



Norwegian Embassy



ENDLINE SURVEY REPORT FOR

PROMOTING URBAN GOVERNANCE THROUGH ACTIVE CITIZENSHIP AND STAKEHOLDERS ENGAGEMENT IN MZUZU CITY

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Find Your Feet

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TABLE OF CONTENTS

TABLE OF CONTENTS	2
LIST OF ACRONYMS.....	4
EXECUTIVE SUMMARY	5
1. BACKGROUND	7
2. THE NEED FOR AN ENDLINE STUDY	8
3. OBJECTIVES OF THE END LINE SURVEY	8
Scope of the end line survey	9
4.1. Systematic and detailed methodology.....	12
4.1.1. Document review	12
4.1.2. Development of end line survey framework	12
4.1.3. Inception report and inception meeting with consortium	12
4.1.4. Sampling frame.....	13
4.1.5. Recruitment and training of field team.....	13
4.1.6. Data entry, editing and transformation and analysis.....	13
4.1.7. Quality control of field data.....	14
4.1.8. Study scheduling	14
4.1.9. Study limitation	14
5. PRESENTATION AND DISCUSSION OF STUDY FINDINGS	14
5.1 Demographic Characteristics of the Study Population.....	15
6.0 CONTRIBUTION TOWARDS FYF, CSP, VOL AND TILITONSE FOUNDATION	
OBJECTIVES	26
9. ANNEXES.....	Error! Bookmark not defined.
9.1 FGD and KII interview guide	43
9.2 KII interview guide- duty bearers.....	44
9.3 Interview Guide for Officers from FYF, CSP and VOL	38
9.4 Household questionnaire.....	47

LIST OF TABLES

Table 1:	Sampling Frame
Table 2:	Gender Representation of Respondents
Table 3:	Education Levels of Respondents
Table 4:	City Dwellers Training in Active Citizenship, Advocacy and Lobbying.
Table 5:	City Dwellers Engagement and Demanding accountability from Duty Bearers in Mzuzu City
Table 6:	Community Participation in Development and Planning
Table 7:	Community Participation in Expenditure Reviews for CDF, LDF and DDF
Table 8:	Participation through Block Leaders and Councillors during Reviews of CDF, LDF and DDF
Table 9:	Reporting on Improved Urban Governance, Service Delivery and Inclusiveness by Mzuzu City council
Table 10:	Knowledge of Rights, Entitlements and Responsibilities.
Table 11:	Representation of the Interests of the City Residents during Council Meetings.
Table 12:	Legislation Provision on Recall for Non-performing Duty Bearers.

LIST OF ACRONYMS

CDF	Constituency Development Fund
CEO	Chief Executive Officer
CSP	Church and Society Programme
DDF	District Development Fund
DOF	Director of Finance
FYF	Find Your Feet
LDF	Local Development Fund
MSCE	Malawi School Certificate of Education
PEA	Political Economy Analysis
UDP	Urban Development Plan
VOL	Voice of Livingstonia
WDC	Ward Development Committee

EXECUTIVE SUMMARY

Find Your Feet in partnership with Church and Society Programme (CSP) of the Livingstonia Synod and Voice of Livingstonia (VOL) commissioned an end line study to assess the extent to which the project and its interventions have achieved its goal and objectives. The study also determined how the project contributed to the goal and objectives of FYF, CSP and VOL, Tilitonse Foundation and Malawi Government development agenda. The report would also help FYF, CSP and VOL to learn and understand how the project was implemented and if it brought about changes as outlined in the specific results framework, relevant outputs, outcomes and impact indicators.

The methodology of the end line study was informed by intentions of the project encapsulated in the project objectives that include: Overall Goal: To contribute to improved urban governance through active citizenship, stakeholder engagement and duty bearer responsiveness in Mzuzu city by end of project. Purpose: To empower Mzuzu city dwellers to demand quality service delivery from the city council and promote duty bearer responsiveness. Output 1: Increased capacity of rights holders (city dwellers) to demand accountability from duty bearers. Output 2: Duty bearers (council secretariat and elected officials) have acquired knowledge and skills in urban development planning systems and associated guidelines. Output 3: Enhanced collaboration and networking between stakeholders on urban governance. To capture data covering all aspects of the project based on the above logical interventions, the end line study employed both a quantitative and qualitative participatory approaches. The participatory methodology enabled FYF, CSP and VOL to actively participate but also take an active role in making suggestions that can address critical areas of the governance project. Broadly, the study used literature review, primary data collection, secondary data collection, key informant interviews and focus group discussions in the target communities and case study analysis to allow an in-depth understanding of the current situation.

The study used sample representation which was drawn from the population of targeted areas in Mzuzu City. The city has 15 Wards and 10 Wards were randomly sampled using simple random technique for data collection. This was done by writing the names of the wards on 15 small pieces of paper and later folding them. Then 10 pieces of paper were randomly picked and unfolded to reveal the name of the ward. In each Ward, 15 households were selected at random for household survey which was guided by a questionnaire, block leaders and Ward Councillors were engaged in key informant interviews guided by an interview guide, 10 members from each Ward were purposively selected and engaged in focus group discussions which were guided by a checklist. Market Associations chairpersons in each Ward were purposively selected and engaged in key informant interviews. Furthermore, the study purposively selected and engaged Health Directorate at City Council, and the office of the Mayor in key informant interviews.

Below is a snapshot of the findings based on the objectives of the study:

Active citizenship, advocacy and lobbying

The evaluation established that 33% of the respondents had been trained and that 67% were not trained. FYF had a Training of Trainers (TOT) approach. In this approach, it was anticipated that those who had been trained would roll-out the training to others as a way of multiplier effect, but this did not happen. This was because there was no follow-up from the implementing partners to ensure that the trainer of trainers had rolled out the training to others in society.

Engagement and demanding accountability from duty bearers

The evaluation established that there was an increase from a baseline of 24% to 26% on ability to engage and demand accountability from duty bearers. For instance, the residents of Nkhorongo-Lupaso Ward engaged duty bearers on the stalled construction of Chimndende Primary School and Lupaso Clinic and waste disposal in the area.

Participation in community development planning

The evaluation established that there was an increase from a baseline of 18% to 48.7% on participation on community development planning. Generally, people participate during initiation of

small-scale projects; and that sometimes people participate through some appointed representatives.

Community participation in expenditure reviews

The evaluation confirmed the status quo of 6% baseline on community participation in expenditure reviews for CDF, LDF and DDF. The community participates in decision making and monitors the implementation of the decisions. However, expenditure review for CDF, LDF and DDF is still a grey area as described in the findings. Mzuzu City Councillors who by their terms of reference are supposed to be providing oversight on financial management; the elected officials do not have access to full financial and activity records from the Mzuzu City Council Secretariat and they cannot relay the same to the city residents. Additionally, the rights holders were not oriented on the same.

Participation of block leaders on expenditure reviews on CDF, LDF and DDF

The evaluation established that there is an increase on participation of block leaders on expenditure reviews on CDF, LDF and DDF i.e. from a baseline finding of 4% for former block leaders and 20% of new block leaders to now 32% of block leaders participating in the reviews. The project contributed to opening up channels of communication and access to financial information. Councillors provide information on expenditure through block leaders and there has been regular publication of expenditure at the city council.

Reporting on improved urban governance, service delivery and inclusiveness

It was established that only 16% of the city residents can report about improved urban governance, service delivery and inclusiveness and a whopping 84% cannot. Much as the city residents are aware about the city structures they can complain at times in some places the duty bearers are not readily available to people for them to complain. It is therefore recommended that councilors should conduct regular meetings in their communities where the city residents would be informed of the state of governance. There is also need for implementing partners to continuously engage and follow-up with the people that have been trained so that they do their part by training others. For long term projects, there is need to provide some incentives to the TOT to facilitate mobility and continuous engagement with the communities.

Knowledge of rights, entitlements and responsibilities

The FYF project and those who reached out to the city residents created good awareness on rights, entitlements and responsibilities i.e. 77% were aware. The rights holders said much as they know their rights, entitlements and responsibilities, they are unable to use the knowledge to claim their rights. The project did not demystify that duty bearers are at the service of rights holders, hence they can engage them to demand their entitlements.

Mzuzu City Council representation of the residents' interests

The evaluation established that only 31% of the city residents were of the view that full council meetings represent their interest and needs. Vital information from full council meetings is passed from the Councillor to city residents through block leaders.

The study concludes that Mzuzu City residents need more trainings in citizen participation, lobbying and advocacy. The evaluation also learned that there was an increase from a baseline of 24% to 26% on ability to engage and demand accountability from duty bearers. Clearly, this shows that more work needs to be done to ensure that citizens are empowered to engage and demand accountability from the duty bearers. On the observation of low reporting on governance issues (16%) and high knowledge on human rights (77%), the evaluators pinned it on non-completion of feedback and complaint mechanism; and that people prefer to complain about human rights violations in groups as opposed to individuals for fear of reprisals. We recommend that the project should be extended. The feedback and complaint mechanism should be completed as a matter of urgency, once the project is extended. Mzuzu City Council Secretariat to be more transparent in administration and management of CDF, LDF and DDF; that the MP and Councillors to be doing more of oversight and representation roles for the development of the city and wellbeing of city residents, respectively; and that Mzuzu City council should have more capital investment in waste management. The Ministry of Local Government and Rural Development should develop modules

in the local government systems and make it mandatory for training of councillors and council secretariat staff.

1. BACKGROUND

This document is an end line survey report for a project on Promoting Urban Governance through Active Citizenship, duty bearer's responsiveness and Stakeholders' Engagement in Mzuzu City. The project was implemented by a consortium of Find Your Feet (FYF), Church and Society Programme (CSP) of the Synod of Livingstonia and Voice of Livingstonia (VOL). All three implementing partners are based in Mzuzu and work in the city area and across the northern region. They bring a diversity to the experience, innovations and technical abilities in implementing development programmes. FYF Malawi has over 10 years' experience in implementation of governance projects. It empowers local structures to claim their right to development. CSP has 20 years of experience in local and national governance and rights projects. It tackles serious and organised corruption including misuse of public resources and asset recovery and help communities in the mining sector to advocate effectively for compensation; encouraging companies to initiate social responsibility projects and to uphold the rights of communities. VOL has over 6 years implementing governance and human rights projects. VOL runs a Town Hall Round Table Radio Programmes, which provides an interface between Mzuzu City Council and residents, property owners and formal and informal business operators.

The 'Promoting Urban Governance through Active Citizenship, duty bearer's responsiveness and Stakeholders' Engagement in Mzuzu City' project was for eight months running from July 2019 to February 2020 with funding from Tilitonse Foundation (90,000 Euros). The project was implemented in all the 15 Wards of Mzuzu City targeting formal and informal governance structures such as Councillors, business people and their associations, women, youth and men including Mzuzu City Council Secretariat. The project was conceptualized after observing that Mzuzu City Council is one of the institutions within the urban governance sector that is grappling with multiple challenges that include but not limited to dwindling resource-base for urban governance and management, misunderstanding of democratic rights, lack of observation of rule of law, noncompliance to laid down guidelines and procedures, excessive political interference and failure by citizenry to hold both appointed and elected leaders to account, and high corruption levels. The main genesis for these challenges has been as a result of lack of clear policy direction in urban governance and management. Together, all these challenges have resulted into rapid encroachment into public, private and protected lands in the city, poor provision of public services such as health and education, growing insecurity, high unemployment levels and poor waste management.

Tilitonse PEA 2019 report, Mzuzu City Council Social Profile Report and reports from previous and current programmes of CSP, FYF and VOL further highlight low levels of knowledge and understanding on development guidelines for urban Councils in Malawi. Lack of proper orientation and the call for council authorities to be accountable to residents of Mzuzu city has created animosity between citizens and the council. Mzuzu city Council has structures at ward or neighborhood levels, which are not properly constituted as per the development guidelines for urban council, do not effectively participate in budget processes and lack skills to track council income and expenditures. Some of the governance issues that have affected Mzuzu city council revolve around environmental rights such as poor waste management, mismanagement of public funds such as Local Development Fund (LDF), District Development Funds (DDF) and Constituency Development Fund (CDF), inappropriate procurement practices and construction of substandard roads infrastructure, among others. Politicians have used their power and established their own urban structures that are often partisan, in order to bulldoze decisions regarding allocation of development projects. There has not been a lot of efforts on institutional reforms under the "service provider-clientele concept", inclusivity of all players and interest groups that include the urban elite, business persons, women, men, boys, girls, special groups such as persons with disabilities. Little efforts have also been made to push for urban duty bearers towards fulfilment of obligations and commitment as stipulated in their service charter.

Therefore, the project was developed 'to contribute to improved urban governance through active citizenship, duty bearer responsiveness and stakeholder engagement in Mzuzu city'. The purpose of the project was 'to empower Mzuzu city dwellers to demand quality service delivery from the city council and promote duty bearer responsiveness'. Ultimately, the project was aimed:

- To achieve increased capacity of rights holders (city dwellers) to demand accountability from duty bearers.
- To have duty bearers (council secretariat and elected officials) acquire knowledge and skills in urban development planning systems and associated guidelines.
- To enhance collaboration and networking between stakeholders on urban governance

Hence, pertinent topics of discussion that are relevant to this study on governance include participation, accountability, responsiveness and inclusivity

2. THE NEED FOR AN ENDLINE STUDY

Find Your Feet in partnership with Church and Society Programme of the Livingstonia Synod and Voice of Livingstonia commissioned an end line study to assess the extent to which the project and its interventions had achieved its goal and objectives. It determined how the project had contributed to the goal and objectives of FYF, CSP, VOL, Tilitonse Foundation and Malawi Government Development agenda. The generated data would also help FYF, CSP and VOL to learn and understand if the project implementation processes brought about changes which it set out to achieve.

The study sought to assess tenets of good governance such as participation and accountability as they relate to urban development planning. Employing a Political Economy Analysis (PEA) framework, the study sought to examine the extent of participation of the local structures and inclusive development in Mzuzu City.

The power relations and relationships at the local level were unveiled and helped determine how they affected use of local resources for local service delivery. Hence, the study examined MPs control of CDF, councilor's control of the DDF as well as secretariat' control of the LDF for service delivery in Mzuzu City. Ultimately, the study assessed the extent of grass root and stakeholder participation in the city. The study, therefore, sought to determine how the grassroots and stakeholders participate in the decision-making processes of the developments in Mzuzu City. It also assessed the levels of citizen awareness of the CDF, DDF and LDF guidelines.

Further, the study determined the extent to which the grassroots can hold their local leaders accountable for the use of development funds in Mzuzu City. Here the contestation of power and resources among the MPs, councilors, local project committees and the grassroots were analyzed. The goal was to generate knowledge on the structural bottlenecks affecting improved and sustained quality public service delivery in Mzuzu City.

The study sought to differentiate and determine active from passive participation of local stakeholders in use of resources for service delivery. It is only through active participation of grassroots that ownership of projects can be achieved hence meaningful development realised. Good urban governance has implications on sustainability of projects because it creates ownership of the projects by the local people. Ultimately, the study would contribute to improved urban governance through active citizenship, stakeholder engagement and duty bearer responsiveness in Mzuzu city.

3. OBJECTIVES OF THE END LINE SURVEY

The Final Evaluation was primarily intended to assess the extent to which the project and its interventions have achieved its goal and objectives. It also determined how the project had contributed to the goal and objectives of FYF, CSP and VOL and Tilitonse Foundation.

Specifically, the final evaluation was intended:

1. To independently verify (and supplement where necessary) record of achievement as reported through progress and end of project reports and defined in the project's results framework.
2. To assess the extent to which the project performed well and was good value for money, which includes considering;
 - a. How well the project met its objectives;
 - b. How well the project applied value for money principles of effectiveness, economy, efficiency and equity in relation to delivery of its outcome;
 - c. What had happened because of Tilitonse Foundation's funding that wouldn't have otherwise happened;
 - d. How well the project aligned with grant partner's and Tilitonse Foundation's goals and objectives
3. Assess how the project had contributed to the achievement of Tilitonse Foundation goal, 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 had 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)

Scope of the end line survey

The final evaluation also used the OECD framework and Value for Money. The OECD framework for analysis investigated effectiveness, relevance, sustainability, efficiency and impact. The evaluation addressed the following key questions under each aspect:

Relevance

Relevance is defined as the extent to which the project activities are suited to the needs and priorities of the rights holders and the donors. Hence, the study assessed the design and focus of the project. The study did this by examining the activities and outputs of the project and their consistency with the overall goal of the project. It also determined the relevance of the project's objectives to the FYF and Tilitonse Foundation's policies. The study also examined if the activities and outputs of the project were consistent with the needs and priorities of the rights holders and Government development agenda. Lastly, it also assessed the extent to which the project was Rights-Based.

Effectiveness

Measures the extent to which the activity achieves its purpose, or whether this can be expected to happen on the basis of the outputs. This includes assessing the level at which outputs translated into outcomes. Hence, the study determined the extent to which the project achieved its overall objectives. It also determined the extent and provided evidence to which project outcomes have been attained both quantitatively and qualitatively. It also determined if the project was effective in delivering desired/planned results. It also assessed the extent to which the Project's M&E mechanism contributed in meeting project results. The study also explored the effectiveness of the strategies and tools used in the implementation of the project. It, further, showed effectiveness of the project in responding to the needs of the beneficiaries, and the results achieved. Finally, the study sought to establish if the inputs and strategies identified were realistic, appropriate and adequate to achieve the results.

Efficiency

Efficiency describes the project's outputs in comparison to its inputs and project management. Hence, it determined if the process of achieving results was efficient. It did this by determining if the actual or expected results (outputs and outcomes) justified the costs incurred. The study also determined if the resources were effectively utilized. The study also revealed any project activities

overlap, and see if the project duplicated other similar interventions (funded nationally and /or by other donors). The study also explored more efficient ways and means of delivering more and better results (outputs and outcomes) with the available inputs. The study also sought to determine if a different approach could have produced better results.

The study also found out how the project collaborated with the other grant partners, likeminded organizations, government agencies, councils and decentralization structures, or other development partner funded projects. It also sought to understand the efficiency of the management and accountability structures of the project. The study further investigated how the project financial management processes and procedures affect project implementation. Finally, the study determined the strengths, weaknesses, opportunities and threats of the project's implementation process.

Sustainability

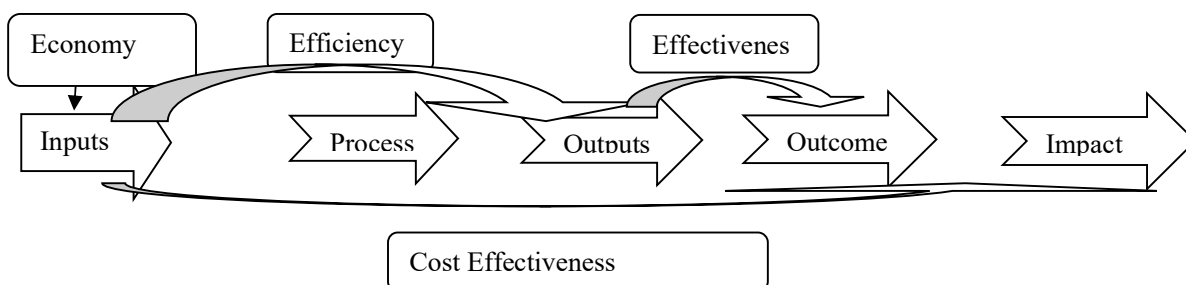
Sustainability is concerned with measuring whether the benefits of an activity are likely to continue after funding has been withdrawn. The study therefore assessed the extent to which the benefits of the projects are likely to be sustained after the completion of the project. It also analysed the likelihood of continuation and sustainability of project outcomes and benefits after completion of the project. The study determined the effectiveness of the exit strategies, and approaches to phase out assistance provided by the project including contributing factors and constraints. It also described key factors that will require attention in order to improve prospects of sustainability of project outcomes and the potential for replication of the approach. The study also described the capacities strengthened at the individual and organizational level (including contributing factors and constraints). The study then described the main lessons that have emerged. Finally, the study explored the recommendations for similar support in future (Note: The recommendations provided comprehensive proposals for future interventions based on the current evaluation findings).

Impact

Impact is concerned with the positive and negative changes produced by a development intervention, directly or indirectly, intended or unintended. Hence the study determined the extent to which the project brought changes to people. The study also established the changes that have been registered on the ground by the project (both positive and negative). It also assessed the extent to which the project has created space for engagement with duty bearers and service providers. It further described how the project has contributed to the relevant result areas of the Tilitonse Foundation (Active citizenship, Local Governance, Gender and Social Inclusion, Economic Governance and Rule of Law). Finally, the study highlighted the tangible results the project has brought to the people, systems and structures etc.

Value for Money

Value for money is about getting desired results at lowest cost and how the inputs, processes, outputs, outcomes and impact are linked. Project design and evaluation is examined according to the four Es'- economy, efficiency, effectiveness, equity as well as the strength of the links/attribution in the chain.



Economy- Investment/inputs into the project in terms of staff, activity costs, consultants etc; Efficiency-what outputs and how many were realized from the invested inputs; Effectiveness- What outcomes were achieved as a result of the outputs; and Cost-effectiveness- what impact did the

project create as a result of the inputs that were invested. Additionally, how did the project implementation address issues of equity i.e. to what extent did the project consider issues of gender and social inclusion.

Above all, the study sought to assess tenets of good governance such as participation and accountability as they relate to urban development and planning. Employing a Political Economy Analysis (PEA) framework, the study sought to examine the extent of participation of the local structures and inclusive development in Mzuzu City.

4. METHODOLOGY USED AND JUSTIFICATION

The methodology of the end line study was informed by intentions of the project encapsulated in the project objectives that include:

Overall Goal:	To contribute to improved urban governance through active citizenship, stakeholder engagement and duty bearer responsiveness in Mzuzu city by end of project.
Purpose:	To empower Mzuzu city dwellers to demand quality service delivery from the city council and promote duty bearer responsiveness.
Output 1:	Increased capacity of rights holders (city dwellers) to demand accountability from duty bearers
Output 2:	Duty bearers (council secretariat and elected officials) have acquired knowledge and skills in urban development planning systems and associated guidelines
Output 3:	Enhanced collaboration and networking between stakeholders on urban governance

Activities under output 1:

- Conduct a three-day orientation workshop for urban development structures in: guidelines and procedures; human rights, advocacy and lobbying; and Social Accountability Tool Box
- Conduct a 'My Mzuzu-My City-My Home' campaign.
- Conduct awareness raising campaign spiced up with theatre for change to popularise city by-laws
- Facilitate engagement sessions between rights holders and duty bearers.
- Strengthen youth champion groups
- Facilitate media campaigns

Activities under output 2:

- Conduct a week-long orientation workshop for council authorities on social accountability; urban development planning systems and associated guidelines
- Facilitate development of complaint and feedback mechanisms
- Conduct a workshop for elected officials covering urban development planning systems and associated guidelines and public expenditure monitoring training.

Activities under output 3:

- Facilitate establishment of Business and property Owners Forum.
- Facilitate town hall roundtable.
- Facilitate dialogue sessions with the Mzuzu City Non-State Actors
- Participate in joint advocacy efforts at regional and national level
- Conduct review meetings with stakeholders

To capture data covering all aspects of the project based on the above logical interventions, the end line study employed both qualitative and quantitative participatory approaches. The participatory methodology enabled the FYF, CSP and VOL to actively participate but also take an active role in making suggestions that could address critical areas of the governance project. Broadly, the study used literature review, primary data collection, secondary data collection, key

informant interviews and focus group discussions in the target communities and case study analysis to allow an in-depth understanding of the situation after the project.

4.1. Systematic and detailed methodology

4.1.1. Document review

Desk research was the first stage in the process of data collection for this assignment. It involved collection, review and analysis of relevant literature. Among the documents reviewed included, but not be limited to, the following:

- Project documents (ToR, proposal, results framework)
- The Constitution of the Republic of Malawi.
- Decentralization policies
- CDF guidelines
- Development Planning Handbook for District Councils
- Baseline Survey report

The desk research provided the information that allowed a better understanding of the project indicators and informed the development of end line survey framework. This, in turn, allowed the designing of data collection instruments in such a way that only data and information relevant to the scope of the study were collected. In addition, it was a source of both quantitative and qualitative secondary data and information that was used to address the objectives of the assignment.

4.1.2. Development of end line survey framework

A detailed End line Survey Framework/matrix was developed to break down the main survey questions based on the scope provided. The framework further illustrated what information was needed, and how, where and by whom it could be collected. Based on the framework, main and sub questions were developed to guide data collection and the questions were framed mainly to capture:

- Ability of Mzuzu City residents to report improved governance and satisfaction over delivery of services and inclusiveness by city council
- Ability of rights holders or city residents to engage and demand accountability from duty bearers in Mzuzu City
- %age of duty bearers who are able to respond to demands by rights holders
- Extent of Mzuzu City residents' empowerment to demand quality service delivery from duty bearers
- Extent of Mzuzu City residents who get satisfied with the duty bearers' responsiveness
- Ability of urban development structures to demand accountability from duty bearers, including delivery of waste management services
- Extent of collaboration and networking meetings among city council stakeholders on urban governance and waste management
- Level of knowledge of urban planning and development policies, laws, by-laws and development guidelines among Mzuzu City residents
- Knowledge of sources of Mzuzu city financing and accountability for the financial resources

4.1.3. Inception report and inception meeting with consortium

An inception report detailing understanding of ToR and methodology was produced and presented to the project consortium. Among other things, the meeting aimed at reaching a common understanding of the terms of reference, the expectations during the assignment and the methodology that was proposed to ensure its adequacy to meet the expected results of the study. In addition, the meeting was also aimed at agreeing on which key stakeholders and partners to include in the sample. The sample included stakeholders such as councilors, block leaders, the council secretariat, representatives of market associations and the rights holders themselves.

Some critical comments were made during the discussions and included: Clarity on how many data collection assistants the study would engage, the number of people to be interviewed using the questionnaire tool, and including a detailed section on waste management.

The suggested comments were adequately incorporated in the actual process of data collection such as specifically using five research assistants, clearly indicating and engaging 150 interviewees for the questionnaire, interviewing representatives of market associations in all wards and inclusion of a section on waste management with appropriate questions attached.

4.1.4. Sampling frame

The study used sample representation which was drawn from the population of targeted areas in Mzuzu City. The city has 15 Wards and 10 Wards were randomly sampled using simple random technique for data collection. In each Ward, 15 households were selected at random for household survey which was guided by a questionnaire (Annex 2), block leaders and Ward Councillors were engaged in key informant interviews guided by an interview guide (Annex 3), 10 members from each Ward were purposively selected and engaged in focus group discussions which were guided by a checklist (Annex 4), FYF, CSP and VOL officials were purposively selected and engaged in key informant interviews. Furthermore, the study purposively selected and engaged Health Directorate at City Council, Mayor Office in key informant interviews.

Kumar (2005) defines purposively/judgmental sampling as a type of sampling that involves deliberate conscious choice of who is to participate or not. In this case, people who are conversant with participatory and inclusive development issues were sampled.

Table 1: Sampling frame

Area sampled	Key people engaged	Method of data collection	Type of data collected
Mzuzu City Council	Mayor Office, Health Directorate and Director of Administration	KII	Qualitative
10 Wards including: Msongwe, Masasa, Mchengautuwa East, Chibavi West, Luwingu, Nkhorongo-Lupaso, Zolozolo East, Chiputula and Mzilawayingwe, Kaning'ina –Jombo	150 households 10 Councillors 10 Block leaders 5 from VoL, CSP and FYF officials 100 community members (10 per Ward) 2 Mzuzu City Council secretariat officials	HH survey KII KII KII FGD KII	Quantitative Qualitative Qualitative Qualitative Quantitative Qualitative

4.1.5. Recruitment and training of field team

All staff associated with the execution of the study were hired by the Consultants. The Consultants hired competent and qualified personnel with extensive experience in data collection. These were a combination of degree and diploma holders. The personnel were trained before being deployed in the field. The training covered the importance and objectives of the study, conducting surveys, qualities of a good interviewer, and completion of study instruments, the data collection team members pre-tested the questionnaires and changes were incorporated into the tools before actual field began. The Consultants facilitated the training which lasted one day.

4.1.6. Data entry, editing and transformation and analysis

Qualitative data from focus group discussions and key informant interviews were recorded in hard covers and analyzed based on thematic analysis. The themes were predominantly based on indicators as defined in the project result framework. The analysis provided for gender

disaggregation in order to provide understanding of how different gender groups were involved. Social network analysis was performed to understand the interactions of stakeholders among each other and the larger environment. These were seen as networks of people (individuals, communities, organisations, institutions, companies) and things (interventions, activities, documents, events), connected by relationships (transmission or exchange of information, money, goods, influence, friendship).

Quantitative data from household survey were analysed in SPSS version 20. Descriptive statistics focusing on frequency analysis was done to determine percentages and cross tabulation was done to establish associations among Wards. Tables and charts were generated showing frequencies and associations.

4.1.7. Quality control of field data

All collected data in this study underwent specific quality control assessment. All data was critically assessed during and after the collection process to ensure high quality.

The assessments included:

- Training of research assistants on ethics and methods of data collection including best possible quality data collection and measures to minimize non-sampling errors;
- In-built mechanisms in the questionnaire, checklist/schedules to cross-check consistency of the responses;
- Probing techniques to ascertain the appropriateness/relevance and consistency of answers, and wherever necessary elaboration of answers;
- Close supervision of the work of the data collectors;
- Random check on the work of the data collectors;
- Feedback by supervisors and offering of solutions to bottlenecks, as and when arisen
- Meetings with data collectors after each day of field work to check quality of data and consistency of asking questions.

4.1.8. Study scheduling

The study was implemented from March 30th to April 4th, 2020. The study was implemented through the following phases. Phase 1: Inception meeting which was held on 28th March 2020. Phase 2: Data Collection; started on 31st March to 4th April 2020. Phase 3: Data Analysis and reporting ended on 17 April, 2020. Phase 4: Validation which was conducted on 22 April, 2020. After presentation of the draft report, comments were consolidated to come up with a final report.

4.1.9. Study limitations

The study had a number of limitations. Firstly, due to time constraint, the study sampled 10 wards of the city out of the 15 wards. However, representation of 10 Wards was close to the whole population which helped to ensure credibility of the data. Secondly, the single MP in Mzuzu city was not interviewed because efforts to book an appointment proved futile as he was constantly unavailable. Therefore, the study collected data from councillors only as elected duty bearers. Lastly, in some wards such as Msongwe, there were no block leaders because election of the new office bearers had not yet taken place. In that case, interviews were conducted with community development facilitators.

5. PRESENTATION AND DISCUSSION OF STUDY FINDINGS

This chapter presents project accomplishments towards meeting the set project targets. The accomplishments and findings from the final evaluation study are mainly compared to the project set targets and also with reference to the baseline findings. The findings are presented according to project result areas under the three stated project outputs. These are 1) *Increased capacity among rights holders (city dwellers) that enables them to demand accountability from duty bearers* 2) *Duty bearers (council secretariat and elected officials) have acquired knowledge and skills in urban development planning systems and the associated guidelines* 3) *Enhanced collaboration and networking between stakeholders on urban governance*. The findings under each result area are discussed to determine the factors that contributed to performance in that area. Factors contributing

to successes and failures are equally discussed to provide evidence of facilitating or limiting factors. Where these factors are not clearly identified, explanations are provided to provide more information as to why the project recorded performance as identified during the evaluation.

The subsequent section outlines assessment of the project's performance in contributing to Tilitonse Foundation, FYF, CSP and VOL objectives. The analysis applied a critical review of the '*Pathway to Change*' the project employed to derive the results. As well the evaluation analyses how the project used the Political Economy Analysis (PEA) to facilitate attainment of results in various key result areas. The final section of the results chapter, employs the evaluation analytical framework of OECD to determine the relevance, efficiency, impact and sustainability of the project. This section is followed by chapters detailing lessons learnt, challenges, recommendations and conclusions. Conclusions are based on progress made in achieving results under the three project outputs. In order to contextualize the findings, the first section of this chapter gives details about the study areas, basic demographic characteristics of the respondents and basic social characteristics of the study population.

5.1 Demographic Characteristics of the Study Population

The study was conducted in 10 of the 15 Wards in Mzuzu City's project impact area. The 10 wards selected are the ones in which the baseline study was conducted. The total sample achieved was 150 which represents 100% response rate.

Table 2: Gender of the respondents

	Frequency	Percent
Male	66	44.0
Female	84	56.0
Total	150	100.0

The gender distribution of the respondents was dominated by women who were in majority at 56% while 44% were men. The female dominance in survey participation mirrors gender roles as is likely to be found at home. Usually women are found in the homes doing reproductive roles of care and domestic chores, hence they were found during the administration of the household questionnaires.

Table 3: Education levels of respondents

	Frequency	Percent
No school	4	2.7
Primary	46	30.7
Secondary	83	55.3
Tertiary	9	6.0
Vocational training	8	5.3
Total	150	100.0

The education attainment mirrors the composition of city residents that in most cases, they are likely to have migrated to the urban to look for jobs or business opportunities. Usually, it is those with some formal education who migrate to the urban in search of greener pastures. The high literacy levels in the urban like Mzuzu City can work to the advantage of governance projects,

in that grasping of concepts during trainings and engaging duty bearers could be easier. In addition, city dwellers who were literate could understand policies and engage with duty bearers better than those who were illiterate.

5.2 RESULTS BY KEY RESULT AREAS:

Project Output 1: Increased capacity among rights holders (city dwellers) that enables them to demand accountability from duty bearers

The project theory of change entailed that by equipping the urban residents with skills and knowledge of the funding widows' guidelines and procedures, human rights, advocacy and lobbying and social accountability tools, the urban residents will be empowered to engage duty bearers to deliver quality social services, be transparent and accountable in their dealings. Once empowered with skills and knowledge, the theory of change, further asserted that urban dwellers would be participating in the urban governance, and that the urban governance structures and decision-making processes will be inclusive.

5.2.1 Table 4: City Dwellers Training in active citizenship, advocacy and lobbying

	Frequency	Percent
Yes	55	36.7
No	94	62.7
Total	149	99.3
Missing System	1	.7
Total	150	100.0

The evaluation established that 37% of the respondents had been trained and that 67% not trained. FYF had a Training of Trainers (TOT) approach. In this approach, it was anticipated that those who had been trained would roll-out to others as a way of multiplier effect. However, the focus group discussions in most wards showed that the people who had been trained by FYF did not roll-out the training to others. See caption from Msongwe Focus Group Discussion

Not all of us have been trained on active citizenship, advocacy and lobbying, for example from this group, it was only one who went for that training but he never told us what he learned. And that we do not have knowledge of expenditure guidelines of CDF, DDF and LDF and other locally generated revenues such as city rates we have not been briefed. FGD Msongwe

5.2.2 Table 5: City Dwellers Engagement and demanding accountability from duty bearers in Mzuzu City

	Frequency	Percent
Yes	39	26.0
No	109	72.7
Total	148	98.7
Missing System	2	1.3
Total	150	100.0

The evaluation established that there was an increase from a baseline of 24% to 26% on ability to engage and demand accountability from duty bearers. This is a small increase from the baseline findings. May be the project should have done better if it was implemented for a longer period. However, through qualitative interviews across the wards, the evaluation established that there has been numerous engagement and demand for accountability by the urban residents. For

instance, the residents of Nkhorongo-Lupaso Ward engaged duty bearers on the stalled construction of Chimndende Primary School and Lupaso Clinic and waste disposal in the area. On engagement and demand for accountability, a Block Leader from Zolozolo East Ward had this to say

Previously, we never engaged the Director of Finance, we just stopped at a group meeting when tracking the CDF with Story Workshop. Now we are clever, we know our rights we will be following up on how resources have been used. We will even involve individual Directors such as DOF-Block Leader Zolozolo East Ward.

It was also established that there are avenues through which urban residents can engage and demand accountability from duty bearers but such openings are not fully utilized and appreciated. For instance, urban residents are allowed to attend Mzuzu City Full Council meetings as observers during which they can hear for themselves what their representatives say and present. However, the rights holders do not attend such meetings mainly because they do not know when such meetings are taking place. The urban residents can also engage duty bearers i.e. Councillors

through Ward Development Committees (WDC). The Councillor from Zolozolo East Ward had this to say on engagement and accountability of duty bearers:

Rights holders views counts in making decision, they have committees that represent them to the Ward Development Committees meetings. As a Councillor I just receive a report of their choice/decision- Councillor, Zolozolo East Ward

Table 5 shows that there is minimal increase on engagement and demand for accountability from duty bearers from the baseline of 24% to 26%. It was observed during the evaluation that the project did not work to build bridges among urban residents, block leaders, councillors and City Secretariat. The different stakeholders were trained separately hence sustaining the divide. Councilor for Luwanga Ward, while appreciating that the project was an eye opener as regards urban governance and development, he revealed that the project did not demystify the engagement gaps among the stakeholders who are supposed to work together. According to the sentiments of the Councillor below, the trainings should have been bringing together the rights holders and duty bearers. This should have helped in instant role and responsibility clarification.

It was good information, we learnt from Find Your Feet, however the challenge is that information was given only to the Councillors then citizens on their own and block leaders on their own as well which has contributed to division among the stakeholders when implementing development projects- Councillor, Luwanga Ward

Above all, the evaluation established that there is growing desire and momentum build up among urban residents to engage and demand accountability from duty bearers. There is a vivid example to attest the findings. In almost all Wards in the urban residents, block leaders and councillors mentioned that they had engaged Mzuzu City secretariat to account for the MK91 million Infrastructure Development Fund (IDF) that was diverted to pay council staff salaries and benefits of the former councillors. To avoid a repeat, it was resolved that the next IDF amounting to MK79 million be divided equally among all wards.

5.2.3 Active and Meaningful Participation in Decision Making Processes

Table 6: Community Participation in development and planning

	Frequency	Percent
Yes	73	48.7
No	77	51.3
Total	150	100.0

The evaluation established that there was an increase from a baseline of 18% to 48.7% on participation on community development planning. The 20% increase in community participation is a significant change, considering that the project was for a short time. Generally, people participate during initiation of small-scale projects; and that sometimes

people participate through some appointed representatives. This was established through the focus group discussions and key informant interviews as presented below:

Yes, we do take part in community development. The following are examples-road rehabilitation, market development, school block construction and community health facilities- FGD Masasa Ward

There are structures that are followed: it is not all people that can be included in decision making process as there are a lot of people. Instead a group of people is chosen to participate- Councillor, Luwanga Ward

Table 7: Community Participation in Expenditure Reviews for CDF, LDF and DDF

	Frequency	Percent
Yes	10	6.7
No	140	93.3
Total	150	100.0

The evaluation confirmed the status quo of 6% baseline on community participation in expenditure reviews for CDF, LDF and DDF. The community participates in decision making and monitors the implementation of the decisions. The narrations below affirm the reality as regards expenditure

reviews. And it means that expenditure reviews and monitoring is still a grey area.

We just know that CDF and DDF comes from the government to the area to do different developments there might be other funds but we are not aware of other guidelines and how they operate and come from- FGD Mzilawayingwe Women.

Although, there is a status quo on community participation in expenditure reviews for CDF, LDF and DDF, there is a good example in which the community of Mzilawayingwe rejected the Councilor's decision to impose a contractor on them.

There is a case in which the Councillor employed his own Bridge Contractor without peoples (community) consent. The community refused to let the councillors' contractor do the work later the community demanded that someone from the community does the work and he is working on the Bridge. The citizens lodged a complaint through the block leader to the senior chief then to the council- FGD – Mzilawayingwe Women

Table 8: Participation through Block Leaders and Councillors during Reviews of CDF, LDF and DDF

	Frequency	Percent
Yes	48	32.0
No	37	24.7
Dont know	65	43.3
Total	150	100.0

The evaluation established that there is an increase on participation of block leaders on expenditure reviews on CDF, LDF and DDF i.e. from a baseline finding of 4% for former block leaders and 20% of new block leaders to now 32% of block leaders participating in the reviews. The project contributed to opening up channels of communication and access to financial information. Councillors provide information on

expenditure through block leaders and there has been regular publication of expenditure at the city council (annex 4). The narration below attests to the findings and the strides the project has made:

Yes, we do have information regarding expenditure of public resources. Because the Councillor (newly elected) before allocating the funds into any project, he informs us and we also take part in giving our suggestions on developments to be done. For instance, as block leaders, we were part and parcel of decision on the development to be done- KII Block Leader Mzilawayingwe.

As city Council, we provide information on expenditures and post on notice board- Director of Administration- Mzuzu City

Much as the project enormously contributed to the opening up of channels of accessing financial information, Councillors experience hiccups when tracking the public resources as narrated by one Councillor.

We have been trying to track down how CDF, LDF and IDF are spent. We do not work individually, we fulfill through our committee of Finance and we are tracking down bank statements and the Secretariat is refusing to give us information. – Councillor, Nkhorongo-Lupas Ward

Generally, community participation and participation through block leaders and councillors is a developing culture in Mzuzu City. However, it appears that participation is narrowly applied to soliciting inputs and endorsements of projects. Participation through financial monitoring remains tokenistic. Mzuzu City Council has not opened up enough to community and elected leaders to be providing informed oversight role on the management of public resources. The status quo of the baseline findings stands.

For councilors, they pointed out that their efforts to track expenditure of public resources are compromised. This is because the standing orders require one to go through the finance committee of the council and not directly to the Director of Finance for any queries. The challenge is that the finance committee only has five members (councilors) which increases its likelihood of corruption. In cases where these five members have been corrupted by the secretariat, it means that even if the councilor may wish to check resources, his/her efforts may still be undermined. The argument is that a membership of five is still very vulnerable to temptations of corruption. Baseline report October 2019

Table 9: Reporting on improved urban governance, service Delivery and inclusiveness by Mzuzu City Council

	Frequency	Percent
Yes	24	16.0
No	126	84.0
Total	150	100.0

It was established that only 16% of the city residents can report about improved urban governance, service delivery and inclusiveness and a whopping 84% cannot. Much as the city residents are aware about the city structures through which they can complain, at times in some places, the duty bearers are not readily available to people for them

to lodge complaints. This point amplifies the assertion above that the people who were supposed to know each other more and be able to work alongside each other were trained in different sessions. Much as the trainings contributed to building individual capacity of the trainees, it did not help to bridge the gaps between them. The narration below attests the assertion:

The duty bearers are not available to us after we elected him we have not seen him back to the community. 'We wish like today, we should elect another Councillor who can help us and we are now remembering the old councillor'- Msongwe Ward respondent.

Table 10: Knowledge of rights, entitlements and responsibilities

	Frequency	Percent
Yes	116	77.3
No	33	22.0
Total	149	99.3
Missing System	1	.7
Total	150	100.0

The project and those who reached out to the city residents created good awareness on rights, entitlements and responsibilities i.e. 77% were aware. The rights holders said much as they knew their rights, entitlements and responsibilities they were unable to use the knowledge to claim their rights. The project did not demystify that duty bearers are at the service of rights holders; hence they can engage them to demand their entitlements.

Table 11: Representation of the Interest of the City Residents during Council Meetings

	Frequency	Percent
Yes	47	31.3
No	73	48.7
Dont know	30	20.0
Total	150	100.0

The evaluation established that only 31% of the city residents were of the view that full council meetings represent their interest and needs. As indicated above, vital information from full council meetings is passed from the Councillor to city residents through block leaders. What the city residents hear is reported speech sometimes there can be distortions in the process of reporting. However, there is a mention

above that the city residents have not been forthcoming to hear for themselves on what the full council discusses. There is a missed opportunity by city residents to be attending full council meetings as observers so that they could be hearing for themselves what the councillors discuss and report during full council meetings.

During the baseline survey, the residents demonstrated a good knowledge of Mzuzu City structures and their respective roles and responsibilities i.e. 76% for Members of Parliament and Councillors. The final evaluation established that the city residents have 77% knowledge about rights, entitlements and responsibilities, yet only a minimal 16% can complain about improved governance, poor service delivery and inclusiveness. This means that there are still gaps among city residents on the different channels and ways to engage duty bearers on service delivery.

Table 12: Legislation Provision on recall for non-performing duty bearers

	Frequency	Percent
Yes	17	11.3
No	133	88.7
Total	150	100.0

Awareness on legislation for recall was at 11%. The city residents are aware that every five years they elect Member of Parliament and Councillors for Mzuzu City. The low score comes in because the residents have no mechanisms to recall employee duty bearers because they are employed by central government. As of now there is no recall provision

for non-performing duty bearers.

Project Output 2: Duty bearers (council secretariat and elected officials) have acquired knowledge and skills in urban development planning systems and the associated guidelines

The project was premised on the understanding that being a system change oriented project, it was necessary to strengthen capacity of change agents i.e. the citizens themselves and the duty bearers. The consortium recognised the critical role of the supply side which is to respond to demands and issues raised by citizens. It was, therefore, vital that city council authorities including elected officials be oriented and inducted in roles and responsibility, social accountability with focus on obligations, commitments and standards as stipulated in the service charter, development guidelines for urban councils and policy and legal provisions through orientation workshops. FYF and partners organised orientation workshop for council officials on social accountability, the development of complaint and feedback mechanisms and orientation of elected officials in attendance were councillors and the MP for Mzuzu City.

The Councillors and Mzuzu City Council secretariat staff acknowledged that FYF and consortium partners oriented them on the different guidelines that guide their day today work including social accountability tools and service charters. The duty bearers expressed gratitude to FYF and partners for the trainings; they further said the project had helped to mend and build relationships between the duty bearers and city residents. One Councillor had this to say:

I have information on local government Act and related guidelines that guide the governance of Mzuzu City –Councillor, Luwinda Ward

The officials from Mzuzu City council also applauded the project as the first of its kind since it was developed out of consultative process; and that Mzuzu City Council was informed and participated at each and every stage of project design and implementation.

5.2.3 Mzuzu City Councils' Responsiveness to Urban Residents Demands

5.2.3.1 Access to Mzuzu Council Financial and Development Information

It should be acknowledged that Mzuzu City Council was available to provide responses during social accountability forums organized by FYF and partners and the Citizens themselves. Mzuzu City Council anchored the interfaces and engagements including panel discussion meetings and provided financial and development information to the curious and anticipating Mzuzu residents. Below are some of the issues on which Mzuzu City council provided responses and clarifications:

- Engagement meeting between Business and Property owners. The city residents had observed that Mzuzu City was growing in a disorganized way. The council informed the city residents that Mzuzu City Council has by-laws but residents do not respect them. Hence the higgledy-piggledy way of building and construction in Mzuzu City.
- Interface meeting on the by-pass road from Mzuzu government to Luwingu. Mzuzu City Council clarified that the actual money allocation for the road project was MK500 million not the alleged MK1.2 billion. Mzuzu City Council provided documents to support the clarification
- Mzuzu City Council also provided responses to the development challenges that affected Kazando and Mchengautuwa Primary Schools and many more others.
- Through the efforts of the project, Mzuzu City Council publishes expenditure reports for the finances received. Although the financial information is not detailed enough, the evaluation concluded that it was a leap forward in terms of moving towards greater transparency and accountability.
- It is the wish of Mzuzu City Council that vendors should ply their businesses in designated places. Currently, there are five designated places in which vendors can do their businesses namely: second hand clothes market, Mzuzu produce market, hardware market, press trust market and Taifa market. The people who ply their businesses in designated places have organized leadership through which the Mzuzu City council can engage to resolve grievances. However, Mzuzu City is overwhelmed by vendors that do their businesses in non-designated places i.e. streets, roadsides and path ways and in front of established shops. Mzuzu City Council By-laws prohibits vending in non-designated places; and enforcement of the by-laws is a challenge. In order to deal with this once and for all, Mzuzu City Council sought the indulgence of the courts. The courts granted Mzuzu city Council prayer to move the vendors to designated places. At a time when the vendors were supposed to be moved, there was a directive from the Ministry of Local Government not to remove them. Mzuzu City Council's effort to get rid of the vendors in the streets was thwarted by political interference.

The challenge is that Mzuzu City Council cannot collect market fees from those doing vending businesses in the non-designated places because it would be regularizing them. In retaliation, those who ply their trade in designated areas refuse or are reluctant to pay market fees as well. The aftermath of it all is that less revenue is collected but more responsibilities is heaped on Mzuzu City council to manage waste generated even by those vending in non-designated places.

5.2.3.2 Waste Management in Mzuzu City

The project also deliberately focused at waste management in Mzuzu city. Waste management affects each and every city resident. Proper waste management is pivotal to enjoyment of health rights and the right to a clean and sustainable environment. FYF was convinced and documented that waste management in Mzuzu City was an agenda worth pursuing. Hence the urban governance and development project had a special emphasis and stress on waste management during project implementation.

The evaluation team sought the views of city residents, implementing partners and Mzuzu City Council staff on waste management. Overall, the city residents said that Mzuzu City Council had failed to manage waste in the city. In 2019, the city residents of Dunduzu took law in their own hands and closed Msilo dumping site in Lupaso Ward. The peoples' concerns were that the dumping site was hazardous to the residents and was affecting learners from attending classes at Msilo primary school. The residents cited diarrhea and other health ailments which was deemed to be coming because of the dumping site. The closure was unprecedented, but helped Mzuzu City

Council make radical decision to identify another dumping site that is 23Km away from the Mzuzu City residents' vicinity and in Lusangazi Forest.

The evaluation established that it is the wish of Mzuzu City Council to properly manage waste in the city. However, it is challenged by poor waste management at source by the city residents themselves and that the city did not invest in waste management.

Poor Waste Management at Source

Mzuzu City Council has installations for waste management in designated vending areas. Those vending in designated areas use the facilities. There are no waste management installations in non-designated vending areas; and that the people who ply their businesses in those areas generate a lot of waste. Worse still, the people who do their businesses in non-designated areas do not pay market fees. Therefore, the city is resource constrained to provide waste management facilities in the non-designated areas.

Since the closure of Msilo waste dumping site, Mzuzu City has witnessed city residents offloading waste from locations into the city Centre. And that there are only three service providers that dump the waste collected at the new dumping site that is 23 Km away. Hence, there is waste everywhere in the city; and it is appalling.

Minimal Investment in Waste Management by Mzuzu City Council

The evaluation established Msilo waste dumping site was designed to have a full waste management package that included: Bulldozer, Incinerator and a Laboratory. Mzuzu City Council said that very little were provided, hence Msilo waste dumping site could not be called a waste management site per se. The alternative plan was to be hiring a Bulldozer to dig pits and bury waste every three days. But it turned out to be very expensive. Mzuzu City Council officials had this to say:

Mzuzu city did not have the machinery to dig pits and bury waste at Msilo dumping site. Mzuzu City collects MK150, 000 to MK350, 000 per day. The hiring of bulldozer and low bed to carry it; costs up to MK2, 000,000 per day excluding fuel- Environmental officer.

In order, to manage waste properly, it should be a collective and comprehensive approach by all stakeholders, Central government, Mzuzu City and the city residents. There should be strict observance and enforcement of city by-laws- Director of Administration

Project Output 3: Enhanced collaboration and networking between stakeholders on urban governance.

In addition to three partners working together, the evaluation established that FYF worked with NICE Trust, Malawi Local Government Association (MALGA) and the Civil Society Organization Network in Mzuzu. The evaluation established that efforts were made to establish synergies and work together with other stakeholders. It was also established that collaboration and networking was welcome, but in some instances came late towards the end of the project. For instance:

Engagement of CSOs and Business people came towards the end of the project. CSOs should have been engaged earlier-VOL official.

The evaluation also established that finances were centrally controlled by FYF, because it has robust financial management systems. All the activities were implemented together as agreed during the proposal design stage among the consortium members. However, the approach denied the project implementation process from leveraging on the benefit of working as partners and the different expertise that were brought into the consortium.

Application of OECD Evaluation Framework

Relevance

The urban governance development project was designed to address the challenges of dwindling resource-base, misunderstanding of democratic rights, lack of observance of rule of law, non-compliance to laid down procedures, excessive political interference and failure of rights holders to hold duty bearers accountable for their actions or inactions. The project has been hailed as relevant and that it was in line with the needs of Mzuzu City dwellers. For instance, it laid down the foundation to deal with non-responsiveness of duty bearers in waste management, misinformation on development projects and vending in non-designated places. The project helped to build working good relationship between Mzuzu City Council and the rights holders. The project facilitated to end a long-time boycott of vendors in designated places from paying market fees. The project also induced the closure of Msilo dumping site and opening of a new one 23 Km away from Mzuzu City.

The project helped Mzuzu City council and residents to understand each other on respective roles and responsibilities on waste management in the city that both the city council and city dwellers have a role to play to make the city clean and safe for everyone. Mr. Gama Senior Environment Health Officer.

The project build capacity of both duty bearers and rights holders and the two sides no longer look at each other as adversaries but partners in the development and welfare of Mzuzu City. The project employed a human rights-based approach by building capacity of both rights holders and duty bearers to engage each other in mutual respect and understanding. Therefore, over the life of the project, there was increased participation and inclusion of rights holders in decision making processes including transparency and accountability of duty bearers. For the first time in the history of Mzuzu City, there was publication of financial expenditures on the money received. The project further trained the rights holders in feedback and complaint handling. The city residents are able to invite and engage duty bearers when need arises. The project focused on ensuring social accountability which is a form of accountability that emerges through actions by citizens aimed at holding duty bearers, such as the state, to account. It affirms the fundamental principle that duty bearers are accountable to rights holders and offers a rich set of approaches and tools for applying that principle into practice. These approaches can be applied at local and national levels and target a range of governance issues and processes including; public information sharing, policy making and planning, the analysis of public budgets, expenditures and procurement processes, service delivery, as well as broader oversight roles, anti-corruption measures and complaints handling mechanisms.

The implementation and funding of urban governance project was very much welcomed by Mzuzu City residents and Mzuzu Council Secretariat. Quite often, support and implementation of governance projects is forsaken. Development and implementing partners take for granted that all is well in the urban about addressing governance issues. The evaluation team established that the implementation of urban governance project in Mzuzu City was relevant.

Effectiveness

The urban governance and development project laid a strong foundation for social accountability in Mzuzu city. The project trained structures i.e. block leaders, youth groups, business & property owners, councillors and Council secretariat officials. The trainings opened up channels for fruitful and meaningful dialogue. Once capacity of both rights holders and duty bearers were built, the two sides were able to engage hence the achievement of outcomes outlined in the table below:

Issue of Engagement	Outcome
Msilo Waste Dumping Site The dumping site was a breeding ground for house flies	Msilo dumping was forcefully shut down

• People from the surrounding area were suffering from diarrhea and other stomach ailments • Msilo Primary school was not conducive for learning. This was affecting children's right to education and right to clean environment for everyone	• Mzuzu City Council identified another waste dumping site 23 KM away in Lusangazi Forest.
Transparency on Finances and Infrastructure Development in Mzuzu City • Mzuzu was growing in a disorganized way people building houses without plans • Mzuzu City had by laws that were not known to the residents	• Some members of staff who were suspected to be engaging in corrupt practices were suspended and are being investigated • The Director of Finance gives financial report to Mzuzu City full Council meetings and posts the same on notice board
Access to information on the stalled bypass road from Mzuzu Government to Luwingu and infrastructural development projects • The Mayor had told people that MK1.2 billion was allocated while Mzuzu City Secretariat said that it was MK500 million • Accountability for the MK91 million meant for Infrastructural development and MK9 Million meant for Kazando Primary school	• People got clarification that the actual amount was MK500 million not MK1.2 billion • People accessed some documents for the bypass road i.e. contract, budget and expenditure spread sheet • Construction of the road was expected to start in March 2020
Development of Complaint and Feedback mechanism • FYF and partners created awareness on the importance of having a complaint and feedback mechanism. The training was done late towards the project closure. • The stakeholders appreciated the need to have a complaint and feedback mechanism.	Agreed to revise the complaint and feedback mechanism and make it public to city residents
Market fee and waste management in Mzuzu City • Mzuzu City is projected to be collecting a maximum of MK350,000 daily but sometimes collects only MK25,000 per day during the boycott by vendors who were plying their trade in designated places • There was poor waste management at Vigwagwa Market • Those vending in non-designated places were generating a lot of waste • Political interference was fueling vending in non-designated places	• The boycott on market fee was uplifted and the collection went up to MK150, 000. Per day and more • There has been some improvement in hygiene and sanitation in the locations in that youths are doing some volunteer cleaning and that residents have dug rubbish pits • Vending in non-designated places is unresolved and Mzuzu City cannot collect market fees in such places • Political interference not resolved because there was a directive from ministry of local government not to move vendors

The project partly lost out on effectiveness because of election of new block leaders. Initially, old Block leaders were trained at the start of the project. However, with City's move to elect new block leaders coming in the middle of the project, such change came as loss to the project and more expenses were expected to be met. The effects are still felt as only three block leaders out of ten had received the training. The untrained block leaders were unable to mobilize their subjects to engage duty bearers.

The project had a robust Monitoring and Evaluation Systems (M & E Systems) which were often adhered to. The consultants had access to the project proposal, the results framework, the activity reports, monitoring reports, progress reports including end of project report. The project also developed data collection tools and established a database. Therefore, the M & E system helped the partners track delivery of outputs and document achievement of outcomes. For instance, the survey established that project had built capacity of both rights holders and duty bearers as discussed above, and that M & E system was able to detect that the TOT approach was not rolled-out to the full in that some of the people who were trained did not roll-out the training to others. Reading through the activity, monitoring and progress reports, the consultants established that in some cases the action plans which were developed in course of project implementation were not followed. Above all, the review of monitoring and progress reports indicated that a number of governance outcomes were achieved. The achievements were confirmed during the survey by the rights holders, Key Informant interviewees and the duty bearers.

Efficiency

The rationale behind FYF working in partnership was to leverage resources, achieve scale and promote cross learning. The evaluation found that the partnership arrangement between FYF and partners facilitated knowledge and skills transfer between and among partners.

The project created enormous awareness on roles and responsibilities of rights holders by training 30 of them per ward. The rights holders are able to engage duty bearers when need arises. The efficiency in implementation suffered major setback mainly as the period for the project implementation and days of trainings were short. FYF managed to collaborate with other likeminded organisations in addition to CSP and VOL. FYF worked with Malawi Local Government Association (MALGA) National Initiative for Civic education Trust and other CSOs based in Mzuzu. However, it was found out that collaboration with other CSOs was done towards the end of the project.

Engagement of CSOs and Business People was towards the end of the project. CSO should have been engaged earlier. - VOL Officer

It among the three partners. This affected project implementation and non-achievement of scale i.e. the numbers were not utilised to leverage output delivery. It was only FYF that had a full-time officer, the rest had part-time officers. This may have contributed to divided attention and commitment from CSP and VOL.

The evaluation found out that the project had inbuilt checks and balances within the project implementation structure. The Executive Directors from the three organisations provided policy direction; the programme Managers guided project implementation while the project officers stationed in the three organisations provided the outreach for the project implementation.

Sustainability

The project's initiatives will remain sustainable largely due to three main reasons. Firstly, the project did not create parallel structures through which it was channeling its interventions. The project largely involved the recognized local governance structures which are the block leaders, the Councillors and Mzuzu City Council Secretariat.

Secondly, the Local Governance project's interventions were mainly aimed at empowering the city dwellers in which it served with skills and knowledge on various issues ranging from knowledge of their rights to advocacy. It did this through capacity building of the Councillors, block leaders, youth

clubs and through awareness raising among the city residents and collaboration with other CSOs. These skills will remain with the people on the ground long after the project is gone.

Thirdly, the project had emphasis on community ownership whose capacity is built to champion the ideals of the project.

However, the challenge with sustainability will be for the existing structures to ensure that they reach out to city residents who were not aware of the project and this will require providing them with more information documents for them to remain updated on urban governance and development. The other challenge to sustainability is that the project's life span was very short to ensure long term impact. Thus its impact if not well taken care of may disappear in the short term.

Impact

The project impact has been mixed. Whereas the theory of change has been appraised positively with positive changes taking place, there are still areas that the project needed to accomplish. Above all, there has been increased citizen participation and engagements in the neighborhoods and wards. For instance, there is fortnightly scheduled cleaning around Zolozolo Health Clinic by residents. The rights holders engage duty bearers to demand accountability of alleged mismanagement of resources. The rights holders intervened at an opportune time to close Msilo waste dumping site as it was endangering people's lives¹.

The closure of Msilo Waste dumping site is one of the notable achievement of the project-FYF Officer

This made Mzuzu City Council to identify another dumping site which is 23 KM for the City centre and away from human activities.

Mzuzu City Council secretariat has opened up to be providing information on budgets and expenditures and vital city documents to Mzuzu City residents i.e. service contracts and service charters. This enders the risk that '*duty bearers and rights holders are not willing to collaborate and effectively engage each other through the project, hence not available and willing to attend project activities*'².

The project was significantly limited in time frame and intensity of activities i.e. the project was for eight months and the project was being implemented at a time when some rights holders were being engaged in regular demonstrations due to the disputed May 21, 2019 tripartite elections (*Unstable political and economic situation due to the outcome of the TPE*)³. In order to sustain the positive effects noted, there is need to extend the project for at least two years.

Value for Money

The project theory of change entailed that by building capacity of urban dwellers (rights holders), Mzuzu Council secretariat and elected officials (duty bearers) on governance issues, social accountability tools including systems and guidelines they will be able to engage in mutual respect and understanding in dealing with issues of urban governance for the well-being of all rights holders. Tilitonse Foundation provided financial resources as proposed by FYF and partners (inputs) to conduct activities (processes) and deliver good results (outputs and outcomes) in the most economical, efficient, effective and equity manner. Value for money is about getting desired results at lowest cost. The consultants examined how the inputs, processes, outputs, outcomes and impact were linked. The consultants established that a total of MK72,006,503 (€87,281) was disbursed during the period of project implementation from the agreed amount of MK 76,114,000.00 (€92,259) representing (95%); out of these a total of MK75, 170,148 (€91,115) was utilized to carry out all the

¹ FYF Project closure, quarterly and monitoring reports.

² Proposal FYF, CSP and VOL submitted to Tilitonse Foundation.

³ Proposal FYF, CSP and VOL submitted to Tilitonse Foundation

project activities and related costs representing a 99% burn rate. Out of MK 75,170,148 (€91,115) expenditures 18% was used on project staff salaries i.e MK 13,520,768 (€16,389) while 10% MK7,439,038 (€9,017) was used for indirect cost and the remaining funds amounting to MK 54,210,342 (€65,710) representing 72% was used for the direct cost for the implementation of activities. On that basis, the consultants observed that the ratio of expenditure on project activities to administration and salaries was 72:28 % which fell within the recommended ratio of 70:30 %. A comparison of budget lines versus actual expenditures largely fell within the +/-25% acceptable range by Tilitonse Foundation. (See annex 2)

The consultants established that the project had one full time project officer who was on 100% salary and based at FYF, 20% was allocated to cover remunerations of other programme staff i.e. three Executive Directors, Programme Managers and Project Officers not on full pay by the project. There was 40% allocated to pay for the time of the Accountants in the three organisations. And a further 40% was allocated for the M & E officers based in the three organisations. The consultants observed that the project was lean on payments to staff time, therefore economical.

The consultants established that there was an inbuilt checks and balances during project implementation to ensure transparency and accountability in the management of project resources. Project Officers based in the three organisations worked hand in hand to plan for activities and develop budgets. The agreed activity plans and budgets were reviewed by FYF Programme Manager and accountant. FYF and partners organized regular stakeholders review meetings to discuss progress and challenges of the project. The review meetings that were hosted by participating institutions i.e. FYF, VOL, CSP and Mzuzu City Council did not attract venue payments. It was also observed that there was strict adherence to payments of recommended DSA in the urban settings. FYF and partners constituted an Internal Procurement Committee (IPC) to review quotations and select suppliers. The suppliers and service providers were identified from the FYF pre-qualified lists.

FYF and partners implemented all activities according to plan and design (see Annex 1). There were few modifications to activities except when the implementing partners wanted to reach out to more people and be more inclusive. For instance, there were plans to conduct 15 inception meetings and reach out to 150 people over all. FYF and partners modified the activity and reached out to 240 people (men and women) and 300 youths. The modification increased the number of both men and women including the youths who were not initially budgeted for. On that basis, the project and decisions made during project implementation helped delivery on all activities and more outputs, therefore efficient.

As discussed above, conducting all activities as outlined in annex 1, prepared both the rights holders and duty bearers to engage on the basis of mutual respect and understanding. Rights holders on their own or through elected officials were able to engage duty bearers and express concerns directly or indirectly. Though the project was short, it tremendously contributed to achieving a remarkable governance outcome as presented in this report. Therefore, the project was effective.

The project was a worthwhile investment and cost-effective through the capacity building of both rights holders and duty bearers; awareness creation on governance issues and the staff that tirelessly worked to deliver on the project key result areas; and ensured that there was equity by insisting on gender and social inclusion during outreach. The investment and effort made, paid the following dividends: Msilo waste dumping site was closed and Mzuzu City Council opened a new one 23 KM away from the City centre and away from human activities. Mzuzu City Council secretariat has opened up to be providing information on budgets and expenditures and vital city

documents to Mzuzu City residents i.e. service contracts and service charters, to name but a few. The project implementation demonstrated gender and social inclusion. The project worked with a total of 1,316 people who included 735 males and 581 females.⁴

The project made sure that women also attended project and interface meetings and data collected during such meetings was disaggregated. Even during meetings, facilitators made sure that women effectively contributed to the deliberations without fear... Youths were oriented on the project in their youth clubs to act as accountability clubs. They had been eyes of the development committees in their respective wards, ensuring their active, free and meaningful participation in developing activities taking place in their areas. The youth took a greater role in sensitizing the communities on issues of sanitation and hygiene through theatre for change. FYF Project Close-out Report.

6.0 CONTRIBUTION TOWARDS FYF, CSP, VOL, TILITONSE FOUNDATION OBJECTIVES MALAWI GOVERNMENT DEVELOPMENT AGENDA

6.1 Contribution towards FYF, CSP and VOL Objectives

Central to the vision of FYF-is the promotion of human rights, ending poverty among citizens and the promotion transparency and accountability among duty bearers; CSP focuses at promotion of good governance, access to justice, equality and empowerment including climate change resilience; and VOL works to communicate joyful message of Christianity and the promotion of social harmony. The project worked to promote and respect for civil and political rights i.e. built capacity of city residents to engage duty bearers on governance issues. There is documentation above on how and what issues the rights holders engaged duty bearers on for redress. At a time when peoples' health and environmental rights were at stake, the rights holders mobilized themselves and closed Msilo waste dumping site. The project further built the capacity of both rights holders and duty bearers to be engaging in mutual respect and understanding. There is documentation above to attest how the culture of transparency and accountability is developing among Mzuzu City Council Secretariat. Therefore, the project was in tandem with the vision and mission of FYF and its partners.

6.2 Contribution towards Tilitonse Foundation Objectives

The Local Governance and Development call was premised at: strengthened partnerships and networks on governance; increased role of the media to mobilize citizens to engage duty bearers in demanding accountable, responsive and inclusive governance; and Strengthened sharing and knowledge management platform and improved learning in Governance. The project worked to strengthen partnerships and networks on governance. In addition to working in a consortium of three partners i.e. FYF, CSP and VOL, the project worked with MALGA, NICE Trust and CSO network in Mzuzu City. The project used VOL and other media outlets to reach out to the rights holders and duty bearers through panel discussions and news stories. There is a growing and emerging culture of transparency and accountability in Mzuzu City. Responsiveness of duty bearers was also documented i.e. duty bearers providing vital governance and development information to the city residents. The capacity that was built among the city residents and duty bearers had contributed to the emerging trend in which inclusion of communities and block leaders in decision making processes is becoming a norm. The project also provided a good learning platform and adventure i.e. working in a consortium, working with different stakeholders and the numerous knowledge and information products that the project used and distributed. In summary, the project contributed to Tilitonse Foundation indicators as follows:

Tilitonse Foundation Indicator	Project Contribution
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⁴ The numbers were obtained from the progress reports.

Citizens Demanding Accountability on Duty Bearers	The consortium organized 3 interface meetings, 9 panel discussions and 3 round hall discussions during which rights holders engaged duty bearers
Knowledge about Human Rights and law	Organized orientation and training workshops on human rights, social accountability, local urban development structures, urban planning systems, budget tracking skills and waste management and targeted 462 people (238 M, 224 F)
Council Members Empowered with Council Functionality and Procedures	Trained 16 elected and 16 Council officials in social accountability and urban planning systems. Facilitated the development complaint and feedback mechanisms
Media organisations Involved in Governance projects	Worked with Voice of Livingstonia (VOL)
Number of Media Programmes Covered on Governance Interventions	10 media programmes i.e. 5 newspapers, 4 TV footage and 1 radio
Citizen Voice and Action	Organised one complaint & feedback mechanism meeting; two media campaigns; and one Business & Property Owners Forum

6.3 Contribution towards the Malawi Government National Development Agenda

The thematic focus on governance in the Malawi Growth and Development Strategy Three (MGDS III) 2017 is to pursue the best possible process for making policy decisions that have positive effects on national development through consultative practices, accountability, service delivery, role clarification and good working relationships among different stakeholders. The MGDS III also recognizes the fact that the successful implementation of its development strategy depends on the prevalence of good governance⁵. MGDS III also asserts that successful implementation of National development strategy depends to a large extent on capacity of government to effectively mobilize and manage resources available for development interventions. In addition, the Ministry of Local Government and Rural Development recognizes that the local government system is a unique system which needs to be properly understood by stakeholders within and outside the system⁶. Central to the urban governance and development project was the promotion of good governance in Mzuzu City. And the project trained local government practitioners and stakeholders on local government systems so that they use the knowledge in their day to day work. The project builds capacity of duty bearers to effectively manage development resources i.e. CDF, DDF, LDF and locally generated revenues. The project also built capacity of both rights holders and duty bearers, and ensured that the roles of different stakeholders in Mzuzu City were known to everyone. The project was further designed on the premise that active citizenship among rights holders will trigger accountability and transparency among duty bearers in the management and utilization of development resources. As at evaluation, Mzuzu City had started opening up to being transparent and accountable to the city residents. Additionally, the project was designed on the premise that good governance and human rights are mutually reinforcing. The project was in line with the National Human Rights Action Plan (NHRAP). NHRAP focuses on gender mainstreaming and human rights-based approaches. FYF and partners mainstreamed human rights based-approach during project implementation.

In order to fight corruption, Malawi Government created a National Integrity Platform which provides space for different actors including non-state actors to share information, strategies and chart progress on fighting corruption⁷. The project was also aimed at fighting corruption through provision

⁵ Malawi Growth and Development Strategy Three of 2017.

⁶ Malawi Municipal Support Programme 2014 to 2015.

⁷ Malawi Growth and Development Strategy Three of 2017

of platforms during which different stakeholders were engaging i.e. citizens and duty bearers, Business & Property owners and duty bearers.

7.0 Conclusion and lessons learned

The study concludes that a bigger proportion of the rights holders have not been trained in citizen participation, lobbying and advocacy in the city. This was accrued to the failure of those who had been trained to roll-out to others as a way of multiplier effect. The evaluation also learnt that there was an increase from a baseline of 24% to 26% on ability to engage and demand accountability from duty bearers. Clearly, this shows that more work needs to be done to ensure that citizens are empowered to engage and demand accountability from the duty bearers.

The evaluation established that there was an increase from a baseline of 18% to 48.7% on participation on community development planning. Generally, people participate during initiation of small-scale projects; and that sometimes people participate through some appointed representatives. However, the evaluation confirmed the status quo of 6% baseline on community participation in expenditure reviews for CDF, LDF and DDF. The community only participates in decision making and monitors the implementation of the decisions. The study showed that expenditure reviews for the funds is a no-go area for the rights holders.

The evaluation observed two contrasting findings: that 16% of the city residents can report about improved urban governance, service delivery and inclusiveness and that a whopping 77% of the city residents have the knowledge about rights, entitlements and responsibilities. With such high percentage of knowledge (i.e. 77%) one should have expected that Mzuzu city residents should have been claiming and demanding more about respect, fulfilment and protection of their rights. The evaluators concluded that the non-completion of the development of feedback and complaint mechanism stood on the way of a well-intentioned project i.e. breaking the structures that impinge on people's rights and that of building courage among rights holders to call upon duty bearers to account. Additionally, the evaluators concluded that people do not want to report or complain as individuals for fear of being pinpointed and reprisals.

Human Rights-Based Approach to development helps to promote transparency and accountability because it explicitly defines claim/duty bearers' relationships. Through capacity building of both rights holders and duty bearers, roles and responsibility for both were clarified. The HRBA build good working relationship between duty bearers and rights holders. The two sides were able to engage and interface on the basis of mutual respect and understanding.

Mzuzu City Council Secretariat appreciated the capacity building that was done to the staff members. Once capacity for staff members was built, they used the knowledge and skills to serve the rights holders better. The lesson learned is that implementation of governance projects should not take for granted that duty bearers are aware about the systems and guidelines that guide their day to day work.

Generally, the project had laid good foundation for rights holders and duty bearers' engagement; civil society networking including transparency, accountability and responsiveness by duty bearers in Mzuzu City.

8.0 Recommendations

Based on the project evaluation findings, the following recommendations are presented to guide further discussions and implementation of future similar projects. The recommendations are not set out in any order of priority. Each recommendation is made on the basis of weight of evidence and in the spirit of attaining effectiveness, greater impact and sustainability of outcomes from similar interventions.

8.1 Implementing partners FYF, CSP and VOL

Divide Activities According to Partner Expertise and Strengths

The three partners came together to leverage on each other's expertise and strengths. There is need for future undertakings to divide activities among the implementing partners so that more activities are implemented. Further, within the Trainer of Trainer (TOT) approach, there would be need to follow up those trained in the communities to see if they continued to train the rights holders. In this case, those trained would need to be accountable to the implementing partners in terms of delivery of trainings in the communities. This recommendation comes in because few of the rights holders showed awareness of the need to attend council meetings as ex-officio members or indeed, knowledge on recall provision, among others. Again, very few people (6.7%), both at baseline and final evaluation participated in expenditure reviews of CDF, LDF, and DDF, which means more needs to be done in terms of trainings. There is need for continuous engagement and follow with the people that have been trained so that they do their part by training others. For long term projects, there is need to provide some incentives to the TOT to facilitate mobility and continuous engagement with the communities.

Waste management at source

In order to make the job of refuse collection easier and manageable, it is incumbent upon those who generate waste to be mindful about waste management. Waste management in the city will be made easier if those that generate are conscious about waste disposal and management. This means the rights holders' awareness and use of designated dumping sites especially those that do mobile small-scale businesses in the city. The study further recommends the city council to procure machinery for digging dumping sites so as not to hire always because doing so has proved to be very expensive.

Intensify Follow-up Activities

It was amazing to read about the many action plans that stakeholders developed after implementing an activity, but there were no follow-ups on how the plans were executed and concluded. In future, interventions there is need to have follow-up activities to complete the process of delivering on governance outcomes.

Community Ownership of Project Initiative

HRBA and capacity building for both rights holders and duty bearers had implicit in its community ownership of the project. Therefore, projects of this nature should have emphasis on community ownership at the start and throughout project implementation period so that the activities can be sustained in the communities.

Development of Feedback and Complaint Mechanism and HRBA

The development of feedback and complaint mechanism and creating awareness about it should be done as a matter of urgent once the project is renewed. FYF and partners should develop more tools for claiming and reporting on human rights violations.

Develop Mzuzu City and National Advocacy Strategy on Waste Management

Waste management is an issue in all cities and districts. The implementing partners should join hands with others to develop and implement a national advocacy on waste management. Walking around in all cities and trading centres, one observes careless waste disposal and obnoxious smell from the waste.

8.2 Mzuzu City Council Secretariat

Establish more Accessible and Designated Produce Markets

The greatest challenge for Mzuzu City is that there is lack of accessible and designated produce market spaces. There are a lot of people who want space for selling but the current city spaces cannot accommodate them. Therefore, Mzuzu City should create more accessible and designated produce market centres to accommodate more people in the city.

Develop a Linked and Coordinated waste Management plan for Mzuzu City

Mzuzu City is challenged by lack of linkage and coordination of waste produced in the homes and those plying their businesses in the city. Mzuzu City Council should develop a comprehensive plan and create awareness about how waste will be managed to the benefit of everyone in the city.

Design and Invest in Modern Waste Management Facilities

Mzuzu city council should develop a comprehensive waste disposal and management facilities and budget for all requirements and accessories i.e. laboratory, machinery. Fund the plan in phases.

More Transparency and accountability for Mzuzu City Development resources

Mzuzu city Council should be more open on the development resources it receives and how the resources are used. This could be through involvement of Mzuzu City residents through their elected representatives on budgeting, allocation and utilization of development resources.

Regular Full Council Scheduled Meetings and Dates Made Public to Mzuzu City Residents

Mzuzu City council should have scheduled times for Full Council Meetings and make it public to the city residents so that they could be attending as observers.

Resolve Mzuzu City Boundary issue with Nkhata Bay District

Masasa and Msongwe wards have two sets of local leadership i.e. the chiefs who are answerable to Nkhata Bay District Council and block leaders are answerable to Mzuzu City. The two wards experience legitimacy challenges as to who becomes the custodians of decisions between the two.

8.3 Member of Parliament and Councillors

Perform more Oversight and Representative Roles to Mzuzu City Council secretariat

The elected representatives for Mzuzu City i.e. MP and the Councillors should play the oversight role to the city council secretariat and represent the Mzuzu city residents in a true sense.

MP to Request Budget Allocation for Waste Management for Mzuzu City

In order for Mzuzu city to manage the waste properly there is need for huge capital investment, yet the revenue base for the city is small. The Member of Parliament for the City should request for budget allocation from the national budget for waste management in the city.

Councilors should be conducting regular meetings in their communities where the citizens would be informed of the state of governance from their view point. The challenge however is that councilors are unable to hold such meetings because the rights holders have expectations of benefits or handouts, and councilors may not afford this because of their small resource base.

8.4 Tilitonse Foundation

Extend the Urban Governance Project

Within a period of eight months, the project created enviable impact and there is a lot of unfinished business. Therefore, Tilitonse Foundation should consider extending the project for at least two years so that FYF and partners can consolidate the gains made in Mzuzu City and redesign activities and implementing strategies for greater impact.

Provide National Waste Advocacy Support on waste Management

Waste disposal and management is a nationwide issue. There is need for Tilitonse Foundation to invest resources for a national advocacy movement for better waste management in the cities and the trading centres.

8.5 Ministry of Local Government and Rural Development

The Ministry of Local Government and Rural Development has a bank of policy documents, instruments and guidelines that needs to be simplified and developed into modules for training of Councillors and Council Secretariat staff. The Ministry of Local Government and Rural Development should be providing financial resources for the trainings; and make trainings in the modules mandatory for councillors and Secretariat staff.

9.0 Annexes

Annex 1: Planned Activities and Activity outputs

Project Output	Activities	
	Planned Activities	Activity outputs
Citizen engagement for accountability is strengthened	2 interface meetings	3
	10 panel discussions	9
	3 round hall discussions	3
Citizen voice and action strengthened	1 meeting for complaint & feedback mechanism	1
	2 media campaigns	1
	1 meeting for Business & property owners	1
Capacity of non-state actors improved	1 meeting with non-state actors	1
Pro-poor and people centred development planning improved	15 inception meetings divided into 3 orientation meeting bringing 10 people per Ward (planned reach 150 people)	8 targeted 30 people per Ward (reached 240 pple)
		10 orientation meetings for youths (300 youths)
Functioning of local councils is improved	3 awareness meeting branded 'My Mzuzu My City	3 done
	Train 16 elected leaders and 20 council officials	16 elected leaders
		16 council officials

Annex 2: Financial Analysis

Promoting Urban Governance Through Active Citizenship and Stakeholders Engagement in Mzuzu City

TFTC1-2019/001/G

Exchange rate

825

Description	Expenditure		Budget		Utilization
	MK	Euro	MK	Euro	%
Output 1: Increased capacity among rights holders (city dwellers) that enables them to demand accountability from duty bearers					
4050>05 (three day orientation workshop for urban development structures, human rights, advocacy and lobbying, Social accountability tool box in guidelines and procedures. (targeting 50 participants, 10 from each)	8,895,141.75	10,781.99	8,572,000.00	10,390.30	104%
4050>10 (Popularise city by-laws targeting rights holders. Apart from messages disseminated through theatre for change will also air 5 minute radio skit called (Timanye Malango Gha Musumba))	1,378,712.45	1,671.17	1,375,000.00	1,666.67	100%
4050>15 (Facilitate engagement sessions between rights holders and duty bearers.)	969,838.63	1,175.56	984,000.00	1,192.73	99%
4050>20 (Strengthen youth champion groups to act as ward level accountability clubs. The project will establish or revamp 15 youth clubs,)	1,226,556.15	1,486.73	1,195,100.00	1,448.61	103%
4050>25 (Facilitate media campaigns to unearth issues relating to urban governance.)	1,093,500.00	1,325.45	1,104,500.00	1,338.79	99%
4100>05 (Through VoL, conduct fortnightly interactive panel discussions (10 in total) on a chosen urban governance issue)	4,492,766.66	5,445.78	3,960,000.00	4,800.00	113%
4100>10 (Procure promotional materials (t-shirts, arm bands, bandanas, stickers and banners) bearing messages on the role of citizens in ensuring accountability (IEC materials))	11,633,100.00	14,100.73	11,200,000.00	13,575.76	104%
4100>15 (Conduct awareness raising campaign spiced up with	835,971.00	1,013.30	770,500.00	933.94	108%

theatre for change. Through road shows,)						
Sub Totals	30,525,586.64	37,000.71		29,161,100.00		
Output 2: Duty bearers (council secretariat and elected officials) have acquired knowledge and skills in urban development planning systems and the associated guidelines						
4150>05 (Conduct a week long orientation workshop for 20 council authorities on social accountability focusing on obligations and commitments including roles and responsibilities and service charter)	2,840,780.00	3,443.37		2,870,500.00	3,479.39	99%
4150>10 (Facilitate development of complaint and feedback mechanisms. Based on feedback from the orientation workshop, assist in the development of mechanisms which enhance transparency and enable right-holder participation.)	1,068,497.59	1,295.15		1,005,000.00	1,218.18	106%
4150>15 (Conduct a 3 day orientation workshop for 16 elected duty bearers (15 councillors plus MP))	2,336,801.70	2,832.49		1,858,000.00	2,252.12	126%
4200>05 (Facilitate establishment of Business and property Owners Forum.)	1,025,700.00	1,243.27		1,029,750.00	1,248.18	100%
4200>10 (Facilitate town hall roundtable.)	905,500.00	1,097.58		906,500.00	1,098.79	100%
4200>15 (Facilitate one dialogue sessions with the Mzuzu City Non State Actors targeting 35 participants for their buy in and prioritisation of urban governance interventions.)	845,525.00	1,024.88		777,500.00	942.42	109%
4200>20 (Participate in joint advocacy efforts at regional and national level aimed at both improving implementation and also policy and legislative reforms)	730,344.00	885.27		735,000.00	890.91	99%
Sub Totals	9,753,148.29	11,822.00		9,182,250.00	11,130.00	
Conduct Two review meetings with stakeholders to share progress, challenges, inspirational practices and models.						
4230>05 (Networking with Non-state actors)	385,500.00	467.27		368,500.00	446.67	105%
4230>10 (Conduct planning & review meetings)	2,858,121.13	3,464.39		2,504,000.00	3,035.15	114%
4230>15 (Project Steering Committee meetings)	714,000.00	865.45		719,000.00	871.52	99%
4230>20 (Monitoring and Evaluation)	1,252,250.00	1,517.88		1,032,000.00	1,250.91	121%
4230>25 (Compile and submit reports)	642,748.89	779.09		681,400.00	825.94	94%

4250>05 (Conduct baseline to establish benchmark indicators i.e. public expenditure, capacity of ADC to monitor and track, responsiveness of targeted district councils)	3,485,600.00	4,224.97	3,500,000.00	4,242.42	100%
Sub Totals	9,338,220.02	11,319.05	8,804,900.00	10,672.61	
Total	49,616,954.95	60,141.76	47,148,250.00	21,802.61	105%

Annex 3: Project result framework

	Annualized Targets and indicators						Responsibility
	Indicator Statement	Baseline	Target Year 1 (July 2019 to February 2020)	Achievements Year 1 (July 2020 to February 2020)	Target Year 2	Achievements Year 2	
Project Goal: To contribute to improved urban governance through active citizenship, stakeholder engagement and duty bearer responsiveness in Mzuzu city	%age of citizens that report improved governance and satisfaction over delivery of services and inclusiveness by the city council	19%	50%	Not Measured			MEL Officer
	%age of rights holders who are able to engage and demand accountability from duty bearers	20%	40%	16% ⁸ 66% ⁹			

⁸ Evaluation Finding table 9 (evaluator felt that individuals who can report on governance issues can also demand)

⁹ FYF Project Close-out Report July 2019 to February 2020

	Annualized Targets and indicators						Responsibility
	Indicator Statement	Baseline	Target Year 1 (July 2019 to February 2020)	Achievements Year 1 (July 2020 to February 2020)	Target Year 2	Achievements Year 2	
	%age of duty bearers who are able to respond to demands by rights holders	17%	60%	31% ¹⁰			
Purpose Statement: To empower Mzuzu city dwellers to demand quality service delivery from the city council and promote duty bearer responsiveness.	%age of Mzuzu city dwellers that feel empowered to demand quality service delivery from duty bearers	14%	34%	77% ¹¹			
	%age of Mzuzu city dwellers who feel satisfied with the level of duty bearers responsiveness	13%	33%	32% ¹²			
Result Area 1: Increased capacity among rights holders (city dwellers) that enables them to demand accountability	%age of urban development structures that are able to demand accountability from duty bearers, including delivery of	1 structure (WDC) 20%	80%	100% ¹³			

¹⁰ This is a percentage of rights holders who felt that full Mzuzu City Council meetings represent their interests and needs table 11. This was also interpreted to mean the %age of duty who are able to respond to demands of rights holders.

¹¹ Evaluation finding table 10. Interpreted to mean if people who have knowledge are also empowered to demand.

¹² Evaluation finding table 8 for the rights holders who feel block leaders participate on their behalf interpreted to mean the %age of city dwellers who feel satisfied with duty bearer responsiveness

¹³ FYF Project Close-out Report July 2019 to February 2020

	Annualized Targets and indicators						Responsibility
	Indicator Statement	Baseline	Target Year 1 (July 2019 to February 2020)	Achievements Year 1 (July 2020 to February 2020)	Target Year 2	Achievements Year 2	
by from duty bearers	waste management services.						
Result Area 2: Duty bearers (council secretariat and elected officials) have acquired knowledge and skills in urban development planning systems and the associated guidelines	%age of duty bearers that have acquired knowledge and skills in urban development planning systems and associated guidelines	Block leaders = 0% Councilors = 0% MP and city council staff = 3(14%)	100%	97% ¹⁴			
Result Area 3: Enhanced collaboration and networking between stakeholders on urban governance	# of collaboration and networking meetings between stakeholders on urban governance and waste management	0	3	6 ¹⁵			
Strengthened partnerships and networks on governance (Tilitonse)	Number of grant partners in collaborative arrangement	2	5	3 ¹⁶			

¹⁴FYF Project Close-out Report July 2019 to February 2020

¹⁵ FYF collaborated with VOI and CSP including MALGA, NICE Trust and Civil Society Organisations network in Mzuzu City

¹⁶ FYF, CSP and VOL were in consortium

	Annualized Targets and indicators						Responsibility
	Indicator Statement	Baseline	Target Year 1 (July 2019 to February 2020)	Achievements Year 1 (July 2020 to February 2020)	Target Year 2	Achievements Year 2	
Increased role of the media to mobilize citizens to engage duty bearers in demanding accountable, responsive and inclusive governance (Tilitonse)	<i>Number of media organizations involved in governance projects</i>	2 (Zodiak and Times)	6	4 ¹⁷			
	<i>Number of governance programmes implemented by media houses</i>	0	5	32 ¹⁸			
	<i>Number of citizens reached by media houses on accountability, responsive and inclusive governance messages</i>		Mzuzu Population	Mzuzu population ¹⁹			
Strengthened sharing and knowledge management platform and	<i>Number of KMC products developed</i>	0	10	1304 ²⁰			
	<i>Number of KMC</i>	0	9	1304 ²¹			

¹⁷ VOL, Zodiak, Times and Nation

¹⁸ FYF Project Close-out Report July 2019 to February 2020 page 7

¹⁹ Project implementation site

²⁰ FYF Project Close-out Report July 2019 to February 2020 page 7; 850 T-shirts, 50 round hats 100 bandanas, 300 armbands were distributed. 4 banners

²¹ FYF Project Close-out Report July 2019 to February 2020 page 7; 850 T-shirts, 50 round hats 100 bandanas, 300 armbands were distributed. 4 banners

	Annualized Targets and indicators						Responsibility
	Indicator Statement	Baseline	Target Year 1 (July 2019 to February 2020)	Achievements Year 1 (July 2020 to February 2020)	Target Year 2	Achievements Year 2	
improved learning in Governance (Tilitonse)	<i>products shared</i>						
	<i>Number of stakeholders shared with KMC products</i>	0	1050				
	<i>Percentage of stakeholders that rated the KMC products satisfactory</i>	0	60%				

Annex 4. Financial Information

76 179 918
389 57 481

FINANCE NOTICE BOARD

MZUZU CITY COUNCIL

THE CHIEF EXECUTIVE

Telephone: Mzuzu (265) 310 177/310 446/310 319
Fax : (265) 310475
E-mail : mzuzucity@sdnp.org.mw

Civic Offices
P.O. Box 1
Mzuzu,
MALAWI.

Your Ref :
MCC/8/6

Our Ref:.....

22 May, 2020

To : His Worship the Mayor,

Cc : The Chief Executive Officer
Hon. Benex Mwamlima (MP)
The Chairman of Finance and Audit Committee
Directors, Assistant Directors, Sector Heads

SUBJECT: FUNDING FOR THE MONTH OF MAY, 2020

Please be informed that the ORT Sectors funding allocations for Mzuzu City Council for the month of May, 2020 is as detailed below:

	Annual Budget	May Funding
603 - Mzuzu City Council	916,833,113.23	14,870,520
Constituency Development Fund	30,000,000.00	
Education	79,142,257.00	2,513,013.00
Environment	2,136,975.34	124,215.00
Gender	173,067.07	18,821.00
General Resource Fund	48,761,289.12	8,750,785.00
Infrastructure Development Fund	171,234,388.31	
Borehole	12,000,000	
Rehabilitation of City Roads	500,000,000.00	
Sports	5,028,661.73	904,845.00
Community Development	173,067.07	24,619.00
Trade	8,803,809.78	1,584,136.00
Youth	5,028,661.73	950,087.00

YOU ARE INVITED
Mzuzu City Council

9.1 FGD and KII interview guide

Active citizenship, stakeholder engagement

1. Do you take part in Mzuzu City governance system? How are you engaged?
2. Are you able to report if there is improved governance and satisfaction over delivery of services and inclusiveness by city council? What reporting mechanisms are there?
3. Have you ever been able to engage and demand accountability from duty bearers in Mzuzu City? Which areas did you engage duty bearers? Are you satisfied with waste management services in the city?
4. Are duty bearers responsive to the engagement and demands?

Capacity among rights holders (city dwellers) to demand accountability

1. Have you been trained in active citizenship, advocacy and lobbying? By who? And what was covered?
2. Are you aware of sources of Mzuzu city financing and accountability for the financial resources?
3. Are you aware of the presence of legislation on recall provision for non-performing duty bearers?
4. Do you have freedom to demand accountability from duty bearers?
5. Are duty bearers more liable to be subjected to accountability checks?
6. Are there channels of checks and balances by rights holders on duty bearers? What are these channels? Indicate a case where the checks and balances were done.
7. Are you involved in city council expenditure tracking?

Collaboration, networking and monitoring

1. Do you participate in council meetings on urban development and waste management? How many times have you been engaged? Issues that were discussed
2. Are you involved in community development planning? Give examples?
3. Are you involved in monitoring of projects in the city? Give examples
4. Do you participate in expenditure reviews of CDF, DDF, and LDF?
5. Are block leaders included in expenditure reviews of CDF, DDF, and LDF.
6. Are there community meetings on expenditure information of CDF, DDF and LDF.

Active and meaningful participation in decision making processes

1. Are your development suggestions included in development documents such as the UDP? Why and why not?
2. Do you think your representatives in full council meetings fully represent your interests? Why and why not?
3. What can be done to ensure your meaningful participation in the decision making process?

Knowledge of governance structures, elected local government officials, expenditure guidelines, citizen rights, entitlements and responsibilities and how to claim their entitlements.

1. What is your knowledge of ward development committees, councils and councillors? Why and why not?
2. Describe your knowledge of expenditure guidelines of CDF, and other locally generated revenue such as city rates?
3. How well do you know your **rights, entitlements** and **responsibilities**?
4. Do you know how to claim these rights? Why and why not?

9.2 KII interview guide- duty bearers Councillors, Secretariat and MP

Knowledge and skills of duty bearers i.e. council secretariat and elected officials

1. Do you have copies of DDF, CDF, city development planning and LDF guidelines? Are these translated in local languages?
2. Please describe the level of education you have obtained.
3. Do you think you actively participate in council meetings? Why/why not?
4. Do you receive trainings/refresher courses on development planning systems, DDF, CDF, and LDF guidelines? If yes, how often? If no, why?
5. Were you inducted and orientated on your position? How adequate was the process? Do you know your roles and responsibilities?

MPs and councillors and other structures tracking of expenditure of public resources

1. Please describe your ability to track expenditure of public resources by the council.
2. Does your ability to track resources depend on the nature of resources (eg CDF, DDF or LDF)? Why and why not?
3. Do you think you have the capacity to follow and track the expenditure of these resources?
4. How well can you engage the Director of Finance (DoF) in tracking the expenditure of public resources?
5. Do you exercise transparency and accountability in expenditure of public resources as per the Public Finance Management Act and Local Government Act (1998)?
6. Are you involved in participatory budgeting processes, budget cycle and public expenditure tracking?

Access to information by Mzuzu residents and governance structures with regard to expenditure of public resources

1. Do you think rights holders have information regarding expenditure of public resources? Access to budget documents and expenditure documents? If yes, are rights holders able to hold duty bearers accountable?
2. Do bloc leaders and other community structures (eg market associations) have information regarding expenditure of public resources? Why and why not?
3. Are you aware of sources of Mzuzu city financing and accountability for the financial resources?

Engagement of duty bearers in decision making regarding management and expenditure of public resources

1. Do rights holders have the opportunity to decide how public resources will be used in their ward/constituency? Whose decision counts and why?
2. If resources are not used for the intended purpose (abuse), do rights holders demand duty bearers to account for their decisions? Why and why not?
3. What are some of the factors that affect rights holders' inclusion in the management and expenditure of public resources?
4. Is there any political interference in decision making on management of the council?
5. Do you engage each other on governance issues of the council?
6. How do duty bearers participate in council meetings? How are rights holders involved in council meetings?
7. Do rights holders and local NGOs participate in implementation and monitoring of projects?

Delivery of quality public service including urban waste management.

1. In your opinion, do you think the City Council has quick response for refuse collection eg dead dogs, removal of rain water debris etc. How about quick response for waste collection in dumping sites? Why and why not?

2. What are some of the challenges in waste management in the city?
3. What could be some of the solutions to problems of waste management in the city?
4. Do you have City Bylaws? Are the City Bylaws, Environmental Management Act and other pieces of legislation popularized?
5. Do you provide public services to city dwellers such as health and education, security, employment levels and waste management?
6. Are urban development structures able to demand accountability from you, including delivery of waste management services? How?
7. Do you organise collaboration and networking meetings with city council stakeholders on urban governance and waste management?
8. How is your relationship with citizens (urban elite, business persons, women, men, boys, girls, special groups such as persons with disabilities)?
9. Do you receive/get support on urban governance programmes by development partners? Which programmes? Any other service deliveries apart from urban governance?

9.3 Interview guide for Officers from FYF, CSP and VOL

Relevance of the Project

1. The project purpose of this project was 'To empower Mzuzu city dwellers to demand quality service delivery from the city council and promote duty bearer responsiveness.' Was this purpose relevant?
2. Could the methodology and strategies that were being used during the implementation of this project contribute to the empowering of city dwellers to demand quality service from city council and promote duty bearers responsiveness
3. How relevant was the project design and preparations to deal with issues of Poor urban governance and development of Mzuzu City and Malawi government at large
4. To what extent was the project design aligned to FYF, CSP, VOL and Tilitonse Foundation objectives
5. What is your understanding of human rights based approach? How did the project design and implementation mainstream RBA principles

Efficiency of the Project

1. What was achieved during the implementation of this project
2. Was the approach by FYF and partners the most efficient way of achieving the aforementioned results?
3. How else should have similar results have been achieved
4. How did the structural arrangements i.e. office, consortium and the outreach structures facilitate or hinder the delivery of project outcomes
5. To what extent did the project take cognizance of other existing initiatives and make synergies with like-minded organizations
6. Which financial systems were put in place for the project
7. What were some of the strengths, weakness or challenges during the project implementation process

Effectiveness of the project

1. What are some of the significant changes in the urban governance and development that can be attributed to the implementation of this project?
2. What M&E systems were put in place? How did project monitoring and meetings among implementing partners contribute to achieving project results.
3. Mention some milestone decisions that were made and contributed project refocus and delivery of results

4. How did the implementation of this project contribute to these changes?
5. Give an outline the project implementation structure. How effective was this structure

Impact of the Project

1. How are the city dwellers participating in the urban governance and development of Mzuzu city? Give examples
2. To what extent have the duty bearers in Mzuzu City become accountable? Give examples of their responsiveness to the city dwellers demands
3. On what governance and development related issues have the city dwellers of mzuzu city engaged duty bearers on
4. Which approaches and practices to urban governance and development have been adopted as a result of the project implementation?

Sustainability of the Project

1. Is the project likely to continue once the funding is phasing out?
2. How would this be possible
3. Did the Mzuzu city dwellers own the project?
4. What was learned from this project and how will it be sustained
5. What capacities have been built among city dwellers, structures and duty bearers that will ensure the project benefits are sustainable

Challenges of the Project/Recommendations

1. What challenges were being faced during the implementing this project
2. How can these challenges be dealt with
3. What activities should FYF and partners continue to do
4. What activities should FYF and partners leave out
5. What could be done differently in a new phase of implementing a similar project

9.4 Household questionnaire

Enumerator notes

Name enumerator/ ID: _____

Date _____

Starting time _____

Location _____

Consent

Find Your Feet in partnership with Church and Society Programme of the Livingstonia Synod and Voice of Livingstonia has commissioned an end line study which will be used to establish the current situation in relation to good governance in Mzuzu City. This survey is implemented as part of the baseline survey for promoting urban governance through active citizenship and stakeholders' engagement in Mzuzu City. We will ask you your contact details, as we might contact you again in the future to assess what the project brought to the communities. These contact details will not be shared to any external parties, and will be used with the unique goal of a follow-up questionnaire. Any published findings on this questionnaire will be fully anonymous.

1. Are you willing to take part in this survey?

☐ Yes

☐ No

/Personal data

2. Name _____

3. Age _____

4. Sex

☐ Male

☐ Female

5. National ID number _____

6. (Mobile) Phone number _____

Education

7. What is your highest level of Education?

☐ No school

☐ Primary

☐ Secondary

☐ Tertiary

☐ Vocational training

☐ other

Household

8. How many members are there in your household including yourself? _____

9. Are you the head of the household?

☐ Yes

☐ No

10. What is your sex?

☐ Male

☐ Female

Active citizenship and stakeholder engagement

11. Do you take part in Mzuzu City governance system?

☐ Yes

☐ No

12. If yes, how are you engaged

13. Are you able to report if there is improved governance and satisfaction over delivery of services and inclusiveness by city council?

☐ Yes

☐ No

14. What reporting mechanisms are there?

15. Have you ever been able to engage and demand accountability from duty bearers in Mzuzu City?

☐ Yes

☐ No

16. If yes, which areas did you engage duty bearers?

☐ USE OF CDF

☐ USE OF DDF

☐ USE OF LDF

☐ WASTE MANAGEMENT IN THE CITY

☐ Other, please specify _____

17. Are you satisfied with waste management services in the city?

☐ Yes

☐ No

☐ A bit (please explain) _____

18. Are duty bearers responsive to the engagement and demands?

☐ Yes

☐ No

☐ A bit (please explain)_____

Capacity among rights holders (city dwellers) to demand accountability

19. Have you been trained in active citizenship, advocacy and lobbying?

☐ Yes

☐ No

20. If yes, by who?

☐ MZUZU CITY COUNCIL

☐ GOVERNMENT

☐ NGOS

☐ CBOs

☐ OTHER, SPECIFY)_____ (PLEASE

21. If yes, what topics were covered

22. Are you aware of sources of Mzuzu City finances?

☐ Yes

☐ No

23. If yes, what are some of the sources of Mzuzu City Finances?

☐ Government subventions (eg CDF and DDF)

☐ From donors (Eg LDF)

☐ Locally generated (eg market fees and licenses)

☐ Other, (Please specify)_____

24. Are you aware of ways of accountability for Mzuzu City Council finances?

☐ Yes

☐ No

25. If yes, what are some of the ways of accountability?

☐ Accountability of councillors/MPs to the rights holders

☐ Accountability of councillors/MPs to the council secretariat

- ☐ Accountability of the secretariat to councillors/MPs
- ☐ Accountability of council to the MLGRD

26. Are you aware of the presence of legislation on recall provision for non-performing duty bearers?

- ☐ Yes
- ☐ No

27. If yes, give an example of such legislation?

28. Do you have freedom to demand accountability from duty bearers?

- ☐ Yes
- ☐ No

29. Are duty bearers more liable to be subjected to accountability checks?

- ☐ Yes
- ☐ No
- ☐ Other _____ (Please specify)

30. Are there channels of checks and balances by rights holders on duty bearers?

- ☐ Yes
- ☐ No
- ☐ Don't know
- ☐ Other _____ (please specify)

31. If yes, what are these channels?

32. Are you involved in city council expenditure tracking?

- ☐ Yes
- ☐ No

Collaboration, networking and monitoring

33. Do you participate in council meetings on urban development and waste management?

- ☐ Yes

☐ No

34. If yes, how many times have you been engaged?

☐ Once

☐ Twice

☐ Three times

☐ Over 3 times

35. If yes, what were the issues that were discussed?

36. Are you involved in community development planning?

☐ Yes

☐ No

37. If yes, give examples?

38. Do you participate in expenditure reviews of CDF, DDF, and LDF?

☐ Yes

☐ No

39. Are block leaders included in expenditure reviews of CDF, DDF and LDF?

☐ Yes

☐ No

☐ Don't know

40. Are there community meetings on expenditure information of CDF, DDF and LDF?

☐ Yes

☐ No

☐ Don't know

☐ Other
specify) _____

(please

41. If yes, how often do such meetings take place?

- ☐ Once a year
- ☐ Twice a year
- ☐ Three times a year
- ☐ Quarterly
- ☐ Other, (please specify)_____

Active and meaningful participation in decision making process

42. Do you know about the Urban Development Plan (UDP)?

- ☐ Yes
- ☐ No

43. Are your development suggestions included in development documents for the city such as the UDP?

- ☐ Yes
- ☐ No
- ☐ Don't know
- ☐ Other (Please specify)_____

44. Do you think your representatives in full council meetings fully represent your interests?

- ☐ Yes
- ☐ No
- ☐ Don't know
- ☐ Other (Please specify)_____

45. What can be done to ensure your meaningful participation in the decision making process?

—

Knowledge of governance structures, elected local government officials, expenditure guidelines, citizen rights, entitlements and responsibilities and how to claim their entitlements

46. Do you know ward development committees?

☐ Yes

☐ No

47. Do you know councils and councillors?

☐ Yes

☐ No

48. Do you know expenditure guidelines of CDF, DDF, LDF and locally generated revenue?

☐ Yes

☐ No

49. Do you know your rights, entitlements and responsibilities?

☐ Yes

☐ No

50. Do you know how to claim these rights?

☐ Yes

☐ No

☐ Other
specify) _____

(Please

END OF QUESTIONS. THANK YOU SO MUCH FOR YOUR TIME.