

The University of Zambia School of Law Book Project: Post Project Evaluation Report

Mwenda Silumesi

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Sida Evaluation 2008:54

Sida

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God bless you all, and thank you very much!

Mwenda C. SILUMESII

List of Acronyms

A. G.	Attorney General
CPs	Cooperating Partners
CUZ	Cavendish University of Zambia
EoS	Embassy of Sweden
GRZ	Government of Zambia
HRC	Human Rights Commission
IPRs	Intellectual Property Rights
JASZ	Joint Assistance Strategy for Zambia
LAZ	Law Association of Zambia
NIPA	National Institute of Public Administration
RCU	Research and Consultancy Unit
S.I.s	Statutory Instruments
SDF	Student Development Fellowship
SEK	Swedish Kroner
Sida	Swedish International Development and Cooperation Agency
SoL	School of Law
SoLBP	School of Law Book Project
ToRs	Terms of Reference
UNZA	University of Zambia
USD	United States Dollar
ZIALE	Zambia Institute for Advanced Legal Education
ZMK	Zambian Kwacha
ZOU	Zambia Open University

Executive Summary

In 2002, the Embassy of Sweden (EoS) and the School of Law (SoL) entered into an agreement which resulted into the School of Law Book Project (SoLBP). The objectives of the Project included; improving the teaching environment by ensuring that basic materials for each course were available, revamping research among the staff, contributing to staff retention and recruitment, and, improving the management and administrative capacity of the SoL. (*See Appendix 3 for project details*).

The Project that commenced in December of 2002 was intended to run for a year but was extended twice ending in March of 2006. As per the agreement signed by the two (2) parties, there was to be an end of project evaluation to assess the success of the Project. This document is the Post Project Evaluation Report of the SoLBP. The evaluation was conducted from the 11th of June, 2008 and ended on the 1st of August, 2008 (*see Appendix 1 for the full terms of references*). After interacting with key stakeholders of the SoLBP through interviews and questionnaires (*see Chapter 2 for the evaluation process description and Appendix 2 for the list of people interacted with*), the findings were analysed upon which conclusions and recommendations were made.

It was concluded that the Project did achieve its goal of strengthening the teaching and learning environment in the SoL at the University of Zambia (UNZA). Having increased the levels of research activities among the lecturers chosen as authors of the books published under the Project, the resultant books were of great use to the lecturers, tutors and students in the SoL as they were; readily available, affordable to the students, up-to-date and most importantly made reference to Zambian Statutes and Case Law. This was the opposite of the imported books that were; hard to come by, expensive and made no reference to Zambian Statutes and Case Law.

The UNZA benefitted from the SoLBP in that it re-established itself as not only a training institution but also as a research institution capable of producing its own textbooks. The UNZA rose above other training institutions offering legal training as the other institutions incorporated the books into their curricular. These institutions include; the Zambia Institute of Advanced Legal Education (ZIALE), the National Institute of Public Administration (NIPA), the Zambia Open University (ZOU) and the Cavendish University of Zambia (CUZ). The books have also found reference relevance among practising lawyers and Judges of the High Court of Zambia.

However, the evaluation found that the project funds had been mismanaged, allegedly by the project staff and there was a court case brought against them by the SoL. This was attributed to the weak monitoring systems by the SoL in the third year of project implementation as the first two (2) years have proved to have had these systems in place as indicated by proper funds management. Due to the court case, the SoL had handed over all project documents to the Auditor General's office and this made it very difficult for the evaluation process to analyse the project proposal (Chapter 3 and Appendix 3 are reconstructed from various documents including letters between the EoS and the SoL, quarterly meeting reports and minutes of meetings) and to make an analysis of the financial aspects of the Project such as how the money from the sale of books of was used. This notwithstanding, the evaluation established that if properly managed, the Project was not only sustainable as a revolving fund, but was actually profitable therefore having an ever increasing financial capacity which meant that more books could be published simultaneously (*see Chapter 5: Costs and Sustainability*).

Analysis of staffing levels in the school indicates a very high turnover which would entail a failure on the part of the Project in retaining and recruiting staff. However, this failure can not be attributed to the Project as this objective was, in the view of the evaluation process, an overstatement by the project designers as staff are employed by the UNZA who set the conditions of service that determine retention and recruitment. Unless the project was specifically designed to improve staff retention and

recruitment, it would be very difficult for the book project to increase retention, let alone recruit new members of staff based on the conditions offered by the SoLBP.

Following the findings and analysis, it was highly recommended that the support to the SoLBP be resumed, albeit it being only seed money to kick start the Project, but with major changes including;

1. Appointment of a high level committee to supervise the project;
2. Inclusion of members of staff from the supporting Cooperating Partners (CPs) on the project staff team; and,
3. The project account must be run under the University's central administration which has more control systems in place.

This taken into consideration the Project is, and could continue to be, a great vessel of increasing access to justice for the people of Zambia.

Introduction

One (1) of the four (4) objectives of the strategy for Sweden's support to democratic governance in Zambia, from 2000 to 2002, was equal and increased access to justice. The Embassy of Sweden (EoS) identified the University of Zambia (UNZA) as an important institution that could contribute to the attainment of this objective and also contribute to the advancement of democratic governance in Zambia. This was mainly because, at the time, Zambia only had two (2) universities with the School of Law (SoL) being within UNZA. The SoL provides education in various governance issues inter-alia; human rights, company law, land law, women and gender discrimination, intellectual property law and the legal process. Students from the SoL end up being lawyers, magistrates and even judges in the High and Supreme Courts of Zambia. Therefore, it is safe to state that the role of the SoL in the development process as it relates to access to justice is of critical value to governance in Zambia.

In 2002, the School of Law realised the need for increased research and scholarship among members of the faculty. Lack of teaching materials and an evolving legal framework meant the faculty was not up-to-date with the surrounding environment so as to produce students who were aware of current issues and who knew how to deal with them. The Zambian legal framework is ever evolving through amendments and new legislation brought about by new development issues such as HIV/aids, global warming, electronic fraud and intellectual property rights violations. The resultant grave scenario in the SoL at UNZA was that, with all the aforementioned developments, there was no readily available literature to provide both the lecturers and the students with information on these developments.

Having established a common development point of interest, the Swedish International Development and Cooperation Agency (Sida), through the EoS in Zambia, and the School of Law at UNZA entered into an agreement. The Agreement which entered into force on 1st December of 2002 was to remain valid until 31st January of 2004. The Agreement was extended twice and finally came to an end on 1st March of 2006. A total sum of United States Dollars (USD) 221, 238.00 was received as funding from the EoS to provide financial assistance to the SoL for the purpose of encouraging research among lecturers and publishing of the local textbooks that not only brought out current development issues but were also affordable, available and made reference to Zambian statutes. The Project was called the School of Law Book Project (SoLBP).

This document is a post project evaluation report of the School of Law Book Project. The evaluation of SoLBP was necessitated by two (2) main factors. Firstly, it was part of the project work plan and having reached its conclusion, the project had to be assessed to ascertain if it had achieved its intended objectives. Secondly, due to the Joint Assistance Strategy for Zambia (JASZ), the Embassy of Sweden is phasing out its governance support to government institutions based on the division of labour under the JASZ as agreed upon in 2006 by the Government of Zambia (GRZ) and other Cooperating Partners (CPs). In order to formally close the support to the School of Law, the Embassy had to conduct a post evaluation of the support to provide the Embassy with an opportunity to draw lessons from the project. Moreover, conclusions drawn from the evaluation are expected to provide useful information for possible support by other CPs that might be interested in continuing with the project as Sweden phases out.

The EoS in Zambia engaged Mr. Mwenda SILUMESII to conduct an evaluation of the book project. The evaluation process was from 11th June of 2008 to 1st August of 2008. The full Terms of Reference (ToRs) for the evaluator are as in Appendix 1.

It should be mentioned that upon engagement, the evaluator was handed copies of various project documents, however, this collection of documents did not have the Project Proposal as submitted by the SoL to the EoS. Notwithstanding, upon reading through the documents and after consultations with

members of staff from the SoL, the evaluator was able to reconstruct certain sections of project proposal as would have most likely been in the original proposal that was sent to the EoS by the SoL (see Appendix 3: Project Proposal). It should be stressed that this reconstructed project proposal may not be exactly as the original, especially in wording, but the underlying principles are certainly to be very similar.

Description of the Evaluation

Objectives of Evaluation

The overall purpose of the evaluation was to assess to what extent the Project had strengthened the teaching environment in the School of Law at UNZA. This entailed assessing various aspects affecting the achievement of the Project, inter-alia; research levels among the lecturers, staff development and the relevance of the books published under the Project.

Evaluation Methodology

The evaluation process begun with a desk study of the documents obtained from the Embassy of Sweden (EoS) in form of various correspondences between the EoS and UNZA. The desk study mainly facilitated the reconstruction of the project proposal document sent to the EoS by the School of Law. Despite the original document not having been availed to the evaluation process, the reconstruction was essential for the purposes of comparing the planned activities (as in the original proposal document) to the actual project implementation (as found by the evaluation process).

The process then identified various stakeholders that would require to be interviewed in order to achieve the objective of the evaluation (*see Appendix 2 for the list of people interviewed*). The process aimed at interviewing the whole faculty of the School of Law but this was not possible. Therefore, the process resorted to designing and using questionnaires as a mode of data collection (*see Appendix 6 for a sample of the questionnaire*). The questionnaires were distributed through the office of the Dean of the School of Law to all members of the faculty. The questionnaires were collected from the members of the faculty through the office of the Dean and from the members themselves.

The evaluation process then analysed the data collected from the EoS and the data collected from the various people interviewed to come up with conclusions and recommendations on the School of Law Book Project.

Limitations

The major limitation faced by the evaluation process was the lack of project documents. The process was kick started by the collection of documents received from the EoS. However, due to the court case involving the former Project Coordinator of the SoLBP (concerning the mismanagement of SoLBP funds) and the high staff turnover, the SoL could not furnish the evaluation process with any extra documents.

Lack of the original project proposal was the biggest challenge faced when conducting the evaluation as the process could not fully comprehend the original context in which the project was being implemented but had to infer from the various documents collected from the EoS.

In addition, the lack of financial records and reports made it almost impossible to conduct any financial assessment of the project. However, the evaluation process got in contact with the printing company for some of the books and obtained publishing costs which were used to evaluate the sustainability of the Project when compared to the selling prices of the books. (*Refer to Chapter 5: Costs and Sustainability*).

The Book Project

In 2002, the School of Law (SoL) and the Embassy of Sweden (EoS) in Zambia entered into an agreement in which the EoS gave financial support to the SoL for the purpose of strengthening the teaching and learning environment within the School by providing lecturers and students with necessary reference materials. The SoL presented the EoS with a proposal which targeted the publication of eighteen (18) books at a project total cost of USD 186,000 (*see Appendix 3 for full project proposal*).

The Swedish Embassy fully sponsored the Project which was intended to run for one (1) year but was extended twice, and ended up running for three (3) years. It should be stressed that the extensions had no financial implications on the Project but were necessitated by the slow progress of the Project.

Project Objectives

The SoLBP was designed with the following objectives:

1. To improve the teaching environment by ensuring that basic materials for each course were available to both faculty and students in a comprehensive, convenient and up-to-date text;
2. To ensure the inclusion of new developments in the form of supplements is made easy;
3. To revamp research in the SoL;
4. To contribute to staff development by retaining staff and attracting new academic staff;
5. To improve the management and administrative capacity of the school; and,
6. To establish formal linkages between the law school and those in the legal profession.

The SoLBP targeted to produce eighteen (18) books in the one (1) year of implementation. The major criterion for publication of a topic was that the topic had to have a large amount of Zambian content, otherwise reference could be made to English Law books. Selection of authors was based on the topic(s) one lectured in the SoL.

Project Results

To achieve the above objectives, the project's primary result was to publish eighteen (18) books within the one (1) year of the project implementation. The Project also envisaged the following immediate results:

- Increased research levels among the lecturers;
- Recruitment of new lecturers in the SoL;
- Increased administrative and management capacity in the SoL; and,

- Increased interaction between the SoL and other entities in the legal profession such as practising lawyers, the Law Association of Zambia (LAZ), the Zambia Institute for Advanced Legal Education (ZIALE) and even the Judiciary of Zambia.

The Project beneficiaries at this stage would be the lecturers as they would gain the necessary experience in research and book writing. Also, the exposure from the resultant publications would help the lecturers market themselves and their knowledge.

Project Outcome

The project was expected to contribute to the outcome of having an enlightened cadre of lawyers who were up-to-date with existing Zambian legislation and were able to deal within the legal framework that governed new developments in the world, whether positive or negative developments. At this stage the Project envisaged the beneficiaries to be the students in the SoL as they would have access to not only readily available, affordable and up-to-date text books to aid them in their studying, but also textbooks that made reference to Zambian Statutes and Case law.

Project Impact

The project was expected to contribute to the impact of having increased access to justice for all. At this stage, the Project beneficiaries were envisaged to be the people of Zambia as there would be a higher quality of justice delivered, due to better informed practitioners, therefore effectively increasing access to justice.

For more details on the Project, refer to Appendix 3.

Findings and Analysis

The findings of the evaluation are based on document review, interviews with various stakeholders and data collected from the questionnaires distributed to the School of Law. The findings are outlined as sequenced in the ToRs (see Appendix 1). Each of the findings are then analysed for the purpose of evaluation.

Strengthening of Teaching and Learning Environment

It was found that the SoLBP had greatly strengthened the teaching and learning environment in the SoL. The Project has enabled students get textbooks prepared by the lecturers specialised in particular areas of the curriculum. The SoLBP strengthened the teaching and learning environment in the SoL at the University of Zambia mainly in four (4) ways:

1. *Availability*: the SoLBP ensured that the books were readily available unlike the previous scenario of importing books which took long to deliver;
2. *Affordability*: the books having been produced locally were cheaper than the imported books and the SoL even allowed the students to obtain copies on loan;
3. *Updated Information*: the last book published by the SoL before the SoLBP was in 1991 (a book on the Law of Evidence by Prof. Ndulo), thus the SoLBP gave the SoL an opportunity to update information in the reference materials that were being used; and,

- *Localisation*: the textbooks that were produced by the Project related the local statutes to the general principles of law. Previously, students, tutors and lecturers relied on textbooks which contained references to foreign statutes thus not reflecting the changes made in our national legal framework through amendments, new Acts and the Case Law generated by the courts.

Staff Motivation, Retention and Recruitment

This is one of the areas in which the SoLBP scored negatively. This is because the objective of motivating staff leading to retention and recruitment was, according to the evaluation process, an overestimation of what the project could do by the project designers.

The SoL has an official staff requirement of twenty-six (26) lecturers and tutors. At the time of the evaluation, the faculty had fourteen (14) members while at the commencement of the SoLBP the faculty only had twelve (12). Most of the members of the SoL that were there at the commencement of the SoLBP have since left the School and taken up private practice or various national positions including the current Attorney General (A.G.); Mr Mumba Malila, and, the current Director of the Human Rights Commission (HRC); Mr Enock Mulembe. The School has experienced a very high turnover of staff due to the demand for people in the legal profession and the lucrativeness of the private legal practice as compared to the conditions of service offered by UNZA. Therefore, the SoLBP did little to aid staff recruitment or even motivate lecturers to continue at the SoL.

In an economy like Zambia's, the prospect of being paid USD 1,000 for a job that will last for ten (10) months (about USD 100 per month) would not suffice to recruit new members of staff, let alone motivate and retain existing staff members despite this fee being later increased to USD 3,000 (about USD 300 per month). What was more motivating in this case was the prospect of academic recognition once the book had been published but even this was not enough as evidenced by the number of books that had been started and have still not been completed (*see Section 1.3 of Appendix 7*).

The issue of staff motivation goes beyond the author's fee and the academic recognition as this largely depends on the conditions of service being offered by UNZA through the SoL. Despite what the SoLBP had offered the author's, the likelihood of them leaving the school was very high as the conditions of service offered by national positions as in the case of the two (2) aforementioned former members of the SoL combined with the national recognition realised with the positions, far outweighed being a lecturer in the SoL. For others, the prospect of opening a private law firm and offering legal services for a fee indicated a higher income than being a lecturer in the SoL.

Having recognised this, the SoL resorted to employing members of staff on a part-time basis, which allowed them to continue with their private practices outside the University whilst still being attached to UNZA as lecturers. The Staff Development Fellowship (SDF) Programme allowed the SoL to identify outstanding students at undergraduate level who could later become lecturers and tutors within the School after being sponsored for their Master's Degree Programme.

Outcome of Developing Teaching Materials

The main outcome of developing the teaching and learning materials was having an enlightened cadre of law students who could provide professional legal services. This cadre of students had the privilege of having updated materials which referred to national statutes and thus could provide legal services in a local context more effectively. This is especially so in that Zambia is a dualist state, i.e. it has two (2) concurrent legal systems running at the same time and these are Statutory Law and Customary Law. It is important for the reason of increasing access to justice that legal practitioners have an understanding of both systems. The SoLBP provided an opportunity to increase this understanding as the authors were legal professionals in this country unlike imported books which are mostly relevant for Statutory Law but lack Zambian Case Law.

A couple of former students, these were students at the commencement of the SoLBP thus they knew what the scenario was before the publishing of the books giving them the opportunity to compare the “before” and “during” scenarios, stated that the books produced from the SoLBP gave them an edge over the past students who had graduated before the implementation of the SoLBP as they had, at the time of completing their under-graduate studies, more knowledge of the principles of law and how they related to our national statutes in both cases of Statutory and Customary Legal Systems. Stated alternatively, if the levels of knowledge of the principles of law as they apply to the Zambian scenario were measured, the students who graduated during and after the SoLBP would have higher levels than those who graduated before.

Research Among Lecturers

In the area of research, the SoLBP scored its greatest success. All the authors attributed all the research they conducted during the SoLBP period to the Project, with some stating that they have continued conducting research and writing papers based on their interest having been aroused by the Project.

All the authors in the SoLBP were lecturers in the SoL at the time of writing their books and there were no co-authors in any publication (*see Appendix 4 for the list of books published under the Project and their Authors*). The general consensus among the members of the faculty was that the Book Project had greatly helped in revamping the levels of research in the SoL. It was noted that the respondents to the questionnaires indicated very low research activities before the Project, a great increase in research activities during the Project and a drop in research activities after the SoLBP (*see Question 18 in Appendix 5: Sample Questionnaire*). An example is the current Dean of the School who indicated; 20%, 50% and 30% for the three (3) time periods. Responses from the questionnaires indicate that prior to the SoLBP, on average, a lecturer spent about 10% of their working time on research, this increased to about 50% during the SoLBP and then dropped to about 30% after the SoLBP. Despite the decrease after the SoLBP, it should be noted that the amount of time spent on research by the lecturers is still higher than the amount of time they spent on research prior to the SoLBP. This indicates that the SoLBP had achieved its objective of increasing the research levels among the lecturers.

During an interview with the Assistant Dean of the SoL-Undergraduate, she stated that before the SoLBP she hardly conducted research activities for the purposes of writing or publishing papers and/or books. However, following the publishing of her book on Family Law, she has continued researching and writing articles, some of which she stated, are published in the POST newspaper on a regular basis. She has currently completed an outline for a book on Human Rights in Zambia from 1964 to 1995.

Perception of Support by the University

The interviews with the Registrar of the University of Zambia and the Dean of the SoL indicated that the University always appreciated support rendered to it. In terms of ownership, it was felt that the SoLBP was owned by the SoL as evidenced by the control the SoL had in implementation. The Registrar of the University did state that such support to the University was vital as the University could not always rely on the Government for funding. However, he did express great concern on the mismanagement of the project stating that such occurrences were not good for the University as it brought the reputation and reliability of the University into question. Having heard similar sentiments from the Dean of the SoL, the evaluation concluded that such support as rendered by the EoS is greatly valued and appreciated by UNZA and not just the particular school/faculty/department that is receiving the support. This is mainly due to the fact that such support highlights the confidence that cooperating partners (CPs) have in the University and also indicates to the University the levels of credibility that it has among the CPs. However, they both stated that there is need for increased accountability and control measures in support projects if the University were to restore and sustain its credibility.

Further to this, it was obtained from the Project Quarterly Report of September, 2004 under the “Achievements” section that the Project had received enormous attention from the other departments, the School of Veterinary Medicine had even approached the SoL for enlightenment on how to run a book project such as the SoLBP. It was noted that the then Vice-Chancellor, Professor Serpel, had delivered praise to the SoL for their innovation in the endeavour to publish their own books.

Benefit to the University

The major benefit to the University of Zambia (UNZA) was that it was once again able to illustrate that it was not only a training institution but also a research institute capable of conducting research and producing its own textbooks. The textbooks produced by the Book Project have put the University of Zambia above the rest of the institutions in country that are offering legal courses in that, not only have the other institutions not yet produced textbooks of their own, but they have resorted to using the textbooks produced under the SoLBP. This was confirmed by various members of the SoL faculty who cited the Zambia Institute of Advanced Legal Education (ZIALE), National Institute of Public Administration (NIPA), Zambia Open University (ZOU) and the Cavendish University of Zambia (CUZ) as examples of training institutions which have adopted the books in their curricular. Moreover, the books have been known to be reference materials for practising lawyers and even adjudicators in the Courts of Law, this was especially so in the case of the book on Family Law by Assistant Dean-Undergraduate in the SoL; Ms. Mushota. During the interview with her, she stated having received recommendations from Judges in the High Court of Zambia with the Judges stating that the book had helped them further their knowledge and understanding of family law in the Zambian context.

Improvements in School of Law Management Capacity

In terms of capacity building in the area of management and administration, the SoLBP did make an improvement in financial management in that it provided for a financial systems needs assessment conducted by KPMG which resulted in the purchase of the PASTEL financial package as a solution to the identified limitations. Also, when it came to project implementation and coordination, i.e.; selection of authors, payment to authors, assessment of manuscripts and the publication of the research materials, the project was a success as evidenced by the publication of the books under the Project.

However, under the financial aspect of management, the SoLBP made grave errors as the Project failed to enforce monitoring systems that would ensure financial accountability of the Project funds. This led to a situation where the Project Coordinator and the Financial Officer are alleged to have misappropriated Project funds, and the case is now in the Courts of Law. In an interview with the Assistant Dean of the SoL; Post-Graduate, he stated that the SoL had given too much autonomy to the Project and Financial Officers by entrusting them with the financial dealings of the Project. He further stated that the SoL through the Book Project Committee should have been more proactive in this area by monitoring all monetary transfers from the Book Project Account which was solely setup for the Project.

The evaluation process has concluded that the financial mismanagement probably occurred after the second extension of the project lifetime. This statement is supported by various correspondences between the SoL and the EoS in which financial figures were related to the EoS as still being available for the Project. The fact that the Project was extended twice without any further financial disbursements was clear indication that the Project still had the financial capacity to run with out further support.

Indications of the financial standings at various stages of the project are as in the following citations from various correspondences between the SoL and the EoS. It important to keep in mind that the first instalment of funding was received by the SoL in January, 2003;

1. In the SoLBP First Quarterly Report of March 2003, Section 4: Financial Report indicates that the Project had only utilised USD 4,936.08 as submitted by the then Dean of the SoL; Dr. Frederick Ng'andu on 14th April, 2003;
2. According to the minutes of the Book Project Quarterly Meeting held between the SoL and the EoS on Thursday, 26th February, 2004, at the University of Zambia, the Project had only utilised USD 21,693.21 of the received funding. By this time the Project had received the total agreed upon funding. It should be noted that while the total agreed upon funding was USD 186,000 the EoS transferred money in Swedish Kroner (SEK) and during both transfers the SEK had gained against the USD. Thus the initial transfer of USD 100,000 translated to USD 111,544 and the second transfer of USD 86,000 translated to USD 109,694 totalling USD 221,238 instead of the USD 186,000.
3. The above scenario is further supported by the letter from the SoL to the EoS of 3rd March of 2004, signed by the then Dean of the SoL; Dr. F. Ng'andu, requesting an extension to the project lifetime in which the letter states in the third paragraph; *"The resources of the project are still intact. The financial impact of this extension on the project would be very minimal if any at all...."*
4. On 4th April, 2005, the SoL sent another request to extend the SoLBP lifetime as they were still publishing some books and the project account still had funds to utilise. According to an attachment to the letter which not only stated how much was still available but also how the SoL intended to use it, as sent to the EoS and signed for by the then Acting Dean of the SoL; Prof. Carlson Anyangwe, it stated that the project account still had USD 139,500. Considering that this was two (2) years after the project inception, the Project had published three (3) books with a fourth at the printers and had employed a Project Coordinator who was on a monthly salary of USD 1,000; it was justifiable that the project account had such a balance. However, without any financial records, it was impossible for evaluation process to discern whether this balance included proceeds from the sale of the three (3) books.
5. The current Dean of the SoL stated that upon entry into office, she found a balance of about ZMK 3,000,000 and this was in June of 2007.

The above occurrences clearly indicate that the SoLBP had begun the Project with strong financial monitoring systems in place but then laxness in the final year of implementation crept in. This could have been due to staff turnover leading to the ushering in of new staff, in the project committee or at the Deanship level, who were not conversant with the SoLBP concept and vision.

Publication of Books and their Relevance

The SoLBP had an initial target of producing eighteen (18) books from the funding received from the EoS. Due to the limited number of staff members in the faculty, this number was reduced to fourteen (14) as time could not allow for the members of staff to write more than one (1) book. Out of the targeted fourteen (14) publications, the SoL managed to actually publish twelve (12) books. In addition to the twelve (12) books, the SoLBP also published two (2) volumes of the Zambia Law Journal, i.e. Volumes 34 and 35, and had started collecting articles for Volume 36. In spite of only publishing twelve (12) of the fourteen (14) targeted titles, it should be stressed that this was a major success for the SoL and UNZA as whole. This is because, prior to the SoLBP, the SoL had last published a book in 1991. In fact, in the twenty (20) years prior to the SoLBP, the SoL had only produced three (3) books and these were; "Law of Evidence" in 1991, "Law in Zambia" in 1984 and the case book on Criminal Law in 1983, all the three (3) books were authored by Professor Muna Ndulo with the 1983 publication being co-authored with John Hachard. That meant that for over twelve (12) years prior to the SoLBP, the SoL had not produced any publication in the form of a textbook. Therefore, to produce twelve (12) books in three (3) years was definitely a great leap in the right direction.

The twelve (12) titles are listed below in order of publication;

1. Employment Law in Zambia: Cases and Materials, W.M.Mwenda, 2004
2. Legal process: Zambia cases, Legislation and Commentaries, Mulela Margaret Munalula, 2004.
3. International Humanitarian Law, Carlson Anyangwe, 2004.
4. Commercial Law in Zambia: Essentials, Mumba Malila, 2005.
5. Women, Gender, Discrimination and the Law: cases and Materials, Mulela Margaret Munalula, 2005.
6. Jurisprudence, Carlson Anyangwe, 2005
7. Family Law in Zambia: cases and material, Lillian Mushota, 2005.
8. Text, cases and materials on Criminal Law in Zambia, Simon E. Kulusika, 2006.
9. Intellectual Property Law, George M. Kanja, 2006
10. Commercial Law in Zambia: cases and materials, Mumba Malila, 2006
11. Land Law in Zambia: cases and Material, Fredrick S. Mudenda, 2007
12. A Source Book on Human Law in Zambia, Documents and Cases and Readings, Vol. 1 and 2, Carlson Anyangwe, 2007

The relevance of these publications can not be over stated as all members of the faculty (students, tutors and lecturers) have attested to this. The publications mainly sorted out four (4) issues; availability, affordability, currency of issues and the localisation of the text by including local case law and statutes. The last point, according to the evaluation process, was the most important as it increased the level of knowledge among the students, and indeed all those who used the books, of the Zambian Statutes and Case Law as applied to the general principles of the Law. This is as opposed to completely relying on English Law when Zambian Law differs in some areas mainly due to amendments, passing of new laws and generation of Zambian Case Law.

An analysis of amendments made to the Zambian legal framework brought that there were about ten (10) amendments to existing Acts of Parliament in 2002 and the year 2003 had over twenty (20) amendments to existing Acts of Parliament to accommodate new developments in various sectors. In addition to these, there were one hundred and one (101) S.I.s issued in the 2002 while there were a further one hundred and thirty-five (135) S.I.s issued in 2003 by various Ministries. When one considers that prior to the SoLBP, the last book published by the SoL was in 1991, then the students, and indeed the lecturers and tutors, had been missing out on quite a number of amendments to Acts of Parliament and issued S.I.s in publication. They may have known about these amendments but their collation and publication was not existent. The SoLBP sought to encourage the lecturers not only to publish books, but also constantly update them and include new developments in the Zambian legal framework.

In support of the relevance of the books, was the establishment that these books were being used by other stakeholders outside the faculty of the SoL at the UNZA. It was agreed by all interviewees that they knew of practising lawyers who used the books as reference materials and in some cases even Judges in the High Court of Zambia were known to make use of these books. In addition to the legal practitioners, training institutes have incorporated the books as recommended text for their students in legal training as exhibited by NIPA, ZIALE, CUZ and ZOU.

Authoring Timeframe

Responses from members of the SoL who took part in authoring books indicated the time allocations for each phase of authoring as in the table below;

Table 1: Authoring Phases and Time Allocation Analysis

Authoring Phase	Duration
Outline	One (1) Month
Draft Manuscript	Six (6) Months
Final Manuscript	Three (3) Months

Following the delivery of the final manuscript by the lecturer, the manuscript would then be sent for typesetting and printing. This was intended to take up another two (2) months. All the authors interviewed stated that the time allocated to them for writing the books was too short. The evaluation process attributed the authors' complainant to the non-consideration of the lecturers' workload and the difficulty of collecting information for a research in Zambia.

The SoL's official staff requirement is twenty-six (26). At the time of commencement of the SoLBP the staff establishment was only twelve (12). This meant that each member of staff had more than double their normal workload. Taking into consideration the amount of time required to prepare for lectures and tutorials, a lecturer would require the normal eight (8) hours a day but with the double workload it would not be unexpected for the lecturers to have twelve (12) or even sixteen (16) hour days. This would entail the lecturer working overtime and/or over the weekends and this would mean all areas of their work would suffer due to the extra workload. This resulted in the slow progress made on the drafting of manuscripts.

In addition to the workload, with the resultant lack of time and increased strain it causes, is the difficulty one faces when searching for information on Zambian cases. For example, in 2002 when the SoLBP commenced, there was no website which had the Laws of Zambia, let alone court cases. One would have to have had conduct an intensive search of case records at the courts' registries for support of their arguments. Keeping in mind that the various court registries are not only in place, this could be a daunting task. As for the Laws of Zambia, one could purchase a set of the twenty-six (26) volumes of the laws from the Government Printers, however, these are not always available.

Author Selection and Contract

Authors were lecturers in the SoL and they were selected by virtue of the course(s) that they lectured. However, for a course to warrant research, and subsequent publication, it was required to have had a large amount of local content, i.e. Zambian Statutes that differed from English Law and Case Law generated in the Courts of Zambia. This mode of selection was agreed upon as the best option. The selection of which topics to research and publish was based on the topic having sufficient local material. It was imperative that the book researched on, and published, brought out the local material on the given topics so as to educate the students and other users of the books on what was exactly pertaining in Zambia. This would allow the inclusion of Zambian Statutes and the huge amount of Case Law that Zambia had generated into the publications.

The authors entered into an agreement with the SoL (*see Appendix 5 for Sample Contract*) where the basic components of the agreement were that each author would be paid part of the USD 1,000 once the topic was agreed upon before commencing on the agreed upon topic. However, upon experiencing the work involved and realising the costs incurred during the research, this figure was tripled to USD 3,000. This led to the cutting down of the targeted eighteen (18) publications to fourteen (14) so as to reallocate the saved funds to the authors' fee budget line.

The original agreement was flawed in two (2) areas; cost and time. The agreement did not consider the costs to be incurred by the authors when drawing up the manuscripts. From the agreement, it was envisaged that the authors would have to conduct an exercise of outlining, draft and finalising the manuscript over a period of ten (10) months and get paid USD 1,000 meaning an allocation of USD 100 per month for the research costs which included fuel, communication with various repositories, stationary and even research on the Internet. On the issue of time, it was clear that the lecturers were being overworked by the fact that they were also lecturing at the same time, which meant they required more time to complete their tasks of authoring.

Use of Book Sales Proceeds

Suffice to say there was gross mismanagement of the Project funds including the proceeds from the sale of the books under the Book Project to the point where the Project Officer is being charged with misappropriation of the funds. With the case being in the Courts of Law and the Auditor General still in possession of all the Project's financial records, the evaluation was not privy to any financial documents and therefore could not make a conclusive finding on the use of funds realised from the sale of the books. However, it should be stated that according to the original plan this money was meant to be used on a revolving fund basis to produce more books and enable revision (or production of supplemental materials) of the books already produced.

It is worth mentioning that despite Clause 6 in the Contract between Authors and the SoL (see Appendix 5) stating that the Authors would be paid fifty percent (50%) of the profit realised from the sale of the books, NONE of the authors were paid anything other than the initial agreed upon USD 1,000 and then the USD 2,000 that was agreed as top-up when the author fees were revised to USD 3,000 per book.

Inclusion of New Developments

Due to the mismanagement of project funds, the SoLBP did not provide for any revisions to the already published books nor did it even manage to produce supplement materials to the already published materials. This was despite one of the objectives of the SoLBP being; to ensure that the inclusion of new developments in the form of supplements is made easy. This was mainly due to the mismanagement of funds which were supposed to have been utilised on a revolving fund basis entailing that each book, if properly managed, was supposed to have "paid" for its own revision and updating. This was never the case.

However, it should not be overlooked that the published books themselves had brought out various new developments in their topical areas. These were developments that had not been published, by the University of Zambia, for over twelve (12) years of legal framework evolution. In that sense, the SoLBP did manage to publish new developments in the Zambia legal system.

Added Value Derived from Project

The greatest added value derived from the SoLBP has been to the individual lecturers who took part in the project as authors. The publications have brought them academic recognition and even brought them promotions, not only within the School of Law but also in terms of the national legal system. It should be stressed that these promotions were not based entirely on the authoring but also on a number of other factors. However, the authoring of the books helped most of the authors market their expertise and knowledge levels of given legal topics. UNZA also benefited by being restored as a research institute as earlier alluded to. This set the University as a leader in education especially that the other training institutions decided to include the published books as recommended reference textbooks for their legal training curricular.

Project Challenges

The project was faced with a number of challenges and these were;

Lack of Supervision

The Project lacked supervision mechanisms of both the project staff and the authors engaged. The project structure was such that the Project Coordinator ran the daily activities with the help of the Financial Officer. The Project Coordinator reported directly to the Dean of the SoL. In cases of major decision-making, the Project Committee was supposed to be informed and they would make decisions, including financial decisions such as payments to the; authors, the project staff and the printers. It has been established that this was the case in the beginning of the Project but this changed in the third year of implementation leading to the gross financial mismanagement.

When it came to monitoring and supervision of the authors entered into contract with, the SoL had weak systems in place and these were mainly in form of the Project Committee quarterly meetings where they would get an update on the authoring. These weak systems have resulted in certain books not being published as the manuscripts have never been availed to the Project Committee despite the authors being paid the start-up payments for authoring.

The unpublished titles are tabulated below;

Table 2: Unpublished Books

Nr	Author	Book Title
1.	Dr. P. Matibini	Civil and Criminal Procedure
2.	Mr. S. Watae	Contract Law
3.	Rtd. Judge K.C Chanda	Law of Torts
4.	Mr. G. Mulenga	Refugee Law
5.	Dr. R.N Simbyakula	Tax Law
6.	Professor A. W. Chanda	Zambian Constitutional Law

Due to the phasing of the authoring payments according to the stage in authoring, there is no way to know how much was paid to the authors as this can only be ascertained once the current stage of each book is known. It should be mentioned that Professor Chanda passed away and that is the only author currently not available. However, some of the other authors have left the faculty and taken up positions in other institutions. Despite this, the Project should be able to use the Contracts as binding documents to make follow-ups to authors not making progress.

Low Author Fees

The fee initially paid out to authors in the sum of USD 1,000 was not adequate to motivate the lecturers to quickly conduct their research and complete their manuscripts or even cater for the costs the authors incurred during the authoring process. The SoL decided to cut the number of books to be published from eighteen (18) to fourteen (14) and used the resultant savings to pay the authors an increased fee of USD 3,000 for authoring. This increase was necessitated by two (2) factors; cost of research and authoring, and, the lucrativeness of private legal practice.

The initial USD 1,000 meant operating at USD 100 per month for the ten (10) month timeframe given to the lecturers. This was definitely not enough to cover the costs incurred during the research and authoring of the books. The increase to USD 3,000 meant that on average the authors were paid USD 300 per month. However, it should be noted that this amount was not given to the authors at the inception of the authoring but was spread out with the largest amount, about sixty percent (60%) being paid upon completion of the book. This meant that the lecturers had to foot most of the costs incurred during the research and this was one of the major reasons that contributed to the delayed completion

of books, as other activities which brought in money to the lecturers took precedence over the authoring so as to help subsidise the authoring of the books.

Related to above is the fact that, private legal practice is very lucrative and when weighed against the USD 1,000 payment, or even the USD 3,000, the lecturers usually saw a loss in opportunity cost if they concentrated on authoring the books and thus preferred to carry out other activities and return to the authoring in their free time thus further delaying the delivery of the manuscripts.

Lack of Staff in the School of Law

The project as according to the original plan had a major oversight in terms of the SoL staffing levels and the projected eighteen (18) books to be published. The SoL had twelve (12) members of staff at the project's inception, assuming all the members wrote one (1) book per year, there would still be six (6) left over. Considering the double workload already facing each member, the possibility of a member of staff writing two (2) books in the planned one (1) year of implementation was definitely farfetched, albeit being possible. Moreover, not all the members of the faculty managed to write books as is evidenced by the fact that three (3) of the twelve (12) books were written by Prof. Anyangwe while Mr. Malila and Dr. Munalula wrote two (2) each over the three (3) year period.

Therefore when setting the target of eighteen (18) books in one (1) year, the project should have been more realistic when relating this to the number of members of staff the faculty had and the already existing workload.

Delay in Receipt of Funding

Due to the receipt of funding in January of 2003, the commencement of project activities was delayed. The original project timeline was intended to commence in September of 2002 but this was not possible. However, this was not a major setback as it just entailed the pushing forward of the project activities.

It should be mentioned that this delay in sending/receiving of funds was due to the fact the Agreement between the SoL and the EoS was only signed in December of 2002 as opposed to the earlier date envisaged by the SoL when designing the project. This delayed was necessitated by various changes requested by the EoS to the design of the Project.

Delay in Employment of Project Coordinator

The Project only managed to engage a Project Coordinator in June of 2003 mainly due to the late receipt of funds as earlier mentioned. The original plan was to have the office of the Project Coordinator in place by January of 2003. The lack of the Project Coordinator meant that for the first five (5) months of the Project, the daily activities of the Project were carried out by administrative members of the SoL. This scenario entailed that the Project was slow in starting due to the lack of necessary expertise to coordinate the project activities. It also meant unbudgeted costs such as remunerating the caretakers of the project prior to the engaged of the Project Coordinator were included in the budget. Moreover, for the sake of continuity, most of the activities did not commence awaiting the engagement of the Project Coordinator.

Lack of Administrative Cost Allocation

Upon analysing the project budget, the evaluation process noted that there had been no allocation for administrative costs. This meant that from the project budget, there were no funds for fuel, communication, stationary or even other contingencies that may have arisen during the execution of the various project activities. A case in point was when the project was required to advertise for the position of Project Coordinator. The cost of advertising, interviewing and finally engaging were charged to the project account despite there being no budget for this activity. This was also the case when remunerating the administrative members of staff from the SoL who were caretakers of the aforementioned office prior to the engagement of the Project Coordinator.

This omission from the project budget had grave consequences as it led, in some instances, to the crippling the progress of the project due to unforeseen costs. This was clearly illustrated when the Project needed to recruit the Consultant for the Research and Consultancy Unit. The Project refrained from advertising in the newspapers, as was done for the position of the Project Coordinator, but resorted to headhunting. This method could have left out more competent persons from attempting to carry out the assignment but the Project was limited in terms of funding for the activity.

Costs and Sustainability

In this chapter, the evaluation process analyses the sustainability of the project. This was done by comparing the publication costs to the returns obtained upon selling the books therefore determining whether the Project was financially sustainable. This is important as the funding from the EoS was intended to be seed money that was to start a revolving fund which would multiply to not only produce more books but also increase the capacity and rate at which the SoL was able to produce these books.

The evaluation process had approached one of the printers engaged by the SoL to print some of the books for the actual figures the SoL paid them for the publications. The printers, MUJALO PRINTERS, gave the printing prices for six (6) of the titles of the SoLBP, one (1) of which was confirmed from the SoLBP Quarterly Report of September 2004. This report also provided the cost of publication for the “Legal Process” publication which was not obtained from MUJALO Printers. Therefore, this analysis is based on the seven (7) publications (out of the twelve (12) publications) that the evaluation had financial information on. Selling prices for the books were obtained from the Dean of the SoL. Due to the lack of financial records, the analysis left out all administrative costs of the Project.

It should be mentioned that the following three (3) key assumptions were made;

1. All five hundred (500) copies of each publication had been sold;
2. The dollar mid-rate value was set at USD 1 = ZMK 4,800; and,
3. All authors had been paid the revised author’s payment of USD 3,000.

The table below indicates the title, selling price and sales revenue for the books.

Table 3: Sales Revenue from Published Books

Title	Selling Price	Copies	Sales Revenue
Legal Process	ZMK 140,000.00	500	ZMK 70,000,000.00
Employment Law	ZMK 135,000.00	500	ZMK 67,500,000.00
Commercial Law (Cases & Materials)	ZMK 180,000.00	500	ZMK 90,000,000.00
Intellectual Property	ZMK 200,000.00	500	ZMK 100,000,000.00
Commercial Law (Essential Texts)	ZMK 110,000.00	500	ZMK 55,000,000.00
Human Rights & International Humanitarian Law	ZMK 140,000.00	500	ZMK 70,000,000.00
Land Law	ZMK 200,000.00	500	ZMK 100,000,000.00
Total Sales Revenue			ZMK 552,500,000.00

An analysis of how much each of the seven (7) books cost to produce is tabulated below. Note that all prices in Table 5–2 are in United State Dollar (USD) except for the last column which has been converted to Zambian Kwacha (ZMK) for ease of comparison to the Sales Revenue table.

Table 4: Book Publication Costs

Book Title	Author's Fee (USD)	Editor Fee (USD)	Copy Editor (USD)	Typesetting (USD)	Printing (USD)	Book Sub-Total (USD)	Book Sub-Total (ZMK)
Legal Process	3,000.00	500.00	100.00	200.00	9,815.00	13,615.00	65,352,000.00
Employment Law	3,000.00	500.00	100.00	200.00	5,897.00	9,697.00	46,545,600.00
Commercial Law (Cases & Materials)	3,000.00	500.00	100.00	200.00	12,114.58	15,914.58	76,390,000.00
Intellectual Property	3,000.00	500.00	100.00	200.00	12,000.00	15,800.00	75,840,000.00
Commercial Law (Essential Texts)	3,000.00	500.00	100.00	200.00	8,010.42	11,810.42	56,690,000.00
Human Rights & International Humanitarian Law	3,000.00	500.00	100.00	200.00	8,910.42	12,710.42	61,010,000.00
Land Law	3,000.00	500.00	100.00	200.00	15,416.67	19,216.67	92,240,000.00
Totals					72,164.08	98,764.08	474,067,600.00

The production of each of the books required an author to research and draw up the outline of the book. This outline would have to be approved by the SoLBP Committee before any further steps were taken. Upon approval the author would then conduct intensive research and then draw up a draft manuscript of the book. This draft would be submitted to the SoLBP Committee which would go through the draft, or appoint someone whom they considered competent in that area to go through the draft. The draft with its comments would be given back to the author who was then tasked to incorporate the comments and draw up a final draft that would be sent for typesetting and subsequent printing.

The table below is a comparison of the production cost to the sales revenue to ascertain the sustainability of the project by subtracting the production costs from the sales revenue.

Table 5: Book Production Costs Against Sales Revenue

Title	Production Costs	Sales Revenue	Profit/Loss
Legal Process	ZMK 65,352,000.00	ZMK 70,000,000.00	ZMK 4,648,000.00
Employment Law	ZMK 46,545,600.00	ZMK 67,500,000.00	ZMK 20,954,400.00
Commercial Law (Cases & Materials)	ZMK 76,390,000.00	ZMK 90,000,000.00	ZMK 13,610,000.00
Intellectual Property	ZMK 75,840,000.00	ZMK 100,000,000.00	ZMK 24,160,000.00
Commercial Law (Essential Texts)	ZMK 56,690,000.00	ZMK 55,000,000.00	-ZMK 1,690,000.00
Human Rights & International Humanitarian Law	ZMK 61,010,000.00	ZMK 70,000,000.00	ZMK 8,990,000.00
Land Law	ZMK 92,240,000.00	ZMK 100,000,000.00	ZMK 7,760,000.00
	ZMK 474,067,600.00	ZMK 552,500,000.00	ZMK 78,432,400.00

It is clear from the above table the project was not only sustainable by just breaking even, but was actually profitable as all the books indicate a profit scenario, except for the “Commercial Law (Essential Texts)”. However, it should be noted that when the pricing of the “Commercial Law (Essential Texts)” book was being set, it was at the time when the authors were being paid USD 1,000 for authoring. This book only made the ZMK 1,690,000 loss when the author was paid the extra USD 2,000. If the USD 1,000 was considered, the book would have actually made a profit of ZMK 7,910,000.00.

This notwithstanding, the seven (7) titles still would have made a profit of ZMK 78, 432,400 had all the copies of the seven (7) titles been sold. Therefore, in the case that the authors were paid the agreed upon fifty percent (50%) royalties from the profits of the books, the SoLBP would still have made ZMK 39,216,200.00 in profit. Keeping in mind that there are administrative costs to be subtracted from this

amount, the SoLBP was still sustainable and if properly managed would have worked on the envisaged revolving fund basis.

Conclusions

From the findings and analysis, the following conclusions have been made;

1. The project had achieved its main objective of strengthening the teaching/learning environment in the SoL at the University by providing lecturers, tutors and students with updated reference materials;
2. The Project did raise research levels among the lecturers to the point where even after the end of the Project, members of the SoL have continued to conduct research in various legal areas and are still intending to write books;
3. The Project managed to publish twelve (12) of the intended fourteen (14) books and these books have been of great value not only to the students and members at the SoL at UNZA, but also to other training institutes such as ZIALE, ZOU, NIPA and CUZ. These books have also been used as reference materials by practising lawyers and even Judges in the High Court of Zambia;
4. The Project had the added value of re-establishing the University as not only a training institution, but also a research institution capable of producing its own reference materials. It also helped showcase members of the SoL as researchers and experts in the areas in which they authored books;
5. The Project has managed to produce a more enlightened cadre of lawyers by providing students with text materials that have more local content. Therefore, having produced lawyers with more knowledge on the Zambian statutes and case law, the Project has undoubtedly contributed to the increase in access to justice for all Zambians;
6. Despite having been financially mismanaged, the Project proved to be sustainable and could have been implemented on a revolving fund basis. It even had the ability to increase the revolving fund through the profit made from the sale of the books; and,
7. The Project did not contribute to the staff retention and recruitment of staff in the SoL. This was however seen as an overestimation by the Project as it would take a change of conditions of service given to the lecturers by the University of Zambia, as opposed to incentives offered by a project, to increase retention levels among the lecturers, let alone recruiting new lecturers.

The overall conclusion is that the Project was successful in achieving its goal of strengthening the teaching/learning environment within the School of Law at the University of Zambia. This has contributed to an increased access to justice for the people of Zambia and it was well worth the undertaking.

Recommendations

Following the findings and the analysis, it highly recommended that the SoLBP is a viable project and possible supporters of the project should take into account the following major changes;

1. The SoLBP Committee should be more active in the decision-making and overseeing roles in the Project. To this effect, the Committee should comprise of high powered legal professionals from various institutions to strengthen the Committee's supervisory mandate over both the Project Staff and the Authors entered into agreement with. Further, lecturers selected as authors should be part of the Committee as this makes it difficult to supervise and puts the members of the Committee at a conflict of interest if they are also authors in the Project;
2. It is strongly recommended that the supporting cooperating partner(s) places at least one of its own members of staff within the SoL to work with the Project Coordinator albeit in an advisory capacity. This will also increase transparency and accountability between the parties of the Agreement. This person should be housed within the SoL and could be employed on a fulltime basis by the Project or seconded from the EoS on specific days of the week to check on the project progress;
3. For increased accountability, albeit running a separate project account, the project's financial control systems should be integrated into the University's system. This may increase the bureaucracy involved in making payments however, it will increase the security of funds entrusted to the SoL and reduce the likelihood of fund mismanagement; and
4. The Project Budget should identify and include administrative costs of the Project such as communication, fuel, stationary and advertisement costs for project positions. Contributions made in-kind by the University to the Project could also be highlighted. This could be the costing of office space and storage facilities had they been rented out. This will help increase the perception of ownership of the Project by the SoL, and the University, as they will actually know how much they are also contributing to the Project. The inclusion of the administrative costs in the budget will greatly aid in the adherence to budget lines during project implementation as every eventuality will have been catered for in the budget as opposed to drawing funds from various budget lines to cater for the day-to-day running of the Project. Also, a small percent of the Project Budget could be allocated for contingency funds to cater for unforeseen circumstances.

The following recommendations are suggested to help the Project attain its objectives following the analysis of findings and various lessons drawn from the initial Project;

1. Due to the lack of staff in the SoL the authoring of books could be opened up to legal professionals outside the SoL faculty identified to have legal expertise in areas where research and publication are required;
2. The books could be sold to students on a loan basis and this system then integrated with the SoL financial system which feeds into the University's financial system. This will mean that the students will have immediate access to the books, regardless of their financial status, but having had the whole semester to pay for the books, they would not be allowed to collect their examination results and proceed to the next semester if they do not paid for the loaned books;
3. In relation to the above recommendation, student prices could be lower than the non-student prices so as to subsidise the student prices therefore increasing the access of books to students. However, financial analysis is required to ensure that even if all the books were sold to students, the Project would still be sustainable;

4. The time allocated to authoring of the books should be increased to at least a full year as opposed to the ten (10) months previously allocated so as to take into consideration the already existing workload on the lecturers;
5. There is need for the project to have objectives that are Specific, Measurable, Attainable, Realistic and Time bound (SMART) so as to make it easy for follow up evaluations to assess the levels of achievement of the objectives and also for the Project to have realistic targets. For example, the objective of increasing research levels should have been quantified, e.g. “a thirty percent (30%) increase in research activities by the lecturers in the one (1) year of the Project.” Also the objectives should be realistic; to have a target of eighteen (18) books over a period of one (1) year with a maximum twelve (12) authors and an authoring period of ten (10) months per book is unrealistic. Assuming all the authors write books, the maximum books produced in that year will only be twelve (12). Therefore, it is recommended that subsequent project designs take into consideration various resources at hand before setting objectives; and,
6. To encourage the authors write the books, in addition to the author’s fees, the authors should be paid the agreed upon fifty percent (50%) of the profits.

Having ascertained that the Project achieved its set out goal and it proved to be sustainable, and, having drawn lessons from the previous implementation of the Project, it is strongly recommendation the School of Law Book Project be supported by Cooperating Partners (CPs) with the vision of increasing access to justice in Zambia.

Appendix 1. Post Project Evaluation Terms of Reference

Terms of Reference for the Evaluation of Support to University of Zambia School of Law 2002-2006.

Background

The strategy for Sweden's Support to Democratic Governance in Zambia 2000–2002, identified equal access to justice as one of its four. The Swedish Embassy identified UNZA School of Law as an important institution that could contribute to the attainment of this object and also contribute to the advancement of democratic governance in Zambia. The School of Law plays a pivotal role in the development process through its promotion of a conducive environment for legal teaching to enhance adherence to the rule of law. In establishing a legal profession suited for the rule of law, teaching and research are of utmost importance to stimulate discussion and analysis of existing statutes concerning law.

Knowledge on the Rule of Law in Zambia exists, despite the country being faced with challenges in the access to justice, human rights, the independence of the judiciary and the whole democratic process as a whole. This is evidenced by the degree of public discussions and the increased number of students training to be lawyers. The School of Law however, was faced with a number of constraints among them, shortage of staff to cope with the increased intake of more students, the lack of teaching material which contributed to low morale among staff members. The school embarked on a programme to improve the law teaching environment, strengthen the resource mobilisation, improve management capacity, retain staff and attract new staff.

The Embassy of Sweden in December 2002 entered into an agreement with UNZA School of Law supporting the publishing of local text books which is critical for the advancement of legal education in Zambia. The ripple effect of this undertaking, meant significant academic research would be undertaken and improve the morale of staff members who submitted manuscripts for publication. The agreement was valid for two years, but was later extended twice to end in October 2006. An evaluation was planned for at the end of the project to assess its effectiveness, however this was not undertaken at the time.

The Embassy of Sweden is phasing out its governance support to government institutions based on the division of labour under the Joint Assistance Strategy for Zambia (JASZ), which was agreed upon in 2006 by the Government of Zambia and other Cooperating Partners (CPs). In order to formally close the support to the School of Law, the Embassy wishes to conduct a post evaluation of the support to provide the Embassy with an opportunity to draw lessons from the project. Conclusions drawn are expected to provide useful information for possible support by other CPs that might be interested in continuing with the project as Sweden phases out.

Issues To Be Raised

- Assess to what extent the project has attained the set objective to strengthen the law teaching environment and motivate qualified personnel to teach at the school.
- What has been the outcome of developing basic teaching materials?
- Did the project revamp research among lecturers and other contributing authors? What has been the outcome? If the outcome was positive, to what extent can this be attributed to research conducted?

- Analyse how the school/central administration, perceived the support given to the department in terms of ownership. How did the University perceive the support given to School of Law? How did the entire University benefit directly or indirectly through this support?
- What notable improvements can be seen in the management capacity of the School from the inception of the project?
- How many books were published, and how relevant were they to the students and the law fraternity as a whole? Assess the relevance of books published.
- Through discussions with authors, assess how much time was given to each author to write and finally complete each edition?
- What agreements or terms of condition did the School of Law enter into with the authors? How were the authors selected?
- How have the proceeds from the sale of books been utilised?
- How did the project contribute to staff development by retaining staff and attracting new academic staff?
- What challenges have been experienced by the project and what are the lessons learnt? What is the added value derived from this support to the School of Law?
- Give recommendations on possible future support to the School of Law and how to further improve its contribution to legal education in Zambia.

Required Expertise

- Extensive experience of similar undertakings
- Academic qualification in the social sciences
- Knowledge of the justice and human rights situation in Zambia
- Good communication skills

Timeframe

The evaluation should be undertaken within a maximum of 30 working days, starting June 2008. A final report should be ready no later than 1st August 2008.

Appendix 2. List of People Interviewed

Below is the list of people that the evaluation process interviewed in person;

1. Dean of the School of Law and member of the SoLBP Committee; Dr. Margaret Munalula.
2. Registrar of the University of Zambia; Dr. A. N. Ng'andu.
3. Assistant Dean – Undergraduate of the School of Law; Ms. L. Mushota.
4. Assistant Dean – Postgraduate of the School of Law and member of the SoLBP Committee; Dr. P. Matibini.
5. Lecturer/Tutor – School of Law; George Mpundu Kanja.
6. Former Student in the School of Law; Lombe Mbalashi (currently a lawyer with Lewis Nathan Advocates).
7. Former Student in the School of Law; Cuthbert Tembo (currently a lawyer with the National Savings and Credit Bank).
8. Publisher at Mujalo Printers; Chris Muleka.

Below is the list of people that the evaluation process issued questionnaires to and was able to get responses from;

1. Dean of the School of Law and member of the SoLBP Committee; Dr. Margaret Munalula.
2. Assistant Dean – Undergraduate of the School of Law; Ms. L. Mushota.
3. Assistant Dean – Postgraduate of the School of Law and member of the SoLBP Committee; Dr. P. Matibini.
4. Lecturer/Tutor – School of Law; George Mpundu Kanja.
5. Lecturer/Tutor – School of Law; Palan Mulonda.
6. Lecturer/Tutor – School of Law and member of the SoLBP Committee; Fredrick Mudenda.
7. Lecturer/Tutor – School of Law; Annie Kangwa Chewe.
8. Tutor – School of Law; Ronald Hatoongo.
9. In total, the evaluation process interacted with twelve (12) people.

Appendix 3. School of Law Project Proposal

This appendix is an attempt to rebuild the Project Proposal upon which the project was funded by Sida. All information in this appendix has been derived from the documents presented to the Consultant by the EoS and these include;

- The Project Agreement Document between the Embassy of Sweden and the University of Zambia, School of Law;
- Quarterly Reports from the School of Law to the Embassy;
- Minutes of the Book Project Committee Meetings; and,
- Various correspondences between the two (2) parties, mainly letters.

For the reason of not having the project proposal at his disposal, the Consultant attempted to rebuild the project document but left out the mainly narrative aspects of the document such as; Executive Summary, Introduction, the Conclusion and any appendices that may have been. The Consultant concentrated on rebuilding the Problem Statement, the Goal, Targets and Objectives, Strategies and Activities (including the proposed work plan) and the Project Budget. The reconstructed Expected Results and Outcome were inferred from the other rebuilt sections. It is stressed that the following sections may most likely differ from those in the original project proposal, especially in wording, but it is highly likely that the underlining principles will be very similar.

Problem Statement/Needs Assessment

The main problem identified by the School of Law Book Project (SoLBP) was the lack of teaching materials in terms of textbooks. Lectures were making reference to text that required to be updated to bring into perspective new Acts of Parliament and Statutory Instruments (S.I.s) that were being issued every year. New developments such as the Internet, Hiv/aids and relatively new topics such as Intellectual Property Rights (IPRs), and their related legal framework were not being addressed by the available text within the School. Despite these developments, the SoL had only produced three (3) books in the twenty (20) years (1983 to 2003) prior to the SoLBP, namely; “Law of Evidence” in 1991, “Law in Zambia” in 1984 and the case book on Criminal Law in 1983, all the three (3) books were authored by Professor Muna Ndulo with the 1983 publication being co-authored with John Hachard. That meant that for over twelve (12) years prior to the SoLBP, the SoL had not produced any publication in form of a textbook.

The School of Law (SoL) realised that this scenario had arisen from the fact that lecturers in the school were not carrying out research to update the existing text due to various factors, inter-alia; being over-worked due to understaffing within the School (there were 12 lecturers instead of the required 26), and, lack of support in terms of research and publishing systems for the lecturers.

It was therefore realised that there was a need to encourage lecturers carry out research in areas of their expertise and later publish their findings in form of textbooks to be used during the lectures. These books would provide updated and readily available text to the lecturers, tutors and the students.

Goals, Targets and Objectives

Goal

The main goal of the Project was to provide the School of Law with readily available, localised, affordable and up-to-date text on various aspects of the Law and Governance in Zambia.

Targets

For this Project, the primary target group were the lecturers in the SoL as they were the ones that would conduct the research then later write and submit manuscripts that would be published for use as teaching materials in the SoL. However, the primary beneficiary group were the students who would now have readily available, affordable and, up-to-date text materials, which included *Zambian Statutes* and *Case Law*, to refer to during their learning process. The ultimate beneficiaries would be the people of Zambia who would benefit from new cadre of lawyers, who had increased knowledge of *Zambian Statutes* and *Case Law*, therefore giving the average *Zambian* an increased chance of justice.

Therefore, while the ultimate target was the *Zambian* people requiring justice, the initiators of the change were the lecturers in the SoL who had been targeted as authors of the textbooks to be used by students. However, use of these books was not limited to the students only but the whole legal fraternity, regardless of who referenced the text books, the *Zambian* people would benefit.

Objectives

The objectives of the School of Law Book Project were outlined as below;

1. To improve the teaching environment by ensuring that basic materials for each course will be available to both faculty and students in a comprehensive, convenient and up-to-date text;
2. To ensure that the inclusion of new developments in the form of supplements is made easy;
3. To revamp research;
4. To contribute to staff development by retaining staff and attracting new academic staff;
5. To improve the management and administrative capacity of the school; and,
6. To establish formal linkages between the law school and those in the legal profession.

To achieve the above objectives, the project aimed to publish eighteen (18) books within the one (1) year of the project implementation.

Strategies and Activities

Strategies

The main strategy employed was the publication of researched materials by the lecturers. Authors were selected by their area of expertise in Law and tasked with researching and authoring on those areas.

Activities

The project was divided into six (6) activities and they are briefly discussed in the following sub-sections. Each of the activities is broken down into sub-activities where applicable. For easy analysis the duration, start date and end date of each sub-activity are tabulated. It should be noted that due to the work overload within the School, a working week including Saturday and Sunday, thus the duration column is inclusive of weekends. The first row, which is highlighted with a black background, indicates the overall activity and its attributes. It will be noticed that most of the activities run concurrently.

Development of Training Materials

This would be the core activity of the project as it would be the activity resulting in the publication of teaching materials for the School of Law. This activity mainly comprised of preparation of book outlines, research and development of the book manuscripts. The full timeline for this activity is as in the table below;

Table 6: Development of Training Materials Timeline

Activity	Duration (Days)	Start Date	End Date
Development of Teaching Materials	355	1-Sep-02	22-Aug-03
Preparation and Submission of Book Outlines	62	1-Sep-02	1-Nov-02
Outline Approval Meeting	1	6-Nov-02	6-Nov-02
Notification of Successful Outlines	1	8-Nov-02	8-Nov-02
Research by Authors	95	11-Nov-02	14-Feb-03
Preparation of Drafts	60	15-Feb-03	15-Apr-03
Submission of Drafts	1	18-Apr-03	18-Apr-03
Draft Approval Meeting	1	2-May-03	2-May-03
Submission of Drafts to the Press	1	9-May-03	9-May-03
Submission of Camera Ready Drafts to Publisher	1	16-Jun-03	16-Jun-03
Launch of Publications	1	22-Aug-03	22-Aug-03

Establishment of the Research and Consultancy Unit

The School of Law had realised the need for a Research and Consultancy Unit (RCU) within the School to help facilitate research and consultancy projects within the School. This activity was broken down as below with the main sub-activity being the field research by the Consultant to establish if the RCU was really necessary and if so, how best to implement it.

Table 7: Establishment of the Research and Consultancy Unit Timeline

Activity	Duration (Days)	Start Date	End Date
Establishment of Research and Consultancy Unit	48	20-Nov-02	7-Jan-03
Project Committee Planning Meeting	1	20-Nov-02	20-Nov-02
Engagement of Needs Assessment Consultant	1	1-Dec-02	1-Dec-02
Field Research for Consultant	12	2-Dec-02	13-Dec-02
Report Writing by Consultant	5	16-Dec-02	20-Dec-02
Submission of Draft Report	1	21-Dec-02	21-Dec-02
Draft Report Consideration Committee Meeting	1	3-Jan-03	3-Jan-03
Submission of Final Report	1	7-Jan-03	7-Jan-03

Zambia Law Journal

Implementation of this activity meant soliciting for articles and the subsequent publishing of the Zambia Law Journal Volumes 34 and 35 under the supervision of the editorial board of the School of Law.

Table 8: Zambia Law Journal; Volumes 34 and 35 Timeline

Activity	Duration (Days)	Start Date	End Date
Zambia Law Journal	365	1-Sep-02	1-Sep-03
Typesetting of Volume 34	61	1-Sep-02	31-Oct-02
Submission of Volume 34	1	2-Jan-03	2-Jan-03
Publication of Volume 34	1	3-Mar-03	3-Mar-03
Soliciting for Papers for Volume 35	91	1-Oct-02	31-Dec-02
Editing and Typesetting of Volume 35	61	1-Mar-03	30-Apr-03
Publication of Volume 35	1	1-Sep-03	1-Sep-03

Management and Administration

This activity entailed advertising for the position of Project Coordinator in October of 2002, short listing and conducting interviews during November of 2002, with the successful candidate commencing duties in January of 2003.

External Financial Audit

This activity was meant to be undertaken by an independent audit firm to be agreed upon by the two (2) parties to the Contract, i.e., the Embassy of Sweden and the School of Law. This audit was intended to occur at the end of the project.

Monitoring and Evaluation

This activity was intended to be continuous for the monitoring aspect, and, intermittent for the evaluation exercises. There were supposed to be joint meetings between representatives from the Embassy of Sweden and the School of Law every three (3) months with the first meeting scheduled for January of 2003. In addition to the meetings, there was supposed to be a mid-term evaluation during the month of June of 2003 to be conducted by an independent person agreed upon by both parties to the Contract.

Project Implementation Structure

The project implementation structure was such that there was to be a committee called the Book Project Committee that would oversee the implementation of the Project as managed by the Project Coordinator. This committee would comprise of members of the SoL, the Law Association of Zambia (LAZ) and the Zambia Institute for Advanced Legal Education (ZIALE). This committee was to approve of all expenditure with cheques from the project account being signed for by two (2) members of the Committee one of whom would be from LAZ or ZIALE.

Project Budget

In the table below is the project budget as agreed upon by the two (2) parties and upon which subsequent funding was based.

Table 9: School of Law Book Project Budget

Description	Unit Cost	Units	Note	Sub-Total
Book Publication				
Authors	USD 1,000.00	18	Books	USD 18,000.00
Editor's Fee	USD 500.00	18	Books	USD 9,000.00
Publishing Costs	USD 14.00	9000	(500 copies * 18 books)	USD 126,000.00
Research and Consultancy Unit				
Needs Assessment	USD 5,000.00	1	Consultant	USD 5,000.00
Law Journal				
Volume 34	USD 2,500.00	1	Journal	USD 2,500.00
Volume 35	USD 2,500.00	1	Journal	USD 2,500.00
Management				
Project Coordinator	USD 1,000.00	12	Months	USD 12,000.00
Audit	USD 9,000.00	1		USD 9,000.00
Evaluation	USD 2,000.00	1	Project Evaluation	USD 2,000.00
Project Total				USD 186,000.00

It should be noted that the USD 9,000 for the Project Audit was inclusive of funding intended to build financial systems for the book project within the School of Law.

Expected Results, Outcomes and Impact

By the end of the projected timeframe, the project hoped to have achieved the primary result of Increasing Access of Up-To-Date Text Materials to Lecturers, Tutors and Students within the School of Law.

The Project also envisaged secondary results such as:

- Increased research levels among the lecturers;
- Recruitment of new lecturers in the School of Law;
- Increased administrative and management capacity in the School of Law; and,
- Increased interaction between the School of Law and other entities in the legal profession such as practising lawyers, the Law Association of Zambia (LAZ), the Zambia Institute for Advanced Legal Education (ZIALE) and even the Judiciary of Zambia.

The project was expected to contribute to the outcome of having an enlightened cadre of lawyers who were up-to-date with existing legislation and were able to deal within the legal framework that governed new developments in the world, whether positive or negative developments.

The project would be expected to contribute to the impact of having increased access to equal justice for all.

Appendix 4. List of Published Books

The table below is a list of the books that were produced under the UNZA School of Law Book Project and the lecturers who authored the books.

Table 0-1: List of Books Produced from the Book Project

Nr	Book Title	Author(s)
1.	Commercial Law Essential Tests	Mr M. Malila
2.	Commercial Law: Cases and Materials	Mr M. Malila
3.	Criminal Law in Zambia	Mr. S. Kulusika
4.	Employment Law: Cases and Materials	Ms W. S.Mwenda
5.	Family Law: Cases and Materials	Ms. L. Mushota
6.	Intellectual Property Law	Mr G. M. Kanja
7.	Introduction to International Human Rights and International Humanitarian Law	Prof. C. Anyangwe
8.	Jurisprudence	Prof. C. Anyangwe
9.	Land Law in Zambia	Mr. F. Mudenda
10.	Legal Process: Cases and Materials	Dr. M. Munalula
11.	Source Book on Human Law in Zambia	Prof. C. Anyangwe
12.	Women, Gender Discrimination and the Law	Dr. M. Munalula

In addition to the above-listed books, the book project contributed to the production and publication of the Zambia Law Journal Volumes 34 and 35.

Appendix 5. Sample Contract Between Author and the School of Law

The contract between the SoL and Mr Enock Mulembe is used as an example as it was the one presented to the EoS by the SoL as a sample.

An Agreement made thisday of March 2003 between the University of Zambia School of Law (hereinafter referred to as “Law School”) of the one part and Enock Mulembe (hereinafter referred to as “the Author”) of the other part.

Whereas the Law School wishes to engage the services of the Author on the terms and conditions hereinafter set forth.

Whereas the Author accepts this engagement of service with the Law School on the said terms and conditions.

Now, Therefore, the parties hereto agree as follows:-

Nature of Services

- The Author agrees to write a Case book for use by students and staff in the Law School entitled, Human Right Law for Zambia: Cases and Materials.
- The Book shall provide a comprehensive coverage of the subject matter covered by the two undergraduate human rights courses.
- The Author shall, where necessary, provide relevant commentaries on subjects covered by the Book.
- The Manuscript shall be edited by the Project Management Committee or a person appointed by it.
- The Law School shall only publish the Manuscript if it is found acceptable by the Project Management Committee.

Duration

The Author shall write and submit a manuscript of the said Case Book not later than 30th July 2003.

Honorarium

The Law School shall pay the Author a total honorarium of One Thousand United States Dollars (US\$ 1,000).

Mode and Schedule of Payments

The honorarium shall be paid in hard currency in three installments as follows:-

\$200 upon signing of the contract

\$200 upon submission of the draft of the book

\$600 upon submission of the final draft.

Copyright

Copyright in the Book shall vest both in the Law School and the author.

The Law School reserves the right to update and /or reprint the book without recourse to the author.

Royalties

The Author shall be paid fifty per cent of the profit from each copy of the book sold.

Dispute Resolution

Any claim or dispute relating to the interpretation or execution of the present contract, which cannot be amicably resolved, shall be settled by mediation or by an arbitrator agreed upon by the parties.

In witness whereof, the parties have hereunto set their hands and seals the day and year first before written:

Signed:

Dr. Frederick Ng`andu.

Dean, for and on behalf

Of the Law School

Date:

Signed:

Enock Mulembe

Author

Date:

Appendix 6. Sample Questionnaire

The University of Zambia

School of Law

School of Law Book Project

Post Project Evaluation Questionnaire for Lecturers and Tutors

Dear Respondent,

The Swedish International Development and Cooperation Agency (Sida), through the Swedish Embassy in Zambia, and the School of Law at the University of Zambia (UNZA) are conducting a Post-Evaluation on the support rendered to the School of Law, by Sida, on the School of Law Book Project.

This process is meant to evaluate the effectiveness of the project in attaining its set objectives among which were increasing research activities among the lecturers in the School and developing teaching materials that are relevant to the students in the School of Law.

You have been selected as respondent in the survey part of evaluation by virtue of you being a lecturer and/or a tutor in the School of Law. Due to the nature of the evaluation process, your identity is necessary so as to relate you to any publications you may have produced through the book project. However, the confidentiality of your responses in this questionnaire will be regarded with utmost importance.

For any queries, please enquire from the Dean of the School of Law or contact the Projector Evaluator; Mwenda SILUMESII on +260 977 789 881 or +260 955 438 558

Thank you for your time and cooperation.

Section 1: Lecturer/Tutor Background Information

This section is intended to collect background information on the respondent which will help determine their role in the School of Law. Please feel free to use the overleaf of this page to give extra information, if need be, just indicate the number of question to which that information relates to.

1. Forename(s):.....
2. Surname:.....Prof. /Dr. /Mr. /Ms.
3. Sex:.....
4. Contact Mobile Phone Number:.....
5. Date joined the School of Law Faculty:...../(Month/Year)
6. Current Position in the Faculty:.....
7. Please indicate the courses you lecture/tutor, or have lectured/tutored, and at which stage in student education (i.e. 2nd, 3rd or 4th Year Students). In the Lec./Tut. column, please indicate whether you are, or were, lecturing or tutoring this course, if both, just state “both.”

Nr	Course Title	Student Stage	Lec. /Tut.
1.			
2.			
3.			
4.			
5.			
6.			
7.			
8.			
9.			
10.			

Section 2: School of Law Book Project

This section is intended to assess the Book Project and if it achieved its set objectives. Please feel free to use the overleaf of this page to give extra information, if need be, just indicate the number of question to which that information relates to. When asked for a rating, please use a scale of 0 to 5 broken down as indicated in the table below;

Number	Rating
0	Negative
1	Negligible
2	Low
3	Average
4	High
5	Excellent

8. To what level did the Book Project improve the teaching environment by ensuring that basic materials for each course will be available to both faculty and students? Rating =.....
9. Please explain your above rating:.....
.....
.....
.....
.....
10. How would you rate the relevance of the published books to the students in the School of Law?
Rating =.....
11. Please explain your above rating:.....
.....
.....
.....
.....
12. To your knowledge, have any of the books published from the Project been put to use by anyone other than the students and lecturers in the School of Law at the University of Zambia?.....
.....
.....
.....
.....
.....
13. To what level did the Book Project include new developments in the form of supplements to the publications to ensure comprehensive, convenient and up-to-date text? Rating =.....
14. Please explain your above rating:.....
.....
.....
.....
.....
15. To what level did the Book Project help revamp research activities in the School of Law faculty?
Rating =.....
16. Please explain your rating in 15:.....
.....
.....
.....
.....
17. In terms of percentage, what percentage of the research activities could you attribute to the Book Project during the lifetime of the Project?.....

18. How do you compare the levels of research activities, before, during and after the Book Project?
Given a 100% is the amount of work you did/do for the faculty, regardless the workload (assuming an increase during research), how much time did/do you spend on research during the three (3) identified periods?

Before Book Project:..... %

During Book Project:..... %

After Book Project:..... %

19. To what level did the Book Project contribute to staff development by retaining staff and attracting new academic staff? Rating =.....

20. Please explain your above rating:.....
.....
.....
.....

21. To what level did the Book Project improve the management and administrative capacity of the School of Law? Rating =.....

22. Please explain your above rating:.....
.....
.....
.....
.....

23. To what level did the Book Project establish formal linkages between the School of Law and those in the legal profession? Rating =.....

24. Please explain your above rating:.....
.....
.....
.....

Section 3: Authors and Publications

This section is intended for the School of Law personnel that took part in the book publications by submitting their works for publication. Please feel free to use the overleaf of this page to give extra information, if need be, just indicate the number of question to which that information relates to.

25. In the table below, please indicate the title of your work and the stage it attained (i.e. Outline or Manuscript or Published). Please indicate, if any, co-authors of the publication, the course(s) that this publication would have relevance to in the School of Law curriculum and the academic year of application (i.e. 2nd, 3rd or 4th Year)

Nr	Details of Publication
1.	Title:..... Co-Authors:..... Applicable course(s): A)..... B)..... C).....
2.	Title:..... Co-Authors:..... Applicable course(s): A)..... B)..... C).....
3.	Title:..... Co-Authors:..... Applicable course(s): A)..... B)..... C).....

26. How much time were you given for each of the stages of authoring and how long did it take for publication from the time of final manuscript submission. Please state time in weeks. NOTE: Publication No is in reference to the table in 25.

Publication No	Outline	Draft Manuscript	Final Manuscript	Publication
1				
2				
3				

27. How much were you paid and how were you paid, phased payments or once in a lump sum, for your each one of your publications?.....
.....
.....
.....

28. Apart from payments on production of manuscripts, whether phased or in a lump sum, what other agreements or terms of condition did the School of Law enter into with the authors?.....
.....
.....
.....

29. Were you paid any monies in terms of royalties from the funds raised from the sale of your works? Was this scenario as agreed upon between you and the School of Law?.....
.....
.....
.....
.....

Section 4: Way Forward

This section is intended to reflect on the Book Project and obtain lessons learnt from it to help plan for similar future projects. Please feel free to use the overleaf of this page to give extra information, if need be, just indicate the number of question to which that information relates to.

30. How were the authors selected? Was is the best mode of selection?

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31. In your opinion, what challenges have been experienced by the project and what are the lessons learnt?

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.....

32 Give recommendations on possible future support to the School of Law and how to further improve its contribution to legal education in Zambia.....

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.....
.....
.....

33. In your opinion, how did the school perceive the support rendered to the Book Project in terms of ownership? What recommendations can you give as regards ownership?

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34. What is the added value derived from this support to the School of Law?.....

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35. In your opinion, how did the University of Zambia perceive the support given to School of Law?.....

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36. In your opinion, how did the University of Zambia benefit, directly or indirectly, through this support? How can this be enhanced in future projects?.....
.....
.....
.....
.....

Appendix 7. Book Project Write up by Mr F. Mudenda

This is a write-up on the book project as written by Mr. F. Mudenda, who was part of the book project committee, as the School of Law considers restructuring and revamping the SoLBP.

Concept Paper for the School of Law Book Project –Restructuring of Book Project

1. Background To The University of Zambia School of Law Book Project

The Law School under the University of Zambia strategic plan identified, *inter alia*, teaching material development as one of the most pressing issues. Among the problems which were identified as facing the School were the inadequate teaching materials and legal information resources and lack of resources to undertake research. The School identified a number of activities which were to contribute to its revival in the short term. These included research and teaching material development and staff development support. The School in 2002 approached the Swedish Embassy for a possible funding for its development of teaching materials project (Book Project). A proposal for funding by the School (the Law School Development Project Proposal) was accepted by the Embassy after some negotiations and culminated into the signing of an agreement between the Embassy of Sweden and the School on 13th December 2002. The agreement which entered into force on 1st December 2002 was to remain valid until 31st July 2004. The Agreement was extended twice and finally came to an end on 1st October 2006. A total sum of US\$ 221, 238. 00 was received as funding from the Embassy for the Book Project while the School's contribution into the Book Project amounted to K125, 000, 000.

2. Objectives of the Book Project

In terms of Article 2 of the Agreement the objectives of the programme included:

- To improve the teaching environment by ensuring that basic materials for each course will be available to both faculty and students in a comprehensive, convenient and up to date text.
- To ensure that the inclusion of new developments in the form of supplements is made easy
- To revamp research

3. Books Produced and Published Under the Project

A number of books were published under the Book Project. These are:-

- Employment Law in Zambia: cases and Materials, W.M.Mwenda, 2004
- Legal process: Zambia cases, Legislation and Commentaries, Mulela Margaret Munalula, 2004.
- International Humanitarian Law, Carlson Anyangwe, 2004.
- Commercial Law in Zambia: Essentials, Mumba Malila, 2005.
- Women, Gender, Discrimination and the Law: cases and Materials, Mulela Margaret Munalula, 2005.
- Jurisprudence, Carlson Anyangwe, 2005
- Family Law in Zambia: cases and material, Lillian Mushota, 2005.

- Text, cases and materials on Criminal Law in Zambia, Simon E. Kulusika, 2006.
- Intellectual Property Law, George M. Kanja, 2006
- Commercial Law in Zambia: cases and materials, Mumba Malila, 2006
- Land Law in Zambia: cases and Material, Fredrick S. Mudenda, 2007
- A Source Book on Human Law in Zambia, Documents and Cases and Readings, Vol. 1 and 2, Carlson Anyangwe, 2007

4 Uncompleted and Paid for Works

A number of faculty members then received some payments towards the publication of the case books but have to date not submitted their manuscripts. These include:

- Dr. R.N Simbyakula
- The late Professor Chanda (work in progress)
- Dr. P. Matibini (work in progress)
- Mr. S. Watae
- Mr. G. Mulenga
- Rtd. Judge K. C. Chanda

We are not in a position to ascertain as to how much was paid to the above mentioned individuals.

5. Previous Structure – Overall Administration of the Project

The Book Project was administered by the School Management Committee comprising of the following persons:

- (a) Dean, School of Law
- (b) Assistant Deans
- (c) A representative from the Law Association of Zambia (LAZ)
- (d) A representative from the Zambia Institute of Advanced Legal Education (ZIALE)
- (e) Project Coordinator

A Book Project Coordinator was employed to run the project finances for the project were kept in a separate School of Law account whose signatories were two members of the Management Committee (PANEL A) Representatives from LAZ and ZIALE (PANEL B). Every cheque drawn against the account needs one signature from PANEL 'A' and another from PANEL 'B'. The account was completely independent from the general University of Zambia accounts and was serviced by the School of Law Financial Officer located in the School and answerable to the Dean of the School.

6. Current Status

The current Status of the Book Project is that it was suspended pursuant to a resolution of the Budget and Finance Committee of that School.

Appendix 8. List of Reference Materials

The following materials were made reference to during the evaluation process;

1. Book Project Write-Up, F. Mudenda, 2008.
2. Letter from the School of Law to the Embassy of Sweden of 3rd March of 2004, requesting the first extension to the project lifetime, signed by the then Dean of the SoL; Dr. F. Ng'andu;
3. Letter from the School of Law to the Embassy of Sweden of 4th April of 2005, requesting the second extension to the project lifetime, signed by
4. Minutes of the SoLBP Committee Meeting of 9th January of 2003
5. Minutes of the SoLBP Committee Meeting of 11th February of 2003
6. Minutes of the SoLBP Committee Meeting of 8th April of 2003
7. Minutes of the Book Project Quarterly Meeting held between the SoL and the EoS on 26th February of 2004
8. Project Agreement Document between the Embassy of Sweden and the University of Zambia, School of Law
9. Revised work plan as submitted by the School of Law to the Embassy of Sweden on 18th September of 2002
10. School of Law Book Project Pricelist, 2008
11. SoLBP Quarterly Report of July of 2003
12. SoLBP Quarterly Report of March of 2003
13. SoLBP Quarterly Report of September of 2004
14. The Laws of Zambia

Annex 9. Terms of Reference

Background

The strategy for Sweden's Support to Democratic Governance in Zambia 2000-2002, identified equal access to justice as one of its four objectives. The Swedish Embassy identified UNZA School of Law as an important institution that could contribute to the attainment of this object and also contribute to the advancement of democratic governance in Zambia. The School of Law plays a pivotal role in the development process through its promotion of a conducive environment for legal teaching to enhance adherence to the rule of law. In establishing a legal profession suited for the rule of law, teaching and research are of utmost importance to stimulate discussion and analysis of existing statutes concerning law.

Knowledge on the Rule of Law in Zambia exists, despite the country being faced with challenges in the access to justice, human rights, the independence of the judiciary and the whole democratic process as a whole. This is evidenced by the degree of public discussions and the increased number of students training to be lawyers. The School of Law however, was faced with a number of constraints among them, shortage of staff to cope with the increased intake of more students, the lack of teaching material which contributed to low morale among staff members. The school embarked on a programme to improve the law teaching environment, strengthen the resource mobilisation, improve management capacity, retain staff and attract new staff.

The Embassy of Sweden in December 2002 entered into an agreement with UNZA School of Law supporting the publishing of local text books which is critical for the advancement of legal education in Zambia. The ripple effect of this undertaking, meant significant academic research would be undertaken and improve the morale of staff members who submitted manuscripts for publication. The agreement was valid for two years, but was later extended twice to end in October 2006. An evaluation was planned for at the end of the project to assess its effectiveness, however this was not undertaken at the time.

The Embassy of Sweden is phasing out its governance support to government institutions based on the division of labour under the Joint Assistance Strategy for Zambia (JASZ), which was agreed upon in 2006 by the Government of Zambia and other Cooperating Partners (CPs). In order to formally close the support to the School of Law, the Embassy wishes to conduct a post evaluation of the support to provide the Embassy with an opportunity to draw lessons from the project. Conclusions drawn are expected to provide useful information for possible support by other CPs that might be interested in continuing with the project as Sweden phases out.

Issues to be Raised

- Assess to what extent the project has attained the set objective to strengthen the law teaching environment and motivate qualified personnel to teach at the school.
- What has been the outcome of developing basic teaching materials?
- Did the project revamp research among lecturers and other contributing authors? What has been the outcome? If the outcome was positive, to what extent can this be attributed to research conducted?
- Analyse how the school/central administration, perceived the support given to the department in terms of ownership. How did the University perceive the support given to School of Law? How did the entire University benefit directly or indirectly through this support?

- What notable improvements can be seen in the management capacity of the School from the inception of the project?
- How many books were published, and how relevant were they to the students and the law fraternity as a whole? Assess the relevance of books published.
- Through discussions with authors, assess how much time was given to each author to write and finally complete each edition?
- What agreements or terms of condition did the School of Law enter into with the authors? How were the authors selected?
- How have the proceeds from the sale of books been utilised?
- How did the project contribute to staff development by retaining staff and attracting new academic staff?
- What challenges have been experienced by the project and what are the lessons learnt? What is the added value derived from this support to the School of Law?
- Give recommendations on possible future support to the School of Law and how to further improve its contribution to legal education in Zambia.

Required Expertise

- Extensive experience of similar undertakings
- Academic qualification in the social sciences
- Knowledge of the justice and human rights situation in Zambia
- Good communication skills

Timeframe

The evaluation should be undertaken within a maximum of 30 working days, starting June 2008. The final report should consist of not more than 40 pages and is expected no later than 1st August 2008.

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