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Sida Decentralised Evaluation

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Mid-Term Evaluation of the Transparency International Zambia (TI-Z) Strategic Plan 2018–2022 in Zambia

Final Report

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**Final Report
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Abbreviations and Acronyms

AC	Anti-Corruption
ACC	Anticorruption Commission
ALAC	Advocacy and Legal Advice Centre
AMP	Accountable Mining Project
CDF	Constituency Development Fund
CNB	Community Notice Boards
CPC	Competition and Protection Commission
CSO	Civil Society Organisation
CUTS	Consumer Unity Trust Society
DG	Democratic Governance
DHO	District Health Office
e-GP	Electronic Government Procurement
EIA	Environmental Impact Assessment
EITI	Extractive Industries Transparency Initiative
ENRG	Environmental Natural Resource Governance
FGD	Focus Group Discussion
FIC	Financial Intelligence Centre
FPIC	Free Prior Informed Consent
GIZ	<i>Gesellschaft für internationale Zusammenarbeit</i>
GRZ	Government of the Republic of Zambia
IEC	Information Education Communication
J4N	Justice for All Network
KII	Key Informant Interview
LEA	Law Enforcement Agencies

ABBREVIATIONS AND ACRONYMS

LRF	Legal Resource Foundation
M&E	Monitoring and Evaluation
MEL	Monitoring, Evaluation, and Learning
MID	Management and Institutional Development
MoFNP	Ministry of Finance and National Planning
MoH	Ministry of Health
MoM	Ministry of Mines and Mineral Development
MTE	Mid Term Evaluation
NACP	National Anti-Corruption Policy
NGO	Non-Governmental Organisation
NGOCC	Non-governmental Gender Organisation Coordinating Council
NVEC	National Voter Education Committee
OC4H	Open Contracting for Health
OD	Organisational Development
PEA	Political Economic Analysis
PEAP	People's Engagement and Advocacy Programme
PITT	Performance Indicator Tracking Table
PS	Permanent Secretary
SIDA	Swedish International Development Cooperation Agency
SM	Strategy and Monitoring Programme
SME	Small and Medium-Sized Enterprise
SO	Strategic Objective
SWASCO	Southern Water and Sanitation Company
TA	Technical Assistance
TAG	Transparency Action Group
TI	Transparency International
TIZ	Transparency International Zambia
ToC	Theory of Change

ABBREVIATIONS AND ACRONYMS

YDO	Youth Development Organisation
ZBPI	Zambia Bribe Payers' Index
ZPPA	Zambia Public Procurement Authority

Executive Summary

The midterm evaluation provides a favourable assessment of the results of the TIZ Strategic Plan. The Strategic Plan has largely met its immediate outcomes with some achievements at the intermediate outcome level. TIZ has developed a viable model for anti-corruption and governance work that brings together elements of capacity building, research and analysis, evidence-based advocacy, partnership and collaboration on collective issues and problems, platforms and policy engagement, state institutions (especially district level), and civil society work (especially district level) engagement. It avoids the risk of creating dependence on TIZ and distorting state and civil society agendas. This demonstrates the value of a more ‘facilitative’ and in some ways ‘behind-the-scenes’ support and brokering partnerships through the use of training, mentoring, and providing inputs that are aligned to government and community priorities. Another major achievement of TIZ has been to strengthen the citizen-state relationship and their capacity to engage on issues of mutual interest and benefit. Through the various efforts of capacity building and engagement, and the initial results that are emerging, there are greater prospects for collaboration in the processes that lie ahead. As citizens now feel confident and empowered to follow up and demand accountability, and duty bearers are requesting technical knowledge and monitoring of responsiveness from civil society and TIZ.

The evaluation has identified parts of the Strategic Plan where, although progress has been made, part of the process was met with challenges. This applies largely to the extent to which government and its agencies increase their responsiveness and ability to respond to corruption and citizen and private sector demands. This is not a new challenge in the arena of governance and corruption. Bringing about lasting improvements will require long term and consistent engagement with current community partnerships, state agency partnerships, and potential new relationships that can contribute to TIZ current strategic plan and its approaches.

Finally, it is not necessarily critical to reconsider the approaches of the strategic plan going forward. SOs and stakeholders overall pointed to the importance of support to existing work needing to continue and to strategically adapt as work progresses, including identifying opportunities to impact efforts around the decentralisation process. Key to this will be to continue to engage and look to analyse and unpack what is working and what is not. As well as which stakeholders need to be further influenced while keeping the dialogue alive and can support the space for institutions and civil society to share and discuss key concerns, challenges, priorities, and plans. Second to this will be to recognise that state side support is fundamental to the results of accountability and responsiveness. Agencies interviewed did acknowledge that

there is a willingness to address issues, but it is the issues of resourcing and capability that impedes their ability to respond and be accountable.

Long term institutional changes remain a significant area to influence and build. The key is there is no specific approach which needs to be dropped, but it is more that TIZ looks to its effectiveness in the approaches it takes. If one approach is dropped e.g. capacity building of state this then effects the upper level results of state capability and system reform, if national level research and policy engagement is dropped this also effects change at higher levels to reform policy implementation.

TIZ has the right mix of approaches, it is more about how to strengthen these approaches and be strategic at output level across its approaches to reach intermediate and medium-term change. For example, strengthening TAGs to take on more at community level, while TIZ focuses on national policy engagement, research and evidence or how to let state institutions run with new skills, modules and TIZ mentors and provides lighter strategic support where needed. How to step back and diminish dependency (on TIZ) and work in areas where dependency on TIZ is still needed will need to be navigated as the new Zambia leadership and context unfolds, as state agencies reform (and don't) and where opportunities emerge with state, with civil society, with communities and with decentralisation. It will be a combination of focus on building partner capacity, understanding the changing political economy, what is needed to do technically with a close relationship between supply and demand side actors and attention to impact and sustainability.

MAIN FINDINGS

Relevance

Those interviewed shared the view that the strategic objectives and approaches that TIZ delivers through capacity building, research, advocacy, and policy engagement has responded to the needs of those in the anti-corruption space for the benefit of government partners, communities, and citizens. The TIZ strategic plan and its approaches were noted as effective in choosing relevant entry points: i) local-level government spaces, such as citizen-government committees and platforms, ii) working with youth, women, and marginalised groups, iii) national-level policy spaces, iv) targeting specific government law enforcement agencies (LEAs), the Ministry of Mines (MoM), and the ACC, v) budget discussions on service delivery at district-level, and vi) working with TIZ HQ to utilise partner linkages to international campaigns and networks. The strategy works to push issues relevant to Zambian citizens, to articulate their needs and priorities, and to make demands on local authorities. TIZ programmes are aligned to Zambia policies and legal framework on strengthening the anti-corruption fights. However, the MTE team identified a potential beneficiary gap around the private sector and businesses in the fight against corruption. The private sector's needs and priorities in the business enabling environment has been identified as a key gap as they face corrupt systems and practices.

TIZ is now in a better position to develop a more coherent and comprehensive Theory of Change and strategy for its work in the future. Developing a draft ToC with TIZ staff and unpacking the strategic plan's approaches that are used in SO1-SO4, along with assessing the evidence base of results across the objectives, shows that the approaches are currently the right mix.

Effectiveness

Overall, the strategic plan and its objectives are delivering what was originally intended and planned. The MTE finds excellent progress made towards the targets of the more external facing SO1-4. To a degree, TIZ is seeing progress at intermediate outcome level and less so at the longer-term outcome level.

Across SO1-4 there is strong evidence of delivering short term results, output level results. The most effective mechanisms within short term results and changes seen at this level is related to capacity development, TIZ's raising awareness approach and policy engagement. These approaches combine training, information sharing, research, evidence and engagement, follow-up mentoring, and meetings with communities, TAGs, and state side partners on specific needs. Those interviewed largely attributed the difference in their ability to engage with citizens and/or government/private sector service providers to TIZ support. This is explicitly the case at district level. Through community and district level interactions, citizens reported increased confidence in their ability to engage government, duty bearers and service providers to communicate, discuss concerns and jointly seek solutions.

However, district level communities continue to experience challenges in terms of the kind of "strategic and politically savvy" approach needed to make progress on their issues and influence longer lasting change. This is an area for TIZ to consider further, especially with the CDF and decentralisation process moving forward, is connecting TAGs and citizens and looking at their capability to monitor and build evidence to *strategically influence* supply side actors when engaging on the issue at hand, and how the media can be a strategy to raise the level of exposure to issues if not addressed.

For national level policy engagement is at the heart of TIZ. TIZ has a wide repository of knowledge on governance and anti-corruption, including real expertise in specific issue areas or an understanding of the concerns most important to the communities they work in. The MTE discussions with stakeholders from demand and state side along with the review of evidence conclude that this approach of research, evidence and engagement has effectively helped to ensure TIZ's own work is more effective, and that this has given them greater access to policy processes and that policy decisions are more informed by TIZ's relevant evidence.

Longer term change in government responsiveness and system reform towards tackling corruption and poor governance is an area that remains challenging with limited results being delivered. Local, provincial, and national authority and service provider transparency and responsiveness remain very low and there is limited evidence that government has made significant effort to reach out to citizens

(particularly women and youth) to respond to their concerns. Law Enforcement Agencies' (LEAs) responsiveness in following up on complaints, grievances, and malpractice that citizens report is slow and extremely rare, and the case management system around complaints remains inadequate to address the growing number of grievances raised. On the one hand, TIZ has done its job as the number of reports by citizens grow, but the responsiveness of the LEAs and the system remains weak.

Monitoring, Evaluation, and Learning (MEL)

TIZ Monitoring, Evaluation, and Learning (MEL) is embedded in SO4 of the overall organisation strategic plan. SO4's focus is to have improved management of programmes by sharing and disseminating quality information, knowledge, and practices in the fight against corruption. This strategy is applied well for internal programming and with external stakeholders. The MTE found that internally, tools to gather information were in place gathering results at different stages but there are some areas that can be strengthened further.

Sustainability

TIZ's activities are being delivered with a focus on sustainably building the capacity of individuals and government agencies without creating an overreliance on TIZ and its resources. While this approach is appreciated by the beneficiaries (community, TAGs, and government agencies), the nature of governance and anti-corruption work is long term and needs to have political will to move things for systemic change. TIZ has empowered and supported citizens to get closer to service providers and duty bearers through TAGs while TIZ also engages government and service providers at the policy level to improve systems, this is the most effective way to promote a sustained change – *aligning the supply-demand relationship*. Overall, the MTE finds sustainability is at four levels: policy and legislation; community empowerment and engagement; re-energising local engagement with governance structures and lastly, the work TIZ has done with government processes and procedures are starting to take hold.

SO5, dubbed the 'enabler objective', was openly designed to address three areas considered strategic at the time. In implementation however, management extended the objective to cover many other aspects, including leadership, and taking an organisational development (OD) approach to its organisational management and governance. The relevance of this objective has been implied in the way evidence was used in decision-making, especially at programme level. Adjustment to programme approaches, activities, and the overall quality of programming were informed by M&E results, an indication of a capacity to practice evidence-based decision making. TIZ has strengthened its strategic position in the fight against corruption and its ability to receive and utilise core funding to improve effectiveness and built a case for sustainability. TIZ with new leadership and a proactive board are bringing in resources, actively engaged in business development, drafting proposals and winning new contracts. TIZ has built the capacity to effectively manage programmes as it

practices reflection-learning-adjustment. It has shown resilience and relevance in the global agenda against corruption.

RECOMMENDATIONS

The following are the MTE's recommendations for TIZ to consider going forward.

Government Responsiveness

1. ***It is recommended that TIZ*** reflect upon and plan for how the organisation will strengthen demand and supply side effectiveness separately and/or collectively. The following are details to consider:
 - Possibilities include using political economy analysis (PEA), which includes a stakeholder analysis and mapping of influencers and change agents within supply side and within demand side, and a problem analysis not only to define anti-corruption and governance issues that are of importance to communities and citizens, but also issues where the government is actively engaged in reform. Getting more strategic on facilitating identified common areas that both sides want to tackle may ensure that change takes place. Through this collaboration, relationships deepen and processes are built that can then work on more complex and challenging anti-corruption issues.
 - Continue to work with relationships built with government staff to engage in details of government policy making, planning, and budgeting processes, and involve reform-minded government staff in workshops, working groups, and/or civil society coalitions.
 - TIZ is technically recognised and there are government agencies that want the support of TIZ to continue to help them strengthen systems and capacity. TIZ should continue to consider where its added value is to support government agencies and its systems. For example, EITI and Beneficial Ownership and Transparency, the strategic campaign financing work that brings parties together with the Electoral Commission, and ACC Integrity Committees.
2. ***It is recommended that TIZ*** consider facilitating partnerships and regular meetings between government actors and agencies, for example the ACC and LEAs, on current and future activities. It should also consider how these are collective problems that can be strengthened by their collaboration.
3. Anticorruption work and governance work for systemic change and social norm change takes an enormous amount of time and collective effort. ***It is recommended that TIZ:***
 - *Keep pointing at the failures in the system and paradigm* (as the new national leadership is trying to change paradigms and ways of doing things to tackle corruption). This is to ensure that the new leadership does not repeat the same mistakes of the old regime. Point out in a constructive number of ways – media, advocacy, research and evidence, community engagement, government policy monitoring, etc.

- *Keep exposing corruption (loudly but strategically) with partners*, particularly through the media and investigative journalism, aligning them with the new national leadership narrative on fighting corruption while locating (advocating) responsibility in the system and agencies that are accountable to tackle corruption, pointing out the consequences of their inaction.
- *Keep inserting work, successes, and build on relationships with active change agents that hold influence and power* (e.g. Auditor General; district level authorities, ACC leadership; judiciary leadership, etc.) along with the middle ground of citizens, donors, and stakeholders who want change and are open-minded.

Theory of Change

4. ***It is recommended that TIZ*** develop a short narrative document unpacking the theory of change in more depth, setting out not only broad assumptions about how change happens, but also outlining TIZ's broad approach to governance and anti-corruption work in building on learning from the previous strategies. Consider making more explicit the expected causal links between activities (and resources), outputs, immediate outcomes, intermediate outcomes, and goals.
5. ***It is recommended that TIZ*** develop a diagram that illustrates the narrative of the ToC and/or the Strategic Plan.

Private Sector

6. Private sector actors will continue to play a part in the governance landscape whether through extractives, procurement, economic growth, or sectors such as agriculture and land. Civil society in accountability and transparency work are questioning how to engage with the private sector, moving beyond the classical 'supply and demand' side equation of accountability. ***It is recommended that TIZ*** consider assessing the approach and work with private sector in their anti-corruption and governance work. This is an area that requires some research/mapping of TIZ's and TI HQ's existing experience of working with and/or lobbying the private sector, and campaigning to draw on lessons of existing approaches and strategies to inform decisions about tactics and strategies for engagement.

Decentralisation and TAGs

7. ***It is recommended that TIZ*** extend their mandate to include the identification of potential community projects focused on the fight against corruption and initiatives through which the community can engage the supply side to claim their rights. Consequently, an increase in budget allocations to TAGs is inevitable. Currently, only activities generated from the TIZ Secretariat are recognised and supported by TIZ.
8. ***It is recommended that TIZ*** support TAG member organisations to adopt the TIZ-TAG way of working with communities and other players and entrench into

their operations – *transfer ownership of the approach to TAG member organisations.*

Gender and inclusion

9. *It is recommended that TIZ* consider enhancing staff and TAG awareness on practices of inclusion. Participatory approaches to corruption handling can reveal the views, experiences, needs and ideas of people affected by corruption. However, achieving equal and meaningful participation of different groups and the conditions for open and unhindered expression of views requires careful design. Think about how you will enable equal and meaningful involvement of different participants.

- For example, when facilitating working groups or collecting information for analysis of impact of corruption, some questions that TIZ staff can ask themselves: are group facilitators aware of power dynamics in workshops? What are they doing to ensure everyone's voices are heard? Who's involved? Who's currently not included in the process? Who (organisations, people) make up local voices? What are the relations of power (incl. of gender) and decision-making among those involved in the process? Will the location/venue/timings of your workshop limit participation? Will those who contributed have a say in follow-up? What is required to enable women's participation in the intervention? Have you asked them? Gender awareness e.g. Do staff involved require further gender training? M&E e.g. What types of gender-disaggregated data are collected to track progress? Will the analysis/TIZs action plans be validated with participants?
- As well, an assessment of gender power dynamics within, between and among TAGs, communities, citizens, duty bearers, local to national to international partners may reveal the need to establish more equal relations, enabling truly joint ownership of interventions, and interventions that involve equal and meaningful participation by different participants. Remember that: 'Gender' does not mean 'women'. Think of gender as a frame of analysis – how does TIZ's work impact different genders differently? Additionally, masculinity and femininity develop in interaction with other power factors – such as age, class, ethnic group and race. How does this impact how TIZ's work is informed and implemented?

10. *It is recommended that TIZ:* consider an analysis on whether the impact or causes of corruption differs for men, women, youth and whether these different impacts are being taken into account into TIZ action planning. E.g. are women at more risk if they report on corruption? Are some of the causes of corruption related to traditional views of masculinity, could this be addressed through TIZ training programmes on the strength and leadership of demonstrating integrity?

Organisational Development

11. *It is recommended that TIZ:*

- Focus on an OD approach of *reflection-learning-adjustment* and sustain its capacity to continue being relevant and responsive to the fight against maladministration and corruption. In its next strategic plan, TIZ may wish to adopt a long-range OD view and approach, focusing on improving organisational effectiveness.
- Engage in negotiations with different potential sources of funding for the next strategic plan and make it a top priority for the board and executive management to support.
- Improve the use of risks and assumption assessments as a management tool to improve the chances of achieving higher level goals/impacts through influencing the materialisation of assumptions and minimising risks. The assessment of assumptions provides an opportunity to be creative in finding ways of how to make assumptions irrelevant.
- Extend technical skills in capturing and reporting impacts (telling a full success story) as well as running successful and credible investigations. This could be achieved through a competence framework for staff development in which core areas of job knowledge, skills, and behaviours would be articulated.
- Monitor and assess the overall performance of an organisational strategic plan with, for example, a balanced scorecard system that would assist in assessing the outcomes in all aspects of organisational capacity.

Monitoring and Evaluation

12. *It is recommended that TIZ:*

- Bring in a monitoring, evaluation and learning officer to support the MEL function.
- Support all programme staff to receive capacity building in M&E to allow for thorough reporting of results from implementation, particularly on i) understanding the bigger picture and how immediate outcomes are (or are not) leading to higher level outcome targets and ii) on capturing successes and nuggets of interesting processes that led to change so as to inform the strategy of the objective.
- Develop the use of stories or case studies. These carefully constructed case studies could be designed and implemented with the intention of unpacking the causal logic behind how activities lead to outcomes and determine the most effective components. This would add depth and nuance to the questions on connecting activities to TIZ larger goal and provide a sound basis for decision making and assessment.
- Design monitoring tools and orient all members of community structures. The tools can be in the form of checklists, questionnaires, or short survey questions. These should be used to gather progress of activities at community level. Strengthening or having an organised way of collecting data at community level will help in reporting results from the bottom up.
- Put in place an approach so that ongoing monitoring and learning also captures lessons about what TIZ approaches work in different contexts (e.g., local

district work, national policy engagement, thematic work, ENRG vs DG, etc), what difference this has made, and drawing out lessons regarding partnerships and collaboration with local media, civil society, district government, national government, and future partnerships with the private sector.

1 Introduction

Transparency International Zambia (TIZ) is a local chapter of the global civil society movement Transparency International which is dedicated to the fight against corruption and the promotion of transparency, integrity, accountability, and good governance generally in the discharge of public functions.

Since being established in 2000, TIZ has implemented four strategic plans. In their current strategic plan (2018-2022), TIZ seeks to bring about change at two levels: i) through systemic changes to governance, policies, and procedures in institutions; and ii) through positive attitudinal behavioural changes in individuals, both citizens and within institutions.

To do so, the strategy identifies five core strategic objectives (SOs). These include:

1. People's Engagement and Advocacy Program (PEAP) focused on promoting behavioural and attitudinal changes among individual citizens and government officials and protecting whistle blowers from persecution. Results under this programme aim to ensure that people are empowered to demand and act against corruption.
2. Democratic Governance (DG) Programme focused on strengthening institutional capacity to deliver good governance through research, lobbying, capacity building, networking, and collaboration. Results under this programme area will help to strengthen the legal, policy, systems, processes, and mechanisms that promote good governance.
3. Environment and Natural Resource Governance (ENRG) Programme focused on ensuring equal citizen participation and benefits sharing from environment and natural resources. Results under this programme area aim to improve environmental and natural resource governance for improved livelihoods.
4. Strategy and Monitoring (SM) Programme focused on the general performance of the overall strategic plan, advocacy, and mainstreaming of cross-cutting issues in order to strengthen programme delivery. Results under this programme area will create improved capacity to deliver TIZ's strategic plan 2018-2022.
5. Management and Institutional Development (MID) focused on strengthening overall capacity in structures, systems, and resource base for TIZ to fully function as an organisation to effectively execute its strategic plan and sustain itself beyond the strategic period. Results in this programme area will see an effective, efficient, and sustainable TIZ.

A mid-term evaluation (MTE) of the 2018-2022 strategic plan was due to take place to evaluate the progress made on the strategic objectives. However, delays caused by Covid-19 meant the evaluation was carried out during the fourth year of the strategic

plan's five years of implementation. This has allowed the evaluation to also look to future options and recommendations for TIZ's strategic plan beyond 2022.

Consequently, the objectives of this evaluation were to:

- Assess the progress that has been made (and how) towards implementation of TIZ's strategic plan.
- Provide the evidence base against which decisions can be made regarding adjustments or improvement of this and future TIZ strategic plans, including in relation to gender and inclusion.
- Provide a clear understanding of whether TIZ strategic plan is contributing towards SIDA's strategic objectives of improved conditions for democratic governance, reduced corruption, increased responsibility, and accountability in public institutions.
- Assess the relevance, effectiveness, and sustainability of TIZ's strategic plan for reducing corruption through good governance in Zambia.
- Identify best practice and possible areas for the Embassy to provide further technical support or, otherwise, access and identify leverage points in order to catalyse uptake of interventions and maximise programme benefits for citizens.

In order to achieve these objectives, the evaluation set out to answer the follow seven research questions under the key themes of interest: relevance, effectiveness, and sustainability.

Relevance

1. To what extent have the TIZ strategic plan objectives and design responded to beneficiaries, country, and partner/institution needs, policies, and priorities, and have they continued to do so if/when circumstances have changed?
2. To what extent is the theory of change still valid for each of the strategic objectives?

Effectiveness

3. To what extent is the TIZ strategic plan expected to achieve its objectives and its results, including any differential results across groups?
4. Has the M&E system delivered robust and useful information that could be used to assess progress towards outcomes and contribute to learning?

Sustainability

5. To what extent are the benefits and results of the intervention likely to continue?
6. To what extent is the intervention contributing to changing attitudes and practices in respect to good governance and anti-corruption?
7. To what extent has TIZ been able to mobilise additional resources for its interventions?

Structure of the Final Report

The evaluation methodology, including research questions, sampling, and data collection, is described in Section 2, followed by a summary of the main findings in Section 3. Detailed responses to the evaluation questions are then organised according to the key themes of interest for this evaluation – relevance (Section 3.1), effectiveness (Section 3.2), and sustainability (Section 3.3). The report closes with conclusions and recommendations (Section 4).

2 Methodology

2.1 INCEPTION

The evaluation kicked off with a short inception period, during which the team undertook a scan of documents, developed the evaluation approach and analysis criteria (see Annex 2), and assessed the scope of stakeholders to be interviewed, all of which were informed by discussions with TIZ.

The evaluation team met with TIZ management and project officers responsible for the various strategic objectives for an introduction and Q&A session on the Strategic Plan's Theory of Change (ToC). The workshop served a second purpose of bringing TIZ together to broadly reflect on successes, blockages, problematic assumptions, and changes that are needed. The team noted that there was no explicit ToC for the strategic plan. Consequently, research questions relating to the relevance of the ToC altered their focus to the validity of the strategic plan, the strategic objectives, and their approaches. After the ToC workshop, there was a further request for documentation to dive deeper into each SO and to look at the evidence base of partners implementing work under each SO. The team pre-tested the methodology and questions of the evaluation framework through three individual interviews of TIZ Programme staff who lead on the PEA programme, an active member of a local TAG, and a TIZ member who served on the TIZ Board in 2020.

2.2 FIELD PLAN, SAMPLING, AND DATA COLLECTION

Data collection took place between the 8th and 26th of November 2021. During this phase, a document review of 42 operational and programmatic documentation shared by TIZ and relevant stakeholders, listed in Annex 3 and Annex 4, was carried out.

Primary data was collected through a mixture of online and in-person interviews with key internal, external, national and international stakeholders, and in-person focus groups with community members (see Annex 5 for interview and focus group discussion guides). In total, the evaluation team reached seventy-five participants spanning fourteen districts (Kasempa, Solwezi, Lufwanyama, Ndola, KapiriMposhi, Kabwe, Chongwe, Chipata, Petauke, Rufunsa, Kazungula, Livingstone, Choma, and Lusaka) in six of Zambia's provinces (Southern, Eastern, NW, Copperbelt, Central, Lusaka).

These six provinces were strategically selected out of the 10 in which TIZ operates so as to cover as many of the strategic plan's objectives as possible within the data collection period:

- **Southern province** was selected because it has the three pillars out of the five strategic objectives (the other two are internal), and an additional intervention on Covid-19.
- **Eastern province** was selected because, in addition to the three core objectives, the interventions in the province have an additional component relating to the health sector.
- **North-Western province** was selected because it has an additional component relating to the extractive industry.
- **Copperbelt province**, likewise, was selected for TIZ programming in the extractive industry.
- **Central province** was selected for TIZ's programming on Environment and Natural Resource Governance.
- **Lusaka province** was selected because many of the national government actors and agencies, donors, and CSOs needed to inform the MTE are based there.

The selection criteria for the specific provinces and districts within provinces were:

- A mix of urban, peri-urban, and rural districts.
- A balance of stakeholders from supply (government and its agencies, traditional authorities) and demand (civil society, media, community members, citizen groups).
- Geographical balance and coverage based on budget and feasibility.
- Engaging with TIZ numerous platforms who are implementing the work.
- Provinces implementing innovative activities (guiding by TIZ).
- Districts in which TIZ covers more than two programme areas.

A full list of stakeholders and the field plan can be found in Annex 4.

3 Main Findings

This section answers the three MTE criteria – relevance, effectiveness, and sustainability – and the seven evaluation questions. Strategic Objective 5 (SO5) has been presented separately at the end of this section. From an organisational development perspective, SO5 was designed as an ‘enabler objective’. The relevance and effectiveness of SO5, as the ‘enabler objective’, is seen in how it brings together leadership, human resources, financial resources, programming, and other aspects of organisational capacity to achieve and support the strategic plan and its objectives.

3.1 RELEVANCE: IS THE INTERVENTION DOING THE RIGHT THING?

1. To what extent have the TIZ strategic plan objectives and design responded to beneficiaries, country, and partner/institution needs, policies, and priorities, and have they continued to do so if/when circumstances have changed?

In the past, the citizens, communities, civil society, women, and youth that TIZ works with did not actively participate and strategically engage in district level planning on issues relevant to them apart from the usual ad hoc advocacy visits to various district authorities, law enforcement agencies (police), and leadership in the community (chiefs). As a result, issues of importance to citizens, communities, civil society, women and youth were rarely addressed. With the work of TIZ and TAGs in communities, district authorities and service providers have come to accept civil society into the planning and feedback process as a result of communities including women and youth demonstration of their knowledge and skills of the specific challenges and what solutions (accountability and responsiveness) should take place.

The Justice for All Networks (J4Ns), like TAGs have been formed to ensure that justice is delivered according to the needs of those lodging complaints, grievances, and malpractice. The J4Ns are constituted by organisations which have the deliverance of justice for citizens as part of their core mandates. The members of J4Ns now have a platform for sharing responsibilities, increased voice, and offering an alternative route to dealing with those, especially juveniles, who come into conflict with the law. Their services are extended to victims of gender-based violence (both men and women). The involvement of J4Ns has given women confidence in the communities the MTE team visited. On issues women are experiencing J4Ns will not let issues die or intimidation towards victims to take place (the general perception is that living in poverty already sets them at a disadvantage). The J4N members also provide child-friendly ‘holding facilities’ for children in conflict with the law to avoid sharing cell facilities with hardcore offenders at police stations.

TIZ attempts to bridge the gap between supply- and demand-side engagement strategies, and capacity strengthening for communities with further monitoring of the issues to encourage evidence-based engagement and advocacy in areas of neglect and poor responsiveness. It has also aimed at enhancing their credibility in the eyes of government by pursuing a less adversarial, ad hoc approach to demand-side governance. At district level, authorities are now engaged with communities and expect them to share their priorities and be part of the ongoing monitoring of procured projects with service providers (e.g. mining companies, utility companies, health providers). This was raised during field visits, where the Lukanga Water and Sewerage company worked with communities and district authorities to address citizen concerns; and health facilities in the Copperbelt engage with citizen priorities and complaints. At national level, TIZ has been invited into various policy discussions with state side actors including inputs to redraft policy and to support anti-corruption and accountability agencies such as the ACC, judiciary, and police in their capacity to deliver their integrity and ethics work.

Those interviewed shared the view that the strategic objectives and approaches that TIZ delivers through capacity building, research, advocacy, and policy engagement has responded to the needs of those in the anti-corruption space for the benefit of government partners, communities, and citizens. The TIZ strategic plan and its approaches were noted as effective in choosing relevant entry points: i) local-level government spaces, such as citizen-government committees and platforms, ii) working with youth, women, and marginalised groups, iii) national-level policy spaces, iv) targeting specific government law enforcement agencies (LEAs), the Ministry of Mines (MoM), and the ACC, v) budget discussions on service delivery at district-level, and vi) working with TIZ HQ to utilise partner linkages to international campaigns and networks. The strategy works to push issues relevant to Zambian citizens, to articulate their needs and priorities, and to make demands on local authorities through meetings, on the radio, and in policy engagement discussions. In this way, citizens are contributors to their communities and national dialogue as a necessary part of enhanced democracy and governance. The strategy also works to push state side capacity and improved systems as a necessary part of enhanced responsiveness to issues of governance and corruption.

The MTE team identified a potential beneficiary gap around the private sector and businesses. For example, there is a Private Sector strategy with the business integrity programme framework that TIZ has developed on how to work with businesses (small and large, national and international) on the issues of corruption and the enabling environment that the private sector faces when trying to do business in Zambia. This strategy and framework however have not been fully implemented yet. It is in the private sector's interests to be able to carry out business without having to pay multiple fees and payments to move services and their business forward. Moreover, the businesses do not feel confident in the complaints system, nor do they trust the mechanisms for reporting malpractice. This is particularly the case for

Zambian small and medium-sized enterprises (SMEs) as they are less financially stable.¹

“The TIZ OC4H project was aligned to Zambia’s policies and legal frameworks on strengthening the anti-corruption fight and enhancing the public procurement processes as outlined in the Anti-Corruption Commission Act No. 3 of 2012 and the Zambia Public Procurement Act No. 8 of 2020, respectively”

OC4H PROJECT EVALUATION – ALIGNMENT WITH EXISTING FRAMEWORKS

2. To what extent is the theory of change still valid for each of the strategic objectives?

TIZ is now in a better position to develop a more coherent strategy for its work in the future, including in the design of a ToC. Developing a draft ToC with TIZ staff and unpacking the strategic plan’s approaches that are used in SO1-SO4, along with assessing the evidence base of results across the objectives, shows that the approaches are currently the right mix.

The TIZ Theory of Change workshop held in early October 2021 with staff and management revealed that TIZ does not have a comprehensive ToC. There is no explicit diagram or specific narrative that explains how TIZ see’s change happening at various levels, the assumptions that TIZ holds, the pathways to those changes, or what factors are critical to make change happen around anti-corruption (AC) and governance towards TIZ’s Strategic Goal. As indicated in OC4H Project evaluation that the TIZ programmes was aligned to Zambia policies and legal framework on strengthening the anti-corruption fights, the ToC should have identified influencers and outcomes from overall work on corruption to identify leverages and assumption necessary to make change possible.

However, instead of an explicit ToC, TIZ has a strategic plan with five strategic objectives (SOs). Each objective has a results framework with expected results at output and outcome levels. Within the strategic plan, the first three objectives (SO1, SO2, SO3) are external facing as they implement specific programme activities with partners. Strategic objective four (SO4) has both an external information function – to share data and to engage audiences –and an internal function that looks to use M&E

¹ A report by GAN Integrity (2020) states that there is a “moderate to high risk of corruption in Zambia’s public services sector”. Bribery, including facilitation payments, are a common feature when applying for public utilities, obtaining licences and conducting business (GAN Integrity 2020). Eighteen per cent of respondents in Transparency International’s 2019 GCB survey admitted to paying a bribe in the previous year (Transparency International 2019b).
<https://www.u4.no/publications/zambia-overview-of-corruption-and-anti-corruption-2020#forms-of-corruption>

information and learning to inform programme design, adaptation, and implementation. Strategic objective five (SO5) is internal facing as its focus is on the functions, organisational systems, and governance of TIZ. As staff of TIZ shared during the workshop, the combination of these five strategic objectives are, in practice, the ToC.

Discussions with both TIZ and TIZ partners revealed how SO1-4 have common approaches that work towards influencing change at two levels: i) systemic change at the institutional and policy level and ii) attitudinal and behavioural change at the personal level. These approaches are a combination of the following:

1. **Capacity building:** TIZ delivers support to civil society, communities, demand-side partners, and state supply-side partners. *Capacity building with demand side actors* looks to awareness creation in communities on rights, entitlements, and responsibilities and uses tools to monitor service delivery progress, facilitation, and mentoring support in engagement meetings and community platforms with government and service providers on issues affecting citizens (e.g., poor law enforcement, poor service delivery, malpractice complaints, etc.). *TIZ provides capacity building support to state side actors* (e.g., police, judiciary, Anti-Corruption Commission (ACC), Ministry of Mines (MoM)) through training, enhancing, and introducing specific anti-corruption tools and processes and through technical inputs into draft policy and legislation.
2. **Engagement and non-adversarial approaches:** TIZ provides support through platforms and working with Transparency Action Groups (TAGs) to build and support community engagement with local authorities and service providers to enhance information sharing and to raise awareness about community needs and demands, and the responsibilities and actions of local authorities.
3. **Research, advocacy, and analysis** are key approaches that TIZ brings to AC and governance discussions with government, civil society, and the media. It *provides relevant evidence to inform the public, to hold government to account*, and continues to influence the public discourse on corruption issues and the lack of government and law enforcement responsiveness to those issues. *TIZ brings its technical expertise and evidence into submissions* on institutional, legal, and policy reforms.
4. **Partnership building** with government ministries and agencies, specifically on areas of common interest, to support building systems and processes such as Integrity Committees, Citizen Charters, J4Ns, and police training on integrity. With civil society, partnerships are formed on the basis of specific coalition building (e.g., tax reform) and in the form of collective action on AC issues through media announcements, policy advocacy, and with TIZ Headquarters on global AC issues.

The ToC workshop unpacked how TIZ works towards change in the two change areas (systemic and behavioural). The workshop looked at the steps and stages that lead to the next level of change. The statements below were given as part of the process of change:

- If TIZ:
 - provides technical support and capacity building of both civil society and state side partners at national and local levels...
 - builds public discourse, informs advocacy and dialogue on research evidence and findings...
 - civil society and state side partners use the support and capacity building to address issues of corruption, malpractice, and governance...
- Then this will lead to a more empowered civil society and ordinary citizens to demand transparency, accountability and integrity from duty bearers and demonstrate capability in engaging authorities and service providers on issues that matter to communities.
- This will also lead to a more capable state versed with skills and improved approaches.
- If the public discourse on anti-corruption and good governance continues to build and expose issues of corruption...
 - Then this will lead to a more open, transparent government at national and local levels to communities and the public, as authorities address the concerns raised...
 - Leading to trusting relationships between the state and public that brings about better participation and engagement on issues, access to information, and inputs from civil society and communities in policy and service delivery implementation...
 - Leading to government, duty bearer, and institutional uptake of policy and legislation recommendations, complaints, and grievances of malpractice by communities and citizens, along with better institutional processes and structures...
 - Leading to more responsive government, LEAs, and service providers, more resources in the public purse for better district and national service delivery, more effective policy implementation and transparent economic management of public finances.
- Ultimately contributing towards TIZ's goal: reducing corruption and the promotion of good governance.

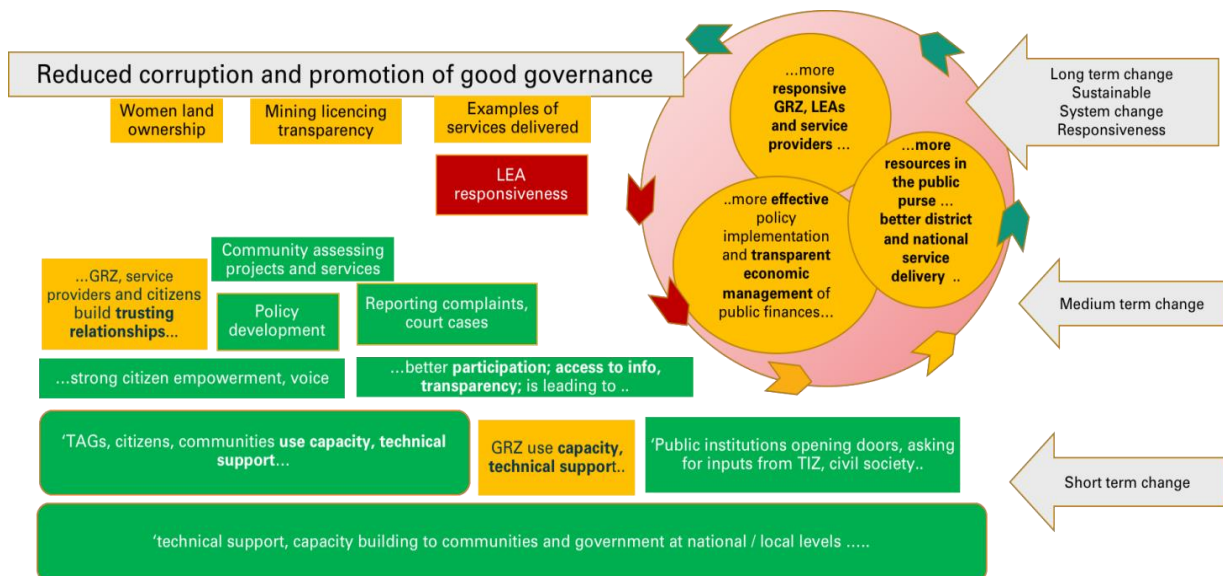
The assumptions that were raised and could be further unpacked going forward are as follows:

- New government committed to anticorruption work and reform.
- Changes in political leadership and senior civil service don't undermine TIZ work.
- Decentralisation supports TIZ local efforts and does not impede them.
- Citizens continue to be committed to engage in accountability processes with authorities.
- Civil society willing to play an oversight role of government anticorruption promises and accountability.

- The media space will remain open and the media remains willing to take risks and cast a light on AC issues.
- Law Enforcement Agencies willing to act and work with TIZ efforts.
- TIZ's resourcing and capacity as an organisation will continue to grow and have legitimacy in the anti-corruption sector.

Figure 1 is a draft ToC diagram that was presented in the final debrief as an example of areas that are seeing evidence of change (green) and where more work and influence needs to happen (amber, red). This showed the mix of approaches that TIZ is using within its strategy, that the design has the right mix, and that the strategic objectives are working as they gain results at lower levels– and in some cases even in terms of higher-level responsiveness of government. In this way, the strategy holds, and longer-term sustainable change is an area that is going to need the timeframe and persistence of TIZ and its partners. Implicit in the strategy design and approach is that governance, anti-corruption, and rights work takes time, and that change is not predictable and is likely to be incremental where gains are built on previous successes and a longer-term engagement. The evaluation finds that this is the healthiest way to go about planning and working in complex governance and anticorruption contexts. It has allowed for flexibility and supported very competent partnerships with civil society and experienced government agencies and TAG partners to carry out important work with TIZ.

Figure 1: Draft ToC Diagram



Assumptions

- New GRZ committed to anticorruption work and reform
- Changes in political leadership and senior civil service don't undermine TIZ work
- Decentralisation supports TIZ local efforts not impedes them
- Citizens continue to be committed to engage in accountability processes with authorities
- Civil society willing to play an oversight role of GRZ anticorruption promises and accountability
- Media space will remain open, and media willing to take risks and cast a light on AC issues
- LEAs willing to act and work with TIZ efforts

The value of a ToC is its use as a tool for ongoing learning and the questioning of assumptions, approaches, and exploring how change happens. There is evidence in that TIZ staff reflect on progress and review risks along the way. Less clear are

whether partners who have been trained by and work with TIZ are invited to reflection exercises against the strategy more systematically as part of their contribution towards TIZ's aims and their own ongoing learning and strategising.

Gaps and Areas for Further Improvement

The consultants identified gaps in the current strategy and its approaches.

Firstly, around the role of stakeholders and their absence in the strategic plan as influencers, there are potential champions and participants to bring into the integrity anti-corruption movement that TIZ is championing. These could include state specific civil servants, parliamentarians, schools, churches, and the private sector, including Small Medium Enterprises (SMEs), as partners or drivers of change.

Secondly, although there are examples of the strategic use of the media and social media, differentiating between different types of media, the importance of investigative journalism, and the role that the media plays in the fight against corruption is missing as is the strategy behind using social media and other communication mechanisms to amplify and target audiences.

Third, there are some areas which require further consideration to strengthen the external SOs. TIZ and its partners, particularly TAGs, and communities who are engaging on governance reform and AC reform at a practical local level (district) need to draw from an understanding of the local political economy (i.e., local power dynamics, key players and vested interests, motivations for reform, usual ways of getting things done, etc.). This is critical for choosing issues to work on, partners to work with, strategies, and setting expectations of change.

Fourth, both supply and demand side partners need support and skills to think and act politically. This doesn't mean supporting partners to engage in party or oppositional politics, but rather supporting them to understand the politics and power dynamics of the situation they are seeking to influence, and to plan and adapt their interventions in the light of this knowledge.

Lastly, and TIZ results are demonstrating this, government agencies and citizens need to work together to bring about reform with the motivation coming from both sides. Sustained change is not brought about by citizens pressuring an otherwise reluctant local district authority or government law enforcement agency to reform, but by identifying and harnessing motivation and momentum for reform from both government actors and citizens.

Conclusion

There continue to be clear opportunities to take the priorities and needs of communities to duty bearers as a means of enabling engagement and improving negotiating power, including with youth and women themselves. The response of supply side actors to engaging has shifted and space (including in terms of policy) has opened to negotiate, plan, and try to deliver to the needs of Zambians and to TIZ's ambition for tackling corrupt practice and behaviour. Secondly, the private sector's

needs and priorities in the business enabling environment has been identified as a key gap as they face corrupt systems and practices.

3.2 EFFECTIVENESS: IS THE INTERVENTION ACHIEVING ITS OBJECTIVES?

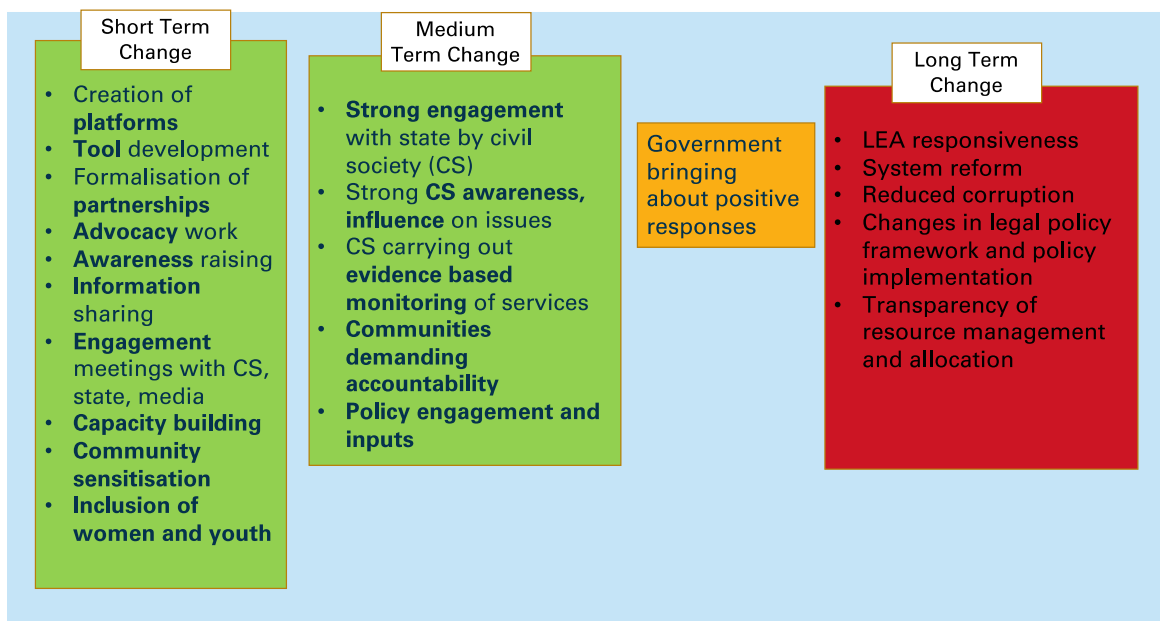
3. To what extent is the TIZ strategic plan expected to achieve, its objectives and results, including any differential results across groups?

Overall, the strategic plan and its objectives are delivering what was originally intended and planned. The MTE finds excellent progress made towards the targets of the more external facing SO1-4. To a degree, TIZ is seeing progress at intermediate outcome level.

Figure 2 gives an overall synthesised assessment of progress based on SO aims of immediate and intermediate outcomes. Short term change can be understood as Outputs, medium term change moves towards intermediate outcomes to outcomes and long-term change impact level results. The colour code of green is where more change and success is taking place, as red is symbolic of less change and progress.

A ToC assessment approach was discussed as a useful and valuable learning approach to the MTE as it would allow TIZ to understand where its strategic plan and objectives are contributing and leading to (or not leading to) higher level changes in TIZ anticorruption and governance work.

Figure 2: Assessment of Strategic Plan Progress



Short Term Change

Key governance challenges that TI-Z and its partners both from demand and supply side try to address are from a combination of historical patronage politics and weak systems, that in many ways the system is broken – the causes are technical and political. Systems, including formal organisations, are weak in capacity, ability and will to manage and use resources effectively. Civil society, citizens and communities are also weak in capacity to address corruption and governance challenges. Structurally - entrenched patronage - politics mean that changes which are likely to improve the use of public resources to deliver pro-poor public goods and enhance systems that need to address corruption are not often popular amongst the people who hold positions of power and enjoy privileged access to resources. This is the context and dynamics that TIZ with its partners tackle and look to influence.

Across SO1-4 there is strong evidence of delivering short term results (please see Annex 6 for detailed examples), output level results against this overarching challenge. *The most effective mechanism within short term results and changes seen at this level is related to capacity development and TIZ's raising awareness approach* which combines training, information sharing, and research, and engagement, follow-up mentoring, and meetings with communities, TAGs, and state side partners on specific needs. Those interviewed largely attributed the difference in their ability to engage with citizens and/or government/private sector service providers to TIZ support. This is explicitly the case at district level. For national government partners and CSO actors in policy development, it was a mix of TIZ support and their own capability.

TIZ capacity building support is at three levels: individual level e.g. the development of citizens skills and expertise; organisationally – both TIZ and with state institutions and certain needs they have and thirdly, systemic/ societal level e.g. changes in societal values, laws, policies and system of governance. By working with capacity TIZ work contributes to the effectiveness of state, civil society and citizen efforts to support poor and marginalised groups (such as youth and women) to claim their needs, rights, and influence duty bearers and decision makers. This approach that is fundamental to TIZ's work reflects the fact that support to citizens, communities and the state, is at the heart of the human rights-based approach to development and state-society cooperation.

Examples of capacity building: TIZ has seen collaboration with judiciary and developing service charters for different courts (magistrate court, high court, district level, provincial). The success of the J4Ns approach and decentralizing complaint handling, TIZ has added three J4Ns in Choma, Petauke, and Chipata. TIZ has supported legal clinics across provinces so citizens can report incidents of corruption and harassment. TIZ oriented 85 TAG members and 43 CSOs and LEAs on ALAC operations as well as case identification, documenting/packaging, and referral to ALAC. Capacity building with the ACC, has developed a practice of Integrity Committees within state side ministries. At local levels, monitoring and advocacy tools have enhanced communities and citizens to engage and speak to district

authorities and service providers on issues that need to be addressed. TIZ brought in the community for combined training with the DHO on how to offer checks and balances. TIZ trains in the use of the electronic government procurement platform under the Zambia Public Procurement Authority (ZPPA).

“Feedback received from local authority representatives during the meeting was that;

Land wrangles have reduced due to community engagement meetings facilitated by TIZ to discuss land acquisition procedures

Through community meetings, community members have now appreciated the role of the local authority in land administration

The multi-stakeholder approach TIZ is employing seems very effective since all stakeholders are being brought on board and they feel part of the processes being advocated for.”

SO1: COMMUNITY MEMBERS EMPOWERED TO ENGAGE WITH LOCAL GOVERNMENT

Awareness and knowledge creation another approach TIZ carries out to influence state and demand side development responsiveness and cooperation. Results are clear in so far as citizens are now more aware, and knowledgeable to advocate and challenge the function and duties of state side actors and service providers. TIZ continued to identify innovative ways to engage citizens on taking action against corruption. On the other side, state side actors, particularly at district level are increasingly more aware and participating with demand side actors to understand their priorities and look at ways to address them under resource constraints.

Examples include: developed information materials on how to report corruption, maladministration, and other complaints through ALAC. These brochures were disseminated to communities in target programme districts such as mining communities. The media has been used both locally and nationally to reach out to communities (information dissemination and education) on their rights and how to identify, report, and stop potential instances of corruption. The TAGs have facilitated indabas as platforms across communities for information sharing, joint problem identification, and solution seeking. As a way of promoting business integrity, TIZ engaged selected private sector associations with ACC on the possibility on collaborating to ensure that the private sector adopts integrity standards and operationalises integrity tools. To enhance integrity and the credibility of the electoral process, TIZ continued to build on the progress made in 2020 in terms of enhancing stakeholders’ understanding of civic duties and rights as well as the electoral process.

Engagement and district policy processes to support community and policy advocacy is another approach which is gaining momentum and results. Zambia’s new leadership and political context is a crucial factor regarding TIZ and its partners work in communities with citizens and how to use evidence, voice and strategy to influence processes and change. Institutional pressures and vested interests are significant

however, as are the attitudes, capacities and incentives among duty bearers at district level that communities and citizens engage with. This is why to maximise citizen and community influence TIZ works with TAGs and communities to understand the issues, build monitoring groups, accountability tools for evidence gathering in policy processes. This has meant better approaches and citizens in communities are being more strategic about their engagement.

Such examples of successful approaches in engagement include, independent monitoring groups at local district level which monitor infrastructure development. The J4Ns have created a reporting platform where women and children feel comfortable to freely report without fear of abuse. The J4N through their wide network escalate the matters brought to their attention to relevant authorities and keep track on progress made. This was found to be the case in Anslot community in Chipata and Kamunza and Chanda Mali communities in Choma. According to J4N in Kapiri Mposhi the women who are the majority victims of Gender Based Violence (GBV) are now able to report cases through J4N members and directly to the Police without fear of being ridiculed. TAGs exposed communities to Free Prior Informed Consent (FPIC) and shared simplified Environmental Impact Assessment (EIA) documents. According to Nkana Community in Lufwanyama, engagement meetings between community and mining company have become more productive or solution oriented and therefore more women have found value and are attending these meetings.

"All six TAGs trained during the period under review conducted interface meetings through which public service delivery issues were presented resulting in the collective development of public service delivery improvement plans. As a result of this, six service providers agreed to commit to collectively develop and implement public service improvement plans, as well as participate in interface meetings where they responded to community questions and concerns on public service provision"

SO2: SERVICE PROVIDERS TAKING ACTION AS A RESULT OF TIZ FACILITATED DIALOGUES – 2019 ANNUAL REPORT

"After engaging 7 political parties in anti-corruption meetings on proposals on 'interventions on political integrity and election campaigns financing', a further two of the political parties, namely UPND and DP, requested TIZ to support integrity building and electoral process capacity building."

SO2: INSTITUTIONS COMMITTING TO FIGHTING CORRUPTION AT THE NATIONAL LEVEL – MID-TERM EVALUATION REPORT

Research and policy engagement are at the heart of TIZ and the other approach that supports TIZ to influence state side policy processes. TIZ has a wide repository of knowledge on governance and anti-corruption, including real expertise in specific

issue areas or an understanding of the concerns most important to the communities they work in. The MTE discussions with stakeholders from demand and state side along with the review of evidence conclude that this approach of research, evidence and engagement has effectively helped to ensure TIZ's own work is more effective, and that this has given them greater access to policy processes and that policy decisions are more informed by TIZ's relevant evidence.

This is demonstrated by numerous examples, in which a few are mentioned here. TIZ has been working with the ACC and the Cabinet Office and Ministry of Justice on aligning the national anticorruption policy with the constitution, looking at different submissions to Parliament, and was a key player in writing the current draft now with Cabinet. TIZ continued to promote consultation of communities on mining license award processes. TIZ also engaged the Competition and Protection Commission (CPC) to ensure that competition was improved in the new law as evidence revealed many contracts were given unfairly. TIZ made parliamentary submissions on National Assembly Bill No. 6, the National Dialogue Forum (Constitutional Amendment, Electoral Process Act, Public Order Act, and Political Parties Bills) and National Assembly Bill No. 11, the Electoral Process Amendment Bill. Further submissions were made to the proposed Constitutional Amendment Bill No. 10 of 2019 as well as presenting a written submission on the role of the Financial Intelligence Centre (FIC) at the end of November 2019 with aural evidence submitted January 2020. ZPPA requested TIZ to provide input on the procurement regulations following the Public Procurement Act of 2020. TIZ conducted the 2019 Zambia Bribe Payers Index in conjunction with the Anti-Corruption Commission as a way of generating evidence on the corruption (bribery) situation in the country so as to inform intervention design and evidence-based engagement. The report was launched in September 2019. Following the Launch of the ZBPI, TIZ, in collaboration with the Anti-Corruption Commission, disseminated the findings in 10 provincial centres and eight selected districts targeting civil servants, CSOs, and community members.

Medium Term Change

Here the strategic plan is delivering according to its objectives in terms of influencing changes in systems and procedures, and to some extent attitudinal change to promote transparency and accountability in government, its agencies and service providers. Through community and district level interactions, citizens reported increased confidence in their ability to engage government, duty bearers and service providers to communicate, discuss concerns and jointly seek solutions. Local government representatives and service providers such as Lukanga Water and Sewerage Company, confirmed to the MTE team that they valued the constructive, non-adversarial approach communities and citizens were taking with them. Their roles and challenges are more understood by communities now and meetings with communities were also highlighted.

However, district level communities continue to experience challenges in terms of the kind of “strategic and politically savvy” approach needed to make progress on their

issues, moving beyond meetings to more strategic engagements and influencing that brings longer lasting change. An area for TIZ to consider further, especially with the CDF and decentralisation process moving forward, is connecting TAGs and citizens and looking at their capability to monitor and build evidence to *strategically influence* supply side actors when engaging on the issue at hand, and how the media can be a strategy to raise the level of exposure to issues if not addressed. For example, in Misaka community, although the community has managed to reach out to duty bearers in terms of finalising details of resettlement, the key issues, such as land demarcations, have not been resolved. Government is slow in responding to the needs of the community. The issue of contaminated water in drilled boreholes has been raised but nothing is being done. All promises such as schools, health facilities, and roads have not been worked on. The women and children are mostly affected as children have to walk long distances to get to school and expecting mothers deliver on their way to a health facility 15 kms away.

Lastly, the majority of communities interviewed at district level noted that they did not think strategically in terms of gender and issues of youth. Although participation and inclusion efforts are made, it is not explicit in the approach or in community advocacy work to strategically bring women and youth issues into the engagement process and specifically ensure responses address women and youth needs and not just broad issues of community concern. As citizens take a community wide approach, a structured social inclusive or gender approach for the needs of excluded groups is falling short.

The following are some examples of responsiveness from state side actors and engaged communities across the objectives: TIZ has a community structure engaging with the Kazungula District Health Office (DHO) who have been calling for meetings within the district to discuss issues surrounding departmental work. Members of the community group sit on the DHO Procurement Committee and offer checks and balances. The focus has been on the utilisation of the government's resources which went towards construction of health facilities in the district and procured equipment for the same health facilities. TIZ engaged with the Permanent Secretary (PS) on the Copperbelt. The PS has used departmental meetings as fora for communicating and instructing heads of departments to find ways and means to reduce corruption and regain public confidence in public service delivery. The provincial office put in place a measure to link receipting of money to service provision. In Kazungula, CSOs engaged the Kazungula District Health Office to follow up on the outstanding issues regarding construction works at Ngwezi Rural Health Post. Based on the recommendations of TIZ and CSOs, a new contractor was assigned to the project and it has now been completed. The Lukanga Water and Sewerage Company has received posters, banners, and a suggestion box. In Kapiri the company has been interacting with communities on addressing water issues.

"There seem to be low levels of activities after the signing of IPs. Need to go beyond integrity pact commitment monitoring and IEC material development. Equally the model for monitoring women's

access to land needs strengthening. The land registers are not enough to effectively monitor women's access to and utilisation of land. Need to move into monitoring empowerment as a result of access to land."

"While a great deal of work was done under the good governance programme, the implementation tilted more towards training and less towards production of documents and review of policy (review of ACC Act, Research work, etc) which have been pushed towards the end of the strategic plan period. Such processes, especially when they are being carried with other stakeholders, require adequate time for them to be undertaken successfully and must be started early enough to allow room for negotiations and delays. The evaluation has fears that such reviews and research works may not be achieved in the remaining time."

SO2: STILL WORK TO BE DONE ON INSTITUTIONS DELIVERING ON PROMISES, PARTICULARLY WHEN IT COMES TO WOMEN'S RIGHTS – MID-TERM EVALUATION REPORT

Long Term Change

Longer term change in government responsiveness and system reform towards tackling corruption and poor governance is an area that remains challenging with limited results being delivered.

Overall, the MTE team is confident that TIZ has contributed to government responsiveness to citizens' demands at the district level. Where TIZ has contributed significantly is in facilitating the space of citizen/community-government/service provider interaction around specific issues identified in the community. There is evidence to suggest that these spaces of engagement with authorities have empowered citizens; improved relations between communities, citizens, and authorities; and have offered a model to deepen their involvement and participation at district level. As a result, outcomes of government responsiveness are emerging.

TAGs with support from TIZ have helped promote more productive and harmonious relationships between citizens, service providers, and government. State side interviewees claimed that TIZ, and particularly the district engagement processes and platforms, enabled local authorities to express any concerns and discuss problems with communities, chiefs, and citizens.

However, local, provincial, and national authority and service provider transparency and responsiveness remain very low and there is limited evidence that government has made significant effort to reach out to citizens (particularly women and youth) to respond to their concerns. For example, in Jifumpa the mine is not proactive in responding to agreements between it and the community. The community is getting frustrated. The same applies in Nkana Community where Chibuluma mine has been dragging its feet to finalise resettlement agreement. The government in the case of

Misaka community has not responded to their needs in terms of land allocation and provision of social services. According to two communities, they suspect that corruption is involved especially between the mines and government officials. The communities contend that there is limited evidence to suggest that government is making enough to reach out to citizens (particularly women and youth) to respond to their concerns.

Law Enforcement Agencies' (LEAs) responsiveness in following up on complaints, grievances, and malpractice that citizens report is slow and extremely rare, and the case management system around complaints remains inadequate to address the growing number of grievances raised. On the one hand, TIZ has done its job as the number of reports by citizens grow, but the responsiveness of the LEAs and the system remains weak. This is an institutional challenge beyond the scope of TIZ. Where TIZ has direct involvement with LEAs, such as in police training and developing their code of ethics booklet, there is a great appreciation and desire for more support from TIZ in this area. However, a question remains around the utilisation of new skills and knowledge of the police trained and how this is being translated in practice.

Of course, there are examples of government responsiveness as a result of TIZ work, citizen and community monitoring, and advocacy in relation to service delivery and development. For example, the Cold Storage community advocacy on its poor water supply brought about a change in the water supply now being provided 24 hours a day. The Cold Storage Community in Southern province rehabilitated the sewerage system within the community (which is now functional). The Solwezi community which has been engaging and advocating on their needs with chiefs and local authorities has significantly benefited from Kansanshi mines. Women, girls, and youth continue to benefit through the Kansanshi Foundation which has provided skills training in farming and supporting the farming activity. The Kamunza Community, during the construction of a health clinic in Chanda Mali, discovered that the job done was substandard resulting in part of the clinic was demolished and redone.

TIZ has a strong and effective approach in that it supports communities in identifying issues, mobilising community action, and bringing citizens and government together with evidence-based demands, engaging on policy, and pushing issues to the attention of the public and government, as well as its state side capacity support. However, this has yet to lead to sustained long-term change to the institutionalisation of government transparency, accountability, and responsiveness.

There remains a gap where citizen demand, advocacy and engagement along with TIZ representation is not proving enough on its own to make government respond to anticorruption and governance concerns. As raised at the beginning of this section, this is a significant challenge for TIZ, its communities, and CSO partnerships going forward and requires consideration of how TIZ can work with the government to become more responsive to anti-corruption development issues raised by communities, TAGs, and TIZ. The political system as it is now is generally not

accountable in the use of its public resources. The effectiveness of accountability institutions is limited to hold state actors accountable. Constraints exist and political dynamics continue to create a system which is at best moderately accountable. The new national leadership and the decentralisation effort are seen as opportunities by those interviewed, but time will only tell whether the leadership is serious about addressing the issues of poor governance and corruption.

"The project seemed to shift its focus in the last year of its life by concentrating on contract performance monitoring rather than procurement process monitoring as can be evidenced by the monitoring of construction projects of maternity annexes rather than the procurement process. For instance, it would have been expected that the Open Contracting for Health project should have been the one to blow the whistle on the procurement of expired drugs, defective medical supplies, and equipment (the \$17 Million Honeybee Medical Supplies scandal). The expectations would have been that the project through its partners is conducting health procurement monitoring as well as contract performance monitoring."

SO3: FOCUS NEEDS TO REMAIN ON LONG TERM OBJECTIVES WHEN CARRYING OUT PROJECT ACTIVITIES – OC4H PROJECT EVALUATION REPORT

4. Have the M&E system delivered robust and useful information that could be used to assess progress towards outcomes and contribute to learning?

TIZ Monitoring, Evaluation, and Learning (MEL) is embedded in SO4 of the overall organisation strategic plan. SO4's focus is to have improved management of programmes by sharing and disseminating quality information, knowledge, and practices in the fight against corruption. This strategy is applied both for internal programming and with external stakeholders. The MTE found that internally, tools to gather information were in place gathering results at different stages.

- **PITT – the performance indicator tracking table** tracks results across all strategic objectives. The table pulls in results from all the reporting templates.
- **Concept note** – this is the first level of reporting results. The concept note tracks low level results by tracking how activities are planned for and used.
- **Activity reporting template** – the reporting template tracks if expected results have been achieved.
- **Monthly reporting template** – the monthly reporting template tracks high level results in a summarised format.
- **Quarterly reporting template** – this is a detailed report that addresses both strategic and operational objectives at outcome level. The report is shared with donors and board members.
- **Mid-year reporting template** – this report analyses programme performance midyear and any lessons learned. It is with this report and the annual report that outcomes from SO5 are reported.

- **Annual reporting template** – the report tracks results for the entire year. Earlier versions of the report documented processes but that changed to result reporting in 2019.

The above tools have helped TIZ gather information to aid evidence-based decisions across all the objectives of the strategic plan. The notable successes from the system include:

- *Improvement in articulating results* – the M&E tools have made it possible to capture results achieved from interventions as opposed to reporting on processes and activities.
- *Consistency on building on results* – there is a clear build-up of results from quarter to quarter and year to year, giving a clear picture of whether efforts to meet targets are being achieved or not.
- *Helping to understand change* – the M&E system has helped TIZ understand the “shocks” in the environment, such as the official stance on corruption on the supply side and the reality of roll out and attitudes toward perceived corruption at individual and community levels on the demand side, complexities in the manner that corrupt activities keep taking shape over time, and how these are affecting the attainment of results for better implementation of projects.
- *Appreciation of M&E* – as opposed to being seen or regarded as a standalone function in projects, M&E has now come to be appreciated as an important function of project management as decisions and implementation are evidence based. Management, staff, and strategic objective leads look at results taking place in the SO, at where change is or is not occurring, and at how to adapt or influence activities further.
- *Understanding adaptive programming*– it is not so much the need to design adaptive strategic objectives, but to ensure that an SO and the TIZ and MEL systems and processes enable, encourage, and reward learning and adaptation.

“TIZ continued to facilitate monthly programme reviews and planning meetings as a mechanism for identifying the needs of TAGs, coordinating peer review, and providing technical support to TAGs and programme staff on activity planning and implementation reporting. Two programme meetings were held during the period under review involving programme staff and TAGs. A quarterly review meeting was held which mainly focused on reflection, learning, and identifying effective responses to the challenges faced in previous quarters to inform adaptive management. In addition, to ensure effective reflection, outcome mapping, and the documentation of successes recorded by projects coming to an end, TIZ conducted an end of project review with reflection and information sharing for the Accountable Mining Project (AMP). The activity involved reviewing and reflecting on the project’s lifespan with a view to identifying what it achieved, what worked well, what didn’t work well, lessons learnt,

challenges, and mapping possible project transition/sustainability strategies. The process involved all the five Accountable Mining Project operational areas, namely Kasempa, Kalumbila, Mansa, Solwezi and Lufwanyama districts. Notable from the reflection was the apparent enhanced capacity of target communities to understand their roles in the mining licence award processes as well as in demanding transparency and accountability in the environmental impacts and resettlement processes. For instance, in Kasempa, communities successfully demanded for the withdrawal of the EIS since it did not address their environmental impact concerns while in Lufwanyama the community effectively engaged duty bearers to resolve misunderstandings and devise a transparent roadmap for resettling affected communities by mining operations.”

EXAMPLE OF EXCELLENT PRACTICE IN M&E FOR ADAPTIVE MANAGEMENT AND
LEARNING – QUARTERLY REPORT, Q1 2021

Gaps and Areas for Further Improvement

- *Utilisation approach is lacking* – there is a lack of collaboration between the M&E knowledge management function in SO4 and the other strategic objectives during stakeholder engagement. This was noted in manuals/documents produced for external stakeholders, some of which are not being used for the intended purpose. A case in point are the Service Charters for the judiciary which have not been distributed to all levels of the court system (local court in particular) due to language barriers. This can be avoided or minimised if the M&E function is part of the process from the start as each stakeholder unique needs will be catered for.
- *Gaps in reporting* – in as much as there is an improvement in articulating results, a gap still exists in the way results are reported. Successes and achievements happen, but translating those achievements into meaningful results is sometimes a challenge for staff.
- *M&E is weak at community level* – the community structures that implement activities for TIZ at the local level do not have M&E systems to track everything on the ground. The only monitoring observed related to the OC4H project but activities that are not centred on construction do not have any M&E.
- *Theory of Change* – see above section on Theory of Change.

Conclusion

Short term results are well established while the link between medium to long term results needs to be further considered and strengthened. This link is about government and service provider engagement that result in actions and delivery. These actions and delivery either provide one off changes (medium term) because of advocacy efforts on the specific issue or leads to longer term systemic change that sees responsiveness and accountability consistently delivered because there is a process of accountability

that is becoming embedded in government systems and approaches at all levels – national, provincial, and district.

Discussions with state and civil society concluded that the TIZ model that brings both a combination of demand and supply side actors is relevant and valid as it is building a foundation for cooperation and dialogue on key national and local level issues that the government with communities needs to address. It is also building a level of trust and knowledge that was not there, particularly in communities and in development of policy inputs. Political economy understanding of local dynamics will need to be further fostered as higher-level change of government response is expected. The expectation that demand side pressure and exposing corruption will lead to a shift in political action is not enough. Understanding the incentives and areas of interest for government and its agencies will be needed. This does not mean supporting a political status quo, but finding common ground with government counterparts and stakeholders to work on reforms.

It is clear from the evidence that TIZ has contributed to government responsiveness to citizens' demands, particularly at district level. Where TIZ has contributed significantly is in facilitating the space of citizen/community-government/service provider interaction around specific issues identified in the community that need attention. There is evidence to suggest that these spaces of engagement with authorities have empowered citizens, improved relations between communities, citizens, and authorities, and have offered a model to deepen at district level. As a result, outcomes of government responsiveness are emerging. This model of engagement and relationship building around a mutual problem identified or an unmet obligation by government or services will be even more important as decentralisation processes continue to expand and funds are released to districts. The TIZ media strategy and policy monitoring approach will have to be further defined as right now it is not bringing higher level results of responsiveness and systemic change. The role of the media and policy advocacy needs to consider further how to bring a shift in the narrative and the paradigm of the Zambian public discourse on corruption. This is largely about media follow, civil society follow through, and TIZ technical capability to support the processes, to hold consistent space with national and local level stakeholders, and to consistently engage around a collective action (mutual) problem or issue.

There is no magical leverage point that will immediately bring long term sustainable change in systemic reform and altitudinal shifts on corruption. Supporting stronger systems and processes that remove leakages within the institutional apparatus, having policy and legislation that will allow the law to respond to malpractice and corruption, having strong government agencies which are well-resourced and capacitated to deliver and enforce the rule of law, efficient case management in the judiciary that delivers action and decisions, and working with societal acceptance and social norms of corrupt behaviour are all key. These are just examples of some of the institutional and systemic reforms that have to take place alongside demanding accountability and responsiveness of government and its processes.

TIZ's work to try and influence long term sustained change as interviews stated is not the work of TIZ alone. TIZ work continues to invest in and look at its approach in that it:

- *Keeps pointing at the failures in the old system* and paradigm (as the new leadership is trying to change paradigms and ways of doing things to tackle corruption). Point this out in a number of ways – media, advocacy, community engagement, government policy monitoring, etc.
- *Keeps exposing corruption (loudly but strategically) with partners* and with the assurance of the new leadership and its anti-corruption and law enforcement agencies who are aligned to fighting corruption.
- *Keeps inserting work and successes and builds on relationships with active change agents that hold influence and power* (e.g., Auditor General; district level authorities, ACC leadership; judiciary leadership, etc.) along with the middle ground of citizens, donors, and stakeholders that are wanting change and are open-minded.
- *Keeps locating (advocating) responsibility in the system* and agencies that are accountable to tackle corruption and pointing out the consequences of their lack of inaction.

Secondly, the current M&E system is coming from a point of weakness where an M&E framework did not exist. Reports focused predominantly on process-based targets with minimal result-based targets resulting in confusion when interpreting achievements attained. The design for the current strategic plan looked to strengthen the MEL system by realigning all the targets and relating them to results. There is improvement in the way results are tracked though room for further improvement still exists.

3.3 SUSTAINABILITY: WILL THE BENEFITS LAST?

5. To what extent are the benefits and results of the intervention likely to continue?

TIZ has empowered and supported citizens to get closer to service providers and duty bearers through TAGs while TIZ also engages government and service providers at the policy level to improve systems, this is the most effective way to promote a sustained change –*aligning the supply-demand relationship*. Overall, the MTE finds sustainability is at four levels.

Policy and legislation: A certain level of results achieved are likely to be sustainable in the research, policy, and advocacy work. For example, where legislation or policies have been changed or are in discussion (e.g., the whistle-blower policy) and have had input from TIZ and are awaiting Cabinet approval (e.g. National AC Policy) to be more attuned to both the anti-corruption landscape and the needs of marginalised constituents, this is likely to have a long term impact but will require TIZ and its civil society partners to continue to monitor implementation of the policies to ensure that the promises made are implemented in practice. Although, in theory, policy changes could be reduced or reversed, especially those dependent on governments budget

priorities, the fact that TIZ has encouraged a long-term advocacy and policy engagement approach ensures that many of the gains made can be monitored and duty bearers held to account in delivering on promises over the longer term. Changes in legislation and High Court rulings are not easily reversed. This provides TIZ and civil society in Zambia with a mandate to advocate on the implementation of passed laws into practice.

Community and citizens involved in local governance engagement activities and dialogue with the duty bearers and district authorities are in a strong position to continue without TIZ involvement. TAGs hold more of the capacity and knowledge in engagement and advocacy, but citizens and the communities feel competent. For marginalised groups, youth and women engagement and leadership skills have been built and there are strong signs of empowerment, increased resilience, and confidence that should enable many to carry on with civic engagement and challenge power relations in their communities in the future, especially when activities are combined with well-being (health), livelihood, and/or economic oriented activities (mining, land). With the support of TIZ, the capacity building of community leaders, and support to TAG's, both TAGs and community leadership have built relevant knowledge and skills in advocacy and influencing. Through the course of the TIZ strategic plan, communities and citizens have been supported to further deepen and strengthen knowledge and skills to monitor local plans and delivery approaches, and fostered consistent contact with local authorities at district levels which has supported cooperation around mutual interests and issues. As reported from Eastern province, community members are freely participating in tree planting exercise. In Kalumbila District, the community took the mining company to court for suspected water pollution without any external support. The demand side of the equation using the knowledge and confidence acquired is likely to be sustained as suggested by the following community quotes:

1. *"We have involved our children and youth in these processes. We now know and have no fear to ask for what rightly belong to us"* Misaka Community.
2. *"Since we can see and identify activities bordering on corruption, we will continue. Corruption is probably what contributed to our situation"* Message from Nkana Community
3. *"This community has tested sweet; it cannot stop here"* Matilyo Community.
4. *"We have benefited from interaction with the community. They mean well and we will continue engaging them beyond Water Watch Groups. The communities provide timely information on water pipe leakages. Here in KapiriMposhi communities report leakages as soon as it is seen. We are grateful."* Lukanga Water and Sewerage Company.
5. *"Yes, we will continue because we now have the knowledge and skills. We now know our rights and entitlement. We are not scared of investors and duty bearers anymore. We shall continue knocking on their doors until we have the results we deserve."* This message was echoed throughout the conversations.

The above quotations demonstrate the extent to which learning on the part of communities has been entrenched. TIZ has helped them to deal with what they regarded as obstacles to demanding that which they are rightfully entitled to.

Although these communities and citizens can now take the lead on engaging local authorities and service providers, they would value TIZ's and TAGs' technical and financial support going forward to build and deepen the work they are currently carrying out as a result of the initial support received. While a general *feeling* of sustainability of TAGs as the implementing structure has been expressed throughout the interviews, its continuation outside TIZ financial support is not guaranteed. Although members are organisations with the prevention of corruption, demanding accountability, respecting human rights, etc., as part of their mandates, the talk of financial motivation to members of TAGs suggests otherwise. The TIZ-TAGs way of working with communities has not been incorporated in their work and operational schedules. It remains the work of TIZ.

Lastly, while communities remain optimistic that they would improve their livelihoods by drawing benefits from extractive industry and forestry management, they have not drawn any meaningful livelihood benefits yet due to the pace at which investors are responding to community development needs. In Eastern Province, Chief Nyampande argued that a shift in mindset is not easy to reach as the people must see the benefit of conservation of their forests. The amount gained per hectare from carbon gas sales per year is K400 (\$22), whereas the same size of land has the potential to give a peasant farmer K4,000 (\$228) from maize farming (and even more if it is soya beans). This is compounded by the behaviour of investors who are accused of being reticent to disclosing the full amount they make from carbon sales to allow communities receive the correct amounts due to them. The process lacks transparency. Therefore, the extent to which livelihood benefit would be sustained is questionable. The assumption that *private sector actors will be receptive and supportive of programme interventions* still stands. It is imperative that TIZ in the remaining time elevates risk and assumption mitigation strategies in support of communities really benefiting from resources in their areas.

Re-energising local engagement with governance structures: Local engagements and processes have been developed and have improved both in function and performance. There is more meaningful inclusion of citizen participation which has supported an engagement process that is built around local priorities and identified issues. The work of J4Ns is likely to go beyond TIZ support as these members were doing this before as individual organisations. Most importantly, there is an increased collaboration between TAGs, civil society, and government which has seen relationships built around issues which are important to citizens and duty bearers. Many of the forums, structures, and spaces for dialogue that partners such as TAGs have shaped will exist independently of TIZ and are likely to continue to a degree without support. These spaces of interaction have also brought about a change in attitudes and behaviours between citizens, civil society, and duty bearers improving relations and building trust.

Government processes and procedures are starting to take hold: TIZ, along with the ACC, are confident that the Integrity Committees will continue beyond the current strategic plan as a result of the capacity building that was imparted to members of the committees although there is a significant resource challenge for the Integrity Committees to be localised at district level as decentralisation becomes more of a priority. TIZ is also optimistic that the integrity training and its module will continue as all newly recruited police officers will receive integrity training through the established and approved curriculum.

6. To what extent is the intervention contributing to changing attitudes and practices in respect to good governance and anti-corruption?

Shifts in attitudes of trust between citizens and government and increased responsiveness or accountability of duty bearers are likely to be more fragile and the extent to which they are sustained will depend on many factors. One influence will be the extent to which communities, citizens, and TAGs are able to continue their work and build on achievements. This is more likely as TIZ has supported communities' own agendas and priorities. The attitudes and practices of citizen empowerment and their ability to voice, engage, and discuss issues that are relevant to them look to be sustained beyond the strategic plan lifetime. Along with this, the re-energising of local governance processes (e.g., community and district platforms, group meetings on services, and planning) engages citizens with a less adversarial approach by communities. Local authorities explained that heated tensions around land acquisitions have reduced due to community engagement meetings that help to understand the procedures. Citizens explained they feel part of the process and with this they have a new appreciation of the role of the local authorities, which will continue.

Another area that is seeing practice change is in the invitation of TIZ by government to provide technical policy, legal and institutional reform inputs (e.g., National AC Bill, Ministry of Mining on contract transparency). TIZ is seen by its government partners as a legitimate organisation leading AC work in Zambia, and that TIZ therefore can provide valuable evidence and insights from communities and citizens as to policy formulation and implementation.

The police were not aware of civil society organisations (CSOs) with the mandate to protect the rights of children, such as the J4Ns. Consequently, children rights were being abused as they were being denied access to child friendly services. Now police are cooperating and view J4Ns and civil society as a supportive avenue on children's rights.

7. To what extent has TIZ been able to mobilise additional resources for its interventions?

This is a challenging area for TIZ (and many CSOs in Zambia). TIZ with new leadership and a proactive board that wants to be bringing in more resources, is now actively engaged in business development, drafting proposals and winning new

contracts. SIDA continues to be the main funder of TIZ's work and TIZ management recognises that this is not sustainable nor ideal to depend so heavily on one donor. As a response, TIZ has been working with other donors such as National Democratic Institute, the World Bank, the Ford Foundation, and Transparency International HQ. Speaking to Transparency International HQ, they acknowledged to the MTE team that TIZ is one of the leading global chapters and considers them when developing ambitious proposals with other global chapters. Speaking to active donors, they anticipate working well into the future with TIZ and its work with civil society, accountability, and corruption. Finally, the TIZ board is looking to approve a policy in early 2022 that will have TIZ staff be part of a consultancy service offering their technical expertise on policy, research analysis, and other areas that may arise. Section 3.4 goes into more detail in relation to core funding.

Conclusion

TIZ's activities are being delivered with a focus on sustainably building the capacity of individuals and government agencies without creating an overreliance on TIZ and its resources. While this approach is appreciated by the beneficiaries (community, TAGs, and government agencies), the nature of governance and anti-corruption work is long term and needs to have political will to move things for systemic change. This means that it is beyond the capability of TIZ to ensure that these benefits are carried forward. In order to improve the sustainability of anti-corruption activities and governance processes and results, TIZ will need to take a strategic approach to consider facilitating partnerships between government actors and agencies in the design stages of future activities, as well as continue to facilitate or play a role in building collaboration between demand and supply side actors.

3.4 SO5: EFFECTIVE, EFFICIENT, AND SUSTAINABLE ORGANISATION PRACTICING GOOD CORPORATE GOVERNANCE

Relevance and Design of SO5

SO5 was designed to build the capacity of TIZ as an organisation so that it is effective and efficient in the execution of the strategic plan with three main intermediate outcomes: 1) mobilisation and management of resources, 2) formulation and implementation of policies, and 3) staff and member capacity for the effective implementation of programmes. The design of the objective focused on what was strategic and critical at the time of the plan i.e., human capital, financial, and policy capacities. From an organisational development perspective, the SO5 cannot be assessed in isolation of SO4, i.e., monitoring and evaluation as a management tool through which evidence to show any improvements in effectiveness and efficiency is generated. The relevance of SO5, as the 'enabler objective', is seen in how it brings together leadership, human capital, programme management, financial resources, and other aspects of organisational capacity. SO5, although separated from SO4 on paper,

was well designed to provide a strong basis for programme management when considered jointly with SO4.

Effectiveness of SO5 Interventions

The effectiveness of SO5 is implied in the results achieved in the three immediate outcomes, but more importantly in the actual application of organisational and management practices to improve programme implementation. In direct reference to intermediate outcome 1 above, TIZ managed to attract funding through projects. This has been discussed above through the extent to which TIZ has been able to mobilise additional resources for its interventions. For example, it raised an additional \$70,000 and \$36,000 from different sources for specific activities. Suffice to say, TIZ has built a reputation that is attractive to cooperating partners, multilateral funders such as the EU, and others. To ensure that project activities continued even after the end of project funding, management mainstreamed these activities into the core funding stream and fitted them in well with strategic objectives. This way, project funding contributed directly to the strategic plan.

Regarding financial management, TIZ has in the past years received clean audits as confirmed by the Finance Manager, an indication of functionality of the financial management systems. When it comes to immediate outcome 3, TIZ has managed to keep 100% staffing at all levels with 80% being funded through core funding and 20% through projects. It is also using work restructuring and on job training approaches to manage workload and develop competences in staff. Although it has experienced some staff movement, the staffing position has never been affected as replacements are found promptly. The board, being aware of the need to attain financial sustainability, has developed a policy to allow the earning of additional income through in-house TIZ consultancies.

The results of monitoring and evaluation (M&E) have been used in decision making and in improving the quality of outputs and programming in general. For example, the decision to shift from Community Notices Boards (CNB) to TAGs was made based on an analysis of performance of CNB. In addition, internal staff development through mentoring has been based on evidence generated from M&E. From this point of view, M&E as a management tool has been effectively utilised. TIZ has been responsive to changes/developments related to the fight against corruption and maladministration. It has strengthened its strategic position in the fight against corruption and its ability to receive and utilise core funding to improve effectiveness and built a case for sustainability. TIZ, as an organisation, has benefited from the core funding arrangement. It has built the capacity to effectively manage programmes as it practices reflection-learning and adjustment.

Regarding other organisational practices, TIZ has built a strong internal team based on common purpose. The work of functional units has converged on a shared mission. The relationship built between the different structures, i.e., operations, management, and governance, is focused on improving organisational effectiveness in the fight against corruption and on building awareness and capacity in

communities to make demands to duty bearers. The collaborative and cohesive inter-team approach was confirmed during the 2021 annual review and planning meeting held in November 2021 as the teams demonstrated convergence on the fight against corruption.

Management has demonstrated its ability to read the environment, identify trends and any developments with potential to impact on the work of TIZ, and is quick to respond effectively to any opportunities and/or challenges identified. For example, TIZ was quick to identify a potential abuse of Covid-19 funds and quickly embraced monitoring the Covid-19 fund. It recognises the New Dawn pronouncements/resolve towards corruption and the increase of Constituency Development Fund (CDF) opportunities to leverage. There is a lot that needs to be done to safeguard the CDF as many perceive this as a receipt for corruption and abuse of public resources.

Partnerships for increased outreach, coverage, enhanced quality of services, and resource mobilisation has been employed as seen in the joint funding venture with the Non-governmental Gender Organisation Coordinating Council (NGOCC). They have a more or less permanent alliance with electronic media (which has provided a stable platform for information dissemination) and have worked together in investigating and bringing acts of corruption and abuse of resources to public attention.

As the national chapter of Transparency International, TIZ has continued to uphold their values and principles by continuously complying with set standards and strengthening its corporate governance ability. Adhering to TI principles or values, especially on corporate governance, is critical for continued accreditation from the TI family. TIZ invested in ensuring that its systems are transparent and remain accountable for its actions and results to a wider stakeholder community. TIZ has claimed legitimacy through its collaborative approach, earning a good reputation among local peers and the government of the day. *“TIZ is our collaborative partner. It is making immense contributions to the fight against corruption through policy influence and system strengthening”* – Cabinet Office. The fact that TIZ is recognised as a leader in the World International Anti-Corruption Commemoration speaks volumes in terms of what management has done to deserve this recognition.

Sustainability: Will Benefits Last?

In practice TIZ management has demonstrated hopeful organisational development values by adopting a *reflection-learning-adjustment* approach to ensure effectiveness in organisational performance. It has demonstrated its “organisational learning” ability through numerous adjustments made to activities and approaches and the creation of functional interdependency as seen during the 2021 Annual Review and Planning Meeting. A review of management reports shows that TIZ has employed management techniques such as realigning tasks in the face of staff shortages and increased workloads to fill any potential gaps.

The question, however, is to what extent will TIZ continue the demonstrated management practices beyond the strategic period? Now the answer to this question lies in the extent to which management practices have been institutionalised and in

having financial resources. Through its proposal writing and enhanced programme portfolio, TIZ would be assured of further funding. The level of transparency and accountability for results TIZ demonstrated and its unquestioned ability to manage restricted core funding works in its favour in the face of funders and therefore most likely that financial situation would be sustained. However, little evidence is there to demonstrate Board leadership in the provision of strategic direction as by now the Board should be in conversation with various sources of another core funding beyond this strategic period.

Impact of Core Funding

The 2017 to 2022 Strategic plan has been largely funded through SIDA core unrestricted funding supplemented by project funding. TIZ has immensely benefited from core funding arrangement. The funding covered the entire implementation for the strategic plan, including support to governance development. Findings show that 15 (80%) out of 19 positions are funded through core funding with remaining 20% through project funding. The stability in staffing has been credited to the core funding as staff have been assured of longer-term job security. It has allowed management to be responsive and vary activities while remaining focused on the results. TIZ has used the capacity arising from core funding to attract project funding and proved its relevance to the global agenda on corruption. As quoted by management “*Core support has stabilised TIZ and made it flexible allowing for adaptation of activities and budgets in response to changing environment. Since core funding covered the whole institution in its support, management attention was shifted to improving quality, achieving greater impact and assume a long-term perspective on sustainability.*” According to management reports, SIDA has not at any one time rejected any variation to the use of the fund for as long as it was with institutional setting.

Impact of COVID-19

COVID-19 adversely impacted TIZ in that the regulation imposed by government to control the spread of the pandemic meant that TIZ could not implement activities focused on community mobilisation, suspended travel to other districts where most of the activities needed to be implemented, and limited physical interactions with government officials. This meant that programme implementation had to slow down.

In this context, TIZ developed the COVID-19 mitigation plan which guided implementation amidst the COVID pandemic. Among the provisions of the plan were guidelines on the COVID-19 response protocols for staff and local partners on which activities to implement physically (those that require less than 20 people present and those to do with analysis, IEC materials publication etc.), which activities to implement virtually (such as trainings, engagement meetings and some of the monitoring activities), and which activities had to be rescheduled until the COVID-19 situation improved (activities relating to large gatherings and travel). Activities which were people intensive were put on hold while those with fewer people could go on. Other activities were to be done virtually as long as the means for targeting specific

groups could be facilitated. For government institutions and CSOs, this was easy. For activities involving communities, TIZ faced more challenges but successfully continued with some activities.

One main opportunity the Covid brought about was the possibility of having online meetings and training activities with our Stakeholders and target groups in our outreach areas. It brought a new culture of virtual engagements which have continued even in periods where covid restrictions have been relaxed. It further enhanced TIZ's knowledge of new tools that could be utilized to facilitate the online meetings and engagements and TIZ management responded by providing these to facilitate the work.

TIZ continue to monitor the COVID-19 situation based on the COVID-19 mitigation plan and adjust the implementation of activities accordingly.

Areas Requiring Improvements

Despite what TIZ management has achieved, its effectiveness has been affected by the following:

- There is a clear divide between SO1- 3 and SO4-5 in reporting. TIZ appears to be more interested in programme reports and less in organisational and management reports. This is also conspicuous in the Annual Review Reports where SO5 receives the barest minimum attention. It would be expected that TIZ would show or demonstrate interest in its growth and development considering that it is receiving core unrestricted funding.
- As much as TIZ has benefited from core funding arrangements and expectations that it would improve its long-term financial sustainability, this is threatened by many factors including challenges of a small national economy that is still largely dependent on donor funding. The local resource mobilisation base is small. For organisations such as TIZ, their sustainability lies in continuing to make impact on the Zambian scene, being relevant, being responsive to topical issues, and being in alignment with the international anticorruption agenda of interest to local donors. For example, organisations that have established relevance in gender and issues of global development concern have remained on support lists of international NGOs and other sources of external funding.
- The monitoring and evaluation system is designed predominantly to focus on programme activities. This is a deliberate design consideration and limits the generation of data and information on overall organisational performance. The absence of a broader based performance assessment framework encompassing other functional areas such as human resources, finance management, business processes, etc. negates the essence of benefits of core funding.
- The TAGs, although informal and collaborative structures, became implementation arms of TIZ. In some places, the groups expanded their mandate and coverage to other areas not directly supported by TIZ. However, TAGs could not proceed as those areas were not funded by TIZ Secretariat. The TAGs by

composition could do more but were limited by the fact that only activities originating from TIZ Secretariat were financially supported.

- Despite the benefits drawn from the core funding arrangement, TIZ has continued to face challenges with staff retention. It is one thing to maintain staffing levels through re-employment and yet another to deal with retention. As a result, TIZ has had to employ new staff each time there is a vacancy. The time taken for new staff to settle means that there is a loss of effective working time.
- It was noted during the 2021 Annual Review and Planning that some assumptions were not comprehensively managed. It was observed that some of the important and *real* assumptions remained ‘active’ from the inception of the strategic plan despite some meaningful mitigation proposals. Secondly, there was no evidence to suggest that assumptions were thoroughly examined and used to identify new or additional interventions to make them superfluous.

Conclusion

SO5, dubbed the ‘enabler objective’, was openly designed to address three areas considered strategic at the time. In implementation however, management extended the objective to cover many other aspects, including leadership, and taking an organisational development (OD) approach to its organisational management and governance. The relevance of this objective has been implied in the way evidence was used in decision-making, especially at programme level. Management adopted a *reflection-learning-adjustment* approach throughout the entire period of the strategic plan under review. Adjustment to programme approaches, activities, and the overall quality of programming were informed by M&E results, an indication of a capacity to practice evidence-based decision making. TIZ has been responsive to changes/developments related to the fight against corruption and maladministration. It has strengthened its strategic position in the fight against corruption and its ability to receive and utilise core funding to improve effectiveness and built a case for sustainability. TIZ, as an organisation, has benefited from the core funding arrangement. It has built the capacity to effectively manage programmes as it practices reflection-learning-adjustment. It has shown resilience and relevance in the global agenda against corruption.

4 Conclusions and Recommendations

The midterm evaluation provides a favourable assessment of the results of the TIZ Strategic Plan. The Strategic Plan has largely met its immediate outcomes with some achievements at the intermediate outcome level. TIZ has developed a viable model for anti-corruption and governance work that brings together elements of capacity building, research and analysis, evidence-based advocacy, partnership and collaboration on collective issues and problems, platforms and policy engagement, state institutions (especially district level), and civil society work (especially district level) engagement. It avoids the risk of creating dependence on TIZ and distorting state and civil society agendas. This demonstrates the value of a more ‘facilitative’ and in some ways ‘behind-the-scenes’ support and brokering partnerships through the use of training, mentoring, and providing inputs that are aligned to government and community priorities. Another major achievement of TIZ has been to strengthen the citizen-state relationship and their capacity to engage on issues of mutual interest and benefit. Through the various efforts of capacity building and engagement, and the initial results that are emerging, there are greater prospects for collaboration in the processes that lie ahead. As citizens now feel confident and empowered to follow up and demand accountability, and duty bearers are requesting technical knowledge and monitoring (watchdog) from civil society and TIZ.

The evaluation has identified parts of the Strategic Plan where, although progress has been made, part of the process was met with challenges. This applies largely to the extent to which government and its agencies increase their responsiveness and ability to respond to corruption and citizen and private sector demands. This is not a new challenge in the arena of governance and corruption. Bringing about lasting improvements will require long term and consistent engagement with current community partnerships, state agency partnerships, and potential new relationships that can contribute to TIZ current strategic plan and its approaches.

Finally, it is not necessarily critical to reconsider the approaches of the strategic plan going forward. SOs and stakeholders overall pointed to the importance of support to existing work needing to continue and to strategically adapt as work progresses, including identifying opportunities to impact efforts around the decentralisation process. Key to this will be to continue to engage and look to analyse and unpack what is working and what is not, and which stakeholders need to be further influenced while keeping the dialogue alive which can support the space for institutions and civil society to share and discuss key concerns, challenges, priorities, and plans. Second to this will be to recognise that state side support is fundamental to the results of accountability and responsiveness. Agencies interviewed did acknowledge that there

is a willingness to address issues, but it is the issues of resourcing and capability that impedes their ability to respond and be accountable.

The ToC section along with the effectiveness section presents the specific approaches that are bringing about an influencing change at short term and medium term to a degree. Long term institutional changes remain a significant area to influence and build. The key is there is no a specific approach which needs to be dropped, but it is more that TIZ looks to its effectiveness in the approaches it takes. If one approach is dropped e.g. capacity building of state this than effects the upper level results of state capability and system reform, if national level research and policy engagement is dropped this also effects change at higher levels to reform policy implementation.

TIZ has the right mix of approaches, it is more about how to strengthen these approaches and be strategic at output level across approaches to reach intermediate and medium-term change. For example, strengthening TAGs to take on more at community level, while TIZ focuses on national policy engagement, research and evidence or how to let state institutions run with new skills, modules and TIZ mentors and provides lighter strategic support where needed. How to step back and diminish dependency (on TIZ) and work in areas where dependency on TIZ is still needed will need to navigate as the new Zambia leadership and context unfolds, as state agencies reform (and don't) and where opportunities emerge with state, with civil society, with communities and with decentralisation. It will be a combination of focus on building partner capacity, understanding political economy, what is needed to technically, with a close relationship between supply and demand side actors and attention to impact and sustainability.

4.1 RECOMMENDATIONS

Government Responsiveness

1. ***It is recommended that TIZ*** reflect upon and plan for how the organisation will strengthen demand and supply side effectiveness separately and/or collectively. The following are details to consider:
 - Possibilities include using political economy analysis (PEA), which includes a stakeholder analysis and mapping of influencers and change agents within supply side and within demand side, and a problem analysis not only to define anti-corruption and governance issues that are of importance to communities and citizens, but also issues where the government is actively engaged in reform. Getting more strategic on facilitating identified common areas that both sides want to tackle may ensure that change takes place. Through this collaboration, relationships deepen and processes are built that can then work on more complex and challenging anti-corruption issues.
 - Continue to work with relationships built with government staff to engage in details of government policy making, planning, and budgeting processes, and involve reform-minded government staff in workshops, working groups, and/or civil society coalitions.

- TIZ is technically recognised and there are government agencies that want the support of TIZ to continue to help them strengthen systems and capacity. TIZ should continue to consider where its added value is to support government agencies and its systems. For example, EITI and Beneficial Ownership and Transparency, the strategic campaign financing work that brings parties together with the Electoral Commission, and ACC Integrity Committees.
2. ***It is recommended that TIZ*** consider facilitating partnerships and regular meetings between government actors and agencies, for example the ACC and LEAs, on current and future activities. It should also consider how these are collective problems that can be strengthened by their collaboration.
 3. Anticorruption work and governance work for systemic change and social norm change takes an enormous amount of time and collective effort. ***It is recommended that TIZ:***
 - *Keep pointing at the failures in the system* and paradigm (as the new national leadership is trying to change paradigms and ways of doing things to tackle corruption). This is to ensure that the new leadership does not repeat the same mistakes of the old regime. Point out in a constructive number of ways – media, advocacy, research and evidence, community engagement, government policy monitoring, etc.
 - *Keep exposing corruption (loudly but strategically) with partners*, particularly through the media and investigative journalism, aligning them with the new national leadership narrative on fighting corruption while locating (advocating) responsibility in the system and agencies that are accountable to tackle corruption, pointing out the consequences of their inaction.
 - *Keep inserting work, successes, and build on relationships with active change agents that hold influence and power* (e.g. Auditor General; district level authorities, ACC leadership; judiciary leadership, etc.) along with the middle ground of citizens, donors, and stakeholders who want change and are open-minded.

Theory of Change

4. ***It is recommended that TIZ*** develop a short narrative document unpacking the theory of change in more depth, setting out not only broad assumptions about how change happens, but also outlining TIZ's broad approach to governance and anti-corruption work in building on learning from the previous strategies. Consider making more explicit the expected causal links between activities (and resources), outputs, immediate outcomes, intermediate outcomes, and goals.
5. ***It is recommended that TIZ*** develop a diagram that illustrates the narrative of the ToC and/or the Strategic Plan.

Private Sector

6. Private sector actors will continue to play a part in the governance landscape whether through extractives, procurement, economic growth, or sectors such as

agriculture and land. Civil society in accountability and transparency work are questioning how to engage with the private sector, moving beyond the classical ‘supply and demand’ side equation of accountability. ***It is recommended*** that TIZ consider assessing the approach and work with private sector in their anti-corruption and governance work. This is an area that requires some research/mapping of TIZ’s and TI HQ’s existing experience of working with and/or lobbying the private sector, and campaigning to draw on lessons of existing approaches and strategies to inform decisions about tactics and strategies for engagement.

Decentralisation and TAGs

7. ***It is recommended that TIZ*** extend their mandate to include the identification of potential community projects focused on the fight against corruption and initiatives through which the community can engage the supply side to claim their rights. Consequently, an increase in budget allocations to TAGs is inevitable. Currently, only activities generated from the TIZ Secretariat are recognised and supported by TIZ.
8. ***It is recommended that TIZ*** support TAG member organisations to adopt the TIZ-TAG way of working with communities and other players and entrench into their operations – *transfer ownership of the approach to TAG member organisations*.

Gender and inclusion

9. ***It is recommended that TIZ*** consider enhancing staff and TAG awareness on practices of inclusion. Participatory approaches to corruption handling can reveal the views, experiences, needs and ideas of people affected by corruption. However, achieving equal and meaningful participation of different groups and the conditions for open and unhindered expression of views requires careful design. Think about how you will enable equal and meaningful involvement of different participants.
 - For example, when facilitating working groups or collecting information for analysis of impact of corruption, some questions that TIZ staff can ask themselves: are group facilitators aware of power dynamics in workshops? What are they doing to ensure everyone’s voices are heard? Who’s involved? Who’s currently not included in the process? Who (organisations, people) make up local voices? What are the relations of power (incl. of gender) and decision-making among those involved in the process? Will the location/venue/timings of your workshop limit participation? Will those who contributed have a say in follow-up? What is required to enable women’s participation in the intervention? Have you asked them? Gender awareness e.g. Do staff involved require further gender training? M&E e.g. What types of gender-disaggregated data are collected to track progress? Will the analysis/TIZs action plans be validated with participants?

- As well, an assessment of gender power dynamics within, between and among TAGs, communities, citizens, duty bearers, local to national to international partners may reveal the need to establish more equal relations, enabling truly joint ownership of interventions, and interventions that involve equal and meaningful participation by different participants. Remember that: ‘Gender’ does not mean ‘women’. Think of gender as a frame of analysis – how does TIZ’s work impact different genders differently? Additionally, masculinity and femininity develop in interaction with other power factors – such as age, class, ethnic group and race. How does this impact how TIZ’s work is informed and implemented?

10. *It is recommended that TIZ:* consider an analysis on whether the impact or causes of corruption differs for men, women, youth and whether these different impacts are being taken into account into TIZ action planning. E.g. are women at more risk if they report on corruption? Are some of the causes of corruption related to traditional views of masculinity, could this be addressed through TIZ training programmes on the strength and leadership of demonstrating integrity?

Organisational Development

11. *It is recommended that TIZ:*

- Focus on an OD approach of reflection-learning-adjustment and sustain its capacity to continue being relevant and responsive to the fight against maladministration and corruption. In its next strategic plan, TIZ may wish to adopt a long-range OD view and approach, focusing on improving organisational effectiveness.
- Engage in negotiations with different potential sources of funding for the next strategic plan and make it a top priority for the board and executive management to support.
- Improve the use of risks and assumption assessments as a management tool to improve the chances of achieving higher level goals/impacts through influencing the materialisation of assumptions and minimising risks. The assessment of assumptions provides an opportunity to be creative in finding ways of how to make assumptions irrelevant.
- Extend technical skills in capturing and reporting impacts (telling a full success story) as well as running successful and credible investigations. This could be achieved through a competence framework for staff development in which core areas of job knowledge, skills, and behaviours would be articulated.
- Monitor and assess the overall performance of an organisational strategic plan with, for example, a balanced scorecard system that would assist in assessing the outcomes in all aspects of organisational capacity.

Monitoring and Evaluation

12. It is recommended that TIZ:

- Bring in a monitoring, evaluation and learning officer to support the MEL function.
- Support all programme staff to receive capacity building in M&E to allow for thorough reporting of results from implementation, particularly on i) understanding the bigger picture and how immediate outcomes are (or are not) leading to higher level outcome targets and ii) on capturing successes and nuggets of interesting processes that led to change so as to inform the strategy of the objective.
- Develop the use of stories or case studies. These carefully constructed case studies could be designed and implemented with the intention of unpacking the causal logic behind how activities lead to outcomes and determine the most effective components. This would add depth and nuance to the questions on connecting activities to TIZ larger goal and provide a sound basis for decision making and assessment.
- Design monitoring tools and orient all members of community structures. The tools can be in the form of checklists, questionnaires, or short survey questions. These should be used to gather progress of activities at community level. Strengthening or having an organised way of collecting data at community level will help in reporting results from the bottom up.
- Put in place an approach so that ongoing monitoring and learning also captures lessons about what TIZ approaches work in different contexts (e.g., local district work, national policy engagement, thematic work, ENRG vs DG, etc), what difference this has made, and drawing out lessons regarding partnerships and collaboration with local media, civil society, district government, national government, and future partnerships with the private sector.

Annex 1 – Terms of Reference



Terms of Reference for the Mid-Term Evaluation of the Transparency International Zambia (TIZ) Strategic Plan 2018-2022 in Zambia

Date: 15th July 2021

1. General information

1.1 Introduction

The Embassy of Sweden in Lusaka has been providing core support to Transparency International Zambia (TIZ) since 2018. TIZ is a local chapter of the global civil society movement Transparency International, which is dedicated to the fight against corruption and the promotion of transparency, integrity, accountability and generally good governance in the discharge of public functions. TIZ is a non-profit making non-governmental organization with a registered office in Lusaka and has been in existence since June 2000.

The support to the TIZ Strategic Plan is part of the operationalization of the Swedish Cooperation Strategy for Zambia for the period 2018 to 2022. The contribution falls under the strategy area on Human rights, democracy, the rule of law and gender equality. Specifically it is under the sub-result on Improved conditions for democratic governance, reduced corruption, increased responsibility and accountability in public institutions.

1.2 Evaluation object: Intervention to be evaluated

The evaluation object is the TIZ Strategic Plan for the period 2018 to 2022.

In the current strategic plan, TIZ seeks to promote transparency, accountability, integrity, democracy, rule of law and human rights through influencing change at two levels. These levels are systemic change at institutional and policy level and attitudinal and behavioural change at personal level focusing on individuals. Systemic change being fostered entails changes in legal, policy and institutional frameworks to strengthen systems that support good governance and anti-corruption. The envisaged outcomes of this will be better Institutional

processes and structures, policy adoption and amendments, i.e. policy, legal and institutional reforms as well as improvements in implementation and enforcement of policies laws and administrative requirements. At attitudinal and behavioural change level TIZ is empowering people to be aware of and claim their rights, hold their leaders accountable and act in ethical ways. The envisaged changes out of this will be more community action in demanding for transparency, accountability and integrity from duty bearers (leaders and service providers), more activism, petitions and other calls for change, more reporting of grievances and seeking redress against injustice.

The overall goal of the strategic plan is to have contributed to the reduction of corruption and promotion of good governance in Zambia

The Strategic Objectives are as follows:

SO1 : Empowered people demanding for and taking action against corruption

SO2 : Increased awareness and capacity among people in demanding transparency and accountability in service delivery

SO3: Enhanced policy and legal frameworks, institutional processes and structures as well as compliance and enforcement mechanisms that promote good governance

SO4: Improved capacity to manage programmes share and disseminate quality information, knowledge and practices in the fight against corruption in coalition with local and international stakeholders

SO5: Effective, efficient and sustainable organization practicing good corporate governance

TIZ has defined the following programme areas as of 2019.

- People Engagement & Advocacy
- Democratic Governance
- Environment & Natural Resource Governance
- Strategy & Monitoring

Funding

The Embassy provides the bulk of TIZ's funding. In 2021, the Sida contribution is over 80% of TIZ's annual budget. Other donors include the World Bank, Transparency International Secretariat (TIS), Transparency International Australia (TIA), Transparency International United Kingdom (TI UK), GIZ and the National Democratic Institute (NDI).

In terms of the way TIZ works, they have a secretariat in Lusaka and work with Animators and what they call Transparency Action Groups (TAGs) in different parts of the country. They have also recently established Justice for all Networks (J4Ns), which are multi stakeholder platforms aimed at promoting collaboration and coordination in complaint handling, citizens redress as well as to support citizens taking action against corruption at district level. Through the TAGs and J4Ns, TIZ has representation in at least one district in each of Zambia's 10 provinces. In some districts they have District Working Groups. For purposes of the MTE, the Consultant is at liberty to suggest what sample of TAGs and J4Ns would be reasonable given the time and available resources.

In Lusaka, the engagement is mainly with key institutions which include; National Assembly, the Judiciary, Zambia Police Service, Road Transport and Safety Agency, Anti-Corruption Commission, Office of the Public protector, Ministry of Health, Ministry of Mines (ZEITI), Office of the Auditor General, Electoral Commission of Zambia, and the Zambia Law Development Commission.

For further information, the intervention strategic plan is attached as Annex D. The intervention logic or theory of change of the intervention may be further elaborated by the evaluator in the inception report, if deemed necessary.

1.3 Evaluation rationale

The mid-term evaluation was intended to be done at the mid-point of the support to TIZ. This was scheduled for 2020. This was not possible on account of Covid-19 and the related restrictions. The strategic plan as well as the Embassy support are likely to be extended considering the challenges of 2020 and 2021. It is hoped that towards the end of August 2021 would be a good time for the MTE to be conducted as the Presidential and General Elections slated for 12th August 2021 would hopefully be concluded. It is also hoped that the third wave of the Covid-19 pandemic in Zambia would have declined sufficiently for the work to be done.

2. The assignment

2.1 Evaluation purpose: Intended use and intended users

The purpose of the Mid-Term Evaluation (MTE) is to assess progress towards results in the implementation of the TIZ 2018 – 2020 Strategic Plan.

The primary intended users of the evaluation are Sida's unit for Bilateral Development Cooperation at the Swedish Embassy in Zambia and TIZ. For TIZ, the evaluation will assess progress towards achievement of strategic results and will be used by the TIZ management to inform decisions on how implementation of the strategic plan may be adjusted and improved.

For the Embassy, the mid-term evaluation will help assess the extent to which the implementation of the TIZ strategic plan is contributing to the achievement of its sub-result on Improved conditions for democratic governance, reduced corruption, increased responsibility and accountability in public institutions. The evaluation will also identify best practice and possible areas for the Embassy to provide further technical support or otherwise.

The mid-term evaluation is to be designed, conducted and reported to meet the needs of the intended users and tenderers shall elaborate in the tender how this will be ensured during the evaluation process.

2.2 Evaluation scope

The Mid-Term Evaluation (MTE) will review the performance of the TIZ 2018-2022 Strategic Plan since its inception (baseline) to date. Specifically, it will review progress towards achieving the Plan's strategic objectives.

In terms of the geographical scope, it is proposed that the MTE includes provinces with activity in more than one district and/or where major projects are implemented. Further, the MTE should strive to have a balance between urban, peri-urban and rural districts. The actual locations will be agreed during the start up of the MTE. The scope of the evaluation may be further elaborated by the evaluator in the inception report.

3. Evaluation objective: Criteria and questions

The objective of this evaluation is to evaluate the progress in the implementation of the TIZ Strategic Plan 2018 to 2022 and formulate recommendations on how its management team can improve and adjust implementation.

The evaluation questions are:

Relevance: Is the intervention doing the right thing?

- To what extent have the TIZ strategic plan objectives and design responded to beneficiaries, country, and partner/institution needs, policies, and priorities, and have they continued to do so if/when circumstances have changed?
- To what extent is the theory of change still valid for each of the strategic objectives?

Effectiveness: Is the intervention achieving its objectives?

- To what extent is the TIZ strategic plan expected to achieve, its objectives, and its results, including any differential results across groups?
- Have the M&E system delivered robust and useful information that could be used to assess progress towards outcomes and contribute to learning?

Sustainability: Will the benefits last?

- To what extent are the benefits and results of the intervention likely to continue?
- To what extent is the intervention contributing to changing attitudes and practices in respect to good governance and anti-corruption?
- To what extent has TIZ been able to mobilise additional resources for its interventions?

Further, bidders should consider including evaluation questions that address the perspective of the poor, the gender perspective and a human rights based approach. This could include one or two questions such as:

- Has the strategic plan been implemented in accordance with the poor people's perspective and a Human Rights Based Approach? For example, have target groups been participating in project planning, implementation and follow up? Have the priorities of people living in poverty, as expressed by themselves, been reflected in the planning and implementation? Has anyone been discriminated against in the course of implementation? Has gender been integrated in the strategic plan implementation? Has the plan been implemented in a transparent fashion? Are there accountability mechanisms in place?

Questions are expected to be developed in the tender by the tenderer and further refined during the inception phase of the evaluation.

2.4 Evaluation approach and methods

It is expected that the evaluator describes and justifies an appropriate evaluation approach/methodology and methods for data collection in the tender. The evaluation design, methodology and methods for data collection and analysis are expected to be fully developed and presented in the inception report. Given the situation with Covid-19, innovative and flexible approaches/methodologies and methods for remote data collection should be suggested when appropriate and the risk of doing harm managed.

The evaluator is to suggest an approach/methodology that provides credible answers (evidence) to the evaluation questions. Limitations to the chosen approach/methodology and methods shall be made explicit by the evaluator and the consequences of these limitations discussed in the tender. The evaluator shall to the extent possible, present mitigation

measures to address them. A clear distinction is to be made between evaluation approach/methodology and methods.

A *gender-responsive* approach/methodology, methods, tools and data analysis techniques should be used¹.

Sida's approach to evaluation is *utilization-focused*, which means the evaluator should facilitate the *entire evaluation process* with careful consideration of how everything that is done will affect the use of the evaluation. It is therefore expected that the evaluators, in their tender, present i) how intended users are to participate in and contribute to the evaluation process and ii) methodology and methods for data collection that create space for reflection, discussion and learning between the intended users of the evaluation.

In cases where sensitive or confidential issues are to be addressed in the evaluation, evaluators should ensure an evaluation design that do not put informants and stakeholders at risk during the data collection phase or the dissemination phase.

2.5 Organisation of evaluation management

This evaluation is commissioned by the Swedish Embassy in Lusaka. The intended users are Sida and TIZ. The intended users of the evaluation form a steering group, which has contributed to and agreed on the ToR for this evaluation. The steering group is a decision-making body. It will approve the inception report and the final report of the evaluation. The steering group will participate in the start-up meeting of the evaluation, as well as in the debriefing/validation workshop where preliminary findings and conclusions are discussed.

2.6 Evaluation quality

All Sida's evaluations shall conform to OECD/DAC's Quality Standards for Development Evaluation². The evaluators shall use the Sida OECD/DAC Glossary of Key Terms in Evaluation³ and the OECD/DAC Better Criteria for Better Evaluation⁴. The evaluators shall specify how quality assurance will be handled by them during the evaluation process.

2.7 Time schedule and deliverables

It is expected that a time and work plan is presented in the tender and further detailed in the inception report. Given the situation with Covid-19, the time and work plan must allow flexibility in implementation. The evaluation shall be carried out from 16th August 2021 to 7th December 2021. The timing of any field visits, surveys and interviews need to be settled by the evaluator in dialogue with the main stakeholders during the inception phase.

The table below lists key deliverables for the evaluation process. Alternative deadlines for deliverables may be suggested by the consultant and negotiated during the inception phase.

Deliverables	Participants	Deadlines
1. Start-up meeting (Virtual)	Embassy of Sweden, TIZ and Evaluators	16th August 2021
2. Draft inception report	Evaluators	Tentatively 30 th August 2021
3. Comments from intended users to evaluators	Embassy of Sweden and TIZ	Tentatively 13 th September 2021
4. Inception meeting (Virtual)	Embassy of Sweden, TIZ and Evaluators	Tentative 28 th September 2021

5. Final inception report	Evaluators	Tentative 5 th October 2021
6. Field collection of Primary Data	Evaluators	Tentatively 11 th October 2021
7. Debriefing and initial feedback meeting	Embassy of Sweden and TIZ	Tentatively 2 nd November 2021
8. Draft evaluation report	Evaluators	Tentatively 9 th November 2021
9. Comments from intended users to evaluators	Embassy of Sweden and TIZ	Tentatively 23 rd November 2021
10. Final evaluation report	Evaluators	Tentatively 7 th December 2021

The inception report will form the basis for the continued evaluation process and shall be approved by Sida before the evaluation proceeds to implementation. The inception report should be written in English and cover evaluability issues and interpretations of evaluation questions, present the evaluation approach/methodology *including how a utilization-focused and gender-responsive approach will be ensured*, methods for data collection and analysis as well as the full evaluation design, including an *evaluation matrix* and a *stakeholder mapping/analysis*. A clear distinction between the evaluation approach/methodology and methods for data collection shall be made. All limitations to the methodology and methods shall be made explicit and the consequences of these limitations discussed.

A specific time and work plan, including number of hours/working days for each team member, for the remainder of the evaluation should be presented. The time plan shall allow space for reflection and learning between the intended users of the evaluation.

The final report shall be written in English and be professionally proof read. The final report should have clear structure and follow

the layout format of Sida's template for decentralised evaluations (see Annex C). The executive summary should be maximum 3 pages.

The report shall clearly and in detail describe the evaluation approach/methodology and methods for data collection and analysis and make a clear distinction between the two. The report shall describe how the utilization-focused approach has been implemented i.e. how intended users have participated in and contributed to the evaluation process and how methodology and methods for data collection have created space for reflection, discussion and learning between the intended users. Furthermore, the gender-responsive approach shall be described and reflected in the findings, conclusions and recommendations along with other identified and relevant cross-cutting issues.

Limitations to the methodology and methods and the consequences of these limitations for findings and conclusions shall be described.

Evaluation findings shall flow logically from the data, showing a clear line of evidence to support the conclusions. Conclusions should be substantiated by findings and analysis. Evaluation questions shall be clearly stated and answered in the executive summary and in the conclusions. Recommendations and lessons learned should flow logically from conclusions and be specific, directed to relevant intended users and categorised as a short-term, medium-term and long-term.

The report should be no more than 35 pages excluding annexes. If the methods section is extensive, it could be placed in an annex to the report. Annexes

shall always include the Terms of Reference, the Inception Report, the stakeholder mapping/analysis and the Evaluation Matrix. Lists of key informants/interviewees shall only include personal data if deemed relevant (i.e. when it is contributing to the credibility of the evaluation) based on a case based assessment by the evaluator and the commissioning unit/embassy. The inclusion of personal data in the report must always be based on a written consent.

The evaluator shall adhere to the Sida OECD/DAC Glossary of Key Terms in Evaluation⁵. The evaluator shall, upon approval by Sida/Embassy of the final report, insert the report into Sida's template for decentralised evaluations (see Annex C) and submit it to Nordic Morning (in pdf-format) for publication and release in the Sida publication database. The order is placed by sending the approved report to Nordic Morning (sida@atta45.se), with a copy to the responsible Sida Programme Officer as well as Sida's Evaluation Unit (evaluation@sida.se). Write "Sida decentralised evaluations" in the email subject field. The following information must always be included in the order to Nordic Morning:

1. The name of the consulting company.
2. The full evaluation title.
3. The invoice reference "ZZ980601".
4. Type of allocation: "sakanslag".
5. Type of order: "digital publicering/publikationsdatabas".

2.8 Evaluation team qualification

In addition to the qualifications already stated in the framework agreement for evaluation services, the evaluation team shall include the following competencies

a) Qualification and skills

Master's degree in Social Sciences.

b) General professional experience

A minimum of 10 years relevant professional experience in development programmes in developing countries (minimum 3 years in Africa), notably in monitoring and evaluating donor funded programmes in developing countries, and with the following expertise:

- Demonstrated experience in working on programmes in the area of anti-corruption and good governance
- Experience in conducting evaluations;
- Strong understanding of Zambian civil society dynamics including with civil society sub-granting mechanisms;
- Strong interpersonal skills, diplomacy and tact to effectively communicate with all concerned stakeholders and professionals from diverse cultural and professional backgrounds; and
- Strong professional oral communication and writing skills, including the development of reports, oral presentations, and technical/persuasive documents.
- Excellent written and spoken English

A CV for each team member shall be included in the call-off response. It should contain a full description of relevant qualifications and professional work experience.

It is important that the competencies of the individual team members are complimentary. It is highly recommended that local evaluation consultants are included in the team, as they often have contextual knowledge that is of great value to the evaluation. In addition, and in a situation with Covid-19, the inclusion of local evaluators may also enhance the understanding of feasible ways to conduct the evaluation

The evaluators must be independent from the evaluation object and evaluated activities, and have no stake in the outcome of the evaluation.

Please note that in the tender, the tenderers must propose a team leader that takes part in the evaluation by at least 30% of the total evaluation team time including core team members, specialists and all support functions, but excluding time for the quality assurance expert.

2.9 Financial and human resources

The maximum budget amount available for the evaluation is SEK 800,000.

The Consultant may invoice a maximum of 30 % of the total amount after approval by Sida/Embassy of the Inception Report and a maximum of 70 % after approval by Sida/Embassy of the Final Report and when the assignment is completed.

The contact person at Sida/Swedish Embassy is Malala Mwondela, Programme Manager Gender & Democratic Governance. The contact person should be consulted if any problems arise during the evaluation process.

Relevant Sida documentation will be provided by Malala Mwondela, Programme Manager Gender & Democratic Governance.

Contact details to intended users (cooperation partners, Swedish Embassies, other donors etc.) will be provided by Malala Mwondela, Programme Manager Gender & Democratic Governance and Maurice Nyambe, Executive Director from TIZ.

The evaluator will be required to arrange the logistics such as booking interviews, preparing visits etc including any necessary security arrangements.

3. Annexes

Annex A: List of key documentation

1. TIZ Strategic Plan 2018-2022
2. Annual Reports for 2018, 2019 and 2020
3. MEL Framework

Annex B: Data sheet on the evaluation object

Information on the evaluation object (i.e. intervention)	
Title of the evaluation object	Mid-Term Evaluation of the TIZ Strategic Plan 2018-2022
ID no. in PLANIt	11964
Dox no./Archive case no.	UM2018/03022
Activity period (if applicable)	6 th June 2018 to 31 st December 2021
Agreed budget (if applicable)	SEK 30,350,000

Main sector ⁶	Democracy, Human Rights & Gender Equality
Name and type of implementing organisation ⁷	TIZ , NGO
Aid type ⁸	Core Support
Swedish strategy	Zambia 2018-2022

Information on the evaluation assignment	
Commissioning unit/Swedish Embassy	Swedish Embassy
Contact person at unit/Swedish Embassy	Malala Mwondela
Timing of evaluation (mid-term, end-of-programme, ex-post, or other)	Mid-Term Evaluation

Annex 2 – Evaluation Guidance Framework

Relevance: Is the intervention doing the right thing?	Terms of Reference Question <i>This is what the MTE evaluation will answer within the headings of relevance, effectiveness, sustainability.</i>	Judgement Criteria This is the area in which consultants will probe and gather evidence so as to answer the MTE evaluation question.	Evidence Sources
	1. To what extent have the TIZ strategic plan objectives and design responded to beneficiaries, country, and partner/institution needs, policies, and priorities, and have they continued to do so if/when circumstances have changed?	Strategic objective activities / approaches are being taken up and delivered by SO programme participants (demand side and supply side) Evidence of adaptation of strategic objective activities and approach to necessary changes	Strategic objective documentation (Quarterly reports, case studies, stories, media clippings, policies etc) Focus group discussions (FGD) and Key Informant Interviews (KII) of participants involved in SO (e.g. service providers, citizens, government, community) demonstrating changes in capacity, behaviour, skills, responsiveness.
	2. To what extent is the theory of change still valid for each of the strategic objectives? <i>*Note as there is no ToC, this question now focuses on the validity of the strategic plan and the strategic objectives and their approaches.</i>	Strategic plan and the strategic objective approaches are the right mix to obtain higher level results and sustainability.	
Effectiveness: Is the intervention achieving its objectives?	3. To what extent is the TIZ strategic plan expected to achieve, its objectives, and its results, including any differential results across groups?	Evidence of progress and success in each strategic objective, specifically outcome level results have been achieved Evidence of results across target / beneficiary groups Evidence of results for women	As above
	4. Have the M&E system delivered robust and useful information that could be used to assess progress	Evidence of information that is used to change and adapt parts of the TIZ strategy	

	towards outcomes and contribute to learning?	<p>Evidence of information being used to measure progress in each strategic objective</p> <p>Evidence of learning products</p> <p>Quality of evidence being used to inform and support learning and strategy success</p>	
Sustainability: Will the benefits last?	5. To what extent are the benefits and results of the intervention likely to continue?	Evidence of outcome results that are taken up, institutionalised and benefiting targeted groups, beneficiaries, institutions etc.	As above
	6. To what extent is the intervention contributing to changing attitudes and practices in respect to good governance and anti-corruption?	Evidence of changes in attitudes and practices of targeted groups, beneficiaries, and institutions in governance and AC.	
	7. To what extent has TIZ been able to mobilise additional resources for its interventions?	Evidence of additional resources mobilised by TIZ.	As above

Annex 3 – Document Review List

2021 Q1 Narrative report
Indicator Tracking Table
Chisunka Chiefdom Land Acquisition Booklet English
Integrity Pact_CheifCooma_Choma
Integrity Pact_Kasama Municipal Council & Musenga & Chisanga
Zambia Country Change marker report
Final Project Report Tempalte BHPF AMP
Enhanced Transparency and Accountability in the awarding of mining sector permits licence and contracts
TIA covid report
TIA Community Consultations Briefing Paper
Strategy for Swedens Development cooperation with Zambia
Open Contracting for Health (OC4H) Project Legacy Paper
OC4H Project Evaluation Report
Annex 1.1 TIZ 2021 Implementation Results Framework
Revised TIZ 2018 Implementation Plan
Final Revised 2019 Implementation Plan
TIZ 2020 Implementation Plan
Final 2021 Implementation Plan_Submitted
Final Revised TIZ 2018 - 2022 Full Strategic Plan
District Working Groups Assessment Report
Final 2018 TIZ Annual Narrative Report
TIZ 2019 Annual Narrative Report
Mid-term Evaluation Report 2019-2021
Assessment of the TIZ District Working Groups
2018, 2019, 2020, 2021 Implementation Plans
2021 Results Framework

2022 Full Strategic Plan

Success stories:

ALAC success story 1

Annex 2.1 Strengthening ZP Integrity Systems

Annex 2.2 Women Empowered to own land

Poverty and Corruption success

Promoting Citizen Participation in Health Service Delivery

ZP Code of Ethics

Police Recruits

Annex 3 RTSA Code of ethics and policies

Annex 4 ZP policies development

Annex 5 People demand for improved water quality in kapiriMposhi

Annex 6 TIZ partners with water utility companies to promote institutional integrity

Kalumbila District in Zambia - Case of Water Pollution

Annex 4: Field Schedule: Locations and Stakeholders

FIELD SCHEDULE NOVEMBER 2021

RESPONDENTS ACCORDING TO PROVINCES AND DISTRICTS	November 2021																									
	1	2	3	4	5		8	9	10	11	12		15	16	17	18	19		22	23	24	25	26			
TIZ ZAMBIA OFFICE																										
TIZ Members (Selected five (5) members)																										
TIZ Board																										
TIZ Management and staff (review and planning meeting)																										
EASTERN PROVINCE																										
Chipata (Municipal Council, J4Ns, Forestry Department, TAGs)																										
Dilika Community- CFMG																										
Chief Chanje																										
Petauke (DACO,, TAGs, Social Welfare, Forestry Department)																										
Chief Nyampande																										

ANNEX 4 – FIELD SCHEDULE

COMACO																				
MisoroCorperativeGroup																				
SOUTHERN PROVINCE																				
Kazungula (District Health Office, District Working Group)																				
Livingstone (Southern Water,DHO,TAGs, Cold Storage Community)																				
Choma (Council, TAGs,DHO, KamunzaCommunity,ChiefChoma, J4Ns)																				
NORTH WESTERN PROVINCE																				
Kasempa (Jifumpa Community, Jifumpa Mines, Senior Chief Kasempa)																				
Solwezi (Kantashi Mine, TAGs)																				
COPPERBELT PROVINCE																				
Lufwanyama (Chibuluma Mine, Chief Nkana, Nkana Community)																				
Ndola (Provincial Headquarters-PS, PACO, TAGs, ZEMA,Misaka Community)																				
CENTRAL PROVINCE																				
KapiriMposhi (Local Council, WDC,J4Ns, TAGs, Matilyo and Lukanga Water)																				
Kabwe (Lukanga Water and Sanitation Company)																				

[illegible]

ANNEX 4 – FIELD SCHEDULE

Office of the Public Protector																						
Electoral Commission of Zambia																						
Financial Intelligence Centre																						
Non government Gender Coordinating Council																						
Consumer Unity and Trust Society																						
Alliance for Community Action																						
SUPPORTING DONORS																						
Swedish International Development Agency																						
Deutsche Gesellschaft fur Internationale Zusammenarbeit																						
National Democratic Institute																						
Transparency InternationalHQ Regional Coordinator Berlin																						
Project Manager - Transparency International – UK																						
World Bank																						

Annex 5: Interview and Focus Group Guidance

Interview Guidance

*Please check the **results framework of each Strategic Objective**. Ask questions related to the outcomes they are working towards.*

Ensure you see evidence of the results leading to outcomes.

*Ensure that you do not get general statements, but **specific examples for evidence**. **Evidence has to back up what changes they are describing**. Without specific understanding and results, we cannot claim it for our MTE.*

Introduction to participants

Thank you for agreeing to take part in this evaluation of Transparency International-Zambia's strategy. Before you take part, it is important that you understand why the evaluation is being done and what it will involve. Please ask questions if there is anything that is not clear or if you would like more information.

This evaluation has been designed to understand what progress Transparency International – Zambia has made towards its strategic goals, and inform the organisation of any changes that could be made to improve them.

Everything you say is confidential and will not be shared with anyone outside of this meeting (unless you wish it to). Information from this interview will be analysed together with information from other participants to inform the final recommendations to Transparency International-Zambia. The final report will be shared with Transparency International – Zambia and some partners they work with. If you would like a copy of the report, please contact Raymond at rmutale@tizambia.org.zm

The interview should not take longer than 60 minutes. I will be [recording/taking notes during] the interview to support note taking and analysis, however this will not be shared beyond the evaluation team. Any recordings and notes will be destroyed once the evaluation is complete.

If you agree to take part, your name will not appear anywhere in the report and your comments will remain completely anonymous. You have the right to change your mind and stop the interview at any time.

Can you please confirm that you understand the information I have shared and you are willing to be involved?

General questions cutting across all respondents to SO1 to SO4

1. How are you involved with TIZ work on corruption? (How have you worked with.....)
2. What support have you received from TIZ since 2018? (Eg. Training, service charters, Integrity Pacts, Policy briefs, IECs, resources, TA etc.)
3. Have you used this support/services? How?
4. Has TIZ's support been useful? To what extent does it respond to issue of reducing corruption- eg strengthening systems (improve transparency and accountability...made changes to issuance of mining licenses ?
5. Are there other approaches TIZ could take that would be more useful or relevant? To produce better results?
6. Have you observed any changes relating to corruption or anti-corruption action? (Either internal to your organisation or external in the community or in other organisations)
7. Have these changes impacted anyone in particular?
8. Do TIZ keep you informed of their progress on topics relating to your work?
9. Have you integrated any practices or resources, or services provided by TIZ into the running of your organisation? How have you integrated any practices or resources – eg incorporate integrity training in national curriculum)
10. Do you see this work continuing in the future? What evidence support your answer?
11. Have you observed any changes in attitudes and practices of community members, private companies, or service providers?What are these changes? Eg increase in number of individuals reporting corruption; Traditional leaders are not discriminating against women on allocation of land, etc.
12. At individual level, how have you benefited from the work of TIZ (land acquisition, etc)
13. Are these changes extended to larger groupings / community?
14. What impact will these changes have?
15. Have you observed any new alliances, commitments, resources or increased political interest in the fight against corruption? What have you seen to support your response?

TIZ Staff

1. What strategic objective activities / services / approaches are being delivered by SO?
2. What strategic objective activities / approaches are being taken up by programme participants/ Target groups?
3. Why are these specific approaches /services being taking up?
4. What evidence or examples do you have on adaptation of the SO approach, activities? Why
5. How are the services / approaches being integrated into main stream organizational systems?

6. Are there other approaches that may be more relevant that are not being considered?
7. What evidence of progress and success specifically outcome level results have been achieved (have the RF handy for this) in your SO?
8. What specific results are supporting and advancing vulnerable groups, women, youth? How are they being integrated into the SO and TIZ approaches?
9. How do you use information, M&E to change and adapt parts of your programme / SO?
10. Will the outcomes and benefits last in your SO if TIZ no longer supports these activities and groups?
11. What evidence is there of changes in attitudes and practices of targeted groups (supply and demand sides), beneficiaries, and institutions in governance and Anti-Corruption?

General questions for Transparency Action Groups/ Justice for all Networks

1. How are you implementing the work of TIZ?
2. What services are you providing to both demand and supply side of the equation?
3. What evidence is there to suggest that target groups/beneficiary groups are using the services? (what evidence is there that more cases are being reported, Service Charters are being following by Courts?)
4. Is the use of TAGs and J4Ns the most effective way of doing it?
5. What are the strengths and weaknesses of this approach?
6. How can the approach be strengthened?

General question on Management and Institutional Development

1. What are some of developments / trends that have the potential to affect (negatively/positively) the fight against corruption?
2. How is the strategic plan responding to long term vision of TIZ?
3. Are the organizational structure and internal policies adequate to support the work of TIZ?
4. What has TIZ done in the past few years to increase its financial base? (Has TIZ been able to mobilise additional resources for its interventions in your SO?)
5. What evidence is there to measure *effectiveness* and *efficiency* of TIZ as an organization?
6. What evidence is being used to measure improved programme implementation (evidence)?
7. What new policies have been developed to promote good governance?
8. What strategies have you put in place to ensure ‘sustainability’ of staff training outcomes? (competence-based approach)?

General questions for Members and Board members

1. How are board members involved in the work of TIZ on corruption and promotion of good governance?
2. What aspects of organization provides opportunities for continuous growth and relevance of TIZ?
3. How clear is the strategic plan in clarifying results and focus?
4. What is your overall rating of the performance of TIZ in the last few years?
5. What has changed on both the supply and demand side that is attributable to TIZ?
6. How is the board involved in resource mobilization for TIZ?
7. What has the Board doing differently to provide strategic guidance to TIZ?
8. Does the Board scan the external and internal environments to understand forces affecting the organization?

Questions for Donors

1. How if in any way, are you involved with TIZ?
2. What results and progress have you seen happen as a result of TIZ work (with or without your organisation)?
3. What do you know of them, and their strengths?
4. Where is civil society currently weak in responding to GoZ on AC and governance work?
5. Where should TIZ focus further and consider in its future strategic plan for the next 4 – 5 years?
6. Is this sustainable?

Questions for Government Officials / Agencies

1. How if in any way, are you involved with TIZ?
2. What results and progress have you or your organisation experienced as a result of TIZ work?
3. If no direct relationship with them...
4. What do you know of them, and their strengths?
5. Where is civil society currently weak in responding to your organisations needs and aims?
6. What input can TIZ make that would be of most use to your aims and organisation? What kind of strategic cooperation could happen that would be effective and long-lasting?
7. Where should TIZ as an AC organisation focus further and consider in its future strategic plan for the next 4 – 5 years?

Focus Group Discussion Approach and Guidance

The mid-term evaluation will have a combination of data gathering strategies, which will include Focus Group Discussions, which will mostly be qualitative data.

The stakeholders to be interviewed will be classified under different categories for purposes of collecting data; community members will be interviewed in groups of 5 each for effective management of the discussions. In a district that has more than one community group, only one of the groups will be selected and priority will be given to groups that have more than one focus area/objective where this is a possibility.

With the above criteria for selection set, the MTE will have a total of nine FGDs across the districts to be sampled. The discussions will not exceed 90 minutes to retain attention from group members. Of the questions to be asked, four of them will be core to the discussion as the participants will be answering to the three evaluation criteria, relevance, effectiveness and sustainability.

Open reflections and evidence will focus on the specific strategic objective the community is involved in and questions will look at:

- How have the TIZ activities benefited the community, women, youth and vulnerable groups? What examples do you have?
- What are the benefits you have achieved as a community?
- Have you witnessed changes in attitudes or behaviors from service providers or duty bearers as a result of this work? If so, please give examples.
- If TIZ did not come to the community, would these results have happened?
- Will you continue to use the knowledge and skills you have gained when TIZ leaves the community?
- What would you like to see happen going forward that you can work on together with TIZ and authorities?

The community members/FGD respondents will be required to cite concrete and traceable examples of the empowerment they have received from TIZ, the achievements they have made, and this is what will constitute evidence.

Annex 6: List of short-term, medium-term, and long-term results

Capacity Building

- Working with judiciary and developing service charters for different courts (magistrate court, high court, district level, provincial). These are tools to help citizens understand the services offered and the cost of accessing them.
- As a way of scaling up the J4Ns approach and decentralizing complaint handling, TIZ created three additional J4Ns in Choma, Petauke, and Chipata, bringing the total number of operational J4Ns to nine. Furthermore, to support J4Ns in terms of capacity enhancement on the proper management and uptake of corruption related cases, TIZ oriented 85 TAG members and 43 CSOs and LEAs on ALAC operations as well as case identification, documenting/packaging, and referral to ALAC.
- Capacity building through integrity training and engaging the ACC to support the development of Integrity Committees.
- Training on monitoring and advocacy tools (e.g., use of social accountability auditing tools) at the district level. The TIZ recipients interviewed in districts described how ‘advocacy’ was a new concept to them that they did not understand the ‘why’ or the ‘how’ of.
- The Procurement Department of the Livingstone District Health Office (DHO) have had a number of engagements such as with Open Contracting for Health (OC4H). TIZ engaged the office to see how the district office was handling contracts, especially with the construction of maternity ward in the district. TIZ enlisted local people to be their eyes on the ground. TIZ then trained the local office in the use of the electronic government procurement platform under the Zambia Public Procurement Authority (ZPPA). There have been gaps in understanding the platform however. After this, TIZ brought in the community for combined training with the DHO on how to offer checks and balances.
- The Youth Development Organisation (YDO) has received capacity building in training for TAG members, identifying corruption in all its forms, and where and how to report corrupt activities.
- Kamunza Community members have been imparted with knowledge and skills about how to identify challenges within their community and where to report cases of corruption that need to be addressed. Capacity building sessions have also been held on how to work in the community in line with service delivery monitoring, how to monitor projects, especially in line with construction projects

under OC4H, how to report on corruption issues, and how to correct issues which are not right.

- Legal clinics across provinces have helped community members and showed them where to report incidents of intimidation and harassment. Community members, including women, attested to the fact that the support received moved them as a community from a point of ignorance to being enlightened.
- TIZ has been training headmen in the Cooma chiefdom on issues pertaining to land rights and registers in order to achieve equity in land acquisition for both men and women in the chiefdom.
- TIZ has supported the building and strengthening of integrity systems and practices in the Zambian police. Thus far, TIZ has supported reprinting 10,000 Code of Ethics and integrity tools and trained 2,668 recruits as part of integrity practice building. Of the 2,668, 1,300 were at Lilayi Police College, 650 recruits and 25 in-service cadets at Sondela Police Training College, and 693 recruits at Kamfinsa Police Training College.
- TIZ continued to develop and publish information, education, and communication (IEC) materials to facilitate the dissemination of relevant information to key stakeholders. During the period under review, TIZ developed IEC materials on the processes and steps for accessing and utilising the electronic government procurement (e-GP) platform targeting small and medium-sized enterprises (SMEs) in the seven project target districts through the OC4H project.

Awareness and Knowledge Creation

- Awareness creation for the public on important government responsibilities such as taking the Auditor General's reports and analyses and making them user friendly for public use.
- The Eastern Province communities that TIZ works with looked into the Constituency Development Fund (CDF). The people were unaware about where the money was coming from and they didn't feel they had a role to play in terms of monitoring or being consulted about how to use it. It was after they were made aware of this fund that certain communities have mobilised themselves to monitor the fund and have had services delivered (e.g., water kiosk, health clinic).
- TIZ continued to identify innovative ways to engage citizens on taking action against corruption. Through this approach, TIZ developed information materials on how to report corruption, maladministration, and other complaints through ALAC. These brochures were disseminated to communities in target PEA programme districts. Furthermore, riding on the accountable mining project activities' implementation in Luapula and Northwestern provinces in March 2021, 612 IEC materials on ALAC operations was disseminated to host mining communities.
- The media has been used both locally and nationally to reach out to communities (information dissemination and education) on their rights and how to identify, report, and stop potential instances of corruption. In Lusaka KBN/TV has collaborated with TIZ to create a platform for communication, to establish

discussion fora, to inform the nation on issues like the Mukula scandal, and to conduct investigations in other areas. It provided Zoom connections to allow people to interact and join in live discussions on issues of corruption.

- The TAGs have facilitated Provincial Mining and Provincial Chief indabas as platforms for information sharing, joint problem identification, and solution seeking. Between the two indabas, the Provincial Chief was deemed to be effective as it dealt with real issues and implementable solutions.
- A community in Kalumbila demonstrated high levels of awareness when they raised the issue of water contamination and pollution and the need to address it urgently. This was met with resistance from some traditional and district leaders who attempted to ‘bribe’ the community with food packages (pamelas). Due to increased awareness and capacity, the community resisted the bribe (*Success Story: Kalumbila District: Case of water pollution*). The community, in being aware of its rights and seeing that the actions by traditional and district leaders bordered on corruption, resolved to take the case to court by using their own resources to hire a lawyer to represent them.
- In the Southern Province, TIZ has begun to engage stakeholders to make them aware of the Covid-19 vaccine distribution project and to promote transparency, accountability, and integrity in distribution.
- In the Southern Province, Chief Cooma and/or the chiefdom did not allow women to own land in their own right due to traditional practices. Though the chiefdom had a way of registering subjects, the registers did not document women who thus had no way to being recognised as subjects of the chiefdom and were subsequently cut off from owning land. TIZ came in to sensitise on the law relating to land administration.
- TIZ implements targeted activities to ensure the effective reach of anti-corruption information. TIZ hosted the first ever anticorruption Aerobics Mania targeting youths with the aim of using the event to disseminate anti-corruption information in collaboration with Defined Style Fitness. The event attracted a total of 600 people (190 men and 410 women). The lesson from the event is that such activities could be more appealing to women considering that 116% more women than men attended the event.
- As a way of promoting business integrity, TIZ engaged selected private sector associations (including Zambia Sugar, the Bankers Association of Zambia, the Zambia Institute of Chartered Accountants, the Economic Association of Zambia, the Zambia Bureau of Standards, MTN Zambia, Airtel Zambia, the Zambia Chamber of Commerce and Industry, the Zambia Chamber of Mines, the Zambia Institute of Procurement, and Cavendish University) in February 2021 on the possibility on collaborating to ensure that the private sector adopts integrity standards and operationalises integrity tools. The engagement meeting was supported by the Anti-Corruption Commission (ACC) where it presented the private sector integrity promotion model. The meeting was attended by 12 participants (4 women and 8 men).

- To enhance integrity and the credibility of the electoral process, TIZ continued to build on the progress made in 2020 in terms of enhancing stakeholders' understanding of civic duties and rights as well as the electoral process.

Processes and Engagement

- Upscaling observance and the demand for accountability by communities: community projects that are dealing with public procurement have developed independent monitoring groups at local district level which monitor infrastructure development. This led to the introduction of a module in a university for open contracting on procurement. Also, TIZ is engaged the MoH and provided capacity building on issues of procurement to ensure transparency and accountability in the procurement of goods and services as per the Procurement Act, 2018 and supporting the development of an 'electronic' procurement system.
- The Youth Development Organisation (YDO) now participate and advocate for equal distribution of national resources among citizens.
- Through the J4Ns, Caritas and the Legal Resource Foundation (LRF) offered paralegal services to the community and later formed the ALAC. Through the J4Ns, communities get information pertaining to any corrupt practices observed, police cases, labour disputes, land cases, and marriage disputes among other things. A list is compiled and sent to TIZ who in turn give feedback to the persons concerned on how their issues have been handled or give status updates. Caritas and the LRF also offers expert advice to people who may not understand legal procedures about their issues. TIZ does not offer any support per se, but rather comes in to enhance issues of transparency. The LRF forwards some cases to TIZ where an anomaly has been observed.
- The work of J4N has impacted children and young offenders, and has given them an opportunity to reform or access rehabilitation services. Women now have an improved access to justice without fear. The J4Ns have created a reporting platform where women and children feel comfortable to freely report without fear of abuse. The J4N through their wide network escalate the matters brought to their attention to relevant authorities and keep track on progress made. This was found to be the case in Anslot community in Chipata and Kamunza and Chanda Mali communities in Choma. According to J4N in Kapiri Mposhi the women who are the majority victims of Gender Based Violence (GBV) are now able to report cases through J4N members and directly to the Police without fear of being ridiculed.
- TIZ has worked with 10 political parties at the national level to advocate for a campaign finance law and policy to tackle huge sums of campaign financing coming from unknown (potentially illicit) sources in return for political favours (procurement contracts) once the party is in power.
- TAGs exposed communities to Free Prior Informed Consent (FPIC) and shared simplified Environmental Impact Assessment (EIA) documents. They also educated communities on their rights and how to demand their entitlements from duty bearers. For example, communities facing resettlement can interact with

private sector investors and government officials, ask questions, and seek answers beyond promises.

- According to Nkana Community in Lufwanyama, engagement meetings between community and mining company have become more productive or solution oriented and therefore more women have found value and are attending these meetings.
- With the National Voter Education Committee (NVEC), TIZ was invited to participate in the development of the voter education strategy and to review voter education materials at a workshop that was held at Fringilla Lodge in February 2021.

Research and Policy Engagement

- TIZ has been working with the ACC and the Cabinet Office and Ministry of Justice on aligning the national anticorruption policy with the constitution, looking at different submissions to Parliament, and was a key player in writing the current draft now with Cabinet.
- TIZ continued to promote consultation of communities on mining license award processes. During the period under review, TIZ translated FPIC booklets into Kaonde and Bemba, and published 2,000 translated FPIC materials for dissemination in target districts and communities. Furthermore, TIZ facilitated TAGs' community outreach activities with translated FPIC material dissemination.
- Engaged with the ZPPA, TIZ shared findings of research as the bill was being amended. TIZ also engaged the Competition and Protection Commission (CPC) to ensure that competition was improved in the new law as evidence revealed many contracts were given unfairly. The Ministry of Finance and National Planning (MoFNP) acknowledged the problem and reached out to the Consumer Unity Trust Society (CUTS), a CSO partner with TIZ, to embark on this.
- TIZ made parliamentary submissions on National Assembly Bill No. 6, the National Dialogue Forum (Constitutional Amendment, Electoral Process Act, Public Order Act, and Political Parties Bills) and National Assembly Bill No. 11, the Electoral Process Amendment Bill. Further submissions were made to the proposed Constitutional Amendment Bill No. 10 of 2019 as well as presenting a written submission on the role of the Financial Intelligence Centre (FIC) at the end of November 2019 with aural evidence submitted January 2020.
- Covid-19 funding and transparency around the use of these funds was challenged by TIZ with its in-depth research on the private sector companies involved in receiving funds. The TIZ report revealed a level of corruption due to irregularities of how Covid-19 donor funds were used. The Auditor General's report mirrored the same findings. With World Bank collaboration, and the evidence produced, the Ministry of Health (MoH) came on board to look into the issues that the TIZ report and Auditor General's report highlighted.
- ZPPA requested TIZ to provide input on the procurement regulations following the Public Procurement Act of 2020. TIZ reviewed and provided feedback on the

regulations. It was also learnt from consultations with ZPPA that the ZPPA Act had been signed and was awaiting operationalisation. Once operational, the ZPPA Act will strengthen the agenda for rolling out e-GP to promote open contracting, not only in the health sector, but in other sectors as well. TIZ conducted the 2019 Zambia Bribe Payers Index in conjunction with the Anti-Corruption Commission as a way of generating evidence on the corruption (bribery) situation in the country so as to inform intervention design and evidence-based engagement. The report was launched in September 2019. Following the Launch of the ZBPI, TIZ, in collaboration with the Anti-Corruption Commission, disseminated the findings in 10 provincial centres and eight selected districts targeting civil servants, CSOs, and community members.

- Following on from the commissioning of three consultancies (Gender and Corruption, State of Corruption, and Lifestyle Audit) in August 2020, TIZ facilitated the finalisation of the studies. Considering the length of each of the studies, it was decided that policy briefs be derived from the reports. These policy briefs now inform anti-corruption advocacy interventions at institutional, legal, and policy levels.

Medium Term Change

The following are examples of results across objectives:

- TIZ has a community structure engaging with the Kazungula District Health Office (DHO) who have been calling for meetings within the district to discuss issues surrounding departmental work. Members of the community group sit on the DHO Procurement Committee and offer checks and balances. The focus has been on the utilisation of the government's resources which went towards construction of health facilities in the district and procured equipment for the same health facilities. Prominent in the discussion is the use of the e-GP system (a business electronic platform where suppliers get to see and fill in tenders). However, the facility is using the Navision platform which is recommended by MOH.
- TIZ has shared information on good governance and anti-corruption practices in its interactions with government officials. For example, it engaged with the Permanent Secretary (PS) on the Copperbelt. These interactions focused on emphasising the need to fight corruption. The PS has used departmental meetings as fora for communicating and instructing heads of departments to find ways and means to reduce corruption and regain public confidence in public service delivery. As a result of the PS prioritising anti-corruption agenda in departmental meetings, the Provincial Health Office requested hospitals in the province to interrogate their financial management system with a view to identify aspects vulnerable to corruption (bribery). Therefore, there has been an effort to start working on tightening the loose ends. The provincial office put in place a measure to link receipting of money to service provision.
- TIZ continued to follow up on the public health infrastructure projects monitored in the OC4H target districts (Kazungula, Livingstone, Choma, Pemba, Chipata,

Katete, and Petauke) in 2020. In Kazungula, CSOs engaged the Kazungula District Health Office to follow up on the outstanding issues regarding construction works at Ngwezi Rural Health Post. Based on the recommendations of TIZ and CSOs, a new contractor was assigned to the project and it has now been completed.

- In its continued effort to ensure increased levels of responsiveness by LEAs on cases referred to them for further action, TIZ engaged district level partners, including LEAs represented on the Justice for All (J4N) platforms to discuss ways of expediting case resolution and enhanced feedback to complainants. Progress made through these engagements was that from the 194 complaints received in 2020, TIZ, in conjunction with J4Ns, reviewed and concluded on 90 complaints. In addition, 73 complaints were closed by way of referral for alternative dispute resolution mechanisms while 31 are still undergoing review. Further, as a way of scaling up the J4Ns approach and decentralising complaint handling, TIZ created three additional J4Ns in Choma, Petauke, and Chipata, bringing the total number of operational J4Ns to nine. Furthermore, to support J4Ns in terms of capacity enhancement on the proper management and uptake of corruption related cases, TIZ oriented 85 TAG members and 43 CSOs and LEAs on ALAC operations, as well as case on identification, documenting/packaging, and referrals. TIZ plans to conduct community sensitisations on ALAC in collaboration with the newly established J4Ns in Q2.
- Support received from TIZ in the communities visited by the MTE team has been delegated to community youth members in order to empower them. Community youth members are given the opportunity to pursue matters raised by the larger community by engaging with service providers, thereby broadening the pool for eligible community leaders in future elections. Further, discussions have been held on radio covering a larger radius to disseminate matters relating to corruption and development. These shows are proving popular, as feedback is always received from the communities and youth when they call into the programmes.
- The Lukanga Water and Sewerage Company has received posters, banners, and a suggestion box. In Kapiri the company has been interacting with communities on addressing water issues.
- The Eastern Provincial Forestry Department acknowledges the contribution of advocacy and sensitisation undertaken by TIZ in the province of forest and natural resources conservation and has since noted the number of forests being protected in various chiefdoms across the province, resulting in reduced deforestation (from 90% to 30%) as indicated in an internal study by TIZ. There is also a notable increase in the number of citizens applying for charcoal and timber permits.
- In Misaka community, although the community has managed to reach out to duty bearers in terms of finalising details of resettlement, the key issues, such as land demarcations, have not been resolved. Government is slow in responding to the needs of the community. For example, the issue of contaminated water in drilled boreholes has been raised but nothing is being done. All promises such as schools, health facilities, and roads have not been worked on. The women and children are

mostly affected as children have to walk long distances to get to school and expecting mothers deliver on their way to a health facility 15 kms away.

Long Term Change

Below are examples where capacity building and engagement exercises are leading to responsiveness from government and service providers.

- Southern Water and Sanitation Company (SWASCO) involvement with TIZ has been in the form of working with a community, the Cold Storage community in particular. TIZ facilitated and provided an enabling environment for both sides to engage, resulting in the water supply now being provided 24 hours a day rather than erratically.
- The Cold Storage Community in Southern province received capacity building support from TIZ. This has been used to advocate for service delivery from service providers. Successes in this regard include the rehabilitation of the sewerage system within the community (which is now functional), a change from the use of pit latrines to flush toilets through CDF funding, and identification of a garbage site where all refuse is heaped and collected by the city council weekly.
- The Solwezi community which has been engaging and advocating on their needs with chiefs and local authorities has significantly benefited from Kansanshi mines. Women, girls, and youth continue to benefit through the Kansanshi Foundation which has provided skills training in farming and supporting the farming activity. For example, it has facilitated the progression of 7,000 small scale farmers to commercially viable farmers with improved yields per Lima, running school feeding programmes for 6,000 school-going children, offering entrepreneurship skill training to youth, and supporting victims of gender-based violence, especially young girls.
- The Kamunza Community, during the construction of a health clinic in Chanda Mali, discovered that the job done was substandard. The community demanded rectification of the problem as a result of the training received in monitoring projects. Part of the clinic was demolished and redone.
- Chief Cooma and the headmen have been educating subjects in the chiefdom on land rights with the importance of women owning land and the importance of registering their names in the chiefdom registers. This has resulted in an increase of women owning land. The women who have taken up the service now own the land even in the event of their husbands' deaths.
- In Matilyo Community in Kapiri, interactions with Lukanga Water and Sewerage Company have resulted into the company increasing water pressure on three water points for Matilyo communities. The community is now able to draw water from within a specified period from those water points. The interface meetings are now more productive as both citizens and the company engage in productive conversations.
- Conservation of forests in the Eastern province has been a challenge, but the Forestry Department has worked together with TIZ in sensitising communities in the importance of keeping forests and conserving natural resources. This has

resulted in having protected forests across the province with projects that have generated income for communities. Community Forest Management Groups have managed to plant 23,322 trees as part of the conservation programme, and community members have been empowered with other skill sets to help them earn a living, such as a honey making project and the caterpillar project, as a counter to logging.

- Anslot community engaged with the Chipata City Council over water reticulation problems. The community was able to justify why the matter was not the council's to rectify and thus demanded that the Eastern Water and Sanitation company handle the case as it was within their scope. The council provided resources to the water utility company and, in turn, the utility company purchased and fitted the pipes, and managed to provide Anslot community with running water.



Mid-Term Evaluation of the Transparency International Zambia (TI-Z) Strategic Plan 2018–2022 in Zambia

TI-Z 1028-2022 Strategic Plan seeks to promote transparency, accountability, integrity, democracy, rule of law and human rights. The Mid-Term Evaluation (MTE) assessed the progress towards achieving the Plan's strategic objectives since its inception (baseline).

The evaluation found that the Strategic Plan has largely met its immediate outcomes with some achievements at the intermediate outcome level. Particular strengths were found in TI-Z's facilitative support and partnerships brokering through the use of training, mentoring, and providing inputs that are aligned to government and community priorities. Another major achievement of TIZ has been to strengthen the citizen-state relationship and their capacity to engage on issues of mutual interest and benefit. Challenges were identified in relation to the extent to which government and its agencies are able to respond to corruption and citizen and private sector demands. Focusing on state-side support will be fundamental to the results of accountability and responsiveness, primarily because state agencies suffer issues of resourcing and capability that impedes their ability to respond.

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