



Norwegian Embassy



Draft Final Project Evaluation

Strengthening Local Governance for Improved Service Delivery through Civic Innovations & Crowdsourcing Project

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NICE*

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God bless

Bright Sibale and Thokozani Musachi

Centre for Development Management

ACRONYMS

ACB	Anti-Corruption Bureau
ADC	Area Development Committee
CDF	Constituency Development Fund
CDM	Centre for Development Management
CSC	Community Scorecard
CSO	Civil Society Network
BCC	Blantyre City Council
DC	District Council
DDF	District Development Fund
DHO	District Health Office
DEC	District Executive Committee
FGD	Focus Group Discussions
GoM	Government of Malawi
HCMC	Health Centre Management Committee
KII	Key Informant Interviews
LCC	Lilongwe City Council
LDF	Local Development Fund
MZCC	Mzuzu City Council
MoH	Ministry of Health
NICE	National Initiative for Civic Education
SROI	Social Return on Investment
TA	Traditional Authority
ToRs	Terms of References
VAPs	Village Action Plans
VDC	Village Development Committee
VHC	Village Health Committee
WASH	Water Sanitation and Health
WUA	Water Users Association

1. INTRODUCTION

1.1. Purpose of this report

The National Initiative for Civic Education (NICE) Trust has been implementing a project called. *“Strengthening Local Governance for Improved Service Delivery through Civic Innovations &*

Crowdsourcing” with funding from Tilitonse Foundation, since 2018. In August, 2020, the Trust commissioned CDM to conduct a final evaluation (FE) of this project. This report, therefore, presents findings and recommendations of this evaluation. The evaluation was conducted between August and September, 2020, in five of the seven implementing districts.

1.2. Background

The quality of governance at local level directly affects the quality of service delivery since good governance ensures that money is spend in accordance with the policies and procedures and in an efficient and effective manner¹. NICE solicited funding from Tilitonse Foundation to implement a project called *Strengthening Local Governance for Improved Service Delivery through Civic Innovations & Crowdsourcing*. The project was implemented in seven districts in Malawi which are: Balaka, Blantyre Urban, Thyolo, Lilongwe Urban, Kasungu, Mzuzu and Karonga.

1.3. Objectives of the evaluation

According to the terms of reference, the FE was primarily intended to assess the extent to which the project and its interventions have achieved its goal, objectives and outcomes. The FE also determined how the project contributed to the goal and objectives of NICE Public Trust. Specifically, the final evaluation was intended to:

1. Independently verify (and supplement where necessary) record of achievement as reported through Annual Reports and defined in the project’s log frame.
2. Assess the extent to which the project performed well and was good value for money, which includes the consideration of:-
 - i How well the project met its objectives,
 - ii How well the project applied value for money principles of effectiveness, economy, efficiency and equity in relation to delivery of its outcome,
 - iii What has happened because of the Project’s funding that wouldn’t have otherwise happened, and
 - iv How well the project aligns with NICE Public Trust’s goals and objectives.
3. Assess how the project has contributed to the achievement of NICE Public Trust & Tilitonse Foundation goals, objectives and result areas, and the national priorities as reflected in key national goals, policies and other instruments.
4. Assess the likelihood of project and its activities to continue at national, district and community levels beyond the support received in the period of intervention.
5. Draw lessons learnt – What lessons have been learnt so far which can be applied in the similar interventions on governance.
6. Appraise the project partnership approach (including management structures, communications and relationships).

1.4. Methodology

1.4.1. Evaluation design

Given that the project was not designed with an impact evaluation in mind, the FE was designed and implemented as a non-experimental study, which used a concurrent mixed methods approach to collect data. The FE used both qualitative and quantitative methods approach to collect data. For the quantitative, the study used an individual questionnaire whilst for the

¹ Terms of Reference for the project final evaluation for NICE implemented in seven districts in Malawi 2020

qualitative a desk review was done including key informant interviews (KII), focus group discussions (FGDs), case studies and observations. Because the project did not have a baseline, recall methods were used to collect data from citizens who participated in the project using a “before and after” analysis method of identifying outcomes/impact was used.

1.4.2. Study sites

The FE was conducted in five selected districts of Blantyre, Balaka, Lilongwe, Kasungu and Mzuzu out of the 7 districts where the project was implemented. Table 1 shows the sampled locations for the evaluation.

Table 1: Sampled locations

District	Implementation area	Location	Sampled
1. Balaka	1. Snr. Chief Sawali	Rural	Yes
	2. T/A Amidu	Rural	No
2. Blantyre Urban	3. Zingwangwa and Manase townships	Urban	Yes
3. Lilongwe	4. Mgona/Chatata ward	Urban	Yes
4. Kasungu	5. T/A Nthunduwala and Kawaomba	Rural	Yes
5. Karonga	6. T/A Wansambo	Rural	No
	7. T/A Kyungu	Rural	No
6. Mzuzu	8. Mzuzu City constituency	Urban	Yes
7. Thyolo	9. Luchenza Municipal council	Urban	No
	10. T/A Changata	Rural	No

1.4.3. Data collection methods

The evaluation used a mixed method approach where quantitative as well as qualitative data was collected simultaneously.

1.4.4. Desk study

For the evaluation team to have a better understanding of the project, a desk study was carried out. NICE provided all the required project documents to CDM evaluation team. The project documents that were reviewed included the project proposal, Tilitonse Mzinda report, quarterly reports, project results matrix, NICE documentation report and ICT based governance presentation.

1.4.5. Key informant interviews (KIIs)

In order to capture different perspectives on how the project has been implemented and what it has achieved and considering that NICE worked with quite a number of stakeholders and partners during project implementation, the evaluation team conducted KIIs with stakeholders. KIIs were conducted in the 5 sampled districts with NICE project staff, District Council and City Council staff, ACB staff, local leaders, councillors, HSA and NICE volunteers. A checklist was developed to guide the interviews.

1.4.6. Focus group discussions (FGDs)

FGDs were conducted with various beneficiaries in groups, with the purpose of identifying the impact and effectiveness of the project from the majority of the beneficiaries. FGDs also enabled the evaluation team to identify and document challenges faced as well as lessons and recommendations that would inform design, implementation, monitoring and evaluation of similar future projects. An FGD checklist was developed to guide group discussions and are attached in the annex. FGD were conducted with Citizens Forums, NICE volunteers, Anti-corruption Club, Youth Club Committee, Block leaders, ADCs, Radio Listening Clubs, Service Charter, Mgoni WUA, Users of Services and VDC. These structures worked with NICE in various capacities during implementation of the project, so they were able to provide informed views of the project. The evaluation had planned for a total of 15 FGDs and 30 KIIs and below is table showing what was planned against what was achieved.

Table 2: Summary of FGDs and KIIs done

District	Total # of FGDs		Total # of KIIs	
	Total # planned	Total # actually done	Total # planned	Total # actually done
Blantyre	3	5	5	4
Balaka	3	3	5	4
Lilongwe	3	4	10	7
Kasungu	3	4	5	5
Mzuzu	3	5	5	5
Total	15	20	30	25

Due to COVID19, some of KIIs were done through phone calls and zoom to minimise physical contact and maintain social distance as recommended by the Government of Malawi's Ministry of Health. In all physical interviews, both interviewers and respondents wore face masks and efforts were made to maintain the one-meter distance during focus groups and interviews.

1.4.7. Citizen's individual survey

An individual quantitative survey was conducted to assess outcome level impacts of the project on the general public. A total of 160 members of the general public resident in the wards where the project was implemented were interviewed in the five sampled districts of Lilongwe, Kasungu, Balaka, Blantyre and Mzuzu. Of the 160 residents, 87 (54%) were males while 73 (46%) were females. Of all respondents, 28% came from households where there was a member of the Citizen Forum. The individual survey comprised of 160 respondents to the interview. There was similar distribution of number of respondents by district,



Figure 1 FGD with Anticorruption Committee Mgoni, Lilongwe

household size and age. There were more males (54%) than females (46%). The highest number of respondents were married (79%) while the least were single (3%). The majority of respondents (35%) had primary school level of education between standard 5 and standard 8 while the least

had no formal education (4%). We found that 8% of the respondents were not able to read and write while 92% were able to read and write. The median age was 39.5 years (interquartile range (IQR): 33-50). The average household size is 5.7 (standard deviation= 2.26). Table 3 provides a summary of demographic characteristics of individual survey respondents. Details of demographic and socio-characteristics of citizens interviewed are in the Annex.

1.5. Evaluation limitations

The main limitation of the evaluation was the project's unavailability of the baseline report, which made it difficult to compare the situation at the beginning and at the end. The evaluation includes recall questions in the questionnaire to address this gap and has recommended that future projects should ensure that a baseline is done. Secondly, the project results matrix, apart from missing baseline values, had not been updated since the project started. In general, M+E systems for the project were inadequate to support the FE.

2. EVALUATION FINDINGS

The evaluation used the OECD/DAC criteria, which currently has six criteria that are globally used to conduct evaluations. These are: relevance, coherence, effectiveness, efficiency, impact and sustainability. The findings of this evaluation are also presented using this framework, which is also aligned to the evaluation objectives provided for in the terms of reference.

2.1. Relevance

The evaluation was required to assess the design of the project, the extent to which it achieved its overall objectives and if the project was relevant to the identified needs of the beneficiaries. Overall, the evaluation has established that the project was quite relevant.

2.1.1. Extent to which the project addressed the key governance challenges from the impact districts

Good governance is a critical aspect of development in Malawi. We assessed relevance in the context of good governance using eight elements of good governance which are: the rule of law, transparency, responsiveness, consensus oriented, equity and inclusiveness, effectiveness and efficiency, accountability and participation². FGDs and KIIs revealed that the key governance challenges faced by the targeted beneficiaries included, but not limited to lack of transparency and accountability by duty bearers which made citizens to be afraid of duty bearers; corruption and nepotism by duty bearers, which violates the rule of Law principles of good governance and derailed development in their communities. It was further reported that duty bearers were not transparent in terms of decision making in development activities in their areas. Right holders also reported that Councillors and Members of Parliament (MPs) were not responsive to the needs of their constituents, which also limited the extent to which citizens participated in development. By addressing these core elements of good governance, the project was relevant to the community and to the country as a whole. Although there were many governance issues in the target districts, the project was designed and implemented strategically by prioritising one issue at a time in each implementing area. This was important because the implementation period was short, so it was critical that not many issues should be targeted at once.

Table 3: Implementing districts and their priority governance issues

District	Implementation Area	Relevance of the issue	Element of good governance addressed
Balaka	Snr. Chief Sawali	There have been cases of governance issues that have been reported that derail development in the area	All elements
	T/A Amidu	Many uncompleted projects, yet funds have been allocated	Effectiveness and efficiency, accountability and participation
Blantyre Urban	Zingwangwa and Manase townships	Poor sanitation in the two areas due to poor service delivery	Responsiveness, consensus oriented, equity and inclusiveness, effectiveness and efficiency, accountability and participation
Lilongwe	Mgona/Chatata ward	Poor sanitation with inadequate quality water	Responsiveness, consensus oriented, equity and inclusiveness,

² <https://governancepro.com/news/>

			effectiveness and efficiency, accountability and participation
Karonga	T/A Wansambo	Implementation of health service charters	Inclusiveness, effectiveness and efficiency, accountability and participation
	T/A Kyungu	Building capacity of the people to hold duty bearers accountable	Accountability and participation
Mzuzu	Mzuzu City constituency	High levels of corruption, poor service delivery, lack of citizen engagement and participation and lack of tolerance.	Responsiveness, consensus oriented, equity and inclusiveness, effectiveness and efficiency, accountability and participation
Thyolo	Luchenza Municipal council	Poor service delivery, lack of transparency and accountability	Transparency, responsiveness, consensus oriented, equity and inclusiveness, effectiveness and efficiency, accountability and participation
	T/A Changata	Gross mismanagement of public resources particularly LDF	Transparency, responsiveness, consensus oriented, equity and inclusiveness, effectiveness and efficiency, accountability and participation

The following are some evidence of the importance of the project to the communities where it is implemented:

- i. In Lilongwe the evaluation found out that 8 kiosks in Mgoni had been closed which posed hygiene challenges to many households in the community. Therefore, when the project was introduced to the community in Mgoni, the beneficiaries of the project prioritised reopening of the 8 kiosks, which had been closed because of disagreements over ownership of land where kiosks were constructed.
- ii. In Blantyre, Kameza, waste management was quite a challenge, many people used to dispose of used diapers and rubbish anywhere which was polluting Kameza area and also changed the outlook of the area, which is the entry to Blantyre city, hence, beneficiaries prioritised waste management.
- iii. Similarly, in Kasungu and Mzuzu the beneficiaries prioritised waste management. In Balaka, the beneficiaries prioritised service delivery in the district council.

The project empowered the beneficiaries of the project through civic education and raising awareness of their rights and responsibilities and crowdsourcing. Citizens are now able to demand services from service providers and duty bearers as reported by one of the local leaders in Blantyre, Kameza, *"In this area we needed to have a bridge from authorities and they have been quite for too long. With the coming in of this project has made us to open our eyes and we have realised that the bridge had received funds from the Blantyre city council a long time ago. Within the government systems it was indicated that this bridge was done. But it wasn't. And right now, this issue is in the hands of the [Blantyre City] council."*

2.1.2. Whether the project has been relevant to the needs of intended beneficiaries

Through FGDs and KIIs conducted across the five sampled districts, it was established that the beneficiaries faced challenges such as access to portable water, poor sanitation and hygiene, lack of transparency and accountability by duty bearers, corruption and nepotism by duty bearers especially local leaders, politicians and city councils, lack of citizen participation and ownership of development projects, poor working relationships with duty bearers and lack of citizen empowerment. In Balaka the evaluation found out that there was lack of transparency and accountability at Chimatilo health centre and the school management committee was not transparent and accountable to the community. In a FGD with service charter committee members, one participant said that, *“Before this project the doctor was coming to work late sometimes at 9am and now is reporting for duties on time at 7:30am”*. Still in Balaka, in an FGD done with Citizens Forum members in Balaka, T/A Sawali, Mpozo Village, one of the participants said that, *“The School Committee and teachers were spending school funds without anyone checking them but now our committee follows up on every expenditure made by them.”* By not tracking down expenditures and development projects it provided duty bearers with space for corruption and misappropriation of funds, which in turn crippled development in these communities and their respective schools. In Mzuzu waste management was quite a challenge and a big health risk for residents in the affected area, which was confirmed by FGD participants. One participant in an FGD with Zolozolo Citizen’s Forum confessed that, *“as ladies we used to damp diapers anyhow but currently diapers are properly disposed of”*. Still in Mzuzu, Chiputula ward had the same challenge of waste management, used diapers were disposed of anywhere and bars were opened throughout the day. In addition, the beneficiaries and the duty bearers used to have poor working relationships as pointed out by one participant in an FGD conducted with WUA members in Mgoni, *“before NICE came to sensitize us on good governance some village heads were abusing their powers to the extent that they demanded some payment to resolve people’s cases”*. Below is a graph depicting the findings obtained through FGDs and KIIs. The figure below shows findings from an analysis of relevance of the project from KII and FGD notes.

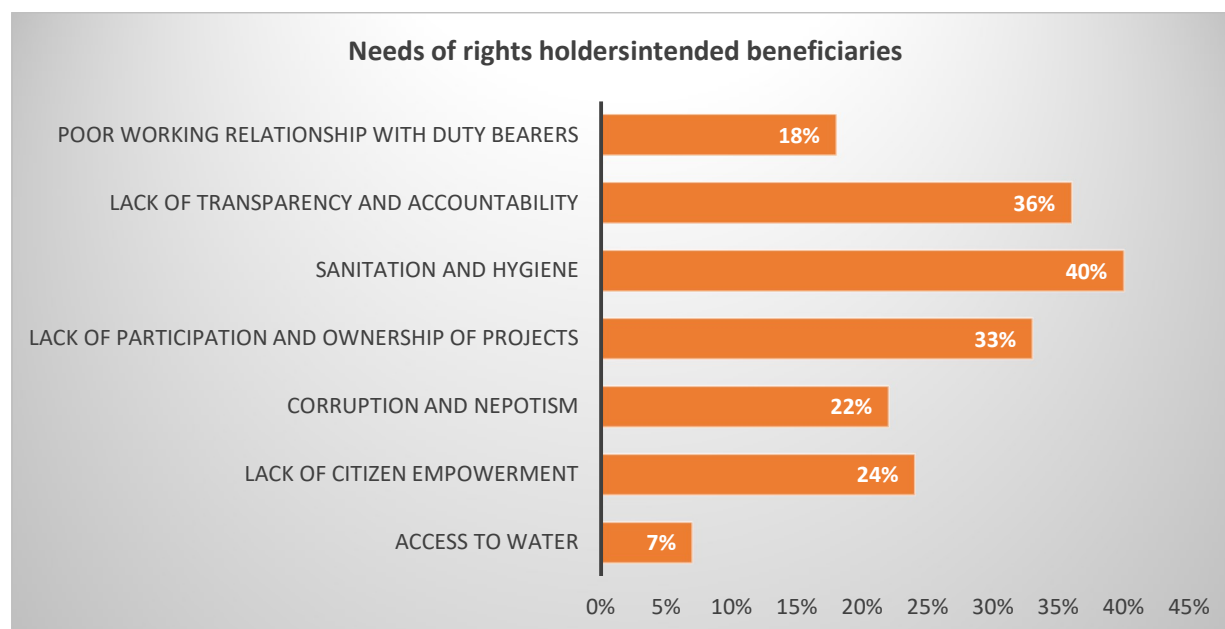


Figure 2: Needs of intended beneficiaries as reported by respondents

2.1.3. Relevance in relation to empowerment of people to hold duty bearers to account

The evaluation found out that the project has highly empowered the citizens in the districts where the project was being implemented. For instance, in Mzuzu during a Key Informant Interview with Chiputula Ward Councillor, the councillor spoke good of the project which he said has empowered the people to be able to track down development project, *“For example, the issue of Malata subsidy, our people followed it up to make sure that it goes to the right beneficiaries. This issue was very hot but due to sensitization and awareness on democracy and human rights my community had to make the right follow up on the matter”*. In Kasungu T/A Nthunduwala, GVH Chipembere the community had built houses for the Health Surveillance Assistants but the houses were not roofed due to funds. Upon investigation it was discovered that the chief and the committee that were responsible for the houses had connived to share the remaining money amongst themselves. The community through the Citizens Forum and ADC engaged the duty bearers, the chief and the committee had to pay back the money and the houses are now roofed.

2.1.4. Consistency of activities, outputs and approaches with objectives of the project (Theory of Change)

To achieve this term of reference, the evaluation team analysed the project logframe, which represent its theory of change. The team noted that the impact level result of the project was, “To increase capacity of NSAs to actively promote citizens’ engagement in democratic governance and upholding citizens’ rights by the State”. The impact level result sends a message that the focus on the project was on building capacity of NSA (in this case, NICE and its partners”. When we look at the indicators of this impact level result, there are four indicators as follows:

1. Number or proportion of population directly benefitting from good governance programming levels of voice and accountability.
2. Levels of accountability of Government and public employees.
3. Number or proportion of the population that feel level of access to justice has improved.
4. Number or % of public knowledgeable of the law and human rights.

From what has been implemented on the ground we learn that the focus was on improving services delivery by enhancing transparency and accountability. When the indicators above are examined in detail, it is clear that there is a significant gap in the horizontal logic between the impact and the indicators used. In the way the project has been implemented only 1 and 2 would be most relevant to service provision at impact level.

For the outcome level, generally, it is recommended that one project should have one outcome, because an outcome of a project, represents its purpose, which mirrors the core problem the project is addressing. We note that the project logframe has three outcomes and the same outcomes are also called specific objectives. Generally, this confuses and breaks the logic in theory of change. It is expected that when the intervention logic or theory of change is used, the language of results-based management (impact, outcome, outputs and activities) should be used and that there should only be four levels in the logframe. Due to many outcomes (three) and many outputs and activities, it is difficult to follow the logic of the project. This is made more complex with the fact that results realised during implementation are not properly captured in the indicator matrix of the project. In most cases, this comes in because of lack of a proper baseline, regular review of the logframe and lack of clarify of the results matrix. With this project, the results matrix has not been updated and there was no baseline which could have strengthened the design of the project as well as its implementation.

Between outcomes and outputs, there are 40 indicators to be achieved. Adding the four impact level indicators, it means that there are 44 indicators between outcomes and outputs. Generally, when a project has too many indicators and too many activities, it becomes unrealistic to

implement and tracking progress and achievements becomes difficult, which is why NICE did not regularly update its results matrix and reporting was only limited to few indicators required by Tilitonse Foundation.

Analysing the activities of the project, we note that the project has about 90 activities were planned to be implemented in one year. The problem of too many activities emanates from the lack of clarity on the results/objectives of the project. Our view is that this is impossible, even if NICE has existing structures on the ground. Further, the high number of activities planned shows limited programme and project design skills, which needs to be addressed. There are no assumptions for two of the three outcomes and the rest of outputs and objectives.

In general, the evaluation finds that consistency of activities, outputs and approaches with objectives of the project was weakened due to many results, indicators and activities of the project. Because of this problem, both vertical and horizontal logic of the log-frame was weak and difficult to track/follow-up. Being a governance project, the theory of change could have been stronger if it was informed by the governance core elements of rule of law, transparency, responsiveness, consensus oriented, equity and inclusiveness, effectiveness and efficiency, accountability and participation.

2.1.5. Perceptions of right holders on the project design

While analysis of the theory of change above showed weakness, the actual implementation, which to the right holders reflected the design of the project, was viewed by right holders are being relevant to their needs. When asked about the design of the project, beneficiaries described the project as relevant to their needs. For instance, in Lilongwe, 8 water kiosks were not functional and this affected many households in the area. The project was also described as a bottom up approach where the beneficiaries were at liberty to identify issues that needed to be addressed. However, the beneficiaries pointed out that the project timeline was way too short as it left some issues hanging like the case of Mgoni as much as the project enabled the 8 water kiosks reopened and reinstating the relatives of the women who were dismissed from operating the kiosks. The case of these women has not yet been settled in court. The project was constrained in terms of funding and resources as reported by Citizens Forum groups and other committees that they had to use their own transport and airtime in order to ensure the effective implementation of the project. Below is a graph on the analysis of the project design.

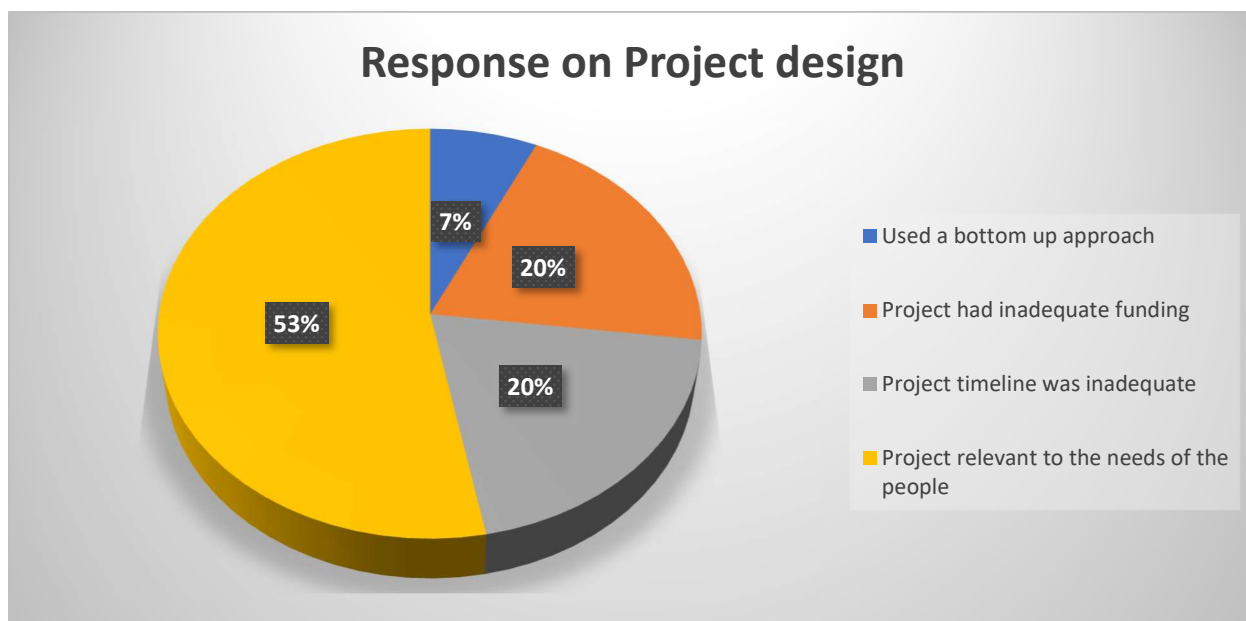


Figure 3 Participants response on project design

2.2. Coherence

In this evaluation, CDM used the revised OECD/DAC criteria. The revised OECD/DAC criteria has been added with coherence as one of its blocks. Coherence in simple terms is the extent to which other interventions (particularly policies) support or undermine the intervention and vice versa. This criterion captures a perspective that was not covered previously. A lack of coherence can lead to duplication of efforts and undermine overall progress³.

2.2.1. Internal coherence

Internal coherence is concerned with how the project is influencing or has been influenced by other projects within the implementing organisation. According to the participants of the evaluation, the project drew lessons from Ntchembele Zandonda which was used in the EU MAPE Chilungamo project and it is the mother project that NICE is currently working on. Some local organisations have used NICE approaches in implementing their projects for example, in Kasungu, Good Health which was implementing a project on good governance mainly targeting the youth, adopted the interface meetings approach.

2.2.2. External coherence

During the implementation of the project, implementers strived to avoid duplication of efforts, this was demonstrated in Mzuzu where a consortium of Find Your Feet, Church and Society and Livingstonia Synod were implementing a similar project. These organisations together with NICE purposively shared target areas too. In Kasungu it also noted that some NGOs had similar intervention in other areas. The MoU that NICE signed with the Council required that they report to the DC and Civil Society Committee so that in case there are similar projects to be implemented, organisations can work in collaboration. In Karonga, the NICE office has strongly engaged the District Council Secretariat as a key implementer of the service charter, which is important for suitable service delivery. After the orientation to the District Executive Committee on the project, the District Commissioner appointed a service charter desk officer to oversee and

³ Better Criteria for Better Evaluation: Revised Evaluation Criteria Definitions and Principles for Use (OECD/DAC Network on Development Evaluation)

support service charter activities in the district. At sectoral level, NICE in Karonga conducts regular joint planning sessions with the health sector on the implementation of service charter activities. The active participation of the health sector in service charter activity planning and implementation has increased understanding and enhanced ownership of the service charter interventions.

- i. NICE in Karonga is also closely working with Mbande Youth Network in ensuring quality standard of service charter delivery in the district. The ADC level Youth Network was trained in service charter and how they can influence accountability among service providers to deliver the recommended services to the community
- ii. Kasungu NICE is an active member of the Kasungu Civil Society organization which is comprised of all CSOs in Kasungu. The office continually shares with the network on progress of the project. The office is also a member of the District Executive Committee whose membership is all heads of departments. In the same way NICE continues to update and cooperate with different government departments such as Ministry of Gender and Community development as one way of sustaining its activities.
- iii. In Thyolo district, the project worked with Luchenza Municipal Council, Center for Youth Development and Transformation as well as the CSO network in the region during this reporting period.
- iv. NICE Mzuzu office has so far engaged NSAs, NGOs, MCISON, Council Official, vendors' executive committee, Paralegal Advisory Services, GEMI, JF, Citizen Forum, Media personalities.

Box 1: Case studies of external coherence and partnerships

Source: NICE progress reports

2.3. Effectiveness

This section presents evaluation findings on effectiveness. The section analyses the extent to which project objectives/results have been achieved, based on the log-frame provided. The section uses the generic impact-outcome-output causal relationship, which is also called theory-based logic.

2.3.1.1. Impact and outcome level

A. Impact: To increase capacity of NSAs to actively promote citizens' engagement in democratic governance and upholding citizens' rights by the state

Through various capacity building activities implemented by the project, the project found that NSAs are actively involving and promoting citizens' engagement in democratic governance and upholding citizens' rights by the state. These activities have led to improved voices of the people to demand services. The cadres of community structures that have been gained such capacities include Citizen Forums, Radio listening clubs, ADCs and VDCs, local leaders and communities at large. Due to the project, communities are engaging with district/city councils on service delivery. By-laws and service have been developed to regulate service delivery. At the same time accountability mechanisms have been put in place where citizen forums are empowered and integrity committees being revamped. Further, complaints handling committees on service charters empowered to manage complains and redress systems on service delivery.

According to the beneficiaries of the project, before the project was implemented most of the people in the community did not know their rights and they were ignorant of the law. For example, in Lilongwe, Mgona 8 women who used to operate water kiosks were arrested for closing the operations of the 8 water kiosks. When they applied for bail, these women were requested to pay

MK10,000 each for the bail, yet police bail is free. These women ignorantly paid for their bail but when the project came in and they were civic educated they learnt that police bail is free and in the end these women were able to get back their money for the policeman who by then had spent the money for his personal gains. Apart from knowledge of their rights, beneficiaries reported to have been empowered by the project to engage duty bearers and demand accountability.

B. Key Result/Outcome 1: Increased citizen and community civic groups' capacities to use their rights and available social accountability tools to demand and monitor service deliver in the selected seven councils by January 2020

The evaluation found that communities that have been reached by the project have been trained on their rights and how to demand them from duty bearers. The study found that Citizen Forums are actively involved in mobilizing people to take part and to demand better services. Citizens Forums are also involved in resources mobilisation and are engaging private partners to support financing of development project in their wards as is the case of Blantyre. This is evidence of empowerment and sustainability of the project as well. The Mzinda Platform has also been used as a tool for empowering local communities, as they are now able to use it to report issues to duty bearers directly.

1. In Karonga, because of the service charter, people have been empowered and they actually forced a medical worker to start opening the clinic both in the morning and afternoon, instead of morning only as they used to on service delivery at Luwezga clinic. In Lilongwe, a police officer paid back money he extorted from the 8 female suspects on water issue, after NICE intervened on the issue.
2. In Blantyre, the Kameza community has been empowered and it now wants to embark on a massive fundraising venture – pay toilets at Kameza Roundabout stage.
3. In Mzuzu, efforts by NICE led to vendors from the main market rescinding their decision on not paying the daily market fee (which was done to force the city council to remove illegal vendors. Now, they are paying the fees although the council is yet to deal with the illegal vendors' issue.
4. In Balaka, the representative of the MP and the Councillor in Balaka noted that issues of accountability were not observed during implementation of some development initiative citing an example of Masakapende Bridge, which was done by the MP without involving local structures. As a result, substandard projects were being implemented. It was then agreed that all local governance structures should be involved from the word go, that is from planning, implementation, and evaluation. It was further agreed that civic groups and local governance will stop any development initiative if not gone through them and if the budget and procurement procedures are not followed.
5. In Blantyre citizens, through citizen forums and leaders, are linked with private sector partners to finance the community projects e.g: Kameza community to be supported by Filling Station owners at Kameza to construct a modern sanitation facility at Kameza stage after City Council said it has no funds

Box 2 Case studies of evidence of community empowerment

C. Key Result/Outcome 2: Increased level of local service committees in execution of their oversight roles to the council secretariat in the 7 local Council by January 2020

The project managed to strengthen NICE Regional and District Offices to support District and City Councils in following up of governance issues that affected service delivery. The service charter which the project implemented together with Councils, was vital in enhancing accountability and efficient service delivery by service providers for communities in almost all districts where the

project was implemented. In addition, the project enhanced the capacity of local communities, through the Citizens Forums, Anticorruption Committees and Ward Development Committees. The capacity these committees gained enabled them to implement various project's community-based service delivery tracking activities which contributed to improved service delivery.

D. Key Result/Outcome 3: Improved transparency, and accountability in service provision through enforcement of service charters in 7 local councils by end December 2019

Under this outcome, the project intended to increase accountability, responsiveness and inclusiveness. Before the project, there was a communication gap between the duty bearers and the service users as a result, duty bearers were not accountable to the citizens. Through the trainings of Citizens Forum groups and other committees, these groups were empowered and this created a platform whereby service users were able to engage duty bearers. Across the 5 districts visited, the evaluation found that the citizens in the community where the project was being implemented were able to engage duty bearers. The interface meetings have also increased responsiveness on the part of the duty bearers. According to the participants of the evaluation, from the onset of the project NICE stressed the issue of inclusion especially for the vulnerable groups of women, people living with disability and albinos. This was evidenced by various committees that are deliberately making efforts of including women and people with disability. For instance, in Mzuzu during a Focus Group Discussion with Chiputula youth club, one of the participants said that, *"We have been gender sensitive in our committee, for example the Secretary, vice secretary and treasurer are all females and probably we have the majority membership of the youth club who are ladies"*. In another FGD with block leaders in Chiputula, the participants acknowledged that the chairperson for the block leaders is a woman.

E. Key Result /Outcome 6: Organizational capacity of NSAs (Grant Partners and the Foundation) improved

The project intended to strengthen the capacity of Tilitonse and grant partners, the evaluation found out that NICE oriented the officers on the project in the 7 districts where the project was being implemented. With project funding, the NICE Trust conducted capacity building trainings for NICE Trust structures on various governance topics as well as on how to use NICE ICT based platform to report issues of governance and service delivery in their areas. After training of such structures, various NICE district offices implemented what they had learnt. For example, after training the Balaka NICE office, the officers mounted various activities including a road show in the project impact area to sensitize people on the need to report issues of governance through NICE ICT Platform. The road show managed to reach out to an estimated figure of 3,500 people, which shows that the project implemented activities that could have a very wide reach within a short time, which enhances its efficiency as a project.

The evaluation team noted, however, that the project focussed on building the capacity of implementing partners (grant partners) to implement activities. There is evidence that the project overlooked the M&E capacity of the grant partners. For example, the NICE project just used the Tilitonse logframe, without adapting and improving it, there is no theory of change to show how the project was designed. There was no baseline and the quality of the results matrix is quite weak and indicators are quite many and most of them quite weak. Due to the weak M&E system some of the achievements that the project made were not registered and properly documented. It was the expectation of the evaluation team that the funding partner would have addressed this issue and as a result of this an opportunity to improve the M+E capacity of NICE has been missed.

F. Key Result/Outcome 7: Partnerships and Networks among governance stakeholders strengthened

The project also intended to strengthen partnerships and networks on governance. The evaluation established that the project made strong partnerships with the ACB and other partners implementing similar projects. For instance, in Lilongwe, Mgoni the project had a good working relationship with ACB, similarly in Mzuzu. On the same, in Mzuzu, the MZCC reported of having a good working relationship with NICE. However, in LCC it was reported that the council was not involved at the beginning of the project, rather they were only involved when issues arose that needed the council's attention. The latter was also reported in Kasungu that the council officials were not actively involved especially in monitoring visits.

2.4. Efficiency and value for money

Through the KIIs and FGDs consultations, we found out that the project had limited funding and resources to adequately implement the project and support the community structures. In addition, the time frame was too short for such a governance project. However, the evaluation found out that despite these limiting factors, the project was implemented using a number of cost-cutting and value for money initiatives. In Balaka in an interview with Service Charter one of the respondents confessed that, *"Looking at the duration of the project and the achievements that we have made now, we were all surprised that we have done that"*.

The project used its existing NICE structures to implement its activities, hence excluded the costs of hiring new staff, the costs of basic training for structures such as CF and the cost of procuring transport equipment. Secondly, the project was implemented using partnerships with other government and non-governmental organisations including but not limited to Councils, CBOs, NGOs and communities. The project also did well in working with different partners who were relevant to the project. For instance, Mgoni in Lilongwe, the project partnered with the Anti-Corruption Bureau as issues of corruption emerged during the implementation of the project. Involvement of other partners and stakeholders such as ACB, District/City councils, Civil Society enabled the project to leverage resources and technical support for the successful implementation of the project.

The bottom up approach where beneficiaries were given the freedom to identify and prioritise their own needs brought in the sense of ownership of the project which led more citizens in participating in the project, which reduces the cost of reaching one beneficiary, therefore, increasing efficiency of the project. The use of community structures like Citizens Forums, ADCs and other committees helped in the implementation of the project as these structures are respected by the communities. The evaluation, however, noted that political demonstrations that were taking place after the 2019 tripartite May elections negatively affected the activities of the project, which delayed completion of the project. Combined with the fact that the project was already a short-duration project (one year), some issues, such as the issues that emerged for instance, in Lilongwe Mgoni the court case of 8 women who were sued by WUA have not yet been resolved, which also violates the rights of women to fair justice

The project was implemented using values of complementarity, which means that NICE tried as much as possible not to duplicate efforts as it was in Mzuzu when NICE was implementing the project. Find Your Feet was also implementing a similar project, but they were able to share areas of work.

2.5. Impact

The evaluation developed a series of outcome level impact indicators and used recall methods to generate baseline values for the indicators that were deemed relevant for the project.

3.7.1 Intended impacts

3.7.1.1 Level of interface between duty bearers and right holders

When members were asked about interface between the community and officials from District or City Councils, results showed that there was an increase in the interface after the project compared to before the project. During the interface meetings, community members were able to raise issues with the officials both before and after the project. However, the officials were providing responses more after the project than before the project, indicating increased responsiveness by duty bearers. In terms of providing solutions, officials were providing solutions more before the project than after, primarily because the project timeframe was short, giving limited time for duty bearers to address issues raised by communities. Improving Level of interface between duty bearers and right holders contributes to good governance by addressing issues of inclusivity, responsiveness of duty bearers as well as participation of duty bearers in decision making. Improvement of good governance and increased attendance to meetings means that a project contributed to improved transparency, consensus-oriented decision making, which are also key elements of good governance.

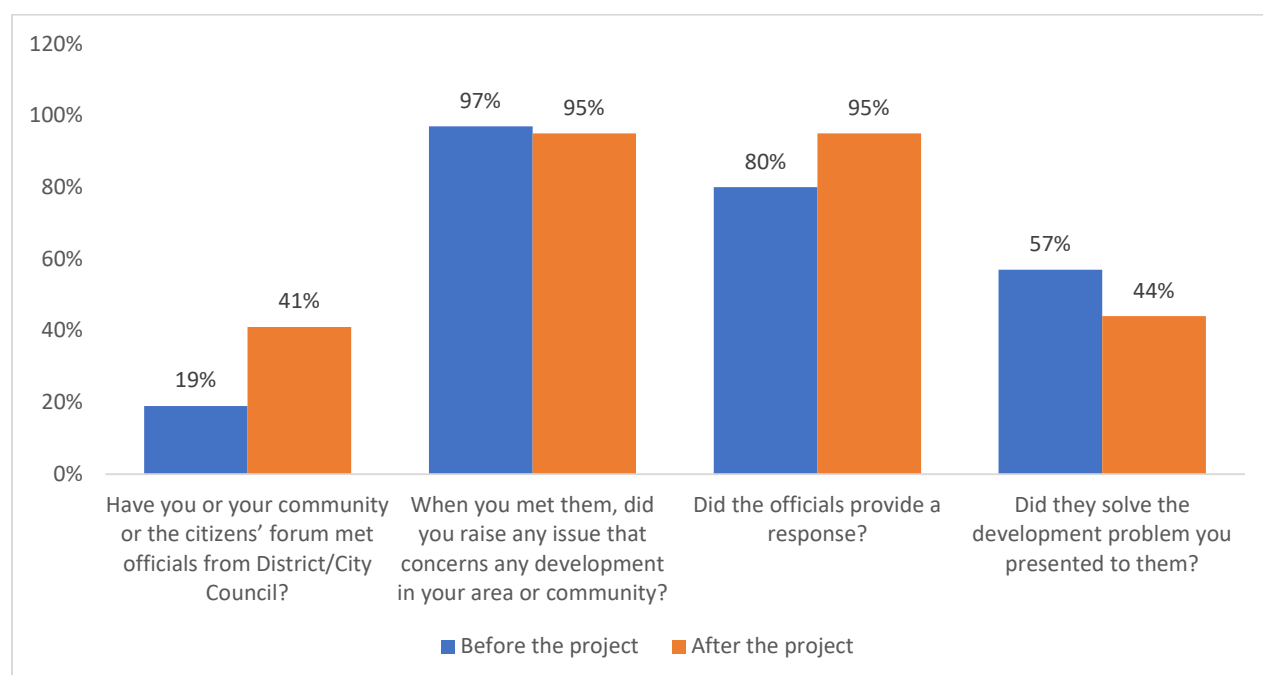


Figure 4 Extent of interface meetings between District/City Councils right holders

3.7.1.2 Participation in public meetings by rights holders

To assess, the participation component of good governance, the evaluation team asked right holder to compare how they had been attending public meetings before and after the project. These are development meetings organised by development structures (VDC and ADCs). The evaluation found that the frequency at which VDCs or WDC called for public meetings was the same before and after the project, meaning that the project did not influence the frequency of holding VDC and ADC (this is because meetings for these structures are already set by the District Development Planning System). However, because CF were more active in mobilizing people, due to the project, attendance by the general public to meetings organized by VDCs/WDC increased by 6% from 41% to 47%, which means that the project has contributed to improved governance at community level. In addition to improving participation as an element of good

governance, increased attendance to meetings means the project contributed to improved transparency, consensus-oriented decision making, which are also key elements of good governance.

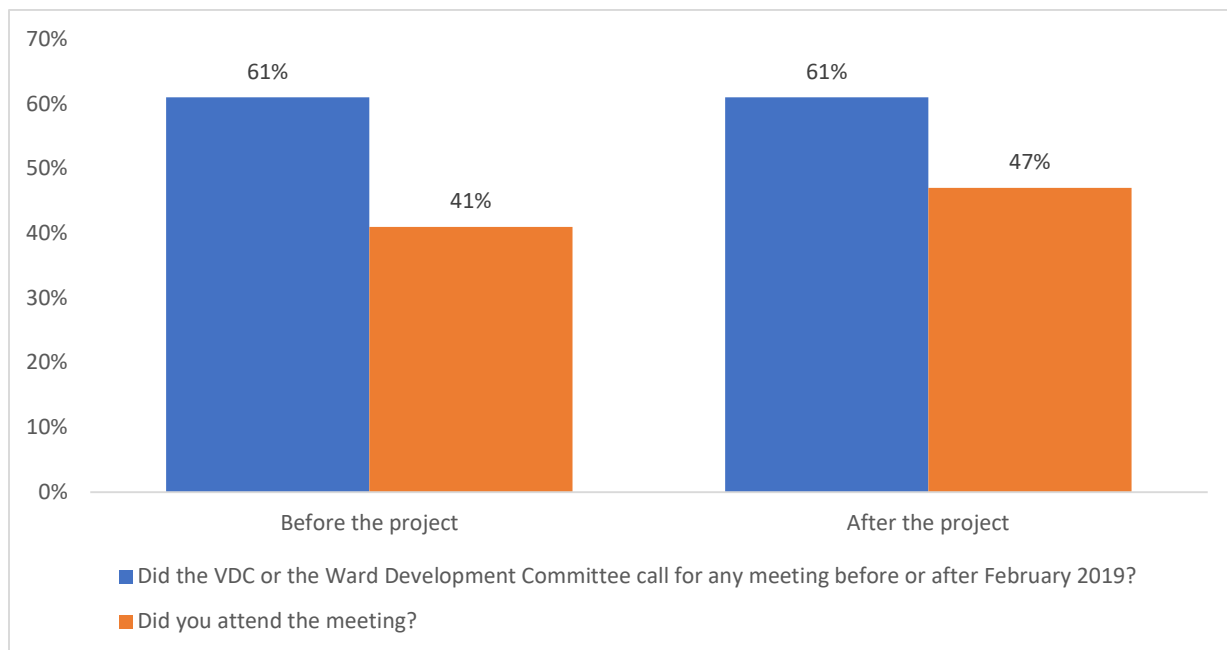


Figure 5 Extent of interface meetings between VDCs/WDCs and right holders

The Mzinda Platform has also contributed to improved interface between duty bearers and right holders, as it has enabled the two to “talk to each other” directly, which also enhances other elements of governance such as inclusivity (those who live far from District Councils, can just send a message through the platform, hence even those from hard to reach areas can interface with decision makers). Box 1 shows examples extracted from the platform, where right holders (first column) are raising issues (column 2) on particular dates (column 3) and duty bearers respond (column 4) and action taken (Column 5).

DISTRICT	REPORT	REPORT DATE	RESPONSE	STATUS
Blantyre, Stella Marris	here is a drainage blockage along along stella maris secondary school	12/12/2020	Thanks for the report, City Council's roads section from the Engineering department will be there before close of business today. Pearson (Dec 12 2019)	
Blantyre	This is to commend Luchenza Municipal council that just as they promised in their service charter, once a visitor arrives at the council, they are received within the stipulated 3 minutes of arrival. Bravo Luchenza Municipal Council. Via Mzinda.com	11/12/2019	Thanks for your compliment. We hope we will ensure that many citizens will be sensitized on the service charter	fixed
Karonga	zinyalala zinakhala kale kale skudzachotsapo pa Karonga boma Via Mzinda.com	2/12/2019	Thanks a lot, we will take a necessary action mr. Michael Mapunga	Unknown/ pending action
Lilongwe	Kuno kwa mgona pali anthu ena omwe nyumba zawo zinakokoloka ndi madzi, ena chithandizo analandira pomwe ena sanalandire Via Mzinda.com	9/1/2019	No response	Pending response and action

Box 3: Use of Mzimba platform to promote interface between duty bearers and right holders

3.7.1.3 Responsiveness of duty bearers

Responsiveness of duty bearers to issues raised by right holders is a key element of good governance. Table 4 below shows that while interfaces with Members of Parliament remained the same before and after the project started, there is generally an increase in responsiveness of the MP and Councillors (duty bearers) in terms of providing responses to issues raised by citizens (right holders). These developments enhance good governance through improved accountability, transparency, responsiveness, participation and effectiveness and efficiency of decision making. The Mzinda Platform is being used to raise development issues, with 16% of respondents having used it to send complainant to duty bearers.

Table 4: Extent of interface meetings between duty bearers and right holders

Indicator	Before the project (%)	After the project (%)
1. Either you or your community met your MP to discuss development issues	23%	22%
2. Whether the MP provided a response	81%	94%
3. Whether the MP solved the development problem you presented	42%	63%
4. Either you or your community met your councillor discuss development issues	44%	50%
5. Whether the Councillor provided a response	90%	94%
6. Whether the councillor solved the development problem you presented to them	54%	65%
7. Whether you or your household members used your phone or computer to send a complaint or a development issues using NICE Mzinda digital platform?	4%	16%
8. Have you or your household members listened to a radio programme on governance by NICE?	53%	60%

3.7.1.4 Citizens empowerment

According to the qualitative analysis of the FGDs and the KIIs, the findings show that the project has empowered the citizens to be able to engage duty bearers and hold them accountable. It has enhanced citizen participation in development projects and improved hygiene and sanitation. There has also been notable transparency and accountability by the duty bearers and a reduction in corruption. Below is a chart that displays the intended impact that the project has brought about.

Figure 6 Positive impact of the project



3.7.1.5 Improved service delivery

When asked whether the Citizen Forum helps to facilitate a new project, or repairs an old project or brings in a service provider or helps you solve a problem related to service delivery, resulting in a project that is benefitting you or your community, 58% agreed that the CF had done so, which

is an impact of the project. In addition, 44% of right holders felt that duty bearers (MPs, Councillors, District officials etc) are responding better to their needs after February 2019 than before, indicating an impact on good governance. In terms of management of elections, 20% of citizens reported that MEC did well in managing the May, 2019 elections while 80% said they did not do well. For the 2020 Fresh Presidential Elections, 90% said MEC did well and only 10% said MEC did not do well in managing the elections.

3.7.1.6 Increased anti-corruption structures and activities

Of all members of the general public that were interviewed, 30% were aware of the existence of anti-corruption clubs in these communities and the majority of these (69%) only became aware of these clubs after the project started. Qualitative interviews mentioned that there were no such clubs before the project. About 19% of those who have heard about the anti-corruption clubs were actually members of these clubs and 96% of them said the clubs are very important because they ensure justice and support service delivery.

3.7.1.7 Unintended impacts

As much as the project brought in the positive impact upon the beneficiaries, to some extent, it has brought in unintended impact upon some of the beneficiaries and other partners. For instance, in Mzuzu the Senior Environmental Health Officer for Mzuzu City Council pointed out that the project empowered the citizens to hold duty bearers accountable and as a result demand for refuse collection in the city increased to the extent that MZCC was and is incapacitated to meet these demands. The project also unearthed issues of corruption especially in Lilongwe Mgoni and Mzuzu City Council.

In Mgoni in Lilongwe, the project unearthed a governance issue, which resulted in a water service provider (WUA) taking eight women to court to disagreements, when the WUA broke an agreement which was made that the women would offer their land to the WUA to install water kiosks on, in exchange of an employment of their family members. The case has not yet concluded in court and the project did not adequately supporting the eight women to conclude the case which violates their rights to fair and timely justice.

2.6. Sustainability

The evaluation was also intended to find out if the benefits of the project are likely to be sustained after the completion of the project. Sustainability has been categorised into institutional sustainability and financial/sustainability.

2.6.1. Institutional sustainability

The following evidence shows some level of institutional sustainability of the project.

2.6.1.1. Use of existing structures

The evaluation found out that the use of existing structures on the ground such as the Social Accountability Club, Civil Society Network, Citizens Forums, NICE volunteers, ADCs, VDCs, Ward Development Committees was a good move as these structures have been empowered to engage duty bearers and service providers on behalf of the people but also there is ownership of these structures by the communities. 60% of the members of the public interviewed reported that the CF was formed before the Tilitonse Project, which means that the project was being implemented by existing structures, which is an important element of sustainability. At the time CDM was conducting the evaluation, some achievements were still registered even after the project has ended. For instance, in Mzuzu City Council the CEO was dismissed on allegations of corruption with the effort of the Civil Society Network and Social Accountability Club. This happened when the project had already ended.

The evaluation found out that the use of these structures brought in a sense of ownership and citizen participation in community projects. For instance, in a Focus Group Discussion with ADC in Kasungu, T/A Nthunduwala, one of the participants said that, *“in the past our community would use gulewankulu to force people to participate in development projects but with the training and raising awareness on citizen’s participation, people now go voluntarily to participate in development projects”*. Throughout the evaluation in many instances the FGDs and KIs participants pointed out that they would use their own transport money and airtime during the implementation of the project. All this only shows there has been high level of ownership and participation in the project.

2.6.1.2. Improved networking and collaboration

The project worked with many partners at district and service delivery levels, which is important for sustainability because such partners like district councils and health facilities will have gained skills in ensuring effective service delivery. In Mzuzu, Chiputula Ward, the citizens led by Citizens Forum invited the police, Mzuzu City Council and the court to assist them and witness in the formation of the bylaws.

2.6.1.3. Use of Mzinda Platform

The Mzinda Platform has also contributed to improved interface between duty bearers and right holders using online methods which improves efficiency as well as sustainability of the project. The cost of sending a message is not that expensive, when compared with the cost of hosting a face-to-face meeting, which will require costs of allowances, meals, venue and others. The downside of the platform is that it is not available where mobile network is not available and needs one to have data.

2.6.1.4. Financial and interventional sustainability

Financial sustainability of the project will be a challenge for the project because implementation of the project depended on funding from Tlitonse Foundation. With the project coming to an end it is expected that most activities will slow down, although there is also evidence that they will continue to certain levels. For example, NICE officials won’t be able to facilitate interface meetings between citizens and duty bearers, but because of the Mzinda Platform some interface will still continue. In an FGD conducted with Zolozolo Citizens Forum, one of the participants pointed out that they do invite government officials for an interface meeting but they don’t show up, *“When we ask them to come they complain about lack of fuel. Currently the citizen forum nor has the capacity like finances to lobby them nor give them allowances or transport when they come”*.

2.6.2. Gender mainstreaming

Further, the project was effective in mainstreaming of gender in its activities. The project incorporated gender issues and the participation of women in the various committees. During community meetings, interface meetings and other relevant gatherings to the project women were participating. For example, in Chiputula the chairperson for block leaders is a woman. Still in some areas, men’s participation leaves a lot to be desired as reported by one of NICE volunteers in Lilongwe, Mgona, *“there were challenges to convince men to participate in the project activities even though they were represented in the committees. From this, I learnt that men participate more in activities that have some economic benefit than these other activities”*. It was also reported that some women looked down upon themselves especially those that have been entrusted with leadership positions in various committees.

3. IMPLEMENTATION CHALLENGES

The project, like any other project, faced a number of challenges, key ones are described below;

4.1 Short implementation period

All stakeholders reported that the implementation period of one year was too short. Against the backdrop of many activities, it was not possible for the project to implement all activities. The short-implementation period was worsened by the political volatility that the country went through after the May 2019 Presidential and Parliamentary General Elections.

4.2 Unconducive political environment

Related to the above, the evaluation team noted that the project was implemented when the political situation in the country was very volatile, due to the poor management of the 2019 Presidential and Parliamentary Elections, which caused delays in implementing project activities. The continued national wide demonstrations are having negative impacts on implementation of this project as some of the activities were having to be shifted due to unavailability of some key stakeholders.

4.3 Limited support to the project by some partners

In some cases, such as in Blantyre, the project did not receive adequate support from District/City Councils. They were cases where such key stakeholders in the district councils denied to attend interface meetings organised by the citizenry. In some cases, they delegated people who could not make decisions to address issues raised by the right holders.

4.4 Frequent transfers of key District Council's staff

The project also reported that frequent transfers of District Commissioners and sector heads to other districts interfered with the feedback systems for the project. In some cases, District Councils lacked capacity to finance projects to respond to governance issues raised by the project.

4. LESSONS LEARNT AND BEST PRACTICES

The following are some of the lessons that were identified by the evaluation that may be adopted and used in future similar projects.

Lesson 1: Governance projects tend to deal with long-term mind-set issues and these take long to change. Therefore, a short period of implementation for projects can only be used to set-up structures, not necessary create impact on service delivery in a sustainable way.

Lesson 2: Community members are willing to hold the duty bearers responsible but often lack the platform to do such. This project has given them the much-needed courage to be able to hold their duty bearers to task, but more time was needed to consolidate the gains into meaningful service delivery at local level.

Lesson 3: Improving governance and the capacity of community members to demand services, leads to more pressure amongst duty bearers to respond. Without concurrent increase in government funding for service provision, governance advocacy efforts may not yield service delivery outcomes.

Lesson 4: Early, active and continuous involvement and engagement of decentralised and other local project structures are critical in facilitating governance at local level, which also improves project sustainability. The bottom up approach where the beneficiaries were given an opportunity to prioritise their problems was highly applauded by NICE officials and the beneficiaries as it enhances ownership of the project, hence, similar future projects should emulate such.

Lesson 5: A favourable political environment is also necessary for governance projects to be effective, especially those that relate to service delivery at local level.

Lesson 6: A key lesson learnt reported by officials from NICE in Lilongwe was that collaboration is key to the success of the project (reported by NICE DCEO Lilongwe). Future projects of similar nature should, therefore, ensure that relevant stakeholders in respect of governance and accountability should be involved in all processes right from the beginning of the project.

Lesson 7: The use of existing community structures such as Citizens Forums, NICE volunteers, ADC and other groups was reported as a good move by the evaluation participants as it is easy to implement the project and enhances the sustainability of the project.

5. CONCLUSIONS

The evaluation team concludes that the project was relevant and still remains relevant (as the needs have not been exhausted) to the needs of the country, the district where it was implemented as well as to the beneficiary communities where it was implemented.

Regarding coherence, the team further concludes that the project was internally and externally coherent with existing NICE projects and it supported existing projects at district level, without duplicating efforts.

In terms of effectiveness, the team concludes that the project has been effective in improving governance for service delivery at local level in the project districts where it was implemented. However, the team is of the view that the project could have been more effective if it was tighter in its design, by particularly by streamlining the theory of change to a few activities, given the short period of time. This would also have been enhanced by a tighter and clear M+E system, where results and indicators are simple and clear and not too many. Even with this constraint, the evaluation team believes that the project has achieved more than what is documented, especially at outcome and impact level, but this was not being captured properly because of weak indicators and generally a weak overall M+E system.

In the context of efficiency, the team concludes that the project was implemented efficiently, with value for money objectives implemented through a number of mechanisms, such as collaboration, use of existing structures and use of measures to reach out to many people at the same time.

The project achieved a number of outcomes most of which were not properly planned for due to weak conceptualization of the governance framework during the project design. However, the project has contributed to the achievement of NICE Public Trust & Tilitonse Foundation goals, objectives and result areas, and the national priorities as reflected in key national goals, policies and other instruments.

In terms of sustainability, the team concludes that project interventions and outcomes are generally sustainable although these will reduce due to limited funding for follow-up monitoring by NICE as the funding from Tilitonse Foundation ended.

6. RECOMMENDATIONS

The evaluation team makes the following recommendations:

- i. The Tilitonse Foundation and NICE should engage and extend the project to consolidate the gains made by the project so far and also ensure that it addresses remaining outcomes of the project. In future, such project should have an implementation period that is long enough to address governance issues that are rooted in the society.
- ii. Future programmes should adopt a tighter and more focused design which should be supported by clear ToC, log-frame and results matrix, with clear and simple indicators at impact, outcome and output level.
- iii. To improve financial sustainability, future projects should incorporate economic empowerment element in the design of the project i.e. income generating activities for community members and their structures that are required to sustain the benefits of the projects.
- iv. Future governance project should be designed using a clear governance framework to inform the theory of change, its interventions and the monitoring and evaluation systems. Based on this, the project should implement basic M+E and activities such as baseline studies, clear log-frame that is not just used for the purpose of donor reporting but institutional learning for growth and programme improvement.

Annex 1: Demographic characteristics of respondents, 2020

Characteristic	Number	Percent
District		
<i>Lilongwe</i>	33	21
<i>Kasungu</i>	37	23
<i>Balaka</i>	30	19
<i>Blantyre</i>	30	19
<i>Mzuzu</i>	30	19
Sex		
<i>Male</i>	87	54
<i>Female</i>	73	46
Marital status		
<i>Married</i>	127	79
<i>Single</i>	5	3
<i>Divorced/separated</i>	18	11
<i>Widowed</i>	10	6
Age groups in years		
<i><40</i>	80	50
<i>40+</i>	80	50
Household size		
<i><5</i>	81	51
<i>5+</i>	79	49
Highest level of education		
<i>None</i>	6	4
<i>Std 1-4</i>	13	8
<i>Std 5-8</i>	56	35
<i>Form 1-2</i>	33	21
<i>Form 3-4</i>	47	29
<i>Tertiary</i>	5	3
Able to read and write		
<i>No</i>	13	8
<i>Yes</i>	147	92

Annex 2: List of individuals consulted

Name	Institution	Location
Peter Maluwa	NICE	Lilongwe
John Chipeta	NICE	Lilongwe
Derex Souza	NICE	Lilongwe
Hajira Ali	NICE	Lilongwe
Robert White	Tilitonse	Lilongwe
Geoffrey Singini	Tilitonse	Lilongwe
Chandwira Chisi	Tilitonse	Lilongwe
Fredrick Mphande	NICE	Kasungu
Bernard Chanache	Kasungu District Council	Kasungu
Tendayi Banda	NICE	Kasungu
Harry Mawango	Kasungu Municipal Market	Kasungu
Kamuyamu Beni	Msauka Village (T/A Kawomba)	Kasungu
Jimmay Nandolo	Service Charter Officer	Balaka
Michale Sauka Junior	Councilor	Balaka
Edward Kamvabingu	ACB	Mzuzu
Peter Mussa	MCISON	Mzuzu
Gibson Chisale	MCISON	Mzuzu
Destan Kondowe	NICE	Mzuzu
Bonface Ng'oma	ACB	Mzuzu
Diaz Sichinga	NAWLOG	Mzuzu

Annex 3: Data collection tools

Questionnaire for individual interviews with beneficiaries

Strengthening Local Governance for Improved Service Delivery through Civic Innovations & Crowdsourcing

Individual beneficiary questionnaire

Consent

I am..... from the Centre for Development Management. We have been recruited by NICE to conduct an end-line evaluation of the project on Strengthening Local Governance for Improved Service Delivery through Civic Innovations & Crowdsourcing

I would like to ask you a few questions about your household and your participation in the project. All answers you will provide will be confidential and will not be shared with anyone.

SECTION 1: IDENTIFICATION

QN	QUESTION	RESPONSES	SKIP TO
100.	NAME OF INTERVIEWER		
101.	DATE OF INTERVIEW	_____/08/2020	
102.	DISTRICT	Lilongwe.....1 Kasungu.....2 Balaka.....3 Blantyre.....4	
103.	NAME OF RESPONDENT		
104.	UNIQUE ID FOR INTERVIEWEE		
105.	PHONE NUMBER OF INTERVIEWEE		
106.	SEX OF HOUSEHOLD HEAD	1 = Male 2 = Female	
107.	AGE OF HOUSEHOLD HEAD (Years)		
108.	MARITAL STATUS	1 = Married 2 = Single 3 = Divorced/separated 4 = Widowed	
109.	NUMBER OF PEOPLE IN THE HOUSEHOLD, INCLUDING RESPONDENT	INSERT YEARS _____	
110.	HIGHEST LEVEL OF EDUCATION	None.....1 Std 1-4.....2 Std 5-8.....3 Form 1-2.....4 Form 3-4.....5 Tertiary.....6	
111.	ABILITY TO READ AND WRITE	Able to read and write===1 Not able to read and write==2	

SECTION 2: AWARENESS AND KNOWLEDGE OF NICE

QN	QUESTION	RESPONSES	SKIP TO
200.	Have you ever heard of NICE?	Yes =1 No = 2 _____	Q205
201.	How did you first hear about it?	Newspapers=1 Radio=2 NICE officials=3 Local leaders=3 Citizen forum=4 Church=5 Friends=6 Others=99	
202.	When did you hear about it for the first time?	Insert year _____	
203.	Are you participating in any of their activities?	Yes =1 No = 2 _____	Q205
204.	Which activities? Mention all	Citizen forum=A Digital platform=B Community meetings and awareness=C Committee members of VDC or WDC=D Anticorruption activities=E Volunteer for NICE=F Others=Z	
205.	Have ever heard about a citizens' forum?	Yes =1 No = 2 _____	SECTION 3
206.	Is it available in your community?	Yes =1 No = 2	
207.	When was it formed or established or strengthened?	Before February 2019=1 After February 2020=2 DON'T KNOW==3	
208.	Do you or any member of your household belong to a citizen forum organized by NICE in your community?	Yes =1 No = 2	
209.	Has it ever briefed you on issues that affect your community	Yes =1 No = 2	

SECTION 3: INTERFACE WITH DC STAFF

QN	QUESTION	RESPONSES	SKIP TO
300.	Since February, 2019, have you or your community or the citizens' forum met officials from District/City Council?	Yes =1 No = 2 _____	Q304

301.	When you met them, did you raise any issue that concerns any development in your area or community?	Yes =1 No = 2 _____	Q304
302.	Did the officials provide a response?	Yes =1 No = 2	
303.	Did he or she solve the development problem you presented to them?	Yes =1 No = 2	
304.	Before February, 2019, have you or your community or the citizens' forum met officials from District/City Council?	Yes =1 No = 2 _____	SECTION 4
305.	When you met them, did you raise any issue that concerns any developm3nt in your area or community?	Yes =1 No = 2 _____	SECTION 4
306.	Did the officials provide a response?	Yes =1 No = 2	
307.	Did he or she solve the development problem you presented to them?	Yes =1 No = 2	

SECTION 4: LOCAL GOVERNANCE STRUCTURES

QN	QUESTION	RESPONSES	SKIP TO
400.	Are you aware of VDC/ADC or Ward Development Committee in your area?	Yes =1 No = 2 _____	Q407
401.	Did the VDC or the Ward Development Committee call for any meeting since February 2019?	Yes =1 No = 2	
402.	Did the VDC or the Ward Development Committee call for any meeting before February 2019?	Yes =1 No = 2	
403.	Did you attend the meeting organised after 2019?	Yes =1 No = 2 _____	Q405
404.	If no, why did you not attend?	1= Busy 2=Travelled 3=Not important 4=Others specify	
405.	Did you attend the meeting organised before 2019?	Yes =1 No = 2 _____	Q407
406.	If no, why did you not attend?	1= Busy 2=Travelled 3=Not important 4=Others specify	
407.	Are you aware of Citizen Forum organised by NICE?	Yes =1 No = 2 _____	Q413
408.	When did you first hear about?	Insert Year _____	
409.	Are you a member of Citizen Forum (RAC) in your area	Yes =1 No = 2	
410.	Have you had a meeting or interaction with members of the Citizens Forum?	Yes =1 No = 2	

411.	In your view, is the Citizen Form important?	Yes =1 No = 2	
412.	Why is it important?	Represents us=A Links us to district council=B Helps us to access service delivery=C Provides us information on governance=D Others specify===99	
413.	Are you aware of any anticorruption clubs or activities implemented in your ward/area organised by NICE?	Yes =1 No = 2	SECTION 5
414.	When did you first hear about?	Insert Year	
415.	Are you a member of this club or have you participated in anticorruption activities organised by NICE in your area	Yes =1 No = 2	
416.	In your view, is the anticorruption club or activities important?	Yes =1 No = 2	
417.	Why is it important?	Ensures justice=A Links us to ACB=B Helps us to access service delivery=C Provides us information on governance=D Fights corruption=E Others specify===99	

SECTION 5: ENGAGEMENT WITH DUTY BEARERS

QN	QUESTION	RESPONSES	SKIP TO
500.	Since February 2019, have you or your community met your MP to discuss development issues?	Yes =1 No = 2	Q503
501.	Did the MP provide a response?	Yes =1 No = 2	
502.	Did he or she solve the development problem you presented to them	Yes =1 No = 2	
503.	Before February 2019, did you or your community met your MP to discuss development issues?	Yes =1 No = 2	Q506
504.	Did the MP provide a response?	Yes =1 No = 2	

505.	Did he or she solve the development problem you presented to them	Yes =1 No = 2	
506.	Since February 2019, have you or your community met your councillor discuss development issues?	Yes =1 No = 2 _____	Q509
507.	Did the Councillors provide a response?	Yes =1 No = 2	
508.	Did he or she solve the development problem you presented to them	Yes =1 No = 2	
509.	Before February 2019, did you or your community met your councillor to discuss development issues?	Yes =1 No = 2 _____	Q512
510.	Did the Councillors provide a response?	Yes =1 No = 2	
511.	Did he or she solve the development problem you presented to them	Yes =1 No = 2	
512.	Since February 2019, have you or your household members used your phone or computer to send a complaint or a development issues using NICE Mzinda digital platform?	Yes =1 No = 2	
513.	Before February 2019, have you or your household members used your phone or computer to send a complaint or a development issues using NICE Mzinda digital platform?	Yes =1 No = 2	
514.	Since February 2019, have you or your household members listened to a radio programme on governance by NICE?	Yes =1 No = 2	
515.	Before February 2019, did you or your household members listened to a radio programme on governance by NICE?	Yes =1 No = 2	

SECTION 6: IMPACT OF PROJECT ON SERVICE DELIVERY

QN	QUESTION	RESPONSES	SKIP TO
600.	Did the Citizen Forum help to facilitate a new project, or repair an old project or bring in a service provider or help you solve a problem related to service delivery, resulting in a project that is benefitting you or your community? List examples in your notebook as per checklist	Yes =1 No = 2 DON'T KNOW=3	
601.	How satisfied are you with the Citizens Forum?	1= Very satisfied 2=Satisfied	

		3=Not satisfied	
602.	Do you feel that duty bearers (MPs, Councilors, District officials etc) are responding better to your needs after February 2019 than before that?	Yes =1 No = 2	Q604
603.	What could be reasons for this?	Communities able to demand services=A Due to more interface meetings==B Due to Citizens Forum activities=C Improved communication with duty bearers=D	
604.	How do you feel MEC managed 2019 elections?	1= MEC did very well 2=MEC did well 3=MEC did not do well	
605.	How do you feel MEC managed 2020 elections?	1= MEC did very well 2=MEC did well 3=MEC did not do well	

Thank you very much

Checklist for FGDs/KII with Community Structures (CF, ACB clubs, VDC etc, NICE officials etc)

List of members attended: _____

District:: _____

TA: _____

Village: _____

Ward: _____

Type of Interview _____

OECD Criteria/ToR	Questions
A. Relevance	1. What activities have you implemented under Tilitonse Governance Project? 2. Explain why the project has been important to your district/area? What problems were solving? 3. Explain to us how you have implemented the project? 4. Which structures did you put in place for implementing the project? 5. What are your views on the design of the project? 6. Were the inputs and strategies identified, and were they realistic, appropriate and adequate to achieve the results? - Was the project relevant to the identified needs?
B. Effectiveness	7. Explain to us all the achievements you have made on the project. Include numbers of achievements by each objective and also examples

	a. Key Result /Outcome 1: Increased citizen and community civic groups capacities to use their rights and available social accountability tools to demand and monitor service deliver in the selected seven councils by January 2020 b. Key Result /Outcome 2: Increased level of local service committees in execution of their oversight roles to the council secretariat in the 7 local Council by January 2020 c. Key Result /Outcome 3: Improved transparency, and accountability in service provision through enforcement of service charters in 7 local councils by end December 2019 8. Give examples of success stories 9. What factors made you achieve your objectives? 10. What problems hindered implementation of the project 11. Have you as a committee or member of staff of NICE gained any skills from the project? If yes, explain what skills or training you benefitted from the project 12. How did you work with District Council? Other NGOs? 13. Describe the management processes and their appropriateness in supporting delivery - Was the project effective in delivering desired/planned results? 14. To what extent did the Project's M&E mechanism contribute in meeting project results? 15. How effective were the strategies and tools used in the implementation of the project? 16. How effective has the project been in responding to the needs of the beneficiaries, and what results were achieved? 17. What are the future intervention strategies and issues?
C. Coherence	1. Which other organisations are you working with? List them and their roles 2. Which other organisations have adopted or copied your approaches or methods or activities? List them and explain? 3. Which other NICE projects have copied your approaches? 4. Which other NICE projects did you learn from for this project?
D. Efficiency and value for money	1. What measures, if any did you put in place to save money? Explain 2. What did you use the saved resources for? Explain 3. What motivated you to save money? 4. Did project activities overlap and duplicate other similar interventions (funded nationally and /or by other donors? 5. Are there more efficient ways and means of delivering more and better results (outputs and outcomes) with the available inputs? 6. Could a different approach have produced better results? 7. How was the project's collaboration with other partners, likeminded organizations, government agencies, councils and decentralization structures, other development partner funded projects? 8. How efficient were the management and accountability structures of the project? 9. How did the project financial management processes and procedures affect project implementation?

	10. What are the strengths, weaknesses, opportunities and threats of the project's implementation process?
E. Impact	1. What have you observed as changes in the community governance as a result of the project? Interviewer, document all examples provided? 2. Have observed any changes in service delivery for the community y duty bearers? 3. To what extent has the project brought changes to people? 4. What changes have been registered on the ground by the project (both positive and negative) – 5. To what extent has the project created space for engagement with duty bearers and service providers? 6. Describe how the project has contributed to the relevant three result areas of the project? 7. What tangible results has the project brought to the people, systems and structures etc.? 8. What negative impacts has the project brought about?
F. Sustainability	1. What measures have you put in place to ensure continuity of activities of the project now that Tilitonse is no longer funding the project? 2. What risks are there these activities may not continue despite the measures above? How have you mitigated against these risks? 3. To what extent are the benefits of the projects likely to be sustained after the completion of this project? 4. What is the likelihood of continuation and sustainability of project outcomes and benefits after completion of the project? 5. How effective were the exit strategies, and approaches to phase out assistance provided by the project including contributing factors and constraints? 6. Describe key factors that will require attention in order to improve prospects of sustainability of Project outcomes and the potential for replication of the approach? 7. How were capacities strengthened at the individual and organizational level (including contributing factors and constraints)? 8. Describe the main lessons that have emerged? – 9. What are the recommendations for similar support in future? (Note: The recommendations should provide comprehensive proposals for future interventions based on the current evaluation findings).
G. Gender issues	1. How did you involve vulnerable groups like women, youth, people with disabilities in the project? Explain for each group. 2. What challenges did you face with mainstreaming of gender issues? What did you learn?
H. Lessons learnt	1. What have you learnt from implementing this project? What worked well and what did not work well? 2. What recommendations could you make for future similar projects?

Annex 2: M and E indicator Matrix



Logframe matrix of the project

	Results chain	Indicators	Baseline (Baseline Year 2018)	Current value Referenc e date	Targets (incl. reference year)	Sources and means of verification	Assumptions
Overall objective: Impact	To increase capacity of NSAs to actively promote citizens' engagement in democratic governance and upholding citizens' rights by the State.	1.Number or proportion of population directly benefitting from good governance programming Levels of voice and accountability 2.Levels of accountability of Government and public employees 3.Number or proportion of the population that feel level of access to justice has improved 4. Number or % of public knowledgeable of the law and human rights	- - - -			Program evaluations Program evaluations Program evaluations	Governance will continue to be a key area in Governments development agenda and development frameworks
Specific objective 1: Outcome 1	Increased accountability, responsiveness and inclusiveness	1.1 % of the public satisfied with Electoral Commission performance 1.2 Levels of satisfaction with fighting corruption 1.3 Number of people with capacity to actively engage in democratic governance through NSAs	73% satisfied with MEC 32 score in Transparency International Corruption Perception Index (2018) -		78% satisfied with MEC (disaggregated by gender) 0.36 score in Transparency International Perception Index by 2020 60 % knowledgeable about human rights Target: 70% in 2020 25% men and 30% women 25 % are	MGDS Reports UNDP reports MHRC Reports. Annual Judiciary reports. Annual LAB	Continued space for NSAs to engage in governance.

	Results chain	Indicators	Baseline (Baseline Year 2018)	Current value Referenc e date	Targets (incl. reference year)	Sources and means of verification	Assumptions
		1.4 % of court cases (criminal and civil) resolved 1.5 % of people accessing legal representation 1.6 % of referred cases of gender and sexual violence against women and children that are investigated and sentenced	- 18% men and 19.3% women access legal representation ---		investigated and sentenced	reports. Transparenc y International Corruption Perception Index Program evaluations	
Specific objective 2: Outcome 2	Strengthened capacity of Tilitonse Foundation and grant partners	2.1 Capacity in Financial Management 2.2 Capacity in Grants Management 2.3 Capacity in Human Resources Management 2.4 Capacity in Organizational Governance	Draft financial management systems Draft grants management system Draft human resources management system Governance structure		Financial Management Information System and Manuals Grants Management Information System and Tools Human resources management system Governance system and structure	Tilitonse Foundation Annual Reports, TF Quarterly Reports, and Program Evaluations	
Specific objective 3: Outcome 3	Strengthened partnerships and on governance	3.1 Number of grant partners in collaborative arrangement 3.2 Number of interventions to influence government through collaborative efforts by grant partners	- -	2017	Formal collaborative arrangements 40% of influence work done through collaborative arrangements	Tilitonse Foundation Annual Reports, TF Quarterly Reports, End of Project Evaluation Report	

	Results chain	Indicators	Baseline (Baseline Year 2018)	Current value Referenc e date	Targets (incl. reference year)	Sources and means of verification	Assumptions
Outputs	1.1 Improved citizen's participation and engagement in policy formulation and implementation and legislative processes	1.1.1 Percentage of sessions on formulation and implementation of policy and legislative involving citizens	-	2018	40% of sessions	Annual and Quarterly Project reports, Grant partner reports	
	1.2 Effective and efficient functioning local councils	1.2.1 Percentage of local councils functioning effectively	-	2017	50% of the Councils	Annual and Quarterly Project reports, Grant partner reports	
	1.3 Increased gender equality and social inclusion	1.3.1 Percentage of women in Councils 1.3.2 % of women in Parliament 1.3.3 Number or % of women engaged in women empowerment programs	- 17% -	2014 2014	25% 30%	Annual and Quarterly Project reports, Grant partner reports	
	1.4 Increased protection and fulfilment of economic opportunities	1.4.1 Number of people reached to hold duty bearers accountable based on protection and economic issues 1.4.2 Number of people participating in socio-economic integration programs	- -	2017	Review of Mining Laws and Policies	Annual and Quarterly Project reports, Grant partner reports	
	1.5 Strengthened Rule of Law and improved access to	1.5.1 Number of petty court cases cleared	-		40% of all cases	Annual and Quarterly Project reports, Grant	

	Results chain	Indicators	Baseline (Baseline Year 2018)	Current value Referenc e date	Targets (incl. reference year)	Sources and means of verification	Assumptions
	justice for all citizens.	1.5.2 Number of cases involving violation of basic human rights 1.5.3 Number or % of local government structures empowered in delivery of justice	- -			partner reports	
	1.6 Increased role of the media to mobilize citizens to engage duty bearers in demanding accountable, responsive and inclusive governance.	1.6.1 Number of media organizations involved in governance projects 1.6.2 Number of governance programmes implemented by media houses 1.6.3 Number of citizens reached by media houses on accountability, responsive and inclusive governance messages	- - -		TBD Governance Programme by media houses	Annual and Quarterly Project reports, Grant partner reports	
	2.1 Strengthened organizational capacity of the Foundation for effective implementatio n of programmes and management of the organization	2.1.1 Status of financial systems 2.1.2 Status of human resource development systems 2.1.3 Status of governance programming processes and procedures 2.1.4 Status of monitoring systems	Draft financial systems Draft human resources development systems Draft governance programming operating guidelines Draft monitoring and evaluation systems		Operational systems and structures	Annual and Quarterly Project reports, Grant partner reports	

	Results chain	Indicators	Baseline (Baseline Year 2018)	Current value Referenc e date	Targets (incl. reference year)	Sources and means of verification	Assumptions
	2.2 Strengthened organizational capacity of grant partners	2.2.1 Number of partners whose capacity has been built in financial and grants management 2.2.2 Number of partners placed under mentorship programs by type 2.2.3 Number of partners whose capacity has been built in monitoring of governance project	- -		Operational systems and structures	Annual and Quarterly Project reports, Grant partner reports	
	3.1 Functional partnerships and networks established with key stakeholders	3.1.1 Level of trust among partner organization 3.1.2 Number of joint activities leading to production of KMC products by type 3.1.3 Number of partner organizations using information and/or knowledge produced from the partnerships and networks 3.1.4 Level of satisfaction with overall partnerships and networks 3.1.5	- - -		Partnerships established	Annual and Quarterly Project reports, Grant partner reports	

	Results chain	Indicators	Baseline (Baseline Year 2018)	Current value Referenc e date	Targets (incl. reference year)	Sources and means of verification	Assumptions
		Level of commitment and support for shared vision within the partnerships and networks	-				
	3.2 Strengthened sharing and knowledge management platform and improved learning in Governance.	3.2.1 Number of KMC products developed 3.2.2 Number of KMC products shared 3.2.3 Number of stakeholders shared with KMC products 3.2.4 Number of stakeholders that rated the KMC products satisfactory	- - - -	2018	Knowledge management sessions Learning and sharing sessions	Annual and Quarterly Project reports, Grant partner reports	
Activities	A 1.1.1. – Raise awareness on duties and responsibilities of citizens A 1.1.2. – Create and support platforms for voice and action A 1.1.3 – Support initiatives to strengthen accountability and transparency at all levels of Government A 1.1.4 - Support participation of citizens in democratic processes A 1.1.5 - Support empowerment initiatives by citizens A 1.1.6 - Develop advocacy and lobbying skills among citizens A 1.1.7 - Facilitate development of citizen movements and platforms to	Means: Technical and support staff is required to facilitate the implementation of activities to achieve the project results. Capacity development support that will best prepare the grant partners and the Foundation to implement action. International and national studies will support evidenced based programming that will ensure quality of the project. Operations that will necessitate the grant making procedures. Equipment and supplies such as cars, stationery and other accessories to support logistics in implementing the actions. Local office to provide the administrative support for Grants making. Knowledge management and learning events to share information and practices. Monitoring and evaluation to track both the technical and financial operations of the Foundation and grant partners. Costs Technical and Support Staff € 1,200 749.00, Travel € 20,107 Equipment and supplies € 176,435.00 Local Office € 279,167.00 Services €119,769.00 Grants € 2,206 000.00					<i>Factors outside project management's control that may impact on the output-outcome linkage.</i>

	Results chain	Indicators	Baseline (Baseline Year 2018)	Current value Referenc e date	Targets (incl. reference year)	Sources and means of verification	Assumptions
	engage duty bearers. A 1.1.8 - Support initiatives on citizen engagement in formulation and implementation of development policies and strategies A 1.1.9 - Mobilize citizens to engage in electoral processes A 1.1.10 - Support CSOs to engage with political parties on governance, transparency and accountability. A 1.2.1. – Capacitate Councilors on their roles and functions of Committees A 1.2.2. - Capacitate the local council Secretariat to effectively support Councilors A 1.2.3. - Clarify the role of MPs and Councilors A 1.2.4. - Clarify the role of Traditional Leaders A 1.2.5. - Capacitate structures at district and sub-district level in people-centred development planning, project monitoring and tracking of development resources (LDF, CDF, DDF) A 1.2.6. - Strengthen CSO accountability within the local government development structures. A 1.2.7. - Strengthen CSO capacity to hold duty bearers accountable for delivery of services						

	Results chain	Indicators	Baseline (Baseline Year 2018)	Current value Referenc e date	Targets (incl. reference year)	Sources and means of verification	Assumptions
	A 1.2.8. - Mobilize communities to engage local councils for improved service delivery A 1.3.1. - Support initiatives to increase women participation in key decision-making positions A 1.3.2. - Support initiatives to raise awareness on gender-based violence A 1.3.3. - Support review of legislation to address social exclusion. A. 1.3.4. - Support initiatives to uplift the lives of marginalized groups. A. 1.3.5. - Support projects that lead to social and economic empowerment of women, girls and people with disabilities A. 1.3.6. - Facilitate the review and enforcement of policies and legislation that promote and protect the rights of women, girls and socially excluded groups A. 1.3.7. - Support projects that engage political parties on women participation and decision-making processes A. 1.4.1. - Review policies and legislation that hinder access to economic opportunities A. 1.4.2. - Review policies and practices that						

	Results chain	Indicators	Baseline (Baseline Year 2018)	Current value Referenc e date	Targets (incl. reference year)	Sources and means of verification	Assumptions
	hinder access to capital as a basis for advocacy and lobbying A. 1.4.3. - Undertake studies on distribution of resources as a basis for advocacy and lobbying A. 1.4.4. - Undertake review of budgets and execution of the same as a basis for advocacy and lobbying A. 1.4.5. - Undertake studies on economic skill availability as a basis for advocacy and lobbying. A. 1.4.6. - Review bottlenecks to opportunities in the extractive industry as a basis for advocacy and lobbying A. 1.4.7. - Review agricultural marketing and pricing patterns for advocacy purposes A. 1.4.8. - Support initiatives that promote access to economic opportunities A. 1.4.9. - Support initiatives to mobilize citizens and the media on extractive industries A. 1.4.10. - Support professional bodies and the media to engage in activities on economic governance A. 1.5.1. -						

	Results chain	Indicators	Baseline (Baseline Year 2018)	Current value Referenc e date	Targets (incl. reference year)	Sources and means of verification	Assumptions
	Support initiatives to eliminate bottlenecks to access and delivery of justice A. 1.5.2. - Support initiatives to demand accountability of justice delivery institutions A. 1.5.3. - Support access to justice by juveniles A. 1.5.4. - Raise awareness on minority rights A. 1.5.5. - Advocate for respect of the law A. 1.5.6. - Support initiatives to address corruption A. 1.5.7. - Support initiatives that promote and protect the rights of vulnerable groups A. 1.6.1. - Support investigative journalism on governance issues, especially those linking with decentralized structures. A. 1.6.2. - Mobilize communities to engage duty bearers and service providers A. 1.6.3. - Support access to information initiatives. A. 1.6.4. - Facilitate political participation of the media especially towards electoral						

	Results chain	Indicators	Baseline (Baseline Year 2018)	Current value Referenc e date	Targets (incl. reference year)	Sources and means of verification	Assumptions
	processes A. 1.6.5. - Support the media to mobilize citizens to engage in good governance A. 2.1.1. - Adapt and revise a Code of Governance adopting best international practices A. 2.1.2. - Adapt the new Governance Code for use by Grant Partners A. 2.1.3. - Develop and publicise a Code of Conduct for all Foundation employees and all those who engage with the Foundation. A. 2.1.4. - Commission the design of specific modules for Governance training for Malawi NSAs. A. 2.1.5. - Deliver Governance training to both GPs and the wider NSA community. A. 2.1.6. - Develop the Foundation's technology and IT policies and plans and ensure training at all levels. A. 2.1.7. - Procure and install IT for the Foundation A. 2.1.8. - Develop an HR and Pay Roll Management System A. 2.1.9. - Develop a Staff Performance Management System A. 2.1.10. - Develop grievance and disciplinary						

	Results chain	Indicators	Baseline (Baseline Year 2018)	Current value Referenc e date	Targets (incl. reference year)	Sources and means of verification	Assumptions
	handling procedures A. 2.1.11. - Develop Terms and Conditions of service for all staff A. 2.1.12. - Develop human resources management and procedure manual A. 2.1.13. - Develop workplace and administration policies and processes A. 2.1.14. - Procure and install an HRIS software A. 2.1.15. - Develop a manual filing system for organization A. 2.1.16. - Develop a human resource development strategy A. 2.1.17. - Develop and implement procurement guidelines and procedures A. 2.1.18. - Develop a Human Resources and Training Manual A. 2.1.19. - Develop an Administration Policies and Procedures Manual A. 2.1.20. - Develop a Fund and Finance manual A.2.1.21. - Commission Annual Audits for the Foundation and grant partners A. 2.1.22. - Develop Financial statements A. 2.1.23. - Develop fixed asset management policies A. 2.1.24. - Review and update pay rolls						

	Results chain	Indicators	Baseline (Baseline Year 2018)	Current value Referenc e date	Targets (incl. reference year)	Sources and means of verification	Assumptions
	A. 2.1.25. - Procure and install an online accounting system A. 2.1.26. - Develop accounting policies A. 2.1.27. - Develop a procurement management system A. 2.1.28. - Develop Grants Procedures and Management Manual A. 2.1.29. - Design and operationalize a Grants Management Information System A. 2.1.30. - Create policy documents and supporting manuals, guides or handbooks in all operational areas in support knowledge management and learning A. 2.1.31. - Develop an Electronic Document Management System A. 2.1.32. - Adapt, change or create new policy documents in such areas as fraud, anti-corruption, whistleblowing and access to information. A. 2.1.33. - Create an internal house style guide to improve communications and standards for all the documents produced in the Foundation A. 2.2.1. - Develop						

	Results chain	Indicators	Baseline (Baseline Year 2018)	Current value Referenc e date	Targets (incl. reference year)	Sources and means of verification	Assumptions
	Partnerships Development Framework and Guidelines A. 2.2.2. - Participate in the platforms A. 2.2.3. - Develop formal and informal partnerships with relevant stakeholders A. 2.2.4. - Participation in the platforms A. 2.2.5. - Register for Membership A. 2.3.1. - Participate in global learning events for governance institutions. A. 2.3.2. - Formalize relationships with like-minded national, regional and global institutions A. 2.3.3. - Develop a knowledge management strategy A. 2.3.4. - Research, documentation, dissemination of best practices A. 2.3.5. - Develop and implement an efficient and effective knowledge management system A. 2.3.6. - Conduct periodic learning events for CSOs to share knowledge and skills A. 2.3.7. - Participate in governance learning fair at all levels of operation						

Annex 3: List of People Consulted

Name	Institution	Designation	Contact No	Tel.	E-Mail	Location
1. Peter Maluwa	NICE	M&E Officer			pmaluwa@nice.mw	Lilongwe
2. John Chipeta	NICE	Resource Mobilisation Officer	0888542187		John.chipeta@gmail.com	Lilongwe
3. Derex Souza	NICE	Programmes Officer	0888558019		dsouza@nice.mw /derex.sauza@gmail.com	Lilongwe
4. Hajira Ali	NICE	DCEO	0999129708			Lilongwe
5. Robert	Tilitonse					Lilongwe
6. Geoffrey Singini	Tilitonse					Lilongwe
7. Chandwira	Tilitonse					Lilongwe
8. Fredrick Mphande	NICE	Volunteer				Kasungu
9. Bernard Chanache	Kasungu District Council	DCDO				Kasungu
10. Tendayi Banda	NICE	Volunteer				Kasungu
11. Harry Mawango	Kasungu Municipal Market	Vice Chair				Kasungu
12. Kamuyamu Beni	Msauka Village (T/A Kawomba)	Block Leader				Kasungu
13. Edward Kamvabingu	ACB		0995624863			Mzuzu
14. Peter Mussa	MCISON		0999532402			Mzuzu
15. Gibson Chisale	MCISON		0999688468			Mzuzu
16. Destan Kondowe	NICE		0882338023			Mzuzu
17. Bonface Ng'oma	ACB		0999139149			Mzuzu
18. Diaz Sichinga	NAWLOG		0888569401/ 0999046549			Mzuzu

Annex 4: Terms of Reference



TERMS OF REFERENCE FOR THE PROJECT FINAL EVALUATION FOR NICE

IMPLEMENTED IN SEVEN DISTRICTS IN MALAWI (Blantyre Urban, Balaka, Thyolo, Lilongwe Urban, Kasungu, Mzuzu and Karonga)

1.0. Introduction

The National Initiative for Civic Education (NICE) is an independent and autonomous organization registered under the Trustees Incorporation Act 5:03 of the Laws of Malawi as a Public Trust on 14th March, 2012. The mandate of NICE is to contribute towards deepening democracy and good governance through civic and voter education. The overall objective of NICE is therefore, to contribute to the strengthening of the democratic process and promotion of good governance in Malawi for accelerated economic growth and poverty reduction.

2.0. Background to the assignment

The quality of governance at local level directly affects the quality of service delivery since good governance ensures that money is spend in accordance with the policies and procedures and in an efficient and effective manner. NICE therefore solicited funding from Tilitonse Foundation to implement a project called *Strengthening Local Governance for Improved Service Delivery through Civic Innovations & Crowdsourcing*. NICE would like to apply part of the funds to engage a consultant to conduct a comprehensive project final evaluation to assess the performance of the project in the selected Local Councils in Malawi. NICE wishes to undertake Project evaluation exercises in seven (7) districts in Malawi (Balaka, Blantyre Urban, Thyolo, Lilongwe Urban, Kasungu, Mzuzu and Karonga).

3.0. Objectives

The Final Evaluation is primarily intended to assess the extent to which the project and its interventions have achieved its goal, objectives and outcomes. It will also determine how the project has contributed to the goal and objectives of NICE Public Trust.

Specifically, the final evaluation is intended:

1. To independently verify (and supplement where necessary) record of achievement as reported through Annual Reports and defined in the project's log frame.
2. To assess the extent to which the project performed well and was good value for money, which includes considering;
 - i. How well the project met its objectives;
 - ii. How well the project applied value for money principles of effectiveness, economy, efficiency and equity in relation to delivery of its outcome;

- iii. What has happened because of the Project's funding that wouldn't have otherwise happened;
 - iv. How well the project aligns with NICE Public Trust's goals and objectives
3. Assess how the project has contributed to the achievement of NICE Public Trust & Tilitonse Foundation goals, objectives and result areas, and the national priorities as reflected in key national goals, policies and other instruments
 4. Assess the likelihood of project and its activities to continue at national, district and community levels beyond the support received in the period of intervention.
 5. Draw lessons learnt – What lessons have been learnt so far which can be applied in the similar interventions on governance
 6. Appraise the project partnership approach (including management structures, communications and relationships).

4.0. Scope of Work

The final evaluation should investigate effectiveness, relevance, sustainability, efficiency and impact. The evaluation should address the following key questions under each aspect:

Relevance: Assess design and focus of the project - To what extent did the Project achieved its overall objectives? - What and how much progress has been made towards achieving the overall outputs and outcomes of the project? - To what extent were the results (impacts, outcomes and outputs) achieved? - Were the inputs and strategies identified, and were they realistic, appropriate and adequate to achieve the results? - Was the project relevant to the identified needs?

Effectiveness: Describe the management processes and their appropriateness in supporting delivery - Was the project effective in delivering desired/planned results? - To what extent did the Project's M&E mechanism contribute in meeting project results? - How effective were the strategies and tools used in the implementation of the project? - How effective has the project been in responding to the needs of the beneficiaries, and what results were achieved? - What are the future intervention strategies and issues?

Efficiency: Of Project Implementation - Was the process of achieving results efficient? Specifically did the actual or expected results (outputs and outcomes) justify the costs incurred? Were the resources effectively utilized? - Did project activities overlap and duplicate other similar interventions (funded nationally and /or by other donors? Are there more efficient ways and means of delivering more and better results (outputs and outcomes) with the available inputs? - Could a different approach have produced better results? - How was the project's collaboration with other partners, likeminded organizations, government agencies, councils and decentralization structures, other development partner funded projects? - How efficient were the management and accountability structures of the project? - How did the project financial management processes and procedures affect project implementation? - What are the strengths, weaknesses, opportunities and threats of the project's implementation process? **Sustainability:** To what extent are the benefits of the projects likely to be sustained after the completion of this project? - What is the likelihood of continuation and sustainability of project outcomes and benefits after completion of the project? - How effective were the exit strategies, and approaches to phase out assistance provided by the project including contributing factors and constraints - Describe key factors that will require attention in order to improve prospects of sustainability of Project outcomes and the potential for replication of the approach? - How were capacities strengthened at the individual and organizational level (including contributing factors and constraints)? - Describe the main lessons that have emerged? - What are the recommendations for similar

support in future? (Note: The recommendations should provide comprehensive proposals for future interventions based on the current evaluation findings).

Impact: To what extent has the project brought changes to people? - What changes have been registered on the ground by the project (both positive and negative) – To what extent has the project created space for engagement with duty bearers and service providers? – Describe how the project has contributed to the relevant three result areas of the project? – What tangible results has the project brought to the people, systems and structures etc.?

5.0. Deliverables for the evaluation

Deliverable	Deadline
Proposal Submission (Technical and Financial)	By 19 th February, 2020
Inception Report Explaining how evaluators will operationalize the evaluation in question (design, methodology, ethics plan, quality assurance plan, training agendas, evaluation plan etc.), to be submitted after a desk review and consultations with NICE Public Trust. This inception report will include the survey tools, focus group discussion	Within 1 week after a successful bidder is notified
protocols and/or key informant interview questions.	
Data collection	Within 2 weeks after submission of inception report
Draft report	Within 2 weeks after completion of data collection
Final Evaluation final report	Within 2 weeks after submission of the draft report
A 3-page stand-alone document summarizing the final evaluation (To stand as executive summary)	Within 2 weeks after submission of the draft report
Presentation of the key findings	Within 2 weeks after submission of the draft report
Dissemination plan	Within 2 weeks after submission of the draft report

6.0. Report Outline

1. Cover Page
2. Table of Contents
3. List of Acronyms
4. Executive summary which includes the background, key findings, conclusions and recommendations
5. Introduction and objectives of the Evaluation
6. Research design including key indicators
7. Methodology including data sources, data limitations, and timeline of evaluation
8. Study findings
9. Conclusion based on the findings
10. Limitations includes any constraints of the evaluation
11. Recommendations based on the conclusions
12. References
13. Annexes (list of data sources including interviews, data collection tools etc.)

7.0. Support Team from NICE Public Trust

From our end, the M&E Manager shall constitute a team that will work hand in hand with the consultant in seeing through that the final evaluation is carried out professionally.

8.0. Profile of Consultant(s)

The consultant shall be a firm with at least five years of experience in conducting Baselines, Mid Term and Final Evaluation studies of donor funded projects. Evidence of such work should be provided, with contact details for the relevant organizations.

- The Team Leader should have at least a Master's Degree in Economics, Development Studies, or related field, with at least 7 years of experience in management of governance related surveys. Key team members should include a Monitoring and Evaluation expert with a minimum of 5 years' experience in relevant surveys.
- Knowledge of local languages is required

9.0. How to Apply

Interested consultants should apply by submitting the following documents in a single PDF no later than 19th February 2020. Submissions must be through sealed bids with the subject line "Local Governance Malawi evaluation bid".

- I. Organizational/team capacity statement outlining relevant evaluation experience and ability to perform the three evaluations with methodological rigor. This should be a maximum of 5 pages.
- II. CV of each proposed evaluator with his/her role clearly identified. Please limit CVs to no more than 4 pages each.
- III. Financial proposal that includes (in Malawi Kwacha only):
 - Daily fee and days required for each team member
 - Estimated expenses attributable to each team member (as noted above, several expenses are paid for directly by NICE Public Trust).
- IV. Technical proposal detailing the contents stipulated above

10.0. Address;

Interested Consultant will need to use the below address;

The IPC Chairperson

National initiative for Civic Education P.O. Box
1046.

Lilongwe.

Email:

Deadline for submission of proposals is end of business on 19th, February, 2020, no later than 5:00 PM