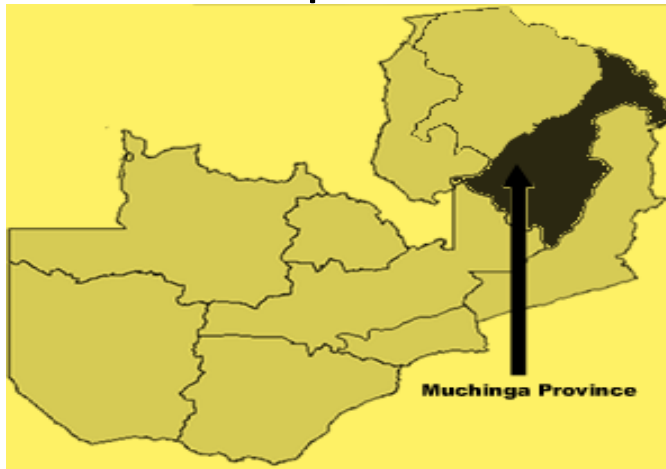




# Creating the conditions for Social Accountability in Muchinga Province, Zambia

Presentation on Zambia's Output from PSAM Learning

18<sup>th</sup> April 2018



# About us...

- ✓ Founded in 2009

## Our Mission

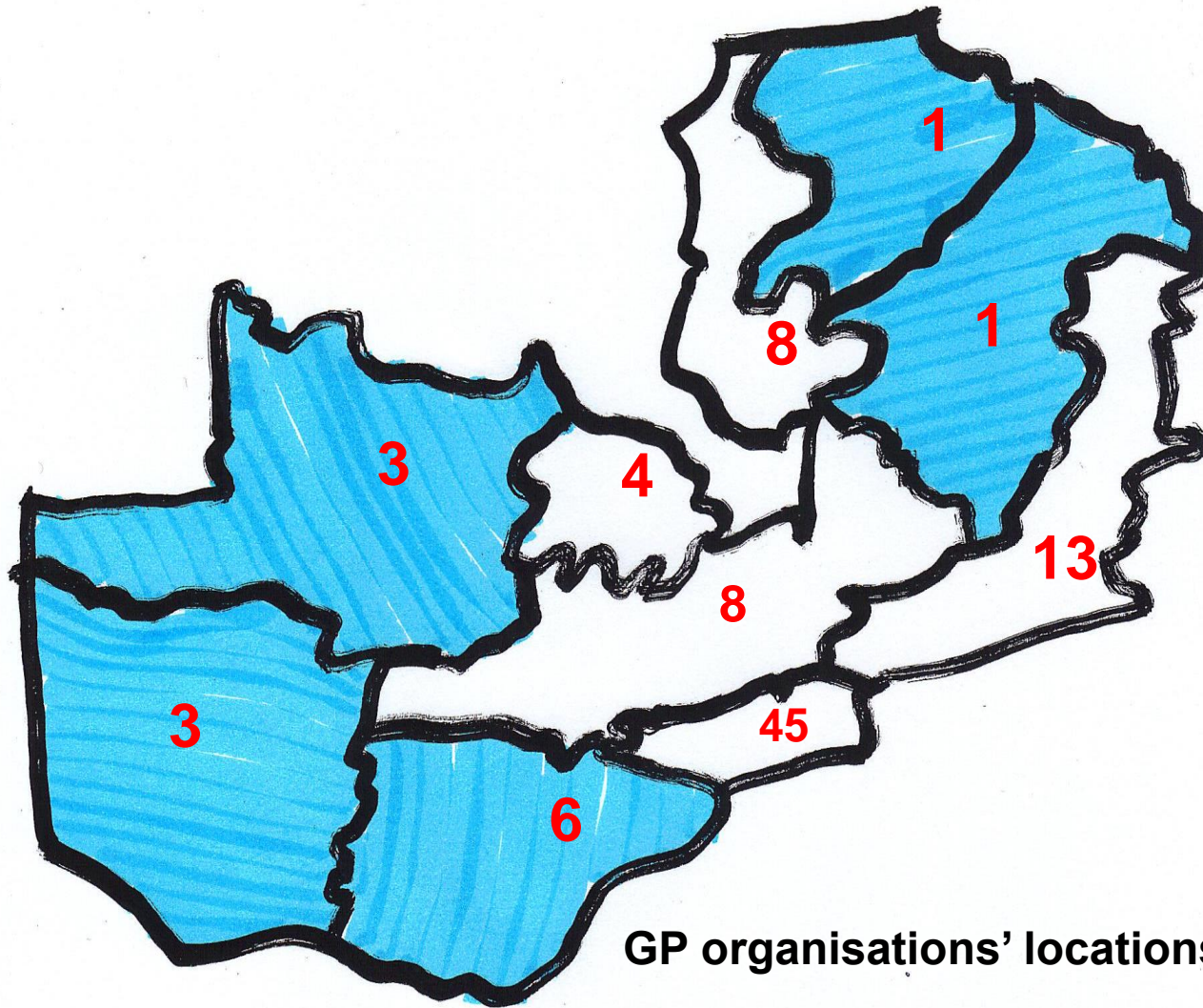
**To strengthen the role of civil society in pro-poor policy engagement, by increasing access to capacity enhancement resources tools and other support mechanisms.**

## Main Types of Support we provide

- ✓ Grants
- ✓ Capacity Development



# ZGF's Provincial Coverage in 2012...



| Province   | %   |
|------------|-----|
| Lusaka     | 49  |
| Eastern    | 14  |
| Central    | 9   |
| Luapula    | 9   |
| Copperbelt | 4   |
| Western    | 3   |
| N-Western  | 2   |
| Southern   | 7   |
| Northern   | 1   |
| Muchinga   | 1   |
| Total      | 100 |

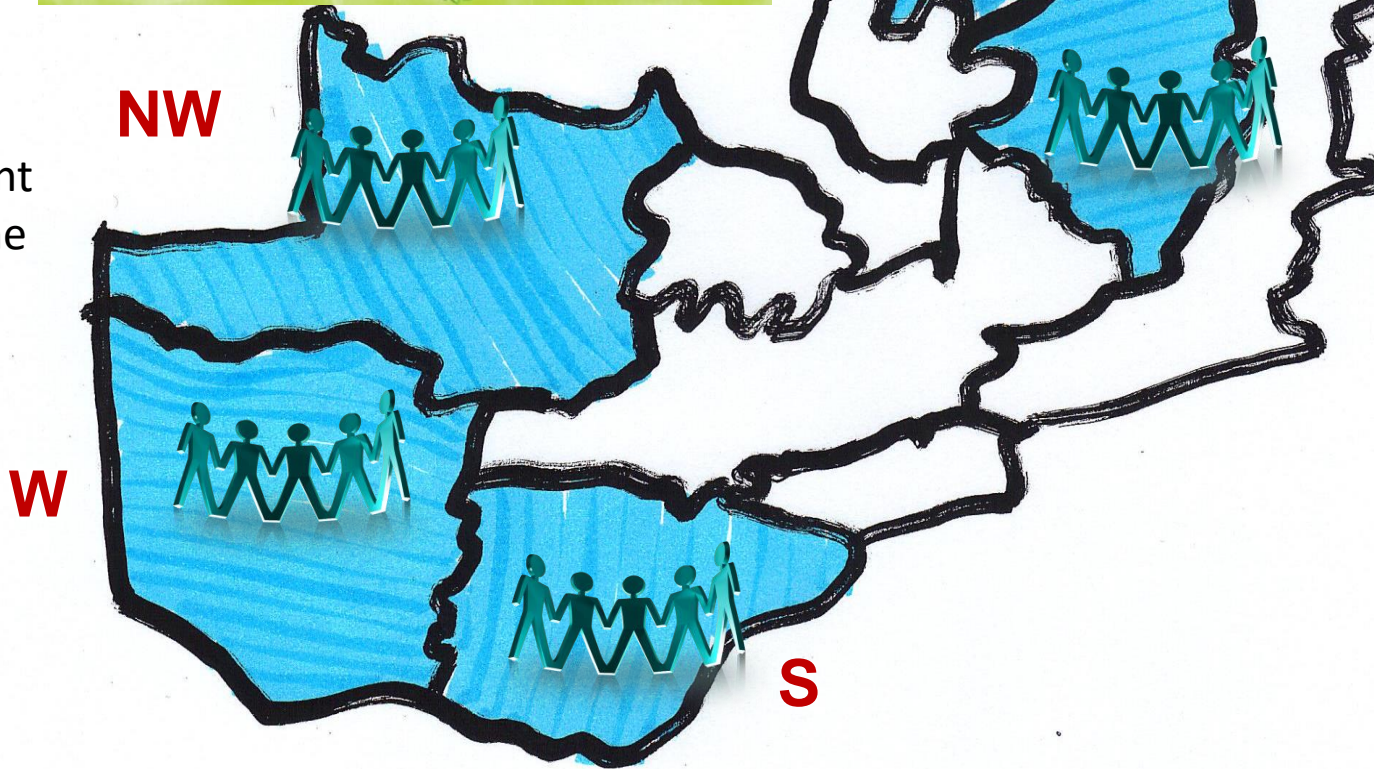
GP organisations' locations, not operations



**Less stringent selection criteria**  
(worked in some provinces but not others)



ZGF's role as a Grant maker enhanced the implementation of the initiative: We needed **flexibility** and allowed for it



## Underserved provinces (ZGF Affirmative Action areas)

- Had few **local** Non-Governmental Organisations
- Many Community Based Organisations (CBOs)
- M** Focused on Service Delivery
- Little to no engagement with duty bearers

## Our Pilot Project:

- Provided capacity development to CBOs in **SAM**, organization development
- Hired **District Resource Persons** to provide on-going mentorship to CBOs
- Supported CBOs to define a specific service delivery issues
- **Provided Imbuto (seed) grants** for CBOs to apply SAM to their service delivery issue



# Participating in the Learning pilot



ZGF's vision is 'Government is accountable and responsive to the needs of the poor and vulnerable.' ZGF operates on the belief that civil society has an important role to play in reducing poverty in Zambia. It supports civil society organizations through grant funding & capacity building.



ZGF signs a MoU with the Public Service Accountability Monitor to incorporate social accountability monitoring in Zambia with special emphasis on strengthening the ability of civil society organisations and the media to hold government to account.



Friends of the Needy; God Visits Orphans; Mpika FM; St John's HBC; Mpika NZP+; Maluba HBC; Chilanga AWA; ISO FM; CHOZI Youth Alive Movement

PSAM & ZGF identify 16 organizations in Muchinga with an identifiable service delivery problem that can be engaged with using SAM.

9 community based organizations are awarded mini "Imbuto" grants to work on service delivery issue & deepen social accountability work in Muchinga. They also received capacity building support.

# The learning question ZGF chose and why?

- To deepen and improve ZGF's monitoring, evaluation, and learning (MEL) functions and approaches related to ZGF's overall strategies and social accountability practices.
- The focus of the exercise was to capture, analyze and reflect on **why and how ZGF took on the PSAM approach in supporting community-based organisations in Muchinga Province and what ZGF and selected members of those organisations learnt by implementing this approach.**
- Goal: To inform the expansion of social accountability work to other affirmative action provinces, specifically Northern province in 2017/2018, as well as to contribute to the continuity and improvement of ongoing work in Muchinga.



# A summary of the Zambia country output findings

- The SAM does not happen in a vacuum- other systems interact with and influence the potential to deliver on SAM's assumptions.
- The **state of civil society** Muchinga was relatively **weak** in terms of civic space and capacities to engage in advocacy activities. Strengthening these variables in the last few years appears to be creating a stronger enabling environment to implement SAM (e.g. NZP+).
- The **exercise of power in Muchinga is complex** (government authorities, political parties, traditional authorities and economic powers). These relationships influence the potential and limits of SAM work.




## A summary of the Zambia country output findings

- It has not been possible for Muchinga CBOs to apply SAM in all the PRM system:
  - Slow pace at which the capacity development/mentorship had to be provided because of low capacity levels.
  - The service delivery problems the CBOs and communities were interested in solving required understanding of how to navigate the systems where decisions about the sector are made. The CBOs did not have a good understanding of the systems.



# 1. Creating a stronger enabling environment to implement SAM



NZP+ in 2013-6 comes across ZGF and receives capacity development support in Social Accountability - a new approach to solve access to ARVs problem

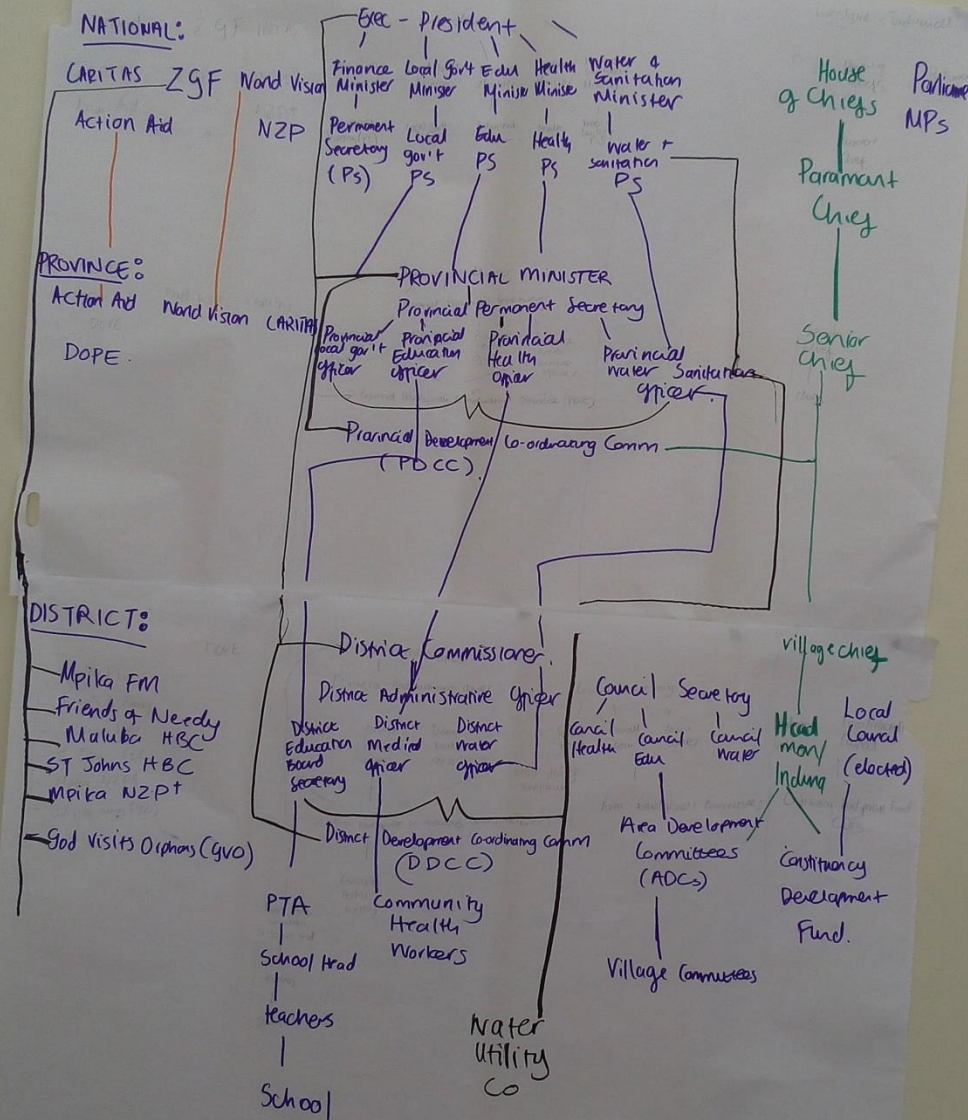
Before encountering ZGF, NZP+ was about supporting PLHIV by ensuring compliance with treatment and informing their members if a shortage of ARVs is imminent as this happens frequently. Their work did not include demand for improved service.

NZP+ members and the organization feel knowledgeable & empowered to solve drug access & distribution problem

NZP+ went on to do a research and presented the findings to the DMO who addressed some of the issues raised.

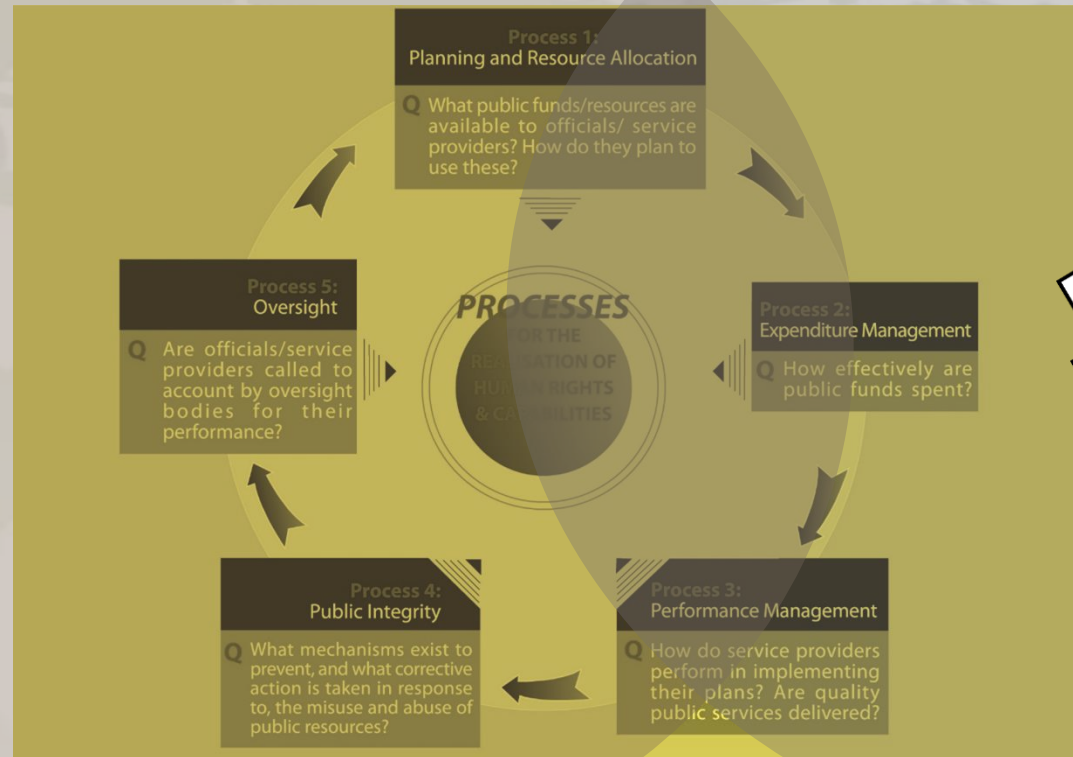
“We had problems so that is why we formed a group. But when we learnt that not having drugs is human rights issue , we believe social accountability can really help us. We want to teach all our members...”  
– NZP+ Programme Officer

# The exercise of power in Muchinga is complex

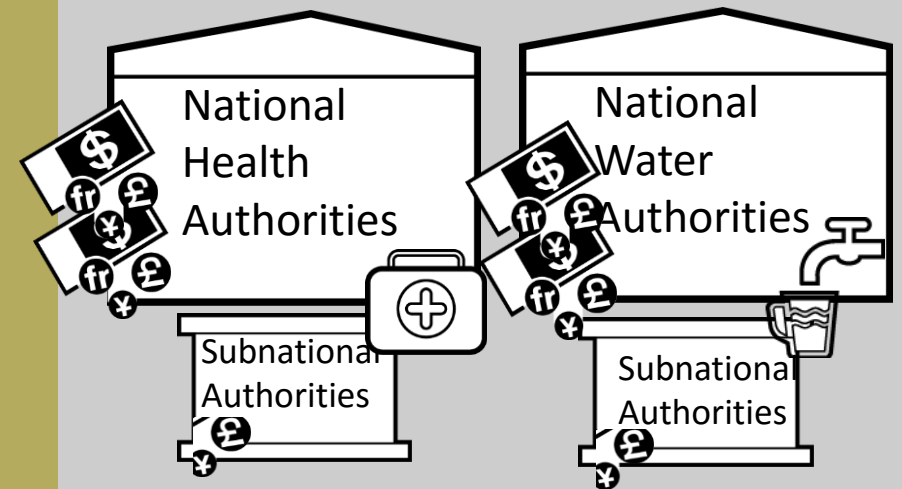


# The CBOs struggled to navigate the systems where decisions about the sector are made

STATE OF CIVIL  
SOCIETY



## HOW POWER IS EXERCISED IN THE COUNTRY & IN THE SECTOR OF INTEREST



## Four (4) important things ZGF learnt about SAM practice from this exercise?

1. SAM is a technical topic but it is possible to teach it to Community based organisations with low literacy levels
2. SAM can contribute to the development of CBOs' capacities so that they are better equipped to **solve their problems.**
3. For effective results, SAM has to be anchored on an issue or issues that are of relevance to the communities involved. This also helps to enhance ownership of any SAM outcomes that will emerge



# Four (4) important things ZGF learnt about SAM practice from this exercise?

## 4. Nurturing CBOs to do SAM should be a multi-pronged effort



ORGANIZATIONAL CAPACITIES FOR CBOs



TECHNICAL ASPECTS OF THE SOCIAL ACCOUNTABILITY MONITORING APPROACH



STRENGTHENING POLITICAL SAVVINESS



STRENGTHENING THE ABILITY OF CBOS TO COURSE CORRECT



# What we will do differently going forward?

1. Before undertaking another Imbuto facility, undertake both a **desk research** and **field research** to understand the PRM structures as set out in theory and practice. Example: Mpika NZP+ research and results achieved
2. Below are 3 areas that ZGF will emphasize on:
  - Make use of budgeting and planning processes and other processes of the PRM system
  - Engage power and resource structures that affect problem solving for Muchinga problems
  - Engage sectors & governance levels where decisions affect Muchinga's problems.



# How might these lessons be relevant to the wider SAM community?

1. No need to re-invent this particular ‘wheel’
2. We have provided some evidence that SAM can contribute to the development of CBOs’ capacities so that they are better equipped to solve their problem.
3. It is important to note that this an iterative process and thus requires flexibility (note to funders)



# What did they benefit from the exercise?

- The pilot enabled ZGF to subject its social accountability work to **external review** and brought out new learning as shared in this presentation
- Given that ZGF's SA work in Muchinga was itself a pilot, the lessons learnt from the SAM pilot will be invaluable in helping ZGF to expand its SA work beyond Muchinga, and better deal with some of the challenges that were encountered



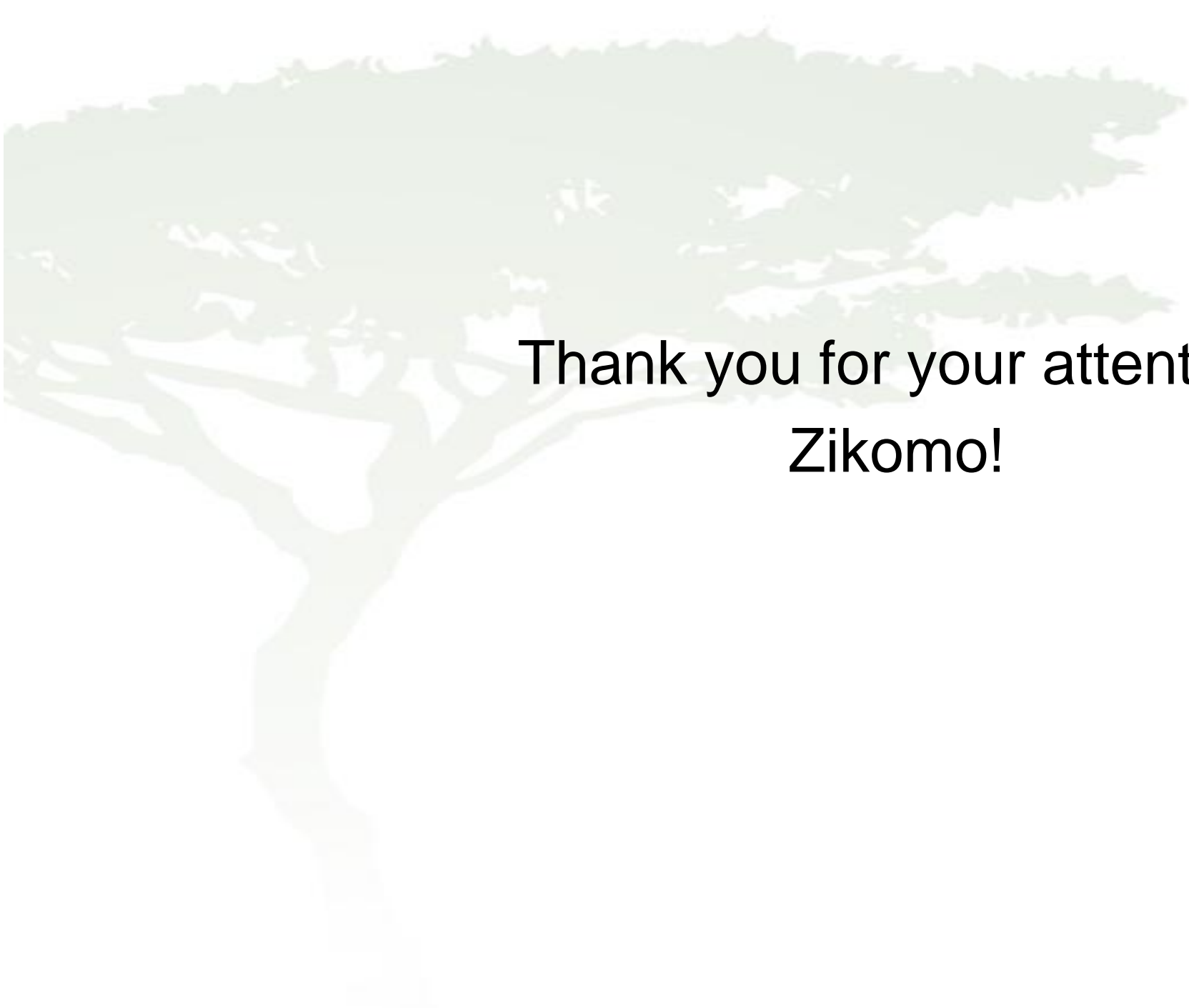
Would ZGF go through an exercise like this one again knowing what we know now?

- Yes ZGF would definitely go through this again – you can never learn enough

What would we like to be done differently?

- Play a more active role as ZGF
  - Not only facilitate the learning process but actively participate in the data collection and analysis so that there is increased skills transfer.





Thank you for your attention  
Zikomo!

