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# ZAMBIA INSTITUTIONAL REFORM PROGRAM

QUARTERLY PROGRESS REPORT  
APRIL 1 – JUNE 30, 2013

JULY 2013

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## ACRONYMS AND ABBREVIATIONS

ACC	Anti-Corruption Commission
AWP	Annual Work Plan
BMD	Birth, Marriage, Adoption and Death
BOMA	British Overseas Management Administration
BPR	Business Process Reengineering
CDC	Center for Disease Control
COP	Chief of Party
COR	Contracting Officers Representative
CSC	Customer Service Centre
DNRPC	Department of National Registration, Passport and Citizenship
ECRU	Ethics and Community Relations and Public Relations Unit
GRZ	Government of the Republic of Zambia
HQ	Head Quarters
IC	Integrity Committee
ICT	Information Communication Technology
LAN	Local Area Network
NRC	National Registration Card
NRO	National Registration Office
PCO	Passports and Citizenship Office
PMP	Performance Monitoring Plan
UNDP	United Nations Development Program
UNFP	United Nations Fund for Population
UNICEF	United Nations Children’s Fund
USAID	United States Agency for International Development
USG	United States Government
WAN	Wide Area Network
ZIRP	Zambia Institutional Reform Program
ZNBC	Zambia National Broadcasting Corporation

## EXECUTIVE SUMMARY

The tenth quarter activities of the ZIRP focused mainly on consolidation of gains and deepening activities within the institution. Training was a major undertaking during the period under review. Significant input has been placed in the introduction of new skills relating to business processes, ICT upgrade and document management. Training was also focused on complementary activities associated with improving integrity and ethics within the DNRPC. Enthusiasm with the training among DNRPC staff is very high. A total of 78 staff was trained in integrity associated skills and has culminated in the introduction of a Code of Ethics and Code of Conduct.

During the quarter ZIRP introduced simple but effective ICT innovations directed to providing a faster and more effective operational platform for acquisition of civil registration documents. The introduction of the LAN and WAN platforms with overlaid technologies for, among others, secured communications and cross referencing of documents, provides the backbone for what is to be seen as a National Data Warehouse. Development of additional platforms for public interface through a communication strategy will provide an important tool for civic and stakeholder participation in a two pronged benefit for the public being more aware of the DNRPC mandate and enhanced transparency and accountability of the institution to the public.

With the launch of the CSC, the ZIRP has over the quarter under lens been able to measure results of its full spectrum of interventions within a live environment with a great result. A follow-on study to the baseline study conducted in 2011 was carried out in June 2013 showing significant progress in service delivery and improved transparency and accountability by the DNRPC. Highlights of the study show:

- Customer Satisfaction with services provided by the DNRPC has increased to 76 per cent from a baseline of 24 per cent. This is an increase of more than 200 per cent.
- Percentage of Customers accessing birth certificates within the stipulated time frame (according to the number of visits made to the DNRPC) increased to 71 per cent from a baseline of 36 per cent. This is an increase of close to 100 per cent. It is also notable that more than 50 per cent of the customers were able to access birth certificates in the second and third visit to the NRO compared to 22 per cent who were able to do the same at the time of the baseline survey. This marks an increase of over 150 per cent of customers accessing birth certificates in their second and third visits to the NRO.
- Reduction in the level of customers' perception of corruption in the DNRPC to 17 per cent from a baseline of 19 per cent. HQs recorded a much higher reduction of 14 per cent when compared to the BOMA which had 19 per cent as customers' perception of corruption in the DNRPC

- 79 per cent of Customers perceive the DNRPC (NRO) as effective in fighting corruption.
- Percentage of Customers reporting having paid a bribe for services at DNRPC dropped from 6 per cent at the time of the baseline to 2 per cent.

# 1.0 INTRODUCTION

This tenth quarterly progress report (QPR) of the Zambia Institutional Reform Program (ZIRP) has been prepared in line with the requirements set forth in Contract No. DFD-1-00-08-00067-00, Task Order DFD-1-03-08-0067-00 between USAID/Zambia and Tetra Tech ARD, Inc. for the implementation of the Institutional Reform Program. Under the terms of the contract, ARD is required to “submit succinct quarterly progress reports.”

This report offers highlights for the period April 1<sup>st</sup> to June 30<sup>th</sup>, 2013. It describes the performance of activities conducted during the quarter against a specific reference to the Annual Work Plan (AWP) targets. The report also highlights key program successes, lessons learned, issues, constraints and remedial action taken by Tetra Tech.

Section 1 provides a synopsis of registered progress with specific attention to highlights of the quarter. Section 2 is a component-by-component update on progress detailing activities and deliverables. Cross-cutting issues that include monitoring and evaluation, financial management and administration, events and programmatic trends have also been addressed in section 2 of the report. The report thus provides detailed achievements under each of the four program components set out in the Annual Work Plan.

## 1.1 PROGRAM CONTEXT

ZIRP continues to operate in a national context where the Government’s declared political will to the fight against corruption complements the commitment to improve service delivery, to which end it has during the quarter in view maintained its overall targets, namely, a) to deliver on a continuous registration system whose sole purpose is to create a robust processing platform with a sound data and document repository for all birth records, a platform that will account for increased access and issuance and is replicable at the district and regional levels, b) to facilitate and enhance the incentive environment around acquisition of national identity documents from a state of acquiring out of necessity i.e., to access government services, rather than out of civic obligation and duty; and c) to embed and institutionalize value-based codes of ethics and conduct and self-initiated and developed service delivery standards: Corruption-Free Service, Efficiency, Courtesy, Responsiveness, and Public Service in the Public Interest.

At a programmatic level there is growing attention being drawn towards improving civil registration and vital statistics. Currently UNICEF, CDC, UNDP and USAID are playing significant roles that will influence and or determine how the DNRPC goes forward in articulating its mandate in among others the issuance of civil registration documents and management of statistics.

## 1.2 QUARTER HIGHLIGHTS

### 1.2.1 Component 1: Systems Strengthening at the DNRPC

**Improved Document Management:** BMD improvements have continued and are moving into final stages of cleaning, filing cataloging and indexing of documents. Current resources have required a cost and time extension to cater for files that had not been captured under the original assessment at start of the projects which focused mainly on the registries. It was found enormous volumes of files had been kept on staff desks, offices and small stores requiring additional resources to clean, file, catalogue and index. Accomplishment of this activity is expected late September 2013.

**ICT Investments:** ICT improvements have focused mainly on consolidation of the DOC-IT system tailored to improve document management including capture and audit. The entire DNRPC headquarters is now running a LAN/WAN platform and currently tests are being conducted for connectivity with the Lusaka District BOMA office. Training for the super users continues while staff training and live use of the system is expected to commence early next quarter. The system will represent the first ICT highway between headquarters and the district offices providing a significant backbone for continued ICT developments in the future.

Additional ICT infrastructure installed at the DNRPC during the quarter include a Microsoft SQL Server 2008 R2 (relational database management software) software and license, scanners to be used by the document management system to capture applications, Kaspersky Antivirus Security Software for Servers, clients, and mail servers and an IP phone system.

**Standards Development:** With live demonstration of both the manual and ICT systems introduced into the DNRPC environment this period has been one for fine tuning and capturing “the ideal and/or optimum “ platform of what works best for the institution. There is a rigorous activity to upgrade the existing manuals to capture any changes and adjustments. Manuals relating to registry practice, truncated work processes, Customer relations and DOC-IT are currently being upgraded.

### 1.2.2 Component 2: Strengthen and Mainstream Integrity in the DNRPC

**Reconstitution and re-invigoration of the Integrity Committee (IC) and its secretariat:** During the quarter strengthening the IC entailed the following:

- Appointment of a fully-fledged IC with four members and 2 IC secretariat staff;
- Conducting two induction trainings on the purpose, functions and responsibilities of the IC;
- Provision of technical assistance to the IC to prepare an Institutional Corruption Prevention Action Plan and IC Budget;

- As a follow up to a 2011 DNRPC decision to develop support structures that address the negative perceptions about the institution and role of the IC, ZIRP facilitated the setup of six (6) Satellite Integrity Teams (SITs).

**Establishment and operationalization of the Ethics and Community Relations and Public Relations Unit (ECRU)<sup>1</sup>:** ECRU is a professional unit responsible to the Registrar General. It hosts three professional functions:

- Ethics Office set up to improve the DNRPC’s capacity to institutionalize a value-based work regime of the highest ethical standing;
- Community Relations Office established and dedicated to ensuring that the interface between the public or customers and the DNRPC is founded on ethical standards set out in the DNRPC *Codes of Ethics, Conduct and Customer Service Charter*; and
- Public Relations Office set up to provide essential informational and services linkages and to shove up integrity and ethical management upon which favourable corporate image of the DNRPC rests.

**Setting up Satellite Integrity Teams:** Six (6) SITs have since been established and members identified to support the DNRPC Integrity Committee realize its mandate and programs for a corruption-free work environment and corruption-shy work force that is dedicated to efficient public service delivery.

The incorporation in the ethics and corruption prevention management framework of more employees (an additional 30 to the original 6) makes the SIT an effective tool for mainstreaming by deepening and extending integrity throughout the institution and all staff ranks. SITs are important for at least three factors, namely,

- They serve to reduce the stigma and negative perceptions against the IC and the fight against corruption;
- They help staff to turn away from the divisive “Them” versus “Us” mentality and attendant views concerning the IC and fighting against corruption; and
- They directly endear staff into upholding ethical values and standards.

### **1.2.3 Component 3: Efficient Citizen’s Monitoring and Reporting Mechanisms**

ZIRP has engaged the Zambia National Broadcasting Corporation (ZNBC) to develop a comprehensive documentary on the key interventions undertaken by USAID in the DNRPC. The primary objective of the documentary is to highlight the structural, human resources and ICT developments in the DNRPC that have culminated into an impressive Customer service environment with services being much faster, simpler and overall client oriented. The

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<sup>1</sup> ECRU Interim staffing arrangements have been concluded.

documentary will also highlight the great strides the DNRPC has taken towards improving its integrity and ethics outlook through reestablishing its Integrity Committee, adopting an institution wide anti-corruption proofing approach that has invariably pitched it clear of its peers as a front runner in the fight against corruption.

The documentary will be a precursor to a country wide awareness building activity that will start with a press and selected institutions briefing and open day followed by a series of talk shows and town hall meetings.

To sustainably improve awareness building, ZIRP has initiated a process towards development of a Communication Strategy that should be completed and implemented during the next quarter.

#### **1.2.4 Component 4: Enhancing Inter-Institutional Relations**

ZIRP has worked well with a number of stakeholders with a support interest in the DNRPC. During the period under review the program facilitated joint programming with the ACC, UNICEF, UNDP and CDC. In addition to meetings with other cooperating partners ZIRP continued to have technical committee meetings

#### **1.2.5 Monitoring and Evaluation**

A follow-up study to the Baseline<sup>2</sup> Survey on Customer Satisfaction and Corruption Perceptions in the DNRPC (December 2011) was held during the period 10<sup>th</sup> to 18<sup>th</sup> June, 2013, so as to measure progress.

The indicators against which progress in the follow-up study was measured are:

1. Customer Satisfaction with services provided by the DNRPC
2. Percentage of Customers accessing birth certificates within the stipulated time frame (according to the number of visits made to the DNRPC)
3. Percentage of Customers stating that the process of accessing services in the DNRPC is simple
4. Reduction in the level of customers' perception of corruption in the DNRPC
5. Percept of Customers that perceive the DNRPC as effective in fighting corruption
6. Percentage of Customers reporting having paid a bribe for services at DNRPC

Exit interviews were conducted on customers who had just obtained a service at the DNRPC HQs and BOMA office (control centre) as they exited the point of service delivery (building). The study covered 598 respondents with 330 being at headquarters and 268 at the BOMA.

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<sup>2</sup> The total sample for the baseline survey was 538 respondents, inclusive of 308 from the Passports and Citizenship Office and 230 from the National Registration Office. Additionally, the study covered Lusaka, Ndola and Chipata with 321, 164 and 53 respondents respectively. The distribution for the National Registration Office for Lusaka, Ndola and Chipata was 120, 75 and 35 respondents respectively. The Lusaka office comprised the DNRPC HQs and the BOMA.

## 2.0 ACTIVITIES, TASKS AND DELIVERABLES

### 2.1 COMPONENT 1: SYSTEMS STRENGTHENING AT THE DNRPC

In line with the Year 3 AWP, the activities, tasks and deliverables shown in Table 1 below for Component 1 - Systems Strengthening at the DNRPC, were carried out during the quarter under review.

Table 1: Deliverables Matrix for Component 1 – Systems Strengthening at the DNRPC

Activity	Tasks	Deliverables
1.1: Improve Document Management	<p>1.1.1: Develop electronic database of new Birth Registries</p> <p>1.1.2: Improve Security and storage of BDM Registries</p> <p>1.1.3: Train Document Management Staff on Improved Systems</p>	<p>1.1.1 All certificate records originating from BMD as at 1<sup>st</sup> January 2013 migrated from Access to MySQL.</p> <p>1.1.2 Last phase of document management being completed.</p> <p>1.1.3 Hands on Mentoring continue.</p>
1.2: Improve the Customer Service Centre	1.2.1: Design and Renovate the customer service center	1.2.1 Completed
1.3: Enhance Human Resource Capacity at DNRPC	<p>1.3.1: Develop and roll-out Consolidated Training Plan</p> <p>1.3.2: Rationalize job descriptions and Develop Staff Performance System</p> <p>1.3.3: Change Management</p>	<p>1.3.1 Training on Doc-IT, Integrity, and registry practice continue.</p> <p>1.3.2 Job Descriptions still pending final approval from Management Development Division of Cabinet Office</p> <p>1.3.3 Change management concept introduced within the Ethics and Integrity Training</p>

Activity	Tasks	Deliverables
1.4: Improve Physical Work Environment	1.4.1: Provide Contingency Support to DNRPC Building maintenance Service	1.4.1 DNRPC has adopted a new building maintenance/janitor program involving outsourcing services
	1.4.2: Server room, board room, rest room and signage up-grade	1.4.2 Completed

The following section provides a detailed narrative on each of the deliverables achieved.

**2.1.1 Improve Document Management**

ZIRP continues to prioritize the cleaning, Filing, cataloguing and indexing of documents at the BMD registry. An assessment of current outstanding works revealed the original assessment conducted did not cater for files outside of the registry including staff offices. ZIRP has initiated paperwork for approval for additional resources.

**Electronic Document Management System (DOC-IT):** Doc-IT is at the final stages towards full and live operation. By the end of the 10<sup>th</sup> quarter a clear time frame for implementation of the initial phase for the installation testing and commissioning of the system had been agreed and a final roundup and installation of all IT systems setup, network, internet connectivity and testing in readiness for the rollout of the Doc-IT system had been completed.

**2.1.2 Improve the Customer Service Centre**

The Customer Service Center is performing as expected especially in terms of its truncated processes and esthetics. Only basic maintenance is required and the DNRPC has taken a positive step to outsourcing its cleaning services to a local firm.

**2.1.3 Enhance Human Resource Capacity at DNRPC**

**BPR Training:** DNRPC staff, continue to receive hands on training on the truncated work processes as a means to refining and optimizing operations. Continued adjustments to the work processes have been reflected in operation manuals as appropriate. While the time it takes to produce civil registration documents like birth certificates have significantly fallen to some cases to a same day value on applications, both structural and policy issues still remain outstanding.

Firstly, the geographical reach of all submissions of applications technically the district or provincial offices still do not have a system for transmitting applications in a timely and orderly manner the reality is also true for completed certificates to be delivered to their districts and provinces of origin. Secondly, the policy requirement that dictates all applications to get clearance through the civic center (Lusaka Municipal Council) only creates additional bureaucratic tiers. Thirdly, the requirement that all certificates must be signed by the RG creates a time expansion risk in delivery of certificates if the RG is out of office. It is interesting to note that some embassies only recognize the signature of the RG and not the Deputy RG as constituting a legal document.

Having identified these issues with the DNRPC, a dialogue between the Lusaka Municipal Council and the DNRPC is moving forward to integrate all birth registration processes into a one stop affair that begins and ends at the DNRPC.

**Corporate Plan** A final version of the corporate and development plan is currently pending approval by the DNRPC. It is envisaged the CADP will be launched in tandem with the institutional Ethics Code and Code of Conduct. Whereas the CADP is viewed mostly as a planning tool it has been designed to have a resource generation profile by clearly articulating the needs and requirements of the DNRPC necessary to meet their mandate. Critical for the DNRPC is providing services to the newly created districts and defining a process by which civil registration can be improved especially for citizens not within the easy reach of designated offices spotted countrywide.

## 2.2 COMPONENT 2: STRENGTHEN AND MAINSTREAM INTEGRITY AT DNRPC

From the beginning of the quarter, activities focusing on strengthening integrity were incorporated in the CSC and were so reflected in the ‘transparency’ framework of its design, the DNRPC’s willingness to set up a dedicated Ethics Office for value addition to the reconstituted IC and its programs, and to the planning and mainstreaming of integrity.

Table 2: Deliverables Matrix for Component 2 – Strengthen and Mainstream Integrity at DNRPC

Activity	Tasks	Deliverables
2.1: Develop DNRPC Corporate Plan	2.1.1: Conduct Study for Corporate Plan	2.1.1 .Completed awaiting launch
2.2: Strengthen and mainstream integrity in the DNRPC	2.2.1: Identify Procurement Needs for Ethics Office	2.2.1 Completed
2.3: Develop Client Service Charter, Code	2.3.1: Launch Code of Ethics, Conduct, and Service Charter	2.3.1 To be combined with CADP launch during

Activity	Tasks	Deliverables
of Ethics, Code of Conduct, and Institutional Corruption Prevention Action Plan	2.3.2: Launch and Implement Institutional Corruption Prevention Action Plan	the next quarter  2.3.2 To be combined with CADP launch during the next quarter

The following section provides a detailed narrative on each of the deliverables achieved.

The business process re-engineering approach adopted in ZIRP called for fundamental rethinking, radical redesign of business processes, achieving dramatic rather than mere incremental improvements and supported by a value-based business outcome. For Component 2, this has in brief meant the following with respect to the main activities like development of the DNRPC Corporate Plan, Strengthening and Mainstreaming Integrity at DNRPC, and developing and implementing various value-based Code of Ethics, Code of Conduct and Disciplinary Procedures, Customer Service Charter and the Integrity Committee Charter as well as the programmatic Institutional Corruption Prevention Action Plan:

Activities have been registered on all key performance indicators (1, 3, 7, 9, 10, 12, 13, 14, 15, 16, 17 and 19) which relate to Component 2, Strengthening the Integrity Committee. During the quarter this entailed developing strategies and activities that improve and mainstream integrity in the DNRPC. Accomplishments have been registered with the following:

- Reconstitution of the Integrity Committee;
- Development of the Integrity Committee Charter;
- Establishment of Satellite Integrity Teams;
- Establishment of the Ethics Office;
- Development of Customer Service Charter;
- Development of Code of Ethics;
- Development of Corporate Plan; and
- Development of Code of Conduct.

**2.2.1 Training**

Against a backdrop of a limited human resource and poor skills set among the majority of DNRPC staff, ZIRP has designed a targeted skills transfer plan which is ergonomically relevant to staff. Under the general rubric of value-based ethics training, ZIRP provided opportunities for staff to share knowledge and experiences with copious illustrations and thus relied on pedagogic materials that had meaning and signification during and after training. Thus, the ethics training covered most of the basics relating to Human Resources Management Skills, Ethics and National Security, Customer and Public Relations Skills, Gender Mainstreaming, and Training of Trainers

for the above selected trainings, in addition to the general management and administrative skills that DNRPC was to facilitate.

During the quarter, ZIRP facilitated the following trainings under *Component 2*:

- Human Resources Management Skills;
- Ethics and National Security;
- Customer and Public Relations Skills;
- Gender Mainstreaming; and
- Training of Trainers for the above selected trainings.

Against the above considerations, ZIRP proceeded to provide three distinct trainings with three different outputs, namely,

**Ethics Training:** Three two-day intensive Ethics Training Cycles, the first two of which were offered to staff drawn from all levels and mainly from the National Registration Office (Kundalila House), Passport and Citizenship Office (Old Bank of Zambia Building on Cairo Road) and Passport Production Centre.

**Training of Trainers:** Intensive two-day Training of Trainers focused on helping trainers who had been selected from Ethics Training Cycles I, II and III, to plan, develop and manage an institution-based ethics training programme;

	TYPE OF TRAINING	DATES	VENUE	PARTICIPATION REACH			
				RESPONSIBLE	MALE	FEMALE	Total
1	Ethics Training Cycle I	6-7 April 2013	Lusaka	All levels of Staff	13	23	36
2	Ethics Training Cycle II	13-14 April 2013	Lusaka	All levels of Staff	14	16	30
3	Ethics Training Cycle III	2-4 May 2013	Chisamba	Top Management & Provincial Heads	9	3	12
<b>SUB-TOTAL 1</b>					<b>36</b>	<b>42</b>	<b>78</b>
4	Training of Trainers for Ethics Training	9-10 May 2013	Siavonga	Selected Trainers	8	4	12
5	Code of Ethics Preparation Workshop	10-11 May 2013	Siavonga	Selected Code Preparation Group	8	4	12
6	Code of Ethics Finalization	15-16 May 2013	Makeni	Code Completion	8	5	13

	Workshop			Technical Team			
	<b>SUB-TOTAL 2</b>				<b>24</b>	<b>13</b>	<b>37</b>
<b>TOTAL</b>					<b>60</b>	<b>55</b>	<b>115</b>

**Development of Codes Training:** Code of Ethics Preparation, Finalization and Implementation Training which in addition to the Secretary of the DNRPC Integrity Committee who is also Principal Registrar (Records) drew in three participants each from BMD, NRO, PCO and PCO-Production Centre to constitute the Code of Ethics Preparation Group and Code of Ethics Technical (Finalization) Team.

Table 3: Value-Based Training and Code of Ethics Development Training and Implementation

## 2.2.2 Community Outreach for Enhanced Access to DNRPC Services

A complement to the staff training program is the Community Outreach Programme. A design framework targeting community leaders, community organizations such as churches, schools, clubs and women associations, has been prepared aimed at involving local civil society organizations as non-governmental organizations (NGOs) and community based organizations (CBOs) to get people in the community to appreciate and take initiative to seek DNRPC services, and obtain all-important national identity documents such as the birth certificate, the NRC and passport or travel documents, which define their rights and generally access to social services, and political and economic participation.

The community outreach program seeks to ensure DNRPC is ready to make appropriate response to leverage the low numbers of issuance of birth certificates, presently assessed at below 5% nationwide. It also underscores the basic tenet in DNRPC mandate, that of being a public service delivery institution. The programme is due to commence in earnest in the forthcoming quarter

Table 4: Activity on Key Progress Indicators under Component 2

	Activity	Performance Indicator	Status/Result
<b>1.</b>	<b>Reconstitution of the Integrity Committee</b>	<b>1.</b> Reduction in the level of customers' perception of corruption in the DNRPC	16%
		<b>3.</b> Percentage of customers who perceive DNRPC as effective in fighting corruption	79%
		<b>7.</b> # of USG-supported anti-corruption measures implemented (FACTS)	5 anti-corruption events implemented: 1)

			Staff Name tags 2) fee structure, 3) FQAs, 4) anti-corruption proofing stamps; 5) CSC delineates staff & customers' areas
		9.# of Government officials trained on new processing procedures (FACTS)	78
		10. <b>Milestone Index:</b> Development of <i>Customer Service Charter, Code of Ethics, functional Customer-friendly Service Centre, Customer Service Procedures Manual, functional BDM Registries, Document Management Manual, Corporate Plan and Code of Conduct</i>	Accomplished and in place: 1) <i>Customer Service Charter</i> 2) <i>Code of Ethics</i> 3) CS Procedures Manual, 4) efficient BDM Registries 5) Document Management Manual 6) <i>Corporate Plan</i> 7) <i>Code of Conduct</i>
		12. Complaints are reported through the Integrity Committee	Positive observation
		13. Integrity Committee adopts written procedures for addressing complaints	Positive observation
		14. <b>Milestone Index:</b> Strengthening of a functioning IC, Integrity Teams set up in NRO and PCO, Ethics Office established, IC Charter up-dated, ICPAP implemented (point –based scale)	Accomplished and in place: 1) functioning IC; 2) Integrity Teams; 3) Ethics Office; 4) IC Charter; 5) ICPAP
		15. Percentage of customers reporting having paid a bribe for a service at DNRPC	2%
		16. # of people reached by joint IC–ACC programs on corruption prevention	Community Outreach and Broadcasting
		17. <b>Milestone Index:</b> Implementation of a Communication Strategy (point-based scale)	Public Relations function in ECRU; Communications Specialist preparing Strategy
		19. # of joint IC–ACC programs concerning corruption prevention (fulfills FACTS)	

		reporting indicator of mechanisms for public oversight)	
2.	<b>Establishment of Satellite Integrity Teams</b>	<b>14. Milestone Index:</b> Integrity Teams set up in NRO and PCO (point-based scale)	<b>6 SITs</b> set up and staff picked: HQ -2 SITs at NRO and PCO; 4 Provincials- Chipata, Ndola, Livingstone & Lusaka,
3.	<b>Establishment of Ethics Office</b>	<b>14. Milestone Index:</b> Ethics Office established (point-based scale)	Office set up; Furniture procured; Staff assigned
4.	<b>Development of Customer Service Charter</b>	<b>10. Milestone Index:</b> Development of <i>Customer Service Charter</i> (point-based scale)	Concluded and active as a value-based Charter anchored on transparency, accountability & efficient public service delivery
5.	<b>Development of Code of Ethics</b>	<b>10. Milestone Index:</b> Development of <i>Code of Ethics</i> (point-based scale)	DNRPC Developed and owned with eleven ethical principles
6.	<b>Development of Functional CSC</b>	<b>10. Milestone Index:</b> Development of functional Customer-friendly Service Centre (point-based scale)	Completed and active <i>Corruption-Free Zone</i>
7.	<b>Development of Customer Service Procedures Manual</b>	<b>10. Milestone Index:</b> Development of Customer Service Procedures Manual (point-based scale)	Code of Best Practice incorporated in DNRPC CS Charter
8.	<b>Development of Corporate Plan</b>	10. Milestone Index: Development of Corporate Plan (point-based scale)	Concluded and submitted
9.	<b>Development of Code of Conduct</b>	<b>10. Milestone Index:</b> Development of Code of Conduct (point-based scale)	Concluded based on DNRPC Code of

			Ethics principles and GRZ sanction regime; Submitted to DNRPC

**Mainstreaming Integrity and Corruption Prevention:** Whereas the mandate of the IC is couched within law and policy, defining associated activities that would assist the IC function effectively rested within the notion of mainstreaming as opposed to integration. The ZIRP took an institution wide approach by involving the entire staff portfolio of the DNRPC headquarters and selected staff from the provinces in articulating the mandate of the IC. Critical to mainstreaming though was set up of key transactional structures. In the DNRPC, the extant framework for mainstreaming integrity and corruption prevention is carried out through the IC and IC Secretariat, the Ethics and Community Relations and Public Relations Unit (ECRU), and the Satellite Integrity Teams.

**The IC and the IC Secretariat:** Both the IC and the IC Secretariat are statutory, established by the Government. The IC comprises four departmental officers, nominated as IC members by the head or CEO of the department and appointed by the Secretary to Cabinet. There is a Chairperson, a Secretary and two ordinary members. The IC is ordinarily serviced by the IC Secretariat of two, appointed by the department’s CEO.

**The Ethics and Community Relations and Public Relations Unit (ECRU):** As part of mainstreaming integrity and corruption prevention, DNRPC opted to establish a professional ethics office under the Ethics and Community Relations and Public Relations Unit (ECRU). The Ethics Office is responsible for the planning, design and development of ethics and integrity programs, providing ethics training that is coordinated, iterative and applied in its approach to such ethical issues as conflict of interest, abuse of authority, and fraud. Presently the ECRU has the following five professional officers:

- One (1) *Chief Ethics Officer*: is the administrative and operations head;
- Two (2) Ethics Officers in the Ethics office – one responsible for ethics programmes, co-ordination, planning, administration and development; the other is responsible for professional Ethics Training; and,
- One (1) each in the Community and the Public Relations Offices: - one (1) Community Relations Officer and one (1) Public Relations Officer.

The *ACC Integrity Committee Initiative Guidelines* (Revised 2010) provides for decentralizing the IC structure where the ministry, department or government agency is widely spread to provinces and districts through “the appointment and training of Focal Point Persons in the

provinces/regions/divisions.” In view of the serious stagnate situation in which the DNRPC IC existed, ZIRP innovated in formulation of Satellite Integrity Teams as described below:

**Satellite Integrity Teams:** During the quarter under review, the DNRPC formally established the following six (6) SITs- (Chipata, Livingstone, Lusaka (NRO), Lusaka (PCO), Ndola and Lusaka (HQ). Each SIT comprises five (5) DNRPC employees. The most senior or highest ranking officer, such as the Provincial Registrar or Provincial Passport Officer, serves as the Chairperson. The other four are drawn from diverse sections of the Department or other districts, in the case of provincial SITs. SITs are important for at least three factors, namely,

- They serve to reduce the stigma and negative perceptions against the IC and the fight against corruption;
- They help staff to turn away from the divisive “Them” versus “Us” mentality and attendant views concerning the IC and fighting against corruption; and
- They directly endear staff into upholding ethical values and standards.

By and through the inclusion of more employees in the integrity and corruption prevention management framework, DNRPC is ensuring that each and every employee has responsibility for seeking out opportunities where he or she can create the greatest value for DNRPC. To this end, the SITs have the following roles to carry out to support the work of the IC.

- Receive or facilitate the receipt of complaints on ethical conduct on the part of DNRPC employees and forward them to IC at HQ for appropriate action
- Sensitize the general public about the IC and its work
- Conduct or facilitate the conduct of corruption prevention training and workshops for public and private institutions based in their regions.
- Contribute to upholding of professionalism in the work, activities and programme of individual staff as well as the collective staff of DNRPC
- Coordinate other integrity activities in their regions in conjunction with the IC and the ACC Corruption Prevention Department.
- Facilitate the development and implementation of Corruption Prevention and other integrity programmes in both public and private bodies based in their regions.

### **2.2.3 Training and Deliverables:**

Value-based, pedagogic, skills development and all other forms of training offered to DNRPC are anchored on the principle and goal to move all of DNRPC staff from a state of (1)

unconscious incompetence, through (2) conscious incompetence and (3) conscious competence, until they reach (4) unconscious competence in terms of their ability to process information, think analytically, and make intelligent decisions. Each training activity required and involved the following:

- Identification of important institutional issues
- Determining the most important and relevant value drivers in the decisional process
- Evaluation of the role of each value driver;
- Consideration of unintended consequences that might result from a decision; and
- Carried out a mental balancing act through careful and analytic interrogation of the situation, circumstances, purpose and objective or goal of what must be done.

The three training activities undertaken during the quarter also produced important deliverables as outlined below:

**Ethics Training:** Three two-day intensive Ethics Training Cycles, the first two of which were offered to staff drawn from all levels and mainly from the National Registration Office (Kundalila House), Passport and Citizenship Office (Old Bank of Zambia Building on Cairo Road) and Passport Production Centre. In addition to the general details presented in *Table 2* above, it is worth emphasizing that a total number of seventy-eight (78) DNRPC staff from all administrative levels and ranks attended the ethics training workshops. Of these, forty-two (42) were female, thirty-six (36) male.

**Tasks and Deliverables:** In addition to the successful completion of the primary task of providing ethics training to some thirty (30) staff<sup>3</sup>, the following tasks were carried out with the indicated deliverables:

- An operational Project Implementation manual, *The development of a Code of Ethics for the Department of National Registration, Passport and Citizenship (DNRPC) An Implementation Framework*, was developed and followed in the conduct of the work set out therein.
- ZIRP developed, designed and implemented a tailor-made Ethics Training course for DNRPC employees;
- Prepared an *Ethics Training Manual* with illustrative case studies, exercises and other training course materials for use during and after training.
- Value-based ethics training was provided to DNPC personnel in which

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<sup>3</sup> In practice, ZIRP offered Ethics Training to 78 staff, oversubscribing by 48 (260 percent).

was underscored their role as agents of change in the reform programme, that they serve as champions in the improved DNRPC delivery service system, and conduct themselves as accomplished ethics trainers in their own right.

- Ethics training provided sufficient grounding and enabled staff to appreciate the importance and role in their professional and work place of ethics and an outcome value-based management and the follow-on affirming codes of ethics, conduct, charters, etc.
- Training aimed at imparting knowledge and skills to prepare a Code of Ethics was satisfactorily availed and used by the DNRPC staff.
- DNRPC staff achieved the goal of generating core values that they have adopted and form part of their Code of Ethics.
- The eleven DNRPC core values have constituted and serve as the value drivers in the generation and preparation of the *DNRPC Code of Ethics*, *DNRPC Code of Conduct and Disciplinary Procedure*, the revised and updated *Customer Service Charter*, and the *Integrity Committee Charter*.

**Training of Trainers:** Intensive two-day Training of Trainers focused on helping trainers who had been selected from Ethics Training Cycles I, II and III, to plan, develop and manage an institution-based ethics training program. Twelve members – 4 female, 8 male, received purposed ethics training for trainers. ZIRP in conjunction with DNRPC continued to evaluate individual aptitude and demonstrable demeanor of ToT trained personnel for further training.

**Tasks and Deliverables:** Against set activities and specifically the production of an *Ethics Training Manual for Training of Trainers* and *ToT Training Guide*, ZIRP carried out its tasks with the following deliverables as outputs:

**Table 5: Training of Trainers’ Program Output**

Activity	Tasks	Deliverable
1	Develop a training of trainers’ framework after concluding the general ethics training.	ZIRP prepared a training of trainers’ framework which was used in the developing of course purpose and content
2	Prepare training course materials for the Training of Trainers (TOT), using a methodology responsive to the needs of DNRPC	Local culture content and case studies were used in course materials and opted for andragogy rather than pedagogy in training delivery
3	Provide training to ten (10) trainers in 2 Cycles of five (5) each	Intensive Training for twelve (12) – 4 female, 8 male delivered

	with at least 50 percent being women.	
4	Conduct the training so that the trainers understand what values- and outcome-based codes of ethics are for them to train others adequately.	Training conducted using training techniques: Presentation, Demonstration, Case Study, Role Play, Simulation and Small Group Discussion
5	Facilitate a ToT evaluation to assess and measure the effectiveness of the program and recommend improvements for future programs.	General evaluation conducted

**Development of Codes Training:** Code of Ethics Preparation, Finalization and Implementation Training which in addition to the Secretary of the DNRPC Integrity Committee who is also Principal Registrar (Records) drew in three participants each from BMD, NRO, PCO and PCO-Production to constitute a thirteen-person Code of Ethics Preparation Group and Code of Ethics Technical (Finalization) Team.

The training provided to the team of five female and eight male enabled the team to synthesize the materials drawn from all the ethics training workshops. The training workshop facilitated the identification, frequency rating, weighting and ranking of the more than 160 values into some eleven core values which were adopted as the institution’s own core values. These institutional core values - *Accountability, Respect, Integrity, Excellence, Caring, Loyalty, Honesty, Fairness, Responsibility, Promise-Keeping, Transparency* - have been explicated as ethical principles and form part of all key documents espousing and articulating the integrity and ethics of DNRPC.

## 2.3: COMPONENT 3: EFFICIENT CITIZEN’S MONITORING AND REPORTING MECHANISMS

According to the Year 3 Work Plan, the activities, tasks and deliverables shown in Table 6 below for Component 3 - Efficient Citizen’s Monitoring and Reporting Mechanisms, were earmarked for implementation during the quarter under review.

**Table 6: Deliverables Matrix for Component 3 – Efficient Citizen’s Monitoring and Reporting Mechanisms**

Activity	Tasks	Deliverables
3.1: Reduce Perception of Corruption at DNRPC	3.1.1: Formalize Inclusion of “Corruption Free Service” Notice on Civil Registration Documents	3.1.1. Activity completed.  3.1.2 Completed and

Activity	Tasks	Deliverables
	<p>3.1.2: Procure and Distribute Fee Structure Signs to all DNRPC Offices</p> <p>3.1.3: Create Mechanism for Public Oversight</p>	<p>being distributing rebased fees structures country wide</p> <p>3.1.3 SOW completed for Communications Consultant awaiting approval from USAID.</p>
<p>3.2: Promote Civil Registration</p>	<p>3.2.1: Assist DNRPC to Create a Community and Public Relations Unit</p> <p>3.2.2: Design and Launch a Communication Campaign about the Importance of Civil Registration</p> <p>3.2.3: Articulate Incentives for Holding National Identity Documents</p> <p>3.2.4: Design and launch policy and procedures advocacy campaign</p>	<p>3.2.1 Unit awaiting input from Communications Consultant.</p> <p>3.2.2 Campaign pending input from Consultant. However dialogue with UNICEF continues in defining the National Birth Registration Action Plan</p> <p>3.2.3 Incentive process being driven in tandem with UNICEF and UNDP</p> <p>3.2.4 Pending Communications Consultant approval.</p>

The following section provides a detailed narrative on each of the deliverables achieved.

**2.3.1 Reduce Perception of Corruption at DNRPC**

The perception of corruption at the DNRPC dropped from 19 to 17 percent. Whereas, this may seem only a slight decline this drop has been registered only two months after the revamped CSC was launched and open to the public. Additionally, ZIRP has so far invested little in terms of improving public awareness around the DNRPC mandate an activity planned for next quarter. It is expected that once a public awareness campaign goes out it will significantly reduce the perception figures and ultimately reaching the program target of 10 percent.

### 2.3.2 Promote Civil Registration

Promotion of civil registration has continually become of greater interest to a number of actors. Ostensibly the more actors coming forth in trying to improve CRVS has not been entirely without problems mostly associated with the need to coordinate efforts within the DNRPC.

## 2.4 COMPONENT 4: ENHANCING INTER-INSTITUTIONAL RELATIONS

According to the Year 3 Work Plan, the activities, tasks and deliverables shown in Table 7 below for Component 4 - Enhancing Inter-Institutional Relations, were earmarked for implementation during the quarter under review.

**Table 7: Deliverables Matrix for Component 4 – Enhancing Inter-Institutional Relations**

Activity	Tasks	Deliverables
4.1: Ensure that ZIRP Complements the Government of Zambia’s Anti Corruption Approach	4.1.1: Organize a Public Launch with DNRPC on Customer Service Center  4.1.2: Collaborate With the Anti-Corruption Commission in Its Corruption Prevention Initiatives	4.1.1 Launch successfully completed  4.1.2 ZIRP worked in tandem with the ACC to develop key training instruments for ethics and integrity development
4.2: Support USAID Efforts in Anti-Corruption and Institutional Capacity Building	4.2.1: Update Performance Monitoring Plan	4.2.1 Completed and Approved by USAID
4.3: Coordinate with Complementary Donor Programs and other stakeholders	4.3.1: Continue Steering Committee Meetings to Leverage Results and Avoid Duplication	4.3.1 On going

The following section provides a detailed narrative on each of the deliverables achieved.

### 2.4.1 Ensure that ZIRP Complements the Government of Zambia’s Anti-Corruption Approach

ZIRP acknowledges that the ACC has an overarching mandate to deal with all matters relating to fighting corruption and building public ethics. Work with the ACC has involved joint design and

implementation of DNRPC integrity instruments notably the Code of Conduct and the Code of Ethics. Training of DNRPC staff has also been done in tandem with already existing ACC programs.

ZIRP has also innovated with introducing anti-corruption signage across DNRPC headquarters being first among its peers to do so.

## 2.4.2 Support USAID Efforts in Anti-Corruption and Institutional Capacity Building

ZIRP was presented with an opportunity to share its experience and innovation while working with the DNRPC at a USAID/Zambia Partners Forum held on 13 June 2013, at the United States of America Embassy in Lusaka. A highlight of the presentation was a pitch to all partners to develop anti-corruption proofing instruments within each design and implementation phase of USAID supported programs.

**Performance Management Plan (PMP):** ZIRP completed a final version of the PMP which was approved by USAID and is in full operation.

## 2.4.3 Coordinate with Complementary Donor Programs and other stakeholders

Due to anticipated funding from UNICEF to the birth registration process ZIRP has taken a pragmatic strategy to engage the DNRPC more with defining and resolving back office bottlenecks associated with processing birth certificates, leaving the more field related operations designed to increase actual birth registration to partners like UNICEF and the UNDP. ZIRP will continue to monitor and engage with UNICEF to achieve a holistic outcome in which any increase in applications for birth registration will be met by an equally robust and efficient system that processes certificates within stipulated standards.

**Technical Committee:** Four meetings focusing on DOC-IT implementation were held during the quarter under review. The organizations represented in the meeting were from DOC-IT, Sable Imaging Ltd, MFI and DNRPC. The meeting revolved around defining the technical and user requirements for DOC-IT installation, testing, training and complete handover which should be complete early next quarter.

# 2.5 MONITORING AND EVALUATION

## 2.5.1 Customer Satisfaction and Corruption Perceptions Survey

A follow-up study to the Baseline<sup>4</sup> Survey on Customer Satisfaction and Corruption Perceptions in the DNRPC (December 2011) was held during the period 10<sup>th</sup> to 18<sup>th</sup> June, 2013, so as to measure progress.

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<sup>4</sup> The total sample for the baseline survey was 538 respondents, inclusive of 308 from the Passports and Citizenship Office and 230 from the National Registration Office. Additionally, the study covered Lusaka, Ndola and Chipata with 321, 164 and 53

The follow-up study focused on the following key indicators:

- Customer Satisfaction with services provided by the DNRPC
- Percentage of Customers accessing birth certificates within the stipulated time frame (according to the number of visits made to the DNRPC)
- Percentage of Customers stating that the process of accessing services in the DNRPC is simple
- Reduction in the level of customers' perception of corruption in the DNRPC
- Percent of Customers that perceive the DNRPC as effective in fighting corruption
- Percentage of Customers reporting having paid a bribe for services at DNRPC

Exit interviews were conducted on customers who had just obtained a service at the DNRPC HQs and the Boma office which was selected a control site. The study was administered on 598 respondents with 330 being at HQs and 268 at the Boma.

Table 8 below provides a summary result of the findings from the survey.

**Table 8: ZIRP Purpose, Indicators, Baseline and Current Findings for Lusaka NRO**

No.	Indicator	Baseline Lusaka NRO (n=120)	Current Findings HQs (n=330)	Current Findings Boma (n=330)	Current Findings Lusaka NRO (n=598)
1.	Simplify processes in the DNRPC				
i	Customer Satisfaction with services provided by the DNRPC	24%	72%	81%	76%
ii	Percentage of Customers accessing birth certificates within the stipulated time frame (according to the number of visits made to the DNRPC)	36% 1 <sup>st</sup> visit 14%, 2 <sup>nd</sup> visit 9%, 3 <sup>rd</sup> visit 13%	71% 1 <sup>st</sup> visit 10% 2 <sup>nd</sup> visit 32% 3 <sup>rd</sup> visit 29%	-	71% 1 <sup>st</sup> visit 10% 2 <sup>nd</sup> visit 32% 3 <sup>rd</sup> visit 29%

respondents respectively. The distribution for the National Registration Office for Lusaka, Ndola and Chipata was 120, 75 and 35 respondents respectively. The Lusaka office comprised the DNRPC HQs and the Boma.

No.	Indicator	Baseline Lusaka NRO (n=120)	Current Findings HQs (n=330)	Current Findings Boma (n=330)	Current Findings Lusaka NRO (n=598)
iii	Percentage of Customers stating that the process of accessing services in the DNRPC is simple	79%	74%	38%	79%
2	Reduce opportunities for corruption in the DNRPC				
i	Reduction in the level of customers' perception of corruption in the DNRPC	19%	14%	19%	17%
ii	Percent of Customers that perceive the DNRPC (NRO) as effective in fighting corruption	-	77%	82%	79%
iii	Percentage of Customers reporting having paid a bribe for services at DNRPC	6%	2%	2%	2%

Synthesis of the study shows there has been significant progress in some cases well over 100 per cent of the target registered in as far as improving service delivery and ethics are concerned.

Below is provided some explanatory notes on progress registered.

## 2.5.2 Birth Certificates Issued

The DNRPC issued 7,140 birth certificates during the quarter under review as shown in Table 9 below. On a monthly average this is 2,380 birth certificates issued per month, which translates into a monthly birth certificate increase of 141 per cent over the baseline value of 986 birth certificates.

**Table 9: Number of Birth Certificates Issued during the Quarter**

Month/Sex	April	May	June	Total	Average number of Birth Certificates issued per month	Monthly Birth Certificate increase per month over baseline*
Male	1094	1118	1196	3408	1136	NA
Female	1219	1288	1225	3732	1244	NA
Total	2313	2406	2421	7140	2380	141%

\*Baseline is 986 Birth Certificates issued per month (December, 2011)

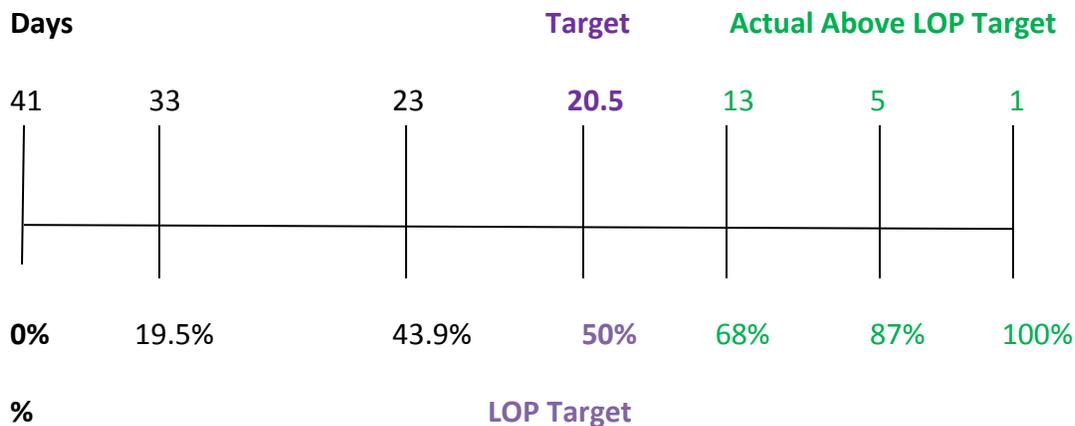
The high increase in the number of birth certificates issued by the DNRPC, in part is as a result of the following measures that the ZIRP put in place:

- Installed Microsoft Office 2010 and the Microsoft Access BMD Database Management System on six additional computers increasing operational capacities.
- Installed three (3) additional computers in the Certificates Print Shop and installed Microsoft Office 2010 and the Microsoft Access BMD Database Management System on them. Additionally, the same software was also installed on three computers in the BMD office on the ground floor.
- The DNRPC assigned 3 additional staff to the Certificates Print Shop.
- ZIRP with concurrence from the DNRPC introduced additional working hours over the weekends to deal with backlogs. The current status of backlogs stands as follows.

### 2.5.3 Processing Time of Birth Certificates

It took 41 days to process a birth certificate in 2011 at the time the baseline was conducted. In 2012, the processing time reduced by 7 percent, to 38 days. In the first quarter of 2013, the processing time reduced to 13 days, a reduction of 68 percent. During the quarter in review the time it takes to process a birth certificate is anything from 1-5 days representing a 200 percent achievement of the program target of 21 days.

#### Timeline for Indicator 6: Reduction in the Time it Takes to Process A Birth Certificate



### 2.5.4 BMDA Microsoft Access Database Management System

The migration of BMD Access Data Base System to Microsoft SQL Server is now complete. This in effect has consolidated the access data base into one but more importantly introduced it onto the same DOC-IT software platform for easier access and manipulation.

## **2.5.5 Mission/Visit by the Senior Technical Advisor/Manager and Project Manager of the ZIRP**

The ZIRP head office Short Term Advisor/Manager (Stephen Snook) and Project Manager (Sandy Stark) visited the ZIRP field office during the period 8<sup>th</sup> to 18<sup>th</sup> April, 2013 to familiarize themselves on progress and consolidate future plans of the program. The team held separate meetings with the DNRPC Registrar General and top Management, the USAID COR and Deputy Mission Director and the USAID Program Section staff for M&E.

Key outcomes of the visit were:

- Final review and submission of the PMP to USAID for approval;
- Completed program Work Plan and Budget for 2013

The STA/M further provided technical and administrative backstopping to ensure effective delivery of future planned interventions.

**Table 10: Project Performance Indicators Tenth Quarter**

No.	Indicators	Baseline 2013	Life of Project Target	Second Quarter 2013
1	Reduction in the level of customers' perception of corruption in the DNRPC	19%	10%	16%
2	Customer satisfaction with services provided by DNRPC	24%	50%	76%
3	Percent of customers that perceive DNRPC as effective in fighting corruption	-	50%	79%
4	Percentage of customers accessing birth certificates within the stipulated time frame (according to number of visits made to the DNRPC).	36% 1 <sup>st</sup> visit 14%, 2 <sup>nd</sup> visit 9%, 3 <sup>rd</sup> visit 13%	1 <sup>st</sup> visit 30% 2 <sup>nd</sup> visit 25% 3 <sup>rd</sup> visit 45%	71% 1 <sup>st</sup> visit 10% 2 <sup>nd</sup> visit 32% 3 <sup>rd</sup> visit 29%
5	Percentage of customers stating that the process of accessing services in the DNRPC is simple	79%	85%	79%
6	Reduction in the time it takes to process birth certificates at DNRPC headquarters (2011 -2013)	41 days	50%	
7	Number of USG-supported anti-corruption measures implemented (FACTS indicator)	-	5	5 <sup>5</sup>
8	Percentage increase in birth certificates issued per month between 2011 and 2013	986 (11,832/12)	50% (1.5 x 986 = 1,479)	141% <sup>6</sup> (2380-986 = 1394/986)
9	Number of government officials trained on new processing procedures (also FACTS: number of government officials receiving anti-corruption training)	0	100	78 <sup>7</sup>

<sup>5</sup> The anti-corruption measures implemented in the first quarter were: (1) Name tags for staff, (2) fee structure, (3) frequently answered questions, (4) anti-corruption proofing stamps and (5) Customer Service Centre which delineates staff operating areas from that of customers.

<sup>6</sup> In the second quarter of 2013, 7,140 birth certificates were issued. This translates into 2,380 (7,140/3) birth certificates issued per month in the second quarter. When the 2,380 birth certificates issued per month in the second quarter of 2013, is compared to the baseline of 986 birth certificates issued per month in 2011, this gives rise to an increase of 141 percent.

<sup>7</sup> It is worth noting that some participants attended more than one Ethics workshop as shown in the table below. Table # above only shows the total number of individuals (78) who received Ethics training, that is 36 male and 42 female.

10	<b>Milestone Index:</b> Development of Customer Service Charter and Code of Ethics, functional Customer-friendly Service Centre, Customer Service Procedures manual, functional BDM Registries, Document Management manual, Corporate Plan and Code of Conduct (point-based scale)	-	5	3 <sup>8</sup>
11	<b>Milestone Index:</b> Application of Institutional Better Business Practices (point-based scale) <sup>9</sup>	-	5	5

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<sup>8</sup> In the first quarter a (1) Functional Customer-friendly Service Centre, (2) Customer Service Procedures manual, and (3) Functional BDM Registries were put in place.

<sup>9</sup> Benchmarking at PACRA, ZRA, Lands Department, Immigration Department, RATSA

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