Background Information and Criteria for the Scottish Government Zambia & Rwanda Development Programmes
Funding Round 2017

Overview

As noted in Global Citizenship: Scotland’s International Development Strategy1 published in December 2016, the Scottish Government's international development programme will now build upon existing bilateral partnerships with four countries: Malawi, Zambia, Rwanda and Pakistan. It was also set out by the Scottish Government (SG) in the Strategy that in order to invest its International Development Fund (IDF) strategically and in line with good development practice, three separate funding streams would be developed and maintained: Development Assistance, Capacity Strengthening and Investment, all of which would be aligned to achieve the Vision and implement the Priorities in the Strategy.

This Funding Round is part of the Development Assistance funding stream and relates to projects specifically for work in Zambia and Rwanda. In order to maximise impact, there will be a focus on specific regions in each country. Therefore, following discussions with the Government of Zambia, applications are invited for projects within Central Province, Zambia. Similarly, following discussions with the Government of Rwanda, applications are invited for projects within the Western and Southern Provinces of Rwanda.

- From 1 April 2017 the IDF will increase to £10m p.a., for this Funding Round there will be a maximum of £1.8m p.a. available per country, (£900k per country in 2017-18 as projects will start in October 2017).
- Project duration will be a maximum of 4.5 years (54 months) and will start from October 2017.
- Project budget will be a minimum of £100k p.a and a maximum of £300k p.a (note: 2017-18 limits are £50k and £150k respectively as funding will only cover the final six months of the financial year, the budget should be modelled accordingly).
- Preference will be given to applications which are delivered over the full 4.5 years with the maximum £300k budget to reflect feedback from the SG’s consultation on its international development policy in 20162, for longer term funded partnership and projects. SG therefore expect to fund around six projects in each country.
- The annual project value should not exceed 50% of the applicant organisation’s turnover, however, consideration will be given to smaller organisations which have successfully managed a Scottish Government International Development Small Grant and can provide evidence of increased capacity to manage a significantly larger grant.

1 http://www.gov.scot/Publications/2016/12/4633
2 http://www.gov.scot/Publications/2016/09/9473
• For any grant exceeding 36 months duration there will be a review at the half-way point and a break-clause, reserved to the SG, if the project is significantly underperforming e.g. large underspend; failure to achieve substantial progress on outcomes.

In response to sector feedback following the SG’s Consultation, the SG Zambia and Rwanda Development Programmes will operate as a two stage application process. The first stage of the process will be for interested organisations to submit a concept note which will provide a clear overview of the planned project, indicate partners and demonstrate the impact that the work will have. From the assessment of the concept notes, successful organisations will be invited to complete a full application form which will require much more detail of the project plans. An example of the concept note and guidance is included at appendix 1.

**Timetable**

<table>
<thead>
<tr>
<th>Closing date for submission of concept notes</th>
<th>Result of concept notes assessment</th>
<th>Closing date for full applications</th>
<th>Announcement of funding</th>
<th>Projects start</th>
</tr>
</thead>
<tbody>
<tr>
<td>4th May 2017</td>
<td>1st June 2017</td>
<td>29th June 2017</td>
<td>w/c 7th August 2017</td>
<td>1st October 2017</td>
</tr>
</tbody>
</table>

**Thematic Focus**

All projects must demonstrate how activities will contribute to the achievement of the Sustainable Development Goals (Global Goals) and adhere to the principles of aid effectiveness, as set out in the Paris Declaration\(^3\) and Busan outcomes document\(^4\). SG recognises that the Global Goals are indivisible and cross-cutting in nature; however, we wish to align our national expertise in support of the priorities of our partner countries.

Therefore, proposed projects for Zambia and Rwanda must fit within the priority themes of **health**, **agriculture**, **sustainable economic development** and **education**. SG also welcomes projects which have a renewable energy component in addition to one or more of the priority themes listed.

A non-exhaustive list of examples of project types, which SG would welcome in line with priority themes are listed below:

**Health**
- Health initiatives particularly for women, including those which ensure access to sexual and reproductive health and reproductive rights.
- Community level health initiatives.
- Support for One-Stop Centres for Gender Based Violence (GBV) (Zambia and Rwanda).

**Agriculture**
- Agricultural development and value addition.
- Support for agro-processing.

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\(^3\) [https://www.oecd.org/dac/effectiveness/parisdeclarationandacraagendaforaction.htm](https://www.oecd.org/dac/effectiveness/parisdeclarationandacraagendaforaction.htm)

\(^4\) [https://www.oecd.org/dac/effectiveness/Busan%20partnership.pdf](https://www.oecd.org/dac/effectiveness/Busan%20partnership.pdf)
Sustainable Economic Development

- Savings groups and financial literacy.
- Business development and entrepreneurship.
- The Jubilee Women's Integrated Highway Markets Programme (Zambia only).

Education

- School feeding programmes where linked with also ensuring quality education.
- Adult literacy.
- Technical training of young adults.

Renewable Energy

Former UN Secretary General Ban Ki-moon said “Energy is the golden thread that connects economic growth, social equity, and a healthy environment”. There are close links between energy supply and practically all aspects of sustainable development.

In keeping with the commitment to the UN’s Sustainable Energy for All initiative the SG welcomes concept notes for projects in this funding round that include support for renewable energy access. **Stand-alone renewable energy projects will not be funded,** but instead can form part of a concept note with one or more of the priority themes listed above: illustrative examples are solar energy for a community health clinic project, small business or school (noting 20% capital budget limit, see Assessment Criteria).

Projects of Particular Interest to Zambia

In addition to the priority themes listed it should be noted that the Government of Zambia has indicated a particular interest for projects under this funding round which support the following initiatives in Central Province, Zambia:

- **Health:** the Zambian Government has an interest in support for community level health initiatives including mental health across the Province.

- **The Jubilee Women's Integrated Highway Markets Programme:** led by the Office of the Vice President, this Programme is aimed at building 10 Jubilee markets along highways in all Zambia's provinces in three years. In particular, the John Chinena Market on the Great North Road in Chibombo District in Central Province was identified and launched in 2016 as a pilot project earmarked to be transformed into a modern integrated economic hub under the Programme. SG welcomes concept notes that would support this flagship pilot market. More information on the Programme, including contact details within the Zambian Government, is set out in appendix 2.

Projects of Particular Interest to Zambia and Rwanda: One-Stop Centres for GBV

Both the Government of Zambia and the Government of Rwanda have a strong commitment to gender equality including tackling GBV. Both Governments have established the concept of One Stop Centres for GBV. The SG will not support predominantly capital infrastructure projects or capital spend which is primarily to create a fixed asset, such as building accommodation or new institutions. In addition, the SG will not fund directly or indirectly to other governments however, both Governments have indicated that they would welcome support for a roll out of further centres on a non-governmental basis and/or for wrap-around services for existing centres.
The One-Stop Centre at Kabwe General Hospital is of particular interest to the Zambian Government as support in the Provincial capital, and projects to support that Centre would be welcomed, but with interest in those which also extend support to other such Centres within Central Province - with geographical balance between west and east being key.

The first Isange One Stop Centre in Rwanda was created in July 2009 at Kacyiru Police Hospital in Kigali as a multi-sectoral and interdisciplinary programme aimed at providing psychosocial, medical, police and legal services to adult and child survivors of gender based violence and child abuse. SG would welcome projects in One Stop Centres in Western and Southern Provinces, Rwanda.

In addition to the immediate needs of service users (medical, counselling, legal), concept notes for projects which would more widely support their longer term needs are particularly welcomed as a wrap-around approach e.g. training and support for management of the Centres (and networking between Centres), women’s health and education, and initiatives to support families’ economic development (including social enterprise initiatives). Energy needs should also be considered.

### Scottish Government’s International Development Strategy

International development is a key part of Scotland’s global contribution within the international community. It encompasses Scottish Government’s core values, historical and contemporary, of fairness and equality. It is about Scotland acting as a good global citizen.

Scottish Government has a distinctive development contribution to make, through focusing Scotland’s expertise, being innovative and employing a unique partnership approach, for global good.

The Vision in the Strategy is to contribute to sustainable development and the fight against poverty, injustice and inequality internationally.

The key theme of global citizenship is reflected throughout the Strategy. To be a good global citizen and an outward looking nation is why the Scottish Government has an international development programme. It explains why the Scottish Government fosters and encourages, through support for Scottish civil society, traditional core values in Scotland of fairness, equality and global solidarity.

Partnership and collaboration will continue to be the foundation for the Scottish Government’s future development work as it builds upon existing bilateral partnerships with Malawi, Zambia, Rwanda and Pakistan, working across borders to address the shared challenges the world faces, in pursuit of the Global Goals. Malawi, Zambia and Rwanda will form the Scottish Government’s sub-Saharan African project base and there will be a strong emphasis on education through scholarships in Pakistan.
Eligibility Criteria

A concept note should only be submitted if you clearly meet all aspects of the eligibility criteria:

- Applicant organisations must **constitute a “legal person”**, meaning it is legally constituted and can enter into a contract. Ideally, applicants will be Scottish Charitable Incorporated Organisations (“SCIOs”) or companies that have charitable status. Unincorporated organisations, even with charitable status, are not eligible to apply. Private companies: will be registered companies, must not profit from the project and will typically operate as not-for-profit, or use their not-for-profit arm.

- Applicants must be able to evidence in their application a **presence in Scotland**, including that they occupy premises in Scotland from where the grant will be managed.

- Applicants need to provide audited/examined accounts for their most recently completed financial year. Organisations formed too recently to be able to provide these are ineligible.

- Applicants may only apply for grants that fit within the Scottish Government’s current International Development Strategy and for this round applications will only be eligible if they relate specifically to the relevant provinces within **Zambia** or **Rwanda** and themes described earlier.

- Normally applicants may only apply for a grant where the Scottish Government will be the main funder of a project; the exception to this is where the application is for joint or match funding, where the funding split may be up to a maximum of 50:50 with another funder, but in that event the other external funder must be identified by the applicant in their full application and approved by the Scottish Government as part of the application assessment.

Joint or matched funding will be encouraged as part of the funding application process (i.e. where a request for Scottish Government support lever a commitment of funding from an external source). Applicants will need to provide evidence of funding commitments at the full application stage. Applications may also include the involvement of private sector organisations where support is to enable the sharing of expertise, but not to generate profit.

What cannot be funded:

- The Scottish Government will not award funding directly to other Governments or to individual representatives of other Governments.

- The Scottish Government will not provide direct financial support solely for the transportation of goods to its priority countries as this often undermines local industries and economies, results in inappropriate goods being delivered and often getting held back at airports or borders. It also creates logistical problems for distribution and sometimes inequitable distribution that cannot be justified. It is therefore not the best use of the Scottish Government's resources. Where the transportation of specific equipment is an essential and proportionate part of the activities of a specific project and where evidence can be provided that the equipment cannot be sourced in-country or in other parts of Africa it may be that such an allocation will be considered as part of the full project application.
- Scottish Government funding cannot be used for per diems.
- Scottish Government funding cannot be used for land purchase.
- The Scottish Government will not support predominantly capital infrastructure projects or capital spend which is primarily to create a fixed asset, such as building accommodation or new institutions. The maximum that may be spent on capital costs is 20% of the overall project budget. The capital costs should be kept proportionate and consistent with the overarching focus of the project and capital items in a budget will be carefully scrutinised.
- The Scottish Government will not fund the purchase of vehicles.

**Assessment Criteria**

Concept notes must be completed on the relevant template. At concept note stage, applicants will need to demonstrate the following:

- Evidence of need for the project.
- What the project will achieve and specific outcomes that will be reached as a result of the project.
- How the project aligns with the Scottish Government’s International Development Strategy and the Global Goals.
- How the project is taking a rights-based approach to development.
- Realistic budget for delivering the project.

The Scottish Government particularly welcomes concept notes - and relevant weighting will be given in assessing these notes – for projects which demonstrate the following:

- Evidence of having linked up – or are amenable to being linked up – with other applicants to the Zambia and Rwanda Development Programmes to enable clusters of relevant SG funded work to work together to provide greatest impact relative to budget;
- Where a project has a renewable energy component that this aspect is delivered by a lead organisation or partner with a proven track record in delivering renewable energy for development; and
- That the project would support the Zambian Government’s particular interest in the Jubilee Women’s Integrated highway Markets Programme, community level health initiatives including mental health and both the Zambian and Rwandan Government’s interest in One Stop Centres for GBV.
- Projects, which are delivered over the full 4.5 years with the maximum £300k budget to reflect feedback from the SG’s Consultation for longer term funded partnership and projects.

A copy of your latest accounts is also required to enable standard due diligence checks to be completed as part of the assessment process.
If applicants progress to full application stage, they will need to demonstrate the following:

- Clear project/work plan with Specific, Measureable, Achievable, Realistic and Timely ("SMART") objectives and outcomes that will deliver to meet identified need, and how these will be achieved.

- Clear and realistic budget which directly relates to the costs of delivering the project plan.

- Clear plans for monitoring and evaluation of achievement against planned outcomes.

- How the project aligns with the Scottish Government’s International Development Strategy and the Global Goals.

- How the project is taking a rights-based approach to development.

- Agreed partnership(s) with NGO(s) or community based organisations in-country and clear roles stated for partner(s) and applicant organisations.

- Evidence of demand for the project, involvement of the partners and range of users in establishing priorities – as well as an explanation of how excluded groups have been involved in establishing project aims and plans.

- Evidence of fit with local priorities (e.g. mapping of other local activities by NGOs, local authority priorities and showing a gap).

- Proposals for how the project will work with other local agencies (e.g. in-country NGOs, local authorities, local businesses etc.) and will build on existing skills and experience in delivering the project and ensuring sustainability in the longer term.

- Clear plans for how learning will be disseminated.

- Assessment of risks and potential problems and how these would be mitigated against.

- Capacity to deliver the project.

- Rationale for administration costs, and evidence that these are being kept proportionate to the overall cost (administration costs in Scotland should not exceed 10% of the overall project budget).

- Breakdown of, and rationale for, any capital costs (maximum that may be spent on capital costs is 20% of the overall project budget): some capital elements will be considered if they are an essential and proportionate part of a wider programme and the Scottish Government recognises that in delivering effective training there will be occasions where vital equipment is required to enable the training to take place - however, evidence will be required that equipment cannot be sourced locally or in the region.
**Concept Note Hints & Tips**

In addition to the guidance notes at appendix 1, the following tips may help in completing your concept note:

- This is your chance to capture interest but keep it simple – be concise and direct.
- Avoid jargon, waffle and acronyms.
- Be sure that what you are telling us can actually be delivered.
- Do not exceed the word limits.
- Facts and figures can be powerful but keep them relative and realistic.
- Don’t inflate the budget and make sure the figures add up.
- Ask someone outside your organisation to read your draft concept note and give you honest feedback.

**Sources of help**

This funding round is being administered by Lloyds TSB Foundation for Scotland on behalf of the Scottish Government. *If you have any queries about the funding round that are not addressed in this document, then you may submit questions by emailing international@ltsbfoundationforscotland.org.uk, giving a contact email address and telephone no. Questions submitted between 9/3/17 and 10/4/17 will be collated and published on www.ltsbfoundationforscotland.org.uk*

The Network of International Development Organisations in Scotland (NIDOS) provides information and support for international development organisations. Their contact details are:  

**info@nidos.org.uk**, tel: 0131 281 0897,  **www.nidos.org.uk**

The Contact and Chairperson of the Jubilee Women’s Integrated Highway Markets Programme is Ms Gladys M N Mutukwa, Office of the Vice President of the Republic of Zambia: email **gladysnhekaicomutukwa@gmail.com / jubleemarkets@gmail.com** and tel: +260-211-254-460.

Lloyds TSB Foundation for Scotland  
Riverside House, 502 Gorgie Road, Edinburgh EH11 3AF  
Registered in Scotland Number SC096068  
Scottish Charity Number SC009481  
international@ltsbfoundationforscotland.org.uk

March 2017
CONCEPT NOTE GUIDANCE

Scottish Government Zambia and Rwanda Development Programmes

Funding Round 2017

Ref: office use only

<table>
<thead>
<tr>
<th>Name of Organisation:</th>
<th>Please provide the full registered name, postal address and official website for your organisation.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Address:</td>
<td>Be sure that your organisation meets the eligibility criteria particularly that it constitutes a “legal person” and that it has a presence in Scotland including premises from where the grant will be managed. The named organisation will be the contract holder and will retain overall accountability for any award granted.</td>
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<tr>
<td>Website:</td>
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<tr>
<th>Project Title:</th>
<th>The project title should be one concise sentence.</th>
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<tr>
<th>Partner(s) including those in Scotland:</th>
<th>Please provide the names of all partners, both in-country and in Scotland, that you intend to work with and their website details, if applicable.</th>
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<thead>
<tr>
<th>Geographical Area (both parts to be completed)</th>
<th>Country</th>
<th>Province, District, City, Town and/or Village</th>
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<tbody>
<tr>
<td></td>
<td>Zambia or Rwanda</td>
<td>Please be clear about the delivery area and, if possible, the specific city/town/village/community.</td>
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<table>
<thead>
<tr>
<th>Duration (max 54 months):</th>
<th>Total funding required from Scottish Government:</th>
</tr>
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<tbody>
<tr>
<td>Projects can last up to a maximum of 54 months</td>
<td>This figure should match the figure in the costing table overleaf</td>
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<tr>
<td>Theme(s) (tick all that apply):</td>
<td></td>
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<tr>
<td>-------------------------------</td>
<td></td>
</tr>
<tr>
<td>Health ☐ Sustainable Economic Development ☐</td>
<td></td>
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<tr>
<td>Agriculture ☐ Education ☐</td>
<td></td>
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<tr>
<td>Renewable Energy component in addition to one or more of the priority themes above ☐</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>What challenges does your project seek to address?</th>
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<tbody>
<tr>
<td>Max 250 words</td>
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<tr>
<td>This is your opportunity to show why the project is needed.</td>
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<table>
<thead>
<tr>
<th>What will the project achieve during its lifetime?</th>
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<tr>
<td>Max 250 words</td>
</tr>
<tr>
<td>Tell us what the project will actually do and the impact it will have. Remember to be clear and concise, avoiding waffle and jargon.</td>
</tr>
</tbody>
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<table>
<thead>
<tr>
<th>Please detail the proposed outcomes that will come from this project (maximum of three)</th>
</tr>
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<tbody>
<tr>
<td>Outcome 1: Outcomes are the changes or differences you expect your project to make.</td>
</tr>
<tr>
<td>Outcome 2: Outcomes should relate directly to the identified need(s) and the result(s) of your work to meet them.</td>
</tr>
<tr>
<td>Outcome 3: Whenever possible, include numbers to show what the full impact will be</td>
</tr>
</tbody>
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<table>
<thead>
<tr>
<th>How do the aims of your project differ from others operating in the area? How will your project work with them to ensure they are complementary and to avoid duplication?</th>
</tr>
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<tbody>
<tr>
<td>Max 250 words.</td>
</tr>
<tr>
<td>You should demonstrate your knowledge of/relationships with others working on related initiatives in the area and that you are avoiding duplication. Explain how your project will either fill gaps in provision or build on existing work.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>How does this project align with Global Citizenship: Scotland's International Development Strategy which embeds Human Rights and the Global Goals, and contributes to sustainable development?</th>
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<tbody>
<tr>
<td>Max: 250 words.</td>
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<tr>
<td>Detail how your project fits with the Scottish Government’s International Development Strategy and the Global Goals, and how the project is taking a rights-based approach to development.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Please provide an estimate of costs for this project, detailing any funding already in place.</th>
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</thead>
<tbody>
<tr>
<td>Although we are only looking for an estimate of costs, please try to be realistic.</td>
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</tbody>
</table>
### Appendix 1

#### COSTS

<table>
<thead>
<tr>
<th></th>
<th>Year 1</th>
<th>Year 2</th>
<th>Year 3</th>
<th>Year 4</th>
<th>Year 5</th>
<th>Total</th>
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</thead>
<tbody>
<tr>
<td>Staffing costs (In Country)</td>
<td>£</td>
<td>£</td>
<td>£</td>
<td>£</td>
<td>£</td>
<td>£</td>
</tr>
<tr>
<td>Staffing Costs (In Scotland)</td>
<td>£</td>
<td>£</td>
<td>£</td>
<td>£</td>
<td>£</td>
<td>£</td>
</tr>
<tr>
<td>Travel costs</td>
<td>£</td>
<td>£</td>
<td>£</td>
<td>£</td>
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<tr>
<td>Direct Project costs</td>
<td>£</td>
<td>£</td>
<td>£</td>
<td>£</td>
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<tr>
<td>Capital costs</td>
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<td>£</td>
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<td>£</td>
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<tr>
<td>Monitoring &amp; evaluation costs</td>
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<td>£</td>
<td>£</td>
<td>£</td>
<td>£</td>
<td>£</td>
</tr>
<tr>
<td>Other costs</td>
<td>£</td>
<td>£</td>
<td>£</td>
<td>£</td>
<td>£</td>
<td>£</td>
</tr>
<tr>
<td><strong>TOTAL COST TO DELIVER THIS PROJECT</strong></td>
<td>£</td>
<td>£</td>
<td>£</td>
<td>£</td>
<td>£</td>
<td>£</td>
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</tbody>
</table>

#### FUNDING ALREADY SECURED FROM OTHER SOURCES

<table>
<thead>
<tr>
<th></th>
<th>Year 1</th>
<th>Year 2</th>
<th>Year 3</th>
<th>Year 4</th>
<th>Year 5</th>
<th>Total</th>
</tr>
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<tbody>
<tr>
<td>FUNDING YOU EXPECT TO SECURE FROM OTHER SOURCES</td>
<td>£</td>
<td>£</td>
<td>£</td>
<td>£</td>
<td>£</td>
<td>£</td>
</tr>
<tr>
<td><strong>TOTAL GRANT REQUESTED FROM SCOTTISH GOVERNMENT</strong></td>
<td>£</td>
<td>£</td>
<td>£</td>
<td>£</td>
<td>£</td>
<td>£</td>
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What % of the total project cost will be allocated to administration costs in Scotland? This figure should be kept to a minimum and should not exceed 10%. 

"""

#### Declaration

I certify that, to the best of my knowledge and belief, the statements made by me in this document are true and the information provided is correct.

This form should be signed by an individual authorised by the applicant organisation to submit applications and sign contracts on their behalf.

Signature: ___________________________ Print Name: ___________________________

Position: ___________________________ Date: ___________________________

Main contact person during concept note review process:

Name: We may want to contact someone with specific questions about the concept note.

Email: ___________________________

Phone: ___________________________
All completed documents should be submitted by email to international@ltsbfoundationforscotland.org.uk to arrive no later than 17.00 on Thursday 4 May 2017.

Emails should show the applicant organisation’s name as the subject of your email.

**Remember to include a copy of your most recent examined/audited accounts.**

**These deadlines are all absolute and documentation required must be submitted on time.**

Lloyds TSB Foundation for Scotland
Riverside House, 502 Gorgie Road, Edinburgh EH11 3AF
Registered in Scotland Number SC096068
Scottish Charity Number SC009481
international@ltsbfoundationforscotland.org.uk

March 2017
Zambia: Jubilee Women’s Integrated Highway Markets Programme

The Mission of the Zambian Government’s Jubilee Women’s Integrated Highway Markets Programme is to transform current highway markets into modern integrated economic hubs for wealth creation and empowerment of women and their communities. Some of these markets have existed for more than forty years, but currently with stalls and stands that are haphazardly constructed, and have no social amenities. The Programme across Zambia will have a direct and immediate impact and will contribute towards job creation and uplifting the standards of living for the women, their families and communities.

Some markets such as the John Chinena market in Chibombo, Central Province, are well established and have already recently organised themselves into a cooperative. Other markets may be well established but not yet in cooperative form, whilst other markets are yet to be constructed in Central Province. The Programme stipulates in that case that the JWH markets will be constructed at places: where a market currently exists; that are well populated with traders and clients; that are dotted on the main roads across the Province; and on busy intersections where several roads converge, or at international border posts or indeed in the hinterland. Other than the women, the roadside markets are to be built to include the physically and visually challenged, youth, children and will have environmentally friendly facilities that will be identified and put in place.

The core objective of the Programme, as set down by the Zambian Government, is to stimulate the socio-economic transformation of the highway markets, through cooperation formation (in those markets where this has not yet taken place), facilities, support services, partnership and the shifting of mind-sets of the marketeers from traders to entrepreneurs.

The specifics of the Programme are:

- To provide a safe, health and integrate trading environment for the marketeers
- To facilitate economic empowerment through the formation and effective operation of cooperatives.
- To empower women marketeers to create sustainable wealth
- To develop the entrepreneurship skills of the women marketeers
- To facilitate partnerships and linkages with local, regional and global markets
- To promote the upgrading of sanitation and hygiene in the markets
- To build capacity for efficient garbage collection and recycling
- To facilitate linkages to other local markets, customers and suppliers of equipment and machinery for up scaling their operations.

Note that in view of the power shortages in Southern Africa, including Zambia, the Programme is specifically stated to rely on extensive use of solar power for food processing, lighting and security.

It is envisaged that the Jubilee Women’s Highway Market models will then go on to provide some of the following products and services (this list is intended as a guide, and is not exhaustive), and training and/or support for the setting up of these future services could be part of a concept note too:

- Literacy and skills training – to increase women’s knowledge and skills, to bring about attitudinal change and build capacity
• Garbage collection and re-cycling
• Food processing and value addition
• Child care facilities in order to help women do business in the market, but also for the wider community
• Banking and micro-financing – with models that are developed to suit the needs of women
• Health and sanitation for the markets – incorporating the Hygiene Improvement Framework

The Contact and Chairperson of the Jubilee Women’s Integrated Highway Markets Programme is Ms Gladys M N Mutukwa, Office of the Vice President of the Republic of Zambia: email gladyshekaomutukwa@gmail.com / jubileemarkets@gmail.com and tel: +260-211-254-460.