



Lessons / key points from the Webinar presented by Zambian Governance Foundation (ZGF) from Zambia

1. **Understanding the ecosystem** in which SAM takes place at the outset will establish the avenues for implementation.
2. When building capacity in SAM it is important to **be sensitive to the capacities** of the target audience and pitch SAM at a level that would be most useful to them in order to work effectively within the ecosystem and the capacity to leverage opportunities that arise.
3. **Understanding power and power relations** within the context will ensure a more effective strategy because they (power relations) have the potential to promote or limit SAM work. Understanding power is about understanding **how power plays out** at the local, regional and national level, across those levels and across institutions of power not just government. CSOs have to recognise their own power in the ecosystem). It is important to recognise that it is not always a negative force. The question that arises here is:
 - If we recognise how complex power and power relations are at the local levels, how (as a SAM practitioner) do you know where your entry points of influence lie?
4. If implementing partners are not able to monitor all five processes in the PSAM approach to SAM, **how many are enough** to say they are doing SAM work using the PSAM approach? Is a focus on one process with the aim of sustainably addressing a service delivery problem enough to say one is applying the PSAM SAM approach?
5. SAM practitioners have to be adaptable. The questions then are:
 - **Is it possible to teach adaptability and flexibility?**
 - Is this one of the capacities that should be strengthened with SAM practitioners before and during SAM capacity building?
 - What does an adaptive organisation look like?
6. There is often a **disconnect** between what the law says on paper and what actually happens in reality on the ground. The legislative and regulatory frameworks are often very different from the implementation practice. The question then is:
 - How do CSOs capture this practical reality so that they, and others, can learn from them?
7. It is important to **understand decision making processes** at the outset, and also the levels of decision making at the local level, how that is influenced by regional and national decisions, and also that decision making can go beyond the government to other institutions of power in the local context.