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# Quarterly Performance Report Local Impact Governance Project

Fiscal Year 2022, Q1: October 1 to December 31, 2021

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## ACRONYMS

AAR	After Action Review
AMELP	Activity Monitoring, Evaluation and Learning Plan
AWP	Annual Work Plan
CDF	Constituency Development Fund
C4C	Champions for Change Methodology
CLA	Collaboration Learning and Adaptive Management
COP	Chief of Party
COR	Contracting Officer's Representative
CSO	Civil Society Organization
DAI	DAI Global
DCOP	Deputy Chief of Party
DIP	Decentralization Implementation Plan
DIS	Development Information Solution
DS	Decentralization Secretariat
EOI	Expression of Interest
FY	Fiscal Year
GESI	Gender Equality and Social Inclusion
GIS	Geographic Information Systems
GIZ	<i>Deutsche Gesellschaft für Internationale Zusammenarbeit</i>
GRZ	Government of the Republic of Zambia
HOT	Humanitarian OpenStreetMap Team
IDP	Integrated Development Plan
ILRG	USAID Integrated Land Resource Governance Program
IP	USAID Implementing Partner
IT	Informational Technology
LGAZ	Local Government Association of Zambia
LGEF	Local Government Equalization Fund
LGPA	Local Government Performance Assessment
LGSC	Local Government Service Commission
MEL	Monitoring Evaluation and Learning
MIS	Management Information Systems
MLGRD	Ministry of Local Government and Rural Development
MOFNP	Ministry of Finance and National Planning
MP	Member of Parliament
OPI	Organizational Performance Index
OSR	Own Source Revenue
RF	Results Framework
RFA	Request for Applications
PIRS	USAID Performance Indicator Reference Sheets
PLGO	Provincial Local Government Officer
PSVA	Private Sector Viability Assessment
PPP	Public Private Partnership
PPR	Performance Planning and Reporting
Q	Quarter

SOW	Scope of Work
SWM	Solid Waste Management
TOR	Terms of Reference
USAID	United States Agency for International Development
WDC	Ward Development Committee
Y	Year

## I. ACTIVITY OVERVIEW

<b>Program Name</b>	United States Agency for International Development (USAID) Local Impact Governance Project
<b>Activity Start Date and End Date</b>	November 02, 2020 to November 01, 2025
<b>Name of Prime Implementing Partner</b>	DAI Global (DAI)
<b>Contract/Agreement Number</b>	72061121C00002
<b>Name of Subcontractors/Sub-awardees</b>	GeoPoll and Humanitarian OpenStreetMap Team
<b>Major Counterpart Organizations</b>	Government of the Republic of Zambia (GRZ) (Ministry of Local Government and Rural Development [MLG], Decentralization Secretariat [DS], Ministry of Finance and National Planning [MOF]) and USAID/Zambia
<b>Activity Goal</b>	Help Zambia build up a sub-national system of governance for devolved service delivery more responsive to citizen needs
<b>Activity Objectives</b>	<p><b>Objective 1:</b> Citizens Improve Their Collective Skills to Effectively Assess Service Delivery Needs and Performance and Constructively Engage with Government</p> <p><b>Objective 2:</b> The Subnational Governance System Becomes More Responsive to Citizen Needs, Generates and Accountably Expends Revenue, and Improves Service Delivery Outcomes</p> <p><b>Objective 3:</b> The Program Generates Learning, Facilitates Problem Solving for Subnational Governance System for Devolved Services, Capable of National Scale</p>
<b>Geographic Coverage</b>	Central and Muchinga provinces, Zambia
<b>Target Beneficiaries</b>	GRZ, civil society organizations and private sector
<b>Reporting Period</b>	October 1, 2021 to December 31, 2021
<b>Planned Life of Project</b>	
<b>Funding (\$)</b>	
<b>Mortgage (\$)</b>	
<b>Obligation as of December 31, 2021 (\$)</b>	
<b>Average Monthly Expenditures (\$)</b>	
<b>Accrued Expenditures (\$)</b>	
<b>Pipeline (\$)</b>	
<b>Pipeline Months</b>	

## **ACTIVITY IMPLEMENTATION PROGRESS**

### **1.1 Implementation Summary**

This quarterly progress report for fiscal year (FY)22 Q1 summarizes Local Impact Governance Project (Local Impact) achievements from October 1, 2021 to December 31, 2021. During this period, Local Impact held its project launch in Muchinga Province, revised its Year 2 workplan and budget, strengthened the capacity of local authorities in revenue collection, rolled out the Local Government Performance Assessment (LGPA) in all eighteen partner districts, administered citizen perception surveys on solid waste management (SWM), supported stakeholders participatory planning and budgeting engagement, worked with three local organizations on developing a Learning Lab, supported the Ministry of Local Government and Rural Development (MLGRD) and Decentralization Secretariat (DS) to convene a conference on that status of decentralization in Zambia. Local Impact also collaborated with USAID Integrated Land and Resource Governance Program (ILRG) to initiate land allocation activities in select districts where ILRG and Local Impact are working. Finally, Local Impact implemented two in-kind grants that focused on: (1) providing information and communication technology equipment to the Muchinga and Central Province Provincial Local Government Officers (PLGO); and (2) distributing COVID-19 prevention materials to select districts in Central and Muchinga provinces.

A snapshot of progress achieved during the reporting period, major implementation challenges faced, and monitoring, evaluation, and learning (MEL) updates are provided below.

#### **2.1.1 Implementation Context**

There were three contextual factors that directly impacted FY22 Q1 implementation. First, Zambia experienced a spike in COVID-19 cases in December that limited in-person meetings and travel outside of Lusaka. Second, many Local Impact staff and government offices were on leave over the holiday period in December, thus requiring some activities being pushed forward to the next quarter. Finally, Local Impact was not able to implement some key activities as the newly elected government administration continued to appoint new officials in positions in partner ministries and commissions with crucial roles in the planning and implementation of decentralization policies. The Local Impact team focused on activity implementation not directly affected by these factors.

#### **2.1.2 Key Activities Implemented**

During the reporting period, Local Impact held its project launch in Muchinga Province. This was in line with the Local Impact Communication and Outreach Strategy which provides the framework for delivering targeted project communication to key stakeholders. The Strategy supports the achievement of project goals and objectives through stakeholder awareness, engagement and capacity building as well as providing the information needed for USAID project monitoring and reporting. The launch was attended by Gary Nkombo, Member of Parliament (MP) and the Minister of Local Government and Rural Development. He was the guest of honor and keynote speaker. The USAID Mission Director, Sheryl Stumbras, also attended the event, along with the USAID Democracy, Rights and Governance Office Director, Nina Bowen. Minister Nkombo and other key stakeholders pledged to work with the Local Impact team to ensure success of the project and they expressed optimism that the project would address some of the

challenges facing the decentralization process by improving citizen engagement, expanding the capacities of local authorities, and capturing knowledge through learning and sustainability.

There were several trainings and one workshop that were conducted during the quarter which are summarized in the following table.

Objective and Sub-Objective	Title	Number of Participants			Deliverable	Dates	Province, District
		F	M	Total			
<b>Objective 1: Citizens Improve Their Collective Skills to Effectively Assess Service Delivery Needs and Performance and Constructively Engage with Government</b>							
<b>Sub-Objective 1.1:</b> Improve citizens' awareness of roles and responsibilities within the subnational system of governance.	GIS Zonal Mapping Training	9	22	31	Service delivery mapping scoping report	25 Nov 2021	Central (Kapiri-Mposhi, Serenje, Mkushi, Chibombo, Chisamba, Mumbwa)
	GIS Zonal Mapping Training	17	28	45	Service delivery mapping scoping report	22-23 Dec 2021	Muchinga (Chinsali (Shiwang'andu, Isoka, Chama, Kanchibiya, Nakonde, Mafinga, Mpika)
<b>Objective 2: The Subnational Governance System Becomes More Responsive to Citizen Needs, Generates and Accountably Expend Revenue, and Improves Service Delivery Outcomes</b>							
<b>Sub-Objective 2.1:</b> Increase capacity of councils and deconcentrated sector units to engage citizens and facilitate cross-sectoral development	LGPA Assessments & Coaching	22	74	96	Coaching report	29 Nov - 22 Dec 2021	Muchinga (Kanchibiya, Chama, Nakonde, Mafinga, Shiwang'andu)
	LGPA Assessments & Coaching	30	58	88	Coaching report	29 Nov - 30 Dec 2021	Central (Serenje, Mkushi, Kapiri-Mposhi, Chisamba, Mumbwa, Shibuyunji)
	Revenue Collection Training	7	40	47	Training report	27 Nov - 18 Dec 2021	Muchinga (Isoka, Chinsali, Mpika)
	Revenue Collection Training	10	28	38	Training report	9 - 17 Dec 2021	Central (Chitambo, Kabwe, Chibombo)

Objective 3: The Program Generates Learning, Facilitates Problem Solving for Subnational Governance System for Devolved Services, Capable of National Scale							
Sub-Objective 3.1: Establish mechanisms for knowledge acceleration	Internal MEL orientation for staff	7	8	15	Activity report	16 - 18 Nov 2021	Virtual
	Staff review of Year 2 AWP	4	8	12	Activity report	6 - 7 Dec 2021	Virtual

A snapshot of progress achieved under each of the three project objectives is provided below.

### Objective 1: Citizens Improve Their Collective Skills to Effectively Assess Service Delivery Needs and Performance and Constructively Engage with Government

#### Sub-Objective 1.1: Improve citizens' awareness of roles and responsibilities within the sub-national system of governance

##### 1.1.1 Enhance citizen and private sector access to information and improve understanding of subnational government roles and responsibilities

During the quarter, Local Impact held a series of meetings with the Local Government Association of Zambia (LGAZ) to discuss proposed modalities for technical assistance needed in



*Ms. Ngoza Phiri, Citizen Engagement Advisor, Local Impact introducing the project to the stakeholders during the provincial zone mapping stakeholder consultation meeting in Chinsali. Picture by Masha Maguswi, Local Impact*

the development of 'A Citizen's Guide to Local Authority Decision-making, Citizen Rights and Service Delivery,' along with the development of awareness-raising materials on existing laws, regulations, and guidelines on decentralization. Local Impact plans to award a grant to LGAZ to conduct this work in FY22.

During FY21 Q4, GeoPoll started developing an *ad hoc* survey tool for its second citizen perception survey using computer-assisted telephone interview or

CATI technology in Central and Muchinga Provinces. This survey is the first of five *ad hoc* surveys to be undertaken during the life of the project and will assess citizen perceptions on a range of SWM services provided by local government, specifically focusing on: access to collection points; collection protocols for government offices; perceptions of businesses and personal residences; quality and timeliness of the delivery of SWM services by local authorities; and citizen awareness regarding the range of services related to SWM.



In FY22 Q1, Local Impact solicited feedback on the questionnaire from USAID, DS, MLGRD, and select local authorities. The survey tool was translated into Bemba and Nyanja and finalized for use in data collection. The training of data collectors was completed and data collection commenced on December 17, 2021 with GeoPoll generating a sample population of 1,000 people above the age of 15 years, with 500 from each of the two Local Impact target provinces. Next quarter, GeoPoll will submit survey data sets and a draft analysis report with findings and recommendations to Local Impact for review. Local Impact will use the results of the survey to support private sector engagement efforts, inform Local Impact and local authority decision making on SWM, and contribute to the Learning Lab.

Local Impact held a stakeholder data validation meeting from 16 to 18 November 2021 at the Mika Conventional Center. The primary goals of this meeting were to: establish a consensus on the proposed data model for the upcoming service delivery mapping exercise; validate existing GIS datasets; identify critical data collection gaps; and solicit recommendations for improving the data collection tool. Technical representatives from key government ministries and agencies included the Zambia Statistics Agency (ZamStats), MLGRD, Ministry of Lands -National Spatial Data



*Amatende Nasilele, HOT Associate Project Manager, facilitating the Data Validation Meeting at Mika Convention Centre. Picture by Ngoza Phiri, Local Impact*

Infrastructure, Ministry of Water Development, Sanitation and Environmental Protection, Ministry of Agriculture and National Water Supply and Sanitation Council (NWASCO). Ministries of Education and Health were also invited but did not attend. Participants agreed that most of the data needed to create the maps that inform the Integrated Development Plans (IDP) process was already available. However, additional data on water and sanitation needed to be collected. This prompted a change of strategy, with HOT now focusing on cleaning up available data, producing initial maps, identifying the remaining gaps, and then identifying next steps to fill these gaps. It was further agreed that since the IDP guidelines were going to be reviewed, it would be important for Local Impact and HOT to meet with MLGRD in a separate meeting to discuss the implications of the planned review on the data model and the data collection tool.

Local Impact held one day provincial zone mapping stakeholder meetings in Kapiri Mposhi and Chinsali districts. The meetings enabled HOT to establish consensus on the participatory zone mapping methodology as well as plan for the zone mapping exercise. The Provincial Local Government Officers, Provincial Physical Planning Officers, Town Clerk, Council Secretaries, District Planning Officers, GIS technical representatives from each partner district, representatives from Ministry of Health (MoH), Ministry of Education (MoE), and MLGRD Department of Chiefs, attended the meetings.

It was learnt that local authorities use polling districts created by the Electoral Commission of Zambia (ECZ) as zones, but that District Planners did not have access to the spatial data for the zones. MLGRD agreed to help to obtain access to this data ECZ as HOT revises its implementation timeline. Local Impact will solicit input from the newly appointed MLGRD

Permanent Secretary (Technical Services) on this timeline next quarter. In the meantime, HOT began conducting data cleaning of the available datasets and developing draft maps, which will be ready for review in January 2022.

### ***Sub-Objective 1.2: Strengthen Citizen Participation in Sub-national Planning, Budgeting, and Service Delivery***

#### ***1.2.1 Identify, engage, and build capacity of diverse community champions***

During FY21 Q4, Local Impact developed the selection criteria for the Champions for Change (C4C) activity. These criteria will be used to identify and select diverse non-traditional actors, including youth, female, business, and traditional leaders, that can develop a following in their communities to advocate for reforms in local governance and service delivery. To align with GRZ plans to identify champions for decentralisation to increase stakeholders' awareness, knowledge, understanding, participation and ownership of the decentralization process, Local Impact held initial consultative meetings with DS and LGAZ to identify and select the champions. It was agreed that DS and LGAZ will help Local Impact to select GRZ champions as well as identify non-GRZ influencers that they work with. Aligning the C4C activity with GRZ plans will help Local Impact identify diverse champions across GRZ and non-governmental circles and foster sustainability of the C4C activity and results.-.

Further provincial and district meetings with MLGRD were re-scheduled to FY22 Q2. Local civil society organization (CSO) stakeholder consultations for Kabwe and Chinsali were also re-scheduled to FY22 Q2 due to increased COVID-19 cases.

#### ***1.2.3 Increase citizen understanding in planning, budgeting, and local decision making by facilitating formal and informal engagement with local authorities***

In FY21 Q4, Local Impact developed a scope of work for a local consultant to develop and/or update existing citizen engagement mechanisms to support LGAZ to develop the citizens guide described above. The local consultant will work with LGAZ to map existing formal and informal citizen engagement mechanisms used by local authorities to engage citizens in planning, budgeting, and local decision making, identify gaps and make recommendations for improving existing mechanisms as well as developing new mechanisms. During FY22 Q1, the draft SOW underwent internal review by the Local Impact Deputy Chief of Party (DCOP) and is awaiting further review by the Chief of Party (COP) before forwarding to USAID. Once approved, it will be published for one week before candidates are shortlisted. Once the consultant is onboarded, Local Impact will hold a co-creation meeting with LGAZ to agree on a workplan, develop a mapping tool, and map the mechanisms. This work will also be informed by data from the GeoPoll survey, Local Government Performance Assessment (LGPA) results and inception phase deliverables, including the Political Economy Analysis and subsequent updates to this analysis.

## Sub-Objective 1.3. Increase Citizen Oversight of Service Delivery

### 1.3.1 Deepen and expand the use of social accountability approaches



#### CALL FOR EXPRESSIONS OF INTEREST (EOI) CSO SMALL GRANTS PROGRAM

USAID Local Impact Governance

##### Background

The five-year (2020-2025) United States Agency for International Development (USAID) Local Impact Governance Project (Local Impact) supports the Government of the Republic of Zambia's (GRZ) decentralization agenda by strengthening local governance and service delivery and by supporting transparency and responsiveness to citizen needs. The project is partnering with national and sub-national government authorities, along with local businesses and civil society organizations (CSOs), to achieve the following three objectives:

- Citizens improve their collective skills to assess service delivery needs and performance effectively and constructively engage with government
- The sub-national governance system becomes more responsive to citizen needs, generates and accountably expends revenue, and improves service-delivery outcomes
- The program generates learning and facilitates problem-solving that supports the development of an effective, financially viable sub-national governance system for devolved services, capable of being scaled up throughout Zambia

Local Impact is committed to supporting current GRZ priorities to advance decentralization and improve service delivery, directly contributing to sixteen GRZ indicators across the six strategic focus areas of the National Decentralization Implementation Plan (DIP), 2021-2025. The project is partnering with the Ministry of Local Government, the Decentralization Secretariat, and the Ministry of Finance, to ensure that its work in the districts aligns with and supports these GRZ priorities.

The project is initially working in eighteen districts in Central and Muchinga provinces to expand the capacity of district authorities to perform core functions including strengthening the delivery of essential services, deepening citizen and private sector involvement in development planning and monitoring, improving public administration and public financial management, and increasing locally generated revenues. In the third year of implementation, Local Impact will work in nine additional districts in a third province to be determined.

##### Scope of Work

This call for Expressions of Interest (EOI) is for the pre-selection of local partners for the **Local Impact Civil Society Small Grants Program**. The goal of this Program is to improve citizens' awareness of roles, rights, and responsibilities regarding decentralization and service delivery in Central and Muchinga Provinces. The Program's objectives are to:

### *EOI for a CSOs grants program published by Local Impact*

Local Impact published an Expression of Interest (EOI) for a CSOs grants program that will fund practical, short-term, and high-impact civic education and public awareness activities that promote citizen participation in local governance processes in Local Impact's partner districts. The EOI was published on the GoZambia online platform on September 10 and shared with 19 CSOs and all 18 local government authorities across the Local Impact partner districts in Central and Muchinga Provinces. The EOI closed on September 29 with 23 submissions received. Most of the submissions came from small organizations working in the Local Impact partner districts. Local Impact then convened an internal evaluation committee to review the submissions and shortlist an initial 10 organizations that were invited to attend a virtual grants training workshop on December 7. An RFA was shared with these organizations. Next quarter, Local Impact will select six proposals for funding in FY22.

Due to an increase in COVID-19 cases, Local Impact re-scheduled provincial workshops to establish strategic partnerships with CSOs and the media through informational provincial workshops to FY22 Q2. These workshops were initially planned for Q1. A list of CSOs to be invited and draft budget for the workshops were developed in the quarter.

Local Impact also continued to develop its database of CSO partners and media houses in partner provinces, initially based on desk and field research from the Inception Phase assessments and studies. Local Impact will continue to populate the database with additional CSOs and media houses for the life of the project.

The project began developing an Organizational Performance Index (OPI) tool to measure change in organizational performance of CSOs, business associations, and other Local Impact partners. DAI Home Office has engaged a consultant to support the process of adapting the USAID OPI tool to Local Impact needs. In FY22, Q2, Local Impact will work with a consultant to finalize the OPI tool, ensuring that it reflects local realities and Local Impact objectives. Once the tool is finalized next quarter, the project conduct trainings on the tool for Lusaka and field-based staff, and then initiate its use with CSO grantee.

## **Objective 2: The Subnational Governance System Becomes More Responsive to Citizen Needs, Generates and Accountably Expend Revenue, and Improves Service Delivery Outcomes**

### **Sub-Objective 2.1: Increase capacity of councils and deconcentrated sector units to engage citizens and facilitate cross-sectoral development**

#### 2.1.1 Increase citizen engagement skills of district council officials

Local Impact collaborated with the PLGOs in Central and Muchinga Provinces to facilitate the LGPA process in twelve districts (the first six were completed in FY 21 Q4). Local authorities assessed their performance against set indicator targets and submitted LGPA data to Local Impact for analysis. The LGPA specifically evaluated the performance of target municipal and district councils against financial management, own-source revenue, service delivery, public health, and human resource management indicators. The Local Impact Enhanced Tool supplemented this assessment by adding in questions on citizen engagement. Assessment findings will be used to develop capacity building interventions to address the gaps identified.

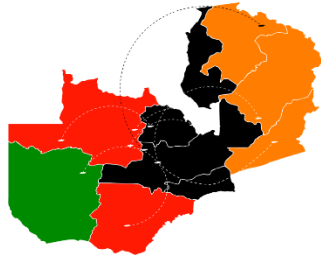


*Mr. Adam Jere, PLGO, Muchinga Province, facilitating a session for LGPA in Muchinga Province. Picture by Ms. Chama Chitambi, Local Impact*

Local Impact supported MLGRD to print revised WDC guidelines. Next FY, Local Impact plans to develop training materials for the guidelines in collaboration with MLGRD and DS, and also



**MINISTRY OF LOCAL GOVERNMENT  
AND RURAL DEVELOPMENT**



**GUIDELINES ON THE ESTABLISHMENT MANAGEMENT  
AND OPERATION OF WARD DEVELOPMENT  
COMMITTEES**

**2021**

with the goal of identifying ways to strengthen participatory planning and budgeting processes in compliance with the law.

During FY22 Q1, Local Impact supported stakeholder engagement in budget consultations for Chitambo and Chibombo (Central Province) as well as Chinsali and Isoka (Muchinga Province) districts. This support facilitated broad citizen engagement and contributed to giving 345 (106 Females; 239 Males) citizens a voice in the planning and budgeting process. This included 80 youths and 4 persons with disabilities (PWD). According to a local church leader that participated in these consultations, "[t]his was the first time in the past 20 years Isoka District Council has used this extra ordinary consultative approach for the purpose of planning and budgeting in the district."

In FY 22 Q2, the team will finalize a report which will provide insights on how local authorities conduct budget consultations, in order to develop lessons learned and recommendations for improving the process in alignment with GRZ guidelines. These lessons learned will be shared with MLGRD, DS, MOF and Local Impact's remaining partner districts.

support a modest rollout launch of the guidelines in response to a request for support from the MLGRD Director of Planning. This was initially planned for December 2021, but the rise of COVID-19 cases required the event to be postponed.

2.1.2 Enhance participatory planning and budgeting capacities of councils

During FY21, Local Impact held meetings with MLGRD and Ministry of Finance and National Planning (MOFNP) officials to discuss the participatory planning and budgeting processes in local authorities, and the extent to which they are compliant with existing GRZ laws and guidelines. Local Impact assessed the participatory planning and budgeting processes of six local authorities and conducted interviews with finance units on revenue collection and management in line with the Public Finance Act No.1 of 2018 and Local Authorities Financial Regulations. This exercise was conducted



*Ms. Mwikwita Maambo Judith, Council Secretary, Isoka District giving an overview of Stakeholders Participatory Budgeting and Planning exercise in Isoka district. Picture by Emmanuel Musonda, Local Impact*

Local Impact also co-sponsored a PLGO budget review workshop (December 12-18) for all districts in Muchinga and used it to deliver coaching sessions on planning, procurement, and GESI budgeting. The team provided group and individual support to local authorities through feedback and hands-on coaching to help local authorities conclude their budgets. The Provincial Auditor attended this workshop to serve as a resource for local authorities.

In partnership with *Deutsche Gesellschaft für Internationale Zusammenarbeit* (GIZ) the project co-sponsored a MLGRD/DS conference in Lusaka on November 22-23, 2021 in Lusaka that focused on identifying the challenges and opportunities for decentralization in Zambia. The conference was attended by a cross section of stakeholders, including senior GRZ officials, local authority representatives, civil society and development partners. A draft report was done and GIZ is currently addressing the comments from GRZ. Local Impact will assist MLGRD, and DS produce a final report summarizing key takeaways from this event.

Local Impact initiated the development of concept notes for planned capacity building workshops on Integrated Development Plans (IDP) beginning FY22 Q2. Local Impact also initiated stakeholder consultations on ways to support the GRZ decisions on the proper utilization of the increased Constituency Development Fund (CDF) and ensure public input into the identification of projects through the newly established WDCs. At the request of USAID, the project took the lead in developing a set of talking points regarding the CDF for development partners interested working in decentralization.

## **Sub-Objective 2.2: Improve joint service delivery in target sectors**

### 2.2.1 Build capacity of councils in service delivery mapping and GIS data collection

Local Impact partnered with HOT to build capacity of councils in service delivery mapping and Geographic Information Systems (GIS) data collection. During the quarter, Local Impact held meetings with provincial physical planning officers for Muchinga and Central Provinces to identify existing GIS skill sets within the districts. Muchinga Province reported that 16 officers have GIS skills while Central Province only had three. Local Impact has requested support from ZamStats to help districts that do not have GIS skills for the duration of the service delivery mapping. An initial training was conducted to introduce 76 (26 Females:50 Males) GIS technicians to the QGIS software. Next quarter, Local Impact will continue to explore ways to support the use of GIS data by local authorities, focusing on improving service delivery.



*Tresford Phiri, Local Impact*

### 2.2.2 Strengthen councils' capabilities to structure, negotiate, and monitor Public Private Partners (PPPs)

To better understand opportunities for private sector engagement, during FY21, Local Impact engaged the PPP department at MOF, the Ministry of Commerce, PLGOs in partner provinces, and Chambers of Commerce in partner districts. This enabled Local Impact to identify viable opportunities for private sector engagement between local businesses and councils in partner districts and explore possible entry points for Local Impact. These consultations, along with

recommended entry points for Local Impact, are described in the Private Sector Viability Assessment (PSVA). During the quarter, Local Impact had a series of discussions with the PPP department regarding ways to support the development off PPP guidelines for local authorities. Given the new government's commitment to updating the existing PPP Act, this activity was delayed until there is further clarity on GRZ priorities in this area.

The project also initiated more focused work on supporting private sector engagement in select partner districts. The PSVA specifically identified six districts as possible pilots for private sector engagement in SWM: Mpika, Chinsali, Kabwe, Kapiri Mposhi, Chitambo, and Serenje. Informed by these recommendations, Local Impact designed and used an assessment tool to evaluate the capacity of local authorities to outsource SWM to private sector providers. Four pilot districts were identified: Kabwe, Kapiri, Chinsali, and Serenje. Local Impact will support improved SWM in these districts next quarter, with support from the DAI Home Office and local consultants as needed.

### 2.2.3 Engage district partners to strengthen priority sectors

Local Impact began engaging local authorities on ways to strengthen service delivery, initially during field research for Inception Phase assessments, with ongoing follow-up by field staff. This resulted in Local Impact's initial focus on SWM, a service provided by local authorities (see 2.2.2).

During FY22 Q2, Local Impact will identify other ways to strengthen local governance structures, including but not limited to WDCs, District Development Coordinating Committees and traditional authorities. The focus on WDCs is especially important given the new government's focus on and increased support for the CDF, which uses WDCs to identify local priorities for support (see 2.1.2).

## ***Sub-Objective 2.3: Strengthen councils' ability to generate own source revenue and transparently manage fiscal resources***

### 2.3.1 Support strategies for maximizing Own Source Revenue (OSR)

The inception phase Own Source Revenue (OSR) Assessment and Benchmarking Study systematically assessed the various factors affecting the collection of OSR; determined how well resources are utilized; and provided recommendations for improving collection in partner districts. These reports informed the development of a draft OSR concept that will be finalized and shared with USAID next quarter.

One of the priority areas identified was the need to strengthen revenue collection capacities at the district level. In response to this recommendation, Local Impact assessed the capacities of Chibombo, Chinsali, Chitambo, Isoka, Kabwe, and Mpika local authorities in revenue collection and management in accordance with the Public Finance Management Act No.1 of 2018 and Local Government Financial Regulations (see 2.1.2).



*His Worship the Mayor, Mr Patrick Chishala, Kabwe opening the Revenue collection training, Kabwe. Picture by Nathan Chitelela, Local Impact*

The Act specifically provides guidelines in the collection, management, and accountability of revenues as well as maintenance of appropriate accounting records. In FY22 Q1, Local Impact developed a training program and compiled training materials from available government documents for strengthening the capacity of local authorities in revenue generation and management in collaboration with MOFNP and office of the Auditor General. Trainings for were conducted centrally in Isoka and Chinsali reaching 85 (68 Males:17 Females) revenue collectors from Chitambo, Kabwe, Chibombo Isoka, Chinsali, Mpika. Follow-up trainings are planned for next quarter.

Local Impact has re-scheduled commencement of supporting quarterly communication and collaboration among various agencies involved in revenue collection and administration at district level to FY23. This was based on the learning that adequate time was required for Local Impact to lay and build on a solid foundation on revenue collection before commencing this activity.

### 2.3.2 Improve expenditure management, tracking, and audit functions of finance staff

During inception phase assessments, Local Impact determined that Central and Muchinga Province PLGOs lacked the necessary information infrastructure to effectively conduct expenditure management, tracking and auditing at the district level. In response, Local Impact procured and delivered laptops, desktops, printers, and uninterruptible power supply devices to the PLGOs in both provinces through in-kind grants that were administered during FY22 Q1.



*Nathan Chitelela (Right), Local Impact Central Province Manager, hands over IT equipment to Mr. Ackson Habanji, PLGO, Central Province. Picture by Nathan Chitelela, Provincial Manager, Local Impact*





*Mkushi local authority staff distribution of face masks to traders at the Itala trading streets. Picture by Mkushi local authority.*

The ICT equipment is now being fully utilized by the officers within the departments of Central Province PLGO for compiling reports and for communication. As a result, Muchinga PLGO reported that his colleagues are now able to do their work more efficiently and effectively, as evidenced from the recent timely consolidation of all the councils 2022 – 2024 Annual Activity Based Budget (ABB) and submission of 2021 end of year reports to the MLGRD headquarter in Lusaka. Further, the office is now able to process and print information at the office as opposed to the business centers hence

highly reducing the risks of leaking information to the public. As part of the project's contribution to GRZ's COVID-19 multi-sectoral contingency plan, Local awarded LGAZ an in-kind grant worth US\$34,203.52. The grant focused on distributing assorted COVID-19 prevention materials to local authorities that had limited resources to cope with high incidence of Covid-19 cases. LGAZ implemented the grant benefitting eight local authorities, namely Chitambo, Itezhi Tezhi, Shibuyunji, and Mkushi in Central province and Kanchibiya, Mafinga, Nakonde, and Shiwang'andu in Muchinga province with hand sanitizers, disinfectants, hand wash, face masks, aprons, and bar soaps. By the end of the quarter, the grant had resulted in some positive outcome that includes:

- i. The distribution of surgical face masks, hand wash and disinfectants to marketeers helped to reduce the risk of Covid-19 spreading amongst traders and customers
- ii. For a border and transit town like Nakonde which was at high risk of Covid-19, the materials received helped make a screening facility at the border-post even more effective in-service delivery.
- iii. Through the Ministry of Health (district offices), rural health facilities were equipped with various Covid-19 hygienic materials thereby preventing the spread of the pandemic in remote communities.
- iv. Public Officers whose work involved close interactions with members of the public had sufficient access to Covid-19 hygienic materials.

## **Objective 3: The Program Generates Learning, Facilitates Problem Solving for Subnational Governance System for Devolved Services, Capable of National Scale**

### **Sub-Objective 3.1: Establish mechanisms for knowledge acceleration**

#### 3.1.1 Establish Local Impact Learning Lab and disseminate knowledge and lessons learned

During FY21, Local Impact identified potential partners for developing and managing a decentralization and service delivery Learning Lab. The Learning Lab will serve as a platform for decentralization, service delivery and citizen engagement, providing data and analysis to inform socially inclusive planning, implementation, and MEL in these areas.

During the quarter, Local Impact convened a co-creation workshop with Chalimbana Local Government Training Institute, Caritas, LGAZ and USAID to discuss the concept of the Learning Lab and how each partner was envisioned to contribute. The meeting was later followed by a concept note development workshop where Local Impact supported the organizations to develop individual concept notes. Draft concept notes from each organization were submitted to Local Impact in December 2021 for review and consolidation into a consolidated Learning Lab concept note.



*Kasamwa Kachomba, Local Impact Grant Specialist giving a presentation during the learning lab co-creation workshop at CARITAS Zambia. Picture by Joseph Simfukwe, Local Impact*

#### 3.1.2 Conduct learning activities to improve implementation

Continuous learning is deliberately integrated into all phases of Local Impact activity implementation. In FY21, Local Impact developed a learning agenda as part of the Collaboration, Learning and Adaptive Management (CLA) Strategy, driven by the assessments described in the Inception Phase Report. During the last quarter of FY21, Local Impact finalized the CLA Strategy, which highlights its approach to learning and adaptive management.

During FY22 Q1, Local Impact's engagement with DS and MLGRD on the LGPA revealed that the two partners had different motivations and tools for conducting performance assessments of local authorities. Local Impact invited MLGRD and DS to participate in the LGPA process in Muchinga and Central provinces, to provide first-hand experience using the LGPA tool. The goal was to help the GRZ better coordinate its approach to assessing local authority capacity, and establish a consensus around the use of the LGPA moving forward.

As part of implementing its CLA strategy, Local Impact routinely conducted internal After Action Review (AAR) after every activity to identify and document lessons learnt for improving activity implementation and impact. Local Impact further planned to convene an external AAR to reflect on the field experience of MLGRD and DS with the LGPA tool and process and gain consensus on the rationale, incentives, and entry points for institutionalizing capacity assessment of local authorities as a performance and adaptive management tool. However, due to conflicting schedules of key GRZ stakeholders and the rise in COVID-19 cases in December, the activity was re-scheduled to FY 22 Q2.

As part of implementing its CLA strategy, Local Impact conducts quarterly Pause and Reflect sessions to reflect on work plan implementation, assess progress and implementation environment, adjust, or adapt strategies and priorities, and adapt activities in the Annual Work Plan (AWP) as required. During the quarter, Local Impact had planned to conduct a physical Pause and Reflect session on the potential changes to the project implementation environment arising from the change of the government, its impacts on the project as well as identifying key priorities of the new government for inclusion in the revised AWP for FY22. However, due to conflicting schedules of key GRZ stakeholders arising from the change of government, national budgeting exercise, as well as the rise in COVID-19 cases in December, Local Impact instead conducted consultations with individual GRZ stakeholders. This allowed Local Impact to timely identify potential changes to the project implementation environment and key priorities of the new government for inclusion in the revised AWP for FY22.

As part of implementing its CLA strategy, Local further conducts Learning Summits to share learning learnings and challenges and solicit feedback and recommendations through periodic engagements with CSOs, private sector actors, other donor projects, and GRZ counterparts. However, due to conflicting schedules of key GRZ stakeholders and the rise in COVID-19 cases in December, this activity was re-scheduled again to FY22 Q2. To further inform adaptive management, Local Impact commenced preparations for a study on the impact of the political cadres' operations on the financial and administrative sustainability of council operations and the potential for additional collection of own-source revenue when the cadres are curbed. The study will help Local Impact identify strategies for preventing a resurgence of the political cadres and money extortion schemes that will be used in policy level advocacy

### 3.1.3 Develop and Implement AMELP (Activity Monitoring, Evaluation and Learning Plan)

During the quarter, Local Impact addressed the last round of comments on the AMELP from USAID and submitted the revised AMELP which was approved. During the quarter, USAID noted that the CSO target was significantly lower than the actual number of CSO that Local Impact was projected to reach from the learning lab activity and sub-grants.

Local Impact agreed with that observation and revised the target upwards as appropriate. Additionally, Local Impact noted that the disaggregation on one Performance Planning and Reporting (PPR) indicator in the Development Information Solution (DIS) USAID indicator reporting platform, is different from the USAID Performance Indicator Reference Sheets (PIRS) in the AMELP. Local Impact will seek USAID concurrence to revise the AMELP next quarter.

A virtual orientation was convened during the quarter and 15 (8 Males: 7 Females) Local Impact project staff were orientated on the AMELP, CLA, and USAID reporting requirement. Initial kickoff MEL meetings with local authorities were also conducted to solicit input on data collection tools. Full MEL trainings are scheduled for FY22 Q2.

Local Impact engaged the DAI Home Office Data Scientist to establish the parameters for Local Impact's Management Information System (MIS). The system will support timely and remote entry of data on key performance indicators, provide secure storage of data on key performance indicators, and facilitate systematic data cleaning, analysis, and timely access to information to support evidence-based decision-making and reporting. With the approval of the AMELP, Local Impact will move forward developing this system next quarter

Local Impact staff and the PLGOs visited seven districts (Itezhi-tezhi, Mumbwa, Shibuyunji, Nakonde, Mafinga, Isoka, and Chama) in Muchinga and Central Province October 19-29. This followed a similar trip to other districts during the previous quarter. Local Impact has now been formally introduced to 17 of 18 districts. The only one remaining is Chisamba, where the team was unable to go due to a by-election for the council chairperson. During these district visits, the mission met with newly elected council chairpersons, councilors, council senior management teams, representatives of former WDCs, and civil society, including business associations. This visit confirmed observations from previous visits to the other partner districts that; (i) there are well-qualified bureaucracies and enthusiastic councilors that require additional training to effectively fulfill their mandate (ii) there is inadequate collaboration between the central government departments earmarked for devolution and the local authorities, and (iii) citizen engagement structures are, for the most part, inactive and ineffective.

Local Impact (COP, DCOP, and Provincial Managers), the DAI Home Office Project Director, and USAID (Deputy Director of the Democracy, Rights and Governance Office, the Contracting Officer's Representative [COR], and the Democratic Governance Specialist) visited Isoka and Serenje districts November 10-12 to better understand the implications of the GRZ decision to substantially increase CDF funding and appreciate the capacity needs for new WDC and CDF committees. The key messages from stakeholders included the need to focus on:



Stakeholder engagement meeting in Isoka district. Picture by Tresford Phiri, Local Impact

- Strengthening the role of the WDC as the funnel for all project proposals. Stakeholders felt that having WDC in the CDF management chain will ensure the projects reflect the needs of citizens and curb politicization of CDF;
- Emphasizing sector equity as one of the criteria for allocation of funding;
- Enhancing the requirement of output-based budgeting/allocations and a stipulation that new projects can only be funded once all projects in progress are completed, unlike the current situation, which leaves many CDF projects incomplete; and
- Requiring that CDF only supports projects that explicitly align/contribute to the attainment of the IDP.

#### 3.1.4. Communicate results to stakeholders

The Local Impact Communication and Outreach Strategy provides the framework for delivering targeted project communication to key stakeholders throughout the implementation period. The Strategy supports project goals and objectives through stakeholder awareness, engagement and capacity building as well as provide information needed for monitoring and reporting.



*Mr. Masha Maguswi, MEL Officer inspecting an HP Laptop handed over by Local Impact to Muchinga PLGO as part of in-kind grant. Picture by Kasamwa Kachomba, Local Impact*

As part of implementing the AMELP, Local Impact conducted its quarterly site monitoring visit to Muchinga and Central Province to monitor the IT and Covid-19 grant activities. The monitoring was conducted by the Grant Specialist and the MEL Officer. The monitoring revealed that SMART Zambia had installed the approved Software on the IT equipment for Central Province PLGO, and staff had started using the IT equipment while SMART Zambia was yet to install the software on the equipment for Muchinga Province. The monitoring further reveals that the Grant had so far helped Muchinga PLGO improve its effectiveness and

efficiency as evidenced from timely consolidation of the 2022 – 2024 Annual Activity Based Budget (ABB) from all the councils as well as timely submission of 2021 end of year reports to the MLGRD headquarter in Lusaka. During the monitoring visit, the Grants Specialist further monitored the Covid-19 Grant activities implemented by Chitambo local authority.

Local Impact formally launched the project in Muchinga Province on November 9, 2021. The launch was attended by 193 participants with representatives from MLGRD, MOF, the Cabinet Office, DS, the Local Government Service Commission, LGAZ, the Chalimbana Local Government Training Institute, local authorities, CSOs, the business community, Local Impact and USAID. The launch event was an opportunity to inform stakeholders about the project and generate exposure in the media. The launch was undertaken in line with the branding and marking guidelines as stipulated in ADS Chapter 320, USAID's Graphics Standard Manual, and the Local Impact's approved branding and marking plan. The launch was initially planned for two project sites, Chinsali in Muchinga Province and Kabwe in Central Province. However, due to conflicting priorities with the GRZ calendar, the launch only occurred in Muchinga Province. The objectives of the launch were specifically to: formally announce the commencement of Local Impact activities that support the GRZ's decentralization agenda; seek stakeholder buy-in and support for Local Impact activities; promote local ownership of Local Impact activities; and demonstrate USAID support for decentralization and service delivery in Zambia, in accordance with its branding and marking policy.



*Gary Nkombo, Minister of Local Government and Rural Development delivering remarks at the launch*

The launch was attended by Gary Nkombo, Member of Parliament (MP) and Minister of Local Government and Rural Development as guest of honor, the USAID Mission Director Sheryl Stumbras, Chinsali Mayor Lucy Mukuka, Acting Secretary to Cabinet Katongo Chifwepa, and the Local Impact COP Paul Kaiser.

The launch was warmly received by Minister Nkombo, with all of the speakers conveying their support for project objectives, expressing their optimism regarding decentralization in Zambia, and pledging to work with Local Impact to ensure success of the project. A detailed report of the launch is included as an annex to this report.

After the launch, Local Impact facilitated meetings between Minister Nkombo and council chairpersons and secretaries, along with women civic leaders. The meetings provided an avenue for the attendees to engage the Minister and to seek policy direction on various priorities of the new administration, principally clarity around the CDF and the Local Government Equalization Fund (LGEF). The meetings with women civic leaders explored barriers to women in local government leadership and decision-making roles, as well as the lack of participation by other vulnerable groups. The USAID Mission Director participated in both meetings.



*USAID Mission Director, Sheryl Stumbras, delivering her speech during the launch*



*Women civic leaders from Muchinga and Central Provinces have a discussion with USAID Mission Director Sheryl Stumbras and Minister of Local Government and Rural Development Gary Nkombo*

During the launch event, Local Impact officially handed over COVID-19 prevention materials to the Minister. These materials were subsequently distributed to the following eight local authorities: Chitambo, Itezhi-Tezhi, Shibuyunji, Mkushi, Kanchibiya, Mafinga, Nakonde, and Shiwang'andu. Supplies included hand sanitizer, disinfectant, hand soap, face masks, aprons, and bar soap which will enable local authorities to safely engage the communities they serve while modeling COVID-19 prevention best practices. The value of these materials was USD \$34,000, provided through an in-kind grant to LGAZ.

### **Sub-Objective 3.2: Strengthen the enabling environment and systems in support of decentralization**

#### **3.2.1 Provide targeted assistance in support of GRZ plans related to decentralization**

Local Impact is committed to working closely with national GRZ counterparts to advance the implementation of the Decentralization Implementation Plan (DIP) that is currently being finalized by the GRZ. The change in government in August 2021 launched a new phase of decentralization, with potential changes to the project implementation environment that holds considerable promise for facilitating sustainable results beyond the life of the project. Local Impact postponed select activities to FY22 to allow the new administration to assume office and set their decentralization priorities. The DIP was approved by the Decentralization Implementation Plan Committee chaired by the Secretary to Cabinet and awaits final endorsement by Cabinet.

Local Impact supported a workshop for GRZ to kick-off a review of the Constituency Development Fund (CDF) guidelines, given the government's decision to increase CDF budgets for each district from Kwacha 1.6m to Kwacha 25.7m. The new guidelines will seek to address critical concerns expressed by Zambian and development partner decentralization stakeholders, including the MP's dominant role in the project selection process and the need to enhance community participation in this process, preventing the politicization of the approval process, and cronyism in procurement. The DCOP attended the workshop and advocated for a transparent and inclusive CDF consultative process that enables local communities to prioritize using CDF funds – preferably through WDCs and not elected officials (including MPs and Councilors). Local Impact will remain actively engaged in strengthening the CDF process in the coming quarters.

### **Sub-Objective 3.3: Support GRZ-led expansion of models into third province**

Activities under this Sub-Objective are planned for Y3 of project implementation.

### **Cross-cutting Issues: Gender Equality and Social Inclusion (GESI)**

The Local Impact team, led by the GESI Advisor, finalized and submitted its GESI Plan to USAID for review and approval. USAID provided detailed comments in early December. Local Impact will revise and resubmit early next quarter.

The GESI Plan specifically focuses on identifying the social inclusion issues affecting women, youth, and persons with disabilities, including inequalities, constraints, and opportunities in local governance in the project's geographic areas of focus. The findings and recommendations are intended to support the Local Impact team to meaningfully integrate GESI approaches across the project's three objectives and project operations, and they are informed by an extensive literature review and data collected from self-administered questionnaires in Local Impact's 18 partner districts, along with in-depth interviews with key informants in six districts throughout Muchinga and Central Provinces.

#### **2.1.3 Key Results Achieved**

See results summary table below.

## **I.2 Monitoring, Evaluation and Learning**

In accordance with the approved AMELP, Local Impact provides quarterly updates on six (6) performance indicators as a part of quarterly progress reporting. This update provides a summary of results against approved custom and standard indicators. As appropriate, indicators are disaggregated by sex, and narratives for performance deviations of more than 10 percent from proposed targets are provided.

During the quarter, Local Impact made substantial progress rolling out activities that generates results on the six (6) performance indicators. These summary achievement on these indicators are presented below and the updated Indicator Performance Tracking Table, appended as an annex to this report.

### I.2.3: Number of civil society networks established around priority decentralization/sector issues as a result USG assistance

Roll out of activities to establish civil society networks around priority decentralization/sector issues is in progress. Local Impact will start recording results on this indicator once implementation of these activities is successfully completed.

### I.2.5: Number of Champions for Change participating in the project

Local Impact has already developed the selection criteria for identifying and selecting the champions and has further initiated stakeholder engagements for identifying the champions.

### 2.2.2 Number of public-private partnerships established to leverage private sector financing and capabilities

Local Impact is supporting the PPP Directorate to revise draft regulations for the development of PPPs at the sub-national level, including the development of a PPP operationalization. Local Impact has further initiated work on supporting private sector engagement in SWM in four possible pilot districts: Chinsali, Kabwe, Kapiri Mposhi and Serenje. Local Impact will support improved SWM in these districts next quarter, with support from the DAI Home Office and local consultants as needed. Local Impact will initiate pilot visits next quarter for site visits to share the assessment findings and share a checklist tool to prepare local authorities to outsource SWM services to private companies. Local Impact expects private companies to start operating by the third quarter of Y2.

### CC 1.1: Number of individuals receiving civic education through USG-assisted programs (DR 3.2-5)

Local Impact supported local authorities to conduct civic awareness on participatory planning and budgeting process reaching 345 (106 Females: 239 Males). This included 80 youths and 4 persons with disabilities (PWD).

### CC 1.2: Number of government officials receiving USG-supported anti-corruption training (DR 2.4-1)

Anti-corruption is planned to be covered in the planned PFM, procurement and OSR training

### CC 1.3: Number of persons trained with USG assistance to advance outcomes consistent with gender equality or female empowerment through their roles in public or private sector institutions or organizations (GNDR-8)



Local Impact team has received the second round of comments from USAID on the GESI Plan. Trainings to advance outcomes consistent with gender equality or female empowerment will commence once the GESI Plan is approved by USAID.

### **I.3 Implementation Challenges**

The increase in COVID-19 cases across the country, and the limited availability of key staff at GRZ, CSO and private sector partners due to the holiday season, combined with an extend focus on launch preparations, delayed some activities until next quarter. Despite these challenges, Local Impact successfully held a large launch event in Muchinga Province, implemented several activities in December and the project also made progress finalizing the GESI Plan for USAID review, updating the Y2 AWP, and developing activity concept notes, including a detailed draft plan for planned OSR work in the coming quarters. Moving forward, Local Impact will continue to monitor the COVID-19 pandemic and the post-election environment in Zambia to ensure that implementation is sensitive to both.

### **I.4 Implementation Status Table**

This section summarizes:

1. The status of all activities in the Y2 Q1 AWP;
2. Internal and/or external factors affecting implementation; and
3. Plans and action items to overcome challenges next quarter.

COVID-19 and the August 2021 elections were a cross-cutting challenges for the activities listed in this table, due to the reasons described earlier in the report.

## Key Highlights Summary Table

Year 2 Work Plan Activities	Status [Complete or Incomplete]	Comments	Implementation Issues	Actions for Next Quarter
<b>Objective 1: Citizens Improve Their Collective Skills to Effectively Assess Service Delivery Needs and Performance and Constructively Engage with Government</b>				
<b>IR 1.1: Improved citizens' awareness of roles and responsibilities within the subnational system of governance</b>				
<i>1.1.1 Enhance citizen and private sector access to information and improve understanding of subnational government roles and responsibilities</i>				
1.1.1.1 Support the development of 'Citizen's Guide to Local Authority Decision-making, Citizen Rights and Service Delivery,' along with complementary awareness-raising materials on existing laws, regulations and guidelines on decentralization through a local consultant and grant	Incomplete	<i>In progress.</i> Initial meeting held with LGAZ RFA review by CLA Director completed The grant will include a consultant to develop guide and awareness materials Additional review of RFA completed, and document shared with DCOP on December 17 and COP on December 24	None	Awaiting feedback and approval of draft RFA from COP  Once approved, share RFA with LGAZ
1.1.1.2 Establish strategic partnerships with CSOs and the media through informational provincial workshops	Incomplete	<i>In progress.</i> Citizens Engagement Officers working on list of participants and budget	None	Postponed to Q2 due to increase in COVID-19 cases
1.1.1.3 Map CSOs and media houses in partner provinces for awareness raising grants	Complete	<i>Ongoing.</i> Routine database updates	None	Ongoing population of database
1.1.1.4 Conduct provincial level training for media to monitor and report on local governance (linked to Activity 1.1.1.5)	Incomplete	Activity yet to be implemented once activity 1.1.1.5 is done	None	
1.1.1.5 Publish EOI for grants program that raises awareness of CSOs and media houses on subnational government roles, responsibilities and decision-making process, citizens' rights and rates/tax payment obligations, and private sector regulations	Incomplete	<i>In progress.</i> RFA approved and shared with 10 shortlisted organizations. Submission deadline is 17 December Virtual grants training workshop held with representatives from 10 organizations on 7 December Shared presentations from training and application Evaluation team being assembled	DAI Home Office to support with development of a theory of change for the grants program	Evaluation team to commence review of applications in the second week of January 2022

Year 2 Work Plan Activities	Status [Complete or Incomplete]	Comments	Implementation Issues	Actions for Next Quarter
I.1.1.6 Conduct service delivery mapping	Incomplete	<p><i>In progress.</i> Mapping data validation workshop held 16-18 November and procurement processes have commenced</p> <p>Held zone mapping provincial stakeholder workshops for Muchinga and Central</p> <p>Met with MLGRD to seek consensus on field data collection and zone mapping and agreed to move forward with both activities even without formation of WDCs. MLGRD to provide access to required datasets at ECZ</p> <p>Report on the data validation, zone mapping provincial workshops and MLGRD meeting shared by HOT for review and a proposed revised timeline</p> <p>Procurement processes on hold until revised timelines resolved with HOT</p> <p>HOT submitted revised draft report and workplan for feedback by December 20</p>	<p>Proposed engagement with new MLGRD, Permanent Secretary</p> <p>Evaluating the best approach with regards to the revised timelines</p>	<p>HOT cleaning available datasets and drafting maps HOT to share draft maps for all the districts by 7 January 2022</p> <p>HOT following up with MLGRD on datasets from ECZ</p>
I.1.1.7 Implement targeted surveys in partner provinces to better understand citizen perceptions around select services	Incomplete	<p><i>In progress.</i> Translated survey tool finalized and approved</p> <p>Training of data collectors completed</p> <p>Survey commenced on December 17</p>	None	Analysis of survey results
<b>IR 1.2: Strengthened citizen participation in subnational planning, budgeting, and service delivery</b>				
<i>I.2.1 Identify, engage, and build capacity of diverse community champions</i>				
I.2.1.1 Develop criteria for selecting community champions in partner districts	Complete	Complete. Criteria shared with USAID, DS and LGAZ	None	

Year 2 Work Plan Activities	Status [Complete or Incomplete]	Comments	Implementation Issues	Actions for Next Quarter
1.2.1.2 Hold consultative meetings with CSOs in partner districts to identify diverse community champions using a criterion developed in Year 1	Incomplete	<i>In progress.</i> Selection criteria completed and initial consultative meetings held with DS and LGAZ		Meeting with MLGRD moved to January 2022  District CSO stakeholder consultations for Kabwe and Chinsali moved to Q2 due to COVID-19 case rises
1.2.1.3 Train identified training-of-trainers in the C4C curriculum and effective multimedia	Incomplete	<i>In progress.</i> Reaching out to Libya project to resource training manual	Adapting materials to Zambian context	Adapt the C4C training program and produce C4C training materials. Moved to January 2022
1.2.1.4 Conduct quarterly meetings to mentor and support C4C champions	Incomplete	Supportive meetings and mentorship will commence in Y2Q2 once the champions are identified	None	Every quarter once they are identified
<i>1.2.3 Increase citizen understanding in planning, budgeting, and local decision making by facilitating formal and informal engagement with local authorities</i>				
1.2.3.1 Develop and/or update existing citizen engagement mechanisms through a local consultant	Incomplete	<i>In progress.</i> Draft SOW for citizen engagement specialist revised and reshared with COP and DCOP on December 17	None	Address COP feedback, send to USAID for feedback and approval, post position, shortlist candidates
1.2.3.2 Publish EOI for grants program that supports participation of citizens, sector user groups, women, youths, vulnerable groups and traditional leaders in planning, budgeting and local decision making	Complete	RFA approved and shared with 10 shortlisted organizations, and deadline for submission is December 17  A virtual grants training workshop held with representatives from 10 organizations on December 7  Shared presentations from the training and application form  Began identifying evaluation team members	DAI Home Office to support development of a theory of change for the grants program	Nine applications received by close of business on December 17  Evaluation team review applications
1.2.3.3 Support and monitor grants program supporting participation of citizens, sector user groups, women, youths, vulnerable groups and	Incomplete	<i>Incomplete.</i> Initiating planning	None	To commence January 2022

Year 2 Work Plan Activities	Status [Complete or Incomplete]	Comments	Implementation Issues	Actions for Next Quarter
traditional leaders in planning, budgeting and local decision making				
<i>1.2.4 Increase citizen engagement in planning, budgeting, and local decision making</i>				
1.2.4.1 Support formation and strengthening of GESI responsive citizen engagement mechanisms	Incomplete	<i>Incomplete.</i> Initiating planning.	None	Activity will commence once local consultant under 1.2.3.1 above is engaged.
<i>1.3.1 Deepen and expand the use of social accountability approaches</i>				
1.3.1.1 Develop organizational capacity assessment tool for CSOs through a local consultant	Incomplete	<i>In progress.</i> Meeting on OPI tool held with Lusine on October 14  Consultant recruited to support adapting the USAID OPI tool to Local Impact needs	Link with consultant supporting the process	Consultant to develop a manual and provide training to Local Impact staff in Y2Q2  Discuss road map with consultant Y2Q2
1.3.1.2 Publish EOI for grants program that supports civic engagement with local authorities around service delivery	Incomplete	See 1.2.3.2	See 1.2.3.2	See 1.2.3.2
<b>Objective 2: The Subnational Governance System Becomes More Responsive to Citizen Needs, Generates and Accountably Expend Revenue, and Improves Service Delivery Outcomes</b>				
<b>IR 2.1: Increased capacity of councils and deconcentrated sector units to engage citizens and facilitate cross-sectoral development</b>				
<i>2.1.1 Increase citizen engagement skills of district council officials</i>				
2.1.1.1 Facilitate assessment of capacity of local authorities using an enhanced LGPA tool (Chinsali, Isoka, Mpika, Kabwe, Chibombo and Chitambo)	Incomplete	<i>In progress.</i> Facilitated LGPA assessments for the remaining 12 districts.	None	Produce reports and action plans for the LGPA assessments.
2.1.1.2 Deliver training to local authorities to address capacity gaps identified in Activity 2.1.1.1 based on LGPA	Incomplete	<i>In progress.</i> First capacity activity held in Muchinga through coaching clinics on participatory budgeting and GESI	None	Developing capacity development action plans for each district
2.1.1.3 Monitor and provide appropriate support to trained staff in engaging citizens in planning, budgeting, and monitoring of local service delivery	Incomplete	<i>In progress.</i> Supported stakeholder engagement on budget consultations in Chitambo, Chibombo, Chinsali and Isoka	None	Compile capacity building plans based on lessons learned from the budget consultation engagements.
2.1.1.4 Support WDCs to engage citizens around service delivery	Incomplete	<i>In progress.</i> Supported MLGRD to print revised WDC guidelines  Capacity building plan being developed	None	Collaborate with DS on training materials

Year 2 Work Plan Activities	Status [Complete or Incomplete]	Comments	Implementation Issues	Actions for Next Quarter
<b>2.1.2 Enhance participatory planning and budgeting capacities of councils</b>				
2.1.2.1 Assess the capacities of local authorities in Chinsali, Isoka, Mpika, Kabwe, Chibombo and Chitambo to implement participatory planning and budgeting in accordance with existing laws	Complete	Complete. All 18 districts were assessed within the LGPA framework	None	See 2.1.1.4
2.1.2.2 Develop capacity building tools to enhance participatory planning and budgeting capacities of local authorities	Incomplete	In progress. Actions points developed based on assessment conducted in six local authorities	None	See 2.1.1.4
2.1.2.3 Support select local authorities to conduct participatory planning and budgeting exercises	Complete	Complete. Supported stakeholder engagement on budget consultations in Chitambo, Chibombo, Chinsali and Isoka	None	See 2.1.1.4
2.1.2.4 Support MLG and DS to convene conference to roll out DIP with GRZ	Complete	Complete. MLG and decentralization conference done	None	Draft report has been compiled and is under review
2.1.2.5 Support LGSC and district authorities transfer human resource authorities to district human resource committees	Incomplete	In progress. LGSC secretary and deputy agreed to explore opportunities	None	Collaborate with LGSC on concept note
<b>2.1.3 Build capacity of councils to jointly develop IDPs</b>				
2.1.3.1 Assess capacity of local authorities to develop IDPs	Complete	All 18 districts were assessed within the LGPA framework	None	
2.1.3.2 Support local authorities to develop IDPs with input developed under Activity 2.2.1	Incomplete	In progress. Hold IDP orientation training for all districts	None	HOT draft maps to be shared with local authorities to identify gaps for further work  Support IDP orientation for local authorities' staff
<b>IR 2.2: Improved joint service delivery in target sectors</b>				
<b>2.2.1 Build capacity of councils in service delivery mapping and GIS data collection</b>				
2.2.1.1 Assess capacity of council in use of GIS maps to plan for joint service delivery	Incomplete	In progress. Met with provincial physical planning officer for Muchinga and Central to identify existing GIS skill sets	None	ZamStats to support districts without GIS skills for the duration of service delivery mapping
2.2.1.2 Deliver training on the use of GIS maps for improved joint service delivery	Incomplete	In progress. Initial training conducted introducing the GIS technicians to QGIS	None	HOT developing a GIS training plan

Year 2 Work Plan Activities	Status [Complete or Incomplete]	Comments	Implementation Issues	Actions for Next Quarter
2.2.1.3 In collaboration with DAI Home Office, conduct mapping of properties and boundaries to develop district maps	Incomplete	<i>In progress</i>	None	HOT cleaning available datasets and drafting initial maps. HOT to share draft maps by January 7  HOT following up on datasets from ECZ
<b>2.2.2 Strengthen councils' capabilities to structure, negotiate, and monitor PPPs</b>				
2.2.2.1 Raise awareness of local authorities on the private sector engagement (including Public, Private Partnership (PPP) Act) through development and dissemination of informational material at town halls	Incomplete	<i>In progress.</i> Working with PPP Directorate and MLG to agree on scope of partnership and content of the awareness campaign	Likely changes to law might affect the info that needs to be shared	Agree on the priority areas from the PSVA on which Local Impact will focus in Y2
2.2.2.2 Identify pilot districts for outsourcing and contracting the private sector for solid waste management	Complete	<i>Completed.</i> Four districts identified: Kabwe, Kapiri, Chinsali and Serenje	None	
2.2.2.3 Assess capacities of local authorities to outsource and contract the private sector for solid waste management to identify targeted capacity building activities	Incomplete	<i>In progress.</i> Preparing for further assessment and initiation of pilots	None	Initiate pilots in four districts
2.2.2.4 Develop tools and conduct training on outsourcing and contracting the private sector for solid waste management	Incomplete	<i>In progress.</i> DAI Home Office supporting the development of tools	None	Meeting to validate outsourcing SWM tools
<b>2.2.3 Engage district partners to strengthen priority sectors</b>				
2.2.3.1 Identify priority service delivery sectors in partner districts, establishing partnerships with USAID implementing partners (IP) where appropriate	Incomplete	<i>In progress.</i> Engagement of IPs ongoing	None	Provincial teams conduct field research on the status of service delivery and opportunities in partner districts  Incorporate this activity within the Visible Service Improvement framework

Year 2 Work Plan Activities	Status [Complete or Incomplete]	Comments	Implementation Issues	Actions for Next Quarter
2.2.3.2 Develop service delivery profiles for each partner district	Incomplete		None	Incorporate this activity within the Visible Service Improvement framework
2.2.3.3 Develop a Citizen Service Charter	Incomplete		None	As above
2.2.3.4 Deliver ongoing technical assistance to support provincial and district devolution task forces to strengthen service delivery	Incomplete		None	
<b>IR 2.3. Increased OSR and transparency in the management of fiscal resources</b>				
<i>2.3.1 Support strategies for maximizing OSR</i>				
2.3.1.1 Develop tools and material for strengthening the capacity of local authorities in revenue generation and management with support from local consultant	Incomplete	<i>In progress.</i> Development of training program and materials	None	Development of training program and materials
2.3.1.2 Strengthen capacity of local authorities in revenue generation and management through training	Incomplete	<i>In progress.</i> Held training for revenue collectors in Isoka, Chinsali, Mpika, Chitambo, Kabwe and Chibombo	None	Roll out training to six other districts
2.3.1.3 Support communication and collaboration among various agencies involved in revenue collection and administration at district level by supporting quarterly meetings	Incomplete	<i>In progress.</i> Yet to initiate planning	None	
2.3.1.4 Collaborate with USAID ILRG to enhance capacity of councils through developing approaches for more inclusive and transparent land allocation process	Incomplete	<i>In progress.</i> Collaborated with USAID ILRG on scoping analysis of gaps within council land allocation and administration processes	None	Complete analysis based on field work in Mumbwa, Chama, Itezhi-Tezhi and Mpika
<i>2.3.2 Improve expenditure management, tracking, and audit functions of finance staff</i>				
2.3.2.1 Develop training tools to strengthen the capacities of local authorities to manage and monitor utilization of public funds, focusing on expenditure management, tracking, and audit functions	Incomplete	<i>In progress.</i> Capacity needs being established through the LGPA	None	Develop tools based on LGPA reports
2.3.2.2 Procure targeted information technology equipment for PLGOs to strengthen their capacity to support project activities	Completed	<i>Completed.</i> Equipment delivered to Chinsali and Kabwe	None	Collect reports of IT equipment utilization



Year 2 Work Plan Activities	Status [Complete or Incomplete]	Comments	Implementation Issues	Actions for Next Quarter
2.3.2.3 Procure targeted information technology equipment for select local authorities to strengthen their capacity for financial management	Incomplete	<i>In progress.</i> Capacity needs being established through the LGPA	None	
2.3.2.4 Deliver training to strengthen the capacities of local authorities to manage and monitor utilization of public funds, focusing on expenditure management, tracking, reporting and audit functions	Incomplete	<i>In progress:</i> Local Impact developing a menu of options for capacity building	None	
<b>Objective 3: The Program Generates Learning, Facilitates Problem Solving for Subnational Governance System for Devolved Services, Capable of National Scale</b>				
<b>IR 3.1 Established mechanisms for knowledge acceleration</b>				
<i>3.1.1 Establish Local Impact Learning Lab and disseminate knowledge and lessons learned</i>				
3.1.1.1 Identify Learning Lab implementation partner	Incomplete	<i>In progress.</i> Learning Lab concept note development workshop took place December 9		Draft concept to be submitted December 13
3.1.1.2 Deliver grant to support Learning Lab activities	Incomplete	<i>In progress.</i> Awaiting signing of grant		Award grant
<i>3.1.2 Conduct learning activities to improve implementation</i>				
3.1.2.1 Facilitate “After Action Reviews” (AAR) with project team to identify lessons learned to inform adaptive management	Incomplete	<i>Ongoing. AARs are ongoing for each activity In progress. AAR on LGPA rescheduled to January 2022 to inform Activity 3.2.1.5</i>	LGPA AAR Postponed due to conflicting schedule with key GRZ stakeholder	<i>AARs are ongoing for each activity. AAR of LGPA that was conducted in Central and Muchinga Province</i>
3.1.2.2 Facilitate “Pause and Reflect” events to assess activity implementation, identify and share lessons learned to inform adaptive management	Incomplete	<i>In progress. Rescheduled to January 2022</i>	Postponed due to conflicting schedule with key GRZ stakeholder	Plan for Pause and Reflect event
3.1.2.3 Facilitate “Learning Summit” to review learning questions	Incomplete	<i>In progress. Rescheduled January 2022</i>	Postponed due to conflicting schedule with key GRZ stakeholder	Plan for Learning Summit
<i>3.1.3 Develop and Implement AMELP</i>				
3.1.3.1 Facilitate development of Local Impact AMELP	Complete	<i>Complete.</i> AMELP approved by USAID	None	Seek USAID concurrence to revise AMELP based on

Year 2 Work Plan Activities	Status [Complete or Incomplete]	Comments	Implementation Issues	Actions for Next Quarter
				revised targets and disaggregation
3.1.3.2 Facilitate development of Local Impact MIS	Incomplete	<i>Incomplete.</i> Initial meeting held with DAI Home Office data scientist.	None	Development of data collection tools based on approved AMELP
3.1.3.3 Train project and partner staff in AMELP	Incomplete	<i>In progress.</i> Project staff oriented on AMELP, CLA, and reporting. Initial kickoff MEL trainings for local authorities conducted to solicit input on data collection tools.	None	Full MEL trainings scheduled for Q2  Training for Central Province scheduled for January 2022
3.1.3.4 Conduct quarterly site visits to monitor project activities	Incomplete	<i>Ongoing</i>	None	None
3.1.3.5 Conduct quarterly routine data quality audits of implementing partners	Incomplete	<i>In progress.</i> Awaiting rollout of AMELP	None	None
3.1.3.6 Revise AMELP based on lessons learned	Incomplete	<i>Ongoing</i>	None	None
<b>3.1.4 Communicate results to stakeholders</b>				
3.1.4.1 Work with project team to identify and document success and exposure stories	Incomplete	<i>Ongoing.</i> Draft exposure materials developed for launch. High level summaries of Inception Phase assessments developed, formatted by external editor and undergoing final review by DCOP	None	Finalize high level summaries of Inception Phase assessments
3.1.4.2 Create a video documentary of the HOT mapping exercise	Incomplete	<i>In progress.</i> EOI received from media organizations	Budgeted amount insufficient. Postponed pending revision of Year 2 AWP	None
3.1.4.3 Launch Local Impact in Chinsali and Kabwe	Complete	<i>Complete.</i> Launch event held in Chinsali on November 9. Launch documentary video reviewed internally and undergoing final edits	None	Finalize launch documentary video
<b>IR 3.2 Strengthened the enabling environment and systems in support of decentralization</b>				
<b>3.2.1 Provide targeted assistance in support of GRZ plans related to decentralization</b>				

Year 2 Work Plan Activities	Status [Complete or Incomplete]	Comments	Implementation Issues	Actions for Next Quarter
3.2.1.1 Support line ministries, MLG, and DS to review sector devolution plans by providing technical assistance	Incomplete	<i>In progress.</i> GRZ has completed the review of sector plans. Local Impact exploring ways to support aspects of roll out	Likely roll out in 2023	Revise timing in AWP
3.2.1.2 Support Inter-Governmental Fiscal Relations Office and MOF to analyze and improve the formula for the LGEF through a local consultant	Incomplete	<i>In progress.</i> GIZ has completed a review and report is awaiting GRZ concurrence	GRZ has pushed decisions until after concluding their Inter-Governmental Fiscal (IGF) strategy	Revise timing in AWP
3.2.1.3 Support Local Government Service Commission (LGSC) to better rationalize district staffing	Incomplete	<i>In progress.</i> Met the LGSC secretary and deputy. Agreed to explore options	See 2.1.2.5	Develop a concept note
3.2.1.4 Support PPP Unit and MLG to develop tools and guidelines for subnational PPPs	Incomplete	<i>In progress.</i> Identified two areas for possible support		Finalize MOU with PPP Directorate
3.2.1.5 Provide complementary technical assistance to institutionalize and scale LGPA self-assessments and the GIZ-developed Local Government MIS	Incomplete	<i>In progress.</i>	None.	Plan for AAR of LGPA conducted in Central and Muchinga Province
3.2.1.6 Support GRZ conference to roll out new DIP	Incomplete	<i>In progress.</i> Paused until DIP is approved. Local Impact supported decentralization conference December 22-23	DIP has been approved by high-level technical committee. Awaiting Cabinet concurrence	Revise timing in AWP
3.2.1.7 Support curriculum development at Chalimbana Local Government Training Institute for short courses that focus on decentralization	Incomplete	<i>In progress.</i> Initiate planning		Revise timing in AWP
3.2.1.8 Review and recommend the harmonization of the tax/non-tax legislative regimes by local consultant	Incomplete	<i>In progress.</i> On hold until GRZ concludes the IGF strategy	Awaiting new positions in GRZ administration	Revise timing in AWP
<b>IR 3.3 Models expanded into third province</b>				
<i>3.3.1 Identify high-potential, replicable models for scaling and support GRZ officials to determine human/financial resources to support expansion</i>				
3.3.1.6 Support the application of District Council Land Allocation Practice through local consultant	Incomplete	<i>In progress.</i> USAID ILRG conducting field assessment		Continue field assessment
<b>Cross-cutting Issues: Gender Equality and Social Inclusion</b>				

Year 2 Work Plan Activities	Status [Complete or Incomplete]	Comments	Implementation Issues	Actions for Next Quarter
<i>1 Develop GESI Strategy</i>				
1.1 Conduct GESI Analysis in Muchinga and Central Province	Complete	<i>Complete.</i>	Delayed implementation due to COVID-19	None
1.2 Develop GESI Strategy and Action Plan	Incomplete	<i>In progress.</i> Draft GESI Action Plan submitted to USAID for final comments	Delayed GESI Strategy and Action Plan due to delayed GESI Analysis	USAID reviewing the draft GESI Plan
<i>2 Form structures to support mainstreaming of GESI in the project</i>				
2.1 Establish partnership with key national and sub-national gender-focused organizations	Incomplete	<i>In progress.</i> Awaiting USAID approval of GESI Strategy and Action Plan	None	Commence GESI activities
2.2 Identify and train Provincial Gender Focal Point Persons in GESI Strategy	Incomplete	<i>In progress.</i> Awaiting USAID approval of GESI Strategy and Action Plan	None	Commence GESI activities

## **2. STAKEHOLDER INVOLVEMENT**

Effective stakeholder involvement is a critical aspect of programming and is important for the implementation of Local Impact activities. This involves establishing and leveraging relationships with USAID, relevant USAID programs, and other GRZ and cooperating partner activities to ensure that technical assistance is well aligned and not redundant. During the quarter, Local Impact collaborated with a range of stakeholders including USAID, MLGRD, DS, PLGOs and potential learning lab partners LGAZ, CARITAS and Chalimbana Local Government Training Institute on various platforms and engagements. This collaboration enabled Local Impact to effectively deliver on its workplan activities, provide targeted support, and reduce duplication of efforts as the project and other key stakeholders implemented activities towards the common goal.

### **2.1 Inter-Activity Collaboration**

Local Impact collaborated with an array of USAID partners to leverage their work and coordinated internally among project staff to enhance activity implementation and information sharing and reduce duplication of efforts. For example, Local Impact partnered with the USAID ILRG on the gaps in council land allocation and administration processes in Mumbwa, Chama, Itezhi-Tezhi and Mpika districts, and regularly engaged AGIS, SUN TA, SUN LE and the recently awarded USAID Revenue for Growth.

Local Impact also worked closely with the DAI Home Office on revising the Y2 AWP, finalizing activity concept notes, and working with technical experts across the project's three objectives.

Local Impact held several high-level collaboration meetings with both USAID, Local Impact staff and GRZ partners to review program activities and Y2 plans. In addition to these meetings, the COP held regular briefings (both remote and in-person) with the Local Impact COR and other USAID staff to share updates on ongoing initiatives.

### **2.2 Management and Administration Issues**

After discussions with DAI Home Office and a competitive procurement, Local Impact implemented a mobile money payment solution using a platform provided by Tilt Zambia, trading as Zoono Transactions Zambia Limited. The platform allows for electronic payment of daily subsistence allowances (DSA) and other allowances to those participating in Local Impact events. The solution was first used during the Local Impact launch in Chinsali in November 2021.

Local Impact provincial offices in Chinsali and Kabwe were opened in accordance with DAI's COVID-19 safety guidelines.

To enhance coordination and support planning, implementation, monitoring and evaluation and documentation of Local Impact activities, Local Impact strengthened the team by adding an Activity Coordinator position. The position actively coordinates Local Impact activities among technical teams, operations teams, and Local Impact stakeholders. A new staff member was hired to fill this position in early December.

Local Impact's detailed Climate Risk Management Plan continued to ensure that its activities were climate-friendly and comply with USAID requirements. The MEL Specialist is taking the lead in monitoring compliance and supporting colleagues as they develop and implement activities.

### 3. FINANCIAL UPDATES



### 4. KEY RECOMMENDATIONS

- Advocate for the approval of the DIP
- Engage key stakeholders on the importance of establishing and empowering district human resource management committees
- Provide high-level technical assistance to resolve challenges around OSR generation streams, including bus stops and markets
- Identify and support high-level political champions for decentralization
- Develop OSR and private sector engagement activities and award small grants that support new GRZ priorities
- Work with GIZ to establish technical advisory committee.
- Partner with local CSOs to develop public and political influence campaigns, including strategic communications and advocacy initiatives to build support for devolution and changing attitudes and/or narratives around local authorities, including sector ministries and donors
- Support policy dialogue with the GRZ regarding the relationship between CDF, LGEF and WDCs.
- Based on the emphasis of the new government administration on improved management of CDF by local authorities, Local Impact will support activities that will improve the capacities of the local authorities to manage increased responsibilities around CDF.

### 5. UPDATES FROM LAST PERFORMANCE REPORT

Local Impact made substantial progress on addressing issues and comments raised by USAID on Inception Phase and contractual deliverables. Next quarter Local Impact will finalize its GESI Plan and updated Y2 AWP for USAID review and approval.

### 6. PLANNED ACTIVITIES FOR YEAR 2 Q2

#### 6.1 Planned Activities for Year 2 Q2

In FY22, Local Impact will build on activities started in Y1, implement select activities delayed due to COVID-19 and the August 2021 elections, and initiate new activities as planned. The project will focus on service delivery mapping, providing technical assistance and support for civic awareness raising and promoting participation of citizens in participatory planning, budgeting, and monitoring. Local Impact will further build GRZ capacity for subnational governance, supporting

local authorities to engage citizens in planning and budgeting, contributing to modest improvements to the IDP process through the use of HOT maps, support newly formed WDCs, and collaborate with USAID ILRG to enhance the capacity of councils to more effectively manage and allocate land. A key focus will be on developing a comprehensive and realistic strategy to implement targeted OSR activities. Local Impact will provide ongoing technical support to develop the Learning Lab, identifying the strengths of the proposed coalition partners and determining the modalities for support. The project will work with GeoPoll to administer its annual survey and additional *ad hoc* surveys.

The CLA Team will support project and partner staff on the AMELP and CLA Strategy, collect indicator data, conduct quarterly routine data quality audits to ensure that data used in reporting, learning and adaptive management is of the highest quality, and communicate Local Impact successes to USAID on a regular basis.

## 6.2 Planned Monitoring and CLA Schedule for Year 2 Q2

In response to COVID-19, Local Impact planned limited monitoring activities for this quarter, remaining flexible should this situation change. Below summarizes Local Impact’s planned monitoring activities for the next quarter.

Location	Date	Visit type and purpose	Point(s) of Contact
Chinsali, Kabwe	TBA	MEL data quality assessment and supportive supervision	Provincial Managers
Chinsali, Nakonde , Kabwe, Mkushi	TBA	Supervision and quality assurance on HOT Mapping	Provincial Managers
Lusaka	January 2022	Pause and Reflect sessions	CLA Director
Lusaka	January 2022	Learning Summit	CLA Director

## 7. INDICATOR RESULTS SUMMARY

The Local Impact results framework is presented below.

### Local Impact Indicator Performance Tracking Table

#	Type	Indicator	Output vs Outcome Type	Disaggregation	Data Source	FY 22 Target	FY22 Actual	FY 22 % Achievement	LOP Target	Cumulative Actual	% Cumulative Achievement
<b>Objective 1 – Citizens improve their collective skills to effectively assess service-delivery needs and performance and constructively engage with government.</b>											
<b>IR 1.2. Strengthened citizen participation in subnational planning, budgeting, and service delivery.</b>											
1.2.3	Custom	Number of civil society networks established around priority decentralization/sector issues as a result USG assistance	Output	Sectors supported, geographic location	Activity reports	2	Overall: 0 (0 Citizen Engagement; 0 Participatory Planning and Budgeting; 0 Accountability; 0 Transparency & 0 Others)	0%	10	Overall: 0 (0 Citizen Engagement; 0 Participatory Planning and Budgeting; 0 Accountability; 0 Transparency & 0 Others)	0%
							Muchinga: 0 (0 Citizen Engagement; 0 Participatory Planning and Budgeting; 0 Accountability; 0 Transparency & 0 Others)			Muchinga: 0 (0 Citizen Engagement; 0 Participatory Planning and Budgeting; 0 Accountability; 0 Transparency & 0 Others)	
							Central: 0 (0 Citizen engagement; 0 participatory planning and budgeting; 0 Accountability, 0 Transparency; 0 Others)			Central: 0 (0 Citizen engagement; 0 participatory planning and budgeting; 0 Accountability, 0 Transparency; 0 Others)	
1.2.5	Custom	Number of Champion for Change	Output	Geographic location	Activity report	360	Overall: 0 (0F: 0M)	0%	990	Overall: 0 (0F: 0M)	0%
							Muchinga: 0 (0F: 0M)			Muchinga: 0 (0F: 0M)	



#	Type	Indicator	Output vs Outcome Type	Disaggregation	Data Source	FY 22 Target	FY22 Actual	FY 22 % Achievement	LOP Target	Cumulative Actual	% Cumulative Achievement
		participating in the project					Central: 0 (0F: 0M)			Central: 0 (0F: 0M)	
<b>Objective 2 – The sub-national governance system becomes more responsive to citizen needs, generates, and accountably expends revenue, and improves service-delivery outcomes.</b>											
<b>IR 2.2. Improved joint service delivery in target sectors.</b>											
2.2.2	Custom	Number of public-private partnerships established to leverage private sector financing and capabilities	Output	Geographic location, status of PPP (established, under development)	MOU	1	Overall: 0 (0 Under development; 0 Established)	0%	6	Overall: 0 (0 under development; 0 established)	0%
							Muchinga: 0 (0 under development; 0 established)			Muchinga: 0 (0 under development; 0 established)	
							Central: 0 0 under development; 0 established)			Central: 0 0 under development; 0 established)	
							Muchinga: 0 (0 Nutrition; 0 Education; 0 Agriculture, 0 WASH & 0 Land Administration)			Muchinga: 0 (0 Nutrition; 0 Education; 0 Agriculture, 0 WASH & 0 Land Administration)	
							Central: 0 (0 Nutrition; 0 Education; 0 Agriculture, 0 WASH & 0 Land Administration)			Central: 0 (0 Nutrition; 0 Education; 0 Agriculture, 0 WASH & 0 Land Administration)	
							Central: 0%			Central: 0%	
<b>CROSS-CUTTING</b>											

#	Type	Indicator	Output vs Outcome Type	Disaggregation	Data Source	FY 22 Target	FY22 Actual	FY 22 % Achievement	LOP Target	Cumulative Actual	% Cumulative Achievement
I.1	USAID PPR Indicator	Number of individuals receiving civic education through USG-assisted programs (DR 3.2-5)	Output	Sex, geographic location, marginalized status	Sign-in sheets; activity reports	152,300	Overall: 345 (106 F; 239 M; 80 Youths & 4 PWD)	0.2% (345/152,300)	1,371,100	Overall: 345 (106 F; 239 M; 80 Youths & 4 PWD)	0.2% (345/152,300)
							Overall: 174 (54 F; 120 M; 48 Youths & 0 PWD)-Muchinga			Overall: 174 (54 F; 120 M; 48 Youths & 0 PWD)-Muchinga	
							Overall: 171 (52 F; 119 M; 32 Youths & 4 PWD)-Central			Overall: 171 (52 F; 119 M; 32 Youths & 4 PWD)-Central	
I.2	USAID PPR Indicator	Number of government officials receiving USG-supported anti-corruption training (DR 2.4-1)	Output	Sex, marginalized status, geographic location	Sign-in sheets; activity reports	900	Overall: 0 (0 F; 0 M; 0 Youths & 0 PWD)	0%	1,500	Overall: 0 (0 F; 0 M; 0 Youths & 0 PWD)	0%
							Muchinga: 0 (0 F; 0 M; 0 Youths & 0 PWD)			Muchinga: 0 (0 F; 0 M; 0 Youths & 0 PWD)	
							Central 0 (0 F; 0 M; 0 Youths & 0 PWD)			Central 0 (0 F; 0 M; 0 Youths & 0 PWD)	
I.3	USAID PPR Indicator	Number of persons trained with USG assistance to advance outcomes consistent with gender equality or	Output	Sex, marginalized status, geographic location	Sign-in sheets; activity reports	40	Overall: 0 (0 F; 0 M; 0 Youths & 0 PWD)	0%	60	Overall: 0 (0 F; 0 M; 0 Youths & 0 PWD)	0%
							Muchinga: 0 (0 F; 0 M; 0 Youths & 0 PWD)			Muchinga: 0 (0 F; 0 M; 0 Youths & 0 PWD)	
							Central 0 (0 F; 0 M; 0 Youths & 0 PWD)			Central 0 (0 F; 0 M; 0 Youths & 0 PWD)	

#	Type	Indicator	Output vs Outcome Type	Disaggregation	Data Source	FY 22 Target	FY22 Actual	FY 22 % Achievement	LOP Target	Cumulative Actual	% Cumulative Achievement
		female empowerment through their roles in public or private sector institutions or organizations (GNDR-8)					Muchinga: 0%; Chibombo: 0; Chisamba: 0; Chitambo: 0%. Itezhi-tezhi: 0; Kabwe: 0; Kapiri Mposhi: 0%; Mkushi: 0%; Mumbwa: 0%; Serenje: 0% & Shibuyunji: 0%			Muchinga: 0%; Chibombo: 0; Chisamba: 0; Chitambo: 0%. Itezhi-tezhi: 0; Kabwe: 0; Kapiri Mposhi: 0%; Mkushi: 0%; Mumbwa: 0%; Serenje: 0% & Shibuyunji: 0%	
							Central: 0%; Chama: 0%; Chinsali: 0%; Isoka: 0%; Kanchibiya: 0%; Mafinga: 0%; Mpika: 0%; Nakonde: 0% & Shiwamg'andu: 0%			Central: 0%; Chama: 0%; Chinsali: 0%; Isoka: 0%; Kanchibiya: 0%; Mafinga: 0%; Mpika: 0%; Nakonde: 0% & Shiwamg'andu: 0%	
5	USAID PPR Indicator	Number of USG-supported activities designed to promote or strengthen the civic participation of women-DR.4-I	Output	None	GESI Activity Report	60	0	0	207	0	0

# ANNEX I: LOCAL IMPACT LAUNCH REPORT

## I. INTRODUCTION

### *1.1 Overview of Local Impact*

Local Impact is a five-year USAID-funded project that supports the GRZ's decentralization agenda by strengthening local governance and service delivery and by supporting transparency and responsiveness to citizen needs.

The project works in 10 districts in Central Province; Chibombo, Chisamba, Chitambo, Itezhi-Tezhi, Kabwe, Kapiri-Mposhi, Mkushi, Mumbwa, Serenje and Shibuyunji) and eight districts in Muchinga Province; Chama, Chinsali, Isoka, Kanchibiya, Mafinga, Mpika, Nakonde and Shiwang'andu. A third province will be determined next year.

Local Impact is implemented by DAI Global and is partnering with national and sub-national authorities along with local businesses and CSOs to achieve the overall goal of helping Zambia strengthen local governance for improved service delivery. This goal will be achieved by stimulating citizen engagement, expanding the capacities of local authorities, and capturing knowledge through learning and sustainability.

The project has three objectives,

1. Citizens improve their collective skills to effectively assess service-delivery needs and performance and constructively engage with government;
2. The sub-national governance system becomes more responsive to citizen needs, generates, and accountably expends revenue, and improves service-delivery outcomes; and
3. The program generates learning and facilitates problem solving that supports the development of an effective, financially viable sub-national governance system for devolved services, capable of being scaled up throughout Zambia.

At its completion, Local Impact will achieve the following high-level expected results,

- 3 provinces supported, with a platform for national scale;
- 27 districts improve service quality, speed, and responsiveness;
- Champions for Change methodology galvanizes 990 civil society leaders and networks;
- 20% increase in OSR in partner districts;
- 30% increase in LGPA scores;
- 25% increase in service delivery citizen satisfaction in focus sectors; and
- 10 local service delivery innovations scaled to new districts or provinces.

## ***1.2 Background of Project Launch***

The Local Impact Communication and Outreach Strategy provides the framework for delivering targeted project communication to key stakeholders throughout the implementation period. The Strategy supports the achievement of project goals and objectives through stakeholder awareness, engagement and capacity building as well as providing the information needed for USAID project monitoring and reporting.

The Local Impact launch event was an opportunity to inform stakeholders about the project. The launch was undertaken in line with the branding and marking guidelines as stipulated in ADS Chapter 320, USAID's Graphics Standard Manual, and the Local Impact approved branding and marking plan. The launch was initially planned to take place in Chinsali and Kabwe, but due to conflicting priorities with the GRZ calendar, one launch was held in Chinsali.

The objectives of the launch were:

- Formally announce the commencement of Local Impact activities;
- Seek stakeholder buy-in and support for Local Impact activities;
- Promote local ownership of Local Impact activities; and
- Demonstrate USAID support for decentralization and service delivery in Zambia, in accordance with its branding and marking policy.

## **2. LAUNCH ACTIVITIES**

### ***2.1 Courtesy call by Minister of Local Government and Rural Development***

Prior to the launch, a series of preparatory meetings were held, including a courtesy call on the Provincial Minister by the visiting Minister of Local Government and Rural Development and MP, Gary Nkombo. There were also other stakeholder meetings with the PLGOs, the Council of Chiefs representative, Chief Mpepo of Kanchibiya District, the Town Clerk, Zambia News and Information Services, Ministry of Infrastructure, and the Council of Public Relations Manager, among others. The meetings provided an overview of the project and the issues the project seeks to address. A drama group provided preliminary music and entertainment before the launch.

### ***2.2 National Anthem and Prayer***

The launch was opened with a word of prayer and the national anthem.

### ***2.3 Welcoming Remarks by the Chinsali Mayor, Lucy Mukuka***

Mayor Mukuka was introduced by the PLGO to deliver welcoming remarks. The Mayor welcomed all attendees and expressed her delight at being accorded an opportunity to witness and host the launch of Local Impact. She thanked the GRZ for its commitment to actualize decentralization through devolution.



*Chinsali Municipal Council Mayor Lucy Mukuka delivering welcome remarks, picture by launch photographer*

Ms. Mukuka emphasized that the transfer of functions with matching resources to the local level will enhance service delivery and accelerate social economic transformation in rural communities such as Chinsali. The Mayor share her wish that the project will be

successfully implemented, and the decentralization policy actualized to guarantee the betterment of her district and the country at large. She pledged to work with the Local Impact team to ensure their success in the district.

#### **2.4 Remarks by Local Impact Chief of Party, Paul Kaiser**

The COP began by acknowledging the presence of all invited guests and reiterated that their presence demonstrated commitment to deepening decentralization and strengthening the delivery of essential services in communities across the country. Before introducing the USAID Mission Director, he shared a brief overview of the project and some of the areas where the project could support the GRZ's efforts to bring government closer to the people. He pointed out that the project's approach is to provide technical assistance that supports the local and national partners to develop practical tools, strengthen existing systems and processes, and build the capacity of local stakeholders to move decentralization forward.



*Local Impact Chief of Party Dr Paul Kaiser gives remarks, picture by launch photographer*

He emphasized that this will be achieved by supporting key decentralization stakeholders including local authorities, CSOs and the private sector in partner districts. The COP pledged to work with GRZ, CSOs and the private sector to realize meaningful gains from the DIP, once approved by the government.

## 2.5 Remarks by USAID Mission Director, Sheryl Stumbras

On behalf of the United States Mission to Zambia, Ms. Stumbras conveyed that she was very happy to join the Local Impact launch. She stated her belief that the strategic partnership between the United States and the GRZ will support the GRZ to build up sub-national systems of governance for more citizen-responsive service delivery. She thanked the partners and



*USAID Mission Director, Sheryl Stumbras, delivering her speech during the launch, picture by launch photographer*

collaborators for helping design and implement this innovative project that promotes an inclusive approach to development where local communities, together with the government and the private sector, can jointly identify their development priorities and contribute in developing strategies to address them.

The Mission Director highlighted how the project mandate was in line with President Hakainde Hichilema's inaugural address to Parliament where he emphasized the importance of a decentralized system of governance, improved service delivery and building capacities of local authorities to deliver development with matching resources. It is also consistent with USAID Zambia's Country Development Cooperation Strategy (2019-2024) which highlights accountable and citizen-responsive governance as the most important prerequisite for

advancing sustainable development. She indicated that the United States recognizes the important role local authorities play in delivering public services, mobilizing communities, and contributing to the attainment of sustainable development.

Among the numerous challenges preventing local authorities from effectively delivering on their mandate include limited autonomy to prioritize and finance development projects at the local level and inadequate resources to deliver quality services. Against this backdrop, the United States' government invested USD \$19 million to support the implementation of Local Impact in 27 districts in Central and Muchinga Provinces and a third province (yet to be determined) over a five-year period. Ms. Stumbras expressed confidence that through Local Impact, this support will strengthen the capacities of local authorities to deliver services in an inclusive, transparent, and sustainable manner while increasing the agency of local communities to demand greater accountability in the delivery of quality public services.

## **2.6 Remarks by Acting Secretary to Cabinet Katongo Chifwepa**

Before inviting the keynote speaker, Ms. Chifwepa gave remarks on behalf of Cabinet Office. She indicated how Cabinet Office, as a coordinating arm of government programs, was delighted to be part of the launch. Given Cabinet Office's early collaboration with Local Impact, Chifwepa was satisfied to see the launch and anticipates future project results.

Chifwepa expressed that Cabinet Office was cognizant of Local Impact's goal to advance the decentralization agenda through support to sub-national governance system's responsiveness to citizens and the private sector. She reiterated Cabinet Office's pride in the project and pledged a strengthened partnership with Local Impact to secure project success.



*Katongo Mulenga Chifwepa, Permanent Secretary, Management Development Division, Cabinet Office, delivering her speech on behalf of Acting Secretary to the Cabinet, picture by launch photographer*

## **2.7 Keynote Address by Gary Nkombo, MP, Minister of Local Government and Rural Development**



*Gary Nkombo, Minister of Local Government and Rural Development delivering remarks at the launch*

In his keynote address, Minister Nkombo stressed the significance of Local Impact to GRZ and the people of Zambia to strengthen and enhance the capacity of 18 local authorities in order to provide the services to the people in their localities. He thanked USAID for the gesture and partnership.

Mr. Nkombo noted how Local Impact is aligned with the new dawn government's vision of achieving a fully decentralized and democratically elected system of governance. He shared that despite remarkable progress towards decentralization, GRZ faces challenges such as negative perceptions of local government delivery capacity, inadequate financing, and limited capacity to implement the policy, among other issues. He expressed optimism that in partnering with national and subnational authorities along with local businesses, Local Impact will help Zambia strengthen local governance for improved service delivery. He felt positivity that Local Impact would address many of decentralization challenges that the country faces.

In his conclusion, the Minister directed all local authorities to take advantage of support from Local Impact and work closely with the project in helping government actualize its decentralization agenda and improve service delivery. Subsequently, Mr. Nkombo declared the



USAID Local Impact Governance Project officially launched and thanked everyone for their support.

### **2.8 Handover of COVID-19 Prevention Supplies and IT Equipment**

The Local Impact DCOP provided COVID-19 prevention supplies to Minister Nkombo for the following eight selected local authorities; Chitambo, Itezhi-Tezhi, Shibuyunji, Mkushi, Kanchibiya, Mafinga, Nakonde, and Shiwang'andu. These supplies included hand sanitizer, disinfectant, hand wash, face masks, aprons, and bar soap will enable local authorities to safely engage the communities they serve, while modelling COVID-19 prevention best practices. The value of these materials is US \$34,000, provided through an in-kind grant to LGAZ.

### **2.9 Vote of thanks by Nakonde Town Council Secretary, Joseph Katemwa**

Mr. Katemwa expressed gratitude to USAID for the financial support made available to Local Impact, which he believes will bring development closer to people in communities where project activities are being implemented. He noted the numerous challenges previous governments faced in their quest to implement decentralization but was glad that the new dawn government has made it a priority. He echoed Minister Nkombo's words that it will not be business as usual as central government supports local authorities so that the benefits of decentralization can be realized.

The Council Secretary from Nakonde pledged to work with Local Impact through local structures to ensure that the intended objectives are met in a timely way for the benefit of Zambian communities.



*From Left: Provincial Local Government Officer, Chinsali Mayor, Local Government and Rural Development Minister, US Mission Director, and Local Impact Deputy Chief of Party, picture by launch photographer*

### **2.10 Meeting with Central and Muchinga Province Mayors and Council Chairpersons**

Local Impact facilitated a meeting between Minister Nkombo and council chairpersons and secretaries after the launch. The meeting provided an avenue for the mayors, council chairpersons and council secretaries to seek policy direction from Mr. Nkombo on the immediate priorities of the new dawn government which include increased CDF grants and need for revision of associated CDF guidelines, issues to do with LGEF, waiving of the 20 percent capital grant and channel it to operations in view of the increase in CDF as well as issues to do with fiscal decentralization.

In response, Mr. Nkombo highlighted that the removal of party cadres from bus stops and markets as an early milestone of the new dawn government. He was confident that the revenues now being collected by councils would improve service delivery. Council secretaries were directed to report cadres continuing this practice so that he could intervene.

It was discussed that the party and its government would operate separately. Chairpersons and council secretaries were requested to work with government to make this policy a reality. The Minister emphasized the need for council secretaries and chairpersons to observe their roles and not interfere with each other's roles as this causes conflict between town clerks, council secretaries and elected officials, particularly in the allocation of CDF funds.

Mr. Nkombo commented that current CDF guidelines address how the funds are allocated and activities and projects funded. If civic leaders felt that there were shortfalls in the Act, he urged them to propose amendments to MLGRD. Currently, the only change is the volume of the CDF fund. CDF was established to allow MPs to assist their constituencies where central government may have omitted funding for critical activities.

He emphasized the new government's position on procurements known as the '3 Rs:' right price, right quality and delivery at the right time. Most activities will be done through the WDCs to ensure inclusivity of all levels of government in the allocation of CDF.

The CDF Act needed to be amended due to implementation challenges, and councils should propose amendments. The CDF will be slightly enhanced to remove interference from MPs in its implementation.

The mayors and council chairpersons sought clarity on whether the LGEF should be increased to include more capital projects. Mr. Nkombo encouraged council chairpersons to be part of a CDF Committee so that they have a say in CDF expenditures. The proposal was that 10 percent of CDF should be allocated to women and youth. Participants agreed that the CDF Act should be amended to ensure that 20 percent of the LGEF be channeled to operations, as the CDF could cater for capital projects covered under this allocation. The Minister called for the realignment of council functions. Indicating that he supported a change that would enable councils to collect toll gate fees to increase their own source revenues.

### ***2.11 Meeting with Female Civic Leaders***

A plenary session was held with women civic leaders to hear their views on barriers to women's participation and leadership in local government. Reasons given for the low number of women in decision making positions included lack of education, low self-esteem, and inadequate engagement platforms for women and vulnerable groups.

The women civic leaders recommended actions such as the introduction of policies requiring a certain number of women in leadership positions and for government to set aside specific roles for women and youth, including the disabled, in politics. Enhanced adult education provision for women to return to school and the provision of free education were recommended as a possible solution to addressing some of the challenges of gender and social inclusion.

### 3. CONCLUSION

The launch marked the official start of Local Impact's programming. This milestone marked the beginning of the implementation of project activities in Muchinga and Central Provinces, with information about the project being disseminated to the participants present.

Minister Nkombo and other key local government speakers highlighted that the transfer of functions with matching resources to the local level will enhance service delivery and accelerate social and economic transformation in rural communities. It was Mr. Nkombo's wish that the project be successfully implemented, and the decentralization policy actualized. He and other key speakers pledged to work with Local Impact to ensure the success of the project and expressed optimism that the project would address some of the challenges facing the decentralization process.



*Women civic leaders from Muchinga and Central Provinces have a discussion with USAID Mission Director Sheryl Stumbras and Minister of Local Government and Rural Development Gary Nkombo, picture by launch photographer*

The launch was an opportunity for community members in Muchinga, government officials, local authorities, and stakeholders from CSOs to appreciate the project's scope, goals, and objectives. It provided an opportunity for media houses to gain understanding of what the project will achieve.

### 4. SPEECHES

#### ***4.1 Welcoming Remarks by Chinsali Mayor, Lucy Mukuka***

Acting Secretary to the Cabinet, Honorable Minister Of Local Government and Rural Development, Provincial Minister Muchinga Province, Director for the United States Agency For International Development Zambia, Permanent Secretary Muchinga Province, Provincial Local Government Officer Muchinga Province, Council Chairpersons present, Town Clerk and Council Secretaries present, Councilors present, all heads of government departments present, members of the press, distinguished invited guests, and ladies and gentlemen,

Allow me to officially welcome all of you to Chinsali District the provincial capital of Muchinga Province.

I am delighted to stand before you during this important event where we will witness the launch of the USAID supported Local Impact project whose program is focused on strengthening local governance and service delivery in selected towns of Muchinga and Central Provinces. We are excited and honored that Chinsali is among the participating towns. We are also greatly honored that we are hosts to the launch.

Guest of honor sir, allow me to take this rare opportunity to thank the government of his excellence President of the Republic of Zambia Mr. Hakainde Hichilema for its commitment to actualize decentralization through devolution. The transfer of functions with matching resources to the local level will no doubt enhance service delivery and accelerate social economic transformation in rural communities such as Chinsali.

Distinguished ladies and gentlemen, it is my wish as mayor of Chinsali and that of its residents, to see the successful implementation of the Local Impact project and subsequently the decentralization policy which will surely guarantee the betterment of our district and the country at large.

In conclusion, on behalf of Chinsali municipal council management and staff and indeed on my own behalf, we pledge to work with the USAID Local Impact team to ensure success of the project in our district. Thank you.

#### **4.2 Remarks by Local Impact Chief of Party, Paul Kaiser**

Honorable Minister of Local Government and Rural Development, Mr. Gary Nkombo, Mayor of Chinsali Municipal Council, Ms. Lucy Mukuka, Permanent Secretary, Management Development Division, Ms. Katongo Chifwepa, Permanent Secretary for Muchinga, Captain Davison Mulenga, Acting Permanent Secretary Ministry of Local Government and Rural Development Mr. Kasonde Mwila, Acting Permanent Secretary Ministry of Local Government and Rural Development Central Province Mr. Alfred Sakwiya, His Royal Highness, Chief Mpempe, mayors and council chairpersons from Central and Muchinga Provinces, distinguished representatives from the Government of the Republic of Zambia, the USAID Mission Director Ms. Cheryl Stumbras, the USAID Democracy Rights and Governance Director Ms. Nina Bowen, DAI Global's Representative from our home office, Ms. Lusine Sarkisyan, representatives from civil society, cooperating partners, and the private sector, media representatives, and esteemed guests, ladies and gentlemen,

Welcome to the official launch of Local Impact Governance project. I am excited that you took time from your busy schedules to attend this event. Your presence here demonstrates your commitment to deepening decentralization and strengthening the delivery of essential services in communities across the country.

Before introducing our next speaker, I would like to share a bit more about the Local Impact Governance Project and suggest some areas where this project can support the government's efforts to bring government closer to the people.

Local Impact is a five-year USAID-funded project that focuses on strengthening local governance and service delivery, building local authority capacities, and enhancing citizen participation in local decision making.

The project is being implemented by DAI Global, and is partnering with national and sub-national authorities, along with local businesses and civil society organizations, to achieve the overall goal of helping Zambia strengthen local governance for improved service delivery.

Our approach is to provide targeted technical assistance that supports the local and national partners to develop practical tools, strengthen existing systems and processes, and build the capacity of local stakeholders to move decentralization forward.

We are focusing on support for key decentralization stakeholders, including local authorities, civil society organizations and the private sector in partner districts.

Honorable Minister, we welcome the new administration's strong commitment to decentralization and improved service delivery, and we look forward supporting these important goals, modestly, but hopefully in meaningful and sustainable ways.

We recognize that the Decentralization Implementation Plan, once approved, offers a roadmap for us to work together to strengthen local authorities, empower local communities, and have a positive, "local impact" on communities where we are working. We look forward to working with you and your colleagues in government, civil society and the private sector in the months and years ahead.

I would now like to introduce our next speaker, the USAID Mission Director Ms. Cheryl Stumbras. I would like to thank the Mission Director and her team for the opportunity to support the government's decentralization agenda here in Zambia, and for USAID's generous support and guidance since we began our work in this beautiful country. Thank you.

#### **4.3 Remarks by USAID Mission Director, Sheryl Stumbras**

Minister of Local Government and Rural Development Honorable Garry Nkombo, Acting Secretary to the Cabinet, Mr. Patrick Kangwa, Hon. Provincial Minister for Muchinga Province, Mr. Henry Sikazwe, Your Worship, the Mayor of Chinsali Municipal Council, Ms. Lucy Mukuka, Mayors and Council Chairpersons from Central and Muchinga Provinces, distinguished representatives from the Government of the Republic of Zambia, DAI Global representative, Lusine Sarkisyan, Local Impact Governance Chief of Party, Paul Kaiser, friends, partners, and representatives from civil society, cooperating partners, and the private sector, media representatives, esteemed guests, ladies and gentlemen, good morning.

On behalf of the United States Mission to Zambia, it is my great pleasure and honor to join you this morning for the launch of the USAID Local Impact Governance Project. This strategic partnership between the U.S. Government and the Republic of Zambia will support the Government of Zambia to build up sub-national systems of governance for more citizen-responsive service delivery.

Designed to work at national, provincial and district levels, Local Impact represents an investment by the United States government to support democratization and improved governance in Zambia. This highly relevant and timely project is implemented in coordination with the Ministry of Local Government and Rural Development, the Decentralization Secretariat, the Ministry of Finance and National Planning, Local Government Service Commission, and the Local Government Association of Zambia.

Allow me to take this opportunity to sincerely thank our partners and collaborators for helping design and implement this innovative project that promotes an inclusive approach to development where local communities, together with the government and the private sector, can jointly identify their development priorities and contribute in developing strategies to address them.

This is in line with President Hakainde Hichilema's inaugural address to Parliament where he emphasized the importance of a decentralized system of governance, improved service delivery and building capacities of local authorities to deliver development with matching resources. It is also consistent with USAID/Zambia's Country Development Cooperation Strategy (2019-2024) which highlights accountable and citizen-responsive governance as the most important prerequisite for advancing sustainable development.

The United States recognizes the important role local authorities play in delivering public services, mobilizing communities and contributing to the attainment of sustainable development. At the same time, we acknowledge the numerous challenges preventing local authorities from effectively delivering on their mandate including limited autonomy to prioritize and finance development projects at the local level and inadequate resources to deliver quality services.

It is against this background that on behalf of the American people, the United States will invest \$19 million to support the implementation of Local Impact in 27 districts spread across Central and Muchinga Provinces and a third province (yet to be determined) over a five-year period.

Local Impact will enable citizens, government, and the private sector to jointly identify local priorities, plan and implement projects, and ensure full community participation that contribute to achieving and sustaining key development outcomes.

Specifically, the project will help:

1. Center citizen and private-sector feedback in government planning, budgeting, and performance monitoring of service delivery, including health, education, nutrition, water, and rural enterprise development.
2. Strengthen development outcomes through joint problem-solving by local authorities and line ministries, aligned with national priorities.
3. Boost own-source revenue and fiscal management of local authorities to more effectively deliver on current functions and build a foundation for devolved services.
4. Spread the adoption of good practices and lessons learned to sub-national governments outside of the geographical focal area of implementation.

Local Impact is an ambitious initiative and we are confident that our support will strengthen the capacities of local authorities to deliver services in an inclusive, transparent and sustainable manner while increasing the agency of local communities to demand for greater accountability in the delivery of quality public services.

We wish you all the best today and, in your work, moving forward. Thank you.

#### ***4.4 Remarks by Acting Secretary to Cabinet Katongo Chifwepa***

Guests of honor, Minister of Local Government and Rural Development, Hon. Gary Nkombo, MP, Provincial Minister, Hon. Leonard Mbao, Mission Director USAID, His Royal Highness the Chairperson for the Provincial Chief's Council, Acting Permanent Secretary, Muchinga Province, her worship the Mayor Chinsali, Acting District Commissioner Chinsali, senior government officials, USAID members of staff, members of the press, ladies and gentlemen, good morning.

I bring you warm greetings from the Deputy Secretary to the Cabinet Dr. Oliver Kalabo who was looking forward to be part of this important ceremony but due to other pressing national duties he has not been able to make it.

Guest of honor, ladies and gentlemen, my task today is very simple, which is to call upon the Minister of Local Government and Rural Development, Gary Nkombo, MP to deliver his keynote address on the occasion to mark the launch of the USAID Local Impact Governance project in Muchinga and Central Provinces.

Ladies and gentlemen, before I do that, allow me to make a few remarks. Cabinet office, being a coordinating arm of government programs is delighted to be part of this historic ceremony where we are witnessing the launch of this important governance project. We are further delighted to see that the project we have participated in from initiation is now being launched and soon will start bearing fruit.

Guest of honor, Cabinet office takes cognizance of the focus of the project to advance the decentralization agenda through support to sub national governance system's responsiveness to citizens and the private sector. As coordinators of the implementation of the national decentralization policy, we take great pride in this project and look forward to a strengthened partnership with the USAID Local Impact Governance project office to secure project success not only in the two provinces but throughout Zambia.

With these few remarks, it is now my singular honor and privilege to call upon the honorable Minister of Local Government and Rural Development to deliver his keynote address. I thank you.

#### ***4.5 Keynote Address by Gary Nkombo MP, Minister of Local Government and Rural Development***

Provincial Minister, Mission Director USAID, His Royal Highness Chief Chipepo, Permanent Secretary Management Development Division, Permanent Secretary Muchinga Province, her worship the Mayor, directors from the Ministry of Local Government and Rural Development, other directors and heads of departments present, Acting District Commissioner, other senior government officials present, USAID members of staff, ladies and gentlemen, good morning.

I am delighted to be here in Chinsali today to officiate on this occasion, the launch of the USAID Local Impact Governance project. This project being launched today is of great significance to the government and the people of Zambia as it will strengthen and enhance the capacity of the 10 beneficiary local authorities to provide the services to the people in their localities.

Let me hasten to thank our project partners the United States Agency for International Development (USAID), for this noble gesture and partnership.

The government of Zambia is very grateful for the support that the United States government, through the United States Agency for International Development is offering to Zambia to strengthen broad-based development, promote good governance, human rights, and media freedom, and improve overall quality of life for all Zambians. The additional funds will boost the Zambian government's decentralization initiatives and local governance, support independent and new media, freedom of expression and the protection of human rights, and support tax policy and tax administration reforms.

Ladies and gentlemen, the launch of this project has come at a time when the new dawn government under the leadership of the President Hakainde Hichilema has placed emphasis on the critical role of local government in the governance and social economic development of our country. The government is clearly committed to the decentralization process knowing full well the importance of local governance.

The vision of the new dawn of government is to achieve a fully decentralized and democratically elected system of governance characterized by open, predictable, and transparent policy making processes, with effective community participation in decision-making, development and administration of local affairs, while maintaining sufficient linkages between the national and subnational levels.

Ladies and gentlemen, you may recall that in 2013, the government launched the revised national decentralization policy, whose objective is to empower the citizenry to exercise control over its local affairs and foster meaningful development. This is to be realized through the transfer of authority, functions and responsibilities, with matching resources to lower levels including province, district and sub-district levels. The implementation of the policy is, among other things, expected to strengthen development structures at provincial, district and sub-districts levels.

Decentralization is embedded in the constitution of Zambia (amendment) act no. 2 of 2016. Therefore, government is determined to actualize the implementation of the decentralization program.

In order to accelerate quality service delivery to communities, the new dawn government has committed to support and accelerate the process of decentralization through implementation of sector devolution, organization structures, public sensitization and civic education, legal reforms, capacity development, and local development planning.

Government is further strengthening its fiscal decentralization to ensure a balance between mandates and resources at all levels to avoid the incidents of unfunded mandates especially at the local level.

To demonstrate President Hichilema's political will, as a starting point, and in a bid to bring resources closer to the people at local level, the new dawn government has increased Constituency Development Funds (CDF) from ZMW 1.6m to ZMW 25.7m as announced in the recent budget by finance minister, Honorable, Situmbeko Musokotwane.

This will, to a large extent enable communities to focus on priorities which affect their day to day lives and accelerate the development process. Not only will my ministry take all necessary measures to ensure the speedy implementation of decentralization, but it will also take caution to ensure the sustainable implementation of the reforms.

Many have raised concerns on the capacities of the local authorities to manage the increased CDF while ensuring high levels of accountability. I want to take this opportunity to assure the nation that capacities will be built within the local authorities with insufficient capacities to manage the increased resources and responsibilities.

We expect all those responsible for the management of these resources to ensure that these funds are used for their intended purposes and in accordance with the CDF Act and guidelines. We will also ensure that the views of the citizens and community priorities are respected. No misuse of resources will be tolerated. Anyone found wanting, will have to face the law.



Ladies and gentlemen, government is cognizant that despite the remarkable progress towards the implementation of decentralization, we still have challenges such as general negative perceptions of local government delivery capacity, inadequate financing and inadequate capacity building, to implement the policy, among other issues.

The Local Impact project in partnering with national and subnational authorities, along with local businesses will help Zambia strengthen local governance for improved service delivery. The project will address the some of the above-mentioned challenges facing the decentralization process through the stimulation of citizen engagement, expanding the capacities local authorities, and capturing knowledge through learning and sustainability.

Ladies and gentlemen, as I conclude, I want to take this opportunity to reiterate my government's sincere appreciation and gratitude to the USAID and other stakeholders for their generosity in providing funding for the project.

We are most grateful for the support that has enabled us to complement existing government resources as well as to ensuring the successful implementation of this reform process, providing us with the opportunity to test out new ideas.

I, therefore, direct all local authorities to take advantage of the support from Local Impact Governance project and work closely with the project in helping government actualize its decentralization agenda and improved service delivery to the people.

Let me assure our cooperating partners and all potential partners, that my ministry and the local authorities stand ready and committed to ensure successful implementation of this project.

With these remarks, it is now my singular honor and privilege to declare the USAID Local Impact Governance project officially launched.

Thank you and God bless you all.

## 5. ATTENDANCE LIST

<b>Attendance</b>		
A total of 193 participants disaggregated as follows attended the project launch.		
<b>56</b>	<b>42</b>	<b>95</b>
<b>National Level</b>	<b>Muchinga Province</b>	<b>Muchinga District</b>
<ul style="list-style-type: none"> <li>● Cabinet Office</li> <li>● Acting Secretary to Cabinet (1)</li> <li>● MLG: Guest of Honor, PS, Dir of Planning (3)</li> <li>● Ministry of Finance: PPP Unit (1), IFA unit (1)</li> <li>● Decentralization Secretariat: Dir, POC (2)</li> <li>● Chalimbana Local Government Training Institute (1)</li> <li>● Local Government Association of Zambia (1)</li> <li>● Local Government Service Commission (1)</li> <li>● GIZ D4D (1)</li> <li>● Local Impact: HO representative (1), Local Impact staff (34) - includes drivers</li> <li>● Hired Drivers (6)</li> <li>● USAID: MD, DRG Dir, COR, Activity Mgr (4)</li> </ul>	<ul style="list-style-type: none"> <li>● Muchinga Province Minister (1)</li> <li>● Muchinga Province PS (1)</li> <li>● Muchinga Province Deputy PS (1)</li> <li>● Muchinga DC (1)</li> <li>● Muchinga PLGO (1)</li> <li>● Chinsali Mayor (1)</li> <li>● Nakonde Mayor (1)</li> <li>● Chinsali Municipal Town Clerk (1)</li> <li>● Chairpersons of Chiefs Council (1)</li> <li>● Community Representation (1)</li> <li>● Deconcentrated Line Ministry Representation (7)</li> <li>● CSO/FBO Representation (12)</li> <li>● Business Community Representation (1)</li> <li>● Media Representation (4)</li> </ul>	<ul style="list-style-type: none"> <li>● Council Secretaries (8)</li> <li>● Council Chairpersons (8)</li> <li>● ADCs (7)</li> <li>● Women Civic Leaders (12)</li> <li>● Community members &amp; local business owners (60)</li> </ul>
	<p><b>Central Province</b></p> <ul style="list-style-type: none"> <li>● PS (1)</li> <li>● PLGO (1)</li> <li>● Mayor (1)</li> <li>● Town Clerk (1)</li> <li>● Drivers (4)</li> </ul>	

## 6. PHOTO GALLERY



*Preparation of the venue before the launch, picture by launch photographer*



*Chinsali fire brigade on standby during the launch, picture by launch photographer*



*Cultural dancers preparing to entertain guests during for the launch, picture by launch photographer*



*From Right: Local Impact Chief of Party, Chinsali Mayor, and Munchinga Provincial Permanent Secretary, receiving Local Government and Rural Development Minister at Chinsali Airstrip, picture by launch photographer*



*From Left: Munchinga Provincial Permanent Secretary, Chinsali Mayor, and Local Government and Rural Development Minister paying curtesy call to Chief Mpepo of Kanchibiya district, picture by launch photographer*



*From Left: DAI Global representative, USAID Mission Director, Local Government and Rural Development Minister, USAID Democracy, Human Rights, and Governance Director, and Permanent Secretary Cabinet Office, in a holding room before the launch, picture by launch photographer*



*Directors of Ceremony leading the prayer and national anthem during the launch, picture by launch photographer*



*Delegates during the launch, picture by launch photographer*



*From Left: Local Impact Deputy Chief of Party, Local Impact Human Recourse Manager, USAID Democracy, Human Rights, and Governance Director, Local Impact Communications Coordinator, and DAI Global representative, picture by launch photographer*



*From Left: Provincial Local Government Officer, Chinsali Mayor, Local Government and Rural Development Minister, receiving COVID-19 materials from Local Impact Deputy Chief of Party (far right) while US Mission Director (second right) looks on, picture by launch photographer*



*From Left: USAID Contracting Officer Representative, USAID Deputy Democracy, Human Rights, and Governance Director, and USAID Democratic Governance Specialist, picture by launch photographer*



*Cultural dance group performing during the launch, picture by launch photographer*

## ANNEX 2. FINANCIAL PROGRESS REPORT

Contract No.: 72061121C00002

Activity Name: USAID Local Impact Governance

Activity Start Date: November 02, 2020

Activity End Date: November 01, 2025

Reporting Period: October 1, 2021 - December 31, 2021

[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]			[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
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# ANNEX 3. POLITICAL ECONOMY ANALYSIS OF DECENTRALIZATION IN ZAMBIA - UPDATE #2

## INTRODUCTION AND OVERVIEW

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<sup>1</sup> Africa Confidential, October 7, 2021, High Expectations of HH, *Africa Confidential* Vol 62 No 20 Retrieved from [https://www.africa-confidential.com/article-preview/id/13599/High\\_expectations\\_of\\_HH](https://www.africa-confidential.com/article-preview/id/13599/High_expectations_of_HH)

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<sup>2</sup> Marja Hinfelaar, Danielle Resnick and Sishuwa Sishuwa. (2020) Cities and dominance: Urban strategies for political settlement maintenance and change – Zambia case study

<sup>3</sup> Shishuwa, S. Retrieved from <https://africanarguments.org/2021/12/the-good-the-bad-and-the-alarming-hichilemas-first-100-days-in-zambia>

<sup>4</sup> Marja Hinfelaar and Neo Simutanyi. (2018) Understanding Zambia’s Black Box pp. 2

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<sup>5</sup> Shishuwa, S. Retrieved from <https://africanarguments.org/2021/12/the-good-the-bad-and-the-alarming-hichilemas-first-100-days-in-zambia>

<sup>6</sup> Kalima Nkonde Retrieved from <https://www.lusakatimes.com/2021/11/30/the-100-days-of-president-hh-administration-successes-and-failures-an-independent-analysis/>

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<sup>7</sup> See official ECZ results Retrieved from <https://zambiaelections2021.org.zm/>

<sup>8</sup> Banda, T et al., Democracy and electoral politics in Zambia, Leiden ; Boston : Brill, 2020

<sup>9</sup> Shishuwa, S. Retrieved from <https://africanarguments.org/2021/12/the-good-the-bad-and-the-alarming-hichilemas-first-100-days-in-zambia>

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<sup>10</sup> WFD and SAIPAR. (2021). Zambia Electoral Analysis Project (ZEAP) Briefing paper series Briefing Paper 6: Party Cadres, the Politicisation of Local Government and Zambia's 2021 Elections

<sup>11</sup> ditto pp. 6

<sup>12</sup> See <https://zambianobserver.com/video-upnd-cadres-assault-a-civil-servant-in-kasama/>

<sup>13</sup> Daily Nation Editorial, Unending Menace, The Nation Newspaper, January 20, 2022, p.1.

<sup>14</sup> Beardsworth, Nicole et al., Study on Political Cadres and Financial Sustainability of Local Authorities [Unpublished].

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<sup>15</sup> UPND Manifesto pp.16

<sup>16</sup> HH Facebook page Retrieved from <https://www.facebook.com/hakainde.hichilema>

<sup>17</sup> Gary Nkombo is the Chair of Elections in UPND and is widely considered as a member of HH's inner circle.

<sup>18</sup> ditto

<sup>19</sup> President Hichilema's address to Parliament pp. 48

<sup>20</sup> Local Impact PEA pp. 33-34

<sup>21</sup> PF Manifesto 2021-2026, pp.2

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<sup>22</sup> Casey, K., Felipe Rodriguez, A., Sacchetto, C. and Wani, S. 2021. Zambia's Constituency Development Fund: Policy Considerations. Policy Paper. London: International Growth Centre.  
<sup>23</sup> Ibid, pp. 11-14.  
<sup>24</sup> Ibid., pp. 37-38  
<sup>25</sup> GRZ, Ministry of Finance 2022-2024 Budget Call Circular

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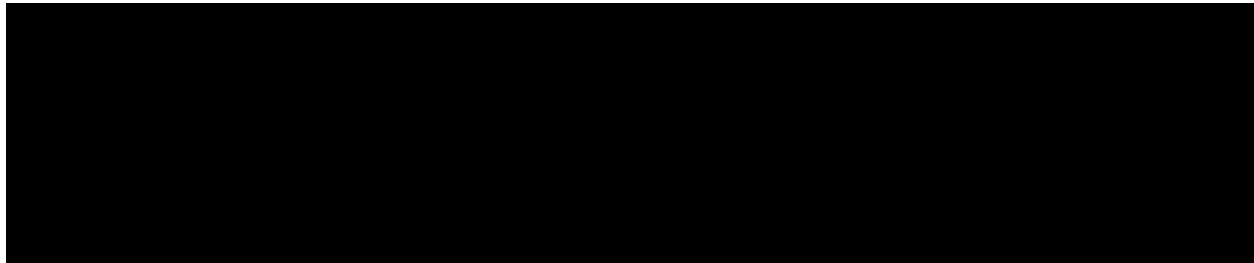
<sup>26</sup> Fitch Solutions, (August 16, 2021) Tailwinds For Reforms Following Opposition Candidate's Victory In Zambian Elections, Retrieved from <https://www.fitchsolutions.com/country-risk/tailwinds-reforms-following-opposition-candidates-victory-zambian-elections-16-08-2021>

<sup>27</sup> IMF Executive Board 2021 SDR Allocations Retrieved from <https://www.imf.org/en/Topics/special-drawing-right/2021-SDR-Allocation>

<sup>28</sup> IMF Statement Dec 6, 2021 Retrieved from <https://www.imf.org- zambia-imf-staff-reaches-staff-level-agreement-on-ecf>

<sup>29</sup> See GRZ, 2022 Budget Address by Honorable Dr. Situmbeko Musokotwane, MP, Minister of Finance and National Planning delivered to National Assembly on Friday, 29th October 2021.





<sup>30</sup> See ZNBC Retrieved from <https://www.znbc.co.zm/news/mwaliteta-was-misunderstood-nkombo/>

<sup>31</sup> See Mpombo, G Retrieved from <https://www.lusakatimes.com/2021/11/27/president-hichilema-has-appointed-tamanga-business-guys-as-permanent-secretaries-george-mpombo/>

<sup>32</sup> Diggers Editorial, Change is nothing if it changes nothing, Diggers Newspaper, January 25, 2022, p.8.

<sup>33</sup> Hinfelaar, M. and Sichone, J. (2019) [The challenge of sustaining a professional civil service amidst shifting political coalitions: The case of the Ministry of Finance in Zambia, 1991-2018](#) ESID Working Paper No. 122

<sup>34</sup> Local Impact conversations with MLGRD and DS.

<sup>35</sup> See Marja Hinfelaar and Sichone, J. (2019)

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<sup>36</sup> See Mofya, M. Lack of diversity in appointments deteriorated under UPND in Diggers Newspaper, January 24, 2022 p.3  
<sup>37</sup> Casey, K., Felipe Rodriguez, A., Sacchetto, C. and Wani, S. 2021



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<sup>40</sup> GRZ, Gazette Notice No. 1123 OF 2021, The Statutory Functions, Portfolios and Composition of Government

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<sup>41</sup> LGSC Commissioners are appointed by the President every three to five years.

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