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# ZAMBIA INSTITUTIONAL REFORM PROGRAM

CONSOLIDATED QUARTERLY  
PROGRESS REPORT  
JULY 1 – NOVEMBER 22, 2013

NOVEMBER 2013

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REPORT

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## DISCLAIMER

The author's views expressed in this publication do not necessarily reflect the views of the United States Agency for International Development or the United States Government.

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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	Centers for Disease Control
COP	Chief of Party
COR	Contracting Officers Representative
COP	Chief of Party
COR	Contracting Officer's Representative
CRVS	Civil Registration and Vital Statistics
CSC	Customer Service Centre
DNRPC	Department of National Registration, Passport and Citizenship
ECRU	Ethics and Community Relations and Public Relations Unit
EU	European Union
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
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
ZIRP	Zambia Institutional Reform Program
ZNBC	Zambia National Broadcasting Corporation

# EXECUTIVE SUMMARY

This report covers the period from July to November 2013 during which time ZIRP helped the DNRPC achieve recognition by the national government as the most improved public service institution in 2013 in the fight against corruption.

Overall the DNRPC is reporting that service standards for issuance of birth certificates were reduced from 41 days to 1-5 days for Lusaka-based applications and 13 days as the average for up country applications. This reduction has been the cumulative product of a number of interventions mainly within the framework of physical and adaptive changes to institutional practices.

It is noteworthy that the results posted have not been influenced by any form of automation, which came as a tail end deliverable of ZIRP. The impact of semi-automation of processes will only be measured in the mid to long term, as staff become accustomed to the new system of increasing business office efficiencies.

Results from BMD statistics and periodic exit surveys of customers conducted by ZIRP on service delivery and transparency show a pattern of results:

- The BMD database shows that 81% of customers are accessing birth certificates within the stipulated time frame of 21 days, with 24% receiving a birth certificate on the same day and 49% within a week of application;
- Exit interviews of customers conducted in July and October show:
  - satisfaction with services offered stands at 67%, above the LOP target of 50%;
  - 68% of customers said that the process of accessing services in the DNRPC is simple;
  - 77 % feel the DNRPC is effective in fighting corruption, above the LOP target of 50%;
  - Customers reporting having paid a bride dropped to 0.4% as opposed to 6% reported during the base line study of 2011.

These results justify the first prize awarded by the national government to the DNRPC for being the most improved public institution on Transparency and Accountability.

Focus on birth registration continues to grow with a number of new initiatives being introduced by UNICEF and in the pipeline by the Centers for Disease Control (CDC) and the European Union (EU). The program strategies of Zambia's cooperating partners build on the catalytic work of ZIRP, which will be a potential model for future initiatives targeting the civil registration process.

This consolidated eleventh and final quarterly progress report under the Zambia Institutional Reform Program covers the period 1<sup>st</sup> July 2013 to 22<sup>nd</sup> November 2013, prepared pursuant to Contract No. DFD-I-00-08-00067-00, Task Order DFD-I-03-08-0067-00 between USAID/Zambia and Tetra Tech, Inc., focusing on USAID Strategic Objective 8 (SO8), “Government Held More Accountable”, aimed at permanent structural reforms to reduce public

sector abuse of office and corruption, reforming laws, regulations and procedures; supporting public demand for accountability; and strengthening oversight institutions in the Department of National Registration, Passport and Citizenship (DNRPC) in the Ministry of Home Affairs. The overall strategic objective of the project, namely, to reduce opportunities for corruption by simplifying and streamlining operational and administrative processes in order to enhance efficiency and transparency in the delivery of services to the public. Thus, the strategic objective entailed and guided project focus on the following:

- *Simplify, clarify, and make more transparent the procedures for obtaining a National Registration Card thereby increasing efficiency;*
- *Simplify, clarify, and make more transparent the procedures for obtaining a Passport thereby increasing efficiency; and,*
- *Support the institution of oversight mechanisms in the DNRPC.*

Against this backdrop, this report describes key activities and gives outputs, milestones and results achieved against targets. It identifies issues and constraints encountered during the five-month period. It also highlights the lessons learned, focusing on what the transformative interventions championed by the ZIRP.

Section 1 provides a summary of overall progress including notable highlights of the quarter. Section 2 is a component-by-component update on progress detailing activities and outputs, while Section 3 deals with performance monitoring and encapsulates key issues, constraints, and opportunities ZIRP has experienced over the period.

The national context in which the program has operated during the period under review is generally one where the Government's declared political will to the fight against corruption is in part the *raison d'être* and validation to improve public service delivery. ZIRP has during the period continued with its overall target, namely,

- 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 to ensure and account for increased access and issuance and one that is replicable beyond the DNRPC Head Quarters, to the district and regional levels;
- 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
- To embed and institutionalize value-based codes of ethics and conduct and commitment to self-initiated and developed service delivery standards: *Corruption-Free Service, Efficiency, Courtesy, Responsiveness, and Public Service in the Public Interest.*

Whereas the period 2008 to date has seen a greater focus on CRVS in Zambia with the mushrooming of a number of bilateral and multi-lateral initiatives to deepen reach and quality, there are glaring dysfunctions mainly emanating from poor coordination and planning.

The Ministry of Home Affairs is right now running active programs with UNDP, UNICEF, USAID and in the pipeline CDC. These programs no doubt provide relief to certain identified challenges relating to CRVS but fall short of defining a blue print for complete overhaul of the sector. The current scenario is characterized by:

- Each cooperating partner working within a narrow target area and the practical and beneficial impact of this segmented approach are varied and yet to be substantively realized. The current logic of investment is thus in variance to a consolidated approach;
- Data generated by the DNRPC is also predominantly anecdotal information with little data able to substantiate and results and enable solid decision making. However, most of the information generated by the DNRPC has administrative value to the institution;
- There is no strong body of evidence capturing the current status of CRVS, nor the trends and processes affecting CRVS systems. While sectional studies have been conducted around the state of CRVS most of these are localized, and highly specialized, limiting opportunity for inference to a holistic picture.

The current focus on maximizing CRVS reach needs to be extended to include and understand the real and perceived clients of CRVS and what their priorities are. The dearth of this information is a critical reason why there is only limited uptake of CRVS data on the country planning platform.

# I.0 QUARTER HIGHLIGHTS

## I.1. COMPONENT 1: SYSTEMS STRENGTHENING AT THE DNRPC

**Improved Document Management:** BMD document management is complete with 100% filing, cataloguing and indexing of all birth records.

**ICT Investments:** The DOC-IT system is fully installed and has further reduced the steps needed to issue a birth certificate to 4. The system is fully on line and it is envisaged the DNRPC will migrate from the manual system to the new system over the next couple of weeks as staff become familiar with the new system.

The DNRPC website <http://www.nationalregistration.gov.zm/> which had been hacked, has been reconstructed and at this writing is up and running.

## I.2. COMPONENT 2: STRENGTHEN AND MAINSTREAM INTEGRITY IN THE DNRPC

**Public Feedback Mechanisms:** ZIRP introduced a “comments card” for the public to offer their views on the services offered by the DNRPC. The cards, which are available in the customer service hall are placed in the Suggestions Box from which they are collected and analyzed on a weekly basis, help the DNRPC address issues and challenges the public has in accessing services.

**Public Institution Awards:** During the Commemoration of the African Public Service Day on the 23<sup>rd</sup> June 2013, the DNRPC won first prize and received a trophy in the category of Transparency, Accountability and Responsiveness in the Civil Service. The award was presented by the Vice President of Zambia, Dr. Guy Scott MP.

In addition, visual and audio information materials on procedures to access DNRPC services have been developed and translated in the seven local languages. ZNBC was engaged to carry out the translations. These materials will initially be applied at the DNRPC Lusaka headquarters.



*1st Prize Award to the DNRPC for Improved Transparency, Accountability and Responsiveness in the Public Service*

**Training and Standards Development:** All final manuals and procedures have been handed over to the DNRPC. Exit refresher sessions on registry practice, IT, customer service and Integrity enhancement have been undertaken. The program trained 19 staff and two administrators for the Doc IT system.

## **1.3. COMPONENT 3: EFFICIENT CITIZEN'S MONITORING AND REPORTING MECHANISMS**

**Public Outreach for Enhanced Access to DNRPC Services:** ZIRP met with a number of community leaders in Chawama in Lusaka province to explore the hosting of community meetings to have people in the community understand and take initiative in obtaining national identity documents such as the birth certificate and the NRC and passport or travel documents, which define their rights and generally create accessibility to social services and enable political and economic participation. This program will be followed through on by the DNRPC, tied in with programs for mobile registration. Important tools ZIRP leaves behind are the web site for clients with access to the internet, a frequently asked questions handbook, and a customer relations manual.

**Media Program:** ZIRP teamed up with the Zambia National Broadcasting Corporation<sup>1</sup> (ZNBC) to produce a documentary on the institutional reform improvements ZIRP has undertaken at the DNRPC. Shooting the documentary was completed and at the date of this report was being edited and upon completion will be broadcast. Once aired this documentary will reach over 6 million people in Zambia

## **1.4. MONITORING AND EVALUATION**

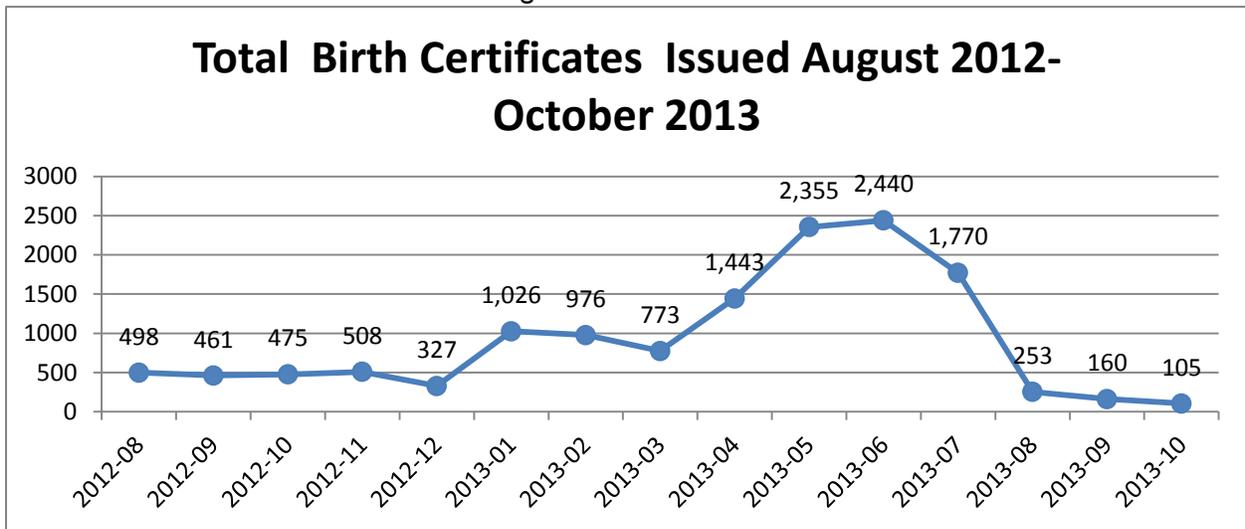
**Improved Scores on Indicators:** ZIRP completed the last exit interviews of customers exiting the service center in Lusaka in July and October. These constitute two “snapshots” of customer opinion during the quarter under review. Cross referenced with data from the December 2011 baseline survey the results show ZIRP delivered improvements in customer opinion, in many cases exceeding program targets, with tangible benefits to the DNRPC.

Additionally, ZIRP collated results extracted from the BMD data base system that for the first time provided a countrywide analysis of CRV data, disaggregated to allow comparisons, cross referencing and triangulation of provincial, district, age and sex-specific data. Below is a table that shows the registration trends for birth for the period August 2012- October 2013. It is noteworthy that the spike depicting a sharp increase in processing came as a result of successfully tackling backlogs.

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<sup>1</sup> ZNBC is the national Broadcaster and reaches up to 6 million through its radio programs and up to 4 million on TV.

**Table I: Total Birth Certificates Issued August 2012-October 2013**



Month	08-12	09-12	10-12	11-12	12-12	01-13	02-13	03-13	04-13	05-13	06-13	07-13	08-13	09-13	10-13
Total	498	461	475	508	327	1,026	976	773	1,443	2,355	2,440	1,770	253	160	105

**Events:** The ZIRP held its last certificate ceremony with 140 certificates issued to staff in the areas of Integrity enhancement. In attendance were the Registrar General and his Deputy and Gregory Saili from the Governance section of USAID.

## 2.0 ACTIVITIES, TASKS AND DELIVERABLES

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

The activities, tasks and deliverables for strengthening systems at the DNRPC shown in Table 2 below were carried out during the quarter under review.

**Table 2:** Deliverables Matrix for Component 1 – Systems Strengthening at the DNRPC

Activity	Tasks	Deliverables
I.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. An analysis of the BMD data base has been developed complete with graphical representations.</p> <p>1.1.2 Document management exercise completed.</p> <p>1.1.3 Hands on mentoring will continue as an internal process with selected staff champions and peer learning.</p>
I.2: Improve the Customer Service Centre	1.2.1: Design and Renovate the customer service center	1.2.1 Completed
I.3: Enhance Human Resource Capacity at DNRPC	1.3.1: Develop and roll-out Consolidated Training Plan	1.3.1 Training on Doc-IT, Integrity, and registry practice completed for all staff on the processing floor

Activity	Tasks	Deliverables
	<p data-bbox="516 254 1073 323">1.3.2: Rationalize job descriptions and Develop Staff Performance System</p> <p data-bbox="516 621 870 653">1.3.3: Change Management</p>	<p data-bbox="1101 254 1430 579">1.3.2 Job Descriptions still pending final approval from Management Development Division of Cabinet Office. This activity will be carried forward by the DNRPC senior management.</p> <p data-bbox="1101 621 1430 835">1.3.3 This is an ongoing process that will now be sustainably undertaken by Management Development Division of Cabinet Office</p>
<p data-bbox="191 982 472 1052">1.4: Improve Physical Work Environment</p>	<p data-bbox="516 884 1073 953">1.4.1: Provide Contingency Support to DNRPC Building maintenance Service</p> <p data-bbox="516 1104 1073 1173">1.4.2: Server room, board room, rest room and signage up-grade</p>	<p data-bbox="1101 884 1430 1062">1.4.1 DNRPC continues to provide overall maintenance/janitor services through outsourcing services.</p> <p data-bbox="1101 1104 1317 1136">1.4.2 Completed</p>

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

**2.1.1 IMPROVE DOCUMENT MANAGEMENT**

ZIRP concluded all works on the BMD registry with all birth records now indexed and catalogued. A number of records starting from 1990 are held as active documents within the main registry while files dating from before 1989 have been classified as inactive and have been archived to reduce congestion within the registry. Going forward with the introduction of the Doc IT system the registry will capture an electronic copy of both the application and the duplicate certificate for easier electronic referencing.

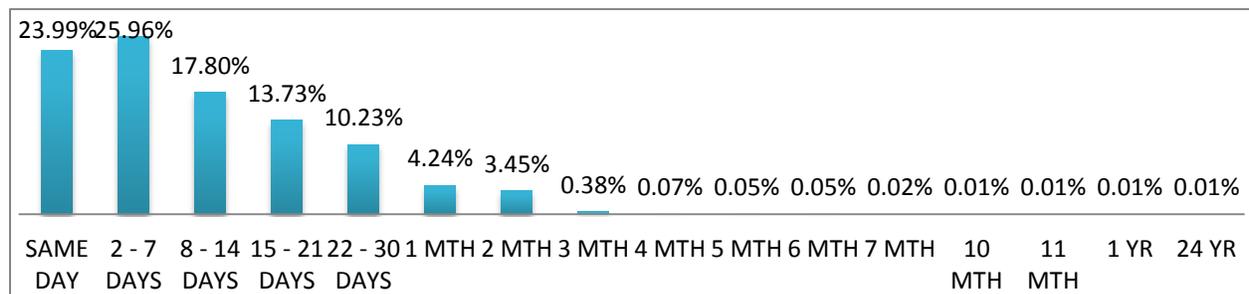
**Electronic Document Management System (DOC-IT):** Doc-IT is now fully operational and its full potential for the capture of all applications is being felt. The system is designed as the central spine IT infrastructure for the effective management of documents in the DNRPC and will be capable of not only managing process flow of documents and archiving, but also will define performance targets for staff, and will fully complement the rollout of a client charter.

## 2.1.2 IMPROVE THE CUSTOMER SERVICE CENTRE

As staff members become acclimatized through continuous training and peer reviews to the changes at the CSC, standards in efficiency have started to emerge. Notably the number of days it takes to process a Lusaka birth application is 1-5 days while countrywide applications will be concluded within 13 days. The time returns on processing have held steady over the last three quarters showing a trend and pattern that depicts the current optimal service standard which can now be codified in the DNRPC Client Charter.

Table 3 below shows the current trend between the day of receiving an application and the date of issuance to an applicant.

**Table 3:** Period between Date Received and Date of Issuance of birth Certificate



Days Taken	Number	Number	Cumulative
<b>SAME DAY</b>	<b>3190</b>	<b>23.99%</b>	<b>23.987%</b>
<b>2 - 7 DAYS</b>	<b>3452</b>	<b>25.96%</b>	<b>49.944%</b>
<b>8 - 14 DAYS</b>	<b>2367</b>	<b>17.80%</b>	<b>67.742%</b>
<b>15 - 21 DAYS</b>	<b>1826</b>	<b>13.73%</b>	<b>81.472%</b>
<b>22 - 30 DAYS</b>	<b>1361</b>	<b>10.23%</b>	<b>91.706%</b>
1 MTH	564	4.24%	95.947%
2 MTH	459	3.45%	99.398%
3 MTH	50	0.38%	99.774%
4 MTH	9	0.07%	99.842%
5 MTH	7	0.05%	99.895%
6 MTH	7	0.05%	99.947%
7 MTH	3	0.02%	99.970%
10 MTH	1	0.01%	99.977%
11 MTH	1	0.01%	99.985%
1 YR	1	0.01%	99.992%
24 YR	1	0.01%	100.000%

Up to 50 % of applicants received a birth certificate within a week of application. This standard is expected to improve with the addition of the semi-automated document management system-Doc IT. However, further improvements will only register in the mid to long term as staff become accustomed to the system and the system is fully exploited for its potential in digital capture, retrieval, verification and issuance at a “click of a button”.

The Doc IT system has also introduced a customer service performance portal, which will time-audit processes along the entire chain, and will provide supervisors a real time ability to mark problem areas and immediately remedy them.

Based on year one diagnostic studies and recommendations made by ZIRP, the Lusaka Municipal Council has now relinquished back to the DNRPC all birth registration requirements hitherto under its ambit. The previous system created unnecessary red tape that had a cost element<sup>2</sup> which undermined a public service that was statutorily described as free.

### **2.1.3 ENHANCE HUMAN RESOURCE CAPACITY AT DNRPC**

**Corporate Plan** A final version of the corporate and development plan has been approved by the DNRPC and exists as an unpublished but official document. The ZIRP still finds issue in the dearth of structural pillars within the DNRPC that are to provide technical advisory in planning and budgeting, regional office liaison and communications. If the DNRPC continues to construct future programs and activities in absence of a critical evaluation of planning and budget functions, interventions will continue on ad hoc basis. It must be noted that whereas the ZIRP-supported corporate plan includes an explicit mention of the need to introduce new structures, the actual articulation of this may not see the light of day because of lack of technical skills and the institutional will to take this forward.

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

Integrity enhancement continues to be a key driver of change within the DNRPC. With the DNRPC taking first prize during commemoration of the African Public Service Day in the category of Transparency, Accountability and Responsiveness in the Civil Service, a new awareness has been infused into the staff. The DNRPC is now benchmarked as the measure for other agencies, including private sector agencies for best practices.

The impact of ZIRP across a wide spectrum of integrity enhancement interventions has culminated into a more confident, integrity-conscious work force. Table 4 below presents the key activities and deliverables over the last 5 months ending November 22<sup>nd</sup> 2013.

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<sup>2</sup> Applicants were first requested to go to the Lusaka Municipal Council to get an affidavit which was charged before they were allowed to lodge their application at the DNRPC.

**Table 4:** 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 Corporate Plan approved
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 of Ethics, Code of Conduct, and Institutional Corruption Prevention Action Plan	2.3.1: Launch Code of Ethics, Conduct, and Service Charter  2.3.2: Launch and Implement Institutional Corruption Prevention Action Plan	2.3.1 Code of Ethics and Code of Conduct approved by DNRPC  2.3.2 Institutional Corruption Prevention Action Plan approved

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

## 2.2.1 TRAINING

During the reporting period ZIRP conducted two trainings, as described below.

Two staff members were trained on computer-based data collection skills specific to the BMD database system on 15-16 July, 2013 at the ZIRP M&E Office. The training was intended to have a twofold outcome: 1) increase the number of staff capable of using the data base system to meet the increased workload arising out of backlogs, and 2) improve overall efficiencies.

ZIRP introduced a robust corruption prevention framework built on a rigorous tailor made ethics training program and system for mainstreaming integrity supported by the establishment of an ethics office, the reactivation and reinvigoration of the Integrity Committee, and the introduction of institution-wide satellite integrity teams (SITs). The August 15 to 17, 2013 Integrity Committee and Satellite Integrity Committee Orientation workshop in Siavonga was offered to all the provinces of Zambia (31 DNRPC participants: 15 females and 16 males) and was co-facilitated by the Anti-Corruption Commission’s Directorate of Corruption Prevention through the Chief Corruption Prevention Officer, Mr. Lawrence Hansingo and the Senior Corruption Prevention Officer and ACC Desk Officer for DNRPC, Mr. Chrispin Chibabula.

In its final quarter ZIRP trained 19 staff on Doc IT, including top management down to those who actually work on the processing floor. Live application of Doc IT is envisaged will be started up 1<sup>st</sup> week of December 2013.

Additionally, ZIRP exploited short working sessions to keep staff invigorated and up to speed with changes taking place within the areas of ICT, customer relations and registry practice. The ZIRP provided an “on short request” resource of faculty to carry these work sessions through.

## 2.2.2 COMMUNITY OUTREACH FOR ENHANCED ACCESS TO DNRPC SERVICES

The ZIRP cancelled a subcontract for the delivery of a communications strategy due to delay in delivery of outputs. As an exit strategy the ZIRP focused on establishing a partnership with ZNBC in defining a media platform that would provide the highest opportunity for message dissemination. A documentary and a series of talk shows targeting the general public to maximize consumption of DNRPC services were in the pipeline as of the end of the project. Key messages include how improvements at the DNRPC have reduced the cost and time of getting CRV documents. This documentary will reach the ZNBC listenership and viewership of 4 million for TV and 6 million for radio.

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

The activities, tasks and deliverables shown in Table 5 below were implemented during the quarter under review.

**Table 5:** Efficient Citizen’s Monitoring and Reporting Mechanisms

Activity	Tasks	Deliverables
3.1: Reduce Perception of Corruption at DNRPC	<p>3.1.1: Formalize Inclusion of “Corruption Free Service” Notice on Civil Registration Documents</p> <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>3.1.1. Activity completed.</p> <p>3.1.2 Completed</p> <p>3.1.3 Communications Strategy deferred for an alternative of direct high value low cost communication interventions starting with a ZNBC documentary and a series of talk show</p>
3.2: Promote Civil Registration	3.2.1: Assist DNRPC to Create a Community and Public Relations Unit	3.2.1 Unit subsumed by the Ministry of Home Affairs

Activity	Tasks	Deliverables
	<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>3.2.2 Campaign initiated through development of documentary on civil registration.</p> <p>3.2.3 Incentive generating process/activities being driven in tandem with UNICEF and UNDP</p> <p>3.2.4 Activity deferred</p>

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

### 2.3.1 Reduce Perception of Corruption at DNRPC

ZIRP through its initial diagnostics recognized that the DNRPC does not suffer chronic levels of corruption. Actual corruption at the DNRPC is low, with only 0.4% of customers in the exit surveys reporting having actually paid a bribe.

To change the lingering perception of corruption, a public awareness drive was initiated through ZNBC (discussed in detail under section 2.2.2). It is hoped that ZIRP's frequently asked question handbook, the website, and the spread effect from positive personal experiences will continue to improve public perceptions. Due to time constraints ZIRP was unable to measure the effect of the ZNBC documentary and other public communication tools it set in motion.

### 2.3.2 Promote Civil Registration

Despite great strides by the DNRPC in improving service delivery, the number of new and or replacement application for CRVS documents still remains very low. Where accurate statistics have been captured, most of birth registrations in 2013 were in Lusaka, with paltry figures returned for the rest of the country.

While no "silver bullet" exists, initiating the process of creating incentives to improve CRVS is a most invaluable contribution of ZIRP. Incentives require the full participation of all stakeholders. The DNRPC is just one of the many actors, and knows as a result of ZIRP it should invite wider stakeholder participation in designing future actions.

## 2.4 COMPONENT 4: ENHANCING INTER-INSTITUTIONAL RELATIONS

The activities, tasks and deliverables shown in Table 6 were during the quarter under review.

**Table 6:** 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 undertake training for the Satellite Integrity Teams for all provincial offices and held a series of joint meetings.
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 Steering meetings continued for the completion of the Document Management Systems, customer service improvements and installation of Doc IT.

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**

The DNRPC is a success story for the GRZ and is increasingly recognized as an example of how a changing institutional ethos moving towards an efficient, effective and corrupt-free environment can turn around an institution. The DNRPC is being used as a benchmark institution for institutional reform within government agencies and even the private sector.

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

ZIRP is being promoted as a best practice case for institutional reform that focused on low lying fruit, innovation, seamless integration and a logical sequencing of interventions. The program is a testament that institutional reform in itself can be applied as an indirect and subtle tool for fighting corruption. ZIRP’s interventions of a self-learning, pedagogy and bottom up solutions with simple and institutionally acceptable interventions that provide a solid exit and

sustainability strategy have been positive, conducted as they were in a highly sensitive institution.

### 2.4.3 Coordinate with Complementary Donor Programs and other stakeholders

ZIRP continued to provide information and a sounding board platform for USAID and its partners. CDC which is currently focusing on programming funds to the DNRPC has been a direct recipient of institutional memory and experience from ZIRP, which will provide an in-depth evaluation of its work with the DNRPC and associated partners as a final report.

## 2.5 MONITORING AND EVALUATION

### 2.5.1 Customer Satisfaction and Corruption Perceptions in the Department of National Registration, Passport and Citizenship – Follow-up Survey Report

**Customer Satisfaction and Corruption Perceptions Survey.** Table 7 below, provides the summary findings from the baseline survey and the exit surveys of customers in Lusaka.

**Table 7:** Customer Satisfaction and Corruption Perceptions in the DNRPC – Baseline and Current Findings for Lusaka National Registration Office.

No.	Indicator	Baseline Lusaka NRO (n=120)	Findings Lusaka NRO July 2013 (n=598)	Findings Lusaka NRO October 2013 (N=483)	Targets
I					
i	Customer Satisfaction with services provided by the DNRPC	24%	76%	67%	50%
ii	Percentage of Customers accessing birth certificates within the stipulated time frame (according to the number of visits made to the DNRPC)	23% 1 <sup>st</sup> visit 14%, 2 <sup>nd</sup> visit 9%, ≥3 <sup>rd</sup> visit 77%	71% 1 <sup>st</sup> visit 10% 2 <sup>nd</sup> visit 32% ≥3 <sup>rd</sup> visit 59%	81% 1 <sup>st</sup> visit 24% 2 <sup>nd</sup> visit 49% ≥3 <sup>rd</sup> visit 27%	75%
iii	Percentage of Customers stating that the process of accessing services in the DNRPC is simple	79%	79%	68%	85%
2					

i	Reduction in the level of customers' perception of corruption in the DNRPC	19%	17%	21%	10%
ii	Percent of Customers that perceive the DNRPC (NRO) as effective in fighting corruption	-	79%	77%	50%
iii	Percentage of Customers reporting having paid a bribe for services at DNRPC	6%	2%	0.4%	No target set

The DNRPC issued 4,598 birth certificates during the quarter under review as shown in Table 8 below. This translates into a monthly average of 1,533 birth certificates issued. As a result, there is a monthly birth certificate increase of 55 percent over the baseline value of 986 birth certificates.

**Table 8:** Number of Birth Certificates Issued during the Quarter

Month/Sex	July	August	September	Total	Average number of Birth Certificates issued per month	Monthly Birth Certificate increase per month over baseline*
Male	787	761	797	2345	782	
Female	737	703	813	2253	751	
Total	1,524	1,464	1,610	4598	1533	55%

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

### I. Processing Time of Birth Certificates

The processing time for Birth certificates during the quarter under review was an average of 13 days as shown in Table 9 below. This marked a 68% increase over the baseline processing time of 41 days.

**Table 9:** Birth Certificate Processing Time in Days during the Quarter

Month	July	August	September	Monthly Average in Quarter	Increase over baseline*
Processing time	5	10	25	13	68%

\*Baseline is monthly average 41 days (December, 2011).

The birth certificate processing time in Table 9 above is obtained through a random sampling approach.

## 2. Summary Indicators

The indicators for ZIRP as of the end of project are given below in Table 10.

**Table 10:** Summary Indicators as at the end of ZIRP

Performance Indicator		Baseline Value (December 2011)	Year 1 2011	Year 2 2012	Year 3 2013
1. Reduction in the level of customers' perception of corruption in the DNRPC	Target	19%	-	10%	10%
	Actual	-	19%	-	17%
2. Customer satisfaction with services provided by DNRPC	Target	24%	-	40%	50%
	Actual	-	24%	-	76%
3. Percent of customers that perceive DNRPC as effective in fighting corruption	Target	-	-	30%	50%
	Actual	-	-	-	79%
4. Percentage of customers accessing birth certificates within the stipulated time frame (according to number of visits made to the DNRPC).	Target	1 <sup>st</sup> visit 14% 2 <sup>nd</sup> visit 9% ≥3 visits 77%	-	1 <sup>st</sup> visit 30% 2 <sup>nd</sup> visit 25% ≥3 visits 45%	1 <sup>st</sup> visit 30% 2 <sup>nd</sup> visit 25% ≥3 <sup>rd</sup> visits 45%
	Actual	-	1 <sup>st</sup> visit 14% 2 <sup>nd</sup> visit 9% ≥3 visits 77%	-	1 <sup>st</sup> visit 10% 2 <sup>nd</sup> visit 31% ≥3 visits 59%
5. Percentage of customers stating that the process of accessing services in the DNRPC is simple	Target	79%	-	80%	85%
	Actual	-	79%	-	79%
6. Reduction in the time it takes to process birth certificates at DNRPC headquarters (2011 - 2013)	Target	41 days	-	30 days	20 days
	Actual	-	41 days	38 days	18 days
7. Number of USG-supported anti-corruption measures	Target	0	0	3	4

implemented (FACTS indicator)	Actual	-	0	5	3
8. Percentage increase in birth certificates issued per month between 2011 and 2013	Target	0% (986)	-	10%	50%
	Actual		0%	16%	91%
9. Number of government officials trained on new processing procedures including training on anti corruption measures (also FACTS: number of government officials receiving anti-corruption training)	Target	0	50	25	25
	Actual	0	50	25	25
<b>10. Milestone Index:</b> Development of (1) Customer Service Charter,(2) Code of Ethics, (3) Functional Customer-friendly Service Centre, (4) Customer Service Procedures manual, (5) Functional BDM & NRC Registries, (6) Document Management manual, (7) Corporate Plan and (8) Code of Conduct (point-based scale)	Target	0	0	2	5
	Actual	0	0	2	5
11. Milestone Index: Application of Institutional Better Business Practices (point-based scale)	Target	0	2	3	0
	Actual	0	2	3	0
12. Complaints are reported through the Integrity Committee	Target	-	-	-	Positive Observation
	Actual	-	-	-	Positive Observation
13. Integrity Committee adopts written procedures for addressing complaints	Target	-	-	-	Positive Observation
	Actual	-	-	-	Positive Observation
<b>14. Milestone Index:</b> Strengthening of (1) Functioning	Target	0	0	3	1

Integrity Committee, (2) Integrity Teams set up in NRO and PCO, (3) Ethics Office established, and (4) IC Charter established, (5) ICPAP implemented (point-based scale). The baseline and target for Year 1 are zero because the Integrity Committee was not functional in 2011, and hence could not set up Integrity Teams in 2011.	Actual	0	0	3	1
15. Percentage of customers reporting having paid a bribe for a service at DNRPC	Target	6%	-	3.5%	3%
	Actual	-	6.1%	-	1.7%
16. Number of people reached by joint Integrity Committee – ACC programs concerning corruption prevention (see indicator 19)	Target	0	-	-	500,000
	Actual		-	-	TBD
17. <b>Milestone Index:</b> Implementation of a Communication Strategy (point-based scale)	Target	0	-	-	7
	Actual		-	-	TBD
18. Number of meetings held with complementary donors and other stakeholders	Target	0	4	4	4
	Actual	0	12	26	7
19. Number of joint Integrity Committee – ACC programs concerning corruption prevention (tangentially fulfills FACTS reporting indicator of mechanisms for public oversight) (See indicator 16)	Target	0	-	-	10
	Actual		-	-	TBD
20. <b>Milestone Index:</b> DNRPC gender policies and procedures developed and presented for stakeholder consultation	Target	-	-	-	Positive observation
	Actual	-	-	-	Positive observation

21. <b>Milestone Index:</b> DNRPC data and process management strengthened (point-based scale)	Target	0	-	1	2
	Actual	0	-	1	2

## 3.0 CLOSE OUT

During this quarter ZIRP closed out its operations. Specifically, ZIRP

- Transferred and disposed of all property to the DNRPC and NAMAC, with the two project vehicles auctioned, per USAID instructions
- Packed and shipped all major project files and documents to the home office and also removed of all non-essential materials and documentation
- Ceased overall technical operations highlighted by a final ceremony at DNRPC
- Terminated all services and telecommunications
- Closed all remaining subcontracts and advances
- Issued final payments to staff
- Vacated the office premises with final inspection from the landlord
- Demobilized the Chief of Party

The closeout process was coordinated by the Chief of Party, the Finance Manager and Administrative Assistant, with close support and guidance provided by the home office Closeout Specialist.

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