



Mid Term Review

Democracy Strengthening in Zambia Project

(DSZ) 2020-2022 00124412

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DEMOCRACY STRENGTHENING IN ZAMBIA PROJECT
MID TERM REVIEW REPORT

Project Information Table

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Acronyms and Abbreviations

7NDP	7th National Development Plan 2017- 2021
CPD	Country Programme Document
CSO	Civil society organizations
CVMS	Campaign Venue Management System
DIM	Direct Implementation Modality
DSZ	Democracy Strengthening in Zambia
ECZ	Electoral Commission of Zambia
ECA	Electoral Cycle Approach
EDR	Electoral Dispute Resolution
EM	Evaluation Manager
ET	Evaluation Team
EU	European Union
EQ	Evaluation Question
EWER	Early Warning and Early Response Project
EWS	Early Warning System
FBO	Faith Based Organizations
FCDO	Foreign and Commonwealth Development Office
HACT	Harmonised Approach to Cash Transfer
HRC	Human Rights Commission
IP	Implementing Partners
iVerify	iVerify Zambia Mechanism
JTF	Joint Task Force on electoral assistance
NAM	Needs Assessment Mission
NDI	National Democratic Institute
ME	Midterm Evaluation
OECD-DAC	Organisation for Economic Co-operation and Development - Development Assistance Committee
PLC	People in Lawful Custody
PWD	Persons with Disabilities
SGD	Sustainable Development Goals
ToC	Theory of Change
ToR	Terms of Reference
UKAID	United Kingdom Agency for International Development

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UN United Nations

UNDP United Nations Development Programme

UNSDPF United Nations Sustainable Partnership Framework

UNDP-SP United Nations Development Programme Strategic Plan

USAID United States Agency for International Development

ZLDC Zambia Law Development Commission

Executive Summary

Evaluation Objective

This mid-term evaluation (ME) report of the DSZ project was commissioned by the United Nations Development Programme (UNDP) and covers the period of January 2020 through to December 2021.

The overall objective of the ME was to assess the progress made and determine what adjustments are needed to achieve the project objectives and outcomes while ensuring sustainability.

Background & Project Description

The Democracy Strengthening in Zambia project (DSZ) is in the third year of a three-year project being implemented by the UNDP with financial support of the European Union (EU), France, Germany, Ireland, Sweden, United Kingdom (UK) and USAID in partnership and collaboration with the Government of Zambia and civil society organisations (CSOs).

DSZ project aligns with and is supportive of Zambia's Sustainable Development Partnership Framework, UNDP Strategic Plan and Country Programme and the 7th National Development Plan 2017-2021 (7NDP). The project contributes to Pillar 5 of the 7NDP to "promote transparency, accountability, citizen participation as well as strengthen governance institutions."

The overall goal of the project is to ensure that Zambia has strengthened democracy through functional and inclusive electoral processes that secure the peaceful conduct of the 2021 elections and demonstrate heightened legitimacy and institutionalization of the multiparty system.

The project aims at strengthening the institutional capacity of key electoral stakeholders to ensure procedural certainty and strengthening the legitimacy of the electoral process based on the Electoral Cycle Approach (ECA). The project has two inter-linked result areas which are: a) having strengthened electoral institutions and processes; and b) Programming for Peace in support of the Zambia 2021 electoral cycle. It is expected that these result areas will achieve inclusive and participatory decision-making, responsive and accountable institutions, improved access to information, enhanced technical and organizational capacities of national electoral stakeholders, integrity in the work of credible and legitimate institutions and improved conflict prevention and mitigation mechanisms.

The outbreak of COVID-19 in 2020 and the public health measures that were put in place by the government limited the scale and reach of activities which required physical engagement with beneficiaries and stakeholders.

Evaluation Framework and Methodology

This ME is a formative theory-based evaluation, using the OECD-DAC framework with emphasis on relevance, effectiveness, efficiency, and sustainability as main evaluation criteria. The evaluation adopted a mixed method approach, incorporating primary qualitative and secondary quantitative data collection to ensure the credibility of findings and conclusions. The evaluation is taking place in the final year of the programme covering all the six result areas and related outputs undertaken from January 2020 through to December 2021. The Midterm Evaluation data collection took place from the 14th of February to 2nd March 2022. In total 60 interviews were undertaken, 7 focus group discussions (FGD) and 31 documents reviewed. Although a number of limitations were faced, such as gaps in reporting against certain indicators within the results framework, they did not affect the outcomes of the evaluation.

Findings (Refer to [Annex 1: Project summary findings](#) table)

Relevance

Key stakeholders acknowledged that the overall project result areas remain relevant and given rise to the identification of implementation gaps such as the unfair application of the Public Order Act,

equitable representation of polling agents from different groups, and the need for continuous voter registration. For the remaining period of the project, workplan activities need to be determined by their ability to enhance the sustainability of existing outputs.

Effectiveness

When it comes to assessing the progress against results framework there are significant gaps where no or limited activities have been undertaken such as improving the proportion of women in elected bodies and meeting the target number of police trained in electoral security and elections policing, and implementation of the CVMS. Other activities have been undertaken but no data is available. In a noted number of cases where activities have been undertaken and results reported, the results have not been disaggregated, making it difficult to access the specific gains achieved by women, youth, and PWD. Where results have been reported, targets were achieved. A noted example being PLC were able to vote for the first time.

Given the delays in implementation the project at this point is not where it was originally envisaged in the project documentation. ECZ has yet to publish its post-election review and the new government has yet to communicate what electoral reform for the ECZ will look like, given its stated desire to make it independent. The project has nine months remaining, the workplan for 2022 has yet to be finalised moving into the second quarter. Consolidation of gains need to be considered in this light. For example, focusing on concrete gains achieved such as supporting increased accountability and transparency through a new communication strategy in ECZ; building capacity internally to enable the staff to orientate and skill themselves around new ways of working; and not losing momentum on initiatives which have not to date been fully able to evidence their effectiveness, such as the EWS and iVerify.

The outbreak of COVID-19 limited the reach of activities that required physical engagements like community sensitization campaigns. CSOs revised their approach adopting a more informal approach and carried out door-to-door campaigns. With these adjustments CSOs reported still being able to meet their targets. These adaptations presented challenges and benefits for the project, such as providing more one-to-one advice to increased unease due to political tensions.

Efficiency

The multi stakeholder, joint leadership arrangements in the governance structure of the project reduced several implementation risks, enabled effective planning and communication. Positive relationships exist across the key partners. The voices of women, youth and PWD were part of the panel in selecting the CSO grants for voter education. CSOs overwhelmingly reported unresponsiveness from the PMU.

In terms of management, administrative and procedural issues, there were significant delays evident across several aspects of the programme's reporting and implementation. The evaluation team struggled to unpack what, where, when and by whom delays occurred, resulting in significant slippage in the implementation timeline. This slippage resulted in congestion and implementation bottlenecks resulting in varied degrees of wasted energy and time and ultimately effected the desired results. However, what is important is why this happened, lessons learned and to make changes moving forward.

Sustainability

The approach taken by the DSZ project to strengthen the capacity of institutions with electoral and conflict resolution mandates charts a course to sustainability. For example, the project successfully supported legal reforms to ensure that PLC participate in the electoral process. This score of success will continue to benefit the democratic processes in Zambia through inclusive participation of this often-marginalised group. When it comes to the establishment of two new platforms (iVerify and

EWER/EWS) to address misinformation and conflict, several sustainability concerns exist. To date they have not been tested to scale and their referral and facilitatory components need to be strengthened (e.g. the EWER links with the ZPS to ensure enforcement.) For EWER/EWS the question on how HRC and ECZ will link in the delivery of the platform has yet to be determined. These questions need to be answered and the platforms tested at scale to be able to prove their effectiveness. This is balanced out somewhat by both HRC and PANOS looking at embedding the platforms institutionally to ensure that the finance related risks to sustainability of these systems is reduced.

Conclusion

A review of the project's strategy shows that from its conceptualisation to now it clearly aligns with ECZ strategic focus, SD16 and the 7th national Development plan. The project remains relevant. Coupled with this, the multi-stakeholder approach to delivery, evident in the Technical and Steering Committees, has built ownership and engagement across key stakeholders.

Overall given the critical and significant delay to the implementation of several activities - such as the testing of the CVMS, rolling out of the training on Police and media, and operating the iVerify and EWER/EWS platforms to scale - resulted in it being difficult to assess the project at a midterm point with regard to its effectiveness. Moving forward, it is critical for UNDP to critically reflect on these delays and why they happened. This is not an opportunity to assign blame but identify what can be done differently moving forward. This is particularly important on projects where implementation is bound up in a timeline that cannot shift, such as a general election. All findings must also be considered within a setting of COVID-19, when from January 2020 the implementation of programme activities was affected by restrictions in terms of movement and working from home.

Overall evidence existed of a number of key achievements, such as enabling PLC to vote for the first time and working with ECZ on its new communication strategy. That said, the delay in implementation resulted in the misalignment of the project's activities within the ECA. This in turn led to both limiting the projects effectiveness as well as a number of missed opportunities, such as the work with the National Assembly, getting women, youth and PWD into politics, and rolling out the training on police and the media. This misalignment of activities and implementation congestion around the 2nd and 3rd quarter of 2021 effected the efficiency of the project; with varying levels of satisfaction reported on the PMUs level of communication and co-ordination.

Delivery of voter education within a short period of time was achieved through contracting a larger number of CSOs than originally envisaged who deployed at short notice. The voter education specifically targeted women, youth, PLC and PWD through contracted specialist CSOs, who were able to reach these groups easily and through tailored messaging in radio broadcasts and other media. The CSOs adapted their approaches due to COVID-19, for example carrying out house-to-house visits and using ad hoc interactions to spread messages.

The Programming for Peace approach enabled the establishment of two new platforms, iVerify and EWER/EWS, to address misinformation and conflict. Both tools pose risks to the project's sustainability. Moving forward they need to be tested at scale.; their referrals and facilitatory components need to be strengthened (e.g. the EWER/EWS links with the police to ensure enforcement); and a long-term institutional home for EWER considered. Likewise, piloting and adjustment to the CVMS prototype should be carried out in the next nine months.

Since the project's outset there has been a new government who have made commitments to make ECZ independent. At the time of this report, what this will look like is not clear. What is known is that reform will require changes to the Electoral Process Act and the Public Order Act. In line with this, the ECZ has not to date published a post-election review, although informal feedback has noted that issues of transparency and accountability remain key. In terms of its strategic focus for the remaining nine

months, the question facing DSZ is ‘what is the most relevant priority?’ given that it cannot wait for the government to set out its reform agenda.

Recommendations

The evaluation’s recommendations are presented in two groups: (i) operational recommendations that relate to elements for operationalizing the direction of the remaining period of the project; and (ii) strategic recommendations that focus on informing the institutional strengthening electoral cycle work.

Operational recommendations

Developing Effective M&E system, QA and risk management

As part of ongoing project management, the M&E framework should be reviewed ensuring that its indicators fit for purpose, enabling the project to gather evidence, reflect and learn, and adapt. This needs to be a light touch exercise, given the project is in its final year.

Added value of final evaluation centred on its ability to test new platforms having operated to scale

Where and how the final evaluation can add value needs to be carefully considered. Areas where there are critical evidence gaps are around the overall effectiveness of the iVerify and EWER/EWS platforms. If they can be tested to scale in the remaining project period, a final evaluation would be warranted. If they remain untested the investment in carrying out an independent final evaluation is in question. In the latter case, it is recommended that UNDP look to facilitate a number of after-action reviews, that can provide immediate learning while ensuring value for money. This decision would be based on which activities are agreed upon in the 2022 workplan and discussed in the next DSZ steering committee.

Validation of iVerify through piloting and development of MOU with key stakeholders

The iVerify system success rests not only the platform itself, but the networks of media outlets who actively engaged with the platform. To date, PANOS have understandably had occasional challenges getting close to the sources of information for verification. It is therefore important iVerify operate at scale to evidence its potential effectiveness. If it is not possible to test it at a national level, piloting the platform on a smaller scale should be a priority, while using this ‘success’ to build awareness of the tools and strengthen its reputation. Given that there is limited time remaining in the DSZ, if feasible, UNDP should support PANOS in developing MOUs with key stakeholders, such as ECZ, anti-corruption committee, media outlets and police.

Building sustainable voter education

Given the intrinsic sustainability challenges in voter education, the evaluation team recommends that any support for the remaining period of the project should look for opportunities to support the institutionalising of voter education, for example in the civic education programme in schools.

Strategic recommendations

Carry out an independent lesson learnt reflection on the causes to the DSZ implementation delays

There have been significant and critical administrative and financial delays not wholly due to COVID-19. It is critical for lessons learnt to be gleaned from a review to ensure that UNDP and its partners learn for the future. This should not be considered an opportunity to assign blame but to learn, and

the process should be managed as such. The review should take place within the 2nd quarter of 2022 to include key project partners, including donors and ECZ.

Risk Management

Although a risk register existed, its use as a management tool was less evident. Moving forward, a review of the risk register needs to be carried out on a quarterly basis involving reflection on activities' impacts and possible alternative strategies where delays are likely. This exercise should not be internal to the PMU, but bring in senior management such as the head of unit within UNDP and feedback to the project governance structures, such as the TC and SC.

1.Introduction

1.1 Evaluation Features

1. This Mid Term evaluation report of the DSZ project was commissioned by UNDP and covers the period of Jan 2020 through to December 2021. The evaluation design was informed by the TOR and inception report (see [Annex 2: TOR](#))
2. The primary stakeholders of the evaluation are the DSZ steering committee made of UNDP, Electoral Commission of Zambia (ECZ), Ministry of Justice (MoJ), Judiciary, EU and other donors. Other key stakeholders include UNDP Zambia and UNDP Independent Evaluation Office (UNDP IEO).
3. The evaluation report draws and builds upon the Annual Review undertaken in November 2021, providing an independent validation of results where possible.

1.2 Purpose and objective of Evaluation

4. The main purpose of the midterm evaluation (ME) is to provide learning from project implementation for both UNDP and its national partners.
5. It aimed to assess implementation of the project's progress towards the achievement of its objectives and outcomes, assess early signs of project success or failure, while identifying the necessary changes needed to set the project on-track to achieve its intended results.
6. The overall objective of the ME is to assess the progress made and determine what strategic adjustments are needed to achieve the project's objectives and outcomes while ensuring its sustainability.

1.2 Scope of Evaluation

7. This ME will assess performance of the whole Democracy Strengthening Zambia Project (DSZ) project implementation from January 2020 to December 2021, through a representative sample of key stakeholders (See [Annex 6: Stakeholder Mapping](#) for more detail). Specifically, it will look at each of the six key result areas assessing: the project strategy; implementation and adaptive management; risks to sustainability; relevance; effectiveness; efficiency; gender equity; country ownership of the project; innovativeness in results areas; replication and scalability; and unexpected results, both positive and negative.
8. The DSZ is in the third year of a three-year project being implemented by the United Nation Development Programme with financial support of the European Union, France, Germany, Ireland, Sweden, United Kingdom and the United States Agency for International Development (USAID). The project is being implemented in partnership and collaboration with the Government of Zambia (GRZ) and Civil Society Organisations (CSOs). Government implementing partners include the Electoral Commission of Zambia (ECZ), Zambia Police Service (ZPS), Human Rights Commission (HRC), Judiciary and Ministry of Justice (MoJ). The project also awarded grants to 18 CSOs to conduct voter and civic education to citizens across the 10 provinces of Zambia.

1.3 Structure of the ME report

9. The structure of the report is set out in the following sections:

Section 1: Introduction

The introduction sets out the evaluation features, purpose and objectives, referencing primary and secondary stakeholder. It sets out the structure of the report

Section 2: Project description and background context

This section sets out the description of the project's approach, key results, and activities. It also maps out how the project aligns with the strategic focus of the Sustainable Development Goals (SDGs), Government of Zambia, electoral ministries, and UNDP. The section gives the reader an understanding of the project's objectives and the wider context in which it operates. It makes note of COVID-19 and its effects on the project. Issues relating to Gender Equality and Women Empowerment (GEWE) and the wider electoral context are clearly set out.

Section 3: Evaluation approach and methodology

This section explains the overall evaluation approach, methodological design, data collection methods, data sources, sampling frame and rationale, and relevant analysis methods. It also includes limitations noted during the data collection, ethical standards adopted and quality assurance process. The section provides assurance that the approach and methods enable the evaluation question (EQs) to be answered in a clear and concise manner. GEWE is considered in each aspect of the methodological design and is explicitly noted.

Section 4: Findings

The findings section is the main body of the report. Each of the findings are substantiated by the evaluation evidence. Then it is broken down around each of the evaluation criteria and corresponding questions. Each of the criteria is accompanied by an overall summary at the end of each section. It also includes the Progress Towards Results Matrix (Achievement of outcomes against End-of-project Targets), as required by the TOR. Each of the evaluation criteria include a dedicated section on GEWE.

Section 5: Conclusion

Moving beyond the findings, the conclusions present logical assessments based on the findings. It identifies underlying priority issues for the project. The conclusion reflects the gender analysis of the evaluation.

Section 6: Recommendations

Key priority recommendations are set out linked to country programme strategies and actionable items led by identified agencies, and where possible individuals. Each of the recommendations are prioritised taking into consideration the timeframe for the programme. Recommendations reflect the gender analysis set out throughout the report.

2. Project Description and Background Context

2.1 Development Context

10. The state in Zambia is the exclusive authority when it comes to administering of elections. The state through state organs (i.e. ECZ) is responsible for administering procedures to ensure credible and genuine elections within an enabling environment and engaging key partnerships with stakeholders.

11. The elections in Zambia are conducted under the multi-party democracy and presidential system and the president and National Assembly (NA) are elected every five years¹. Zambia functioned as a democracy from independence in 1964 until 1972 when it became a one-party state. Multi-party democracy was re-introduced in 1990 which led to multi-party elections in 1991. Zambia has since 1991 been a relatively stable democracy and has since had nine presidential elections (seven of which were general elections) and has seen peaceful transfer of power between four political parties: United National Independence Party (UNIP); Movement for Multi-Party Democracy (MMD); Patriotic Front (PF); and United Party for National Development (UPND)².
12. Notwithstanding the recognised improvements made since the emergence of multi-party democracy and contributions of UNDP and other interventions in consolidating democratic practices in Zambia, the 2016 elections exposed some interrelated challenges with the Zambian electoral environment and these include: gaps and inconsistencies in the legal framework; decreasing public confidence in the impartiality, effectiveness and credibility of electoral institutions; lack of inclusion in the political process of historically marginalized groups; and an increasing need to mitigate election-related violence and to promote a peaceful political environment^{3,4,5}.
13. The UN Electoral Needs Assessment Mission (NAM) conducted in 2018 identified a number of challenges relating to the electoral environment and these included:
 - a. Inconsistencies between the constitution and the electoral laws. For instance, the constitution provides for universal suffrage for all Zambian citizens aged 18 or above and possession of a National Identification Card, but the law revised in 2016 disqualified citizens from voting who suffer intellectual disabilities, detainees and those in lawful custody.
 - b. Selective application of the Public Order Act (in favour of ruling party) which governs the holding of public meetings, thus undermining the level playing field for electoral competition.
 - c. Shortcomings in the existing judicial electoral dispute resolution mechanisms including lack of logistical support, premises and equipment, short time frames to deliver decisions that involve consultations with multiple stakeholders.
 - d. Need for more effective and timely voter education to address voter apathy and reduce the risk of electoral violence.
 - e. Polarised media and a perception of bias in favour of the ruling party in state media as some of the causes of electoral violence in the recent years.
 - f. Rise of political violence in Zambia, particularly since the 2016 elections.
14. The Democracy Strengthening in Zambia (DSZ) project was designed to address these challenges and building on early programmes. The DSZ is a three-year (January 27th 2020 – December 31st 2022) multi-donor⁶ project that was established by the United Nations Development Programme (UNDP) in 2020.
15. The project seeks to assist Zambia's national efforts to maximize the legitimacy of its electoral outcomes by promoting and assisting in the development of procedural certainty, institutional capacity and reinforced democratic values. The project recognises that credible and genuine

¹ Bach, S (1999). "Political policy: president and parliament in Zambia". Journal of Management History. 5: 183–198.

² [Zambia \(1964-present\)](#)

³ [Preliminary Statement - Election Observation Mission Zambia, General Elections and Referendum, August 2016](#)

⁴ UN report of the electoral needs assessment mission (NAM), Zambia, 29 July to 4 August 2018

⁵ Democracy Strengthening in Zambia 2019-2022 Project document

⁶ USAID, European Union, France, Germany, Ireland and Sweden

elections are an institutionalized process of uncertainty that depend on procedural⁷ certainty and reliability in order to attain legitimacy. While the project appreciates the critical role of the state as an exclusive authority to administer elections, it recognises the need for establishing key partnerships with stakeholders. This is because the state alone is insufficient to realize the goal of comprehensive free and fair elections.

16. Establishment of the project was based on the recommendations of the 2018 NAM, the 2016 Zambian election observation, consultation with stakeholders, and recommendations arising from independent evaluations⁸.

2.2 Coherence

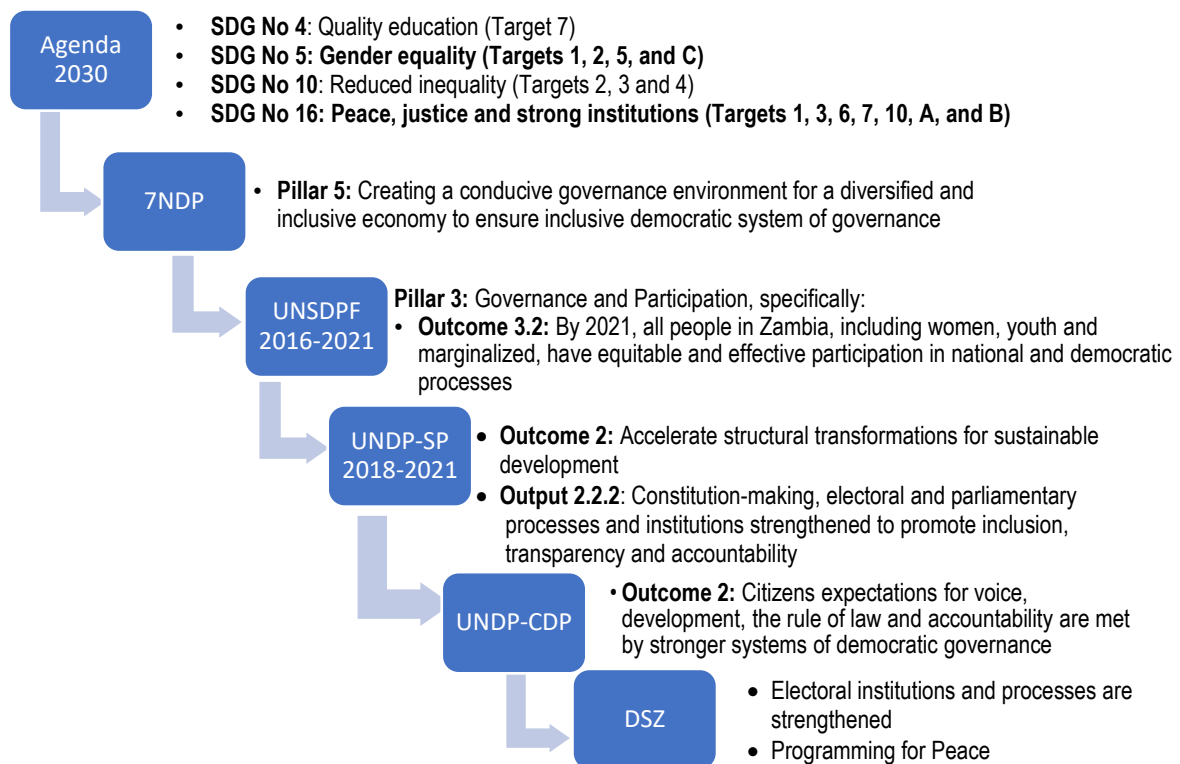
17. As shown in [Figure 1: Alignment of DSZ with national and international strategies](#) (below), the DSZ project aligns with and is supportive of Zambia's Sustainable Development Partnership Framework (UNSDPF 2016-2021), UNDP Strategic Plan and Country Programme and the 7th National Development Plan 2017-2021 (7NDP). The project contributes to Pillar 5 of the 7NDP to "promote transparency, accountability, citizen participation as well as strengthen governance institutions."⁹
18. The project is further coherent with the UNDP's Pillar 3: Governance and Participation which reaffirms the UNDP's commitment towards supporting the Government of Zambia realise democratic governance for enhanced citizen's participation as outlined in the UNDP's Country Programme Document (CPD) 2016-2021 and the UN Sustainable Partnership Framework (2016-2021). In terms of Agenda 2020, the DSZ project lines up specifically to Sustainable Development Goals 4, 5, 10 and 16¹⁰.

⁷ Procedural in this context refers to broad practices and norms of the technical, political and legal processes that define an election, which should be known, accepted, and produce reasonably anticipated outcomes.

⁸ Democracy Strengthening in Zambia 2019-2022 Project document

⁹ 7th National Development Plan 2017-2021

¹⁰ Transforming our World: The 2030 Agenda for Sustainable Development

Figure 1: Alignment of DSZ with national and international strategies

2.3 Project Description and Strategy

19. The DSZ project uses a two-pronged approach: 1) strengthening electoral institutions and processes and 2) Programming for Peace. The project aims at strengthening the institutional capacity of key electoral stakeholders to ensure procedural certainty and strengthening the legitimacy of the electoral process based on the Electoral Cycle Approach (ECA).
20. The overall goal of the project is to ensure that Zambia has strengthened democracy through functional and inclusive electoral processes that ensure the peaceful conduct of the 2021 elections and demonstrate heightened legitimacy and institutionalization of the multiparty system¹¹.
21. The project is further designed to address various challenges affecting the Zambian electoral environment including gaps and inconsistencies in the legal framework; decreasing public confidence in the impartiality, effectiveness and credibility of electoral institutions; lack of inclusion in the political process of historically marginalized groups; and, an increasing need to mitigate election-related violence and promote a peaceful political environment. The project aims to address these challenges providing support to the long term and sustainable institutional strengthening of the Electoral Commission of Zambia (ECZ) and other beneficiaries¹² before, during and after the 2021 general election. The project in collaboration with the Joint Task Force for electoral assistance (JTF)¹³ further spearheaded the development and operationalization of two flagship digital tools namely, Early Warning and Early Response

¹¹ Democracy Strengthening in Zambia 2019-2022 Project document

¹² These include: Judiciary, Ministries of Home Affairs and Justice, Zambian Police Service, Human Rights Commission, political parties, the media, civil society organizations, and faith-based organizations.

¹³ <https://www.ec-undp-electoralassistance.org/en/>

Project (EWER) and iVerify Zambia Mechanism (iVerify), designed to mitigate electoral violence and prevent disinformation and misinformation respectively.

22. The project follows an electoral assistance programming strategy that lays emphasis on long term holistic engagement to ensure peaceful electoral processes. The project is multi-dimensional, multi-stakeholder and multi-period:
- a. **Multi-dimensional** – The project is built around the five dimensions of inclusion, accountability, transparency, integrity and capacity:
 - i. **Inclusion** – to ensure participation and representation of all citizens including excluded populations (i.e. women, youth, PWDs and PLC) in democratic institutions and processes
 - ii. **Accountability** – to ensure that actions and decisions taken are subject to oversight to guarantee that government initiatives meet their stated objectives and respond to the needs of the community they are meant to benefit
 - iii. **Transparency** – To promote institutions which formulate and implement evidence-based policies while communicating openly and in a responsive manner to their citizens’ needs and opinions
 - iv. **Integrity** – to ensure public confidence in electoral and political processes
 - v. **Capacity** – to ensure development of technical, organizational and human capacities with the intent of strengthening democratic institutions
 - b. **Multi – stakeholder** – The DSZ has a wide and diversified stakeholder base from which the participants of the ME will be drawn. The broad categories of stakeholders include responsible parties (ECZ, Zambia Police Service, Ministry of Justice, etc), CSOs, project donors, electoral observation organizations, media houses, donors and the general public (see [Annex 5: Stakeholder analysis](#) for more detail).
 - c. **Multi-period** – This relates to the implementation of the project throughout the electoral cycle, that is before, during and after the elections. The project effectively started on 27th January 2020 after the signing of the project document by the Minister of Finance and it is expected to run up 31st December 2022.
23. The project has two inter-linked result areas which are: a) having strengthened electoral institutions and processes; and b) Programming for Peace in support of the Zambia 2021 electoral cycle. Operating across six result areas:
- i. inclusive and participatory decision-making.
 - ii. responsive and accountable institutions.
 - iii. improved access to information.
 - iv. enhanced technical and organizational capacities of national electoral stakeholders.
 - v. integrity in the work of credible and legitimate institutions.
 - vi. and improved conflict prevention and mitigation mechanisms (see [Annex 3: Results Framework](#)).¹⁴

¹⁴ Results Framework-Democracy Strengthening in Zambia (DSZ)

24. The outbreak of COVID-19 in 2020 and the public health measures that were put in place by the government limited the scale and reach of activities which required physical engagement with beneficiaries and stakeholders.

2.3 Project governance management arrangements

25. The project is governed and managed by two committees: the steering committee (SC) and technical committee (TC). The SC is chaired by senior representation from the UNDP (Resident Representative), ECZ (Chair), MoJ, judiciary and Zambia Police Service (ZPS), and draws participation of all donor fund contributors as well as other direct beneficiaries (i.e. parliament, relevant ministries, etc). Other stakeholders from government and CSOs are invited to participate on an ad-hoc basis. The project adopted a similar governance set up to previous electoral programmes with a steering and technical committee. Unlike the preceding project, the DSZ project has a joint chair of the Steering committee, held by ECZ and the MOJ.
26. The SC is responsible for providing policy guidance, oversight and quality assurance to the project. It focuses on strategic direction, overall management and decision making of the project like prioritization of activities, annual work plans, budgeting, and financial and technical reporting. The SC is also responsible for general oversight of DSZ project activities, including financial oversight and review of funding allocations within the overall budget as recommended by the Project Management Unit (PMU) through the TC.
27. The TC is chaired by UNDP (Deputy Resident Representative), ECZ (CEO), MoJ (Director-Governance), and expert level representatives from SC member organisations. The TC is responsible for all technical and procedural aspects of the project; it provides input to the agenda for the SC meetings and expert input in the SC discussions.

3. Overall Evaluation Approach & Methodology.

3.1 Evaluation Objectives, Rationale, and Scope

28. This section sets out the overall evaluation framework, approach, and methods
29. The evaluation provides an assessment of progress and results achieved in relationship to the UNDP and partners investment, identify learning and areas where restructuring or changes through adaptive management in project implementation are needed. Results of the evaluation, including evidence-based clear and focused recommendations are aimed at contributing to enhancement of project implementation and results for the remaining life of the project. The midterm evaluation focused on adaptive learning for increased effectiveness and potential for sustainability of benefits set in motion by the project.
30. The specific objectives of the evaluation include:
 - a. To assess the implementation of the project's progress towards the achievement of the project objectives and outcomes.
 - b. To assess early signs of project success or failure with the aim of identifying the necessary changes to be made to set the project on-track to achieve its intended results.
 - c. To review the project's strategy and its risks to sustainability.
31. The evaluation took place in the final year of the programme covering all the six result areas and related outputs undertaken from January 2020 through to December 2021.

3.2 Evaluation Approach

32. This midterm evaluation was a formative theory-based evaluation, using the OECD-DAC framework with emphasis on relevance, effectiveness, efficiency, and sustainability as main evaluation criteria. Impact and coherence were not included in the evaluation framework criteria. Impact was not included due to the formative nature of the evaluation. Although coherence criterion was not included, lines of inquiry relating to coherence were developed across each of the criteria assessing how the multi-sectoral electoral approach was adopted and worked within the project.
33. The evaluation adopted a mixed method approach, incorporating primary qualitative and secondary quantitative data collection to ensure credibility of findings and conclusions. The evaluation mainly used qualitative methods to assess relevance, progress toward attainment of intended results (effectiveness), efficiency and sustainability with a quantitative approach mainly done through review of progress against set targets as reported in quarterly and annual project reports.
34. As part of the inception phase the evaluation team revised the draft evaluation questions in the TOR. The revised questions are set out in [Table 1: DSZ Mid Term Review Evaluation Question](#). The detailed Evaluation Matrix is included in [Annex 10: Evaluation Matrix](#).

Table 1: DSZ Mid Term Review Evaluation Questions

Relevance	
EQ1: To what extent do the project's results remain relevant moving forward, and what if any need to be changed and how?	
Relevance Sub Questions	
EQ1.1	What are the key gaps in the existing policies, regulatory and capacity building frameworks in which the project operates? And, what are the key priorities moving forward and why?
EQ1.2	Did the key partners feel the project focused on the local and national development priorities and policies?
EQ1.3	Have the key partners in the project engaged as envisaged? If not, why? And what effect has it had on the achievement of the project's objectives?
EQ1.4	What are the key social and political challenges that the project faces moving forward?
EQ1.5	Are the current project management arrangements (e.g., funding, staff, and facilities) adequate to meet the project's objectives?
EQ1.6	Are the stated assumptions and risks logical and robust? And did they help to determine activities and planned outputs?
Effectiveness	
EQ2: Progress Towards Results: To what extent have the expected outcomes and objectives of the project been achieved thus far?	
Effectiveness Sub Question	
EQ2.1	What plans are in place to consolidate institutional and social gains in the remaining project period?
EQ2.2	Has the policy work and technical assistance led to strengthened electoral institutions? If so, how? Have there been any intended positive or negative unintended consequences?
EQ2.3	Have the Programming for Peace activities enhanced conflict prevention and supported mitigation measures? If so, how and where are there any unintended consequences (positive or negative)?
EQ2.4	What role have women and other vulnerable and excluded groups played in supporting strengthened governance and democracy in the project districts?

EQ2.5	What have been the specific gender, PWD, Youth and PLC results, in terms of both institutional strengthening and Programming for Peace?
Efficiency	
EQ3: What systems and process were put in place in the project's design and implementation that have supported or hindered its efficient implementation?	
Efficiency Sub Questions	
EQ3.1	What, if any, implementation bottlenecks existed? And, in what ways did they effect the efficiency of project implementation?
EQ3.2	How did the governance and management arrangements support or hinder the project implementation?
EQ3.3	To what extent do monitoring and evaluation systems, reporting, and project communications supporting the project's implementation?
EQ3.4	Were critical representatives from government and civil society key actors in the project? And, did they engaged as envisaged to enable efficient project results?
EQ3.5	How did the project ensure that the voices of women, youth and PWD were part of the project's governance arrangements?
Sustainability	
EQ4: What are the financial, institutional, socio-economic and environmental risks to sustaining the project's results?	
Sustainability Sub Questions	
EQ4.1	What are the sustainability plans within UNDP and national partners? And, are they sufficient to ensure longevity of the project's results?

35. The evaluation team comprised of two consultants; one international consultant and a national Zambian consultant. Due to COVID-19, it was determined to collect data remotely where possible. Consequently, the international consultant worked remotely, while the national consultant undertook travel to the evaluation sites.

3.3 Gender and social inclusion methodological consideration

36. Selected revised OECD-DAC evaluation criteria, as indicated in the ToR were applied as follows:
- The evaluation was guided by principles of gender equality and equity in alignment with the Evaluation Quality Assurance System Technical Note on Gender and United Nations Evaluation Group (UNEG) guidelines.
 - Gender equality and equity-related questions and indicators were included in the data collection tools.
 - The evaluation team looked to ensure a balanced men and women were selected for the interview and FGD

3.4 Data collection methods and tools

37. The Midterm Evaluation data collection took place from the 14th February to 2ndth March 2022, using a mixed methods approach to data collection that included both primary and secondary data.
38. Data collection was done through the following approaches:
- Key Informant Interviews (KII):** Interviews were conducted either in person or remotely by telephone or through a web-based platform. Interviews were semi-structured and conducted individually and in small groups. All interviews were guided by interview protocols. The interview protocols and related interview questions were developed based on approved EQs outlined in [Table 1: DSZ Mid Term Review Evaluation Question](#) (above).

A KII interview guide was developed and used to structure the interview. Refer to [Annex 8: Key Informant Interview Guide](#) for more detail.

Key Informants included, but were not limited to, officers who worked with the project from relevant government ministries, the Judiciary, the Human Rights Commission of Zambia (HRC), the ECZ and UNDP project staff and Managers/Directors of CSO.

A total of **60 interviews were undertaken**, including informants from each of the national level electoral agencies (see [Annex 7: List of people interviewed](#)), staff from UNDP, CSOs (both at the national level and in the targeted provinces), members of the steering committee and technical committee, donors, other INGOs/NGOs working on election and institutional strengthening and peace building, and media outlets.

- **Focus Group Discussions (FGD):** The FGDs aimed to learn from recipients how they interacted with the project and how the project affected their knowledge and participation in the electoral process. Each FGD comprised six to ten participants. Focus Group Discussions (FGDs) were held with women, men and young people. A total of **7 FGDs** were held. Two FGDs were held in Lusaka with young people and women involved in voter education under Operation Young Vote and Young Women in Action respectively. In Choma, three FGDs were held, one with young people affiliated to Youth Development Organisation and two FGDs with community members (men and women affiliated to a radio station as radio listening groups). In Kawambwa, two FGDs were held with young people under Youth Advocates for Change and voter educators under Caritas Mansa. (see [Annex 9: Focus Group Discussion Guide](#)),
- **In depth literature Review:** A review of relevant documents and literature was undertaken conducted as part of the midterm evaluation. A total of **31 documents** were reviewed, including both strategic and project documents. A detailed evidence table summarizing key findings from documents reviewed were developed in the inception phase. The literature was systematically reviewed against each of the main and sub-questions in the evaluation matrix. See [Annex 11: Bibliography](#) for a detailed list of documents reviewed.

3.5 Sampling strategy

Evaluation Site Selection

39. A sample strategy to determine the selection of provinces was developed. The country was divided into three clusters namely Southern, Central and Northern clusters. Cluster 1 included Lusaka and Copperbelt Provinces; Cluster 2 includes Northern, Muchinga, Eastern and Luapula; and Cluster 3 included Southern, Western, North-western and Central Provinces. The Southern cluster was characterized by high voter registration and high voter turnout compared to the Northern cluster. The Central cluster is more urbanised than the other two other clusters. One province was purposefully selected from each cluster: Lusaka, Southern and Luapula provinces.

Table 2: Sampling Strategy

Selection Criteria	Provinces meeting the criteria	Selected provinces and districts
High Voter registration and high voter turn out	Southern, Western, North-western and Central	Southern (Choma district)
Low voter registration and low voter turn out	Northern, Muchinga, Eastern and Luapula	Luapula (Mansa and Kawambwa districts)
Seat of Government, urbanized and densely populated	Lusaka and Copperbelt	Lusaka (Lusaka district)

3.6 Data analysis: Validation/ Triangulation

40. To ensure the quality of data and mitigate the risks and constraints inherent in each individual data collection tool, the evaluation team used several processes to check and clean the data. These included: (i) speaking to multiple stakeholders within key organisations (ii) excerpting in-depth literature review data directly from the sources as much as possible to ensure accuracy; (iii) guiding data aggregation by clear questions and criteria and quality controlling by the evaluation team leader.
41. The Evaluation Team met at regular intervals for analysis meetings (via video conference and/or email) to discuss and cross-reference the results of each line of inquiry, identified patterns and outliers, and drafted emerging summary findings in response to the evaluation questions and sub questions.
42. To analyse data, the evaluation team employed descriptive, qualitative, and quantitative analysis techniques. Descriptive analysis was used as a first step, to understand the contexts in which UNDP operates, before moving on to more interpretative approaches.
43. Qualitative analysis included the following approaches:
 - a. Systematic content analysis, which was used across the different lines of inquiry, of documents and interview data to analyze and identify common trends, themes and patterns in relation to the evaluation questions.
 - b. Content analysis was also be used to flag diverging views or evidence on certain issues. Emerging issues and trends deriving from this analysis constituted the raw material for crafting preliminary observations that then were refined to feed into the evaluation report.
 - c. Comparative analysis was used to understand and explain differences in findings and trends emerging from different perspectives and time periods.
44. Triangulation: to ensure the reliability of information and to increase the quality, integrity and credibility of the evaluation findings and conclusions, the Evaluation Team based individual findings on several lines of inquiry and data sources.

3.7 Methodological challenges and limitations

45. There were several challenges and limitations identified. Firstly, limitations related to the restrictions on physical interactions due to Covid-19. As a result of COVID-19 restrictions, the Lead consultant could not travel to Zambia for the evaluation and conducted all interviews remotely with related connectivity challenges. This also meant that the Zambia-based consultant conducted FGDs with both men and women. Another limitation faced by the ME team was not being able to fully interact with all the project beneficiaries, such as People in lawful Custody (PLC) and People with Disabilities (PWDs). The allocated time to collect data made it difficult to secure the required permissions to access PLC. Issues around recall were also noted with recipients of the voter education activities not being able to recall details of the project. Monitoring data, although available and reported on progress toward targets, provided limited evidence the effectiveness of interventions. This was due to some indicators not being reported on, or indicators not being SMART to sufficiently capture project results. See [Annex 4: Progress toward results matrix](#) for more detail. Coupled with this was the limited validation of project results by the UNDP project monitoring due to restrictions in place as a result of COVID-19. These challenges and how they were addressed are tabulated in [Annex 12: Methodological limitations](#)

4. Findings

Introduction

46. This section presents the evaluation's findings and is organized under each of the evaluation criteria. The findings talk to each of the sub-questions with the overall summary bringing together results across the sub-question to reflect on the main evaluation question. Across each of the criteria certain sub-questions have been merged as the findings overlapped, for example under the 'relevance' criteria EQ1.1 and EQ 1.2 have been merged, and under the 'effectiveness' criteria EQ1.2 and EQ1.5 have been merged.
47. The findings draw upon evidence from database mining, document review, interviews and the FGDs. Overall, the evidence base deriving from available data allowed for adequate triangulation of data sources. Where this was not the case, the report indicates this.

4.1 Relevance

48. Relevance examines how the priority gaps in policy, regulatory and capacity building frameworks have been addressed as set out in various strategic documents. Also, whether the project's results continue to suit the current context, what emergent issues have arisen, if any? And what are the priorities moving forward and why? Consideration is also given to how the GEWE where relevant in the design to date and moving forward.

Relevance of project results and gaps moving forward (EQ1.1, EQ1.2)

49. These questions examine how relevant the project results were and continue to be moving forward. What critical gaps remain? And what are the priorities, including those for women, youth and PWD?
50. The DSZ project was built on the 2016 UN NAM assessment and aligned to key local and national development priorities and policies (i.e., Pillar 5 of the 7NDP, Pillar 2 of the 2016-2021 UNDSDPF, Outcome 2 of the 2018-2021 UNDP-SP and Outcome 2 of the 2016-2021 CPP).
51. The gaps identified prior to project implementation were inter alia: exclusion of population groups (i.e., youth, women, PWDs and PLC) from participation in governance and electoral processes; ineffective domestic election observation frameworks; and limited capacity of institutions with electoral mandate. The next priorities for the remaining period of the project as outlined in the 2021 interim progress report include:
 - a. Analysis of election observer recommendations for purposes of identifying best practices for integration into the design and operations of the ECZ and other partners and stakeholders; and identifying challenges for rectification through inter alia, additional capacity development, constitutional legal and administrative reforms.
 - b. Developing and supporting sustainability and exit plans using the outcome of after-action reviews of the EWERS and iVerify.
 - c. Developing and proposing post-election activities for CSOs, FBOs, media and community leaders to ensure the longevity of results.
 - d. Provision of technical support to selected committees of the National Assembly pursuant to the current government's legislative agenda.
 - e. Strategic engagements with the Zambia Law Development Commission (ZLDC) and MoJ on the government's reform agenda ensuring input from ECZ's comprehensive review of the electoral process.

Relevance of project results and gaps moving forward - findings (EQ1.1 & EQ1.2)

52. Key stakeholders acknowledged that the overall project results areas remain relevant; noting that gaps still remain within them, such as:
- a. Limited participation of women, youth and PWDs in electoral processes (i.e. voting, standing as candidates, and providing checks and balances) is coupled with limited or lack of capacity building activities for women, youth and PWDs within political parties. Limited participation is further compounded by the challenges of qualification criteria for candidates, such as needing a higher education and the high political party adoption and ECZ nomination fees.
 - b. Electoral violence and conflicts.
 - c. Ongoing limited knowledge on the voting process, its importance, and benefits.
53. Notwithstanding the project's relevance in addressing the gaps identified in the project document, the work undertaken by DSZ has also given rise to identification of implementation related gaps by stakeholders which include:
- a. Unfair application of the Public Order Act.
 - b. Poor adherence to the provisions of the law and failure to contain the ruling party by institutions mandated with enforcing law and order.
 - c. Lack of policy guidelines to ensure equitable recruitment of polling staff (i.e., polling clerks, polling assistants & presiding officers) to ensure representation from various population groups.
 - d. Need for continuous voter registration as opposed to only registering around general election time.
54. In identifying relevant critical activities for the remainder of the project the discussion on relevance needs to be framed through a sustainability lens. Relevance is determined by its ability to build on and provide longevity to existing results, for example by building on and embedding institutional capacity, where results have not been fully realized such as the iVerify and EWS. Starting any new activities should only be considered relevant when viewed through a sustainability lens.

Management and governance arrangements, assumption identification and risk management (EQ1.3 EQ 1.5 E1.6)

55. These questions examine how the roles and responsibility of governance and management arrangements have been met, offering lessons learned and reflections on changes for the remaining implementation period. It also reflects more generally on the project management arrangements including the risks and assumptions
56. The institutional strengthening of the ECA adopted by DSZ resulted in working with multiple stakeholders. The stakeholders included the implementing agency (UNDP) and technical consultants, ECZ, other government institutions with an electoral mandate (i.e. ZLDC, ZPS, HRC, MoJ, etc.), media organizations, CSOs, general public and other organizations that have undertaken election support programmes (See [Annex 3 Stakeholder Mapping](#) for a list of stakeholders and their roles).
57. The main governance arrangement of the project is made up of the SC and TC; Key feature of the DSZ as compared to previous election programmes is this adaptation of joint leadership between ECZ and MOJ in the SC.

58. The SC is also responsible for general oversight of DSZ project activities, including financial oversight and review of funding allocations within the overall budget as recommended by the Project Management Unit (PMU) through the TC.
59. The TC is responsible for all technical and procedural aspects of the project; it provides input to the agenda for the SC meetings and expert input in the SC discussions.
60. In terms of the wider PMU, it was fully staffed by the end of 2020, containing a Programme Manager, a Monitoring, Evaluation and Knowledge Management Officer, and a Programme Officer.
61. Project risks were identified set out in a risk matrix, which set out the the probability and impact of those risks while setting out contingency measures to manage them. Each risk was allocated to a responsible individual.
62. No specific assumptions were found by the evaluation team linked to the results framework or the TOC.

Management and governance arrangements, assumption identification and risk management - findings

63. Stakeholders consistently reported that they were engaged in the project as envisaged, carrying out their roles and responsibilities when it came to the two committees in a timely and suitable fashion.
64. Added value was seen in the setup of the governance structure, in particular having a joint lead for the SC. Feedback included that ‘we all knew what each other were doing, if one agency was busy it meant that the project was not delayed. It helped us work together.’
65. The structure and roles within the PMU were seen to be adequate to meet the project needs. Of note were issues of lack of timeliness and responsiveness of the PMU which is covered specifically under the efficiency criteria (EQ 4.3).
66. Although the risk matrix was in place there was no evidence of it being updated. Risks although relevant to various results areas were not linked in the matrix.
67. Assumption analysis is a part of the risk management process with plans needing to change if assumptions are proven wrong. Therefore, assumptions need to be identified, tracked and effectively controlled during the project’s lifecycle. Assumptions are also a critical part of the final evaluation, which will look to test if they have held true when determining the overall effectiveness of the project. No explicit assumptions were evident in the DSZ project document.

Social and political enablers and the challenges the project faced (EQ1.4)

68. This question looks at the social and political enablers and challenges that the project faced and how the project managed and utilised them.
69. Several challenges were identified. Of note was COVID-19 which was seen by UNDP to delay project implementation while they reoriented themselves to the new operational reality, such as working from home and travel restrictions.
70. There was a delay in implementation of a number of activities and there was a misalignment around the delivery of the programme activities and the ECA. This meant that they were delivered close to the election period, presenting several challenges and increased the risk to community members and voter educators.

Social and political enablers and the challenges the project faced - findings

71. The outbreak of COVID-19 limited the reach of activities that required physical engagements like community sensitization campaigns. CSOs revised their approach adopting a more informal approach and door-to-door campaigns. With the adjustments, CSOs reported still being able to meet their targets. These adaptations presented challenges and benefits for the project.
72. This more tailored and one-to-one approach presented potential challenges in being able to reach the target number of voters, that said it was not seen as an issue by the CSOs. CSOs reported through going door to door they were able to answer individual concerns that larger scale community events would not be able to. It also reached people in their homes who might not otherwise attend larger more public events. This would be of particular benefit to PWD who may be faced with mobility challenges.
73. The misalignment of activities with the ECA presented several challenges. Several CSOs reported that the delivery of the voter education so close to the election in a politically charged environment caused increased risk to the voter educators in the field. Although no 'incidents' were reported, several examples were shared where CSOs reported having to provide additional clarity or being mistaken for political party campaigners. When it came to messaging other examples were noted, when approaching people, they were not willing to listen. Voter educators sensed that this was due to general unease around a risk of conflict.
74. The ECZ faced numerous challenges due to implementation delays resulting in the misalignment of activities, such as having a limited ability to take up time bound recommendations from number of technical reviews¹⁵ which were completed close to the election. Likewise, in the original scoping report¹⁶ for the EWS there was a plan to link ECZ with EWS, however ECZ was not able to fully engage with this at the time of EWS development as their focus and resources were geared to planning the imminent elections in August 2021.

Summary of key relevance findings

Key stakeholders acknowledged that the overall project result areas remain relevant; noting that gaps still remain such as the limited participation of women, youth and PWDs in electoral processes, and risk of electoral violence and conflict.

The work has also given rise to identification of implementation related gaps such as the unfair application of the Public Order Act, equitable representation of polling agents from different groups, and the need for continuous voter registration.

Moving forward, discussion on relevance needs to be framed through a sustainability lens. Relevance is determined by its ability to build on and provide longevity to existing results. For example, by building on and embedding institutional capacity, where results have not been fully realized such as the iVerify and EWS. Start of any new activities should only be considered relevant when viewed through a sustainability lens.

¹⁵ Technical reviews included Strategies and outreach activities to increase women and youth participation in elections; Technical assistance to review existing procedures/strategies/publications targeting PWDs for meaningful in elections in Zambia; Operationalizing the Domestic Election and Observation Group Charter in Zambia

¹⁶ March 2020

When it came to the governance arrangements stakeholders reported that partners were engaged in the project as envisaged, carrying out their roles and responsibilities. Added value was seen in the setup of the governance structure, in particular having a joint lead for the SC.

In terms of management of the project, issues of risk and assumptions were examined. Although a risk matrix was in place, there was no evidence of it being updated. Risks although relevant to various results areas were not linked in the matrix. Assumption analysis, seen as a critical part of risk management processes, were missing from the project.

The outbreak of COVID-19 limited the reach of activities that required physical engagements like community sensitization campaigns. CSOs revised their approach adopting a more informal approach and carried outdoor-to-door campaigns. With these adjustments CSOs reported still being able to meet their targets. These adaptations presented challenges and benefits for the project.

Benefits being that CSOs reported through going door-to-door were that they were able to answer individual concerns that a larger scale community event would not be able to. It also reached people in their homes who might not otherwise attend larger more public events, such as PWD.

Political challenges came from the misalignment of activities with the ECA Several CSO's reported that the delivery of the voter education so close to the election in a political charged environment caused increased risks to the voter educators in the field. When it came to messaging, Voter educators sensed people were not as willing to listen due to general unease around increased risk of conflict.

The ECZ faced numerous challenges due to implementation delays resulting in the misalignment of activities, such as having a limited ability to take up time bound recommendations from number of technical reviews close to the election. And although they expressed informal interest during the evaluation interviews, they were not able to fully engage with linking the EWER/EWS within existing structures, as their focus was on planning the imminent elections in August 2021.

4.2 Effectiveness

75. Effectiveness looks at whether the expected outputs were achieved in sufficient quantity and quality to attain the projects outcomes; and, if there have been any unintended positive or negative consequences. As well as, how results can be consolidated, and challenges to consolidation. Specific consideration is given to women, PWD, Youth and PLC and how the envisaged results align with their experience.
76. Effectiveness will examine DSZ works across six result areas with eight outputs, see [Figure 2: DSZ result areas and related outputs](#) (below).

Figure 2: DSZ result areas and related outputs

DSZ Result Areas and Related Outputs
<p>Expected results areas:</p> <ul style="list-style-type: none"> a) inclusive and participatory decision-making b) responsive and accountable institutions c) improved access to information d) enhanced technical and organizational capacities of national electoral stakeholders e) integrity in the work of credible and legitimate institutions f) improved conflict prevention and mitigation mechanisms <p>Related DSZ outputs:</p> <ul style="list-style-type: none"> 1.1 Support for inclusive participation of marginalized groups in the electoral process 1.2 Support improved inclusiveness of elected bodies 1.3 Support for the inclusion of civil society and civic engagement 2.1 Enhancing electoral support institutions 2.2 Support to Electoral Dispute Resolution (EDR) 3.1 Strategic communications support to Electoral Commission of Zambia 3.2 Support to the National Assembly communication strategies 3.3 Support to the media 4.1 Technical support and capacity strengthening for the Electoral Commission of Zambia 5.1 Support to the reform process 5.2 Support to the integrity of biometric identification 6.1 Promotion of electoral security 6.2 Support to political violence early warning system 6.3 Strengthening of conflict management mechanisms

Results achieved so far (EQ2.1 and EQ2.5)

77. This question looks at the results that have been achieved so far and how to consolidate them for the remaining project period.
78. Results reported are framed using UNDPs Progress Towards Results Matrix (Achievement of outcomes against End-of-project Targets). For each of the indicators an achievement rating and assessment is given. The assessment is a traffic light system from targets achieved (green to red (for not achieved)). See [Table 3: Progress Towards Results Matrix](#) (p.24) which provides details of the rating system. The table is populated using the DSZ results framework and data reported on in the 2021 interim annual report.
79. In using this template, the evaluation team, due to the nature of the DSZ M&E system, faced several challenges questioning the overall usefulness of it in presenting the results achieved. Challenges and concerns included.
- a. Reporting against indicators needs to be considered in light findings in the efficiency section, which raises issues on the appropriateness of some of the indicators to evidence the effectiveness of the results achieved.
 - b. The evaluation team struggles to populate the table. Firstly, some result areas and indicators not data has been produced, of particular note is result area five where limited data being available. When it came to the availability of disaggregated data some of the indicators, where no data was available. See efficiency section for further discussion on the DSZ M&E system
 - c. Data for ascertaining indicator performance was limited because the evaluation team did not have access to source documents like the ECZ voter registry, 2021 Elections Policing Report, Election Assessment Report.

80. The table below includes result areas and indicators where data was available. This lack of data is linked to both the shortened implementation period and a number of the deliverable where not able to be achieved or dropped from the workplan. Couple with this the M&E system not collecting, and reporting on certain indicators see efficiency section for more detail. The complete table is included in [Annex 4: Progress towards results matrix](#). The Annex table shows all the results, their indicators and disaggregation requirements. Where data has not been found it has been noted.

Results achieved so far (EQ2.1 and EQ2.5) findings

81. When it comes to assessing the progress against results framework there is significant gaps where no activities have been undertaken, other cases activities have been undertaken but no data is available. In a noted number of cases where activities have been undertaken and results reported, the results they have not been disaggregated, making it difficult to access the specific gains achieved by women, youth, and PWD.
82. Where results have been reported, although the not disaggregated they were met with exception of improving the proportion of women in elected bodies and meeting the target number of police trained in electoral security and elections policing, with efforts to develop the NA communications and media strategy under way and testing and implementing the CSMS still not completed. The results are discussed further by result area in the following sub-sections.

Result 1. Decision-making is more inclusive and participatory, and discrimination is reduced

83. Result area one covered support for inclusive participation In these areas the project supported inclusive participation of inmates by training of 260 PLCs (against a target of 50) as volunteer voter education facilitators who contributed to the reaching of about 93% of the inmate population with voter education. No data was available on capacity building women, youth and PWDs. In terms of reporting on any changes in knowledge among participants in capacity building training sessions to promote inclusive participation (disaggregated by gender, age, PWDs etc) of targeted groups no data was available.
84. When it came to the Support for the inclusion of civil society and civic engagement UNDP annual report stated that 'Through the 18 CSO grant recipients' targeted voter education, UNDP contributed towards the high turnout of citizens in the 12 August 2021 electoral process. Collectively, notwithstanding the challenges imposed by the COVID-19 pandemic, through trained community voter educators, the CSOs held 2,681 community voter engagement meetings in 10 provinces, with a total reach of over 1.2 million people across the country. No data was available on the change in knowledge because of the voter education messaged undertaken. Couple with the face-to-face voter education messages due to COVID radio and social media were utilized to deliver voter education. UNDP reported collectively, the CSOs recorded and produced 137 radio spots - public service announcements (PSA) and adverts - and 395 radio programmes. The PSAs and adverts were broadcast 1,016 times in paid slots through 68 community and commercial radio stations across all the 10 provinces. These were undertaken during prime-time slots, such as before and immediately after the respective radio stations' main news.
85. Also, within the House of Chiefs 13 chiefs were identified as champions of peaceful elections. Thirteen 13 TV messages and 13 radio messages in all 8 languages broadcast on national television and community radio stations across all the 10 provinces. In total, 8,625 radio and TV spots featuring the members of the House of Chiefs, were broadcast.

86. Regarding improved inclusiveness of the elected bodies. DSZ was able to carry limited work in the area. It undertook a consultancy which identified the gaps and barriers to women, youth and PWD being involved in electoral process. Recommendation from the report have yet to be taken forward. The voter education worked contained with it, messages that looked to support women, youth and PWD to enter politics. Specifically, the Young Women Christian Association of Mongu conducted capacity building of women and youth candidates focusing on imparting public engagement skills and knowledge on electoral process laws and regulations. The timing of such did not enable registration of any additional candidates. Increased inclusiveness was measured by the proportion of eligible voters who are registered to vote, which declined from 95% in 2016 to 83.5% in 2021. This was in part due to limited time for implementation of pre-election activities. Indicators used to show further inclusiveness of election bodies reported a low proportion than the baseline (18%)¹⁷ of women in elected parliamentary positions (13%) The project to date have not addressed the barriers to participation which include limited resource base for covering of nomination fees and campaigns. Limited education was also mentioned as a barrier.
87. Although no CSO sign the Domestic Election Monitoring and Observation Group (DEMOG) Charter, a review and operationalization of the Domestic Election Monitoring and Observation Charter was undertaken, a strategy document produced and validated in May 2021.

Result 2: Institutions are strengthened to be responsive and accountable, providing access and service

88. Result area two covers enhanced electoral Support Institutions, support to Electoral Dispute Resolution (EDR). The work was focused on electoral dispute resolution (EDR). The project in collaboration with ECZ and the Judiciary held colloquium on electoral justice and preparations for the 2021 polls. The colloquium was attended by 125 participants (judges of the constitutional court, high courts, and the legal fraternity).
89. The project also in training of various categories of 353 judicial officers (against a target of 30) in EDR to enhance timely resolution of the 2021 post-election electoral disputes. The training covered 32 magistrates 31 lawyers 77 research advocates, and 213 support staff. No data was available on changes in knowledge and skill because of the training.

Result 3: Institutions are more transparent and provide access to information

90. Result area 3 covers strategic communications support to ECZ, support to the National Assembly and the media.
91. The project provided strategic communications support to ECZ by supporting the development of the ECZ communication strategy. The strategy defines the framework for ECZ engagement and collaboration with electoral stakeholders and media partners¹⁸ The results reflect an intent to address stakeholder engagement and ensure access to information as highlighted in the president's reform objective¹⁹ to increase the independence and transparency of the ECZ.
92. UNDP also financed the training of media personnel across the 10 provinces. In total, 250 media personnel were trained by the ECZ and its media liaison partners. The training of the media personnel was preceded by the training of 27 master trainers in Election Reporting and

¹⁷ DSZ interim annual report 2021

¹⁸ approved by the commission in July 2021

¹⁹ [Written Commitments - The Summit for Democracy - United States Department of State](#)

updating of the Election Reporting Handbook. No project monitoring data was available on effectiveness of the training.

93. The project is however still in the process of developing a media strategy with for the National Assembly as a way of supporting its communications strategies. It is expected that the strategy will be done by end of the project.
94. When it came to supporting the media, ECZ developed and executed a media placement plan for dissemination of information on the August elections. In total of 37,475 placements across the various media platforms was supported by the project. The plan focused on the 2021 elections looking to increase awareness but not directly support the result areas by address pre-existing transparency and accountability challenges noted; such as lack of access to electoral laws, lack of provision of elections management handbooks to observers in a timely fashion and lack of prior consultations before releasing a SOP etc.
95. Also work of the iVerify project was set out under output 3.3, although the indicators in the results framework are not reported on and do not directly relate to the activities undertaken. iVerify mechanism launched in July 2021 through PANOS aimed to counter disinformation, misinformation and hate speech in the context of elections. At the point of the interim annual report in November 2021 iVerify received more than 1,000 reports, processed a total of 478 reports, of which 52 were finalized and published. The rest of the submissions were completely out of scope not considered.

Result 4: Technical and organisational capacities of national electoral stakeholders are strengthened

96. Result area four covers technical support and capacity strengthening for the ECZ specifically the voter education work undertaken.
97. Working with ECZ UNDP through a third party produced 32 docudramas (4 in each language), 88 posters (13 in English, 10 in each local language), 8 TV messages (1 in each language), 40 radio ads (5 in each language), 8 jingles (1 in each language), 13 TV messages by Chiefs (in all 8 languages) and 13 radio messages by Chiefs (in all 8 languages). The campaign targeted an estimated 13 million citizens have access to print, radio, televisions, and social media.
98. Also, DSZ project supported ECZ in the transcription of various voter education messages into sign language and large format print to reach out to the deaf voters The materials were distributed to all the 116 districts and PWDs organizations for onward distribution among blind, deaf, and dumb voters.
99. Indicators used to measure the success related to number of rejected ballot papers, time it took to report on the election results and voter turnout. Results were reported against one of the indicators; reporting it exceed its target for voter turnout; 70.60% voter turnout was recorded against a target of 58%. The voter turnout increased from 56% in 2016 to 70.60% in 2021. This however was not seen as an effective indicator of success as it was not representative of the work of the project. Other indicators in terms of the knowledge gained through voter education was not reported on. However, the FGD undertaken during the evaluation noted a significant increase in knowledge gained through voter education. It is not clear however how this translated into increased voter turnout for women youth, and PWDs (as compared to previous elections) as voter registration was closed when the voter education programme was under way.

Result 5: Integrity in the work of credible and legitimate institutions

100. Result area five looks at support to the reform process and the integrity of biometric identification.

101. Work undertaken to support the reform process was the review of the current legal framework of elections to ascertain is consistency with good electoral practices and international standards was undertaken and complete in May 2021. The assignment identified gaps in the current legal framework for elections in the country and recommended ways to fill such gaps. No further progress has been noted since its completion.
102. DSZ project also supported the Zambia Law Development Commission (ZLDC) to draft relevant laws which enable over 14,000 PLCs registered last year to vote in the August 12 elections. The laws were passed by the Parliament before its dissolution on 12th May 2021.
103. Other reform areas that lay within the remit of the project identified where strengthening the independence of the ECZ, reforming the Public Order Act, and strengthening separation of powers.
104. No work to date has been undertaken support to the integrity of biometric identification to date.

Result 6: Conflict prevention and mitigation mechanisms to support the peaceful conduct of elections are enhanced

105. Results areas six looked to promote electoral security, a political violence early warning system and strengthening of conflict management mechanisms.
106. The project contributed to the promotion of electoral security through, among others, training of trainers of 144 elections policing master trainers and training of 13,385 police officers in electoral security and elections policing. The target of 19,400 was, however, not met.
107. The project further supported the development of a prototype of the Campaign Venue Management System (CVMS) which has since been approved by the Zambia Police Service although it has not been tested
108. In July 2021, the EWER was launched followed by training for 87 district monitors and members from several CSOs. The 2021 DSZ interim annual report noted that the total number of verified reports in the period 19 July to 30 September 2021 was 336 incidents reports and 75 risks reports. 55. In August, the HRC had seven ongoing investigations, while the ECZ had twenty-three cases that had been referred to them and the ZPS had six referrals²⁰. Coupled with the launch of the EWER a national communication and outreach plan was undertaken
109. The interim annual report show that initial indication is that the EWER is able to resolve incidents in a peaceful manner, therefore reducing conflict and further violence. This is evident through initial results reported in the interim annual report which then goes on to highlight that of the 215 incidences responded to, almost half (48.8%) were resolved. More than 16% were referred to institutions with appropriate mandate for resolution, mostly to Zambia Police Service. There were 8 incidences where response action was discontinued for various reasons while in 3 incidences complainants withdrew their complaints. Incidences yet to be resolved (pending) amounted to 20.5% and efforts to resolve those cases is ongoing. The type of incidences responded to range from physical assault and harassment which accounted for majority (27%) of the incidences, destruction of billboards and posters (24%), electoral malpractices (23.7%) and destruction of property (14.4%).²¹

²⁰ DSZ 2021 Interim Annual Report, paragraph 83, page 26

²¹ UNDP. 2021. Democracy Strengthening in Zambia (DSZ) Project Progress Update January-November 2021

Table 3: Progress Towards Results Matrix (Achievement of outcomes against end-of-project targets)

Indicator Assessment Key

Green= Achieved	Yellow= On target to be achieved	Red= Not on target to be achieved
Highly Satisfactory (HS)	The objective/outcome is expected to achieve or exceed all its end-of-project targets, without major shortcomings. The progress towards the objective/outcome can be presented as “good practice”.	
Satisfactory (S)	The objective/outcome is expected to achieve most of its end-of-project targets, with only minor shortcomings.	
Moderately Satisfactory (MS)	The objective/outcome is expected to achieve most of its end-of-project targets but with significant shortcomings.	
Moderately Unsatisfactory (MU)	The objective/outcome is expected to achieve its end-of-project targets with major shortcomings.	
Unsatisfactory (U)	The objective/outcome is expected not to achieve most of its end-of-project targets.	
Highly Unsatisfactory (HU)	The objective/outcome has failed to achieve its midterm targets and is not expected to achieve any of its end-of-project targets.	

Result Area	Project Strategy	Indicator ²²	Beneficiary	Baseline ²³		Level in 1 st IR 2021 (Self-Reported)	Targets		Midterm level & Assessment	Achievement Rating ²⁴	Analysis: status of indicator; justification for rating (triangulated with evidence and data); how realistic it is for target to be achieved
				Value	Year		2021 ²⁵	2022			
Result 1: Decision-making is more inclusive and participatory, and discrimination is reduced	Output 1.1.: Support for inclusive participation	1.1.1 Proportion of eligible voters who are registered to vote, disaggregated by sex, age, and excluded groups (Note - Data on rural/urban disaggregation not available)	All	95%	2016				83.5%		Proportion declined from 95% in 2016 to 83.5% in 2021. The status of indicator cannot be determined because the target is not included in the results framework.
		1.1.2 Number of participants in capacity building training sessions to promote inclusive participation (disaggregated by gender, age, PWDs etc)	People in Lawful Custody	0	2020		50		260	HS	Target was overachieved by 210.
	Output 1.2: Support to improve inclusiveness of the elected bodies	1.2.1 Proportion of women and Youth in elected bodies	Parliamentary	18%	2016		50%		13%	U	Target not achieved; achieved 13% against target of 50%. There is a decline from 18% in 2016 to 13% in 2021. ²⁶
	Output 1.3: Support for the inclusion of civil society and civic engagement	1.3.1 Number of CSO signing the Domestic Election Monitoring and Observation Group (DEMOG) Charter							Strategy document produced and validated	S	Although no CSO signed the Domestic Election Monitoring and Observation Group (DEMOG) Charter, a review and operationalization of it was undertaken

²² Populate with data from the Log frame and scorecards

²³ Populate with data from the Project Document

²⁴ Use the 6-point Progress Towards Results Rating Scale: HS, S, MS, MU, U, HU

²⁵ If available

²⁶ Data found on ECZ [website](#)

Result Area	Project Strategy	Indicator ²²	Beneficiary	Baseline ²³		Level in 1 st IR 2021 (Self-Reported)	Targets		Midterm level & Assessment	Achievement Rating ²⁴	Analysis: status of indicator; justification for rating (triangulated with evidence and data); how realistic it is for target to be achieved
				Value	Year		2021 ²⁵	2022			
											and a strategy document produced and validated in May 2021
		1.3.2 Number of people reached by CSOs/FBOs voter education campaigns via the CSO grants		0	2016		40%		1.2 million	HS	CSOs held 2,681 community voter engagement meetings in 10 provinces, with a total reach of over 1.2 million people across the country
		1.3.4 Number of Peace and voter educations messages (in 7 local languages and English) developed and disseminated by traditional leaders via House of Chiefs							In total, 8,625 radio and TV spots featuring the members of the House of Chiefs, were broadcast.	HS	House of Chiefs 13 chiefs were identified as champions of peaceful elections. Thirteen 13 TV messages and 13 radio messages in all 8 languages broadcast on national television and community radio stations across all the 10 provinces. In total, 8,625 radio and TV spots featuring the members of the House of Chiefs, were broadcast.
Result 2: Institutions are strengthened to be responsive and accountable, providing access and services	Output 2.2: Support to Electoral Dispute Resolution (EDR)	2.2.2 Number of Judicial officers trained in the EDR disaggregated by gender.		0	2020		30		353	S	Target was overachieved: 353 judicial staff were trained to support EDR (target was 30). Data found is not disaggregated by gender.
		2.2.4 Colloquium successfully held for judicial officers to draw lessons from regional experiences in EDR.		0	2020		1		1	S	A 2-day colloquium was successfully delivered with 125 participants.
Result 3: Institutions are more transparent and provide	Output 3.1: Strategic communications support to ECZ	3.1.1. ECZ adoption of a communications strategy and gender policy		1	2016				1	S	ECZ communications strategy was developed and adopted as part of the new corporate communications department. Data on gender policy not found.

Result Area	Project Strategy	Indicator ²²	Beneficiary	Baseline ²³		Level in 1 st IR 2021 (Self-Reported)	Targets		Midterm level & Assessment	Achievement Rating ²⁴	Analysis: status of indicator; justification for rating (triangulated with evidence and data); how realistic it is for target to be achieved
				Value	Year		2021 ²⁵	2022			
access to information		3.1.5 Number of journalists trained in ECZ operations and election reporting disaggregated by gender		200	2016				250 media personnel trained	HS	250 media personnel were trained. Also trained 27 master trainers in election reporting and updating of election reporting handbook. MT level assessment and achievement rating not done due to lack of target in the results framework
	Output 3.2: Support to the National Assembly communication strategies	3.2.1 National Assembly communications and media strategy produced and rolled out		0	2020		1			S	The consultant was recruited and deployed to the National Assembly.
	Output 3.3: Support to the Media	3.3.1 Review of media regulatory framework conducted 3.3.2 Number of staff of print and electronic media professionals trained, disaggregated by gender 3.3.3 Percentage change in knowledge among beneficiaries of media staff training. 3.3.4 Number of candidates debates /public discussion forums held							Data reported, but no target in place on which to achievement rating		Work on the development of the iVerify is reported under Output 3.3. However, the indicators do not relate to the work carried out. It is therefore not possible to provide an assessment and rating to this indicator.
Result 4: Technical and organisational capacities of national electoral stakeholders are strengthened	Output 4.1: Technical support and capacity strengthening for the ECZ	4.1.2 Number of voters reached through voter education initiatives by the Third Party disaggregated by age, gender, disability		0	2016		0		Data reported, but no target in place on which to achievement rating		Over 9 million people were reached voter education via electronic media and over 1.29 million people were directly reached by voter education facilitators. Status of indicator cannot be assessed since there is no target in the results framework.
		4.1.7 Percentage voter turn-out in the elections		56%	2016		58%		70.60%	N/A	Target was overachieved, however questions raised on the validity of the indicator to measure organizational capacity.

Result Area	Project Strategy	Indicator ²²	Beneficiary	Baseline ²³		Level in 1 st IR 2021 (Self-Reported)	Targets		Midterm level & Assessment	Achievement Rating ²⁴	Analysis: status of indicator; justification for rating (triangulated with evidence and data); how realistic it is for target to be achieved
				Value	Year		2021 ²⁵	2022			
		4.1.7. Number # of voter education trainers trained and deployed		0	2020				Data reported, but no target in place on which to achievement rating		40 national voter education trainers trained and 232 district voter education trainers trained, targets not indicated in the results framework
Result 5: Integrity in the work of credible and legitimate institutions	Output 5.1: Support to the reform process	5.1.1 Expert report produced and implemented on the assessment of existing laws and observer recommendations to foster electoral integrity and inclusion	0	2020		1	1		1	S	Ongoing review of the current legal framework of elections to ascertain its consistency with good electoral practices and international standards.
		5.1.4 Number of legislative and administrative laws (such as Electoral Process Act and Prisons Act) amended to give effect to the PLC voting		0	2016				Amendment of Electoral Process Act	HS	Electoral Process Act was amended to facilitate voting for PLC
Result 6: Conflict prevention and mitigation mechanisms to support the peaceful conduct of elections are enhanced	Output 6.1: Promotion of electoral security	6.1.1 Number of ZPS elections policing master trainers trained		39	2016				144	HS	144 were trained, number increased from 39 in 2016 to 144 in 2021. 2021 target not found in the results framework.
		6.1.2. Number of ZPS officers trained in electoral security and elections policing		8,565	2016		19,400		13,385	U	Target was not achieved: 13,385 were trained while the target was 19,400. There was an increase from 8,565 in 2016 to 13,385 in 2021.
		6.1.4 CVMS successfully developed and commissioned		0	2020		1		Prototype developed but not tested	U	A prototype of the CVMS has been developed and been approved by the ZPS but to date has not been tested.
	Output 6.2: Support to political violence early warning system	6.2.1. Number of electoral related incidents recorded through the EWER	0	2016					Data report, but no target in place by which to measure	N/A	336 incidents reports and 75 risks reports.

Result Area	Project Strategy	Indicator ²²	Beneficiary	Baseline ²³		Level in 1 st IR 2021 (Self-Reported)	Targets		Midterm level & Assessment	Achievement Rating ²⁴	Analysis: status of indicator; justification for rating (triangulated with evidence and data); how realistic it is for target to be achieved
				Value	Year		2021 ²⁵	2022			
									achievement rating		
		6.2.2. Proportion of incidents recorded in the EWER responded to by authorities	0	2012		60%			Data report, but no target in place by which to measure achievement rating	N/A	By 17 August, the HRC had seven ongoing investigations, while the ECZ had twenty-three cases that had been referred to them and the ZPS had six referrals.
		6.2.3 Number of EWER actors and officials trained	0	2016					Data report, but not target in place on which to achievement rating	N/A	45 people were trained (30 males and 15 females). There are indicators to help determine the status of the indicator.

Strengthening and Consolidation of Institutional and Social Gains (EQ2.1 and EQ2.2)

110. These questions examine how to build on policy work and technical assistance provided.
111. UNDP activities supporting institutional strengthening sit across each of the results areas and related outputs. ECZ project worked on supporting institutional strengthening took on several forms. Of note were several consultancies they undertook, see [Figure 2: UNDP institutional strengthening consultancy](#) (below).

UNDP institutional strengthening consultancy
1. Early Warning System for political violence in Zambia
2. Operationalisation of the right to vote for Persons in Lawful Custody
3. Strategies and outreach activities to increase women and youth participation in elections
4. Technical assistance to review existing procedures/strategies/publications targeting PWDs for meaningful in elections in Zambia
5. Operationalizing the Domestic Election and Observation Group Charter in Zambia
6. Compendium and analysis of election observers' recommendations from Zambia General Elections 2016
7. Findings and Recommendations - training needs and capacity gap assessment of the Judiciary of Zambia's EDR processes and mechanisms
8. Zambia cognitive security needs: misinformation/disinformation

Figure 2: UNDP institutional strengthening consultancy

112. In conjunction with the consultancy, UNDP took up a convening role to bring actors together to build understanding, ownership and road maps to move forward on key issues. For example, in May 2021 in collaboration with the Judiciary and ECZ, UNDP held a colloquium on electoral justice and preparations for the 2021 General Elections for judges of the Constitutional Court, the High Courts, and the legal fraternity with the aim to share knowledge, experiences and identify best practices with jurists from other African countries who share a similar history.
113. UNDP also delivered capacity building providing technical and financial support through:
- a) voter education targeted to women, youth and PWD;
 - b) number of trainings (e.g. to address electoral dispute resolution mechanisms)²⁷;
 - c) working with the Judiciary to produce and broadcast a 30-minute documentary on the Election Dispute Resolution (EDR) system; and,
 - d) support in conjunction with JTF the establishment of iVerify in PANOS to counter disinformation, misinformation and hate speech in the context of elections.
114. Work with the National Assembly to date has been limited.
115. At the time of writing this report, the ECZ post-election review and election observation reports were not available as they were still being finalised. Coupled with this, the new government has yet to communicate its focus on election reform or what its election claims of making ECZ independent will look like. UNDP has developed a draft workplan for 2022,

²⁷ judicial staff trained include magistrates (32) lawyers (31), research advocates (77) and support staff (213), reference Project annual report 2021

which is yet to be finalised. The project will soon be entering its second quarter of its final year of implementation, leaving the project at most nine months to consolidate gains made.

Consolidation of Institutional and Social Gains - findings

116. Institutional gains have been achieved by the project, of note are: PLC being able to vote for the first time; a new communication strategy providing a road map for the new corporate communication department in the ECZ; and the establishment of iVerify, a platform to counter act misinformation in the media.
117. Moving forward to build on and consolidate these gains, several issues need to be considered. The project is not where it had envisaged it would have been when it was originally envisaged. Activities were delayed, meaning that some have not been fully mature and therefore have yet to be able to evidence the impact.
118. When it comes to iVerify, with limited operational time prior to the election, there is still an aspect of 'testing' the concept to see what works and how to adjust and bring it scale. As at the end of the 30th of September 2021, a cumulative total of 52 stories have been reported²⁸. The iVerify platform success is based around it being able to operate at scale and with that develop a reputation as the go-to place to verify stories. Building its networks with media houses will take time. This has not been possible to date. In this sense consolidation means enabling iVerify to become fully functional at scale for a sufficient period for its value to be felt by media houses and other key stakeholders.
119. Another key area around institutional strengthening were the number of research and mappings that took place - such as research to map of barriers to PWD, and women within electoral process. Due to the misalignment of the report publication with the electoral cycle, a number of recommendations have yet to be taken forward. Ownership of these recommendations with specific individuals and their electoral bodies is crucial for gains achieved through the research to not be lost.
120. Voter education with CSOs will stop with the ending of the grants, as there are limited resources within the CSOs. To realise the ECZ's desire for continuous voter education, there is need to revisit and remodel the approach to voter education delivery taking on board limited resources available. Use of low-cost messaging with local radios stations was sighted as one way it could continue.
121. Given the delay in implementation the project at this point is not where it was originally envisaged in the project documentation. ECZ has yet to publish its post-election review and the new government has yet to communicate what electoral reform for the ECZ will look given its stated desire to make it independent. The project has nine months remaining, the workplan for 2022 has yet to be finalised moving into the second quarter. Consolidation of gains needs to be considered in this light, for example focusing on concrete gains achieved, such as: building a new communication strategy; building internal capacity to enable the staff to orientate and skill themselves around the new strategy and news ways of working; and not losing momentum on initiatives started which have not to date been fully able to evidence their effectiveness.

Enhanced Conflict prevention and mitigation measures (EQ2.3)

122. This question looks at how the Programme for Peace has supported the mitigation and prevention of conflict.
123. Program for Peace approach aims to enhance conflict prevention and mitigation mechanisms to support the peace conduction of elections by supporting strengthening context specific

²⁸ DSZ Annual report, paragraph 6, pg 4

institutional mechanisms that allow for the gathering of data, monitoring and early warning and response to election violence at federal, provincial and local levels in collaboration and between government actors and civil society.

124. Programme for Peace covered results area: improved conflict prevention and mitigation mechanisms, **Output 6.2:** Support to political violence early warning system, and **Output 6.3:** Strengthening of conflict management mechanisms.
125. Under the remit of ZPS' capacity to effectively police elections, DSZ carried out police training on rights and electoral security training. It was aimed at equipping officers with modern law enforcement skills and knowledge for policing the 2021 General Elections to ensure a credible, free, and fair political atmosphere. Twenty-four teams of trainers, comprising six to eight members were constituted to facilitate the trainings under the leadership of the Deputy Inspector General of Police in charge of Operations and Provincial Commissioners of Police. In total ZPS trained 13,385 (10,312 male, 3,073 female)²⁹ officers.
126. In addition, the project provided a 3-month deployment of personnel to the police and printed teaching aids and reference materials to support the training. A lessons learned report was produced on the deployment however this was not shared with the evaluation team.
127. Other trainings were undertaken between the police and media to better understand respective roles during the 2021 election.
128. To support the development and establishment of a transparent CVMS, DSZ convened key actors to ensure the system was understood and its value recognized by key actors. A prototype has been developed and been approved by the ZPS but to date has not been tested.
129. DSZ Community policing initiative in conjunction with the ZPS trained 164 (81 male, 83 female) Community Safety (CS) officers in identified hotspots across the 10 provinces; with the of purpose enabling them to effectively contribute to the prevention of violence during the 2021. No information on the outcome of this initiative was available at the time of writing.
130. EWS Design implemented by JTF was a central and key part of the Programming for Peace approach. Originally envisaged to be embedded in the ECZ and aligned with the District Conflict Management Committee, this was not possible. This was due to the time slot available to set up the platform and all that it entailed and competing planning priorities during the election within ECZ. The decision was made to embed the EWER within the HRC.
131. On 1st July 2021, the EWER was officially launched in a virtual ceremony which brought together various stakeholders. This was followed by training for 87 district monitors and members from several CSOs. The National Situation Room (NSR) was set up and ran at full capacity till the end of September 2021³⁰.
132. The total number of incidents processed in the period 19 July to 30 September 2021 stood at 627 reports, with 228 taking place in August, and 1 in September. The verified reports account is 336 incidents reports and 75 risks reports. 55% of the reported incidents were web-based; 25% were through the 8181 toll-free line and the remaining 19% through the SMS gateway. By 17 August, the HRC had seven ongoing investigations, while the ECZ had twenty-three cases that had been referred to them and the ZPS had six referrals.³¹

Enhanced Conflict prevention and mitigation measures - findings

133. The 2021 election was viewed overall as a peaceful election. It is difficult to say if the Programming for Peace activities supported these mitigation measures and enhanced conflict prevention. Both development of EWER and iVerify, noted above, address misinformation and

²⁹ DSZ Annual Report paragraph 54, page 24.

³⁰ DSZ Annual report 2021 paragraph 63, page 24.

³¹ DSZ Annual report 2021 paragraph 64, page 24

conflict. The jury is out on their overall effectiveness as they were not able to operate to scale or depth prior to the election. Existing evidence of the EWER shows has resolved a significant proportion of cases without further escalation of violence. At this point the Programming for Peace has delivered a number of key activities.

134. As with the iVerify, the EWER needs to be tested at scale. Moving forward, the referrals and facilitatory components need to be strengthened. For example, the EWER links with the ZPS to ensure enforcement; to date EWER has not had the time to do so.
135. The platform enables the HRC to identify early signs of possible conflict and or its escalation. The platform relies on these incidents being reported. The management and mitigation of the conflicts identified comes from the referrals and links with key bodies. This is an area which understandably takes time to establish. This time was not available prior to the election.
136. Due to the shift in the envisaged home of the EWER to the HRC from the ECZ, and the need to build the networks to support the early warning mechanism coupled with the institutional resource requirement of HRC, the sustainability of the EWER is a key concern. See Sustainability EQs for further detail.
137. In term of unintended consequences, the HRC see value in the EWER platform as being expanded to look at broader human rights issues and not just conflict management around elections. What and how this will work is not clear at this time and is linked into wider sustainability discussions.
138. Feedback on changes in knowledge and skills of the police who had undergone the training, is not available in the annual report. Furthermore, the evaluation team was not able to gather sufficient primary data to be able to report conclusively on this. See limitation section in the overall methodology and approach section for more information.

Role of women and other vulnerable groups in supporting strengthened governance and democracy in districts (EQ 2.4)

139. This question looks how the voices of women, youth and PWD were included in strengthening democratic governance.
140. The roles played by women, youth, PLC and PWDs in supporting strengthened governance and democracy in the project districts was primarily through the delivery of and targeting of voter education
141. The sub-granted CSOs ensured participation of members of excluded populations in delivery of project activities to the respective populations. PLCs were included as volunteer voter educators during voter education activities in correctional facilities, similarly, youths, PWDs and women were involved in delivery of project activities to their peers.
142. Other areas which ensure the needs of women, youth and PWD needs where considered was through the mapping and strategic reviews. These reports set out a number of recommendations to enable DSZ to further enhance barriers facing these groups to engage in electoral processes.

Role of women and other vulnerable groups in supporting strengthened governance and democracy in districts – findings

143. Women and other excluded groups participated in supporting strengthened governance and democracy by taking part in delivering projects activities and being the target of them. CSO funded to deliver voter education, such as women lobby here specialised in women issues. Them and other ‘specialists’ CSOs participated in sensitization of their peers on the importance of voting and standing as candidates, how to vote, importance of avoiding electoral violence, among others. Anecdotal feedback from FGD and KII reported the DSZ

endeavoured to provide them with the opportunity engage with their leaders via radio phone in programmes.

Summary of key effectiveness findings

When it comes to assessing the progress against results framework there is significant gaps where no activities have been undertaken, other cases activities have been undertaken but no data is available. In a noted number of cases where activities have been undertaken and results reported, the results they have not been disaggregated, making it difficult to access the specific gains achieved by women, youth, and PWD. Where results have been reported, although not disaggregated, they achieved the targets, with exception of improving the proportion of women in elected bodies, meeting the target number of police trained in electoral security and elections policing, and the implementation of the CVMS.

Given the delays in implementation the project at this point is not where it was originally envisaged in the project documentation. ECZ has yet to publish its post-election review and the new government has yet to communicate what electoral reform for the ECZ will look given its stated desire to make it independent. The project has nine months remaining, the workplan for 2022 has yet to be finalised moving into the second quarter. Consolidation of gains need to be considered in this light, for example focusing on concrete gains achieved such as building a new communication strategy, building the capacity internally to enable the staff to orientate and skill themselves around the new strategy and news ways of working. Or not losing momentum on initiatives started which have not to date been fully able to evidence their effectiveness

Institutional gains have been achieved by the project, of note is PLC being able to vote for the first time; a new communication strategy providing a road map for the corporate affairs department in the ECZ; and the establishment of iVerify, a platform to counter act misinformation in the media. Another key area around institutional strengthening were the number of research and mappings that took place - such as research to map of barriers to PWD, and women within electoral process. A number of the recommendations have yet to be taken forward.

Given that project's supported voter education will end when the project ends, to realise the ECZ's desire for continuous voter education, it will require ECZ to revisit and remodel its approaches taking on board limited resources available. Use of low-cost messaging with local radios stations was sighted as one way it could continue and supporting the inclusion of voter education in the civic education programme in schools. Women and other excluded groups participated in supporting strengthened governance and democracy by taking part in delivering projects activities and being the target of them. CSO funded to deliver voter education, such as women lobby here specialised in women issues.

When it came to the programme for peace, while overall the 2021 was viewed as a relatively peaceful election it is difficult to say if the DSZ activities supported these mitigation measures and enhanced conflict prevention. Both development of EWER and iVerify, noted above, address misinformation and conflict. The jury is out on their overall effectiveness as they were not able to operate to scale or depth prior to the election. Existing evidence of the EWER shows has resolved a significant proportion of cases without further escalation of violence. As with the iVerify, the EWER needs to be tested at scale. Moving forward, the referrals and facilitatory components need to be strengthened. For example, the EWER links with the ZPS to ensure enforcement; to date EWER has not had the time to do so.

4.3 Efficiency

144. This section unpacks what aspects of the project design and implementation have supported or hindered efficient implementation. It examines both the governance and management arrangements, and how they enabled the project to support vulnerable and excluded civil society actors to be active participants in the project. Finally, it examines how the project adapted and learned over time.

Implementation (EQ3.1)

145. As covered extensively under the effectiveness evaluation questions above implementation was considerably delayed, resulting in a misalignment of project activities within the ECA. This question will look at issues of efficiency as it relates to the bottleneck when it came to the delivery of programme activities.
146. Several implementation delays were noted and a few examples are noted below.
- a. The strategies & outreach activities to increase women and youth participation in elections report was published in June 2021
 - b. Voter education activities taking place one month prior to the election
 - c. Early warning system (EWS) mapping was conducted in February 2020, with the report being validated in November 2020 and the system design commenced at the same time. A proposal to move responsibility from ECZ to Human Rights Commission (HRC) as sole implementer of the EWER delayed its development. In late June it was agreed, and the system customized to HRC and training was carried out in June 2021. The EWER was launched on the 1st July 2021.
 - d. The technical assistance to review existing procedures/strategies/publications targeting PWDs for meaningful participation in Elections in Zambia was published on 5th August 2021.
 - e. Mapping consultant solicitation for iVerify took place in December 2020. Mapping of disinformation took place February 2021 with the report Validation April 2021, Appointment of PANOS as lead responsible party took place in May 2021 and system customization and launch July 2021.

Implementation bottlenecks - findings

147. If efficiency is seen as the ability to avoid wasting materials, energy, efforts, money, and time in doing something or in producing a desired result. In a more general sense, it is the ability to do things well, successfully, and without waste. The implementation bottlenecks show evidence to varied degree of a waste in energy and time which has affected the desired results.
148. Both consultancies undertaken, cited above, show that several of the recommendations were either not implementable in timescale available prior to the election in August 2021. For example, getting women and other socially excluded groups to take part as candidates as the polls had closed. There is scope now after the election to revisit and push recommendations forward in the remaining project time. The effectiveness of this needs to be determined in the final evaluation.

Governance and management relationships (EQ3.2)

149. The adoption of a multi stakeholder institutional strengthening electoral sectoral approach was reflected in the governance arrangements for the project. The project has a Steering Committee and a Technical Committee. The Steering Committee (SC) adopted a co-leadership

between the ECZ and MoJ and is responsible for providing policy guidance, oversight and quality assurance to the project. The SC is co-chaired by UNDP's Resident Representative and ECZ's Chairperson and it draws membership from MoJ (Permanent Secretary), and all donor fund contributors. The Technical Committee (TC) provides technical oversight and guidance for the project and is responsible for reviewing technical reports and works plans. The TC is co-chaired by UNDP's Deputy Resident Representative (DRR) and ECZ's Chief Executive Officer (CEO) and it draws membership from MoJ (Director-Governance), and expert level representatives from SC member organizations.

150. Internally with UNDP, the PMU was fully staffed by the end of 2021. The original project manager left in June 2021 and was replaced with the current manager in July 2021.
151. CSO grant management was led by UNDP. Call for proposals were issued on 19th February 2021, followed by a review of proposals by the Grant Committee between 22-30th March 2021. Approval was granted by the co-Chairs of the Steering Committee on the 25th of April 2021. Contracts were officially launched on the 21st of May 2021 and followed by the disbursement of funds. The first disbursement took place on the 24th of June 2021 for around 50% of the contract value, with 75% of it to be reconciled prior to the disbursement of the second tranche.
152. The process issued 18 CSOs grants to provide voter education.
153. After the elections in September 2021, CSOs were instructed to pause further implementation, while an internal review of the annual workplan took place. CSOs were asked to resubmit a revised workplan given that all the activities originally envisaged in their proposal could not have taken place. In October 2021, CSOs were informed that there would be a UNDP financial audit which needed to be completed prior to commencing the second phase of voter education activities. Work plan discussions have been ongoing during this period.
154. At the time of writing this report the vast majority of CSOs interviewed were still waiting for instruction on the type and scale of voter education activities they would undertake with the remaining funds, which have yet to be disbursed.
155. A critical and key issue around management arrangements were the numerous extensive delays that existed between UNDP, and its partners on revisions to results frameworks, signing off on working plans and monitoring reports. For example, from January 2020 when the programme document was signed by key stakeholders it took until August/September 2020 to the release the first tranche of funds against an agreed workplan and results framework. Resulting in over six months of the programme drawing solely on UNDP's contribution, not operating to scale and out synch with the work plan.

Governance and management arrangement - findings

156. The co-leadership governance arrangements established enabled the project to ensure that priority focus areas and activities were agreed and aligned across several different bodies. This would have supported the effectiveness of activities and minimised any duplication. Only one case of duplication of voter education in districts was reported by the CSOs, but this was managed through the District Voter Education Committees.
157. The Co-leadership also reduced the risk of the project strategic direction, oversight and key decisions resting in one body. That said all members were seen to meet their roles and responsibilities as envisaged in the PRO DOC. This model was seen to add value by all stakeholders.

158. As with all governance bodies, some members raised issues of different weight assigned to different organisations when it came to making decisions.
159. When it came to effective communications and efficient working relations, two quite different stories were reported. Electoral bodies³², as noted above had a collegial working relationship with UNDP and the PMU; evident through be able to reach out to each other, request information outside of the 'formal' arrangements of the committees. Anecdotal report claimed that the relationship has improved over time.
160. When it came to CSO's overwhelming reported issues of untimely and non-responsiveness of the PMU. This created difficulty internally in planning. Couple with these issues of financial disbursement and reconciliation of funds placed the CSO in difficult positions, with one CSO claiming that this had negatively affected their reputation with their volunteers and contractors. CSOs in most cases did not have 'spare' funds to draw upon to fill gaps. Furthermore, volunteers were 'placed' on hold till a month before the election, creating a risk that they would find other 'positions' and while on 'hold' where not able to make other plans.
161. UNDP adapted its financial procedure to due to COVID 19 to enable CSO to receive a higher level of grant than under normal circumstance, which went some way to reducing the delay in CSO receiving the grants, as once they got them, they were able, if internal procedures allowed, to deliver more voter education activities.
162. The evaluation team struggled to unpack the timelines and issues relating to why the delays took place, with issues around the quality of programme documents, delays in response, and feedback given on key issues raised by Select Committee members as explanation. What is known is that the delays resulted in a misalignment of project activities which ultimately has reduced the impact of the project. Where, how and who these delays ultimately sit with at this point is not helpful discussion. However, understanding why it happened is critical, so this does not happen moving forward into other institutional strengthening electoral cycle programmes.

Monitoring and Evaluation (EQ3.3)

163. DSZ M&E responsibilities sits with a dedicated staff member within the PMU with support from a country programme M&E officer. They produce the quarterly and annual reports, consolidating reports from the CSOs.
164. A results frameworks and TOC exists. The results framework was revised in the first year. No explicit list of assumptions was included in the theory of change, results framework or the project document. Although the 2021 Interim Annual Report makes reference to the indicators in the results framework, it is not clear which targets have been met or which indicators the project has not worked on.
165. As a result of COVID-19 pandemic, for most of the project both UNDP and its partners have been working remotely. This affected some of the data being collected, such as the verification of physical trainings by CSOs. Although ways were sought to address the limited access to location and activities, community mobilisation events were the most difficult to validate.
166. The project produced quarterly and annual reports. CSOs produced reports to UNDP who consolidated it for the main report. Apart from the having one quarterly report to the Steering Committee there were additional reports required by some of the donors. The various reporting schedules did not align, creating reporting inefficiencies

³² Electoral bodies in this context refers to institutions with electoral mandates including ECZ, MoJ, ZPS,

167. The 2021 annual report was produced in November covering activities up to from January 2021 to September 2021. The annual report covers each of the result areas. The report does not report against the 2021 indicators and annual targets.

Monitoring and Evaluation - findings

168. The current results framework and TOC present a number of issues in enabling the project to effectively monitor and evaluate. Consideration was given to COVID-19 and the consequential restriction of movement, while adaption was evident in UNDP activity to overcome these hurdles nevertheless issues remain around the reliability of results. These concerns were raised within UNDP and other partners.
169. The results framework and TOC currently does not have explicit assumptions which could have been tested against as part of this ME and none exist moving forward to the final evaluation. This presents challenges to determine if the impact pathways hold true. In conjunction with this, it is not clear in the results framework if the increase in annual targets reported to date are cumulative, making it unclear how to go about estimating progress against the output results. Some of the outputs are missing baseline targets, for example '**Output 1.2:** Support to improve inclusiveness of the elected bodies' is missing baseline data which makes it difficult to assess progress against 2021 targets. The result framework also reports against targets areas that to date have not undertaken any activities have been undertaken (e.g., '**Output 1.2:** Support to improve inclusiveness of the elected bodies' and '**Indicator 1.2.1:** Proportion of women and Youth in elected bodies').
170. Cases where the implementing partners (IPs) have not disaggregated reporting makes it difficult for the project to report on its reach to women.
171. When assessing the indicators using SMART³³ criteria several questions arose. For example, '**Output 1.1:** Support for inclusive participation', '**Indicator 1.1.1:** proportion of eligible voters who are registered to vote, disaggregated by sex, age, and excluded groups'; (Note -Data on rural/urban disaggregation not available). This indicator is not relevant to the activities undertaken by UNDP, as voter registration involves numerous actors and environmental considerations outside of the control of UNDP. Therefore, this indicator neither sufficiently reflects the activities UNDP has undertaken nor is within the control of the project.
172. In terms of the most or the most recent annual report³⁴ although it addresses a number of areas, it does link directly back to the result framework indicators, making it difficult to determine how and in what ways targets have been reached in areas that the project has not been able to undertake activities.

Representation & Voice (EQ 3.4 & EQ 3.5)

173. Key aspects of how the project ensured that the voice of women, PWD, Youth and PLC achieved a level of representation in the project through the inclusion of several CSOs who specifically focused on working with these sections of society (e.g., Women's lobby and Prisoner Foundation). These groups were in turn targeted in the voter education activities.

Representation & Voice - findings

174. The CSOs ensured that the voice of women, PWDs, Youth and PLC were represented during design and implementation of the project activities at CSO level. There were no examples that

³³ S- specific, M- measurable, A- achievable, R- realistic, T-timebound.

³⁴ 11 November 2021

were evident during the evaluation of the inclusion of women, PWD, Youth as part of the governance arrangements of the project beyond the CSOs.

Summary of key efficiency findings

The multi stakeholder, joint leadership arrangements in governance structure of the project reduced several implementation risks, enabled effective planning and communisation. Positive relationships exist across the key partners. The voice of women, youth and PWD was part of the panel in selecting the CSO grants for voter education. When it came to the work with the CSOs overwhelming reported unresponsiveness from the PMU. There is evidence of adaption around the administrative issues of contracting and validating of data due to COVID-19.

In terms of management, administrative and procedural issues there were significant delays evident across several aspects of the programme's reporting and implementation. The evaluation team struggled to unpack what, where, when and by whom delays occurred which resulted in significant slippage in the implementation timeline. This slippage resulted in congestion and implementation bottlenecks resulting in varied degrees of a waste in energy and time and ultimately affected the desired results. However, what is important is why this happened, lessons learned and to make changes moving forward.

When it comes to the programme design the current results framework and TOC present several issues in enabling the project to be effectively monitored and evaluated. The results framework and TOC currently do not have explicit assumptions which could have been tested as part of this midterm evaluation and moving forward into the final evaluation. These present challenges to determine if the impact pathways hold true. Other issues need further consideration by the PMU are the gaps in disaggregating data on reported results, ensuring indicators are SMART and clarify targets.

4.4 Sustainability

This section looks at the potential for continued benefits after the project ends and explores the risks (financial, socio-economic, institutional framework and governance, and environmental) that are likely to affect the continuation of project gains.

How sustainability was built into the programme design and what are the risk to current gains building traction (EQ4.1)

175. This question looks at the design of the programme and how sustainability has been embedded into its design and what are the plans to support this. It then looks to identify the risks to the longevity of those results.
176. Sustainability is at the centre of the DSZ approach as seen from its focus on developing strong, empowered and independent democratic institutions for implementation of national legal frameworks while ensuring peaceful management of elections. The DSZ project is aligned with strategic focus of national institutions and organizations and its approach accordingly assures sustainability by ensuring national leadership and ownership of its activities and results.
177. Sustainability is further assured through the promotion of legal framework harmonisation, institutional capacity building, skills development and strong public engagement.
178. The project also looked to provide capacity building on key election process, such as supporting a police training on human rights and security. DSZ supported the Training the Trainer Model to ensure that the training could be rolled out nationally and these skills remain within the electoral bodies themselves.

179. In addition to training of staff from key institutions with electoral mandates, the project ensured strengthening of the institutions' capacity through support of development of various initiatives (i.e. community policing initiative) and strategies (i.e. communications strategies)
180. Within the project several new platforms were developed, the CVMS, EWER/EWS and iVerify. The iVerify and EWER are operational but have not been tested to scale to date. The CVMS network has been developed but not gone live.
181. The CVMS sits with the ZPS, which although it is faced with several resource challenges around ensuring the network is live across the nation, does have a national institution which can support it. The EWER and iVerify sit within civil society organisations, with ongoing discussion on the longer organisational arrangements surrounding EWER relating to the HRC.
182. A number of risks were identified in ensuring greater traction is achieved. The new government and its commitment to electoral reform is critical. At the time of writing, what this will look like and how it will affect the gains achieved is unclear.
183. More specifically, the misalignment of project activities has resulted in a number of activities not to be able to be fully completed or tested. For example, the CVMS has yet to be deployed. The iVerify and EWER although tested, have not had a chance to operate at scale and consequently evidence their value.
184. As with other projects, the likelihood of financial and economic resources not being available for continued implementation of project activities beyond the project cycle will result activities such as the voter education ceasing. DSZ did not plan for the voter education to carry on beyond the immediate election period.

How sustainability was built into the programme design – findings

185. Where the project focused on changes to policies and regulations shows the greatest evidence of longevity of results, with the key example being its support to PLC to vote. This will continue beyond the life of the project. Following the inclusion of PLC to vote, a high number of PLC registered and voted at polling stations within prison facilities.
186. Community education and mobilization activities such as voter education are highly likely to stop with the project as the CSOs have limited scope and financial capacity to continue it. Opportunity for sustainability lies with supporting ECZ's work with the Ministry of Education on embedding voter education as part of civic education within schools.
187. That said, the project ensured peer-to-peer delivery of voter education messages to women, youth, PWDs and PLCs; findings show that this inclusion facilitated greater willingness to accept messages given and thus supporting the potential for greater longevity of project benefits.
188. The greatest risk to longevity of results relates to the establishment of the new platforms EWER/EWS and iVerify. To date the effectiveness has yet to be 'proven' presenting greater challenges in gaining further funding. Although the platforms are established, the supporting agreements and networks which enable them to operate effectively have yet to fully be developed. In conjunction with that, the EWS' institutional home is still yet to be determined. Currently embedded within the HRC, it faces a number of resources constraints.
189. That said internally PANOS have started to embed the iVerify tasks across staff and are using core funding to resource a couple of iVerify staff. The HRC plans to broaden the focus of the EWER to incorporate wider human right issues and extend it beyond the three provinces where investigators employed by the project are stationed.

190. There is a need to develop a clear roadmap of how the two initiatives will be sustainable beyond the life of the DSZ project.

Sustainability rating

191. The above assessment shows that there are moderate risks to sustainability as it relates to the institutional strengthening aspects of the project. In terms of the Programme for Peace, EWER and iVerify, there are higher financial risks to their sustainability, at least until they are able to evidence their effectiveness and have access to a wider funding pool.

Summary of key Sustainability findings

The approach taken by the DSZ project to strengthen the capacity of institutions with electoral and conflict resolution mandates charts a course to sustainability. For example, the project successfully supported legal reforms to ensure that PLC participate in the electoral process. This score of success will continue to benefit the democratic processes in Zambia through inclusive participation of this often-marginalised group.

When it comes to the establishment of two new platforms (iVerify and EWER/EWS) to address misinformation and conflict, several sustainability concerns exist. To date they have not been tested to scale and their referral and facilitatory components need to be strengthened. For example, the EWER links with the ZPS to ensure enforcement. For EWER/EWS the question on how HRC and ECZ will work together in the delivery of the platform has yet to be determined. These questions need to be answered and the platforms tested at scale able to prove their effectiveness. All these issues give rise to concerns around their sustainability when the DSZ project has finished. This is balanced out somewhat by both HRC and PANOS looking at embedding the platforms institutionally to ensure that the finance related risks to sustainability of these systems is reduced.

5. Conclusions

192. The overall objective of the ME was to assess the progress made and determine what adjustments are needed to achieve the project objectives and outcomes and ensure their long-term sustainability. The specific objectives of the evaluation include:
- To assess the implementation of the project's progress towards the achievement of the project objectives and outcomes.
 - To assess early signs of project success or failure, with the aim of identifying the necessary changes to be made to set the project on-track to achieve its intended results.
 - To review the project's strategy and its risks to sustainability.
193. Overall given the critical and significant delay to the implementation of a number of activities - such as the testing of the CVMS, rolling out of the training on Police and media, and operating the iVerify and EWER/EWS platforms to scale - resulted in it being difficult to assess the project at a midterm point with regard to its effectiveness. In conjunction with this the midterm review report will be available in the beginning of the second quarter of the final year, giving limited time, scope and resources to make adjustments to the project. This misalignment of the timing of this evaluation has limited the scope for key stakeholders to make strategic adjustments while addressing sustainability risk in the project's last nine months.
194. Moving forward, it is critical for UNDP to critically reflect on these delays and why they happened. This is not an opportunity to assign blame but identify what can be done differently moving forward. This is particularly important on projects where implementation is bound up in a timeline that cannot shift, such as a general election.

195. Framed with this context when assessing the implementation of the project's progress towards the achievement of the project objectives, a number of challenges and findings have been noted. Critically these findings must also be considered within a setting of COVID-19, when from January 2020 the implementation of programme activities were affected by restrictions in terms of movement and working from home.
196. Overall evidence existed on a number of key achievements, such as enabling PLC to vote for the first time. That said, the delay in implementation resulted in the misalignment of the projects activities within the ECA. This, in turn, led to both limiting the project's effectiveness as well as several missed opportunities. This misalignment of activities and implementation congestion around the 2nd and 3rd quarter of 2021 effected the efficiency of the project, with varying levels of satisfaction reported on the PMUs level of communication and co-ordination.
197. Delivery of voter education within a short period of time was achieved through contracting a larger number than originally envisaged of CSOs who were able to be deployed at short notice. The voter education specifically targeted women, children and PWD through contracted specialist CSOs working these groups and tailored messaging, for example in radio broadcasts. The CSOs adapted their approaches due to COVID-19, for example carrying out house-to-house visits and using ad hoc interactions to spread messages.
198. The Programming for Peace approach enabled the establishment of two new platforms, iVerify & EWER/EWS, to address misinformation and conflict. Both of these need to be tested at scale. Moving forward, their referrals and facilitatory components need to be strengthened, for example the EWER links with the police to ensure enforcement.
199. The 'train the trainer' model enabled the police to deliver human rights and electoral process training nationally. The CVMS prototype was developed.
200. Due to the delays, other activities have not happened, such as the work with the National Assembly, getting women, youth and PWD into politics, and rolling out the training with police and the media.
201. A review of the project's strategy shows that from its conceptualisation to now it clearly aligns with ECZ strategic focus, SD16 and the 7th National Development Plan. The project remains relevant. Coupled with this, the multi-stakeholder approach to delivery evident in the Technical and Steering Committees built ownership and engagement across key stakeholders.
202. Since the project's outset there has been a new government-made commitment to make the ECZ independent. What this will look like, at the time of writing this report, is not clear. What is known that reform will require change to the Electoral Process Act, this reform is part of conversation to also reform the Public Order Act. In line with this, the ECZ has not to date published a post-election review, although informal indication is that issues of transparency and accountability remain key.
203. The question then facing DSZ, in terms of its strategic focus for the remaining 9 months, is 'what is the most relevant priority?' given that it cannot wait for the government to set out its reform agenda.
204. When it comes to the project's longevity, its approach to align its work with strategic institutional strengthening lay foundations for benefits to be realised in the longer terms - such as working with ECZ on its new communication strategy and enabling PLC to vote for the first time. Using resources to update manuals and adopting a 'training of trainers' model to roll out training has built skills internally, for example with the police training on human rights and security in elections.
205. The risks to sustainability were flagged around the development of the CVMS and to the two-flagship platform (i.e., EWER and iVerify). Each of these present their own risks. For the CVMS,

to date, a prototype has been developed but has yet not tested. It is important for the piloting and adjustment to the prototype be made in the next nine months. The testing needs to be done in a national event, such as an election. The Zambia Police Service have identified 4 police stations where this can happen, but not an event on which to test it.

206. The EWER currently sits in HRC, discussion on its longer-term home is still ongoing with ECZ expressing, through informal conversation, being open to dialogue on what their involvement might look like, while acknowledging the added value of HRC's independence and reputation. HRC, faces challenges when it comes to resources and institutional capacity.
207. iVerify has been able to verify several misinformation media reports. This has not been to sufficient scale and depth for it to show impact. If this does not happen in the lifetime of the DSZ project, it has not been able to fully show its value. This presents increased risk of longer-term funding. That said PANOS has started to embed the skills need to manage iVerify across the organisation and currently fund several people to carry out the research needed.

6. Recommendations

208. The recommendations presented below are prioritized based on the evaluation team's assessment of urgency and relevance and are presented in two groups: (i) strategic recommendations that focus on informing the institutional strengthening electoral cycle work; and (ii) operational recommendations that relate to elements for operationalizing the direction of the remaining period of the project. They are also then laid out in UNDP recommendation template table in [Annex 13: Table of Recommendations](#), which includes lead agencies, contributing entities, levels of priority and a designated timeframe for implementation.

6.1 Operational recommendations

Added value of final evaluation to be determined on its ability to test new platforms having operated to scale.

209. Given the delays in project implementation and the mid-term review taking place late, leaving only 9 months of the project left; where and how the final evaluation can add value needs to be carefully considered. Areas where there are critical gaps are around the overall effectiveness of the iVerify and EWER/EWS platforms, if they can be tested to scale in the remaining project periods a final evaluation would be warranted. If they remain untested the investment of carrying out an independent final evaluation is in question. If this is the case, it is recommended that UNDP look to facilitate a number of after-action reviews, using an independent evaluator; this can provide immediate learning while ensuring value for money. This decision would be based on which activities are agreed upon in the 2022 workplan and discussed in the next DSZ Steering Committee meeting.

Supporting the further validation of iVerify through piloting and development of a memorandum of understanding (MOU) with key stakeholders

210. iVerify is a new tool and methodology within PANOS which will need to build momentum and gain a reputation as a 'go to' place to validate information. To date PANOS have understandably had occasional challenges getting close to the sources of information to be able to verify it. The iVerify system success will rest not only on the quality of the platform itself, but the networks of media outlets who actively engaged with it.
211. It is therefore important iVerify operate at scale to enable it to evidence its potential effectiveness. If it is not possible to test it at a national level, piloting the platform on a smaller scale should be a priority, while using this win as a way to build awareness of the tool and strengthen its reputation. Given that there is limited time remaining in the DSZ, if feasible, UNDP should support PANOS in developing MOUs with key stakeholders, such as ECZ, Anti-

Corruption Committee, media outlets and ZPS. MOUs could also be built with radio stations to send reports to iVerify for fact checking before they are made public. The development of the pilots and MOUs needs to be led by PANOS and supported by UNDP within the second quarter of 2022

Building sustainable voter education

212. Extensive voter education was carried out in the 4-5 weeks prior to the election. At the time of writing, the workplan for 2022 had not been finalised or reviewed by the evaluation team; it was however gleaned from conversations with a number of CSOs that there is interest in carrying on this work. Given the intrinsic sustainability challenges in voter education the evaluation team recommends that any support for the remaining period of the project should look for opportunities to support the institutionalising of voter education, for example supporting the inclusion of voter education in the civic education programme in schools.

6.2 Strategic recommendations

Carry out an independent lesson learnt reflection on the causes to the DSZ implementation delays

213. There have been significant and critical administrative and financial delays internally within the project governance arrangements. This has resulted in missed opportunities, congested implementation resulting in limitations to the potential effectiveness of certain activities. These in part can be put down to COVID-19 but that does not capture the whole picture. While the evaluation team attempted to map out timelines, there remain significant gaps enabling them to understand the 'what why, who and when' of the delays that occurred.
214. It is however critical for lessons learnt to be gleaned from this to ensure that UNDP, its partners and others can safeguard against the occurrence of avoidable delays to project implementation. This is even more pertinent in projects where implementation is time sensitive, such as supporting a general election.
215. The evaluation team recommends UNDP undertake an independent lesson learnt review. The lessons learnt review should not be considered an opportunity to assign blame but an opportunity to learn and needs to be managed as such.
216. The independent review would bring a fresh unbiased set of eyes to the project. The review should map out a timeline of key events validated by key stakeholders; creating a starting point on when different events took place. The review should take place within the 2nd quarter of 2022 to ensure that events do not become forgotten or blurred. The review should be led by UNDP and include key project partners, including donors and ECZ.

Developing and effective M&E system, QA and risk management

217. Several issues were evident in the project M&E system, such as indicators not being SMART enough to enable the project to effectively report on its results and the lack of any assumptions against which the progress of the project could be reflected upon. As part of ongoing project management, the M&E framework should be reviewed and ensure that it is fit for purpose, enabling the project to gather evidence, reflect and learn and adapt. This needs to be a light touch exercise which does not require a high level of resources or hinder project implementation. In the case of the DSZ this could be led by the technical committee as part of the annual reporting. It is important that UNDP ensure that this is built into the ongoing programme management of the project.

Risk Management

218. The electoral cycle approach adopted by the programme looked to intervene across the electoral cycle with strategic time bound inputs. Delays in implementation to a large extent resulted in activities taking place at a later stage than envisaged in the workplan. There were noted exception to this in terms of work with the National Assembly and the biometric identification which was not carried out. As noted, at numerous points throughout this evaluation, the delays result in missed opportunities and limited the effectiveness of the activities. It was not evident to the evaluation team how the risks and related consequences arising from the delays were managed. Part of robust effective risk management is the continued review of project risks, their probability, impact, and mitigation measures. Although a risk register existed, its use as a management tool was less evident. It was not that adaptations to programme activities did not happen, for example with increasing the number of CSOs to deliver voter education due to delays, but a reflection on activities' impacts and possible alternative strategies was not undertaken. Moving forward, a review of risk register needs to be carried out on a quarterly basis. This exercise should not be internal to the PMU but bring in senior management such as the head of unit within UNDP and feedback to the project governance structures, such as the TC and ST.



Annexes

Annex 1: Project Summary table

Measure	ME Rating ³⁵	Achievement Description
Project Strategy	N/A	Due to COVID 19 adaptations were made in the modes of engagement and remote engagement with key stakeholders took place where possible and improved conflict prevention and mitigation mechanisms (see Annex 3: Results Framework).
Progress Towards Results	Result 1: Inclusive and participatory decision-making Achievement Rating: 4	<p>Through the 18 CSOs grant recipients' targeted voter education, UNDP contributed towards the high turnout of citizens in the 12 August 2021 electoral process. The CSOs held 2,681 community voter engagement meetings in 10 provinces, with a total reach of over 1.2 million people across the country. No data was available on the change in knowledge because of the voter education messaging undertaken.</p> <p>Also, through People in Lawful Custody (PLC) volunteer voter education facilitators about 93% of the inmate population engaged with voter education. With the House of Chiefs 13 chiefs were identified as champions of peaceful elections. In total, 8,625 radio and TV spots featuring the members of the House of Chiefs, were broadcast.</p> <p>Regarding improved inclusiveness of the elected bodies. DSZ was able to carry out limited work in the area. It undertook a consultancy which identified the gaps and barriers to women, youth and people with disabilities (PWD) being involved in the electoral process. <i>Recommendations from the report have yet to be taken forward.</i></p>
	Result 2: Responsive and accountable institutions	The project, in collaboration with the Electoral Commission of Zambia (ECZ) and the Judiciary held a colloquium on electoral justice and preparations for the 2021 polls. The colloquium was attended by 125 participants (judges of the constitutional court, high courts, and the legal fraternity).

35 Ratings for Objective/Outcome Achievement and Project Implementation & Adaptive Management: 6 = Highly Satisfactory (HS): exceeds expectations and/or no shortcomings; 5 = Satisfactory (S): meets expectations and/or no or minor shortcomings; 4 = Moderately Satisfactory (MS): more or less meets expectations and/or some shortcomings; 3 = Moderately Unsatisfactory (MU): somewhat below expectations and/or significant shortcomings; 2 = Unsatisfactory (U): substantially below expectations and/or major shortcomings; 1 = Highly Unsatisfactory (HU): severe shortcomings, Unable to Assess (U/A): available information does not allow an assessment

Ratings for Sustainability: 4 = Likely (L): negligible risks to sustainability; 3 = Moderately Likely (ML): moderate risks to sustainability; 2 = Moderately Unlikely (MU): significant risks to sustainability; 1 = Unlikely (U): severe risks to sustainability; Unable to Assess (U/A): Unable to assess the expected incidence and magnitude of risks to sustainability



Measure	ME Rating ³⁵	Achievement Description
	Achievement Rating: 3	The project, in training various categories of 353 judicial officers (against a target of 30) in EDR, aimed to enhance timely resolution of the 2021 post-election electoral disputes. The training covered 32 magistrates, 31 lawyers, 77 research advocates, and 213 support staff. <i>No data was available on changes in knowledge and skill because of the training, or changes in post electoral disputes.</i>
	Result 3: Improved access to information Achievement Rating: 3	<p>DSZ supported the development of a communication strategy in ECZ.</p> <p>It financed the training of 27 master trainers and 250 media personnel across the 10 provinces and the updating of the Election Reporting Handbook. <i>No project monitoring data was available on effectiveness of the training.</i></p> <p>In total, ECZ made 37,475 placements across the various media platforms with financial support of the project.³⁶ This placement did not directly support the result areas by address pre-existing transparency and accountability challenges.</p> <p>iVerify³⁷ - an online mechanism designed to counter disinformation, misinformation and hate speech in the context of elections - was launched in July 2021. At the point of the interim annual report in November 2021, iVerify received more than 1,000 reports, processed a total of 478 reports, of which 52 were finalized and published.</p> <p>The project is still in the process of developing a media strategy with the National Assembly.</p>
	Result 4: Enhanced technical and organizational capacities of national electoral stakeholders Achievement Rating: 4	<p>The campaign targeted an estimated 13 million citizens through print, radio, televisions, and social media. DSZ project also supported ECZ in the transcription of various voter education messages into sign language and large format print to reach out to the Deaf voters. The materials were distributed to all the 116 districts.</p> <p>Results were reported against one of the indicators, reporting that it exceeded its target for voter turnout with a 70.60% voter turnout recorded against a target of 58%. The voter turnout increased from 56% in 2016 to 70.60% in 2021. Other indicators in terms of the knowledge gained through voter education was not reported. However, the FGDs undertaken</p>

³⁶ Interim Annual report Nov 2021

³⁷ iVerify delivered through Panos aimed to counter disinformation, misinformation and hate speech in the context of elections



Measure	ME Rating ³⁵	Achievement Description
		during the evaluation noted significant increase in knowledge gained through voter education.
	<p>Result 5: Integrity in the work of credible and legitimate institutions</p> <p>Achievement Rating: 4</p>	<p>DSZ project also supported the Zambia Law Development Commission (ZLDC) to draft relevant laws which enable over 14,000 PLCs registered last year to vote in the August 12 elections. The laws were passed by the Parliament before its dissolution on 12th May 2021.</p> <p>Work was under taken and complete in May 2021 to support the reform process through the review of the current legal framework of elections to ascertain is consistency with good electoral practices and international standards. The assignment identified gaps in the current legal framework for elections in the country and recommended ways to fill such gaps. No further progress has been noted since its completion.</p> <p>No work to date has been undertaken support to the integrity of biometric identification.</p>
	<p>Result 6: Improved conflict prevention and mitigation mechanisms</p> <p>Achievement Rating: 3</p>	<p>Working with the Zambia Police Service, the project updated and delivered electoral security training of trainers to 144 elections policing master trainers who then trained of 13,385 police officers. The target of 19,400 was however not met.</p> <p>Couple with this, the project supported the development of a prototype of the Campaign Venue Management System (CVMS) approved by the Zambia Police Service although not tested due to delays in project implementation.</p> <p>In July 2021, the Early Warning and Early Response (EWER) was project was launched. Early evidence of a limited number of cases show EWER is able to resolve incidents in a peaceful manner, therefore reducing conflict and further violence. This is evident through initial results reported in the interim annual report which highlights that of the 215 incidents responded to, almost half (48.8%) were resolved. More than 16% were referred to institutions with appropriate mandate for resolution, mostly to Zambia Police Service.</p>
Project Implementation & Adaptive Management	3	Even with taking on board COVID-19 challenges, numerous delays in project implementation resulted in misalignment of project deliverables within the ECA, resulting in missed opportunities and limiting the overall effectiveness of the project to date.



Measure	ME Rating ³⁵	Achievement Description
Sustainability	4	Work with Electoral institutions, such enabling PLC to vote has longevity after the project. Establishment of iVerify and EWER currently face a number of sustainability challenges, in particular the EWER.



Annex 2: DSZ Mid-term Review Terms of Reference (ToRs)

DEMOCRACY STRENGTHENING IN ZAMBIA (DSZ) PROJECT 2020-2022

TERMS OF REFERENCE (TOR)

For the procurement of a team of ICs (International Consultant and a counterpart National Consultant) to conduct the Midterm Evaluation

Project Title:	DEMOCRACY STRENGTHENING IN ZAMBIA (DSZ) PROJECT 2020-2022
Scope of Advertisement:	Open International
Type of Contract:	Individual Consultant
Post Type:	International Consultant – on site National Consultant
Duty Station:	Lusaka, Zambia
Expected Areas of Travel:	A representative sample of the 116 project districts in 10 provinces of Zambia.
Languages:	English
Duration of Contract:	45 working days
Start Date	20 November 2021

1.0 INTRODUCTION

The Democracy Strengthening in Zambia is a 3-year Project being implemented by the United Nations Development Programme with financial support of the European Union, France, Germany, Ireland, Sweden, United Kingdom and USAID. The project is being implemented in partnership and collaboration with government of Zambia and civil society. Government implementing partners include the Electoral Commission of Zambia, Zambia Police Service, Human Rights Commission, Judiciary and Ministry of Justice. As regards Civil Society, the project has awarded grants to 18 civil society organizations to conduct voter and civic education to citizens across the 10 provinces of Zambia.

The project is into its second year of implementation and as outlined in the project workplan is required to undertake a midterm evaluation to assess its performance and progress towards attainment of its goal and objectives. In this regard these ToRs have been prepared to facilitate the procurement of a consultant/s to conduct the midterm evaluation of the Democracy Strengthening in Zambia Project.



2.0 PROJECT BACKGROUND AND INFORMATION

Based on the recommendations of the Needs Assessment Mission (NAM) conducted by the United Nations in 2018 including the need for increased voter education, overall institutional strengthening for the Electoral Commission of Zambia (ECZ) and other national institutions with an electoral mandate, and promoting peace ahead of the 2021 elections, UNDP established the Democracy Strengthening in Zambia (DSZ) Project. The latter is a three-year multi-donor project which is aligned and supportive of Zambia's Sustainable Development Partnership Framework, UNDP Strategic Plan and Country Programme and the 7th National Development Plan 2017-2021 (7th NDP). The Government of Zambia, through the 7NDP pledges to "promote transparency, accountability, citizen participation as well as strengthen governance institutions".

The DSZ project consists of two interlinked result areas:

1. Electoral institutions and processes strengthened; and
2. Programming for peace in support of the Zambia 2021 electoral cycle.

These two result areas are expected to achieve the following results:

- i. Inclusive and participatory decision-making,
- ii. Responsive and accountable institutions,
- iii. Improved access to information,
- iv. Enhanced technical and organizational capacities of national electoral stakeholders,
- v. Integrity in the work of credible and legitimate institutions, and
- vi. Improved conflict prevention and mitigation mechanisms.

In line with the recommendations resulting from past evaluations of electoral assistance by UNDP and the 2018 NAM, the DSZ project aims, inter alia, at providing support to long-term and sustainable institutional strengthening of the Electoral Commission of Zambia (ECZ) and other beneficiaries³⁸ before, during and after the 2021 general election.

The project has since inception in 2020 supported the Electoral Commission of Zambia and other government agencies and departments with the electoral mandate, with technical and financial support to enhance their effectiveness in delivering their constitutional obligations in delivering and facilitating democratic governance and a more inclusive society. Specifically, the project has provided ECZ with financial resources to undertake pre and post August 2021 General elections activities. Additionally, among other government institutions with the electoral mandate, the project in the run up to the 2021 General elections has supported Zambia Police Service with technical and financial support to ensure peaceful and violence free elections.

³⁸ These include: Judiciary, Ministries of Home Affairs and Justice, Zambian Police Service, Human Rights Commission, political parties, the media, civil society organization, faith-based organizations.



Furthermore, the project in the period under review as part of its implementation strategy, engaged and collaborated with civil society organizations to enhance the democratic culture and governance in Zambia. The project provided 18 civil society organizations with financial grants to undertake voter and civic education to targeted segments of Zambia's population namely; Women, Youth, People with disabilities, People in Lawful Custody, and voters in hard-to-reach areas. The project also provided financial and technical support to media organizations in training on safety of journalists and responsible journalism.

The project in collaboration with the JTF spearheaded the development and operationalization two of flagship digital tools namely, EWERS and iVerify Zambia, designed to mitigate electoral violence and prevent disinformation/misinformation respectively. Therefore, the midterm evaluation is instituted to give an opportunity to the UNDP management, government, implementation partners and donors to take stock of the work done in the first half of the project implementation period with a view to identify opportunities to enhance its performance and outcomes in the second half of implementation.

3.0 OBJECTIVES OF THE MIDTERM EVALUATION

The Midterm Evaluation (ME) will assess implementation of the project progress towards the achievement of the project objectives and outcomes as specified in the Project Document and Country Program Document, and assess early signs of project success, or failure with the goal of identifying the necessary changes to be made to set the project on-track to achieve its intended results. The ME will also review the project's strategy and its risks to sustainability.

The ME will take into consideration assessment of the project in line with the UNDP evaluation policy ([DP/2019/29](#)) and the established criteria of the UNDP Evaluation Guidelines issued by the Independent Evaluation Office (IEO). Project ME is designed to assess the performance of a project in achieving its intended results and contribution to outcomes and associated theories of change. The ME is expected to yield useful information on project implementation arrangements and the achievement of outputs and draw linkages between a project's outputs and its contribution to CPD outcomes. The primary purpose of a ME is therefore to make improvements; to continue or scale up an initiative; to assess sustainability and replicability in other settings; to demonstrate accountability for results; or to consider alternatives. Additional evaluation criteria can be assessed, as applicable. Specifically, the ME must assess the following:

- **Implementation Strategy** – Seek to assess the project priorities and results contribute to the Sustainable Development Goals (SDGs), are consistent with the UNDP Strategic Plan and are aligned with United Nations Sustainable Development Cooperation Framework ('Cooperation Framework'). Programmes and projects are based on clear analysis backed by evidence and theories of change. The latter justify why the defined approach is most appropriate and will most likely achieve, or contribute to, desired development results along with partner contributions. The role of UNDP vis-à-vis partners is deliberately considered. New opportunities and changes in the



development context are regularly reassessed, with any relevant adjustments made as appropriate.

- **Implementation and adaptive management** – seek to identify challenges and propose additional measures to support more efficient and effective implementation. The following aspects of project implementation and adaptive management will be assessed: management arrangements, work planning, finance and co-finance, project-level monitoring and evaluation systems, stakeholder engagement, reporting, and communications.
- **Risks to sustainability** – seeks to assess the likelihood of continued benefits after the project ends. The assessment of sustainability at the ME stage considers the risks that are likely to affect the continuation of project outcomes. The ME should validate the risks identified in the Project Document, Annual Project Reports, and the ATLAS Risk Management Module and whether the risk ratings applied are appropriate and up to date.
- **Relevance**- Assess the Programming objectives and results to check consistency with national needs and priorities, as well as with feedback obtained through engaging excluded and/or marginalized groups as relevant. Programming strategies consider interconnections between development challenges and results. A gender analysis is integrated to fully consider the different needs, roles, and access to/control over resources of women and men; appropriate measures are taken to address these when relevant. Programmes and projects regularly capture, and review knowledge and lessons learned to inform design, adapt, and change plans and actions as appropriate, and plan for scaling up
- **Effectiveness** – Seek to assess that Project design and implementation are informed by relevant knowledge, evaluation and lessons learned to develop strategy and inform course corrections. Targeted groups are systematically identified and engaged, prioritizing the marginalized and excluded. Results consistently respond to gender analysis and are accurately rated by the gender marker. Managers use monitoring data for making decisions that maximize achievement of desired results. South-South and triangular cooperation are used, when relevant, and captured in the results framework. Required implementing partner assessments have been conducted, and the implementation modality is consistent with the results.
- **Efficiency** – Seek to assess project budgets are justifiable and valid, and project design and implementation includes measures to ensure efficient use of resources. The size and scope of project are consistent with resources available and resource mobilization efforts. Plans include consideration of scaling up and links with other relevant initiatives to achieve greater impact. Procurement planning is done early and regularly reviewed. Monitoring and management include analysis of and actions to improve efficiency in delivering desired outputs with the required quality and timeliness, such as country office support to national implementation modalities. Costs are fully recovered.
- **Gender equity** - ensures integration of understanding on how the impacts or benefits of project are differentiated by gender, the ways that behavioural changes and gender can play in delivering



paradigm shift, and the role that women play in responding to democracy and governance change challenges both as agents but also for accountability and decision-making. All project activities apply the core principles of Leave No One Behind, Human Rights, Gender Equality and Women's Empowerment, Sustainability and Resilience and Accountability. Social and environmental sustainability are systematically integrated. Potential harm to people and the environment is avoided wherever possible, and otherwise minimized, mitigated, and managed.

- **Country ownership of projects and programmes** - examines the extent of the emphasis on sustainability post project through country ownership; on ensuring the responsiveness of the UNDP and donor's investment to country needs and priorities including through the roles that countries play in projects and programmes.
- **Innovativeness in results areas** - focuses on identification of innovations (proof of concept, multiplication effects, new models of finance, technologies, etc.) and the extent to which the project interventions may lead to a paradigm shift towards enhancing the democratic culture and governance systems in Zambia.
- **Replication and scalability** – the extent to which the activities can be scaled up in other locations within the country or replicated in other in the context.
- **Unexpected results, both positive and negative** - identifies the challenges and the learning, both positive and negative, that can be used by all parties (UNDP, Donors, governments, stakeholders, civil society, and others) to inform further implementation and future investment decision-making.

4.0 MIDTERM EVALUATION APPROACH AND METHODOLOGY

The ME team, consisting of an International Consultant and a counterpart National Consultant, must provide evidence-based information that is credible, reliable, and useful. The latter to provide the local content while the former will be the Lead Consultant to ensure the deliverables are realized.

Responsibilities of the International consultant

The International Consultant (IC) will be the Team Leader and assume a leading role in the evaluation process and coordinate the work of all other team members. The specific roles and responsibilities include:

- Ensure the quality of the evaluation process, outputs, methodology and timely delivery of all products.
- Lead the conceptualization and design of the ME and produce the inception report.
- Review documents and define the ME scope, methodology and work plan.
- Conduct the evaluation process in a timely manner and communicate with the Evaluation team on a regular basis and highlight progress made/challenges encountered.
- Oversee the data collection and analysis, producing the draft & final evaluation reports and support the stakeholder workshop.



The National Consultant will be expected to collaborate with the International Consultant (Team Leader), and to be responsible for the overall assistance to the Team Leader including collection and analysis of all relevant data from field and preparation of all consultations and meetings with selected different stakeholders. The National Consultant will contribute fundamentally to the work of the Team Leader, providing practical advice and context in the drafting and finalizing the inception and final ME reports.

Responsibilities of the national consultant

The National Consultant will be responsible for performing the following tasks under the guidance of the International Consultant:

- Review documents and provide substantive support to defining the ME scope, methodology and work plan.
- Contribute to the production of the inception report and finalization of the ME design and methodology.
- Data collection as per the approved inception report and allocation of responsibilities as agreed with the team leader.
- Data analysis and drafting parts of the ME report as agreed on the with the International Consultant.
- Assist the International Consultant in finalizing the inception and ME report and PowerPoint presentation for stakeholder workshop.

The two consultants shall be engaged jointly to commence the ME working as per planned schedule to be accomplished by **30th December 2021**.

The ME team will review all relevant sources of information including documents prepared during the preparation, the Project Document, project reports including Annual Performance Reports, Quarterly Progress Reports, UNDP Environmental & Social Safeguard Policy, project budget revisions, records of surveys conducted, national strategic and legal documents, stakeholder maps, and any other materials that the team considers useful for this evidence-based review).

The ME is expected to follow a collaborative and participatory approach³⁹ ensuring close engagement with the Project Team, Implementing Partner, government counterparts, Civil Society Organisations the UNDP Country Office, Regional Technical Advisers, and other principal stakeholders including responsible parties and beneficiaries.

Engagement of stakeholders is vital to a successful ME. Stakeholder involvement should include (where possible) surveys/questionnaires, focus groups, interviews with stakeholders who have project

³⁹ For ideas on innovative and participatory Monitoring and Evaluation strategies and techniques, see [UNDP Discussion Paper: Innovations in Monitoring & Evaluating Results](#), 05 Nov 2013.



responsibilities, including but not limited to executing agencies, senior officials and task team/component leaders, key experts and consultants in the subject area, Project Steering Committee, project stakeholders, local government, CSOs, project beneficiaries, etc. Within the COVID restrictions, the ME team is expected to conduct field missions to the representative sample of project implementation districts in the country where the ME team should be able to meet the project responsible parties and conduct site verification, to be decided in consultation with the project team. Data collection (government data/records, field observation visits, co-financing expenditure reporting, GIS data, etc.) will be used to validate evidence of results and assessments (including but not limited to; assessment of Theory of Change, activities delivery, and results/changes occurred). It is important to interact and interrogate the beneficiaries and districts including verification of palpable achievements of the project.

The specific design and methodology for the ME should emerge from consultations between the ME team and the above-mentioned parties regarding what is appropriate and feasible for meeting the ME purpose and objectives and answering the evaluation questions, given limitations of budget, time, data and COVID restrictions. The ME team must, however, use gender-responsive methodologies and tools and ensure that gender equality and women's empowerment, as well as other cross-cutting issues and SDGs are incorporated into the ME report.

The final methodological approach including interview schedule, field visits and data to be used in the ME must be clearly outlined in the Inception Report and be fully discussed and agreed between UNDP, stakeholders, and the ME team.

The final ME report should describe the full ME approach taken and the rationale for the approach making explicit the underlying assumptions, challenges, strengths and weaknesses about the methods and approach of the review. The final report must also describe any limitations encountered by the ME team during the evaluation process, including limitations of the methodology, data collection methods, and any potential influence of limitation on how findings may be interpreted, and conclusions drawn. Limitations include, among others: language barriers, inaccessible project sites, limitations due to COVID-19 pandemic, issues with access to data or verification of data sources, issues with availability of interviewees, methodological limitations to collecting more extensive or more representative qualitative or quantitative evaluation data, deviations from planned data collection and analysis set out in the ToR and Inception Report, etc. Efforts made to mitigate the limitations should also be included in the ME report.

5.0 DETAILED SCOPE OF THE ME

The ME team will assess the following categories of project progress. The following questions are intended to guide the ME team to deliver credible and trusted evaluations that provide assessment of progress and results achieved in relationship to the UNDP and partners investment, can identify learning and areas where restructuring or changes through adaptive management in project implementation are needed, and can make evidence-based clear and focused recommendations that may be required for enhancing project implementation to deliver expected results and to what extent these can be verified and attributed to the project investment.



5.1 Project Strategy

5.1.1 Project design:

- i) Review the problem addressed by the project and the underlying assumptions. Review the effect of any incorrect assumptions or changes to the context to achieving the project results as outlined in the Project Document.
- ii) Review the relevance of the project strategy and assess whether it provides the most effective route towards expected/intended results. Were lessons from other relevant projects properly incorporated into the project design?
- iii) Review how the project addresses country priorities. Review country ownership. Was the project concept in line with the national sector development priorities and plans of the country (or of participating countries in the case of multi-country projects)?
- iv) Review decision-making processes: were perspectives of those who would be affected by project decisions, those who could affect the outcomes, and those who could contribute information or other resources to the process, considered during project design processes?
- v) Review the extent to which relevant gender issues were raised in the project design.
- vi) If there are major areas of concern, recommend areas for improvement.

5.1.2 Results Framework/Log frame:

- i) Undertake a critical analysis of the project's log frame indicators and targets, assess how "SMART" the midterm and end-of-project targets are (Specific, Measurable, Attainable, Relevant, Time-bound), and suggest specific amendments/revisions to the targets and indicators as necessary.
- ii) Are the project's objectives and outcomes or components clear, practical, and feasible within its time frame?
- iii) Examine if progress so far has led to or could in the future catalyse beneficial development effects (i.e., income generation, gender equality and women's empowerment, improved governance, etc.) that should be included in the project results framework and monitored on an annual basis.
- iv) Ensure broader development and gender aspects of the project are being monitored effectively.
- v) Ensure that the indicators (gender-disaggregated) are SMART, aligned with UNDP Monitoring and Evaluation handbook and guidelines.

5.2 **Relevance, Effectiveness and Efficiency**

- i) Was the context, problem, needs and priorities well analyzed and reviewed during project initiation?
- ii) Are the planned project objectives and outcomes relevant and realistic to the situation on the ground?
- iii) How is the project Theory of Change (ToC) used in helping the project achieve results/ How is the ToC applied through the project??



- iv) Verify the impact that the project has achieved. Do outputs link to intended outcomes which link to broader paradigm shift objectives of the project?
- v) Are the planned inputs and strategies identified realistic, appropriate, and adequate to achieve the results? Were they sequenced sufficiently to efficiently deliver the expected results?
- vi) Are the outputs being achieved in a timely manner? Is this achievement supportive of the ToC and pathways identified?
- vii) What and how much progress has been made towards achieving the overall outputs and outcomes of the project (including contributing factors and constraints)?
- viii) To what extent is the project able to demonstrate changes against the baseline (assessment in approved Funding Proposal) for the investment criteria (including contributing factors and constraints)?
- ix) How realistic are the risks and assumptions of the project?
- x) How did the project deal with issues and risks in implementation?
- xi) To what extent did the project's M&E data and mechanism(s) contribute to achieving project results?
- xii) Are the project's governance mechanisms functioning efficiently?
- xiii) To what extent did the design of the project help or hinder achieving its own goals?
- xiv) Were there clear baseline indicators and/or benchmark for performance measurements? How were these used in project management? To what extent and how the project applies adaptive management?
- xv) What, if any, alternative strategies would have been more effective in achieving the project objectives?

5.3 Progress Towards Results

5.3.1 Progress Towards Outcomes and Outputs Analysis:

- i) By reviewing the aspects of the project that have already been successful, identify ways in which the project can further expand these benefits.
- ii) Review the log frame indicators against progress made towards the end-of-project targets using the Progress Towards Results Matrix and colour code progress in a "traffic light system" based on the level of progress achieved; assign a rating on progress for each indicator; make recommendations from the areas marked as "Not on target to be achieved" (red).



Table. Progress Towards Results Matrix (Achievement of outcomes against End-of-project Targets)

Project Strategy	Indicator ⁴⁰	Baseline Level ⁴¹	Level in 1 st APR (self-reported)	Midterm Target ⁴²	End-of-project Target	Midterm Level & Assessment ⁴³	Achievement Rating ⁴⁴	Analysis: status of indicator; justification for rating (triangulated with evidence and data); how realistic it is for target to be achieved
Fund Level	Indicator 1:							
Impact 1:	Indicator 2:							
Fund Level	Indicator 1:							
Impact 2:	Indicator 2:							
Outcome	Indicator 1:							
	Indicator 2:							
Output 1:	Indicator 1:							
	Indicator 2:							
Output 2:	Indicator 1:							
	Indicator 2:							
Output 3:	Indicator 1:							
	Indicator 2:							
Etc.								

Indicator Assessment Key

Green= Achieved	Yellow= On target to be achieved	Red= Not on target to be achieved
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5.3.2 Remaining barriers to achieving the project objective

- Identify remaining barriers to achieving the project objective in the remainder of the project.

5.4 Project Implementation and Adaptive Management

5.4.1 Management Arrangements:

- Review overall effectiveness of project management as outlined in the Funding proposal and project document. Have changes been made and have these been approved by the project board and

⁴⁰ Populate with data from the Log frame and scorecards

⁴¹ Populate with data from the Project Document

⁴² If available

⁴³ Colour code this column only

⁴⁴ Use the 6-point Progress Towards Results Rating Scale: HS, S, MS, MU, U, HU



donors? Are responsibilities and reporting lines clear? Is decision-making transparent and undertaken in a timely manner? Recommend areas for improvement.

- ii) Review the quality of execution of the Executing Agency/Implementing Partner(s) and recommend areas for improvement.
- iii) Review the quality of support provided by UNDP and recommend areas for improvement.

5.4.2 Work Planning:

- i) Review any delays in project start-up and implementation, identify the causes and examine if they have been resolved.
- ii) Are work-planning processes results-based? If not, suggest ways to re-orientate work planning to focus on results?
- iii) Examine the use of the project's results framework/ log frame as a management tool and review any changes made to it since project start.

5.4.3 Financing

- i) Consider the financial management of the project, with specific reference to the cost-effectiveness of interventions.
- ii) Have project resources been utilized in the most economical, effective, and equitable ways possible (considering value for money; absorption rate; commitments versus disbursements and projected commitments; co-financing; etc.)?
- iii) Does the project have the appropriate financial controls, including reporting and planning, that allow management to make informed decisions regarding the budget and allow for timely flow of funds?
- iv) Discuss whether donor finance related conditions and covenants, as listed in the financing agreements have been fulfilled, as applicable.
- v) If finance is not materialising as planned, discuss the impact of that on the project and results on the ground.
- vi) Assess factors that contributed to low/high expenditure rate

5.4.5 Project-level Monitoring and Evaluation Systems:

- i) Review the monitoring tools currently being used: Do they provide the necessary information? Do they involve key partners? Do they use existing information? Are they efficient? Are they cost-effective? Are additional tools required? How could they be made more participatory and inclusive?
- ii) Is project reporting and information generated by the project linked to national SDGs, 7NDP and other national reporting systems?
- iii) Examine the financial management of the project monitoring and evaluation budget. Are sufficient resources being allocated to monitoring and evaluation? Are these resources being allocated effectively?



5.4.6 Stakeholder Engagement:

- i) Project management: Has the project developed and leveraged the necessary and appropriate partnerships with direct and tangential stakeholders?
- ii) Participation and country-driven processes: Do local and national government stakeholders support the objectives of the project? Do they continue to have an active role in project decision-making that supports efficient and effective project implementation?
- iii) Participation and public awareness: To what extent has stakeholder involvement and public awareness contributed to the progress towards achievement of project objectives?
- iv) Is a grievance mechanism in place? If so, assess its effectiveness

5.4.7 Reporting:

- i) Assess how adaptive management changes have been reported by the project management and shared with the Project Board.
- ii) Assess how well the Project Team and partners undertake and reporting requirements (i.e., how have they addressed poorly rated APRs, if applicable?)
- iii) Assess how lessons derived from the adaptive management process have been documented, shared with key partners, and internalized by partners.

5.4.8 Communications:

- i) Review internal project communication with stakeholders: Is communication regular and effective? Are there key stakeholders left out of communication? Are there feedback mechanisms when communication is received? Does this communication with stakeholders contribute to their awareness of project outcomes and activities and investment in the sustainability of project results?
- ii) Review external project communication: Are proper means of communication established or being established to express the project progress and intended impact to the public (is there a web presence, for example? Or did the project implement appropriate outreach and public awareness campaigns?)
- iii) For reporting purposes, write one half-page paragraph that summarizes the project's progress towards results in terms of contribution to sustainable development benefits, as well as SDGs.

5.5 Sustainability

Validate whether the risks identified in the Funding proposal, and the ATLAS Risk Management Module are the most important and whether the risk ratings applied are appropriate and up to date. If not, explain why. In addition, assess the following risks to sustainability:

5.5.1 Financial risks to sustainability:

What is the likelihood of financial and economic resources not being available once the project/donor support assistance ends (consider potential resources can be from multiple sources, such as the public and private sectors, income generating activities, and other funding that will be adequate financial resources for sustaining project's outcomes)?



5.5.2 Socio-economic risks to sustainability:

Are there any social or political risks that may jeopardize sustainability of project outcomes? What is the risk that the level of stakeholder ownership (including ownership by governments and other key stakeholders) will be insufficient to allow for the project outcomes/benefits to be sustained? Do the various key stakeholders see that it is in their interest that the project benefits continue to flow? Is there sufficient public / stakeholder awareness in support of the long-term objectives of the project? Are lessons learned being documented by the Project Team on a continual basis and shared/ transferred to appropriate parties who could learn from the project and potentially replicate and/or scale it in the future?

5.5.3 Institutional Framework and Governance risks to sustainability:

Do the legal frameworks, policies, governance structures and processes pose risks that may jeopardize sustenance of project benefits? While assessing this parameter, also consider if the required systems/ mechanisms for accountability, transparency, and technical knowledge transfer are in place.

5.5.4 Environmental risks to sustainability:

Are there any environmental risks that may jeopardize sustenance of project outcomes?

5.6 Country Ownership

- i) To what extent is the project aligned with national development plans, national plans of action on climate change, or sub-national policy as well as projects and priorities of the national partners?
- ii) How well is country ownership reflected in the project governance, coordination and consultation mechanisms or other consultations?
- iii) To what extent are country level systems for project management or M&E utilized in the project?
- iv) Is the project, as implemented, responsive to local challenges and relevant/appropriate/strategic in relation to SDG indicators, National indicators, or other goals?
- v) Were the modes of deliveries of the outputs appropriate to build essential/necessary capacities, promote national ownership and ensure sustainability of the result achieved?

5.7 Gender equity

- i) Does the project only rely on sex-disaggregated data per population statistics?
- ii) Are financial resources/project activities explicitly allocated to enable women to benefit from project interventions?
- iii) Does the project account in activities and planning for local gender dynamics and how project interventions affect women as beneficiaries?
- iv) Do women as beneficiaries know their rights and/or benefits from project activities/interventions?
- v) How do the results for women compare to those for men?
- vi) Is the decision-making process transparent and inclusive of both women and men?
- vii) To what extent are female stakeholders or beneficiaries satisfied with the project gender equality results?
- viii) Did the project sufficiently address cross cutting issues including gender?



- ix) How does the project incorporate gender in its governance or staffing?

5.8 Innovativeness in results areas

What are the lessons learned to enrich learning and knowledge generation in terms of how the project played in the provision of "thought leadership," "innovation," or "unlocked additional finance" for democratic governance in the project and country context? Please provide concrete examples and make specific suggestions on how to enhance these roles going forward.

5.9 Unexpected results, both positive and negative

- i) What has been the project's ability to adapt and evolve based on continuous lessons learned and the changing development landscape? Please account for factors both within and external.
- ii) Can any unintended or unexpected positive or negative effects be observed as a consequence of the project's interventions?
- iii) What factors have contributed to the unintended outcomes, outputs, activities, results?
- iv) Do any of the unintended results constitute a major change?⁴⁵

5.10 Replication and Scalability

- i) What are project lessons learned, failures/lost opportunities to date? What might have been done better or differently?
- ii) Assess the effectiveness of exit strategies and approaches to phase out assistance provided by the project including contributing factors and constraints? Is there a need for recalibration?
- iii) What factors of the project achievements are contingent on specific local context or enabling environment factors?
- iv) Are the actions and results from project interventions likely to be sustained, ideally through ownership by the local partners and stakeholders?
- v) What are the key factors that will require attention in order to improve prospects of sustainability, scalability or replication of project outcomes/outputs/results?

5.11 Conclusions & Recommendations

The ME team will include a section of the report setting out the evaluation's evidence-based conclusions, in light of the findings. Explain whether the project will be able to achieve planned development objective and outcomes by the end of implementation.

Recommendations should be succinct suggestions for critical intervention that are specific, measurable, achievable, and relevant. A recommendation table should be put in the report's executive summary.

The ME team should make no more than 10 recommendations total.

⁴⁵ See Section '9.4 Major Changes and Restructuring' in the [GCF Programming Manual](#)



5.12 Ratings

The ME team will include its ratings of the project's results and brief descriptions of the associated achievements in a *Midterm Evaluation Ratings & Achievement Summary Table* in the Executive Summary of the Midterm Evaluation report. No rating on Project Strategy and no overall project rating is required.

Table. ME Ratings & Achievement Summary Table for *Democracy Strengthening in Zambia Project 2020-2022*

Measure	ME Rating ⁴⁶	Achievement Description
Project Strategy	N/A	
Progress Towards Results	Objective Achievement Rating: (rate 6 pt. scale)	
	Result 1 Achievement Rating: (rate 6 pt. scale)	
	Result 2 Achievement Rating: (rate 6 pt. scale)	
	Result 3 Achievement Rating: (rate 6 pt. scale)	
	Etc.	
Project Implementation & Adaptive Management	(rate 6 pt. scale)	
Sustainability	(rate 4 pt. scale)	

6.0 TIMEFRAME (DURATION OF WORK)

The total duration of the ME will be 45 working days over a period of 8 weeks. A National Consultant will complement the Lead/International Consultant for a period of 45 working days over the same period. The tentative ME timeframe is as follows:

ACTIVITY	NUMBER OF WORKING DAYS	TIME PERIOD
I. Desk Review and Inception Report		
Document review and preparation of ME Inception Report + Submission of ME Inception Report	5 days	20-25 th November 2021
Comments, discussion (if needed) and approval of ME Inception Report	2 days	
II. Physical Mission and Data Collection		

46 Ratings for Objective/Outcome Achievement and Project Implementation & Adaptive Management: 6 = Highly Satisfactory (HS): exceeds expectations and/or no shortcomings; 5 = Satisfactory (S): meets expectations and/or no or minor shortcomings; 4 = Moderately Satisfactory (MS): more or less meets expectations and/or some shortcomings; 3 = Moderately Unsatisfactory (MU): somewhat below expectations and/or significant shortcomings; 2 = Unsatisfactory (U): substantially below expectations and/or major shortcomings; 1 = Highly Unsatisfactory (HU): severe shortcomings, Unable to Assess (U/A): available information does not allow an assessment

Ratings for Sustainability: 4 = Likely (L): negligible risks to sustainability; 3 = Moderately Likely (ML): moderate risks to sustainability; 2 = Moderately Unlikely (MU): significant risks to sustainability; 1 = Unlikely (U): severe risks to sustainability; Unable to Assess (U/A): Unable to assess the expected incidence and magnitude of risks to sustainability



ME physical mission: stakeholder meetings, interviews	10 days	
Presentation of initial findings- last day of the ME physical mission	1 day	
III. Report Writing		
Preparation + Submission of draft ME report #1	7 days	
Circulation of draft ME report #1 for comments by Commissioning Unit	5 days	
Consolidation of comments by Commissioning Unit into audit trail	3 days	
Incorporation of comments on draft ME report by IC + Submission of final ME report + completed Audit Trail by IC (report length should not exceed 50 pages, excluding annexes)	7days	
Stakeholder Validation Workshop (can be virtual/ in person depending on the prevailing covid situation). This will also aid Management response.	1 day	
Submission of Final Report incorporating Stakeholders comments	5 days	

7.0 ME DELIVERABLES

#	Deliverable	Description	Timing	Responsibilities
1	ME Inception Report	Proposed evaluation methodology, sample size, and data collection tools and strategies, work plan and structure of the IE report, and options for site visits	20 th November 2021	IC submits to Commissioning Unit and project management
2	Presentation	A power point presentation of Initial Findings and limitations of the IE, highlighting successes, challenges, and value of interventions to facilitate feedback for main report writing and help identify recommendations	November 2021	IC presents to Project Management, project stakeholders and Commissioning Unit



3	Draft IE Report #1	Full report (using guidelines on content outlined in Annex B) with annexes	December 2021	IC sends 1 st draft to Commissioning Unit, reviewed by RTA, Project Coordinating Unit, NDA focal point
4	Draft ME Report #2	Revised report with audit trail detailing how all received comments have (and have not) been addressed in the final report	December 2021	IC sends 2 nd draft report to Commissioning Unit
5	Concluding Stakeholder validation Workshop	Meeting to present and discuss key findings and recommendations of the evaluation report, and key actions in response to the report. Stake holders include UNDP, Donors, ECZ, ZPS, Civil society, etc.	December 2021	Led by IC with support of Project Team and Commissioning Unit
	Final ME Report*	incorporating Stakeholders feedback from the validation workshop	December 2021	IC sends Final report to Commissioning Unit

*The final ME report must be in English. If applicable, the Commissioning Unit may choose to arrange for a translation of the report into a language more widely shared by national stakeholders. The international and national consultants will be jointly responsible for entire evaluation processes and submission of the above-mentioned deliverables.

8.0 ME ARRANGEMENTS

The principal responsibility for managing this ME resides with the Commissioning Unit. The Commissioning Unit for this project's ME is the UNDP Country Office (CO) in Zambia. During this assignment, the ME team will report to the Monitoring and Evaluation Focal Point in Commissioning Unit who will provide guidance and ensure satisfactory completion of deliverables.

The Commissioning Unit will contract the consultants and ensure the timely provision of per diems and travel arrangements within the country for the ME team. The Project Team will be responsible for liaising with the ME team to provide all relevant documents, set up stakeholder interviews, and arrange field visits.

9.0 TEAM COMPOSITION

A team of two independent consultants will conduct the ME - one Team Leader (International with experience and exposure to projects and evaluations in other regions globally) and one National team expert, from the country of the project with expertise in the relevant area. The consultants cannot have



participated in the project preparation, formulation, and/or implementation (including the writing of the Project Document) and should not have a conflict of interest with project's related activities.

10.0 EVALUATOR ETHICS

The evaluation team will be held to the highest ethical standards and is required to sign a code of conduct (see ToR Annex D) upon acceptance of the assignment. This evaluation will be conducted in accordance with the principles outlined in the UNEG [Ethical Guidelines for Evaluation](#). The evaluation team must safeguard the rights and confidentiality of information providers, interviewees, and stakeholders through measures to ensure compliance with legal and other relevant codes governing collection of data and reporting on data. The evaluation team must also ensure security of collected information before and after the evaluation and protocols to ensure anonymity and confidentiality of sources of information where that is expected. The information knowledge and data gathered in the evaluation process must also be solely used for the evaluation and not for other uses without the express authorization of UNDP and partners.

11.0 PAYMENT MODALITIES AND SPECIFICATIONS

#	Deliverable	Description	% payment
1	ME Inception Report	Proposed evaluation methodology, sample size, and data collection tools and strategies, work plan and structure of the IE report, and options for site visits	20%
2	Presentation	A power point presentation of Initial Findings and limitations of the IE, highlighting successes, challenges, and value of interventions to facilitate feedback for main report writing and help identify recommendations	10%
3	Draft IE Report #1	Full report (using guidelines on content outlined in Annex B) with annexes	20%
4	Draft ME Report #2	Revised report with audit trail detailing how all received comments have (and have not) been addressed in the final report	10%
5	Concluding Stakeholder validation Workshop	Meeting to present and discuss key findings and recommendations of the evaluation report, and key actions in response to the report. Stake holders include UNDP, Donors, ECZ, ZPS, Civil society, etc.	10%
	Final ME Report*	incorporating Stakeholders feedback from the validation workshop	30%



Criteria for issuing the final payment of 30 %⁴⁷:

- i) The final ME report includes all requirements outlined in the ME TOR and is in accordance with the ME guidance.
- ii) The final ME report is clearly written, logically organized, and is specific for this project (i.e., text has not been cut & pasted from other ME reports).
- iii) The Audit Trail includes responses to and justification for each comment listed.
- iv) RTA & M&E Focal point approvals are via signatures on the TE Report Clearance Form)

12.0 APPLICATION PROCESS

Please submit the following documents:

1. **a Letter of Confirmation of Interest and Availability** using the template provided by UNDP.
2. **a Personal CV or P11**, indicating all experience from similar projects, as well as the contact details (email and telephone number) of the Candidate and three (3) professional references.
3. **a Brief description** (max. ½ page) of why you consider your team as the most suitable for the assignment, and a **methodology** (max. 1 page) for how your team will approach and complete the assignment.
4. **a Financial Proposal** that indicates the all-inclusive fixed total contract price in USD, supported by a breakdown of costs, as per template provided in the letter of confirmation of interest, annex 2.

For the International Consultant:

- Flight ticket: reimbursement upon arrival in Zambia on the basis of the prevailing price for an economy class ticket on the most direct routes. In case the Individual contractor wishes to upgrade his travel to business or first class, he shall do so at his own expense.
- Covid test and other travel requirements: reimbursement upon arrival in Zambia.
- The Contractor is responsible for arranging and meeting the cost of their vaccinations and medical/life insurance, and insurance certificate to be provided to UNDP before travelling to the countryside.

⁴⁷ The Commissioning Unit is obligated to issue payments to the IE team as soon as the terms under the ToR are fulfilled. If there is an ongoing discussion regarding the quality and completeness of the final deliverables that cannot be resolved between the Commissioning Unit and the IE team, the Regional M&E Advisor and Vertical Fund Directorate will be consulted. If needed, the Commissioning Unit's senior management, Procurement Services Unit and Legal Support Office will be notified as well so that a decision can be made about whether to withhold payment of any amounts that may be due to the evaluator(s), suspend or terminate the contract and/or remove the individual contractor from any applicable rosters. See the UNDP Individual Contract Policy for further details:

https://popp.undp.org/_layouts/15/WopiFrame.aspx?sourcedoc=/UNDP_POPP_DOCUMENT_LIBRARY/Public/PSU_Individual%20Contract_Individual%20Contract%20Policy.docx&action=default



For both consultants:

- *if the number of all field visits are not known in advance: All trips outside the duty station and required by the Terms of Reference will be covered by UNDP and the IC will receive a per diem which shall not exceed the corresponding United Nations daily subsistence allowance rate. Hence these field visits trip should not appear in the financial proposal.

For both consultants:

If unforeseen trips outside the duty station not required by the Terms of Reference are requested by UNDP, and after written agreement, these trips will be covered by UNDP and the IC will receive a per diem which shall not exceed the corresponding United Nations daily subsistence allowance rate.

Notes :

1. The information in the breakdown of the offered professional fee provided by the Offeror will be used as the basis for determining best value for money, and as reference for any amendments of the contract.
2. The professional fee will be paid on successful completion of the assignment's deliverables.
3. The agreed contract amount will remain fixed regardless of any factors causing an increase in the cost of any of the components in the breakdown that are not directly attributable to UNDP.

13.0 QUALIFICATIONS

Both the International and National Consultant must meet the prescribed qualification outlined herein. The selection of consultants will be aimed at maximizing the overall "team" qualities in the following areas:

Academic Qualifications:

Advanced University Degree (Masters or equivalent) in Political Science, Public Administration, Governance and Human Rights/Law, Development Studies, or any other closely related field.

Experience:

- i) Minimum 10 years of relevant professional experience in Democracy and Governance, Human Rights.
- ii) Minimum of 5 years proven track record of application of results-based approaches to evaluation of projects focusing on democracy and governance, human rights, and elections institutional strengthening.
- iii) Highly knowledgeable of participatory monitoring and evaluation processes.
- iv) Familiarity and Good understanding of Zambia's electoral and political system, and the role of the various actors in the administration of elections.



- v) Extensive knowledge of the political and governance systems in the region and Zambia in particular.
- vi) Excellent writing skills in English, especially in the preparation of official assessments and reports.
- vii) Experience of conducting Project evaluations within the United Nations system will be considered an asset.

Competencies:

- i) Recent experience with result-based management evaluation methodologies;
- ii) Experience applying SMART indicators and reconstructing or validating baseline scenarios;
- iii) Competence in adaptive management, as applied to political and governance focal areas,
- iv) Experience of conducting similar assessments on elections or political related issues in Zambia or the region, ideally involving the electoral management body, legislature, judiciary and/or political parties.
- v) Experience working with elections systems in the Zambia and the Africa region Zambia;
- vi) Demonstrated understanding of issues related to elections management, democracy and governance, Human rights research, evaluation, and analysis.
- vii) Excellent communication skills;
- viii) Demonstrable analytical skills;
- ix) Good understanding of gender and social inclusion issues.

Language and other skills:

Proficiency in both spoken and written English

Compliance of the UN Core Values:

- i) Demonstrates integrity by modelling the UN's values and ethical standards,
- ii) Promotes the vision, mission, and strategic goals of UNDP,
- iii) Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability,
- iv) Treats all people fairly without favoritism,
- v) Fulfils all obligations to gender sensitivity and zero tolerance for sexual harassment.

14.0 CRITERIA FOR EVALUATION OF PROPOSAL

Offers will be evaluated according to the Combined Scoring method – where the technical proposal will be weighted at 70% and the financial proposal will weigh as 30% of the total scoring. Only those applications which are technically qualified (obtained a minimum of 70% of notation after technical evaluation) will be considered for financial evaluation. The application receiving the Highest Combined Score that has also accepted UNDP's General Terms and Conditions will be awarded the contract.

Selection Criteria



Criteria	Criteria Description	Score
Minimum criteria to be eligible for the consultancy		70
1. Academic and Professional Qualifications:		
Relevance of Education/ Degree	<ul style="list-style-type: none"> Advanced University Degree (Masters or equivalent) in Political Science, Public Administration, Governance and Human Rights/Law, Development Studies, or any other closely related field. 	5 points for International and 5 points for national?
Years of Relevant Experience	<ul style="list-style-type: none"> Minimum 10 years of relevant professional experience in Democracy and Governance, Human Rights. Minimum of 5 years proven track record of application of results-based approaches to evaluation of projects focusing on democracy and governance, human rights, and elections institutional strengthening. Highly knowledgeable of participatory monitoring and evaluation processes. 	10 points for international and 5 points for national
Language	<ul style="list-style-type: none"> Strong written communication skills, including full command of written English is required. Please provide with evidence of written publications and similar written assignments. 	5 points for international and 5 points for national
Adequacy of Competencies for the Assignment	<ul style="list-style-type: none"> Experience of conducting similar assessments on elections or political related issues in Zambia or the region, ideally involving the electoral management body, legislature, judiciary and/or political parties Recent experience with result-based management evaluation methodologies: Experience applying SMART indicators and reconstructing or validating baseline scenarios; Experience working with elections systems in the Zambia and the Africa region Zambia; Demonstrated understanding of issues related to elections management, democracy and governance, Human rights research, evaluation, and analysis. Good understanding of gender and social inclusion issues 	10 points for international and 10 points for national
2. Brief Description of Approach to Assignment		
Proposed methodology, approach, and workplan (relevance, logic, rigor, practicality, creativity, realism of work plan etc).	<ul style="list-style-type: none"> Clarity and relevance of the proposed methodology, to the local context and to achieve the deliverables of the ToR. Realistic and complete work plan which reflects clear and comprehensive understanding of the scope of work in the ToR. Clarity about how gender considerations will be factored into the evaluation. Clarity on the quality assurance process that will be in place for this assignment 	15 points for the team as they will be expected to submit one methodology.
Total		70



Financial Criteria (total score: 30 points)

Applicants who score at least 49 points in the technical evaluation will be eligible for the assessment of their financial evaluation. Please note that financial evaluation will account for 30% of the weighed score as indicated in the table below.

All technically qualified proposals will be scored based on the formula provided below. The maximum points (30 points) will be assigned to the lowest financial proposal. All other proposals receive points according to the following formula:

$$p = y (\mu/z)$$

where:

- p = points for the financial proposal being evaluated
- y = maximum number of points for the financial proposal
- μ = price of the lowest priced proposal

z = price of the proposal being evaluated.

Recommended presentation of technical and financial proposals

For purposes of generating proposals whose contents are uniformly presented and to facilitate their comparative review, you are hereby given a template of the Table of Content. Accordingly, your Technical Proposal document must have at least the preferred content as outlined in the IC Standard Bid Document (SBD). The financial proposals should be ALL inclusive.

15.0 CONFIDENTIALITY

The Individual Consultant shall not either during the term or after termination of the assignment, disclose any proprietary or confidential information related to the consultancy service without prior written consent. Proprietary interests on all materials and documents prepared by the consultants under the assignment shall become and remain properties of UNDP.

16.0 ANNEX A. LIST OF DOCUMENTS TO BE REVIEWED

1. Funding Proposal
2. Donor Funding Agreements
3. UNDP Project Document
4. UNDP Environmental and Social Risk log
5. Project Inception Report
6. All Annual Performance Reports (APRs)



7. Progress reports and work plans of the various implementation task teams
8. Audit report
9. Mission reports
10. All monitoring reports prepared by the project
11. Financial and Administration guidelines used by Project Team

The following documents will also be available:

12. Project operational guidelines, manuals, and systems
13. UNDP country/countries programme document(s)
14. Minutes of the Project Board Meetings and other meetings (i.e., Project Appraisal Committee meetings)
15. Project site location maps

ANNEX B: Guidelines on Contents for the Midterm Review Report⁴⁸

Basic Report Information (*for opening page or title page*)

- Title of UNDP-DSZ project
- UNDP PIMS# project ID#
- ME time frame and date of report
- Region and countries included in the project
- Executing Agency/Implementing Partner and other project partners
- ME team members

Acknowledgements

Table of Contents

Acronyms and Abbreviations

Project Information Table

Executive Summary (*2-3 pages*)

- Project Description (brief)
- Project Progress Summary
- ME Ratings & Achievement Summary Table
- Concise summary of conclusions
- Recommendations Summary Table

Introduction (*2-3 pages*)

- Purpose of the ME and objectives
- Scope & Methodology: principles of design and execution of the ME, ME approach and data collection methods, limitations

⁴⁸ The Report length should not exceed 40 pages in total (not including annexes).



- Structure of the ME report

Project Description and Background Context (3-5 pages)

- Development context: environmental, socio-economic, institutional, and policy factors relevant to the project objective and scope
- Problems that the project sought to address threats and barriers targeted
- Project Description and Strategy: objective, outcomes and expected results, description of field sites (if any)
- Project Implementation Arrangements: short description of the Project Board, key implementing partner arrangements, etc.
- Project timing and milestones
- Main stakeholders: summary list

Findings (12-14 pages)

4.1 Project Strategy

- Project Design
- Results Framework/Log frame

4.2 Relevance

4.3 Effectiveness and Efficiency

4.4 Progress Towards Results

- Progress towards outcomes analysis
- Remaining barriers to achieving the project objective

4.5 Project Implementation and Adaptive Management

- Management Arrangements
- Work planning
- Financing
- Coherence in delivery with CPD and SNDP
- Project-level monitoring and evaluation systems
- Stakeholder engagement
- Reporting
- Communications

4.6 Sustainability

- Financial risks to sustainability
- Socio-economic to sustainability
- Institutional framework and governance risks to sustainability
- Environmental risks to sustainability

4.7 Country Ownership

4.8 Innovativeness in results areas

4.9 Unexpected results, both positive and negative



4.10 Replication and Scalability

4.11 Gender Equity

Conclusions and Recommendations (4-6 pages)

Conclusions

- 5.1
- Comprehensive and balanced statements (that are evidence-based and connected to the ME's findings) which highlight the strengths, weaknesses, and results of the project

Recommendations

- 5.2
- Corrective actions for the design, implementation, monitoring, and evaluation of the project
 - Actions to follow up or reinforce initial benefits from the project
 - Proposals for future directions underlining main objectives

Annexes

- ME ToR (excluding ToR annexes)
- ME evaluative matrix (evaluation criteria with key questions, indicators, sources of data, and methodology)
- Questionnaire or Interview Guide used for data collection
- Mission itinerary
- List of persons interviewed
- List of documents reviewed
- Co-financing table (if not previously included in the body of the report)
- Signed UNEG Code of Conduct form
- Signed ME final report clearance form
- *Annexed in a separate file:* Audit trail from received comments on draft ME report

ANNEX C: ME EVALUATIVE MATRIX (EVALUATION CRITERIA WITH KEY QUESTIONS, INDICATORS, SOURCES OF DATA, AND METHODOLOGY)

Evaluative Questions	Indicators	Sources	Methodology
Relevance: Project Strategy: To what extent is the project strategy relevant to country priorities, country ownership, and the best route towards expected results?			



Evaluative Questions	Indicators	Sources	Methodology
<p>Do the project activities address the gaps in the policy, regulatory and capacity framework at the national level?</p> <p>To what extent is the project suited to local and national development priorities and policies?</p>	<p>Degree to which the project supports national environmental objectives</p> <p>Addressing gaps and/or inconsistency with the national and local policies and priorities</p> <p>Addressing gaps in capacity framework.</p>	National policies, Project Document	Document analysis
<p>How relevant the project's intended outcomes?</p> <p>How relevant is the involvement of different partners in the Project implementation given the institutional and policy framework for governance and democracy sectors in Zambia?</p>	Degree to which the project supports national governance and democracy development objectives	Project documents	Document analysis
<p>Were the project's objectives and components relevant, according to the social and political context?</p>	Degree of coherence between the project and national priorities, policies, and strategies	Government of the Republic of Zambia, UNDP, Project Management	Interviews
<p>Are counterpart resources (funding, staff, and facilities), enabling legislation, and adequate project management arrangements in place at project entry?</p> <p>Are the stated assumptions and risks logical and robust?</p> <p>And did they help to determine activities and planned outputs?</p> <p>Is the project coherent with UNDP programming strategy for Zambia?</p> <p>To what extent is the project in line with UNDP operational programs</p>	<p>Appreciation from national stakeholders with respect to adequacy of project design and implementation to national realities and existing capacities</p> <p>Coherence UNDP operational programming</p>	Project partners and relevant stakeholders UNDP Programming statements	Interviews Document analysis



Evaluative Questions	Indicators	Sources	Methodology
Effectiveness: Progress Towards Results: To what extent have the expected outcomes and objectives of the project been achieved thus far?			
What expected outputs have been achieved thus far?	Degree of achievement vis a vis expected outcome indicators	APRs interviews	Document analyses Site visits Interviews
To what extent have the expected outcomes and objectives of the project been achieved thus far? What have the products - such as studies, policy recommendations, dissemination campaigns, etc – affected? [Note: keep in mind that this is a midterm review and several if not many products are still in the implementation or planning process]			
Was the project effective in acquiring a policy guidance for future developments in the field of governance and democracy in the project partner institutions and districts? How is the Project addressing the polarization among the various political actors? How is the Project contributing to avoiding fragmentation across policies and cross-cutting mandates? What other partners can be involved in the Project in a meaningful way to streamline the issue and by-pass or address the institutional and policy fragmentation in the governance and democracy sector?		Project outcomes Norms, policies y debated, adopted	Document analysis Stakeholders' interviews



Evaluative Questions	Indicators	Sources	Methodology
How well has the project involved and empowered communities to implement management strategies of governance and democracy issues in the project districts? How has the project incorporated gender issues as the relate to governance and democracy in the project districts?	Involvement of (direct and indirect) beneficiaries in project development and implementation Incorporation of gender dimension Analysis of participation by stakeholders (communities, civil society, direct and indirect beneficiaries, etc.). Effect of project aspects implemented at sites	Project outputs and outcomes	Interviews Site visits
What is causing delays in implementation and delivery of outputs of the Project?	Discrepancies between expected outputs/outcome by the time of Interim and actual achievements	Findings in project documents, achievement indicators	Document analysis (minutes of meetings specially) Site visits observation
In what outputs? Where are the implementation 'bottlenecks'? How can these issues be solved? What changes need to be implemented?			Stakeholder interviews
Partnerships for implementation	Working relationship between PMU, UNDP, and other strategic partners as well as donors Steering Committee functions	Findings in project documents (APRs, minutes of meetings) Indications in interviews	Document analysis Stakeholder interviews
In what ways are long-term emerging effects to the project foreseen?	Level of coherence between project expected results and project design internal logic	ECZ, ZPS, Judiciary, DSZ Project team, UNDP, CSOs	Interviews



Evaluative Questions	Indicators	Sources	Methodology
Were the relevant representatives from government and civil society involved in project implementation?	<p>Level of coherence between project design and project implementation approach</p> <p>Role of committees in guidance</p> <p>Harness effectiveness by analysing how project's results were met vis-à-vis intended outcomes or objectives</p> <p>Draw lessons learned/ good practices from the implementation and achievement of results</p>	Project partners and relevant stakeholders	Document analysis
Efficiency: Project Implementation and Adaptive Management: Has the project been implemented efficiently, cost-effectively, and could adapt to any changing conditions thus far? To what extent are project-level monitoring and evaluation systems, reporting, and project communications supporting the project's implementation?			
Was the project implemented efficiently, in line with international and national norms and standards?	<p>Policies adopted / enacted</p> <p>Policies implemented</p> <p>Budgetary / financial means to implement policies drawn</p>	<p>Policy documents contain sustainability factors (policy adopted, implemented)</p> <p>Budget arrangements (allocations, etc.) made to sustain project outputs and outcomes</p>	<p>Documentation analysis</p> <p>Stakeholder interviews</p>



Evaluative Questions	Indicators	Sources	Methodology
	Was adaptive management used thus far and if so, how did these modifications to the project contribute to obtaining the objectives? Has the project been able to adapt to any changing conditions thus far? To what extent are project-level monitoring and evaluation systems, reporting, and project communications supporting the project's implementation?	Quality of existing information systems in place to identify emerging risks and other issues	Project documents
	How did institutional arrangements influence the project's achievement of results?	Quality of risk mitigations strategies developed and followed	MOA, WARMA, ZMD, WFP, FAO, Project team, UNDP
Sustainability: To what extent are there financial, institutional, socio-economic, and/or environmental risks to sustaining long term project results?			
Sustainability possibilities Does the Project have an exit strategy? What components should an exit strategy have for this project?	In what way, may the benefits from the project are likely to be maintained or increased in the future?	See indicators in project document results framework and log frame	Project documents and reports
Social sustainability factors	Is there sufficient public/stakeholder awareness in support of the project's long-term objectives?	Evidence that partnerships /linkages will be sustained	ECZ, ZPS, Judiciary, DSZ Project team, UNDP, CSO



Evaluative Questions	Indicators	Sources	Methodology
Political/financial sustainability	Do the legal frameworks, policies, and governance structures and processes within which the project operates pose risks that may jeopardize sustainability of project benefits?	Evidence that practices will be sustained	ECZ, ZPS, Judiciary, DSZ Project team, UNDP, CSO
Replicability	Which of the project's aspects deserve to be replicated in future initiatives?	Evidence that practices will be sustained	ECZ, ZPS, Judiciary, DSZ Project team, UNDP, CSO

ANNEX D: UNEG CODE OF CONDUCT FOR EVALUATORS/MTR EVALUATION CONSULTANTS

Evaluators/Consultants:

- i) Must present information that is complete and fair in its assessment of strengths and weaknesses so that decisions or actions taken are well founded.
- ii) Must disclose the full set of evaluation findings along with information on their limitations and have this accessible to all affected by the evaluation with expressed legal rights to receive results.
- iii) Should protect the anonymity and confidentiality of individual informants. They should provide maximum notice, minimize demands on time, and respect people's right not to engage. Evaluators must respect people's right to provide information in confidence and must ensure that sensitive information cannot be traced to its source. Evaluators are not expected to evaluate individuals and must balance an evaluation of management functions with this general principle.
- iv) Sometimes uncover evidence of wrongdoing while conducting evaluations. Such cases must be reported discreetly to the appropriate investigative body. Evaluators should consult with other relevant oversight entities when there is any doubt about if and how issues should be reported.
- v) Should be sensitive to beliefs, manners and customs and act with integrity and honesty in their relations with all stakeholders. In line with the UN Universal Declaration of Human Rights, evaluators must be sensitive to and address issues of discrimination and gender equality. They should avoid offending the dignity and self-respect of those persons with whom they come in contact during the evaluation. Knowing that evaluation might negatively affect the interests of some stakeholders, evaluators should conduct the evaluation and communicate its purpose and results in a way that clearly respects the stakeholders' dignity and self-worth.
- vi) Are responsible for their performance and their product(s). They are responsible for the clear, accurate and fair written and/or oral presentation of study limitations, findings, and recommendations.



- vii) Should reflect sound accounting procedures and be prudent in using the resources of the evaluation.
- viii) Must ensure that independence of judgement is maintained, and that evaluation findings and recommendations are independently presented.
- ix) Must confirm that they have not been involved in designing, executing or advising on the project being evaluated.

ANNEX E: MIDTERM EVALUATION CONSULTANT AGREEMENT FORM

Agreement to abide by the Code of Conduct for Evaluation in the UN System:

Name of Consultant: _____

Name of Consultancy Organization (where relevant): _____

I confirm that I have received and understood and will abide by the United Nations Code of Conduct for Evaluation.

Signed _____

Signed at _____ Date _____

ANNEX E: MIDTERM EVALUATION RATING SCALE

Rating scale for performance

Rating	Explanation
Highly Satisfactory (HS)	No shortcomings in the achievement of its objectives in terms of relevance, effectiveness, and efficiency
Satisfactory (S)	Minor shortcomings in the achievement of its objectives in terms of relevance, effectiveness, and efficiency
Moderately Satisfactory (MS)	Moderate shortcomings in the achievement of its objectives in terms of relevance, effectiveness, and efficiency
Moderately Unsatisfactory (MU)	Significant shortcomings in the achievement of its objectives in terms of relevance, effectiveness, and efficiency
Unsatisfactory (U)	Major shortcomings in the achievement of its objectives in terms of relevance, effectiveness, and efficiency
Highly Unsatisfactory (HU)	Severe shortcomings in the achievement of its objectives in terms of relevance, effectiveness, and efficiency

Rating Scale for Sustainability

Rating	Explanation
Likely (L)	Negligible risks to sustainability, with key outcomes expected to continue into the foreseeable future



Moderately Likely (ML)	Moderate risks, but expectations that at least some outcomes will be sustained
Moderately Unlikely (MU)	Substantial risk that keys outcomes will not carry on after project closure, although some outputs and activities should carry on
Unlikely (U)	Severe risk that project outcomes as well as key outputs will not be sustained
Highly Unlikely (HU)	Expectation that few if any outputs or activities will continue after project closure

Progress Towards Results Rating Scale

Rating	Explanation
Highly Satisfactory (HS)	The objective/outcome is expected to achieve or exceed all its end-of-project targets, without major shortcomings. The progress towards the objective/outcome can be presented as “good practice”.
Satisfactory (S)	The objective/outcome is expected to achieve most of its end-of-project targets, with only minor shortcomings.
Moderately Satisfactory (MS)	The objective/outcome is expected to achieve most of its end-of-project targets but with significant shortcomings.
Moderately Unsatisfactory (MU)	The objective/outcome is expected to achieve its end-of-project targets with major shortcomings.
Unsatisfactory (U)	The objective/outcome is expected not to achieve most of its end-of-project targets.
Highly Unsatisfactory (HU)	The objective/outcome has failed to achieve its midterm targets and is not expected to achieve any of its end-of-project targets.

Ratings for Project Implementation & Adaptive Management: (one overall rating)

Rating	Explanation
Highly Satisfactory (HS)	Implementation of all seven components – management arrangements, work planning, finance and co-finance, project-level monitoring and evaluation systems, stakeholder engagement, reporting, and communications – is leading to efficient and effective project implementation and adaptive management. The project can be presented as “good practice”.
Satisfactory (S)	Implementation of most of the seven components is leading to efficient and effective project implementation and adaptive management except for only few that are subject to remedial action.
Moderately Satisfactory (MS)	Implementation of some of the seven components is leading to efficient and effective project implementation and adaptive management, with some components requiring remedial action.
Moderately Unsatisfactory (MU)	Implementation of some of the seven components is not leading to efficient and effective project implementation and adaptive, with most components requiring remedial action.



Unsatisfactory (U)	Implementation of most of the seven components is not leading to efficient and effective project implementation and adaptive management.
Highly Unsatisfactory (HU)	Implementation of none of the seven components is leading to efficient and effective project implementation and adaptive management.

ANNEX F: ME Report Clearance Form

(to be completed by the *Commissioning Unit and RTA* and included in the final document)

Midterm Review Report Reviewed and Cleared By:	
Commissioning Unit	
Name: _____	
Signature: _____	Date: _____
UNDP-NCE Regional Technical Advisor	
Name: _____	
Signature: _____	Date: _____

ANNEX G: Audit Trail Template

Note: The following is a template for the ME Team to show how the received comments on the draft ME report have (or have not) been incorporated into the final ME report. This audit trail should be included as an annex in the final ME report

To the comments received on (date) from the ME of Democracy Strengthening in Zambia Project 2020-2022) (UNDP Project ID-xxxxxxx#)

The following comments were provided in track changes to the draft Midterm Review report; they are referenced by institution ("Author" column) and not by the person's name, and track change comment number ("#" column):

Author	#	Para No./ comment location	Comment/Feedback on the draft ME report	ME team response and actions taken



Annex 3: Results Framework



DSZ_2021-11-01_TC
_Result_Framework_

Annex 4: Progress towards results matrix

Project Strategy	Indicator ⁴⁹	Beneficiary	Baseline ⁵⁰		Level in 1 st Apr 2021 (Self-Reported)	Targets		Midterm level & Assessment ⁵¹	Achievement Rating ⁵²	Analysis: status of indicator; justification for rating (triangulated with evidence and data); how realistic it is for target to be achieved
			Value	Year		2021 ⁵³	2022			
Output 1.1.: Support for inclusive participation	1.1.1 Proportion of eligible voters who are registered to vote, disaggregated by sex, age, and excluded groups; (Note-Data on rural/urban disaggregation not available)	Total	95%	2016				83.5%		Cannot determine status of indicator because target not included in the results framework
		Women	50.30%	2016		51.40%				Data not found
		Youth	51.40%	2016		56.40%				Data not found
		People in Lawful Custody (PLC)	0	2016		-				Data not found
		Persons With Disabilities (PWDs)	0.57%	2016						Data not found
	1.1.2 Number of participants in capacity building training sessions to promote inclusive participation (disaggregated by gender, age, PWDs etc;	Women	0	2020		50				Data not found
		Youth	0	2020		50				Data not found
		People in Lawful Custody	0	2020		50		260	HS	Target was over achieved
		PWDs	0	2020		50				Data not found
										Data not found
	1.1.4 Percentage change in knowledge among participants in capacity building training sessions to promote inclusive participation (disaggregated by gender, age, PWDs etc) of targeted groups	Women	0	2021		40%				Data not found
		Youth	0	2021		40%				Data not found
		People in Lawful Custody	0	2021		40%				Data not found
		PWDs	0	2021		40%				Data not found
										Data not found
Output 1.2 Support to improve	1.2.1 Proportion of women and Youth in elected bodies									Data not found
	a. Women	Parliamentary	18%	2016		50%		13%	U	Target not achieved, computed from data found on ECZ website

⁴⁹ Populate with data from the Log frame and scorecards

⁵⁰ Populate with data from the Project Document

⁵¹ Colour code this column only

⁵² Use the 6-point Progress Towards Results Rating Scale: HS, S, MS, MU, U, HU

⁵³ If available

Project Strategy	Indicator ⁴⁹	Beneficiary	Baseline ⁵⁰		Level in 1 st Apr 2021 (Self-Reported)	Targets		Midterm level & Assessment ⁵¹	Achievement Rating ⁵²	Analysis: status of indicator; justification for rating (triangulated with evidence and data); how realistic it is for target to be achieved
			Value	Year		2021 ⁵³	2022			
inclusiveness of the elected bodies		Local Government	9%	2016		50%				Data not found
		Mayoral/Council Chairs	24%	2016		50%				Data not found
	b. Youth									Data not found
		Parliamentary	TBA ⁵⁴	2016		30%				Data not found
		Local Government	TBA	2016		30%				Data not found
		Mayoral/Council Chairs	TBA	2016		30%				Data not found
	1.2.2 Citizen Consultation platform developed and is available online		0	2016						Data not found
Output 1.3: Support for the inclusion of civil society and civic engagement	1.3.1 Number of CSO signing the Domestic Election Monitoring and Observation Group (DEMOG) Charter		9	2018				Strategy document produced and validated	S	Although no CSO sign the Domestic Election Monitoring and Observation Group (DEMOG) Charter, a review and operationalization of the Domestic Election Monitoring and Observation Charter was undertaken, a strategy document produced and validated in May 2021
	1.3.2 Number of people reached by CSOs/FBOs voter education campaigns via the CSO grants		0	2016				1.28 million		CSOs held 2,681 community voter engagement meetings in 10 provinces, with a total reach of over 1.28 million people across the country
	1.3.3 Percentage change in knowledge among beneficiaries of voter education delivered by CSOs (disaggregated by gender, age, PWDs etc) of targeted groups		0	2016		40%				No data found
	1.3.3 Number of Peace and voter educations messages (in 7 local languages and english) developed and disseminated by traditional leaders via House of Chiefs		0	2016		15		In total, 8,625 radio and TV spots featuring the members of the House of Chiefs, were broadcast.		House of Chiefs 13 chiefs were identified as champions of peaceful elections. Thirteen 13 TV messages and 13 radio messages in all 8 languages broadcast on national television and community radio stations across all the 10 provinces. In total, 8,625 radio and TV spots featuring the members of the House of Chiefs, were broadcast.

⁵⁴ To be advised as data is still being validated

Project Strategy	Indicator ⁴⁹	Beneficiary	Baseline ⁵⁰		Level in 1 st Apr 2021 (Self-Reported)	Targets		Midterm level & Assessment ⁵¹	Achievement Rating ⁵²	Analysis: status of indicator; justification for rating (triangulated with evidence and data); how realistic it is for target to be achieved
			Value	Year		2021 ⁵³	2022			
Output 2.1: Enhancing Electoral Support Institutions	2.1.1 Number of capacity building training sessions conducted for Parliamentary Committee members		0	2020		3				
	1.3.3 Percentage change in knowledge among beneficiaries of capacity building training conducted for Parliamentary Committee members (disaggregated by gender, age, PWDs etc) of targeted groups		0	2020		0	40%			Data not found
	2.1.2 Number of Members of Parliament and Staff trained in various capacity building trainings disaggregated by gender.		0	2020						Data not found
Output 2.2: Support to Electoral Dispute Resolution (EDR)	2.2.1 Number of EDR training sessions conducted for the Judiciary.		0	2020		2				Data not found
	2.2.2 Number of Judicial officers trained in the EDR disaggregated by gender.		0	2020		30		353	HS	Target was over achieved, 353 judicial staff were trained to support EDR while the target was 30. Data found is not disaggregated by gender
	2.2.2 Percentage change in knowledge among beneficiaries of EDR training.		0	2020		0	40			Data not found
	2.2.4 Colloquium successfully held for judicial officers to draw lessons from regional experiences in EDR.		0	2020		1		1	HS	A 2 day colloquium was successfully done with 125 participants
	2.2.5 Percentage of members of the bench who attend and participates in the regional colloquium on EDR		0			75%				Data not found
Output 3.1.: Strategic communications support to ECZ	3.1.1. ECZ adoption of a communications strategy and gender policy		1	2016				1		Satisfactory because the ECZ communications strategy was developed and adopted. Data gender policy not found
	3.1.2 A media corp established by ECZ		0	2020						Data not found

Project Strategy	Indicator ⁴⁹	Beneficiary	Baseline ⁵⁰		Level in 1 st Apr 2021 (Self-Reported)	Targets		Midterm level & Assessment ⁵¹	Achievement Rating ⁵²	Analysis: status of indicator; justification for rating (triangulated with evidence and data); how realistic it is for target to be achieved
			Value	Year		2021 ⁵³	2022			
	3.1.3 Media Corp pre-post election activity workplan established and operational		1	2016		1	-			Data not found
	3.1.4 Number of ECZ staff trained on media engagement and Communications disaggregated by gender;		5	2016		116				Data not found
	3.1.5 Number of journalists trained in ECZ operations and election reporting disaggregated by gender		200	2016				250		The target was over achieved, 250 media personnel were trained while the target was 200. Also trained 27 master trainers in election reporting and updating of election reporting handbook. MT level assessment and achievement rating not done due to lack of target in the results framework
	3.1.6 Number of consultations with relevant stakeholders on the media regulatory framework		0	2020		2				Data not found
Output 3.2.: Support to the National Assembly communication strategies	3.2.1 National Assembly communications and media strategy produced and rolled out		0	2020		1			HS	The consultant was recruited and deployed at the National Assembly
	3.2.2 Online platform developed for citizens to exchange views on ongoing parliamentary debates and issues.		0	2020		1				Data not found
	3.2.3 Number of people visiting the sites					0	5,500			Data not found
	3.2.3 Number of citizens engaging their MPs through the online platform		0	2020						Data not found
	3.2.4 Number of dialogue fora held between National Assembly and the media		0	2020						Data not found
	3.2.5 Proportion of participants in the dialogue forums who find them useful		0	2020		-	60%			Data not found
Output 3.3: Support to the Media	3.3.1 Review of media regulatory framework conducted		0	2020						Data not found
	3.3.2 Number of staff of print and electronic media		0	2016		40				Data not found

Project Strategy	Indicator ⁴⁹	Beneficiary	Baseline ⁵⁰		Level in 1 st Apr 2021 (Self-Reported)	Targets		Midterm level & Assessment ⁵¹	Achievement Rating ⁵²	Analysis: status of indicator; justification for rating (triangulated with evidence and data); how realistic it is for target to be achieved
			Value	Year		2021 ⁵³	2022			
	professionals trained, disaggregated by gender									
	3.3.3 Percentage change in knowledge among beneficiaries of media staff training.		0	2020		40%				Data not found
	3.3.4 Number of candidates debates /public discussion forums held		0	2020		15				Data not found
Output 4.1: Technical support and capacity strengthening for the ECZ	4.1.1 ECZ institutional assessment conducted and report produced and adopted		-	2016		1				Data not found
	4.1.2 Number of voters reached through voter education initiatives by the Third Party disaggregated by age, gender, disability		0	2016		0				Over 9 million people were reached voter education via electronic media and over 1.29 million people were directly reached by voter education facilitators. Status of indicator cannot be assessed since there is no target in the results framework
	4.1.2.1 Total		0	2020						Data not found
	4.1.2.2 Women	Women	0	2020						Data not found
	4.1.2.3 Youth	Youth	0	2020						Data not found
	4.1.2.4 PWDs	PWDs	0	2020						Data not found
	4.1.3 Percentage change in knowledge among beneficiaries of media based voter education initiatives		0	2020		40%				Data not found
	4.1.3. Number of voter education seminars		0	2020		116				Data not found
	4.1.4. Number of participants in voter education seminars		0	2020						Data not found
	4.1.5 Percentage of spoiled ballot papers in general elections		2.26%	2016		1.20%				Data not found
	4.1.6 Percentage of reduction time to announce election results		72hrs	2016		65hrs				Data not found

Project Strategy	Indicator ⁴⁹	Beneficiary	Baseline ⁵⁰		Level in 1 st Apr 2021 (Self-Reported)	Targets		Midterm level & Assessment ⁵¹	Achievement Rating ⁵²	Analysis: status of indicator; justification for rating (triangulated with evidence and data); how realistic it is for target to be achieved
			Value	Year		2021 ⁵³	2022			
	4.1.7 Percentage voter turn out in the elections		56%	2016		58%		70.60%	HS	Target was overachieved
	4.1.7. Number # of voter education trainers trained and deployed		0	2020						40 national voter education trainers trained and 232 district voter education trainers trained, targets not indicated in the results framework
Output 5.1: Support to the reform process	5.1.1 Expert report produced and implemented on the assessment of existing laws and observer recommendations to foster electoral integrity and inclusion;		0	2020			1		1	Review of the current legal framework of elections to ascertain is consistency with good electoral practices and international standards
	5.1.2 Percentage of recommendations from assessment of electoral laws and observers implemented		0	2016						Data not found
	5.1.3 Number of dialogue, training support and knowledge sharing forums on electoral reform including drafting of laws on Persons in Custody, access for PWDs, electoral violence, etc.; also address issues of gender in law.		0	2020						Data not found
	5.1.3.1 People in Lawful Custody	PLC	0	2020						Data not found
	5.1.3.2 Access for People with disabilities	PWDs	0	2020						Data not found
	5.1.3.3 Electoral Violence		0	2020						Data not found
	5.1.3.4 Gender		0	2020						Data not found
	5.1.4 Number of legislative and administrative laws (such as Electoral Process Act) amended to give effect to the PLC voting.		0	2016					2 Acts and several regulations	Electoral Process Amendment Act, Electoral Commission Amendment Act, and the several regulations based on the aforesaid acts. Target not indicated in the results framework
Output 5.2: Support to the integrity	5.2.1. Number of Biometric registration kits procured and installed		0	2020			TBA			Data not found

Project Strategy	Indicator ⁴⁹	Beneficiary	Baseline ⁵⁰		Level in 1 st Apr 2021 (Self-Reported)	Targets		Midterm level & Assessment ⁵¹	Achievement Rating ⁵²	Analysis: status of indicator; justification for rating (triangulated with evidence and data); how realistic it is for target to be achieved
			Value	Year		2021 ⁵³	2022			
of biometric identification	5.2.2 Proportion of eligible population with biometric registration cards disaggregated by gender		0	2020			20%			Data not found
Output 6.1.: Promotion of electoral security	6.1.1 Number of ZPS elections policing trainer of trainers trained		39	2016				144	HS	The target was achieved 144 were trained while the target was 39
	6.1.2. Number of ZPS officers trained in electoral security and elections policing		8,565	2016		19,400		13,385	U	Target was not achieved; 13,385 were trained while the target was 19,400
	6.1.3 Percentage change in knowledge among beneficiaries of electoral security training		0	2016		40%				Data not found
	6.1.4 CVMS successfully developed and commissioned		0	2020		1			S	CVMS was piloted in selected districts
	6.1.5 Proportion of applications received and granted through the CVMS system		0	2020			50%			Data not found
	6.1.6 Number of stakeholders trained in the use of CVMS and their level of knowledge about CVMS.		0	2020		116				Data not found
Output 6.2: Support to political violence early warning system	6.2.1. Number of electoral related incidents recorded through the EWS		0	2016						Data not found
	6.2.2. Proportion of incidents recorded in the EWS responded to by authorities.		0	2012		60%				Data not found
	6.2.3 Number of EWS actors and officials trained;		0	2016						45 people were trained (30 males and 15 females). There are indicators to help determine the status of the indicator
Output 6.3: Strengthening of conflict management mechanisms	6.3.1. Proportion (%) of disputes resolved by Conflict Management Committees (CMCs) without being referred to the courts		94%	2016		96%				Data not found
	6.3.2 Number of training sessions and capacity building interventions for CMCs		109	2016		116				Activity done but report still being worked on

Project Strategy	Indicator ⁴⁹	Beneficiary	Baseline ⁵⁰		Level in 1 st Apr 2021 (Self-Reported)	Targets		Midterm level & Assessment ⁵¹	Achievement Rating ⁵²	Analysis: status of indicator; justification for rating (triangulated with evidence and data); how realistic it is for target to be achieved
			Value	Year		2021 ⁵³	2022			
	6.3.3 Number of CMC members participating in training sessions and capacity building interventions for CMCs.		1685 (50NCMC, 1635)	2016						Activity done but report still being worked on

Annex 5: Stakeholder Analysis

The DSZ has a wide and diversified stakeholder base from which the participants of the ME will be drawn. The broad categories of stakeholders include responsible parties (ECZ, Zambia Police, Ministry of Justice etc), CSOs, project donors, electoral observation organizations, media houses, donors and the general public (see [Annex 6: Stakeholder Mapping](#) for more detail).

1. **Implementing agencies and technical consultants:** UNDP and technical consultants engaged to support the project.
2. **Zambian Election Management Body (EMB):** The project provides technical and financial support to electoral Commission of Zambia to enhance their effectiveness in delivering their constitutional obligations and facilitating democratic governance and a more inclusive society. The project has provided ECZ with financial resources to undertake pre- and post-August 2021 General elections activities.
3. **Responsible Parties:** Among other government institutions with the electoral mandate, the project in the run up to the 2021 General elections has supported Zambia Police Service with technical and financial support to ensure peaceful and violence free elections. Human Rights Commission-EWER, Judiciary of Zambia, Zambia Law Development Commission, Independent Broadcasting Agency. Panos Southern Africa Institute on iVerify
4. **Civil Society Organizations:** The project provided 18 civil society organizations with financial grants to undertake voter and civic education to targeted segments of Zambia's population to enhance the democratic culture and governance in Zambia
5. **Media organisation:** The project also provided financial and technical support to media organizations in the form of training on the safety of journalists and responsible journalism.
6. **Other International agencies that have undertaken election support programmes:** Foreign and Commonwealth Development Office (FCDO) and National Democratic Institute (NDI).
7. **Donor Organisation:** EU, Sweden, Ireland, Germany, France and UKaid, USAID
8. **General Public** (the Electorate): Women, Youth, PWD, People in Lawful Custody, and voters in hard-to-reach areas were targeted for interventions such as civic education in order to enhance their participation in democratic culture.

Annex 6: Stakeholder Mapping

Below sets out the key stakeholder that the ET will engage with as part of the Midterm evaluation. The table sets out the organisation, area of focus, individual /focal person targeted

The key groups of stakeholders include:

- 1. Implementing agencies and technical consultants**
 - a. UNDP
 - b. Technical consultant engaged to support the project, for example
- 2. Zambian Election agencies**
 - a. IVerify
 - b. EWER
 - c. Electoral Commission Zambia
 - d. Ministry of Justice
 - e. Judiciary of Zambia
 - f. Zambia Police Service
 - g. Human Rights Commission
 - h. Panos Southern Africa
 - i. Zambia Law Development Commission
- 3. CSO (18 contract agencies)**
- 4. Other International agencies undertaken election support projects**
 - a. FCDO
 - b. NDI
 - c. Zambia National Women's Lobby Network
- 5. Electoral observation organisations (if applicable)**
- 6. Donor Organisation**
 - a. EU
 - b. Sweden
 - c. Ireland
 - d. Germany
 - e. France
 - f. UKAID
 - g. USAID
- 7. General Public (Electorate) (with a specific focus on women, youth and persons with disabilities)**
- 8. Media Outlets**
 - a. Radio PSAs that highlighted consideration and provision of assisted voting for PWDs, the elderly and pregnant women (CSOs like PAN)
 - b. Sun FM (Copperbelt),

- c. Mwinilunga Radio,
- d. Kasempa Radio,
- e. Kabangabanga (NorthWestern),
- f. Oblate Liseli,
- g. Lyambayi Radio,
- h. Lukulu (Western Province),
- i. Radio Mano,
- j. Lwansase Radio (Northern),
- k. Luapula Radio,
- l. Tuta Radio (Luapula),
- m. Mpika Radio,
- n. Nakonde Radio (Muchinga),
- o. Mpangwe FM,
- p. Breeze FM (Eastern),
- q. Radio Mosiotunya,
- r. Kalomo Radio (Southern)
- s. Radio Icengelo

This list of stakeholders will be used to arrange KII. The ET will adopt a snowballing approach to the degree that resources allow.

Stakeholder Organisation	Focus Area	Individuals
Implementing Agencies		
UNDP	Project delivery and lessons learned	Resident Representative Unit Head/ Greg Saili Senior Election Adviser: Takawira Musavengana Project Manager/Senior Elections Advisor Monitoring, Evaluation, Knowledge Management officer/ Scott Tembo Lt. Col Dee Dee Rodriguez (TA UN Standing Police Capacity)
Technical Assistance (Consultants)	Review current legal framework and regulations and strategies to increase the participation of women and Youth in the electoral process.	Dr. Nalukui Milapo of the University of Zambia
	Assist the National Assembly review the existing strategy with a view to developing a new, effective communication strategy	National Communications Consultant/ Mr. Kennedy Mambweh
	coordinating the design and implementation of the EWERs and the IVerify Systems	Mr. Said Tahri
Zambian Election Agencies		
IVerify	Panoa Southern Africa	Vusimuzi Sifile-Director
EWER	Human Rights Commission	Florence Chiwesha-Director
Electoral Commission Zambia	Election management and administration	Director-Electoral Operations Mr. Royd Katongo
Ministry of Justice	Governance Sector Lead/Co-Chair of the Steering committee /Technical committee	Director Governance - Mr. Yengwe Kakusa
Judiciary of Zambia	Electoral dispute resolution mechanism	Deputy Director-Training and Development/ My Patrick Malama
Zambia Police Service	Peace programming-electoral security	Director - IT/chairperson Elections Committee
Human Rights Commission	Peace programming-early warning system	Head – Research & Planning Mr. Forster Hamuyube

Stakeholder Organisation	Focus Area	Individuals
Implementing Agencies		
Panos Southern Africa	Media strengthening-disinformation and hate speech	Director - Mr. Vusumuzi Sifile
Zambia Law Development Commission	Legal reforms-inclusion: People in lawful custody	Director - Ms. Hope Chanda
Civil Society Organizations		
Anti Voter Apathy	Improving women and youth participation in the electoral process in Western, Northern, Southern and Eastern Provinces	Mr. Richwell Mulwani (0953-436533)
Caritas – Mansa	Improving women and youth participation in the electoral process in Luapula Province	Fr Lemon Ndelela (0979387907)
Caritas – Solwezi	Improving women and youth participation in the electoral process in North-Western Province	Rev Fr Noel Haaniga (0960593402)
Edutainment Health Foundation	Improving women and youth participation in the electoral process in Central Province	Ms. Jane Theu (0977522915)
Keeper Zambia Foundation	Improving women and youth participation in the electoral process in Western Province	Mr. Ezra Banda (0977b08487)
Misa Zambia	Strengthening the capacity of community-based and/or faith-based organizations to promote civic engagement in the electoral process and also increase participating of the hard to reach (rural) voters in the electoral process (Eastern, Central, Muchinga, Northern, Luapula, North-Western, Copperbelt and Southern provinces)	Mr. Austin Kayanda
Operation Young Vote	Improving women and youth participation in the electoral process in Eastern, Copperbelt, Lusaka, and Southern Provinces.	Mr. Guess Nyerenda (0977769688)
Paralegal Alliance Network	Improving women and youth participation in the electoral process in Muchinga Province	Mr. Phillip Sabuni (0954457464)
PRISCCA	Improving persons in lawful custody (PLC) participation in the electoral process in North-Western, Lusaka, Luapula, Southern and Northern Provinces	Dr. Godfrey Malembeka (0211230386)

Stakeholder Organisation	Focus Area	Individuals
Implementing Agencies		
Prisoner's Future Foundation	Improving persons in lawful custody (PLC) participation in the electoral process in Central, Western, Copperbelt, Eastern, and Muchinga Provinces	Mr. Geoffrey Muyamba (0978127554)
Radio Icengelo	Improving persons in lawful custody (PLC) participation in the electoral process in Copperbelt Province	Fr Lewis Mutachila (0967418300)
SACCORD	Improving women and youth participation in the electoral process in Northern and Lusaka Provinces	Mr. Borniface Cheembe (0953057568)
Youth Advocates for Change	Improving women and youth participation in the electoral process in Luapula Province	Mr. Paul Chinyimba (0964141845)
Young Women Christian Association – Mongu	Improving first voters including student participation in the electoral process	Ms. Harriet Chibuta (0971716175)
Young Women in Action	Improving women and youth participation in the electoral process in Lusaka, Eastern, Southern, Central; and Lusaka Provinces	Maputa Sandra (0977868620)
Zambia Civic Education Association	Improving women and youth participation in the electoral process in Northern and Southern Provinces	Ms. Judith M A Mulenga (0977786532)
Zambia National Council for the Laity	Improving women and youth participation in the electoral process in Muchinga, Central, Northern, Western and Southern Provinces	Mr. Justin Mumba Sandi (0977547630)
Zambia National Women Lobby	Improving women and youth participation in the electoral process in North-Western Province	Mrs. Juliet Chiibuta (0977803417)
International agencies that have undertaken election support projects		
FCDO	Election support	
NDI	Election support	
Donor Organisation		
European Union	Financial Support	
Sweden	Financial Support	

Stakeholder Organisation	Focus Area	Individuals
Implementing Agencies		
Ireland	Financial Support	
Germany	Financial Support	
France	Financial Support	
UKaid	Financial Support	
USAID		

Annex 7: List of people interviewed

	Organisation	Name	Title
1	Anti Voter Apathy CSO	Kebby Salisimu	Programme Officer
2	Anti Voter Apathy CSO	Richwell Mulwani	Executive Director
3	Anti Voter Apathy CSO	Mulwani Brain Namwal	Accountant
4	Education Health Foundation	Petros Mazunda	Programme Officer
5	ECZ	Emma Mwiinga	Voter Education Manager
6	ECZ	Mr Royd Katongo	Director Electoral Operations
7	Human Right Commission	Mr Foster Hamuyube	Head of planning and Research
8	Joint Task Force on electoral processes	Sare Knoope	Governance
9	Joint Task Force on electoral processes	Mr Said Tahri	Operational
10	Keeper Zambia Foundation	Ezra Brain Banda	Director
11	Keeper Zambia Foundation	James Simwing	Senior Programme Officer
12	Ministry of Justice	Mr Yengwe Kakusa	Director of Governance
13	Ministry of Justice	Elizabeth M Silungwe	Social Economic Governance Specialist
14	Pan Legal Zambia	Mr Philip Sabuni	National Co-ordinator
15	Pan Legal Zambia	MS Rexina Kamutandi	Policy and Advocacy Officer
16	Pan legal Zambia	Ms Chileshe Katongo	M&E Officer
17	PANOS	Mr Vusumuzi Sifie	Director Southern Africa
18	PANOS	Kondwani Tindwa	Fact checker and Media Monitor
19	PANOS	Brain Simpande	Data Review Co-ordinator
20	PANOS	Hugh Lungu	Response Partnership and Evaluation Co-ordinator
21	PANOS	Janet Khosa	Fact checker/Media monitor
22	PANOS	Nyambe Jere	Fact checker/Media monitor
23	PANOS	Bruno Nswana –	Fact checker/Media monitor
24	PANOS	Brian Simpande	Data Review Coordinator
25	PANOS	Serah Mwenya	Fact checker/Media monitor
26	PANOS	Gideon Chibwe	Fact checker/Media monitor
27	Radio Icengelo	Ng'andwe Chama	Programme Co-ordinator
28	SACCORD	Boniface Cheembe	Executive Director
29	SACCORD	Arthur Muyunda	Programme Manager
30	SACCORD	John Mapondo	Finance Officer
31	UNDP	Scott Tembo	Program Associate
32	UNDP	Gregory Sali	Head of Governance Unit
33	UNDP	Takawira Musavengana	
34	UNDP	Gracious.divunda	M&E Adviser
35	UNDP	Dr Milapo Nalukui	Technical Consultant
36	Young Women In Action	Harriet Chibuta	Director
37	Young Women In Action	FGD	Voter Educators

38	Judiciary	Patrick Malama	Deputy Director – Training and Development
39	Operation Young Vote	Guess Nyirenda	Director
40	Operation Young Vote	FGD	Beneficiaries
41	Zambia Civic Education Association	Judith Mulenga	Executive Director
42	Choma Municipal Council	Chembo Mabotu	Town Clerk
43	Byta FM Radio	Brendah Michelo	Assistant Program Manager
44	Byta FM Radio listener Groups	FGD - Male	Beneficries
45	Byta FM Radio listener Groups	FGD - Male	Beneficries
46	Youth Development Organisation - Choma	Partner Siyabutuba	Director
47	Youth Development Organisation - Choma	FGD - Youth	Beneficiaries
48	NGOCC/YWCA		District Level Coordinator
49	PRISCCA	Dr. Godfrey Malembeka	Director
50	Zambia Police - Kawambwa	Lucas Tembo	Deputy Inspector
51	Youth Advocates for Change	Paul Chinyimba	Executive Director
52	Youth Advocates for Change - Kawambwa	FGD	Voter Educators
53	Human Rights Commission	Brendah Chanda Chileshe	Provincial Coordinator/Investigations Officer – Southern Province
54	Caritas Mansa	Father Lemon Ndelela	Parish Priest/In-charge
55	Caritas Mansa	Pascal Bwalya	Projects Coordinator (Member of District Conflict Management Committee) – Caritas Mansa
56	Voter Educators	FGD	Caritas Kawambwa
57	FCDO	Kaputo Bwalya Chenga	Governance Advisor
58	USAID	Nina Bowen	Director – Democracy, Rights & Governance
59	Prison Futures Foundation	Mr. Geoffrey Muyamba	Director
60	Zambia Police Service	Eng Luvius Musonda	Director of technical services

Annex 8: Key Informant Interview Guide

Democracy strengthening in Zambia Project Midterm evaluation: KII Interview sheet

10th February 2021

My name is XX I have been contracted by UNDP Zambia to undertake an independent midterm review of the Democracy Strengthening Zambia (DSZ) project. You have been identified due to your involvement with the DSZ and we would appreciate your time in answering some questions. All answers are confidential, and no individual opinions will be shared in the final evaluations.

- Explain that all answers are voluntary
- Check if they are happy for the interview to be recorded
- Explain that the interview will take around 45 mins- 1 hour
- Relevant questions need to be selected from the lists below that are applicable to the stakeholder being interviewed.
- For all interviews ask who else do they recommend we speak to who have been involved in the DSZ project (collect contact details if know and pass to UNDP to arrange for an interview)

All the interviews should start with the following questions

Thank you for providing me with the opportunity to speak to you. Can you start by explaining to me what your involvement in the DSZ programme has been?

To ensure that the interview is centred on the DSZ project, use the results areas and related outputs as prompts to gain examples to support each of the EQs. See below.

Expected results areas

- b. inclusive and participatory decision-making; responsive and accountable institutions.
- c. improved access to information.
- d. enhanced technical and organizational capacities of national electoral stakeholders.
- e. integrity in the work of credible and legitimate institutions.
- f. and improved conflict prevention and mitigation mechanisms

Related DSZ outputs

- | | |
|-----|---|
| 1.1 | Support for inclusive participation of marginalized groups in the electoral process |
| 1.2 | Support improved inclusiveness of Elected Bodies |
| 1.3 | Support for the inclusion of civil society and civic Engagement |
| 2.1 | Enhancing Electoral Support Institutions |
| 2.2 | Support to Electoral Dispute Resolution (EDR) |
| 3.1 | Strategic communications support to Electoral Commission of Zambia |
| 3.2 | Support to the National Assembly communication strategies |
| 3.3 | Support to the Media |
| 4.1 | Technical support and capacity strengthening for the Electoral Commission of Zambia |
| 5.1 | Support to the reform process |
| 5.2 | Support to the integrity of biometric identification |
| 6.1 | Promotion of electoral security |
| 6.2 | Support to political violence early warning system |

6.3 Strengthening of conflict management mechanisms

DAC Criteria: Relevance			
Evaluation Questions	Lines of inquiry	KII questions	Stakeholders
EQ1 To what extent do the project's results remain relevant moving forward. And, which if any need to be changed and how?	<p>How do the project's results continue to suit the current context compared to 2019 when it was designed?</p> <p>What emergent issues have arisen, if any? And how is the project looking to incorporate them?</p>	<p>Q: What do you see have been the key issues to ensure procedural certainty and the legitimacy of the electoral process⁵⁵ ?</p> <p>Q: To what extent has the DSZ project addressed those, and how?</p> <p>Q: Are the issues you highlighted to ensure procedural certainty and legitimacy of the electoral process still applicable, why? (If not please explain also)</p> <p>Q: What do you see as the key focus areas moving forward for the next 1-2 years (Note to use result areas as prompts)</p>	Donor Agencies; EU, UNDP, FCDO, Irish Aid
EQ1.1 What are the key gaps in the existing policies, regulatory and capacity building frameworks in which the project operates? And what are the key priorities moving forward and why?	<p>Have the priority gaps in policy, regulatory and capacity building frameworks been addressed?</p> <p>What critical gaps remain?</p> <p>What are the priorities moving forward and why?</p>	<p>Q: What do you see as the key gaps in the existing policies, regulatory and capacity building frameworks within electoral institutions: ECZ, MOJ, Zambian Police Service?</p> <p>Q: What policies, regulatory and capacity building frameworks did DSZ work on Did you consider these the priority areas, if not why?</p> <p>Q: What gaps remain, and what is the critical areas that needs addressing and why?</p> <p>Q: What are the critical policy and regulatory gaps for women, PWDs and youth?</p>	<p>Donor Agencies; EU, FCDO, Irish Aid</p> <p>UNDP, technical and steering committee</p> <p>Electoral institutions: ECZ, MOJ, Zambian Police Service, PANOS, EWER, IVERIFY</p> <p>CSO's</p>

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- a. ⁵⁵ inclusive and participatory decision-making; responsive and accountable institutions.
b. improved access to information.
c. enhanced technical and organizational capacities of national electoral stakeholders.
d. integrity in the work of credible and legitimate institutions.
e. and improved conflict prevention and mitigation mechanisms

EQ1.2 Did the key partners feel the project focused on the local and national development priorities and policies?	<p>How do the project priorities and the national and local partners priorities align?</p> <p>Is there any difference in the priorities? What are they and why?</p>	<p>Q: Would you have chosen to work on the same priorities as the DSZ projects? If not why, and what would you have chosen?</p> <p>Q: What are the key priority areas for women, youth and PWD?</p>	<p>Electoral institutions: ECZ, MOJ, Zambian Police Service, PANOS, EWER, IVERIFY</p> <p>Donor Agencies; EU, UNDP, FCDO, Irish Aid</p> <p>UNDP, technical and steering committee</p> <p>Selection of CSO's</p>
EQ1.3 Have the key partners in the project engaged as envisaged? If not, why? And, what effect has it had on the achievement of the project objectives?	<p>Have the roles and responsibilities of partners been clearly set out?</p> <p>Have key partners met their obligations in a timely manner?</p> <p>Are there opportunities to improve the governance and partnership arrangements? If so, how?</p>	<p>Q: What do you see your role and related responsibilities in the DSZ project?</p> <p>Q: Have you been able to deliver your roles and responsibilities?</p> <p>Q: What have been the challenges?</p> <p>The first challenge related to the restrictions of accessing prisons. We must freely access the prisons. Zambia is big and there is need for increased funding for prisoners Another challenge is that inmates do not know the importance of participating in democracy</p> <p>Q: How has the governance and partnership arrangements supported and or hindered the effective and efficient delivery of the project?</p> <p>Q: Do you have any lessons learnt or good practises you are able to share?</p> <p>Q: Is there anything that you would change for the remaining time of the DSZ project?</p>	<p>UNDP, technical and steering committee</p> <p>Electoral institutions: ECZ, MOJ, Zambian Police Service, PANOS, EWER, IVERIFY</p> <p>CSOs</p>
EQ1.4 What are the key social and political	Are the social and political challenges faced	Q: What factors (social and political) have supported the changes the project is looking to achieve (Note: use results areas as	Electoral institutions: ECZ, MOJ, Zambian

challenges that the project faces moving forward?	<p>by the project manageable?</p> <p>What actions need to be taken and by whom to manage these challenges?</p> <p>Are the challenges as envisaged? If not, why?</p> <p>Have there been any unexpected social and political challenges? If so, what are they and their effect on the project?</p>	<p>prompts), have any of these been unexpected?</p> <p>Q: What are the social and political challenges the project faced in achieving its objectives, have any of these been unexpected? (Note: prompt using the result areas above. Ensure a prompt around issues that relate to vulnerable and excluded groups)</p> <p>Q: What did the project/you do to overcome the challenges, did it work?</p> <p>Q: Moving forward how should the programme utilise social and political factors to support the project?</p>	<p>Police Service, PANOS, EWER, iVERIFY Other agencies working on democratic governance issues, for example NDI, FCDO (others to be determined)</p> <p>Donor Agencies; EU, UNDP, FCDO, Irish Aid</p> <p>UNDP, technical and steering committee</p> <p>CSO's</p>
EQ1.5 Are the current project management arrangements (funding, staff, and facilities) adequate to meet the project objectives?	<p>How do the project management arrangements (funding, staff and facilitates) add value to the project operations?</p> <p>What are the key lessons learned in regard to the overall management of the project?</p>	<p>Q: What aspects of the management arrangements (funding, staff, and facilities) have worked well and why?</p> <p>Q: What would you change moving forward in the final implementation period, and why?</p> <p>Q: If you were designing the DSZ programme again would you do anything differently and what would that be/</p>	<p>UNDP, technical and steering committee members</p> <p>Electoral institutions: ECZ, MOJ, Zambian Police Service, PANOS, EWER, IVERIFY</p> <p>Donor Agencies; EU, UNDP, FCDO, Irish Aid</p>
EQ1.6 Are the stated assumptions and risks logical and robust? And, did they help to determine activities and planned outputs?	<p>What are the stated risks and assumptions of the project? And, how were they managed?</p> <p>What adaptations and adjustments</p>	<p>Q: What were the key risks of the programme, and how were they managed and is there anything you would change in the remaining period of the project?</p> <p>Q: What are the assumptions that underpin the project, have they held true?</p>	<p>UNDP, technical and steering committee members</p> <p>Electoral institutions: ECZ, MOJ, Zambian Police Service,</p>

	were made to the planned outputs and activities?	<p>Q: Were all the key risks and assumptions identified, are there any missing is so what are they?</p> <p>Q: How have the risks and assumptions affected programme delivery, and have any adaptations been made?</p> <p>Q: How were the risks relating to COVID 19 managed, and what adjustments needs to be made. Were they sufficient to enable the achievement of the project results?</p>	PANOS, EWER, IVERIFY
DAC Criteria: Effectiveness			
Evaluation Questions	Lines of inquiry	KII questions	Stakeholders
EQ2 To what extent have the expected outcomes and objectives of the project been achieved thus far?	<p>Are the expected outputs achieved in sufficient quantity and quality to achieve the projects outcomes?</p> <p>Are there any early indications of success in terms of the project outcomes?</p> <p>What outputs and activities have not been achieved to date and why?</p> <p>How have UNDP managed these discrepancies between targets and results?</p> <p>Are there any key</p>	<p><i>Ensure that for each of the stakeholder the outputs that relate to them are clearly set out, for example capacity building of the police to better.....</i></p> <p>Q: What are the key results (outputs) you have seen as a result of the DSZ project in XX, and do they align with your understanding of the expected results (NOTE: prompt around specific results relating to women, youth, PWD and other excluded groups</p> <p>Q: How and in what way are electoral process more functional and inclusive?</p> <p>Q: Have you seen any unintended positive or negative consequences form the results achieved, if so what and what has the effect of this been?</p> <p>Q; What specific results have been achieved by PWD, women, youth and other targeted groups?</p> <p>Q: Are there any specific results targets that have not been achieved as planned, what are they and why? How have these discrepancies been managed?</p>	<p>UNDP, technical and steering committee members</p> <p>Electoral institutions: ECZ, MOJ, Zambian Police Service, PANOS, EWER, IVERIFY</p> <p>Electorate (women, youth and PWD)</p> <p>Social Media outlets, trained journalists</p> <p>Donor Agencies; EU, UNDP, FCDO, Irish Aid</p> <p>CSO's</p>

	<p>outputs/activities missing from the project? What are they and why are they needed?</p> <p>Have there been any unintended positive or negative consequences from the results achieved to date?</p> <p>What are the experiences of women, PWD, Youth and PLC in terms of envisaged results, do they align with what was envisaged? If there are any discrepancies, what are they?</p>	<p>Q: What effect did COVID 19 have on the achievement of project results?</p>	
<p>EQ2.1 What plans are in place to consolidate institutional and social gains in the remaining program period?</p>	<p>What are the key institutional and social gains achieved by the project?</p> <p>How does UNDP intend to build on the gains in the remaining time?</p> <p>Does UNDP see any challenges in consolidating the institutional and social gains? If so, what are they and how does UNDP plan to overcome them?</p>	<p>Q: what do you see as the key social and institutional gains achieved so far (Note to prompt if needs around the result areas, make specific reference to gains related to women, youth, PWD and other groups such a people in lawful custody is not reference is made in the first instance)</p> <p>Q: How should the project build on the social and institutional gains achieved so far?</p> <p>Q: What if any challenges exist in embedding the results achieve so far moving forward?</p> <p>Q: How, if at all did COVID 19 effect institutional and social gains achieved?</p>	<p>UNDP, technical and steering committee members</p> <p>Electoral institutions: ECZ, MOJ, Zambian Police Service, PANOS, EWER, IVERIFY</p> <p>Donor Agencies; EU, UNDP, FCDO, Irish Aid</p> <p>CSOs</p>

<p>EQ2.2 Has the policy work and technical assistance led to strengthened electoral institutions? If so, how? Have there been any intended positive or unintended negative consequences?</p>	<p>What aspects of the electoral institutions have changed and how?</p> <p>What is different now?</p> <p>Have there been any unintended consequences, both positive and negative?</p> <p>Have other policy and technical issues come to light as a result of the assessments and technical assistances provided?</p>	<p>Q: What new policies, guidelines, regulatory frameworks etc been put in place?</p> <p>Q: How has this effected how XX works?</p> <p>Q: Are there any unintended positive or negative consequences, what are they?</p> <p>Q: What other policy or technical issues have come to light because of earlier support provided through the DSZ project?</p>	<p>UNDP, technical and steering committee members</p> <p>Electoral institutions: ECZ, MOJ, Zambian Police Service, PANOS, EWER, IVERIFY</p> <p>Donor Agencies; EU, UNDP, FCDO, Irish Aid</p>
<p>EQ2.3 Have the Programming for Peace activities enhanced conflict prevention and supported mitigation measures? If so, how? And where there any unintended consequences (positive or negative)?</p>	<p>Have there been any unintended consequences, both positive and negative of the peace building activities?</p> <p>How and why have the peace building activities reduced electoral conflict?</p> <p>What mitigation measure were effective and why? Did some work better than others?</p> <p>Are there other peace building activities missing</p>	<p><i>Check the interviewee have been involved in the peace programming before asking these questions</i></p> <p>Q: Briefly can you explain what you see as the key causes of conflict around elections?</p> <p>Q: Has the programming for peace addressed the critical issues in terms of mitigating and preventing conflict, is there anything else you would have included and why?</p> <p>Q: What changes have you seen, and do you link these to the programmes and or other factors, do you have any examples?</p> <p>Q: Did any activities work better than other and why?</p> <p>Q: What were the effects of COVID 19 on the programming for peace?</p> <p><i>(CSO and related media outlets only)</i></p>	<p>UNDP, technical and steering committee members</p> <p>Electoral institutions: ECZ, MOJ, Zambian Police Service, PANOS, EWER, IVERIFY</p> <p>Donor Agencies; EU, UNDP, FCDO, Irish Aid</p> <p>Social media outlets, trained journalists Electorate (women, youth and PWD)</p> <p>CSOs</p>

	that could have reduced electoral tensions? What were they and why?	<p>Q: What worked about the messages, are they similar or different from earlier election public broadcast, yes how?</p> <p>Q: How did the messages ensure that they were applicable to the needs of women, youth and PLD?</p>	
EQ2.4 What role have women and other vulnerable and excluded groups played in supporting strengthened governance and democracy in the project districts?	<p>How were the voices of women and other vulnerable groups included in strengthening governance and democracy in the districts?</p> <p>What were the challenges faced, and how were they overcome?</p>	<p>Q: What were the specific needs of women and vulnerable groups in relation to strengthened governance regarding XX project activities you were involved in?</p> <p>Q: What was done to ensure that were included in the activities?</p> <p>Q: Where there any challenges and were you able to overcome them</p> <p>Q: Was there any untended positive or negative consequences, what were they?</p> <p>Q: How were women and other excluded groups included in the design and implementation of activities?</p>	<p>UNDP, technical and steering committee members</p> <p>Other democratic governance supported interventions covering same provinces/districts</p> <p>Electoral institutions: ECZ, MOJ, Zambian Police Service, PANOS, EWER, IVERIFY</p> <p>Donor Agencies; EU, UNDP, FCDO, Irish Aid</p> <p>CSO's</p> <p>Electorate (women, youth and PWD)</p>
EQ2.5 What have been the specific gender, PWD, Youth and PLC results, in terms of both institutional strengthening and Programming for Peace?	<p>Are the results envisaged in the project document conversant with the results reported by women, PWD, youth and PLC?</p> <p>What aspect of the institutional</p>	<p>Q: How has the work with PWD, Youth, Women and PLC supported institutional strengthening and mitigation of conflict?</p> <p>Q: Are the results for these targeted groups as envisaged, and what evidence do you have to support this?</p> <p>Q: From all of the work with theses targets groups which one do you consider the most critical and why?</p>	<p>UNDP, technical and steering committee members</p> <p>Electoral institutions: ECZ, MOJ, Zambian Police Service, PANOS, EWER, IVERIFY</p>

	<p>strengthening and peace building have been considered most significant and why?</p> <p>What other aspects of institutional strengthening and Programming for Peace are missing and why?</p> <p>How should DSZ build upon these results?</p>	<p>Q: Was there anything missing? if do what was it?</p> <p>Q: how can the DSZ consolidate any results achieved?</p>	<p>Donor Agencies; EU, UNDP, FCDO, Irish Aid</p> <p>CSO's</p> <p>Electorate (women, youth and PWD)</p>
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DAC Criteria: Efficiency

Evaluation Questions	Lines of inquiry	KII questions	Stakeholders
EQ3 What systems and process were put in place in the project's design and implementation that have supported or hindered its efficient implementation?	<p>What aspects of the project design and implementation have supported efficient implementation and why?</p> <p>What aspect of the project's design and implementation have resulted in the inefficient use of resources and hindered implementation? And why?</p>	<p>Q: What aspects of the programme design for example governance arrangements, staffing, resourcing worked well in terms of it enabling efficient and effective delivery of results?</p> <p>Q: How did UNDP work with other units and partnerships to identify and optimise its results?</p> <p>Q: What were the critical efficiency challenges the DSZ project faced?</p> <p>Q: How and in what way did COVID 19 effect efficiency?</p>	UNDP DSZ staff, heads of units, M&E Analyst, Regional Representative
EQ3.1 What if any implementation	<p>What were the bottlenecks?</p> <p>Were they</p>	Q: Where there any bottle necks and challenges, what were they, and what effect did hey have?	UNDP DSZ staff, heads of units, M&E Analyst,

bottlenecks existed? And in what ways did they effect the efficiency of project implementation?	<p>overcome? If so, how?</p> <p>Were the implementation bottlenecks envisaged and managed within the project's risk register?</p>	<p>Q: Were they managed effectively?</p>	<p>Regional Representative</p> <p>Electoral institutions: ECZ, MOJ, Zambian Police Service, PANOS, EWER, IVERIFY</p>
EQ3.2 How did the governance and management arrangements support or hinder the project implementation?	<p>How did the multiple stakeholders work together to support effective implementation? On hindsight what aspect of the governance and management arrangement would you alter and why?</p> <p>Was the make-up of the team fit for purpose in the sense of the right number of people and skill set?</p> <p>Was the use of external technical assistance timely, and of sufficient scope and depth to address the issues at hand?</p> <p>Are there any aspect of the governance and management arrangements</p>	<p>Q: How did the programme work within UNDP and across other key stakeholders to support effective implementation of project results</p> <p>Q: Where opportunities for synergies, partnerships, building of networks or coordination identified and taken advantage of?</p> <p>Q: On hindsight what aspect of the governance and management arrangement would you alter and why?</p> <p>Q: Was the make-up of the team fit for purpose in the sense of the right number of people and skill set?</p> <p>Q: Was the use of external technical assistance timely, and of sufficient scope and depth to address the issues at hand?</p> <p>Q: Are there any aspect of the governance and management arrangements that you would replicate on other projects? If so, what and why?</p>	<p>UNDP DSZ staff, heads of units, M&E Analyst, Regional Representative</p> <p>Electoral institutions: ECZ, MOJ, Zambian Police Service, PANOS, EWER, IVERIFY</p>

	that you would replicate on other projects? If so, what and why?		
EQ3.3 To what extent do monitoring and evaluation systems, reporting, and project communications support the project's implementation?	<p>Did the M&E system produce evidence in a timely and digestible format to enable programme managers to make timely evidence-based decisions?</p> <p>How did the M&E system support learning within UNDP and its key national partners?</p> <p>Are there examples of how the project adapted as a result of learning? How was the M&E system designed to support learning and adaption?</p>	<p><i>Start off gaining an understanding of what the key components of the M&E are, before moving into the detail questions below.</i></p> <p>Q: Do you have any examples of the project 'learning', what was it and what changes occurred?</p> <p>Q: Does the M&E system produce information to enable you to make key management decisions in a timely fashion?</p>	<p>UNDP DSZ staff, heads of units, M&E Analyst, Regional Representative</p> <p>Electoral institutions: ECZ, MOJ, Zambian Police Service, PANOS, EWER, IVERIFY</p> <p>CSO's</p>
EQ3.4 Were critical representatives from government and civil society key actors in the projects? And, did they engage as envisaged to enable efficient project results?	<p>Were the critical representatives present and engaged? Was this as envisaged? If not, why?</p>	<p>Q: How did you ensure that there was ongoing meaningful engagement with key stakeholders within and outside of the project?</p> <p>Q: What were the benefits and challenges faced?</p> <p>Q: How can you build on the critical engagements achieved so far in the remaining implementation period?</p>	<p>UNDP DSZ staff, heads of units, M&E Analyst, Regional Representative</p> <p>Electoral institutions: ECZ, MOJ, Zambian Police Service, PANOS, EWER, IVERIFY</p>

EQ3.5 How did the project ensure that the voices of women, PWD, Youth and PLC were part of the project's governance arrangements?	<p>How did the project support vulnerable and excluded civil society actors to be active participants in the project's governance arrangements?</p> <p>What worked well?</p> <p>What lessons learned are you able to take away from this, if any?</p>	<p>Q: How did the XX enable representative from a range of stakeholders, including the excluded be involved in programmes, do you have any examples?</p> <p>Q: What were the challenges you faced, and on reflection would you do something different?</p> <p>Q: How can you build on the involvement in Civil society so far achieved?</p>	<p>UNDP DSZ staff, heads of units, M&E Analyst, Regional Representative</p> <p>Electoral institutions: ECZ, MOJ, Zambian Police Service, PANOS, EWER, IVERIFY</p>
DAC Criteria: Sustainability			
Evaluation Questions	Lines of inquiry	KII questions	Stakeholders
EQ4.0 What are the sustainability plans within UNDP and national partners? And are they sufficient to ensure longevity of the project results?	<p>What plans are in place? Are they on course?</p> <p>What other aspect of the sustainability plan needs to be put in place and why?</p>	<p>Q: How was sustainability built into the programme design?</p> <p>Q: What longevity do you see to the results achieved so far?</p> <p>Q: What are the risks and challenges that the project face in terms of ensuring longevity?</p>	<p>UNDP DSZ staff, heads of units, M&E Analyst, Regional Representative</p> <p>Electoral institutions: ECZ, MOJ, Zambian Police Service, PANOS, EWER, IVERIFY</p> <p>CSOs</p>

Annex 9: Focus Group Discussion Guide

Democracy Strengthening in Zambia Mid-Term Review

Focus Group Discussion with PWDs, Women and Youth Discussion Guide

Introduction

My Name is _____. I am part of the team engaged by United Nations Development Programme (UNDP) to assess the progress made by the Democracy Strengthening in Zambia project. This project works in your area to promote people's participation in the electoral process and ensure that Zambia has peaceful 2021 elections.

You have been invited to take part in this discussion to help us determine the progress made by the project so far. We are asking you to take part in this review to find out your views on how the project is being implemented and learn from your suggestions of how it can be improved for the remainder of the project period. We want to particularly learn about your perceptions whether the SDZ project is on course to achieve its intended objectives. Please, note that your participation is voluntary and you are free not to participate, not to answer some questions or to leave at any time during the discussion. Everything you say will be confidential and no one else will hear about it apart from the research team.

Please, feel free to contribute your thoughts on the questions that will be asked. This is a discussion and everyone's contribution to the discussion is important.

Dou you have any questions before we begin?

Instructions to the facilitator

Let each person taking part of the focus group discussion introduce themselves. Ensure that the environment is friendly to every participant and all are able to participate freely. Look out for those that do not participate and, without putting them on the spot, make an effort to make them freely participate.

Section 1: Project Relevance to the target beneficiaries

1 Do you know about DSZ project? Please briefly share what you know about the project.

Probe for;

- i. What activities has the project implemented in your area?
- ii. Looking at the activities being carried out in your communities, which ones have you participated in, and what has been your role?

2 To what extent would you say that the project is addressing the real priority needs of your community?

Probe for;

- i. What are the priorities of people in your community regarding participation in the electoral process and maintaining of peace during elections?
- ii. Is the project addressing your priority needs in the area governance and participation in the electoral process?
- iii. If not, which areas have not been addressed by the project?

- iv. What challenges have people in your community/district been facing that make it difficult for them to fully participate in elections?
- v. What has the project done to address these challenges and to what extent have they been addressed?

3 What is the level of community support provided to the project and the degree of interaction between project and community level?

Probe for:

- i. How has the project been received by community members and community leaders?
- ii. How has been the participation of community members in project activities?
- iii. Which groups of people (youth, old, women, men people with disability) participates more in project activities, which ones do not and why?
- iv. What challenges have affected participation of different groups?

Section 2: Beneficiary perceptions of project effectiveness

4 How has the project contributed to participation of everyone in the electoral process in your area? What has been achieved so far?

Probe for;

- i. What specific achievements has the project made in ensuring that people in your area participate in the electoral process?
- ii. How did the project help **people with disability** to participate in the electoral process?
- iii. How did the project help the **youth** to participate in the electoral process?
- iv. How did the project help **women** with disability to participate in the electoral process?
- v. How were the voices of women, youth and people with disability and other vulnerable groups included in strengthening governance and democracy in your area/district?
- vi. What specific results have been achieved in promoting participation of women, youth and people with disabilities in the electoral process?
- vii. What were the challenges faced, and how were they overcome? What challenges still exist and how can they be overcome?
- viii. What has the project not managed to achieve, what is missing from results of project? Why have they not been achieved?
- ix. Have there been any unintended results (positive or negative) from the project?
- x. What do you think can be done to improve participation of all stakeholders (youth, women and people with disability) in the electoral process in the remaining period?

5 What achievements have been made by the project in promoting peace and conflict prevention and resolution?

Probe for:

- i. What were the key conflict and disputes in your area/district in past elections (before the 2021 elections), were they the same or different for this election and how?

- ii. How do you feel that the project may have contributed to any changes in the nature and extent or conflicts and how they are resolved?
- iii. What mitigation measures were effective and why? Which ones worked better than others and why?
- iv. What was achieved and what was not achieved in promoting peace among different stakeholders before, during and after the 2021 elections?
- v. How has the project contributed to prevention of conflicts and peaceful resolution of conflicts among different stakeholders participating in the electoral process?
- vi. What specific results have been achieved in promoting peace and conflict prevention and resolutions among women, youth and people with disabilities in the electoral process?
- vii. Have there been any unintended results (negative or positive) with regard to peace before, during and after 2021 August elections?
- viii. What were the challenges faced, and how were they overcome? What challenges still exist and how can they be overcome?
- ix. Are there other peace building activities missing that could have reduced electoral tensions? What were they and why?
- x. What do you think can be done to improve peace and conflict resolution among different stakeholders in the remaining period?

6 What role have women and other vulnerable and excluded groups played in supporting strengthened governance and democracy in the project districts?

Probe for:

- i. How were the voices of women and other vulnerable groups included in strengthening governance and democracy in the districts?
- ii. What were the challenges faced, and how were they overcome?

7 What should be done by each of the following stakeholders to keep the benefits of the project flowing to the community?

- a. Community members
- b. The project
- c. Government institutions

7 Concluding question: Is there anything I have left out that you wanted to add to our discussion?

Annex 10: Evaluation Matrix

Below the Evaluation Matrix is presented. The matrix has been prepared on basis of the revised Evaluation Questions (EQs) included in the TOR and set out in [Annex 6: Review of evaluation questions](#) of the inception report, also a set of indicators, data collection methods, source of data/information indicated for each EQ.

DAC Criteria: Relevance			
Evaluation Questions	Lines of inquiry	Data Collection Methods	Sources of Data/Information
EQ1 To what extent do the project's results remain relevant moving forward? And, which if any need to be changed and how?	How do the project's results continue to suit the current context compared to 2019 when it was designed? What emergent issues have arisen, if any? And how is the project looking to incorporate them?	KIIs, document review	Donor Agencies; EU, UKAID, USAID, Sweden, Ireland, German, and France UNDP, FCDO
EQ1.1 What are the key gaps in the existing policies, regulatory and capacity building frameworks in which the project operates? And, what are the key priorities moving forward and why?	Have the priority gaps in policy, regulatory and capacity building frameworks been addressed? What critical gaps remain? What are the priorities moving forward and why?	KIIs, document review	Donor Agencies; EU, UKAID, USAID, Sweden, Ireland, German, and France FCDO, UNDP UNDP, technical and steering committee Electoral institutions: ECZ, MOJ, Zambian Police Service, PANOS, EWER, IVERIFY
EQ1.2 Did the key partners feel the project focused on the local and national development priorities and policies?	How do the project priorities and the national and local partners priorities align? Is there any difference in the priorities? What are they and why?	KIIs, document review	Electoral institutions: ECZ, MOJ, Zambian Police Service, PANOS, EWER, IVERIFY Donor Agencies; EU, UKAID, USAID, Sweden, Ireland, German, and France UNDP, FCDO

			UNDP, technical and steering committee
EQ1.3 Have the key partners in the project engaged as envisaged? If not, why? And, what effect has it had on the achievement of the project objectives?	<p>Have the roles and responsibilities of partners been clearly set out?</p> <p>Have key partners met their obligations in a timely manner?</p> <p>Are there opportunities to improve the governance and partnership arrangements? If so, how?</p>	KIIs, document review	<p>UNDP, technical and steering committee</p> <p>Electoral institutions: ECZ, MOJ, Zambian Police Service, PANOS, EWER, IVERIFY</p> <p>CSOs</p>
EQ1.4 What are the key social and political challenges that the project faces moving forward?	<p>Are the social and political challenges faced by the project manageable?</p> <p>What actions need to be taken and by whom to manage these challenges?</p> <p>Are the challenges as envisaged? If not, why?</p> <p>Have there been any unexpected social and political challenges? If so, what are they and their effect on the project?</p>	KIIs, document review, FGDs	<p>Electoral institutions: ECZ, MOJ, Zambian Police Service, PANOS, EWER, iVERIFY</p> <p>Other agencies working on democratic governance issues, for example NDI, FCDO (others to be determined)</p> <p>Donor Agencies; EU, UKAID, USAID, Sweden, Ireland, German, and France</p> <p>UNDP</p> <p>UNDP, technical and steering committee</p>
EQ1.5 Are the current project management arrangements (funding, staff, and facilities) adequate to meet the project objectives?	<p>How do the project management arrangements (funding, staff and facilitates) add value to the project operations?</p> <p>What are the key lessons learned in regard to the</p>	KIIs, document review	<p>UNDP, technical and steering committee members</p> <p>Electoral institutions: ECZ, MOJ, Zambian Police Service, PANOS, EWER, IVERIFY</p>

	overall management of the project?		Donor Agencies; EU, UKAID, USAID, Sweden, Ireland, German, and France UNDP, FCDO
EQ1.6 Are the stated assumptions and risks logical and robust? And, did they help to determine activities and planned outputs?	What are the stated risks and assumptions of the project? And, how were they managed? What adaptations and adjustments were made to the planned outputs and activities?	KIIs, document review	UNDP, technical and steering committee members Electoral institutions: ECZ, MOJ, Zambian Police Service, PANOS, EWER, IVERIFY
DAC Criteria: Effectiveness			
Evaluation Questions	Lines of inquiry	Data Collection Methods	Sources of Data/Information
EQ2 To what extent have the expected outcomes and objectives of the project been achieved thus far?	Are the expected outputs achieved in sufficient quantity and quality to achieve the projects outcomes? How did the project contribute to supporting electoral Institution (i.e. ECZ) with regards to Logistics, Communication Strategy/Expert, and 3rd Party Electronic Media based voter education? Are there any early indications of success in terms of the project outcomes? What outputs and activities have not been achieved to date and why?	KIIs, Document review, FGDs	UNDP, technical and steering committee members Electoral institutions: ECZ, MOJ, Zambian Police Service, PANOS, EWER, IVERIFY Electorate (women, youth and PWD) Social Media outlets, trained journalists Donor Agencies; EU, UKAID, USAID, Sweden, Ireland, German, and France UNDP, FCDO CSO's

	<p>How have UNDP managed these discrepancies between targets and results?</p> <p>Are there any key outputs/activities missing from the project? What are they and why are they needed?</p> <p>Have there been any unintended positive or negative consequences from the results achieved to date?</p> <p>What are the experiences of women, PWD, Youth and PLC in terms of envisaged results, do they align with what was envisaged? If there are any discrepancies, what are they?</p>		
<p>EQ2.1 What plans are in place to consolidate institutional and social gains in the remaining program period?</p>	<p>What are the key institutional and social gains achieved by the project?</p> <p>How does UNDP intend to build on the gains in the remaining time?</p> <p>Does UNDP see any challenges in consolidating the institutional and social gains? If so, what are they and how does UNDP plan to overcome them?</p>	<p>KIIs, Document review</p>	<p>UNDP, technical and steering committee members</p> <p>Electoral institutions: ECZ, MOJ, Zambian Police Service, PANOS, EWER, IVERIFY</p> <p>Donor Agencies; EU, UKAID, USAID, Sweden, Ireland, German, and France</p> <p>UNDP, FCDO</p> <p>CSOs</p>
<p>EQ2.2 Has the policy work and technical assistance led to strengthened electoral institutions? If so, how? Have there</p>	<p>What aspects of the electoral institutions have changed and how?</p>	<p>KIIs, Document review</p>	<p>UNDP, technical and steering committee members</p>

been any intended positive or unintended negative consequences?	<p>What is different now?</p> <p>Have there been any unintended consequences, both positive and negative?</p> <p>Have other policy and technical issues come to light as a result of the assessments and technical assistances provided?</p>		<p>Electoral institutions: ECZ, MOJ, Zambia Police Service, PANOS, EWER, IVERIFY</p> <p>Donor Agencies; EU, UKAID, USAID, Sweden, Ireland, German, and France UNDP, FCDO</p>
EQ2.3 Have the Programming for Peace activities enhanced conflict prevention and supported mitigation measures? If so, how? And where there any unintended consequences (positive or negative)?	<p>Have there been any unintended consequences, both positive and negative of the peace building activities?</p> <p>How and why have the peace building activities reduced electoral conflict?</p> <p>What mitigation measure were effective and why? Did some work better than others?</p> <p>Are there other peace building activities missing that could have reduced electoral tensions? What were they and why?</p>	KIIs, Document review, FGDs	<p>UNDP, technical and steering committee members</p> <p>Electoral institutions: ECZ, MOJ, Zambia Police Service, PANOS, EWER, IVERIFY</p> <p>Donor Agencies; EU, UKAID, USAID, Sweden, Ireland, German, and France UNDP, FCDO</p> <p>Social media outlets, trained journalists Electorate (women, youth and PWD)</p> <p>CSOs</p>
EQ2.4 What role have women and other vulnerable and excluded groups played in supporting strengthened governance and democracy in the project districts?	<p>How were the voices of women and other vulnerable groups included in strengthening governance and democracy in the districts?</p> <p>What were the challenges faced, and</p>	KIIs, Document review, FGDs	<p>UNDP, technical and steering committee members</p> <p>Other democratic governance supported interventions covering same provinces/districts</p> <p>Electoral institutions: ECZ, MOJ, Zambia Police</p>

	how were they overcome?		Service, PANOS, EWER, IVERIFY Donor Agencies; EU, UKAID, USAID, Sweden, Ireland, German, and France UNDP, FCDO CSO's Electorate (women, youth and PWD)
EQ2.5 What have been the specific gender, PWD, Youth and PLC results, in terms of both institutional strengthening and Programming for Peace?	Are the results envisaged in the project document conversant with the results reported by women, PWD, youth and PLC? What aspect of the institutional strengthening and peace building have been considered most significant and why? What other aspects of institutional strengthening and Programming for Peace are missing and why? How should DSZ build upon these results?	KIIs, Document review, FGDs	UNDP, technical and steering committee members Electoral institutions: ECZ, MOJ, Zambian Police Service, PANOS, EWER, IVERIFY Donor Agencies; EU, UKAID, USAID, Sweden, Ireland, German, and France UNDP, FCDO CSO's Electorate (women, youth and PWD)
DAC Criteria: Efficiency			
Evaluation Questions	Indicators	Data collection methods	Sources of Data/Information
EQ3 What systems and process were put in place in the project's design and implementation that	What aspects of the project design and implementation have supported efficient	KIIs, Document review	UNDP DSZ staff, heads of units, M&E Analyst, Regional Representative

have supported or hindered its efficient implementation?	<p>implementation and why?</p> <p>What aspect of the project's design and implementation have resulted in the inefficient use of resources and hindered implementation? And why?</p>		
EQ3.1 What if any implementation bottlenecks existed? And in what ways did they effect the efficiency of project implementation?	<p>What were the bottlenecks? Were they overcome? If so, how?</p> <p>Were the implementation bottlenecks envisaged and managed within the project's risk register?</p>	KIIs, Document review	<p>UNDP DSZ staff, heads of units, M&E Analyst, Regional Representative</p> <p>Electoral institutions: ECZ, MOJ, Zambian Police Service, PANOS, EWER, IVERIFY</p>
EQ3.2 How did the governance and management arrangements support or hinder the project implementation?	<p>How did the multiple stakeholders work together to support effective implementation? On hindsight what aspect of the governance and management arrangement would you alter and why?</p> <p>Was the make-up of the team fit for purpose in the sense of the right number of people and skill set?</p> <p>Was the use of external technical assistance timely, and of sufficient scope and depth to address the issues at hand?</p> <p>Are there any aspect of the governance and management arrangements that you</p>	KIIs, Document review	<p>UNDP DSZ staff, heads of units, M&E Analyst, Regional Representative</p> <p>Electoral institutions: ECZ, MOJ, Zambian Police Service, PANOS, EWER, IVERIFY</p>

	would replicate on other projects? If so, what and why?		
EQ3.3 To what extent do monitoring and evaluation systems, reporting, and project communications support the project's implementation?	<p>Did the M&E system produce evidence in a timely and digestible format to enable programme managers to make timely evidence-based decisions?</p> <p>How did the M&E system support learning within UNDP and its key national partners?</p> <p>Are there examples of how the project adapted as a result of learning? How was the M&E system designed to support learning and adaption?</p>	KIIs, Document review	<p>UNDP DSZ staff, heads of units, M&E Analyst, Regional Representative</p> <p>Electoral institutions: ECZ, MOJ, Zambian Police Service, PANOS, EWER, IVERIFY</p> <p>CSO's</p>
EQ3.4 Were critical representatives from government and civil society key actors in the projects? And, did they engage as envisaged to enable efficient project results?	<p>Were the critical representatives present and engaged? Was this as envisaged? If not, why?</p>	KIIs, Document review	<p>UNDP DSZ staff, heads of units, M&E Analyst, Regional Representative</p> <p>Electoral institutions: ECZ, MOJ, Zambian Police Service, PANOS, EWER, iVerify</p>
EQ3.5 How did the project ensure that the voices of women, PWD, Youth and PLC were part of the project's governance arrangements?	<p>How did the project support vulnerable and excluded civil society actors to be active participants in the project's governance arrangements?</p> <p>What worked well? What lessons learned are you able to take away from this, if any?</p>	KIIs, Document review	<p>UNDP DSZ staff, heads of units, M&E Analyst, Regional Representative</p> <p>Electoral institutions: ECZ, MOJ, Zambian Police Service, PANOS, EWER, IVERIFY</p>
DAC Criteria: Sustainability			

Evaluation Questions	Indicators	Data Collection Methods	Sources of Data/Information
EQ4 What are the financial, institutional, socio economic and environmental risks to sustaining the project's results?	<p>Were key risks identified in the programme design? And how have they been managed?</p> <p>Which risks present are classed as both likely and high impact? How have they been managed?</p>	KIIs, Document review	<p>UNDP DSZ staff, heads of units, M&E Analyst, Regional Representative</p> <p>Electoral institutions: ECZ, MOJ, Zambian Police Service, PANOS, EWER, IVERIFY</p> <p>CSO's</p>
EQ4.1 What are the sustainability plans within UNDP and national partners? And are they sufficient to ensure longevity of the project results?	<p>What plans are in place? Are they on course?</p> <p>What other aspect of the sustainability plan needs to be put in place and why?</p>	KIIs, Document review	<p>UNDP DSZ staff, heads of units, M&E Analyst, Regional Representative</p> <p>Electoral institutions: ECZ, MOJ, Zambian Police Service, PANOS, EWER, iVerify</p> <p>CSOs</p>

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DSZ RESPONSIBLE PARTIES LIST

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Annex 12: Methodological Limitations

The table below details some methodological limitations of the ME and provides proposed counter measures to ensure that the ME remains robust.

Limitations	Measures to counter the limitations
Data collection is allocated 10 days, which include national and subnational level interviews and field visits.	Three provinces will be included in the study and field visits will be limited to one district in each province. The northern province will take longer to travel to, which will be taken into consideration in logistics planning.
Limited physical interactions with key stakeholders due to Covid-19. The ME is being conducted during Covid-19 with government regulations requiring limited interactions of up to one hour each and encouraging most people to work from home on a rotational basis.	As most people are likely to be working from home, the ME team will set up interviews and talk to stakeholders virtually. In order to maximize the response rate to interviews, the ME team will engage UNDP to assist with setting up interviews, either directly or through their implementing agencies and partners.
Limited Interactions with project beneficiaries due to Covid-19 and the scope of the ME. Some beneficiaries like PLC will not be reached.	Views of beneficiaries are critical in any evaluation. In order to ensure that beneficiary voices are present in the evaluation findings, FGDs will be set-up with beneficiary groups (men, women, Youth and PWD) within the time limitation of one-hour meetings as prescribed by the government. Details about programme implementation and successes among PLC will be obtained from the CSO involved in the implementation of interventions in prisons.
Recall challenges due to the length of time between delivery of interventions and the mid-term evaluation. Most community level interventions aimed to increase participation in the electoral process leading up to the August 12 2021 general elections. It is anticipated that a number of these activities are no longer being implemented and may not be clearly recalled by beneficiaries.	In consultation with the UNDP project team and partner CSO, the evaluation team will aim to use terms that are likely to be known and understood by beneficiaries related to different aspect of project interventions/activities.
Due to only one of the ET being in country and able to travel it is not possible to conduct female only FGD with a female facilitator.	Although the makeup of the team travelling to the provinces is not flexible. Where possible, the evaluation team will look for opportunities to triangulate the findings.

Annex 13: Table of Recommendations

#	Recommendation	Responsibility (one lead office/entity)	Other contributing entities (if applicable)	Priority: High/medium	By when
Strategic Recommendations					
1.	<p><i>Carry out an independent lesson learnt reflection on the causes to the DSZ implementation delays</i></p> <p>There have been significant and critical administrative and financial delays. These in part explained by COVID-19 but does not capture the whole story. While the evaluation team attempted to map out timelines there remain significant gaps. It is however critical for lessons learnt to be gleaned from this to ensure that UNDP and its partners learn for the future. Therefore, the evaluation team recommends UNDP undertake an independent lesson learnt review. The lessons learnt review should not be considered an opportunity to assign blame but an opportunity to learn and needs to be managed as such. The review should take place within the 2nd quarter of 2022 and include key project partners, including donors and ECZ.</p>	UNDP	Donor agencies and electoral institutions	High	2 nd quarter 2022
2.	<p><i>Risk Management</i></p> <p>The electoral cycle approach adopted by the programme looked to intervene across the electoral cycle with strategic time bound inputs. Delays in implementation to a large extent resulted in activities taking place at a later stage than envisaged in the workplan. There were noted exception to this in terms of work with the National Assembly and the biometric identification which was not carried out. As noted, at numerous points throughout this evaluation, the delays result in missed opportunities and</p>	UNDP	UNDP Zambia Country office, head of unit and Deputy Resident representative	Medium	Quarterly moving forward.

#	Recommendation	Responsibility (one lead office/entity)	Other contributing entities (if applicable)	Priority: High/medium	By when
	limited the effectiveness of the activities. It was not evident to the evaluation team how the risks and related consequences arising from the delays were managed. Part of robust effective risk management is the continued review of project risks, their probability, impact, and mitigation measures. Although a risk register existed, its use as a management tool was less evident. It was not that adaptations to programme activities did not happen, for example with increasing the number of CSOs to deliver voter education due to delays, but a reflection on activities' impacts and possible alternative strategies was not undertaken. Moving forward, a review of risk register needs to be carried out on a quarterly basis. This exercise should not be internal to the PMU but bring in senior management such as the head of unit within UNDP and feedback to the project governance structures, such as the TC and ST				
Operational Recommendations					
3.	<i>Developing Effective M&E system & QA</i> Several issues were noted in the project M&E system, such as indicators not being SMART enough to enable the project to effectively report on its results. As part of ongoing project management, the M&E framework should be reviewed ensuring that it is fit for purpose, enabling the project to gather evidence, reflect and learn, and adapt. This needs to be a light touch exercise, given the project is in its final year focusing on ensuring the result level indicators are fit for purpose for any final evaluation that might take place in the case of the DSZ.	UNDP DSZ PMU,	UNDP M&E Analyst & DSZ Steering Committee	Medium	3 rd quarter 2022
4.	<i>Added value of final evaluation to be determined on its ability to test new platforms having operated to scale.</i>	UNDP DSZ PMU	UNDP M&E Analyst & DSZ	Medium	3 rd quarter 2022

#	Recommendation	Responsibility (one lead office/entity)	Other contributing entities (if applicable)	Priority: High/medium	By when
	Given the delays in project implementation and the mid-term review took place late, leaving only 9 months in the project's timeline; where and how the final evaluation can add value needs to be carefully considered. Areas where there are critical evidence gaps are around the overall effectiveness of the iVerify and EWER/EWS platform, if they can be tested to scale in the remaining project periods a final evaluation would be warranted. If they remain untested the investment of carrying out an independent final evaluation is in questions. If this is the case, it is recommended that UNDP look to facilitate a number of after-action reviews, using an independent evaluator that can provide immediate learning while ensuring value for money. This decision would be based on which activities are agreed upon in the 2022 workplan and discussed in the next DSZ steering committee		Steering Committee		
5.	<p><i>Supporting the further validation of iVerify through piloting and development of MOU with key stakeholders</i></p> <p>iVerify is a new tool and methodology within PANOS which needs to build momentum and gain a reputation as a 'go to' place to validate information. To date PANOS have understandably had challenges sometimes getting close to the sources of information to be able to verify it. The iVerify system success rests not only the platform itself, but the networks of media outlets who actively engaged with the platform.</p> <p>It is therefore important iVerify operate at scale to enable it to evidence its potential effectiveness. If it is not possible to test it at a national level, piloting the platform on a smaller scale should be a priority, while using this 'success' to build awareness of the tools and strengthen its reputation. Given that there is limited time remaining in the DSZ, if feasible, UNDP should support PANOS in developing MOUs with key stakeholders, such as</p>	UNDP DSZ PMU	DSZ Steering Committee and UNDP senior management	High	2 nd quarter 2022

#	Recommendation	Responsibility (one lead office/entity)	Other contributing entities (if applicable)	Priority: High/medium	By when
	ECZ, anti-corruption committee, media outlets and police. For example, an MOU with radio stations, could facilitate radio stations sending reports to iVerify for fact checking before they are made public. The development of the pilots and MOUs needs to be led by PANOS and supported by UNDP within the second quarter of 2022.				
6.	<i>Building sustainable voter education</i> Extensive voter education was carried out in the 4-5 weeks prior to the election. At the time of writing, the workplan for 2022 had not be finalised or reviewed by the evaluation team; it was however gleaned from conversations with a number of CSOs that there is interest in carrying on this work. Given the intrinsic sustainability challenges in voter education the evaluation team recommends that any support for the remaining period of the project should look for opportunities to support the institutionalising of voter education, for example supporting the inclusion of voter education in the civic education programme in schools.	UNDP	ECZ, Ministry of Education	Medium	