes. *Overall, costs in 2026 are driven by set-up, design, and institutional strengthening rather than large-scale programme delivery.*
2027	Early Implementation and Roll-out Year	The 2027 Annual Budget focuses on operationalising and rolling out the systems, frameworks, and tools developed in 2026. Budget allocations support expanded capacity building, advocacy, programme delivery, and partnership engagement, while generating learning to inform scale-up in subsequent years.	The major cost drivers for 2027 are linked to operationalisation and early roll-out of frameworks developed in 2026. These include: • Expanded training, capacity building, and technical support to LAs; • Increased advocacy engagements, policy dialogues, and stakeholder consultations; • Programme delivery costs across GESI, youth inclusion, LED, climate action, and AMICAALL; • Strengthened partnership development and donor engagement activities; • Monitoring, learning, and adaptive management costs to support scale-up planning. *Costs increase as LGAZ transitions from planning to active programme implementation.*

2028	Scaling and Consolidation Year	The 2028 Annual Budget is designed to support scaling up and consolidation of interventions across all KRAs and Strategic Priorities. Resource allocations emphasise expanded coverage, deeper institutional engagement, strengthened partnerships, and increased delivery of measurable results at national and local levels.	The major cost drivers for 2028 reflect scaling up and consolidation of interventions across all KRAs and Strategic Priorities. Key drivers include: • Expanded geographic and thematic coverage of capacity building and programme interventions; • Increased service delivery support, LED initiatives, and climate resilience programming; • Production and dissemination of flagship knowledge products and learning outputs; • Higher costs associated with regional, national, and international partnerships; • Enhanced monitoring and reporting to demonstrate results at scale. *2028 represents the peak implementation and investment year of the Strategic Plan*
2029	Impact Deepening and Optimisation Year	The 2029 Annual Budget prioritises deepening impact, optimising performance, and strengthening sustainability of ongoing interventions. Budget allocations focus on enhancing quality, effectiveness, and efficiency of programmes, while reinforcing institutional systems and strategic partnerships.	The major cost drivers for 2029 are associated with deepening impact, quality improvement, and optimisation rather than expansion. These include: • Targeted and high-impact interventions based on lessons learned; • Programme refinement, quality assurance, and effectiveness improvements; • Sustainability-focused capacity building and institutional strengthening; • Continued advocacy and policy engagement to embed reforms; • Reduced but focused investment in systems maintenance and performance optimisation. *Costs stabilise as emphasis shifts from expansion to effectiveness and impact.*
2030	Sustainability and Transition Year	The 2030 Annual Budget supports the final year of the Strategic Plan period and focuses on sustainability, institutionalisation, and transition. Resource allocations prioritise consolidating gains, embedding successful practices within LGAZ systems, and preparing for the next strategic planning cycle beyond 2030.	The major cost drivers for 2030 relate to consolidation, institutionalisation, and transition. These include: • Embedding successful practices into LGAZ systems, policies, and procedures; • Sustainability planning and handover of mature interventions;

			• Final evaluations, learning documentation, and knowledge capture; • Preparation for the next strategic planning cycle; • Reduced programme delivery costs as systems become institutionalised. *Costs taper as focus shifts to sustainability, transition, and long-term institutional resilience.*

Table A5.1: Annual Budget Highlights

KRA 1: RESEARCH AND ADVOCACY

***Strategic Objective*:** To generate, synthesise, and utilise credible evidence to influence policy, legislation, financing, and institutional reforms that strengthen local governance, service delivery, inclusion, resilience, and adolescent wellbeing.

Strategic Priority	Key Activities	Outputs	Indicators	Year 1 (2026) ZMW	Year 2 (2027) ZMW	Year 3 (2028) ZMW	Year 4 (2029) ZMW	Year 5 (2030) ZMW
Decentralisation by Devolution	Conduct baseline study on devolution implementation	Baseline study report	Study completed	220,000				
GESI (incl. Youth)	Research on women & youth participation	Research report	Report published	140,000				
Service Delivery Improvement	Service delivery diagnostic	Diagnostic report	Diagnostic completed	180,000				
Climate Adaptation & Mitigation	Climate vulnerability assessment	Assessment report	Report validated	160,000				
LED	LED financing & policy study	Policy brief	Brief disseminated	150,000				
Knowledge Management	Develop Research–KM Framework	Approved framework	Framework approved	100,000				
Adolescent Health and HIV	Adolescent HIV baseline study	Study report	Report produced	200,000				
Decentralisation by Devolution	Produce policy briefs from 2026 baseline studies	Policy briefs	# of briefs produced		180,000			
	Convene national advocacy dialogues with MLGRD, Cabinet Office & Parliament	Dialogue reports	# of dialogues held		240,000			
GESI (incl. Youth)	Disseminate research on women & youth participation	Dissemination reports	# of LAs engaged		160,000			

Service Delivery Improvement	Engage councils using service delivery diagnostics (dissemination)	Engagement reports	# of LAs engaged		180,000			
Climate Adaptation & Mitigation	Develop climate policy briefs for LAs	Policy briefs	Briefs produced		150,000			
LED	Disseminate LED policy and financing study	Dissemination report	Forums held		170,000			
Knowledge Management	Publish annual flagship knowledge products	Publications	# of products		120,000	200,000	200,000	
Adolescent Health & HIV (AMICAALL)	Conduct advocacy on adolescent HIV findings	Advocacy briefs	Briefs issued		100,000			
Decentralisation by Devolution	Conduct follow-up devolution implementation study	Updated study report	Study completed			100,000		
	Lead national advocacy dialogues with MLGRD, Cabinet Office, and Parliament	Dialogue reports	# of dialogues held			120,000		
GESI (incl. Youth)	Publish policy brief on women & youth participation	Policy brief	Brief disseminated			100,000		
	Engage LAs on GESI policy uptake	Engagement reports	# of LAs engaged			80,000		

Service Delivery Improvement	Develop service delivery reform recommendations	Reform paper	Paper adopted			180,000		
Climate Adaptation & Mitigation	Produce LA climate action guidance notes	Guidance notes	Notes issued			170,000		
LED	Host national LED policy forum	Forum report	Forum held			200,000		
Adolescent Health & HIV (AMICAALL)	Produce advocacy briefs on adolescent HIV outcomes	Advocacy briefs	Briefs issued			200,000		
Decentralisation by Devolution	Synthesize findings from devolution studies (2026–2028)	Synthesis report	Report produced				100,000	
	Conduct targeted advocacy with MLGRD, Cabinet Office and Parliament	Advocacy briefs	# briefs issued				100,000	
GESI (incl. Youth)	Track implementation of GESI commitments by LAs	Monitoring brief	Brief published				180,000	
Service Delivery Improvement	Document best practices in municipal service delivery	Best practice compendium	Compendium published				190,000	
Climate Adaptation & Mitigation	Review uptake of LA climate action guidance	Review report	Brief published				90,000	
LED	Assess effectiveness of LED initiatives supported	Assessment report	Report completed				90,000	
Adolescent Health & HIV (AMICAALL)	Document results of adolescent HIV interventions	Results report	Report disseminated				300,000	

Decentralisation by Devolution	Conduct end-line assessment on decentralisation by devolution	End-line evaluation report	Report completed					300,000
GESI (incl. Youth)	Assess progress on women and youth participation	Assessment report	Report published					45,000
Service Delivery Improvement	Document service delivery reforms and outcomes	Impact case studies	Case studies produced					160,000
Climate Adaptation & Mitigation	Review uptake and outcomes of climate interventions	Review report	Report validated					55,000
LED	Conduct LED impact assessment	LED impact report	Report produced					140,000
Knowledge Management	Produce synthesis and legacy knowledge products	Synthesis publications	# of knowledge products					300,000
Adolescent Health & HIV (AMICAALL)	Conduct end-line assessment of adolescent HIV interventions	End-line report	Report disseminated					200,000
Yearly KRA Totals				**1,150,000**	**1,300,000**	**1,350,000**	**1,250,000**	**1,200,000**

KRA 2: RESOURCE MOBILISATION

***Strategic Objective*:** To strengthen LGAZ's financial sustainability by diversifying funding sources, enhancing own-source revenue, strengthening donor engagement, and improving resource mobilisation systems and capacities.

Strategic Priority	**Key Activities**	**Outputs**	**Indicators**	**Year 1 (2026) ZMW**	**Year 2 (2027) ZMW**	**Year 3 (2028) ZMW**	**Year 4 (2029) ZMW**	**Year 5 (2030) ZMW**

Cross-cutting	Review & update RM Strategy	RM Strategy	Strategy approved	180, 000				
All priorities	Develop funding concepts & proposals	Proposals submitted	# proposals	380,000				
Adolescent Health and HIV (AMICAALL)	Develop multi-year funding proposal	Proposal submitted	Funding secured	120,000				
Cross-cutting	Develop and submit programme proposals	Submitted proposals	Funds mobilised		260,000			
All priorities	Conduct donor engagement meetings	Engagement reports	# of meetings		200,000			
Adolescent Health & HIV (AMICAALL)	Negotiate continued funding	Funding agreements	Funding secured		160,000			
Cross-cutting	Strengthen RM tracking and reporting	RM reports	Reporting quality		130,000	110,000	160,000	
All priorities	Engage private sector & foundations	Engagement reports	# of private sector engagements		150,000	260,000		
Cross-cutting	Develop and submit multi-year programme proposals	Proposals submitted	Funding mobilised			300,000		
Adolescent Health & HIV (AMICAALL)	Negotiate renewed and expanded funding	Funding agreements	Agreements signed			100,000		
All priorities	Conduct regional & international fundraising	Funding agreements	Funds secured			180,000		
Cross-cutting	Renew and extend existing funding agreements	Renewed agreements	% renewals				260,000	
All priorities	Review cost-effectiveness of funded programmes	Value-for-money report	Report approved				180,000	

Adolescent Health & HIV (AMICAALL)	Secure continuation funding for adolescent programmes	Funding agreements	Funding secured				100,000	
Cross-cutting	Develop transition financing strategy (2030+)	Strategy document	Strategy approved				200,000	
Cross-cutting	Negotiate multi-year and transition funding	Funding agreements	Funds secured					180,000
All priorities	Finalise long-term resource mobilisation roadmap	Roadmap document	Roadmap approved					300,000
Adolescent Health and HIV (AMICAALL)	Secure continued funding for AMICAALL	Funding agreements	Programme sustained					150,000
Cross-cutting	Develop funding strategy for SP 2031–2035	Funding strategy	Strategy approved					220,000
Yearly KRA Totals				**820,000**	**900,000**	**950,000**	**900,000**	**850,000**

KRA 3: CAPACITY BUILDING

Strategic Objective: To strengthen the institutional, technical, leadership, and operational capacity of LGAZ and Local Authorities to effectively deliver on decentralisation, service delivery, inclusion, climate action, local economic development, knowledge management, and adolescent-focused HIV interventions.

Strategic Priority	**Key Activities**	**Outputs**	**Indicators**	**Year 1 (2026) ZMW**	**Year 2 (2027) ZMW**	**Year 3 (2028) ZMW**	**Year 4 (2029) ZMW**	**Year 5 (2030) ZMW**
Decentralisation by Devolution	Develop decentralisation training curriculum	Curriculum	Curriculum approved	180,000				

GESI (including Youth	Develop leadership training modules	Modules	Modules developed	200,000				
Service Delivery Improvement	Develop service delivery toolkit	Toolkit	Toolkit validated	180,000				
Climate Adaptation & Mitigation	Develop climate training modules	Modules	Modules produced	160,000				
LED	Develop LED training package	Training package	Package approved	200,000				
Knowledge Management	Develop KM training materials	KM materials	Materials produced	160,000				
Adolescent Health and HIV (AMICAALL)	Develop AMICAALL training modules	Modules	Modules validated	200,000				
Decentralisation by Devolution	Roll out decentralisation training	Training reports	# officials trained		260,000			
GESI (Including Youth	Deliver women & youth leadership training	Leaders trained	% women/youth		280,000			
Service Delivery Improvement	Conduct service delivery trainings	Training reports	Performance improved		230,000			
Climate Adaptation & Mitigation	Train LAs on climate adaptation planning	Training reports/Action Plans	Plans developed		220,000	250,000		
LED	Deliver LED training programmes	Trained officers	LED plans		250,000	270,000		
Knowledge Management	Conduct KM training workshops	Workshops held	KM usage		160,000	140,000		
Adolescent Health & HIV (AMICAALL)	Train LA adolescent health focal persons	Trained focal persons	Coverage improved		100,000	100,000		
Decentralisation by Devolution	Conduct national decentralisation trainings	Trained officials	# of trained			280,000		

GESI (Including Youth	Deliver women & youth leadership programmes	Leaders trained	% women/youth			300,000		
Service Delivery Improvement	Conduct advanced service delivery trainings	Training reports	Service improvements			260,000		
Decentralisation by Devolution	Deliver targeted refresher trainings	Refresher training reports	# of officials trained				200,000	
GESI (Including Youth	Support LAs to embed GESI in governance processes	Support reports	# of LAs supported				260,000	
Service Delivery Improvement	Provide targeted technical assistance (TA) to underperforming LAs	TA reports	Performance improvement				260,000	
Climate Adaptation & Mitigation	Support councils to mainstream climate into plans	Revised plans	# of plans updated				250,000	
LED	Support councils to institutionalise LED units/committees	Support reports	LED units functional				250,000	
Knowledge Management	Conduct KM refresher trainings	Refresher sessions	KM usage rates				160,000	
Adolescent Health & HIV (AMICAALL)	Provide targeted support to adolescent HIV focal persons	Support reports	Service continuity				120,000	
Decentralisation by Devolution	Deliver final targeted refresher trainings	Training reports	Officials trained					320,000
GESI (Incl. Youth)	Support councils to fully embed GESI practices	Support reports	Practices embedded					260,000
Service Delivery Improvement	Provide targeted TA to priority LAs	TA reports	Service standards maintained					100,000

Climate Adaptation & Mitigation	Support LAs to institutionalise climate actions	Institutionalised actions	Actions sustained					240,000
LED	Support LAs to mainstream LED in plans	Mainstreamed LED	Plans updated					220,000
Knowledge Management	Conduct KM sustainability workshops	Workshops held	KM usage sustained					100,000
Adolescent Health & HIV (AMICAALL)	Support transition of adolescent HIV interventions	Transition plans	Services sustained					160,000
Yearly KRA Totals				**1,280,000**	**1,500,000**	**1,600,000**	**1,500,000**	**1,400,000**

KRA 4: INFORMATION SHARING

***Strategic Objective*:** To strengthen LGAZ's capacity to systematically generate, package, disseminate, and promote the use of information and knowledge to support advocacy, service delivery, learning, accountability, and stakeholder engagement

Strategic Priority	Key Activities	Outputs	Indicators	Year 1 (2026) ZMW	Year 2 (2027) ZMW	Year 3 (2028) ZMW	Year 4 (2029) ZMW	Year 5 (2030) ZMW
Cross-cutting	Review & update Communication Strategy	Strategy	Strategy approved	160,000				
Knowledge Management	Design KM repository & protocols	KM platform	Platform operational	240,000				
GESI / Adolescent Health and HIV (AMICAALL)	Develop advocacy materials	IEC materials	Materials disseminated	240,000				
Knowledge Management	Launch and operationalise KM platform	Operational platform	Platform usage		260,000			

Cross-cutting	Publish quarterly knowledge bulletins	Bulletins	# of bulletins		180,000			
GESI & Adolescent Health and HIV (AMICAALL)	Disseminate advocacy & IEC materials	IEC materials	Reach achieved		200,000			
Cross-cutting	Conduct media & visibility engagements	Media & visibility engagements	# of media & visibility engagements		80,000	80,000	80,000	80,000
Knowledge Management	Populate and update KM repository	Updated platform	Content uploads			300,000		
Cross-cutting	Publish annual State of Local Government Report	Published report	Report launched			200,000		
GESI & Adolescent Health and HIV (AMICAALL)	Disseminate advocacy & IEC materials	IEC materials	Distribution reach			200,000		
Knowledge Management	Update and streamline KM platform	Updated platform	Platform usage				280,000	
Cross-cutting	Produce annual learning and lessons report	Learning report	Report published				180,000	
GESI & Adolescent Health and HIV (AMICAALL)	Targeted dissemination of advocacy messages	Dissemination reports	Reach achieved				180,000	
Knowledge Management	Archive strategic plan knowledge products	Digital archive	Archive accessible					280,000
Cross-cutting	Produce and disseminate Strategic Plan end-line report	End-line report	Report launched					200,000
GESI & Adolescent Health and HIV (AMICAALL)	Disseminate legacy advocacy materials	Dissemination reports	Reach achieved					140,000

Yearly KRA Totals	**640,000**	**720,000**	**780,000**	**720,000**	**700,000**

KRA 5: STRATEGIC NETWORKING & ALLIANCE BUILDING

***Strategic Objective*:** To strengthen LGAZ's influence, resource base, and programme effectiveness by building, deepening, and institutionalising strategic partnerships at national, regional, and international levels

Strategic Priority	Key Activities	Outputs	Indicators	Year 1 (2026) ZMW	Year 2 (2027) ZMW	Year 3 (2028) ZMW	Year 4 (2029) ZMW	Year 5 (2030) ZMW
Cross-cutting	Stakeholder mapping	Mapping report	Report completed	120,000				
All priorities	Develop MOUs with partners	Signed MOUs	# MOUs	220,000				
Adolescent Health and HIV (AMICAALL)	Engage NAC, UNAIDS, CSOs	Partnership meetings	Meetings held	120,000				
Cross-cutting	Formalise partnerships with key stakeholders	Signed MOUs	# MOUs		220,000	190,000	200,000	
All priorities	Participate in national & regional LG forums	Participation reports	Forums attended		200,000	260,000	300,000	
Adolescent Health and HIV (AMICAALL)	Coordinate national AMICAALL platforms	Coordination reports	Platforms held		150,000	100,000	120,000	100,000
Cross-cutting	Attend National, regional & international engagements	Regional & international engagements	# of engagements	250,000	230,000	300,000		
Cross-cutting	Review effectiveness of strategic partnerships	Partnership review report	Review completed				180,000	200,000
Cross-cutting	Renew key strategic MOUs	Renewed MOUs	MOUs renewed					200,000

All priorities	Formalise long-term partnership frameworks	Partnership frameworks	Frameworks adopted					250,000
Yearly KRA Totals				**710,000**	**800,000**	**850,000**	**800,000**	**750,000**

KRA 6: INSTITUTIONAL STRENGTHENING

Strategic Objective: To strengthen the governance, management, systems, human resource capacity, financial sustainability, and operational effectiveness of LGAZ in order to deliver its mandate efficiently, credibly, and sustainably

Strategic Priority	Key Activities	Outputs	Indicators	Year 1 (2026) ZMW	Year 2 (2027) ZMW	Year 3 (2028) ZMW	Year 4 (2029) ZMW	Year 5 (2030) ZMW
Cross-cutting	Align policies to LGAZ Constitution	Updated policies	Policies approved	120,000		180,000		
Knowledge Management	Approve KM procedures	KM SOPs	SOPs adopted	120,000				
Risk Management	Operationalise Risk Register	Risk reports	Quarterly reviews	120,000				
All priorities	Establish MEL system	MEL framework	Framework operational	200,000				
All priorities	Develop and enhance Performance Management systems	Performance Management Systems	Performance Management Systems developed	120,000	100,000	200,000		
Governance	Operationalise updated governance policies	Operational policies	Compliance levels		150,000			
Risk Management	Implement risk monitoring and reporting	Risk reports	Reports produced		140,000	160,000		
Monitoring & Evaluation	Roll out MEL system	MEL reports	Reports produced		200,000	130,000		

Financial Sustainability	Strengthen financial controls & systems	Improved controls	Audit outcomes		210,000	130,000		
Knowledge Management	Enforce KM SOPs compliance	Compliance reports	SOP compliance		100,000	150,000	150,000	200,000
Governance	Support Governance Structures/Review governance and management effectiveness	Review report	Report approved	180,000			200,000	
Risk Management	Update Risk Register and mitigation measures	Updated register	Report approved				150,000	
Monitoring & Evaluation	Conduct annual performance reviews	Performance reports	Reviews completed				200,000	
Financial Sustainability	Improve internal controls and financial systems	Improved systems	Audit outcomes				200,000	
Governance, Accountability and Institutional Sustainability	Convene LGAZ Annual Conference (jointly with AMICAALL General Assembly)	Approved policy resolutions; Conference Resolutions, Strategic & financial reports adopted	Report approved	**3,000,000**	3,300,000	3,600,000	3,900,000	4,200,000
Governance, Accountability and Institutional Sustainability	Convene LGAZ Executive Committee meetings (jointly with AMICAALL National Steering Committee)	Approved workplans, budgets, oversight decisions	Report approved	**500,000**	550,000	600,000	650,000	700.000
Governance, Accountability and Institutional Sustainability	Convene Presidency meetings	Policy guidance and interim decisions	Report approved	**100,000**	110,000	120,000	130,000	140,000

Governance, Accountability and Institutional Sustainability	Convene Local Government Gender Equality Committee (LGGEC) meetings	GESI oversight reports and recommendations	Report approved	**150,000**	165,000	180,000	195,000	210,000
Governance	Review governance readiness for next strategy	Readiness report	Report approved					200,000
Governance	Formulate 2031-2035 Strategic Plan	LGAZ Strategic Plan 2031-2035	Strategy approved					650,000
Risk Management	Conduct final risk assessment and transition planning	Risk transition plan	Plan completed					180,000
Monitoring & Evaluation	Conduct final Strategic Plan performance review	Final performance report	Report approved					200,000
Financial Sustainability	Finalise long-term financial sustainability arrangements	Sustainability agreements	Arrangements in place					200,000
Yearly KRA Totals				**4,610,000**	**5,025,000**	**5,450,000**	**5,775,000**	**6,780,000**

Yearly Budgets	**9,210,000**	**10,245,000**	**10,980,000**	**10,945,000**	**11,680,000**

Consolidated Five -Year Total (2026-2030)	**K53,060,000**

Table A5.1: Annual Budget Summaries by KRA (ZMW)

Key Result Area		2026	2027	2028	2029	2030	Total
KRA 1	Research & Advocacy	1,150,000	1,300,000	1,350,000	1,250,000	1,200,000	6,250,000
KRA 2	Resource Mobilisation	820,000	900,000	950,000	900,000	850,000	4,420,000
KRA 3	Capacity Building	1,280,000	1,500,000	1,600,000	1,500,000	1,400,000	7,280,000
KRA 4	Information Sharing	640,000	720,000	780,000	1,500,000	700,000	3,560,000
KRA 5	Strategic Networking & Alliances	710,000	800,000	850,000	800,000	750,000	3,910,000
KRA 6	Institutional Strengthening	4,610,000	5,025,000	5,450,000	5,775,000	6,780,000	27,640,000
TOTAL		**9,210,000**	**10,245,000**	**10,980,000**	**10,945,000**	**11,680,000**	**53,060,000**