



**Elsie Initiative Fund (EIF) Project Document (PRODOC) Revision Request<sup>1</sup>**

Complete this **EIF PRODOC Revision Request** where a **Budget** and/or **No-cost Extension Revision** is requested<sup>2</sup>, attach the following annexes and submit the signed request to the EIF Secretariat:

- **Annex A** - Updated work plan
- **Annex B** - Updated budget where required

NOTE: All amounts are to be in US\$

<b>Project Information</b>	
<b>T/PCC and Security Institution Name: Zambia / Zambia Police Service (ZPS)</b>	
<b>Project Title:</b>	Empowering Women in Peacekeeping Operations
<b>Project Description:</b>	<p>As of November 2024, the Zambia Police Service (ZPS) comprised 26,267 officers, of whom 8,402 (32%) are women, reflecting a steady increase following recent recruitments from three national police training institutions. Zambia has a longstanding commitment to peacekeeping, having deployed 1,811 police officers to United Nations and African Union peace support operations since 1989.</p> <p>The Empowering Women in Peace Operations Project, supported by the Elsie Initiative Fund, responds directly to the 2019 Measuring Opportunities for Women in Peace Operations (MOWIP) Barrier Assessment, which identified institutional, cultural, and capacity-related barriers limiting women's participation in peacekeeping. Aligned with Zambia's constitutional and policy commitments to gender equality, the project seeks to enhance women's representation and meaningful participation in peace operations.</p> <p>Implemented by UNDP in partnership with ZPS and building on complementary support from the Governments of Zambia and Canada (2021–2025), the project focuses on strengthening gender-responsive policy frameworks, improving institutional infrastructure and working conditions, addressing sexual harassment and gender-based barriers, and building the leadership and deployment readiness of women police officers.</p> <p>The proposed no-cost extension will support the completion of the remaining minor construction activities, limited to final tiling, painting and site clean-up, which will be completed in the months of January and February 2026, followed by the official launch of the women's accommodation and daycare facility, as well as the launch of the Anti-SHEA Policy and the revised Zambia Police Service Standing Orders.</p> <p>The project aims to strengthen the Zambia Police Service's capacity to deploy</p>

<sup>1</sup> Please review [Section 7.4 of the EIF Operations Manual](#), which provides guidance on project variation requests

<sup>2</sup> For Project Revision Requests, the Fund recipient is to submit a revised PRODOC and annexes

	and retain women in peace support operations by addressing institutional and capacity-related barriers identified through the MOWIP assessment. It focuses on improving the institutional environment by tackling gender norms, leadership practices, workplace safety, post-deployment career progression, and training infrastructure that affect women's participation. In parallel, the project builds the capacity of women police officers by enhancing their knowledge, skills, and preparedness for peacekeeping, particularly by improving understanding and transparency of UN deployment criteria.		
<b>Project Location:</b>	Zambia		
<b>Original Start Date:</b>	14 December 2022	<b>Funds Transfer Date:</b>	22 December 2022
<b>Original End date:</b>	31 December 2022	<b>New End Date:</b>	31 May 2026
<b>Current End Date:</b>	31 December 2025		
<b>Original Project Cost:</b>	US\$ 932,072.32	<b>Additional Funding Sought</b>	US\$ NIL
		<b>Amended Project Total Cost</b>	US\$ NIL

Details of Previous Cost / No-cost Extension Requests			
<b>Type:</b>	Budget Revision (variation)	<b>Date:</b>	3 Jan 2024
		<b>Amount:</b>	\$932,072.32
<b>Type:</b>	Budget revision (variation) / NCE	<b>Date:</b>	4 April 2025
		<b>Amount:</b>	\$932,072.32

**Nature of the Amendment – check each box that applies**

Budget Revision: (i) increase in budget; (ii) variation between budget categories; (iii) change to total budget or any outcome

No-cost Extension Revision

	<b>PUNO FUND RECIPIENT</b>
	Where the fund recipient is a PUNO, the following signatories are required:
	<b>Name of United Nations Entity<sup>4</sup>:</b>
	<b>Signatory Name:</b> James Wakiaga <b>Position:</b> UNDP Resident Representative <b>Signature:</b> <span style="background-color: black; color: black;">[REDACTED]</span>
Date: 29 December 2025 Telephone Number: Email:	Date: 29 Dec <span style="background-color: black; color: black;">[REDACTED]</span> Telephone Number: +260 977 854 204 Email: <a href="mailto:james.wakiaga@undp.org">james.wakiaga@undp.org</a>
<b>Name of the National Entity (NE)<sup>5</sup>:</b>	
Signatory Name:	
Position:	

<sup>3</sup> To be signed by the same GCE that signed the MOA  
<sup>4</sup> To be signed by the PUNO Country Office Head / Representative  
<sup>5</sup> CHoD / MOD; or Police Commissioner / MOI

Signature: Date: Telephone Number: Email:	
<b>MPTFO Project No (from MPTFO page)</b>	<b>00134376</b>

**Justification: Please provide a detailed justification to support your project no-cost extension request.**

The proposed no-cost extension will support the remaining minor construction activities, limited to painting, tiling and site clean-up, readiness, and official commissioning of the Women's Accommodation and Daycare Facility at Sondela, as well as the formal launch and operationalisation of the Anti-Sexual Harassment, Exploitation and Abuse (Anti-SHEA) Policy and revised Zambia Police Service Standing Orders as detailed below: the launches will be conducted between January and February while March to May will be used for project system close-out processes.

**Activity 1.**

**Completion and Inauguration of the Women's Accommodation and Daycare Facility:**

- **Week 2 and 3 of January 2026:** Final construction finishing works, including internal and external painting, completion of tiling in sanitary and common areas, installation of remaining fittings, and associated works.
  - **Week 4 of January 2026:** Quality assurance inspections and snag-list rectification by ZPS, Ministry of Infrastructure, UNDP, and the contractor, alongside comprehensive site clean-up and landscaping to ensure the facility meets safety, hygiene, and operational standards.
  - **Week 1 and 2 of February 2026:** Final cleaning, confirmation of utilities functionality, completion documentation, and preparation for official inauguration and handover.
  - **Week 4 of February 2026:** Official inauguration and commissioning of the Women's Accommodation and Daycare Facility, preceded by a joint monitoring visit involving the Elsie Initiative Fund (EIF), the Government of Germany, the Zambia Police Service (ZPS), and UNDP.
- Launch of the ANTI-SHEA Policy and Revised ZPS Standing Orders.**

**Activity 2.**

**Joint Launch of the ANTI-SHEA Policy and Revised ZPS Standing Orders**

- **Week 1 and 2 of January 2026:** Final administrative preparations, coordination meetings, and finalization of the joint launch agenda.
- **Week 3 of January 2026:** The communication teams from EIF, UNDP and ZPS will finalise media actions for the launch.
- **Week 4 of January 2026:** Official launch of the ANTI-SHEA Policy, and the revised ZPS Standing Orders, highlighting strengthened gender-responsive and disciplinary provisions aligned with peace operations standards. This period will also include high-level engagement to communicate

promotion of gender equality and zero-tolerance commitments to sexual harassment, exploitation and abuse in ZPS.

**Justification for the No-Cost Extension**

The no-cost extension is required to consolidate ongoing end of project activities, ensure quality delivery of infrastructure, and allow for high-level institutional launches that embed sustainability, ownership, and operational impact of EIF-supported reforms within ZPS.

**Annex A: Updated Workplan**

- complete for both a Budget and No-cost Extension revision request
- include a copy of your updated work plan showing the new end date

**Annex A.**

**Activities During the No-Cost Extension Period.**

**Objective.** Enhance ZPS peacekeeping training facilities to accommodate female officers' needs.  
**Activity 1.1: Construction of Accommodation for Female Officers and Children's Daycare Facility**

**Budget Overview:**

- **Original Budget:** \$381,497.42 (Accommodation: \$296,504.12 + Daycare: \$84,993.30)
- **Revised Budget:** \$481,568.29 (Reflecting increased construction costs due to inflation)
- **Proposed Bid:** The lowest technically responsive bid aligns with the revised budget at \$481,568.29

*The budget increase is necessitated by rising construction costs, underscoring the need for additional funding.*

The budget deficit of \$100,070.87 was met through identification of activities where savings were made across the remaining activities in the planning stage.

**Comment [DW1]:** Should be \$100,070.87

**Comment [SM2]:** addressed.

**Project Timeline and Tentative Milestones as also below schedule/workplan:**

- **Mobilization:** By 3 January 2025 – completed.
- **Ground-Breaking Ceremony:** 8<sup>th</sup> April 2025
- **Completion of Sub-Structure:** By 31 March 2025
- **Completion of Super-Structure:** By 31 May 2025
- **Roofing and Finishes:** By 15 June 2025
- **Installation of Services (Electrical, Plumbing, etc.):** By 31 November 2025
- **External Works:** By 31 January 2026
- **Snagging, Final Inspection:** week 1 of February 2026
- **Facility Launch and handover:** week of 23 February 2026.

*The project is jointly led by the Zambia Police Service (ZPS) and the United Nations Development Programme (UNDP), with construction expected to be completed by end of January 2026.*

**Justification:**

The construction of this facility is critical to addressing the current accommodation challenges. Recent training sessions at Sondela highlighted the disparity, with all-male graduates participating due to lack of facilities for female officers. The new accommodation and daycare facility will enable greater participation of female officers in peacekeeping operations, aligning with gender equity and capacity-building goals.

**No-Cost Extension activities:**

**Completion and Inauguration of the Women's Accommodation and Daycare Facility:**

- **Week 2 and 3 of January 2026:** Final construction finishing works (internal and external painting, completion of tiling in sanitary and common areas, installation of remaining fittings), led by UNDP, the contractor and ZPS.
- **Week 3 of January 2026.** Sharing draft launch agenda (EIF, UNDP and ZPS) with proposed speakers. Agree on Guest list. Invitations sent out to guests.
- **Week 4 of January 2026:** Quality assurance inspections and snag-list rectification by ZPS, Ministry of Infrastructure, UNDP, and the contractor, alongside comprehensive site clean-up and landscaping to ensure the facility meets safety, hygiene, and operational standards. Review agenda and speakers (EIF, UNDP, ZPS)
- **Week 1 and 2 of February 2026:** Final cleaning, confirmation of utilities functionality, completion documentation, and preparation for official inauguration and handover.
- **Week 4 of February 2026:** Official inauguration and commissioning of the Women's Accommodation and Daycare Facility, preceded by a joint monitoring visit involving the Elsie Initiative Fund (EIF), the Government of Germany, the Zambia Police Service (ZPS), and UNDP.

**Activity 2. The Joint official Launch of the Developed ZPS Anti-Sexual Harassment, Exploitation and Abuse Policy and the Revised ZPS Standing Orders.**

Original budget (Development of Anti-SHEA Policy): \$45,440  
Decrease budget required by \$0.00  
New total for activity: \$45,440 (No change)

Original Budget for the Revision of the ZPS Standing Orders.  
Original budget: \$25,000  
Decrease budget required: \$15,000.00 - these savings were channeled to offset increased construction costs  
Revised Budget: \$10,000.

**Launch of the ANTI-SHEA Policy and Revised ZPS Standing Orders**

- **Week 1 and 2 of January 2026:** Final administrative preparations, coordination meetings, and finalization of the joint launch agenda. Send out invitations.
- **Week 3 of January 2026:** The communication teams from EIF, UNDP and ZPS will finalise media actions for the launch.
- **Week 4 of January 2026:** Official launch of the ANTI-SHEA Policy, and the revised ZPS Standing Orders, highlighting strengthened gender-responsive and disciplinary provisions aligned with peace operations standards. This period will also include high-level engagement to communicate promotion of gender equality and zero-tolerance commitments to sexual harassment, exploitation and abuse in ZPS.

**Joint Launch of the Anti-Sexual Harassment, Exploitation and Abuse (Anti-SHEA) Policy and Revised Zambia Police Service Standing Orders**

**Overview**

The Anti-Sexual Harassment, Exploitation and Abuse (Anti-SHEA) Workplace Policy and the revised Zambia Police Service (ZPS) Standing Orders will be officially launched jointly in Week 4 of January 2026. The joint launch is intentional and strategic, as both instruments are mutually reinforcing and together provide a comprehensive institutional framework for advancing gender equality, workplace safety, accountability, and professional standards within the ZPS.

These reforms build on extensive institutional strengthening efforts supported under the Elsie Initiative Fund (EIF) and bilateral support from Canada, including SGBV investigative training of over 900 officers across nine provinces and 27 districts, led by UNDP in collaboration with the ZPS Gender Unit and Victim Support Unit.

**Activity 1: Anti-Sexual Harassment, Exploitation and Abuse (Anti-SHEA) Workplace Policy**

**Justification.**

Sexual harassment and related misconduct undermine morale, performance, retention, and career progression, particularly for female officers. Despite the existence of gender-related policies, the Zambia Police Service lacked a dedicated, comprehensive policy framework to prevent, report, and respond to sexual harassment and abuse in the workplace.

The development of the Anti-SHEA Policy directly addresses this gap, reinforcing institutional commitments to gender equality, compliance with national legislation and international standards, and the creation of a professional, respectful, and safe working environment.

**Purpose**

The Anti-SHEA Policy establishes a structured framework to:

- Prevent and respond to sexual harassment, exploitation, and abuse within ZPS
- Define clear, confidential reporting and referral mechanisms
- Provide survivor-centred support and protection
- Strengthen disciplinary and accountability procedures
- Institutionalise awareness, sensitisation, and training

**Importance and Added Value**

The policy will:

- Protect all officers from sexual harassment and related misconduct
- Reduce fear of retaliation by clarifying reporting pathways
- Improve institutional accountability and trust
- Enhance morale, productivity, and professionalism
- Align ZPS practices with national, regional, and international frameworks

**Alignment with the ZPS MOWIP Report**

The Measuring Opportunities for Women in Peace Operations (MOWIP) assessment identified workplace sexual harassment and gender-based violence as major barriers to women’s participation and advancement. The Anti-SHEA

Policy directly responds to the following identified challenges:

- Absence of clear reporting mechanisms
- Fear of retaliation and career repercussions
- Weak institutional response and enforcement
- Entrenched cultural and power dynamics

**Timeline**

- Revision of Terms of Reference: January 2025 (completed)
- Engagement of Consultant: April 2025

- Stakeholder Consultations & Data Collection: April–May 2025
- Policy Drafting: May–June 2025
- Validation: September 2025
- Reviews (UNDP, ZPS, EIF): October–December 2025
- Official Joint Launch: Week 4, January 2026

**Activity 2: Official launch of the Reviewed Zambia Police Service Standing Orders (Gender-Responsive Reform)**

**Background and Status**

This activity focused on the review of one key policy instrument, the ZPS Standing Orders, aligned with the ZPS Gender Equality Workplace Policy. The scope was adjusted from two instruments to one with funds to support construction works.

**Status: Completed; pending official joint launch in Week 4 of January 2026.**

**Budget Summary**

- Original Budget: USD 25,000
- Revised Budget: USD 10,000
- Savings (USD 15,000): Reprogrammed to offset increased construction costs for the Women’s Accommodation and Daycare Facility

**Justification**

The ZPS Standing Orders and Service Instructions were last reviewed in 2009 and no longer adequately reflect contemporary gender equality standards. The review was essential to:

- Integrate gender-responsive language and provisions
- Address structural and policy-level barriers affecting female officers
- Align institutional regulations with national and international commitments
- Operationalise the ZPS Gender Equality Workplace Policy

**Purpose**

The review addresses gaps and inconsistencies that disproportionately affect women, including:

- Recruitment and promotion practices
- Maternity and family-related provisions
- Handling of gender-based violence and misconduct cases
- Use of gender-responsive and inclusive professional language

**Importance and Strategic Relevance.**

Revising the Standing Orders strengthens institutional coherence and inclusivity by embedding gender equality into the core regulatory framework of the ZPS. Importantly, this reform aligns with the Inspector General of Police’s directive (effective 5 February 2025) removing the “W” prefix from women officers’ ranks promoting professional parity, respect, and organizational cohesion.

When launched together with the Anti-SHEA Policy, the revised Standing Orders ensure that policy commitments are backed by enforceable institutional regulations, strengthening sustainability, compliance, and impact.

**Rationale for a Joint Launch**

The joint launch underscores the complementarity of the two reforms:

- The Anti-SHEA Policy establishes clear standards, protections, and accountability mechanisms.
- The revised Standing Orders institutionalise these principles within the core governance and operational framework of the ZPS.

March to May 2026 – System Close-out processes in Quantum and final oversight meeting.

**Annex B: Updated Budget**

- complete only where additional funds are requested or where you are requested a budget variation

Nil.