FINAL EVALUATION report

Final evaluation Speak up Zambia
A document for the partnership

Santa Pola, 08 October, 2018

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The Evaluation Team would like to thank all stakeholders who have participated in the evaluation and would especially like to thank the radio station managers and employees of all partnering local radio stations and to all CJs that have taken time out of their busy schedules to meet the team, respond to phone calls, hold Skype meetings, face-to-face interviews, e-surveys and participate in focus group discussions. Their input has been invaluable in truly getting a grasp of the project.

A great thanks as well to FPU headquarters staff, ACA and HOC responsible staff assisting the evaluation who have spent a lot of time digging out documentation on the many reports, timetables, contracts and contact details that have been used and assessed as part of this evaluation.

Also a special thanks to the members of the Evaluation Reference Group who have guided the evaluation along the way and provided critical comments and feedback to the different outputs, as well as the members of BBC Media project, who have provided us with invaluable ideas and critical comments for the first findings of this report.

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LIST OF ACRONYMS

ACA	Alliance for Community Action
CBR	Community Based Radios
CI	Communication and information
CJs	Citizen Journalists
DAC	Development Assistance Committee
EQ	Evaluation questions
ESF	European Social Fund
EUD	European Union Delegation
FGD	Focus Group Discussion
FoE	Freedom of Expression
FPU	Free Press Unlimited
HQ	Head Quarters
HRD	Human Right Defender
HOC	House of Consciousness
ICT	Information and Communication Technology
KAP	Knowledge, Attitudes and Practice
M&E	Monitoring and Evaluation
MEL	Monitoring, Evaluation and Learning
MSC	Most Significant Change
OECD	Organisations for Economic Cooperation and Development
PSAM	Public Social Accountability Monitor
RACER	Relevant, Acceptable, Credible, Easy, Robust
RBM	Results Based Management
RDI	Research, Development and Innovation
RF	Results Framework
SMART	Specific, Measurable, Attainable, Realistic, Time bound
SPICED	Subjective, Participatory, Interpreted, Crosschecked, Empowering, Diverse
ToC	Theory of Change
ToR	Terms of Reference
VfM	Value for Money

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1. INTRODUCTION

The "Speak Up Zambia" project is a project that has been implemented all across Zambia, devoting 607.729 Euros over a 3-year period. It has targeted 5 provinces of the country, addressing over 16 local radio stations and around 270 youth and radio station staff members to increase citizen journalism across the country and "Empowering citizens to have a voice and enabling media to exercise their role as watchdog of society". This report contains the final evaluation of the project, carried out from June 2018 to September 2018.

2. EXECUTIVE SUMMARY

To make the executive summary easily accessible to all potential readers and to provide the information at a glance, the evaluation includes an executive summary in the form of an infographic:

Infographic 1. Executive summary

FINAL EVALUATION

EVALUATION BASICS

PARTICIPATION: Directed by a Steering Committee with all project partners.

OBJECTIVE: A mix of formative and summative objectives

METHODOLOGICAL TOOLS: Semi-structured interviews, surveys, focus group discussion, questionnaires, Good Practices and the Most Significant Change stories technique.

SAMPLING: project partners (100%), radio stations (50%), donor (100%) other stakeholders: 17 CJs interviews (8,2%), BBC media action, listener clubs (n.d. %).

LIMITATIONS: response rates, contact details from listener clubs, workload of partners, timing of the evaluation, lack of key monitoring data, etc.

PROJECT BASIC INFO

Project name	Speak Up Zambia
Targeted provinces	Southern, Central, Lusaka, Eastern and Muchinga provinces
Project duration	Oct 2015 – Jun 2018
Project budget	607.729 Euros
Main project partners	3 main partners Free Press Unlimited, House of Consciousness and Alliance for Community Action
Specific objectives	1) Increase Citizen journalism 2) Increase Watchdog role of media 3) Empower women in deprived areas

RELEVANCE

CONCLUSIONS: very high relevance of the project with general outstanding features in almost all assessed parameters. Breaking the information down to evaluation sub-questions, the project excelled in the adaptive strategies; the high relevance for radio stations of CJ; the added value in their contexts and the community approach and mobile tools used (this approach spotted as an innovative feature of the project).
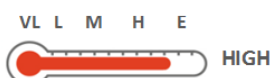
Outstanding features

Parameter	Rating	Outstanding features
Parameter 1. External coherence	HIGH	BBC Media Action collaboration, use of local know-how, bridging with district authorities, etc.
Parameter 2. Participative approach	LOW	High relevance of the topic though very low participation and formal assessments and consultations in the design
Parameter 3. Added value	HIGH	High relevant skills and or position of partners plus innovative approach on mobile reporting and community links
Parameter 4. Internal coherence	MEDIUM	Balance of weight and focus though need of further breakdown of goals and M&E back up
Parameter 5. Adaptive M&E	EXCELLENT	Highly adaptive strategies, frame and decision making processes

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EFFICIENCY

CONCLUSIONS: the overall efficiency of the project was high, with general outstanding features in some of the assessed parameters but especially on the straight direct link of all personnel and expenses to the project and the level of payrolls included (more adjusted to the national market than to international development brain drainage practices) and main weaknesses spotted on result based management together with the need of upgrading of the local partner procurement negotiating practices.

$ 86,12%
Budget expended

Parameter 1. Sound admin and financial procedures
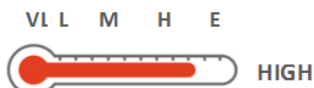
VL L M H E — **HIGH**

Parameter 2. Balance budget vs objectives

VL L M H E — **HIGH**

Parameter 3. Result-based budgeting

VL L M H E — **LOW**

Outstanding features

Enough regulatory documents; partial access to local market prices; sound regulatory processes; high number of activities; etc.

Adjusted salaries and straight direct link of expenses; direct link of all staff to the project; only indirect overhead costs;

Budget breakdown barely allowing activity follow up and budgeting

EFFECTIVENESS

CONCLUSIONS: good implementation percentage in both qualitative and quantitative terms regarding the context challenges faced by the project reflecting the high adaptive nature and efforts. Coupled with a high quality of activities that have resulted in several outcomes availability of citizen journalism reports (not tracked by the project but spotted through the evaluation process), the increased collaboration of local authorities with radio stations (with the causal link related to the increased number of contacts produced thanks to the CJs) and some important unplanned outcomes on community linkages boost of radio stations, partners capacity building and CJs behavioural change.

3,75
(out of 5)
Average effect degree on outcomes

Parameter 1. Implementation and quality of outputs

VL L M H E — **HIGH**

Parameter 2. Achievement of outcomes

VL L M H E — **HIGH**
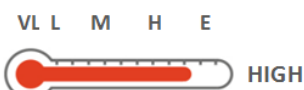
Outstanding features

Significant changes in some key outputs (specially related to New Zambian partner). High-quality of activities especially consultants, topics, theory and practical examples.

Special achievement of the increased capacity of citizens and media to monitor PSAM and the watchdog role of media plus several unexpected outcomes on community linkage of radio stations, community empowerment and even political accountability

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IMPACT

IMPACT STORIES

CONCLUSIONS: some already emergent impacts spotted indicating potential impact on the increased access to local topics of PSAM in the communities; community empowerement , with communities more active in advocating their interests and demanding accountability for certain topics related to social services (causally linked to the project through the awareness raising of their right to information, the procedures of public and local funds and their access to platforms to denounce irregularities). It has also been identified, though to a lower extent , emerging impacts on the increased scrutiny of private and public authorities at local level ; and a slight behavioural change in communities towards being more active in participating in public debates (slight contribution adding to other projects efforts).
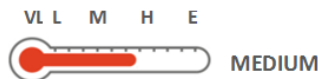
Parameter 1. Increased access to quality info — VL L M H E — MEDIUM

Parameter 2. Community empowerment — MEDIUM

Parameter 3. Public scrutiny — LOW

Parameter 4. Expanded participatory democracy — VERY LOW
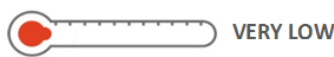
Outstanding features

High number of CJs stories broadcasted and increased link to radio stations

Several comments on augmented participation and awareness

Several cases of public accountability though mainly focused on local authorities

Few Live debates and public participation are linked to the project

SUSTAINABILITY

4,75 (out of 5)
CJs perception of future

CONCLUSIONS: project sustainability shall be underpinned through a number of specific measures to boost the main identified strength of the thematic relevance to radio stations (under their own strategies). Fact checking structure is also highly sustainable within the ACA partner. Further, sustainability of effects is expected in CJs in terms of behavioural change and overall community linkages created with the radio stations.
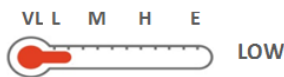
Parameter 1. Formal sustainability strategy
Parameter 2. Sustainable nature of the project
Parameter 3. Specific ad hoc sustainability measures

VL L M H E — LOW

— MEDIUM

— MEDIUM
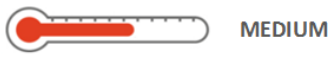
Outstanding features

No real sustainability plan up included from the first stages

High relevance to radio stations, motivation of ACA vs fees per report, CJs motivations, HOC continuity

There are several ad hoc characteristics and potentials that can be boosted.

MAIN RECOMMENDATIONS

DESIGN: Needs assessment to be included plus a general upgrade of the M&E systems and a strong boost of the participative techniques in all project cycles.

FINANCES: fine tuning of financial procedures and incorporation of result based budgeting at in-house level.

IMPLEMENTATION: fine tuning of certain implementation aspects (transportation costs for CJs, links with radio stations, number of radio station staff training, selection process of CJs, local languages training, selection of topics, ACA facebook).

GENDER: gender needs assessment, baseline and indicators used plus overall spread of positive discrimination approach in the project.

SUSTAINABILITY: the design of sustainability plans embedded in all projects and other specific ad hoc sustainability measures (Kanyama media centre, marketing skills, training modules transfer).

FUTURE PROJECTS: potential future developments may include the Mama Sosa model spread out, the establishment of a nationwide communit radios network and the first steps towards strengthening the journalists professional sector.

Source: To the core of things

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3. PROJECT AND CONTEXT DESCRIPTION

The table below includes the main characteristics of the "Speak Up Zambia" project. As described in the table, the project has been implemented in 5 provinces targeting 16 radio stations (including 207 people being trained from both youth and radio station staff) and 77 young people from Kanyama constituency being trained under this project.

Table 1. Basic project official fiche

Project name	Speak Up Zambia
Targeted provinces	Southern, Central, Lusaka, Eastern and Muchinga provinces
Project duration	Oct 2015 – Jun 2018
Project budget	607.729 Euros
Main project partners	3 main partners Free Press Unlimited, House of Consciousness and Alliance for Community Action
Specific objectives	1) increased capacity of citizens and media to monitor public resource management through citizen journalism; 2) increased ability of media to exercise their watchdog role by strengthening investigative reporting; and 3) empowerment of women in deprived areas to tell their stories and subsequently to an increase of media output about women's issues.

Source: project documentation

The project was a development of a 5 year long (2011 – 2015) former project of FPU in the country focused on radio stations capacity building and incorporated as well a pilot tested project on strengthening young female voices in an oppressed constituency of Lusaka (Mama Sosa project)[1]. Regarding its partnership, it originated from Free Press Unlimited (FPU) and HIVOS Zambia innovation fund and included FPU itself (a medium size well experienced international foundation) and two recently created small-size Zambian organisations (House of Consciousness and Alliance for Community Action)[2].

At geographical level, and even though the regions originally targeted by the project were wider the final reach of the project spread out to 5 of the provinces of Zambia including the Southern, the Central, Lusaka, Eastern and Muchinga provinces. Other provinces targeted but finally not included because the lack of activities of radio stations also included the Western, the North-Western, Cooperbelt and Luapula provinces. This geographical spread out is quite relevant especially when considering the budget and human resources size of the project corresponding to a small-medium size project.

In terms of socio-economic indicators Zambia ranks the 139 from 186 countries in the Human Development Index with general indicators showing a predominantly rural population (72% of the population), high percentages of poverty incidence (61%) and a low average monthly per capita income (average of 369 Kwacha a month). The most important challenges remain, therefore, in the area of economic, social and cultural rights, especially for the most vulnerable groups of the population, including women, youth and ethnic minorities. In this regard, Freedom of Expression is also lagging behind in the region as a fundamental right to raise awareness and strengthen the real

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[1] This pilot project was as well in turn a development of a project implemented by the Lead Partner FPU in Zimbabwe.
[2] For a complete overview of the project context please refer to Speak Up Zambia project documents.

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effectiveness of those rights (Zambia is ranked as a closed state according to the Freedom House, Freedom of the Press reports) [3].

Table 2. Key indicators of the targeted provinces

KEY INDICATORS	Central	Copperbelt	Eastern	Southern	Lusaka	Muchinga	National Average	National Mean
Population	1.643.810	2.542.132	1.961.269	2.019.696	3.119.190	1.011.655	1.688.772	1.537.177
% Rural*	74,89%	60,74%	87,44%	75,33%	15,34%	82,98%	72%	78,93%
% females	50,34%	50,20%	50,69%	50,98%	50,57%	50,77%	51%	50,65%
Average household size	5,55	5,31	5,22	5,4	4,93	5,13	5,22	5,18
% Malnutrition under 5 y.o	15,3	14,1	12,8	13,1	11	15,6	15,21	14,70
Incidence of poverty**	56,2	30,8	70	57,6	20,2	69,3	61,35	67,85
Average monthly per capita income (ZMW)**	392,100	752,000	215,000	311,000	794,000	292,000	369,01	301,50
Female monthly per capita income (ZMW)**	384,900	652,000	201,000	273,000	793,000	248,000	344,29	241,00
Household connected to electricity***	31,40%	31,40%	31,40%	31,40%	31,40%	31,40%	31%	31,40%
% Economically inactive vs active population****	29,54%	29,80%	18,64%	23,80%	25,46%	19,57%	23%	21,88%

*Zambia total population 2010 stats

**Living conditions statistics 2015 data

***Living conditions statistics total Zambia data

****Labour statistics 2014 data (no gender breakdown available)

Further, the political context during the implementation period of the project has been quite volatile, with elections taking place during the project that have affected all the provinces and other major events as the Cholera outbreak with a peak intensity at Kanyama where the project has implemented one of its components. These factors have had an influence in the implementation of the project that must be taken into account when reading the assessment of the project.

4. EVALUATION FRAMEWORK

The evaluation was governed by a Steering Committee comprising 7 members, including 2 representatives from the Lead Partner (FPU headquarters) and representatives from the two main partners of the project ACA and HOC plus 2 external evaluation consultants. The required confidentiality policy and security protocols were embedded in all communications and protocols and certain documents of the evaluation have been restricted.

The Steering Committee was the main body governing the evaluation and deciding on its objectives, methodology and sampling.

4.1 Evaluation objectives and methodological approach

The Reference Group after the desk review phase agreed to carry out a mix of summative and formative evaluation with threefold objectives:

- A three way accountability amongst stakeholders (donor-FPU-local partners) in order to assess the extent to which the project has achieved, and how, the objectives so far through a thorough assessment of the DAC criteria;
- Focus on the identification of lessons learnt, good practices and on success stories of the project; and
- To produce a tailored assessment of the functioning of the partnership.

Considering the objectives and framework of this evaluation, the work involved focused on the approaches of **theoretical hypothesis crosschecking** (testing the project reconstructed intervention logic – see annex 22), **participation** (allowing all voices to be heard during the evaluation and providing feedback) and **utilization-focused and capital learning** (to be practical and use oriented). This mixed methodological approach, involving a comprehensive set of tools and targeting a variety

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3 Freedom House, Freedom of the Press (2017). available from: https://freedomhouse.org/

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of informants, ensured an adequate triangulation of the information, and, together with the exhaustive set of evaluation questions, ensured a high-quality objective evaluation of the project.

4.2 Evaluation scope

Regarding the **geographical coverage**, the evaluation covered the activities undertaken by the project in 4 out of the 5 provinces where it was implemented (the only province not covered was due to the unresponsiveness of the partner selected as a sample). Further, the project conducted two online surveys with all the CJs and radio stations targeted by the project. Regarding the **sampling**, the evaluation covered the following informants:

Table 3. Sampling covered through interviews

Group of informants	Implemented field work	Comments
Donors	2 (100%	Donor asked to become a partial member of the reference group (receiving the draft final report of the evaluation)
FPU	3 (100%)	All collection tools have been used except for the good practices questionnaire.
Local partners	2 (100%)	All collection tools have been used except for the most significant change questionnaire of HOC partner
Radio stations	9 (50%)	Chikaya radio station was the only station not reached due to unresponsiveness. Overall sampling included all 3 type of radio stations according to their participation in the project: - 5 high active (100%) // 2 low active (66%) // 2 non active (25%)
CJs	17 (8,2%)	46,76% CJs response to survey (of those with Whatsapp) 7 CJs from high active radio stations FGD with 5 CJ Kanyama high performers FGD with 5 CJ Kanyama low performers
Other stakeholders	6	Interviews were held with 1 representative of a listener club, 1 audience representative, 1 community member and 3 BBC media action staff.

D: doc review	KII: Key interviews	GP: good practices template
FGD: Focus Group Discussions	MSC: most significant stories	S: online surveys

The evaluation used a mixed variety of qualitative assessment tools to triangulate information. Overall, the methods proved successful and the response rate was generally high, enabling a thorough and in-depth assessment as shown in the table below:

Table 4. Sampling covered through other information collection tools

Collection tool	Units	Comments
MSC stories	2 from partners 65 from CJs	The main MSC fiches were complemented with short significant stories included in the survey (65 short responses).
Lessons Learned	2 questionnaires from partners	Responses included representative lessons learned from field partners
Surveys	- 65 CJs (47%) - 7 radio stations (44%) - N.d. listener clubs	The evaluation included 3 different online surveys. The listener club survey was not finally sent due to a general lack of contact data.
Focus groups	4	4 focus groups were organised for assessing, enriching and adjusting the findings of the evaluation: - FGD 1&2: Kanyama top and low performers - FGD3: Selection session of MSC stories - FGD4: Validation of first draft.
Panel of experts	1	One panel of experts was implemented with 3 relevant staff personnel from the BBC Media action project.

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Source: To the core of things s.l.u

Finally, regarding the **time scope** the evaluation has covered all activities undertaken by the project.

4.3 Limitations to the evaluation

The field work has been framed within the following circumstances that are to be considered when reading the outcomes of the assessment carried out. None of the limitations constrained nonetheless the overall quality achieved which is backed up by the high number of agents interviewed, the representativeness of the sample selected, the back up of the quantitative data gathered through the online surveys and the crosscheck carried out with BBC relevant personnel.

Table 5. Evaluation limitations, status and mitigation action plan

	Limitation	Explanation	Comments
1.	Response rates	Response rates to surveys have been low in case of radio stations and null in case of listener clubs (risk expected and materialised as they were not part or targeted by the project)	Radio station surveys have been also carried out during the face to face interviews (when feasible – time limits constraints)
2.	No contact details available from listener clubs	Listener clubs contact details have not been available beforehand (risk expected and materialized as they were not part or targeted by the project) and therefore interviews set up relied on radio stations (3 out of 5 did not arranged the interviews when getting to the field)	Partial assessment was possible thanks to two radio stations commitment and an interview with a community member
3.	Hard accessibility to certain partners	One of the partners (radio station Chikaya) has been unresponsive and therefore not reached in the field work and some of the appointed interviewees were not present at the moment of the interview	Limited effect on the overall quality as two out of 3 low active radio stations were reached plus a good sample of all agents have been addressed
4.	Overburden of partners and staff & timing (summer holidays leave)	Workload of staff coupled with summer holidays have hindered full implementation of expected activities and full participation of all staff on the evaluation process	This challenge diminish the usefulness of MSC and lessons learned questionnaires and its embedded selection process
5.	General lack of key monitoring data	Several partners (including implementers and radio stations) lack key monitoring data to back up through evidences the trends and outcomes spotted during the qualitative assessment	Triangulation and specific examples have been always sought in order to ensure accurateness
6.	Fragmentation and availability of documentation	The project has not produced to date the final report that would be needed in order to produce a complete assessment.	The project partners have eased access to all partial documents whenever existing

Source: To the Core of Things s.l.u

Final note: The report includes several synthesis fiches summarising and visualising the responses given by the respondents and aggregating them for scoring the different evaluation indicators. All indicators include quantifications of answers from approximately 35 respondents each (responses collected in the information sources described in this section), plus the literature review conducted. Objectivity is therefore safeguarded by the triangulation carried out.

Scoring range:

	EXCELLENT	The project is outstanding regarding the specific evaluation criteria
	VERY HIGH	The project meets all requirements and some extra measures
	MEDIUM	The project meets all the minimum requirements and success criteria
	LOW	The project meets some minimum requirements according to indicators' success criteria
	VERY LOW	The project meets none or the very minimum required standards according to the evaluation indicators and success criteria.

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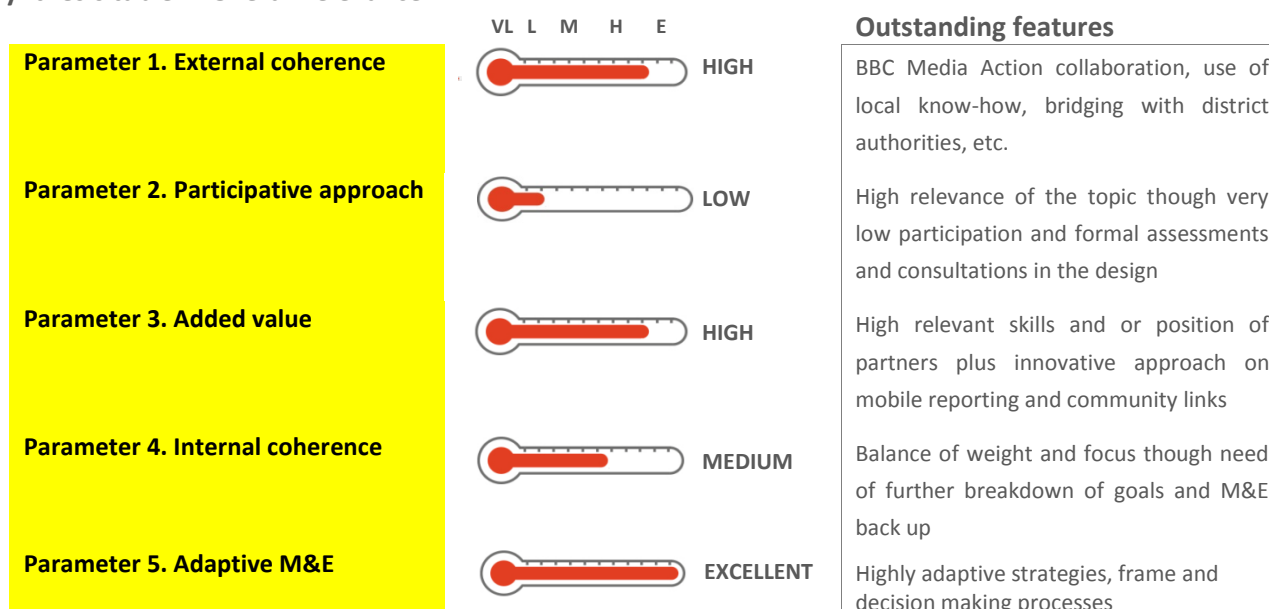Consultancy services. Evidence based solutions

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5. ASSESSMENT OF THE EVALUATION CRITERIA

5.1 Relevance

The assessment of the relevance of the project has been undertaken at radio station level (see radio stations case studies included as annexes) and the overall project level, according to 5 different evaluation questions broken down into 23 different sub-indicators analysing the external coherence (evaluation question #1.1); the relevance and tailored approach to target radio stations and beneficiaries (evaluation question #1.2); the added value (evaluation question #1.3); the internal coherence (evaluation question #1.4); and the sound adaptive management and M&E of the project (evaluation question #1.5).

The assessment showed a highly relevant project at both regional and country level in all assessed variables, as shown in the synthesis table included below:

Synthesis table 1. Overall relevance

	VL L M H E		Outstanding features
Parameter 1. External coherence		HIGH	BBC Media Action collaboration, use of local know-how, bridging with district authorities, etc.
Parameter 2. Participative approach		LOW	High relevance of the topic though very low participation and formal assessments and consultations in the design
Parameter 3. Added value		HIGH	High relevant skills and or position of partners plus innovative approach on mobile reporting and community links
Parameter 4. Internal coherence		MEDIUM	Balance of weight and focus though need of further breakdown of goals and M&E back up
Parameter 5. Adaptive M&E		EXCELLENT	Highly adaptive strategies, frame and decision making processes

Source: To the core of things

As outlined in the table above, the overall relevance of the project was **very high** with general outstanding features in almost all assessed parameters. Breaking the information down to evaluation sub-questions, the project excelled in: the adaptive strategies; the high relevance for radio stations of CJ; the added value of partners in their contexts; and the community approach and mobile reporting tools used (these tools spotted as an innovative feature of the project).

External coherence

Regarding its external coherence, the project was assessed against 3 sub-criteria (its alignment with relevant international strategies; its use of the most locally available know-how principle and peer learning; and its collaboration with other projects or initiatives in the area. See annex 16 evaluation questions and indicators).

The assessment showed that **the project is framed within the main international strategies** in the field, including those of the donor (EU 2011 Joint annual report for Zambia) and Free Press Unlimited itself (under several of the strategic lines outlined in the organisational ToC) and has **collaborated widely specially with another project** from the BBC Media Action initiative (which tackled the

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drawbacks experienced by the project during its first implementation phase regarding the correct identification of potential partnering radio stations) and marginally with other projects as the MISA annual radio station summit or the Kilimanjaro Film institute in Zambia (which act as video jury for the project). Further, and specially through the 3rd line of action of the project on addressing and boosting women voices at Kanyama constituency in Lusaka, the local partner House of Consciousness (HOC) has as well involved several national public bodies including the National Arts Council of Zambia, the National Broadcasting Corporation (that has filmed the project and showed interest in incorporating some of the CJs in their channel), the wards counsellors (especially those appointed before the elections) and most importantly the Parliament member of the National Assembly (both the current one and the former who is now in charge of the Gender Ministry). In this regard it must be noted that some opportunities could have been and can be further explored for a potential future development of the project especially regarding spreading out of the MAMA SOSA model throughout the constituency structures.

In the case of ACA it has to be noted as well that last developments have included the Ministry of Local Government which is in close contact with ACA following up certain fact checking news raised and aired by ACA which shows the potential alignment of the project activities with new governmental approaches to news (e.g.: the false 2nd fire truck involved in another accident, false accusations against an appointed Constitutional Court judge, etc.).

In both cases the project has used a wealth of **local know-how leveraging local resources for addressing local problems** that have in fact resulted in high degrees of satisfaction with the trainers and theoretical approaches used. Future experiences or developments are also suggested to explore inter-radio stations staff training and also to incorporate mixed international-national teams in specific areas for bringing the latest international trends and know-how in-country while retaining all the other benefits of the local approach.

Relevance for the target beneficiaries and radio stations

The following evaluation questions and evaluation criteria assessed how the choice of activities matched the needs and situation of target beneficiaries in the different provinces. In doing so, it included 5 sub-criteria, identifying: (1) the existence and soundness of needs and risk assessments; (2) the direct consultation of stakeholders; (3) the external back up of the IT component; (4) the sound selection and concentration of targeted beneficiaries; and finally, (5) alignment with the beneficiaries' interests.

It is noticeable in this regard how without meeting many of the success indicators of the evaluation the project is indeed perceived as very relevant for many of the target beneficiaries that both responded to the surveys and were later interviewed both face to face and remotely by the evaluation team. Thus, and regarding the success criteria, the project lacked a **sound prior assessment of needs** (though it must be noted that it relied on the previous experience gained through other projects working on capacity building and that it was also pilot tested in Kanyama beforehand)[4]**; a direct consultation of stakeholders before launching the project** (in this case one of

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[4] FPU project coordinator partially disagrees with this statement as she noted (as included in the context section of this report) that they already had context knowledge of the radio stations through the former 5 year long capacity building ZAMCOM project that was still not finished at the design phase of this project. The evaluation keeps the finding-conclusion-recommendation as it was spotted through the evaluation field work that the previous context knowledge did not included basic crosschecks that would have eased the drawbacks endured in the launching phase (all 8 radio stations spotted in the proposal have not been finally part of the project indicating lack of specific assessment; in the evaluation surveys several radio stations pointed at other needs that were not addressed and that could have been taken into account in the design phase; several interviews with radio station managers and staff (the former staff and the new staff) pointed as well that the

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the main drawbacks of the project related to the lack of prior involvement of radio stations in the project design phase which led to big difficulties in its first implementation phase steps); and a **sound back up of the IT component** (referred to the use of Storymaker as an App suitable for both the context, the equipment and the habits of radio stations which led as well to experiencing certain hinders that were solved through the incorporation of another app though that has finally affected the broader use of CJs stories by the radio stations[5]).

On the other hand, and as it can be seen as well in the trends marked from the radio stations survey responses, the project touched over some of the most important perceived **needs of the radio stations** with some stations highlighting how it matched their need of a greatest link to the community and their link to duty bearers through the public accountability boost.

Extract from KNC case study radio station manager interview: "the project has met the needs of the station because we want to have a community approach, and the fact that they were training community journalists helps us have that, because we are getting stories from the community where our reporters are not able to enter".

Graph 1. Degree of needs of radio stations
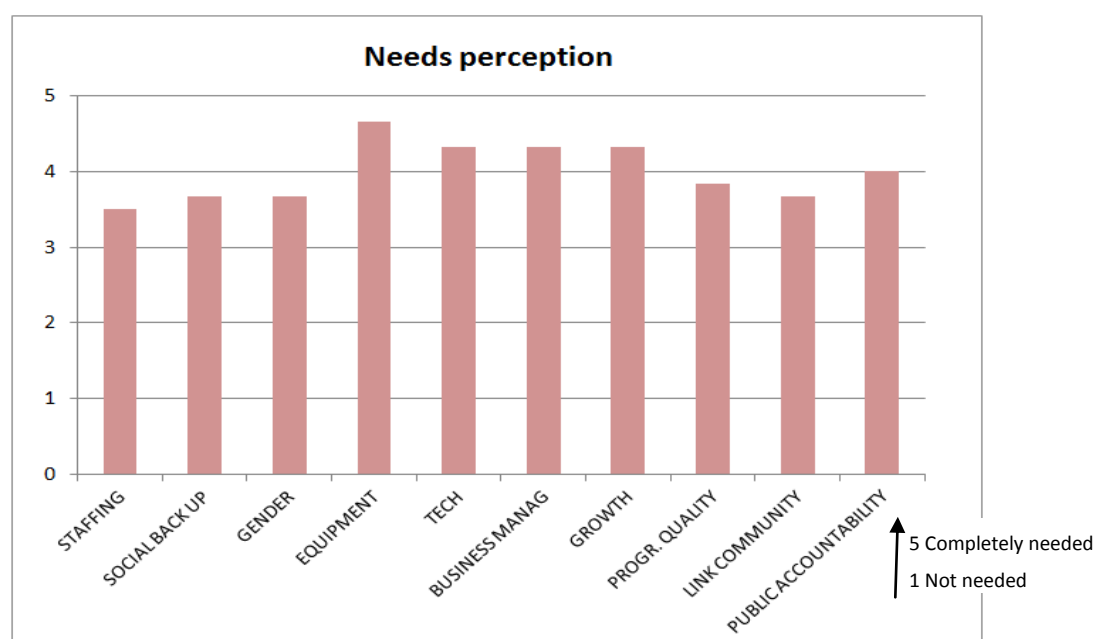
Source: Radio stations survevs To the core of things s.l.u

From the CJs point of view (both from Mama Sosa and radio stations groups) there was also a great acquaintance with the relevance of the project to their needs (4,63 score of relevance out a 5 scoring scale) though when triangulated the surveys with the face to face interviews and focus groups it is to

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project was a buy it or leave it thing pointing at other priorities as their main interest and several radio stations (non active, but also low active and some high active) expressed different degrees of alienation and detachment; several practical elements of the project could have been fine tuned or at least included in the risk management monitoring if known in advance (e.g. low monitoring capacity of radio stations; sound quality requirements for reports; etc.). Prior needs assessments are an extensively recognized good practice in social action and development cooperation projects included in all project design methodologies including the Logic Framework Matrixes, the Theories of Change, results chains, etc.). All donors' methodological papers on the design phases of projects include it and specifically the EU has a vast literature on this regard.

[5] Though not the vast majority, it has been referred in the field work interviews by some radio station partners concerns regarding the video focus of the project and even on the quality of the stories produced.

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be noticed that the expectations generated by the project were related to job finding and therefore, were not met to a vast majority of the CJs interviewed[6].

Future developments of the project shall include a thorough assessment of the target beneficiaries Interests and possibilities to better tailor the design of the activities boosting the information provided and management of expectations that might be generated[7].

Regarding the **selection of the target beneficiaries**, the project improved throughout the implementation both the selection processes and involvement explanatory workshops to select both radio stations, CJs and fact checkers. Despite all efforts deployed the project has suffered a number of drawbacks (dropping radio stations, CJs turnover after graduation, unsuitable fact checking journalists) that are to be better foreseen in the future by: a) involving radio stations in the design phase of the project; b) assessing the specific circumstances of the targeted ages and possibly increasing the entry age to 20 years old to avoid high instability of just graduated youth and, c) carrying out a needs assessment of the journalism sector to crosscheck the supply and demands side of the media sector. Further, specific fine tuning of the selection criteria for radio stations shall be as well developed including vetting requirements on monitoring capacity, absorption capacity of CJs, existence of community groups linked to the radio, etc.

Added value

The evaluation included an assessment of the programme's added value regarding its components and partners (two subcriteria of success).

Overall both local partners showed a number of added values regarding the implementation of the project that were backed up by FPU country and topic experience (spotted for example in the relationships with other big media players as the BBC, the selection of ZAMCOM trainers, etc.).

At **partner level**, HOC is very much differentiated from other partners because of the tight links between the association and the constituency. These links have been as well boosted by: demanding authorisation to the legal guardians of trainees to allow their participation in the project; setting up public screenings with key agents of the constituency; and by the overall understanding and contextualisation of the activities to the reality. Also, ACA provides an outstanding added value thanks to its main focus on public social accountability monitoring (PSAM) through fact checking which has indeed taken them to the forefront of media outlets working on public accountability and also to the notoriety of the association director which has boosted the outreach of the association and therefore, the project. Finally, the main Lead Partner, FPU, has also brought several added values: to the partnership (steering it though allowing good margins of operation to foster the capacity building component); to the activities (incorporating specific lessons learnt and tools from other experiences); and to the relationships with the donor (which specifically highlighted the reporting excellence of the organisation).

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[6] In this regard it is to be noted that the ACA partner expressed that the contract agreement with the CJs was dully explained to them over a whole day clearly stating out it embedded no labour relationship obligations between the parties (article stating "this contract is for learning purposes only and does not amount to an offer employment or offer of employment during and after its duration"). This contract being as well duly signed by the legal guardians of the CJs. The evaluation process still include this aspect as according to the outcomes of the field work this contract and its explanation have not been effective in managing their expectations (the vast majority of the CJs referring to finding a job as their main motivation alongside making time to earn the money to go to the university and as their main deception with the project together with transportation costs).

[7] It is to be acknowledged that the context situation, especially in some of the rural areas targeted by the project with high percentages of poverty and limited employment opportunities, puts it very difficult for managing expectations of targeted beneficiaries. This recommendation is therefore to be coupled with other in this report by which number of final CJs shall go in line with the absorption capacity of radio stations to manage them (note we refer not to employ them but to properly manage them).

At a **project level**, there have also been several innovative and added value factors, particularly regarding some of its methodologies, tools and the activities, setting it apart from other projects. Specifically and as already noted above, the first differentiating factor is the use of mobile reporting techniques which democratised journalism practices fostering true citizen journalism through the voice of young people paving the way for the use of these tools by listener clubs, news gatherers or any other type of community links envisaged by radio stations. Also the project focus on citizen journalists differs to some of the approaches used in the sector in line with some of the spotted in-house practices of radio stations.

Internal overall coherence

The assessment of the internal overall coherence finally has been focused on 4 sub-indicators that analysed (1) the goals set up by the project, (2) the coherence between the goals and the scope and the envisaged activities, (3) the selection of partners implementing the project, and (4) the overall adjustment to the rights-based approach.

Regarding the first success indicator "**The overall goals are SMART[8], concentrated and content driven (including gender based goals)**" the project logframe lacked a thorough theory of change reflecting all the potential impacts of the project (i.e.: behavioural change of CJs, partners empowerment, community links to radio stations, etc.) and lacked in many cases related SMART objectives and associated indicators as explained in the table below.

The project has produced in many cases a bigger outcome that the one forecasted and measured by the indicators proposed by the project. For example, it has been pinpointed how almost all radio stations interviewed reckoned a high proportion of stories being broadcasted and also a high proportion of responses from duty bearers to the stories aired (it is to be noted that this outcome has been spotted in particular in the radio stations case and not that much in the Mama Sosa component specially due to the lack of link between the stories and mainstream media - no radio station was finally committing to broadcast the news of the Mama Sosa CJs lowering therefore the impact potential of their stories). Further, and in parallel to the mid-term evaluation findings on behavioural changes, the final evaluation also spotted a claimed increased community link to the community radios and an increased awareness of their rights and how to pursue them. In any of the cases though, there are no sound evidences forecasted or gathered by the project to back up those qualitative findings and therefore, a sound improvement of the M&E is sought for any potential future developments of the project (including the compulsory track of aired stories, the type of topics covered, the number of responses from duty bearers, the number of audience interactions, the number of local stories covered, etc.)

Table 6. Assessment of SMART criteria of objectives

	Specific	**M**easurable	**A**ttainable	**R**elevant	**T**ime bound
Explanation	Who, what, when, where, why and how.	Descriptive measurement.	Matching resources needed, scope and context.	The goal must be consistent with other objectives and easy to collect.	Including deadlines (attainable).
Assessment	Some of the goals included are too loose to measure and need further	Several goals are not backed up by a sound M&E system to	There is a mix of ambiguous goals with quantitative targets that are	All results are deemed relevant to the project though there is a	No specific mention is made to time expectations

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[8] A good definition of SMART and SPICED indicators can be found in the better evaluation platform: http://www.betterevaluation.org/sites/default/files/EA_PM%26E_toolkit_module_2_objectives%26indicators_for_publication.pdf There are also other alternative criteria for assessing the set of indicators of a project that can be interesting for future development of the project. See CREAM criteria: https://openknowledge.worldbank.org/bitstream/handle/10986/14926/296720PAPER0100steps.pdf
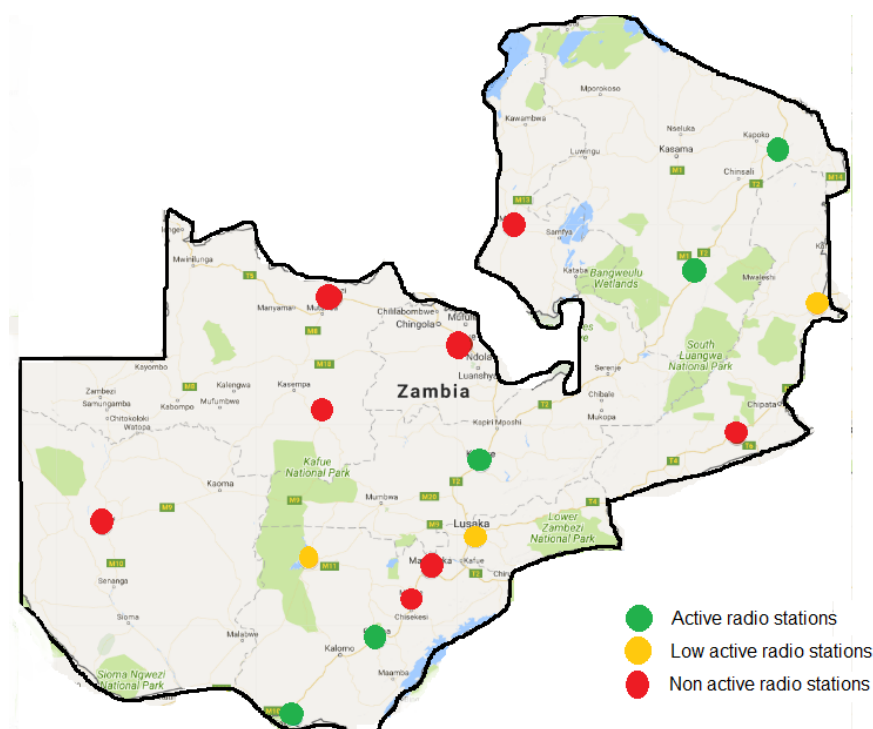
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	explanation (e.g.: availability of information on gender)	measure them (e.g.: number of response by duty bearers)	deemed attainable by the project though no baseline is available	good proportion of indicators which are measuring outputs and not outcomes	
Mock proposal[9]	Specification and development of all indicators (e.g.: number of positive portrayal stories of women, women used as a main source of a story, etc. – number of stories leading to political changes, etc.)	The project should include a thorough system for monitoring the outcome achievement (e.g.: track of topics, of stories broadcasted, of audience interaction, etc.)	Quantification of targets according to baseline studies (e.g.: 10% increase of audience interaction for low participating communities).	Removal of output indicators (e.g.: number of radio stations trained, existence of equipped media, etc.)	Inclusion of time boundaries that may exceed the project time in the case of impact indicators

Source: To the core of things s.l.u

The overall internal **coherence of the project between the goals and the activities** forecasted was, however, very high, with a set of very detailed activities in the initial work plan that broke down the objectives into different thematic subjects and capacity-building areas.

Another important aspect with a direct influence on the internal coherence of the project is the **geographical scope**. The map on the following page shows the wide scope of the project, concentrated, finally, in 5 of the 10 national provinces — that even while recognising the diversity — share core features in the freedom of the press, the infrastructure set up on internet and mobile phone penetration rates; and the societal context in terms of culture and maturity towards rights advocacy, self-censorship, gender and authorities' accountability. The main differences between the provinces rely in the urban nature of the Mama Sosa component, although even in this case many features where similar to those of the rural areas because of the slum nature of the constituency.

- Active radio stations
- Low active radio stations
- Non active radio stations

Figure 1. Geographical coverage of the project

Source: To the core of things from project documentation

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[9] The alternative provided is a mere example of what could have been the objectives. Real objectives shall be defined after a thorough needs and stakeholder assessment through a participatory process.

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High recognisance shall be given to the project endeavours to reach all corners of the nation though the efforts should be backed up with a higher degree of decision making powers to those radio stations with enough capacity to handle it (presumably KNC and Mosi-Oa-Tunya and pilot tested in the cases of BYTA, ISO and Mpika fm) and wider means to maintain a more constant monitoring of the project (at least 2 visits per year should be sought to radio stations demanding thus more personnel and a four wheel drive car is as well sought if the project is to reach more remote rural areas)[10].

Result-based and adaptive management

This evaluation criteria focuses on M&E methodologies, approaches and tools used by the project to ensure an adequate adaptation of the activities, goals and the budget throughout the project's life cycle.

With regards to the M&E system and result based and adaptive management of the project the assessment has spotted a highly adaptive partnership where each partner has provided a good added value contextualising the activities to address the different challenges and drawbacks experienced during the first implementation steps of the project. Thus, the M&E system provided the meeting tools and timing to endorse the planning and tackle any spotted deviations and partners have taken an active role in their respective fields of competence to adapt the project guaranteeing the maximum chances of success under the available circumstances.

Below is a table summing up the different tools observed in a brief assessment and recommendations of improvement, if necessary:

Table 7. M&E tools used by the programme

M&E tool	Assessment
Workplan & monitoring tool	Action plan contained in the project proposal breaking down activities into an entangled general setting Recommendation: extract a simple workplan merging all activities with similar approaches specifying the quantitative targets and timelines as a guideline for partners and develop a spreadsheet based monitoring tool to follow it up
Baseline	The project lacked a baseline for the results sought by the project Recommendation: future inclusion of a baseline and tailored adaptation of indicators according to it.
Internal monitoring reports	The project coordinator used the formal in-house assessment reports and produced an ad-hoc ADD-INN financial monitoring document for follow up Recommendation: workplan shall be followed up in a separate spreadsheet model to crosscheck outputs, timeline, indicators and resources all together / financial follow up shall include an activities break down and correct units value.
Quarter meetings	The project included a quarter follow up that led the partners truly follow up deviations during the first implementation period of the project though it was too much of a burden at the end of the implementation Recommendation: (as the project did) to keep the quarter meetings softening the reporting obligations at quarter level depending on partners answer to obligations
Workshop reports	High-quality workshop reports including global output quantitative and qualitative information. A good follow-up with gaps observed. Recommendation: Quantitative data on beneficiaries shall be followed up individually specifying the category of staff attending.
Mentoring reports	Not spotted Recommendation: to include them as part of the M&E system
Qualitative six	Logframe oriented monitoring reports with lessons learned and challenges section.

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[10] In this regard if no further budget is available from the donors any new developments of the project shall shrink the coverage to benefit the increased follow up and links to the radio stations.

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months and annual report partners	Recommendation: include a spreadsheet logframe monitoring tool instead of the word table to ease follow up
Annual report to EU	A condensed technical report including a timeline of activities, an update of the indicators of the results and qualitative information on the progress of implementation and outcomes. Recommendation: to include a separate spreadsheet including updated information on the progress of achievement of indicators as compared to the plans.
Logframe	Included in the proposal and embedded in the annual reports it included a full set of goals and indicators. Recommendation: See recommendations on a new set of indicators.
ToC	No ToC included. Recommendation: Include a ToC in line with the organisation new developed strategies

Source: To the core of things s.l.u

Overall, the project M&E has provided the necessary data (in terms of implemented activities vs. type of beneficiaries addressed vs. emerging outcomes vs. plans vs. budget per outputs) for feeding an iterative decision-making process. The project however, and as noted in the previous section, lacked the necessary data to ensure crosschecking the project's causal links (outputs vs. outcomes) spotting and backing up many of the outcomes achieved by the project (e.g.: number of reports on air, number of responses by duty bearers, number of political changes linked to CJs stories, audience interaction with radio stations, etc.).

Partnership

One of the main challenges and aspirations of Speak Up Zambia project was the correct functioning of the partnership and the capacity building component of the partners embedded in the approach. As noted in the sections above, this was however not been formalised as an objective in the project with formal action lines deployed, objectives included in the logframe and resources being formally linked to this objective.

Therefore, and to measure this component, the evaluation team refers to the partnership guidelines developed by the European Union under the European Social Fund (ESF) EQUAL[11] initiative under which the partnership principle measures the extent to which the partnership established for implementing the project is balanced, well defined, structured, resourced and provides an added value regarding the goals of the project (see indicators from 1.6.1 to 1.6.6 on annex 16 evaluation questions).

In order to assess the relevance and good functioning of the partnership of the project we need to distinguish firstly between the full principal partnership and the soft one-to-one partnerships developed with radio stations. This assessment is circumscribed to the full partnership composed by the Lead partner FPU, and its local partners HOC and ACA.

In general terms, the formal partnership has been an example of mixed well and bad functioning, under-resourced and evolving in terms of commitment where different external and internal events have undermined full cooperation and understanding between partners though where both local partners acknowledge a high upgrade of their capacity to manage projects.

Breaking down the assessment, one of the main outstanding features of the formal partnership is that it was composed by first-time partners (in the case of HOC there was a pilot of the MAMA Sosa beforehand though it was so close in time it is still considered as a new partner). In this regard and according to the ESF learning lessons, starting a new partnership always imply the disadvantages of:

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[11] EQUAL guide for developing partnerships (2004) European Commission.
http://ec.europa.eu/employment_social/equal_consolidated/data/document/partnerguide_en.pdf

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- More difficult to arrive at a common approach
- Trust building takes longer
- Very demanding in terms of both work and length of time needed to get things started.

The formal **partnership was balanced** in terms of big and small partners (with both local partners being small), in terms of specialisation of the partners (each was addressing the themes of their specialisation). It was however, unbalanced in terms or representativeness of the groups addressed and the goals of the project (as no group was representing CJs or radio stations) and compartmentalised in terms of distribution of responsibilities with ACA being responsible for the nation-wide radio stations component and HOC of the Mama Sosa Kanyama based component.

In terms of **resources**, the project did not envisage in the proposal enough resources for the correct functioning of the partnership. Specifically, the project included 2 Lead partner staff in the headquarters (the project coordinator and the financial consultant) that have been directly or indirectly in charge of the functioning of the partnership (however, the project coordinator workload is wide enough as to require an extra help from someone in charge of the capacity building of the partners). With regards to the staff in the field with responsibilities over both partners[12], it has been key in upgrading the skills on project management and has been embedded in-house contributing to the upgrading the organisational capacity of the ACA partner. In the case of the other partner HOC, the partner did not acknowledge such a strong financial upgrade[13]. The creation of a figure like the finance assistant to be established at HOC offices could have eased the capacity upgrade of this partner and their negotiating and decision makings skills.

Regarding **knowledge sharing, skills and capacity building**, both partners have benefited from capacity building schemes developed by the donor in the country through ZGF, though the workshops are claimed to be one size-fit-all not that much suited for small organisations. In parallel, both the project coordinator and the financial consultant from FPU headquarters have as well provided capacity building in terms of project management, reporting and financial topics that has resulted in both partners considering themselves upgraded in terms specially of project management (also in terms of financial and reporting skills in the ACA case). It has to be noted however, that the HOC partner is still challenged by the reporting requirements of the EU project. In this regard, it is recommended for the partner director to acknowledge their current internal strengths and weaknesses and take a decision on whether to upgrade the responsibilities of the other staff of the partner to take over the reporting role or to add someone to the team to cope with that part of the work.

On the criteria of **formalisation of agreements** it is relevant to note that all partners have a clear understanding of their rights and obligations and the annual contracts of FPU included main scope of work and timeline, budget, reporting instructions, etc. All rules and procedures were simple and bureaucracy burden being was more or less balanced (particularly taking into account the maturity of the partners the reporting requirements have been challenging for both partners though especially ACA has been able to cope with them)[14].

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[12] We refer in this case to the financial administrator hired with the responsibility of managing the financial responsibilities of both partners and reporting back to FPU which was identified by FPU, legally linked to ACA through a contract though with overall responsibilities of the financial duties for both partners. Referred to in the project budgets as "Financial admin FPU, ACA & HOC".

[13] In this case there is a different vision of the causes of this lack of upgrading between the partners. On the one hand, both partners ACA and FPU noted that HOC was given opportunities of being upgraded throughout the project both through FPU and through the general ZGF-EUD capacity building. Further the Lead partner expressed they were not acquainted with this fact until the final evaluation. On the other hand, the HOC partner claimed that the physical location of the financial administrator in ACA offices with invoices collection trips to HOC was a hinder and they refer to a lack of transfer of that specific know-how and asked explicitly during the evaluation field interview for an upgrade on that regard.

[14] See recommendation for HOC to engage a new staff devoted to reporting matters.

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Finally, and regarding the **participation of partners on an equal footing and clear management processes,** it is noticeable the success of quarter meetings and communication flows during the first implementation phase of the project which has resulted in very good practices of adaptive management and strategies to cope and solve the first challenges of the project and to better tailor it to the local circumstances.

In this regard of participation on an equal footing, and more related to the partnership inner functioning, it is as well to be noted the partnership is reaching the final phase of the project with the relationships not working smoothly between the Lead Partner and HOC partner reflected in a lack of clear communication flows[15] and a weakest engagement of this partner[16]. This evaluation has spoken to all partners and there are different contradictory reasons expressed or suggested. A deeper assessment would be needed together with a mediation process in order to wrap up the project from an appreciative enquiry angle. The EQUAL guide for development partnerships include in this regard several lessons learned and recommendations that may serve as a refreshing guideline for future experiences[17].

In this regard, and although some of these processes have been already tried by the Lead Partner, we include hereby the lessons learned extracted from the European Social Fund experience[18] that shall serve as guidelines for future developments: *"Encouraging open discussion and using dialogue and communication to clear the air; Dedicating time to solving the problem; Ensuring that the partnership is adequately and suitably staffed; Being aware of possible problems that may arise and solutions and methods to address them – a good monitoring system may be helpful for this; Drawing on the balance of partners and partnership structures – size, strength, etc.; Ensuring all partners have equal visibility within the partnership; Becoming skilled as good moderators; Using a mediation process if necessary; Adopting a flexible approach with a willingness to change in order to regenerate the partnership after."*

Gender scope

Finally and regarding the **gender scope** within the internal coherence relevance of the programme, it must also be noted that the gender focus of the project has been gaining scope and prominence throughout the implementation of the project. That said, the project embedded some interesting activities and indicators in its very early stages, including significant resources, tools and methodological approaches, and also specific gender activities. **Overall, the programme included an interesting approach and potential regarding its gender focus** – to be fostered in future developments of the project. Below is a brief assessment of these elements and recommendations for future interventions:

Table 8. Gender elements of the project's early stages

Gender element	Project approach	Recommendation
Gender assessments	No specific gender assessments were carried out in the different action lines though Mama Sosa project was pilot	Specific gender criteria assessment shall be included in all needs assessment as well as specific gender related baseline indicators

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[15] The Lead partner expressed in this regard that communication flow has fallen down in the second half of the project with many delays and problems for getting in communication with the HOC partner. Related to this point, the HOC partner stated that" is to be noted that HoC worked with two fulltime project staff while the rest were interns picked from previous trainings and trained as trainers. This meant working without leave and sometimes on weekends. After 36 months the team is simply fatigued and less productive."

[16] Being reportedly late in providing feedback, deadlines not being met, etc.

[17] The principle of partnership in the new ESF programmes (2006). EQUAL managing authorities.
http://ec.europa.eu/employment_social/equal_consolidated/data/document/200606-reflection-note-partner_en.pdf

[18] Specifically the sections on methods for maintaining engagement and methods for overcoming obstacles, section maintaining involvement and commitment (pg 34 on) of the EQUAL guide for development partnerships. Not available at the moment online and included as annex 18 to this final evaluation report.

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	tested beforehand	
Gender balance	The project adopted the quantitative gender balance approach (parity male – female) though included as well certain positive discrimination at the end of the implementation (Papa Sosa approach)	Spread out the concept of positive discrimination (to be used in the areas where needed) — might imply higher participation percentages to address previous unbalances — and adaptations to local contexts (men specific debate groups or topics, etc.)
Male/female in project activities	Gender was considered in many of the activities planned by the project especially in Mama Sosa action line.	To be adjusted in line with the cultural context and specific barriers assessment (organisation of training sessions in certain places or with a certain time frame, adapted level of workshops, etc.).
Gender in the radio stations	Support for set up of female CJs.	Link with cultural context and specific interests assessments to back up strategies – spreading the educational strategy, including all levels of education (e.g.: educational initiatives with media clubs to involve women in journalism)
Gender in society	Upgrade of female voices as speakers of their community	Increased specific workshops to be forecasted according to the context and including: - Promotion of differentiated men related programmes (out of stereotypes as well) - Promotion of women in society: gender editorial policy-related content and assessments, plus combating gender stereotypes. - Promotion of women's voices in radio stations' programming.
Gender M&E	Inclusion of gender-related indicators though output based or too loose to measure	Inclusion of a global indicator on gender broken down by the aspects of gender in the media sector (as professionals), gender in the media (stories portraying a different stereotype) and gender as the audience (programmes addressed at gender) always adapted to a baseline.

Source: To the core of thins s.l.u

5.2 Efficiency

In this section, the evaluation assesses the efficiency of the project understood as the existence of all necessary financial controls and requirements, the use of best-deal policies (price vs. quality), the adequate balance of the budget versus the objectives planned and the adaptation of the financial decision making to the actual implementation of the project and achievement of outcomes to ensure the best potential Value for Money (VfM). In this regard, all expenses are grouped into different categories: staff, purchases, time and/or money spent, fixed costs, running costs, etc., (that may be coincident or not with the used budget lines). These costs are then associated to different aspects of the intervention and assessed against the benefits achieved.

The evaluation has assessed the efficiency of the project according to three main evaluation questions, broken down into 11 different indicators (see annex 16). It must be noted that this assessment included a desk review including FPU's procurement regulations though it is not backed up by the audit of the project as the planned final audit had not started at the moment of this evaluation.

Below is a synthesis table summarising the main assessment outcome according to the evaluation parameters used for evaluating the project's efficiency:
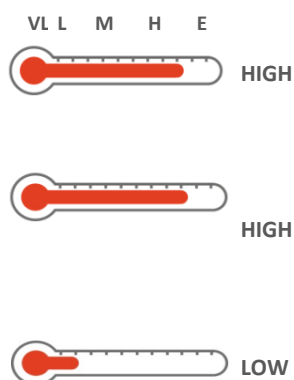
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Synthesis table 2. Overall efficiency

Parameter 1. Sound admin and financial procedures	VL L M H E HIGH	**Outstanding features**
		Enough regulatory documents; partial access to local market prices; sound regulatory processes; high number of activities; etc.
Parameter 2. Balance budget vs objectives	HIGH	Adjusted salaries and straight direct link of expenses; direct link of all staff to the project; only indirect overhead costs;
Parameter 3. Result-based budgeting	LOW	Budget breakdown barely allowing activity follow up and budgeting

Source: To the core of things

As outlined above, the overall efficiency of the project was **high**, with general outstanding features in some of the assessed parameters but in particular on the straight direct link of all personnel and expenses to the project, the level of payrolls included (slightly over spotted national market salaries and far bellow international development levels that tend to spoil markets with brain drainage effects) and the factual breakdown of the budget into activity lines (slightly allowing the project follow up according to activities).

Sound administrative and financial procedures

The first evaluation parameter related to efficiency is broken down into 5 sub-indicators measuring (1) the existence of formal administrative and financial procedures, (2) the financial monitoring system, (3) financial crosschecks procedures, (4) the assessment of the best-deal policy (costs according to market prices vs. quality), and (5) the existence of savings due to sound financial procedures and the search for synergies.

It must be noted that it was a deliberate choice of the EUD to allow recently established local organisations to participate, with the idea that if they partner with International ones, their capacity would be built. Therefore, and although the main partners of the project ACA and HOC lacked throughout the implementation of the project a sound **financial and procurement strategic policies** this has been backed up by a strong follow up by FPU Lead partner. FPU had in fact hired an authorised and experienced local accountant stemming from another project of the partner in the country which ensured the strict application of the EU rules through a set of tools including the monthly cash book, the bank reconciliation, the petty cash advances book, etc. All these tools plus the Lead partner follow up ensured **financial crosschecks** were applied and a clear and thorough **follow up of expenses**. In this regard, maybe only some further financial guidelines may be developed for the Lead partner following the most advanced practices in the sector which include more developed whistle blowing, vetting policies, results measurement of procurement, emergency procurement, etc.

Regarding the use of **best-deal policies practices** the project has evolved over the implementation period and has been upgraded including some purchasing options close to the field implementation level (e.g.: from year 2 venues for training at radio stations were hired by radio stations themselves[19]) and it is also to be remarked that the production fees reimbursed to radio stations are negotiated on a case by case basis according to their standard fees which are in any case very well

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[19] In this regard however, it is to be noted that 3 out of the 5 high active radio stations interviewed through the field work referred to problems related to the venues chosen for trainings (including those selected in the second rounds) indicating low appropriation of the decision-making which can be boosted in future developments of this project.

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adapted to the field local prices (also pointed out by several radio stations during the field interviews). Nonetheless, the project can still fine tune certain **best-deal policy practices** and tactics to further ease access of the project to local market prices. In this sense, the field staff did not apply negotiating standards with providers[20] (keeping a record of providers to increase their negotiating skills or endorsing long-term contracts when feasible – e.g.: for exchanging rates, etc.). The straight forward control of expenses which on the one hand guaranteed a full follow up had on the other hand backfired with a limit on the negotiating skills when asking for quotes to providers and therefore, it is recommended to continue upgrading those policies and strategies to ease access of the project to better deals and closer local market prices letting the purchasing duties to the closest level to the implementation in the field. Also it is to be remarked that in the procurement processes managed by the HOC partner, the local context knowledge and negotiating skills of the partner director has led the project access local market prices though has led as well to the need of full post justification of expenses (e.g.: the rent of the office has been negotiated with a family member from the partner director that can nonetheless justify the decision because of the prices provided, the quality and location of the place and the flexibility provided in case of payments delays).

Anyway, and given the limited funds available considering the wide geographical and target beneficiaries scope, it is noticeable that the project has been able to implement such a good number of activities which have been possible thanks to the good staff selection process and staff commitment of all the partners to the project.

Therefore, and as seen in the graphs in the next page, at May 2018 the project has expended over 86% of the budget allocated to the budget lines with the whole budget already over expended for the travel, equipment and local offices lines and main remnants over services and other budget lines (with high percentages still available though reduced in terms of absolute numbers). Further, all budget is already allocated and is expected that 100% will be used at the end of the project life cycle.

Graph 2. Comparative budget planned vs. executed by main budget lines May 2018
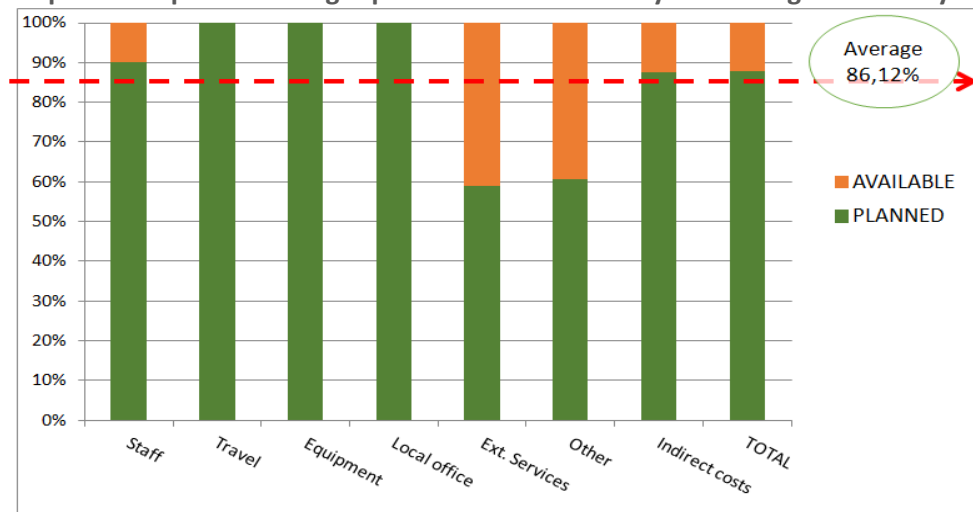
Source: budget updated to May 2018

No thorough follow up of the expenses per result can be done (or mocked) as although the "other budget line" let grasp slightly the breakdown per activity, many of the budget lines of the staff were

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[20] The ACA partner disagrees from the tone they interpret in this paragraph stating that "not having the so called best practice policies does not necessarily mean that the project overpaid for anything". From the evaluation process we back up the use of this indicator included in the evaluation matrix grid 2.1.4 "Best deal policies implemented" as a success criteria for answering the efficiency evaluation question 2.1 Are the administrative and financial procedures of the implementing partners sound?

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not planed in the original budget (see for example sub-budget lines from 1.1.1.8 to 1.1.1.13) and also many of the activity lines of the "others budget line" were changed (as for example the development of websites, the accommodation costs for Kanyama trainees, and or the central trainings for story maker and PSAM).

A final point must be made regarding the practical financial procurement policies in terms of number and timing of instalments for project local partners: these were conceived correctly by FPU Lead Partner as linked to the local partners reporting obligations and therefore, consisted of 3 instalments that required the partners to potentially advance some payments at the end of each implementation year[21]. Despite the concerns expressed by the partners, these financial procedures are up to international standards aligning with best practices on guaranteeing procedures especially in newly set up partnerships and boosted ownership principles of development aid (including the need to allocate some of their own assets and the need to have clear assignments of responsibility). Timing of the instalments may though take into account exchange rates fluctuations trends to avoid annual periods where currency exchange tend to drop (also partners may explore the possibility of negotiating an advantageous flat exchange rate with banks).

The budget balance regarding the objectives
The second parameter used by the evaluation included four indicators assessing (1) the balance of the budget according to the expected outputs and outcomes, (2) the balanced number of payrolls regarding the nature of the tasks, (3) the clear and direct link between direct costs and outputs, and (4) the direct link of project staff with project activities.

First of all, and regarding the **balance of the budget according to planned outputs and outcomes**, and although the budget was not broken down per activities hindering result budget monitoring, the evaluation has made a mock assessment grouping budget lines that show a balanced distribution of budget with result 1 (radio stations related CJs) absorbing 38% of the budget, result 2 (fact check unit) 15%, and result 3 (Kanyama women CJs) totalling 20% of the budget. Further, and looking at budget accumulation per location of expenditure, it is shown a high percentage of expenses 73% directly paid in the country of implementation meanwhile 27% of the expenses were issued abroad (it shall be borne in mind that a big percentage of these expenses issued abroad are directly linked to the project implementation and the percentage of the budget is related to the comparatively high payroll expenses weight in a medium-small project like Speak Up Zambia.)

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[21] It is to be noted that the project coordinator and due to the small size of the local partners foresaw an instalment process that minimised the risk of needed advance payments by the partners. During the project time, partners refered to 2-3 occasions where late submission of reports caused liquidity concerns.

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Graph 3,4,5,6. Budget expenditure per budget lines, activities, location and type of staff
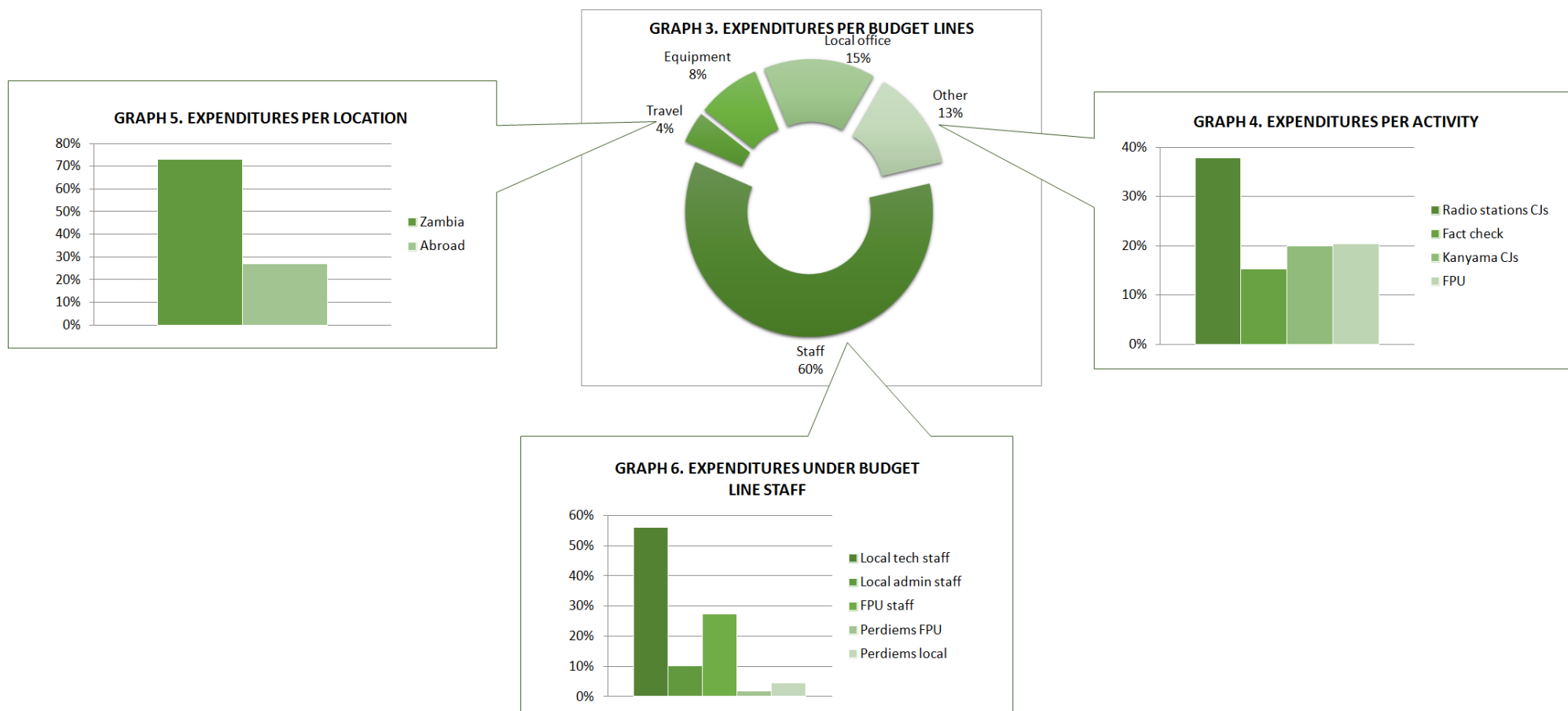
Source: Mock projection from data of the project internal financial monitoring update 20/06/18

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In this regard however, and as noted in the relevance section, more resources should be allocated for M&E purposes.

Regarding the breakdown of **expenses per staff member and the payrolls allocated to the project,** a budget assessment per budget lines show a high percentage of expenditures in staff (60%) that although high at first sight when broken down reflects the training nature of the project with 55% of staff costs devoted to local technical staff (directly related to trainings and project management in the field), 10% to local admin staff, and 27% to 2 staff related to FPU HQ (also directly linked to project implementation). In this regard, payroll levels are considered adequate to the local markets.

Breaking down the assessment to **types of expenses and their link to the project activities**, no overhead costs have been are identified (with the exception of the local office that is not actually an overhead costs as it has been expressly set up for the exclusive purpose of the project). All other related costs clearly reflecting the nature and efforts of the project regarding the type of activities forecasted.

Results at the core of financial programming

Finally, the evaluation assessed the efficiency of the project, analysing whether the financial planning, monitoring and evaluation was broken down into activities, outputs and/or outcomes and the existence of budget corrections regarding the actual achievement of outputs and/or outcomes.

Nowadays, a common good practice of many organisations involves financial results-based management, by which projects, programmes and strategies are financially planned, monitored and evaluated on the basis of expected outputs and the validation of links between outputs and outcomes. A two- or even three-phase budget is used regarding several milestones of the project so that the budget can always be tailored to better resource the outstanding components of every project.

In this case, neither the donor nor the headquarters or any of the local partners normally apply results-based budgeting (breaking down the budget per activities and outcomes and incorporating technical outcomes into financial decision making processes). However, the project coordinator experience in the field has led to an inclusion of a breakdown in the budget line "others" and has allowed a financial decision-making procedure involving field staff and tools mixing slightly both the technical monitoring of outcomes and financial approaches. It is strongly recommended to introduce and scale up in-house this type of breakdown budgets according to outputs and outcomes, as is the scheduling of certain potential turning points of the project where the budget would be reviewed and modified according to the outputs' performance, as well as a stronger participatory bottom-up approach involving comments and opinions from field staff.

5.3 Effectiveness

Effectiveness is defined by the DAC, OECD critera as "The extent to which the development intervention's objectives were achieved, or are expected to be achieved, taking into account their relative importance". For assessing the criteria our evaluation practice looks at the variables of: how the project was able to produce the outputs expected with the proposed quality and standards and how these outputs influence the expected results in the target groups and needs of the intervention; and how the outcomes sought were or not achieved and to what extent.

An assessment should be made of the extent to which progress has fallen short of the target and the factors which have influenced both the achievements and challenges, pinpointing causal links when identified and factors explaining why something hasn't been successful or why it has not yet been achieved. Below is a synthesis table with the main assessment for the parameters evaluated under effectiveness:

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Synthesis table 3. Overall effectiveness

	VL L M H E		Outstanding features
Parameter 1. Implementation and quality of outputs		HIGH	Significant changes in some key outputs (especially related to New Zambian partner). High-quality of activities particularly trainers, topics, theory and practical examples.
Parameter 2. Achievement of outcomes		HIGH	Special achievement of the increased capacity of citizens and media to monitor PSAM and the watchdog role of media plus several unexpected outcomes on community linkage of radio stations, community empowerment and even political accountability

Source: To the core of things

For assessing effectiveness, the evaluation included 2 evaluation questions and 10 different indicators measuring the achievement and production of outputs and outcomes by the project according to the project indicators included in the logframe plus a crosscutting indicator on gender and another on unexpected outcomes.

Outputs' implementation and quality

The first parameter measures the achievement of outputs forecasted by the project in the proposed timeline, together with an overall assessment of the quality of these outputs.

According to the assessment carried out and taking into account the number of activities produced and implemented up to June 2018 (see table 9 in the following page) the project has implemented almost all the activities expected under result 1 and 3 both in their quantitative and qualitative targets). The main drawback experienced in both results has been the distribution of the CJs reports especially in result 3 (the vast majority of Kanyama CJs reports have been aired exclusively on the Mama Sosa facebook page with a limited reach and despite the efforts of the project responsible to network with radio stations and/or other media outlets). As for result 1 the distribution was highly hindered by the drop of the New Zambian partner[22] which was expected to publish a good proportion of stories though the evaluation spotted that this drawback was overcome by a high proportion of radio stations commitment and interest to broadcast CJs' stories.

It is result number 2 and activities 2.1 and 2.2 (Setting up a Fact Check Unit and Production & Distribution of Fact Check Reports) the ones that have generally not met the qualitative and quantitative targets set at the design phase of the project with a lower number of reports being produced and the impossibility of creating a pool of professional journalist specialised on fact-checking

Several reasons explain the implementation status:
⇒ A first group can be seen as external contextual challenges: the seizure of relationships with New Zambian as the main platform for publishing contents and therefore, influencing the regional and national arena; the lack of actual enough competences from the trained fact checkers to perform the expected services; the competitive freedom of expression project sector in the country and the related lack of involvement of several radio stations;

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[22] The New Zambian was a partner included in the approved proposal whose main role was to publish CJs reports and fact checking stories being a key component of the expected spread out and potential impact sought by the stories developed by the targeted beneficiaries of the project. The partner was pushed out of the project by the Lead Partner after they spotted several irregularities on financial management and other unethical practices.

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⇒ The second group is categorised as internal challenges: software and hardware envisaged in the design phase; the challenges of the HOC website as a publishing platform; the not involvement of radio stations in project design, the lack of needs assessments being carried out, etc.

All these factors have affected important lines of implementation of the project and therefore, **implementation status** of some **of the activities** forecasted is low or partial regarding some targets of the workplan:

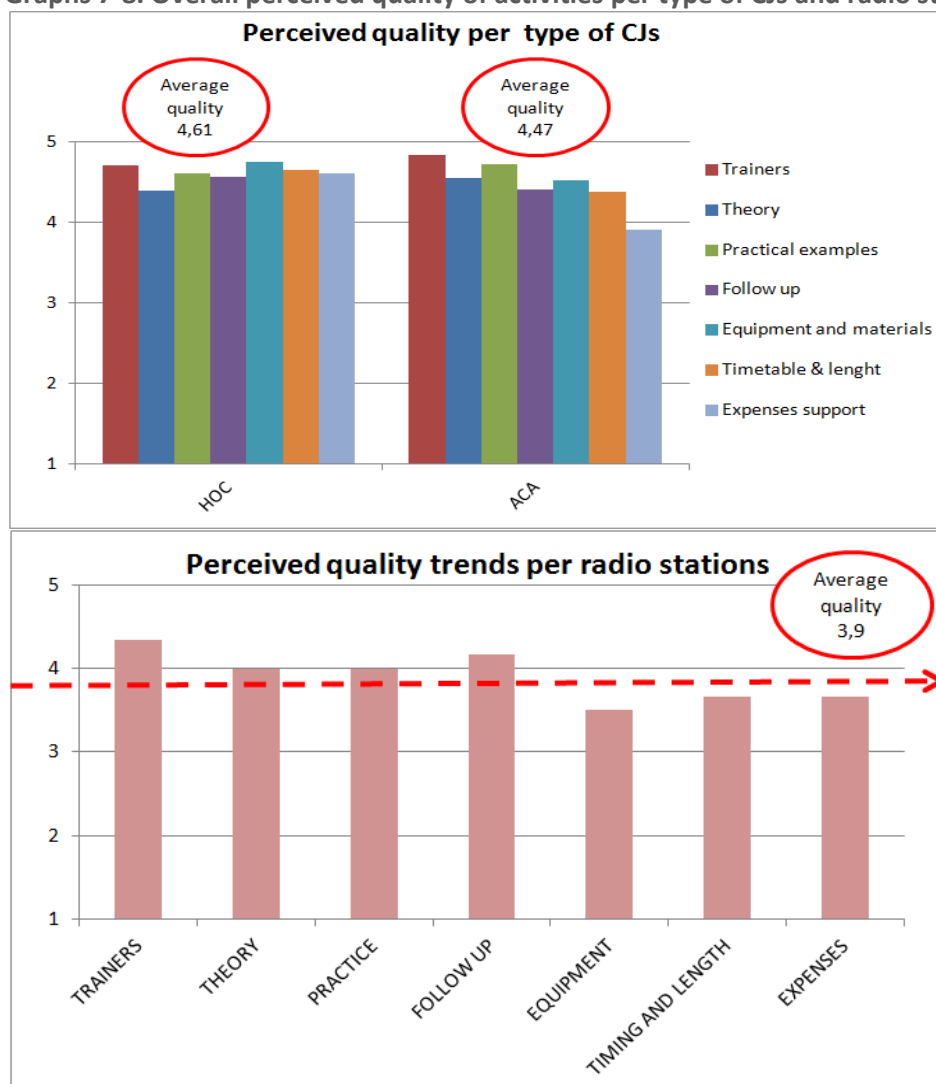**Table 9. Overall implementation status of the project inputs**

OUTCOMES	OUTPUTS	Sub activities	Qualitative output check	Quant. Outputs check	Timetable check
RESULT 1 Increased capacity of citizens & media to monitor public resource management through citizen journalism	Activity 1.1: Develop nation-wide network of (citizen) journalists to be trained in public social accountability monitoring (PSAM) and citizen journalism	1.1.1. Set up project office & purchase of equipment	Achieved *(Overall qualitative 80,43%)*	Achieved *(Overall quantitative 81,52%)*	Delayed
		1.1.2. Central trainings in Citizen Journalism using Storymaker for 8 community radio stations	Merged	Merged	Delayed
		1.1.3. Selection of Citizen reporters to be trained	Achieved	Over achieved	On time
		1.1.4. Develop a tailor made module for PSAM training	Achieved	Achieved	On time
		1.1.5. On-site Training in Citizen Journalism	Achieved	Over achieved	On time
		1.1.6. Distance Mentoring of citizen reporters	Achieved	Achieved	On time
		1.1.7. Central training in PSAM for 8 community radio stations	Achieved	Achieved	Delayed
		1.1.8. On-site Training in (PSAM) for Citizen Reporters (months 7-12).	Merged	Merged	Merged
		1.1.9. Distance Mentoring of CRS	Merged	Merged	Merged
	Activity 1.2: Production and dissemination of content produced by citizen journalists through mainstream and non-mainstream media	1.2.1 Redesign of NewZambian website	Cancelled	Cancelled	Cancelled
		1.2.2. Production of citizen reports	Achieved	Achieved	On time
		1.2.3. Collation, curation and distribution of produced content	Partial achievement	Almost achieved	Delayed
RESULT 2 Increased ability of media to exercise their watchdog role by strengthening investigative reporting	Activity 2.1. Setting up a Fact Check Unit	2.1.1. Selection & Training of freelance journalists	Achieved	Achieved	Delayed
		2.1.2. Development of special web page for Fact Check reports	Partial achievement	Partial achievement	Very delayed
	Acitivity 2.2: Production & Distribution of Fact Check Reports	2.2.1. Production of Fact Check Reports	Partial achievement	Low achievement	Very delayed
		2.2.2. Distribution of Fact Check Reports	Partial achievement	Partial achievement	Delayed
RESULT 3 Increased media output that empowers women in deprived areas and amplifies their voices	Activity 3.1: Expanding HOC Media Centre in Kanvama	3.1.1. Purchase of furniture & computer equipment	Achieved	Achieved	Delayed
	Activity 3.2. Capacity building of Female Youth from Kanyama in Citizen Journalism	3.2.1. Selection of women Kanyama participants	Achieved	Achieved	On time
		3.2.2. Training in PSAM for Kanyama Participants	Achieved	Achieved	Delayed
		3.2.3. 5-day citizen journalism (StoryMaker)	Achieved	Achieved	Delayed
		3.2.4. Mentoring of female youths from Kanyama	Achieved	Achieved	Delayed
	Activity 3.3: Production, Distribution & Awareness Raising	3.3.1. Creation of a dedicated website for the distribution & showcasing	Low achievement	Low achievement	Delayed
		3.3.2. Production of content	Achieved	Over achieved	On time
		3.3.3. Distribution of content	Low achievement	Partial achievement	Delayed
		3.3.4. Community screenings	Achieved	Achieved	On time
		3.3.5. Hold yearly graduation and competition event	Achieved	Achieved	Delayed

Source: project documentation

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Even when some of these challenges could have been avoided through a more calmed and thorough design phase (involving all stakeholders and in particular radio stations, pilot testing software and hardware, etc.), it is also noticeable how the project has overcome all these challenges through a highly proactive and adaptive management approach that has provided a high added value tailoring the activities and strategies to the circumstances in the field. Several examples of this proactive adaptive management approach are the shift to approach radio stations as a complement to the BBC Media Action project, the final inclusion of production costs per radio stations, the use of Viva Video App as a substitute of Storymaker, the introduction of the credit for mobile phones ownership, etc.

In terms of **quality**, it must be noted that the majority of respondents to the evaluation both in the surveys and in the face to face interviews and focus groups organised pointed to a very high quality of the trainings organised by the project. These trainings were taught by ACA staff which were professionals of the sector and included a brief though tailored theoretical background, practical examples during the first workshop and a thorough mentoring period during the production of the reports sought by the project. As it can be seen from the graphs of the responses to the surveys all CJs, both from Mama Sosa project and the CJs linked to radio stations, perceived the activities as truly high quality with trainers and practical examples as the top quality characteristics.

Graphs 7-8. Overall perceived quality of activities per type of CJs and radio stations

Source: Online surveys

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Although more demanding, also all radio stations responding to the survey and those interviewed pointed to the high quality of the trainings organised by the project and specially to the high quality of the trainers involved and the follow up through the mentored period of producing reports steaming from the initial workshop.

In this regard, it is important to highlight how team-working has been spotted and pinpointed by several respondents both through the online surveys and face to face interviews as a high added value of the trainings implemented by the project. Trainers used different team-work methodologies and encouraged at all stages a strong team-work that has been later highlighted as an important cause of outcomes.

No significant differences are found when breaking down the assessment to different socio-characteristics of the respondents (age, gender, employment, etc.) where in almost all cases the perceived strongest aspect of the training was the trainers and the weakest the theoretical aspect and the expenses forecasted for producing the reports. In this regard, there are though some relatively interesting differences when looking at the type of CJs (Mama Sosa or ACA) as the Kanyama trainees have a general slightly higher perception of the quality of the fees forecasted per report and the equipment provided by the project than in the case of ACA (radio stations) related CJs. In this last case CJs were far more critic with the fees and expenses support and just slightly more critic with the follow up provided.

In this regard it must be noted that the project showed as well a big adaptive capacity from the first to the last training rounds hold with several improvements made on:

⇒ Mentoring: the initial rounds were mentored by radio station staff that randomly determined the meetings schedule, the editorial follow up, the selection criteria of topics, etc. This was dramatically improved throughout the implementation period of the project introducing former top performer CJs as mentors, increasing the assiduity of meetings and including editorial meetings every week, introducing the whatsapp groups for mentoring purposes, crosschecking the topic selection criteria, etc.

⇒ Reports related changes: the threshold dropped finally to 1 story per week in the last training rounds which is considered adequate taking into account the fees provided per report and that part of the fee went to the credit for the mobile phone. It also included better editorial guidelines for the CJs.

⇒ General equipment changes: the first rounds experienced some problems due to the incompatibility of the hardware and software chosen by the project. New rounds shifted the software to Viva Video App which was less demanding in terms of RAM and memory of the mobile phones. Also, the project in its early states did not include one mobile phone per CJ though this drawback was quickly corrected. Further, the project included a credit fee per mobile phone that boosted the ownership aspect of the equipment.

⇒ Complete shift from central trainings to onsite trainings: the project completely focused on onsite trainings to effectively address a higher percentage of staff of the radios stations (...)

Recognising therefore, the high quality and adaptive capacity of the project during its implementation phase there are still a number of findings and related conclusions that led to a number of adjustments that can be incorporated to ensure a higher effectiveness of the activities, some of them also considered essential for scaling up the project in a potential new phase:

- The <u>fees per report</u> restricted in some cases the overall reach of the stories covered in the case of ACA (radio stations related CJs) but it was also mentioned in the case of Mama Sosa trainees: it is recommended to include a transportation fee per report to allow investigative journalism practices for those reports where transportation can be justified.

- <u>Financial instalments</u> per report were reported to be late in several occasions and radio stations.
- The <u>radio stations link to the project</u>: even after the project has adapted the strategy over the implementation period, including a specific explanatory workshop to radio stations at Lusaka through the BBC Media Action, many of the staff interviewed[23] were not acquainted[24] in many occasions on the selection criteria of topics to be covered by the CJs reports, the intellectual property of the stories (it is to be noted that this specific aspect was included as a clause in the upgraded MoU used from late 2016), the software used was not known by the staff, the fees and instalment processes to CJs were not communicated, etc.: it is considered essential a full upgrade of radio stations as partners in the processes of the project for all those stations with the will and the capacity to collaborate.
- The <u>high turnover of radio station staff</u> led in some cases to a detachment from the radio stations to the CJs trained and to the project itself: it is important to widen the number of staff trained by the project in order to ensure higher chances of the know-how being retained in-house (the possibility of addressing radio station managers can be as well explored though considering the high workloads they tend to manage depending on the radio stations).
- The <u>selection process of CJs</u> was adapted throughout the process though it actually ended up limiting the role of radio stations in the selection process (even when having the room to participate in the selection many radio station managers detached themselves from the process) and the outcome has been a high turnover rate of CJs all along the way: for radio stations it is recommended a joint process between the project and the radio stations looking case by case to the community linkage practices of the radio stations which in some cases have other community link figures which could be upgraded as CJs (the different names they receive range from radio station champions, to programme club fans, to news gatherers down to the more currently common listener clubs format)[25]. In those cases, fees policies should look carefully at what is

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[23] It shall be noted that as stated in the following side note (indent 6) one of the reasons for this finding is that a big majority of the staff interviewed (7 out of 10) were not the responsible coordinators of the project in the radio stations during the explanatory rounds carried out by the ACA partner.

[24] In this regard the ACA takes great exception on the finding-conclusion casting doubts claiming a bias is produced as the evaluation process did not refer explicitly to the MoU signed with radio stations where mention was made to one of the points raised in the paragraph (intellectual property clause). From the evaluation process we acknowledge this lack of reference though we consider the finding, conclusion and recommendation path backed up by the following points 1) the field interviews triangulated information with 3 different type of respondents per radio stations including radio station managers, radio station staff and CJs themselves and there is a vast majority of respondents (including radio station managers) that acknowledge very few involvement in the project design and a limited knowledge of several of its key aspects. In this regard it is to be noted that only 1 radio station manager and 1 radio station staff (out of 7 radio station managers interviewed, and 5 other radio station staff contacted who were not previously CJs) commented they were acquainted with all processes and felt strongly linked as part of the project; 2) Seven radio station answered an online survey launched by the evaluation process where four of them noted a limited link and roles of the radio station with the project (two scores of 1; one score of 2; and one score of 3 in a scale of 5 points); 3) This weak link with radios has been referred in the field interviews as one of the reasons for low engagement of the non active, low active and even high active radio stations targeted by the project; 4) the MoU referred to include only reference to the intellectual property and not to the other aspects referred to in the paragraph so referencing to it could never have affected the answer on the other parameters; 5) Explanations, negotiations and signing of the MoU was done with radio station managers and not with other staff of the radio stations, being this the direct link to CJs and the bridge between the radio stations and the CJs; 6) There was a high staff turnover that was referred by CJs and partners as a cause of detachment of radio station staff and low acquaintance to the project (the vast majority of radio station staff interviewed were different from those attached at the beginning of the project); 7) Some of the respondents to the evaluation included first round radio stations whose MoU were purely administrative with no reference to any of the aspects referred to (in this case the evaluation has only access to Chikuni radio station MoU which included no mention to any of the parameters mentioned).

[25] FPU project coordinator and ACA partners do not agree with this recommendation stating this process of using radio station listener clubs was already tried in the first round of trainings with 3 radio stations. From the evaluation process, and after the field work carried out, it has been noted how the previously referred lack of understanding and buy-in of the project by radio stations specially during the first rounds biased the selection process carried out at that phase resulting in a selection out of the parameters sought by the project (e.g.: one of the radio stations Itezhi Tezhi selected old people for receiving mobile phone training showing a complete misunderstanding of the project). This recommendation is therefore,

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being done by the radio station themselves not to spoil the audience-community-radio station relationship already established (and not to spoil the sustainability of those relationships including fees that cannot be later assumed by radio stations . In all cases, including Mama Sosa trainees, and as suggested by radio station managers interviewed, it is recommended to increase the age from 20 years old on to avoid the high perceived instability of just graduated youth[26] coupling it with radio station vetting requirements on monitoring capacity (radio station must be able to track basic metrics related to the CJs stories and audience interaction), absorption capacity of CJs (not targeting more CJs than a radio station can properly manage after the project comes to an end), existence of community groups linked to the radio (as referred above to build from existing practices when appropriate), etc.

- The way to <u>tailor the activities to the reality</u> of the different communities was something considered as well by the project by adapting the theoretical materials on PSAM, including basic mobile phone skills in the workshops and/or encouraging reporting in local languages: it is recommended to continue this efforts by including training workshops in local languages which would led to increase the concentration of the efforts and to better target the communities.

- The <u>selection of topics</u>, though considered and monitored at the end of the project, was not a focus and led in some cases to: mismatches between local topics of interest and topics covered; informants fatigue because of the lack of coordination between CJs to ask for information to a source; and several repetition of topics: future developments of the project shall balance the margin between freedom of choice of topics by CJs and a proposed set of topics to be covered according to the local topics of interest (which shall be raised and adapted together with radio stations and communities themselves).

Lessons learned

There are several lessons that radio stations, local partners, and FPU headquarters have learned throughout the design and implementation of the project. The evaluation has captured, via a tailored procedure and the general field work, a snapshot of some main lessons and it has assessed whether they can be deemed as good practices and replicated in other projects. The list compiled, while not exhaustive, provides a representative sample of practices, methods and procedures that shall be considered in future developments. Practices marked as potential good practices may be considered as well for replication in other projects.

Table 10. Selected lessons learned and potential good practices

Area	Description	Lessons learned	
TEAM-WORKING	Fostering team-work spirit and practice from the training workshop to the mentoring phase	- It is identified as one of the triggers of change in CJs - Slow performers overpass expectations when confidence is enshrined	Potential good practice
INCORPORATING MALES IN GENDER COMPONENT	The community asked for not discriminating men and the project incorporated a Papa Sosa component	- Ensure cultural power trends do not affect trainees (lower the number of males if trainees are mixed) - Need of addressing the stereotypes of males and their specific challenges to effectively address	

to be understood and coupled in a frame of higher participation of radio stations in the project and boosted information on the specifics of the training and mentorship process to all the key agents involved (radio station managers and radio station staff). Requisites not present at the first three times referred to by the partners.

[26] It is to be noted that ACA partner expressed as well some reservations on this recommendation stating that 20 year-olds in Zambia have full adult responsibilities and the project would lose the youth factor being more in pursuit for financial rewards and full-time occupation. From the evaluation process we rather keep the suggestion offered by radio station managers in the form of exploring it together with including this target group as part of the needs assessment recommended and also looking at all the other factors that may have an effect on the potential sustainability of their link to the radio stations (previous link to stations, other sources of income, etc.)

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			gender
COMMUNITY PORTRAYAL IN THE MEDIA	There is a general negative profiling of certain communities and areas in the media that has been addressed by the project	- -	Topic selection shall include instructions to balance the way communities are portrayed (as well for community development purposes) Human interest stories were an example of potential stories to be covered
COMMUNITY AND CJS ENGAGEMENT	The project involved the guardians of the CJs to provide authorisation and public screenings in the case of Mama Sosa to raise community awareness	- -	Public screenings must keep on changing to reach all stakeholders (authorities, CSOs, community leaders, etc.) Better selection is due linked to sustainable motivation schemes and better management of expectations
MOST SIGNIFICANT STORIES	The project selected the human-based stories and changes produced by the project through a mid-term review.	-	Need to be considered in the project's design phase with systematic mechanisms and systems for fact-checking (also spot procedures regarding the verification of facts)
PARTNER BASED IMPLEMENTATION OF ACTIVITIES	The project learn by doing approach showed the importance of all partners to be correctly empowered to ensure smooth implementation	- -	It is important to assure buy-in and the logic of the project and also needs to be well resourced to guarantee capacity building and collective knowledge on what works and does not work Need of balance and due crosscheck by managers to ensure quality standards, access to know-how and experience sharing

Source: To the core of thins s.l.u

Achievement of expected outcomes (causal link)

The second parameter measured the achievement of the forecasted outcomes of the project and their causal link with the outputs produced. According to the project proposal, the main expected project outcomes were:

Outcome 1. **Increased capacity of citizens & media to monitor public resource management through citizen journalism:** sustainable net of CJs producing improved pluralistic, independent and quality information, and increased skills and radio stations focus on accountability topics.

Outcome 2. **Increased ability of media to exercise their watchdog role by strengthening investigative reporting:** creation of a fact checking unit that produces high quality and publicly relevant fact checking articles on public resources management.

Outcome 3. **Increased media output that empowers women in deprived areas and amplifies their voices:** sustainable net of CJs at Kanyama producing an improved pluralistic, independent and quality information and providing a voice to the slum in local, regional and national media.

Outcome 4. **GENDER RELATED IMPROVEMENTS:** improved threefold approach to gender (women as professionals in the sector, as portrayed in society and as audience).

Outcome 5. **Any other unexpected changes**

It must be noted that given a number of limitations pointed at the inception report (namely the lack of breakdown of the potential impact of the project, the lack of cause-effect relationships between the project action lines and outcomes sought and the number of indicators reflecting outputs), the evaluation mocked up a theory of change for the project that is included in annex 17 which has been followed for implementing the assessment of the project. The main aim has been to use that reconstruction as a guide throughout the evaluation for testing the project and the assumed potential cause-effect relationships.

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Sticking to the project forecasted outcomes, the **outcome 1: Increased capacity of citizens & media to monitor public resource management through citizen journalism,** the project has indeed spotted a good number of effects that indicate increased citizen journalism practices though not that much related to the explanation included in the action annex of the proposal. In this regard, it must be noted that although the project trained a big number of CJs all across the country (total final approximate number of 79 graduated CJs by Mama Sosa and 190 by ACA) there is a big monitoring gap in order to ascertain how many of their reports were broadcasted, how many of the CJs are still linked to the radio stations and how many continue producing stories even if not linked to radio stations or HOC.

In this regard, and although lacking the hard evidences from a thorough monitoring system, the evaluation has triangulated the information provided by radio stations, local partners and CJs themselves with the outcome of spotting a high number of radio stations claiming they are broadcasting the stories produced by the CJs (with several radio stations producing specific programmes devoted to community citizen stories and some other devoting a share of their news distribution to community stories) which is a good indicator of the increased capacity of the media to monitor public resource management as many of the stories aired by CJs related to service delivery.

Breaking down the assessment to the type of topics covered it is noticeable how radio station CJs covered almost all of the topics they considered relevant to their communities with a big predominance of stories covering infrastructure matters (from different perspectives including PSAM on how public essential infrastructures as roads, bus stations, stadiums, etc., are being renewed or accomplished according to budget lines), followed by water & sanitation topics (floods, water needs, toilets in public spaces, etc.) and health matters (mostly devoted to health service delivery).

Graph 9. Topics covered by radio stations CJs according to online survey
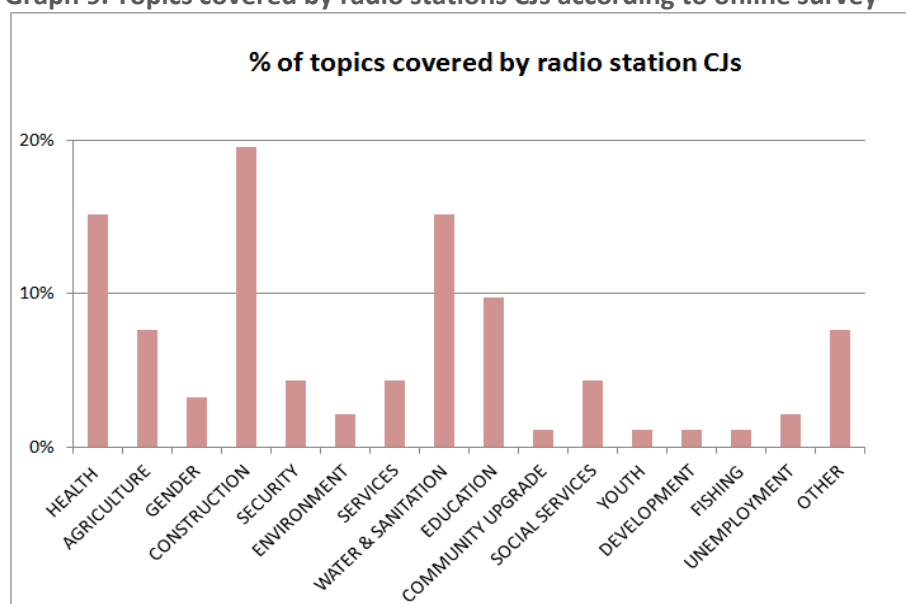
Source: online survey

Further, the evaluation also used the five-cycle value model proposed by Wenger-Trayner[27] to assess the degree of importance of the changes, considering only changes with at least the form of applied

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[27] Wenger E, Trayner B, de Laat M. Promoting and assessing value creation in communities and networks: A conceptual framework. Rapport 18, Ruud de Moor Centrum, Open University of the Netherlands, 2011.

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value[28]. The graph below captures the main outcomes observed through the most significant stories that have been grouped into the categories of:

⇒ Behavioural change: all stories related to changes in the improvement of the attitude, self-esteem and other related behavioural changes in the CJs.
⇒ Capacity building: all stories pointing to skills and/or capabilities that have been upgraded.
⇒ Citizen journalism empowerment: all stories pointing at how the project empowered them as speakers of their community, awareness of problems and community rights, etc.
⇒ Accountability of authorities: all changes pinpointing at stories covered regarding public service delivery or management that led to a change.

In this regard and as show in the graphic, the outcomes back up the aforementioned finding with 60% of their stories referring to upgraded capabilities on citizen journalism[29].

Graph 10. Observed effects according to the Most Significant Change process
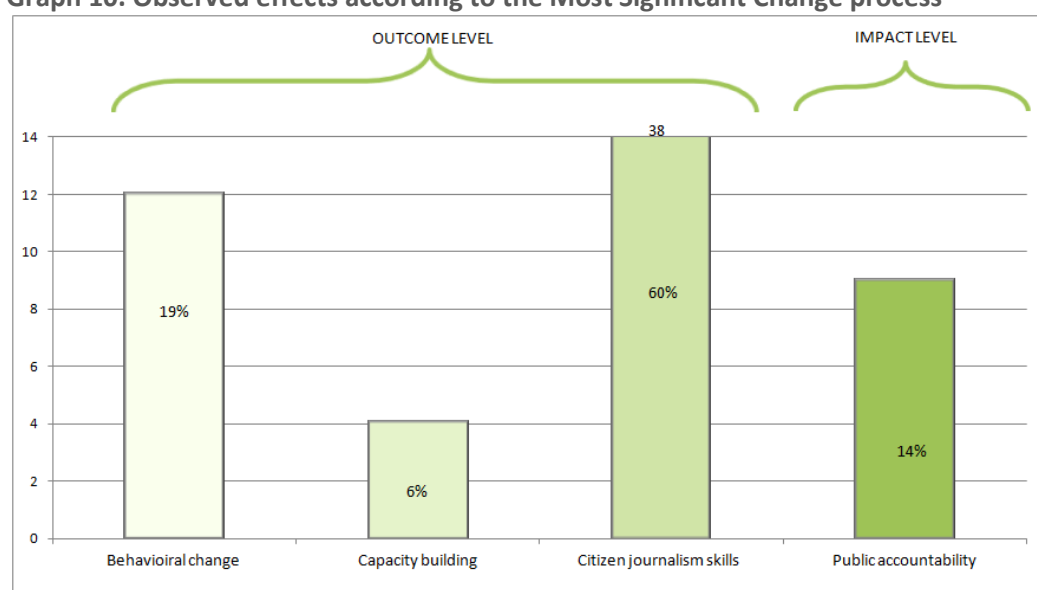
Source: online survey

We present hereby a few of the sentences referred to by CJs on how the project impacted their capabilities as citizen journalists: "The training has caused a lot of impact making me to stand and speak out for the voiceless in the communities", "The biggest and most widely published change has been increasing in-involvement of-and expectations of involvement by raising a voice for my community", "I came to know the needs of the people, I came to know the problems which people are facing", "How to go about a Story and be able to be the mouth piece of my Community" (...)

With regard to **outcome 2 Increased ability of media to exercise their watchdog role by strengthening investigative reporting,** it has been scored by radio stations responding to the survey with a 4 score in a 5 points scale. However, when deepening the information through the face to face interviews carried out it is perceived how there is a very blurred understanding of the distinction between coverage of governance topics and public resources management through fact checking techniques.

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28 The five-scale value categorised effects from immediate value (information getting to the target) potential value (know-how or knowledge capital acquired but not yet used), applied value (knowledge capital put into practice) realised value (when the applied value produces results) and transformative value (when the value starts producing impacts at different levels).

29 It is relevant to note that this change was as well pinpointed by the MSC mid-term review carried out by the project

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In fact, radio stations responding to the survey and those interviewed referred to general governance programmes not directly linked to the inputs of this project when asked about PSAM oriented programmes or programming.

Graph 11. Degree of perceived outcomes of the project in radio stations
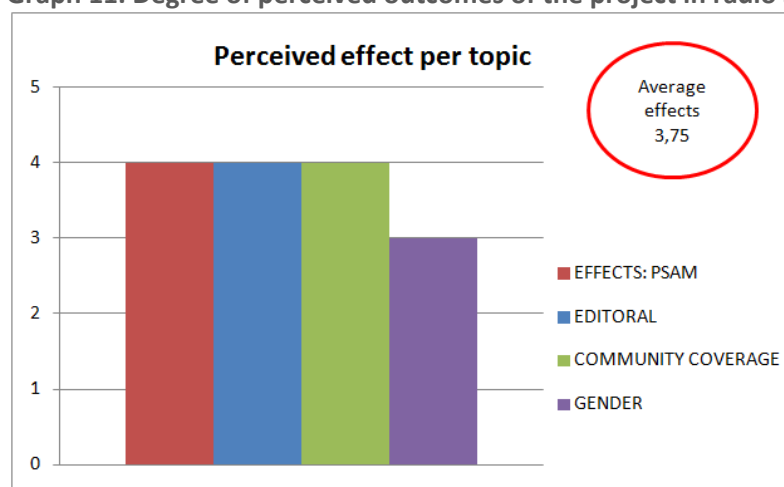
Source: online survey

Regarding the outcomes of the fact checking unit set up under the project and having a look at the social media metrics of ACA these have not had per se a strong social impact in the country with a medium-low number of followers/visitors/likes depending on the media screened. It is however, to be noted that one of the most sustainable outcomes of this project is the creation of a fact checking unit that has been embedded within ACA structures which is in fact the first official fact checking outfit in the country. Also, it shall be noted that some of the news produced by the fact checking unit have been echoed by nation-wide media outlets (e.g.: News diggers) multiplying the effect on public accountability demands. Further, the public profile of ACA director has been as well mentioned by several respondents as a key component enhancing ACA impact in the media[30].

Table 11. Social media metrics from ACA partner

Social media	Global figure	Key indicators
Website[31]	1.818 users (1.061 Zambian)	75% bounce rate 01:34 average session duration
Facebook[32]	6.853 likes (6.316 Zambian)	814 daily total reach average (806 organic) 73 daily total consumers
Twitter[33]	1.296 followers	1.000 peak monthly profile visits

Source: metrics and approximates obtained from the statistics provided in the social media services

Nonetheless, and as stated by the vast majority of the respondents, the media sector has shrank in the last few years becoming a much polarised environment where just a few players including some of the media outlets echoing ACA news (News Diggers) are considered neutral.

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[30] This is considered as a double-edged sword and therefore, the association and the director shall clearly draw the line between the public stand of the association and the private opinion of the director to avoid any potential backfiring.
[31] Metrics obtained from Google analytics covering the whole period until August the 8th of 2018
[32] Average approximate metrics obtained from sources up to May 2018
[33] Average approximate metrics obtained from random and peak monthly twitter statistics

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Finally, and regarding **outcome 3** of the project **Increased media output that empowers women in deprived areas and amplifies their voices**, it must be noted that the forecasts focused very much on Kanyama constituency of Lusaka were the Mama Sosa component was deployed.

In this regard it is noticeable the high number of reports produced by Mama Sosa CJs with over 900 reports though in this specific case no high distribution of the reports was spotted as there was no direct link between the project and any radio station in the city. Therefore, reports have been published in the YouTube channel (which was closed in 2017) and the facebook page of the HOC partner. The statistics of the page are low profile and therefore, no big effects are to be expected on the outputs for empowering women amplifying their voices.

Table 12. Facebook metrics from HOC partner

Social media	Global figure	Key indicators
Facebook[34]	1.084 likes	237 maximum daily total reach average (all organic)
		125 maximum daily total consumers

Source: metrics and approximates obtained from the statistics provided in the social media services

However, and despite the low broadcasting reach of the reports, it must be noted that the Mama Sosa has deployed many strategies that have had some effects over the expected outcome of empowering women. Therefore, out of the 86 graduated CJs (72 of them women) it is noticeable how many of them covered gender related topics in their stories (33% of all reported topics were related to gender) meanwhile another 10% was focused on sexual education topics which revolved in many cases around gender topics likes early marriage because of unplanned pregnancies, etc.

Graph 12. Topics covered by radio stations CJs according to online survey
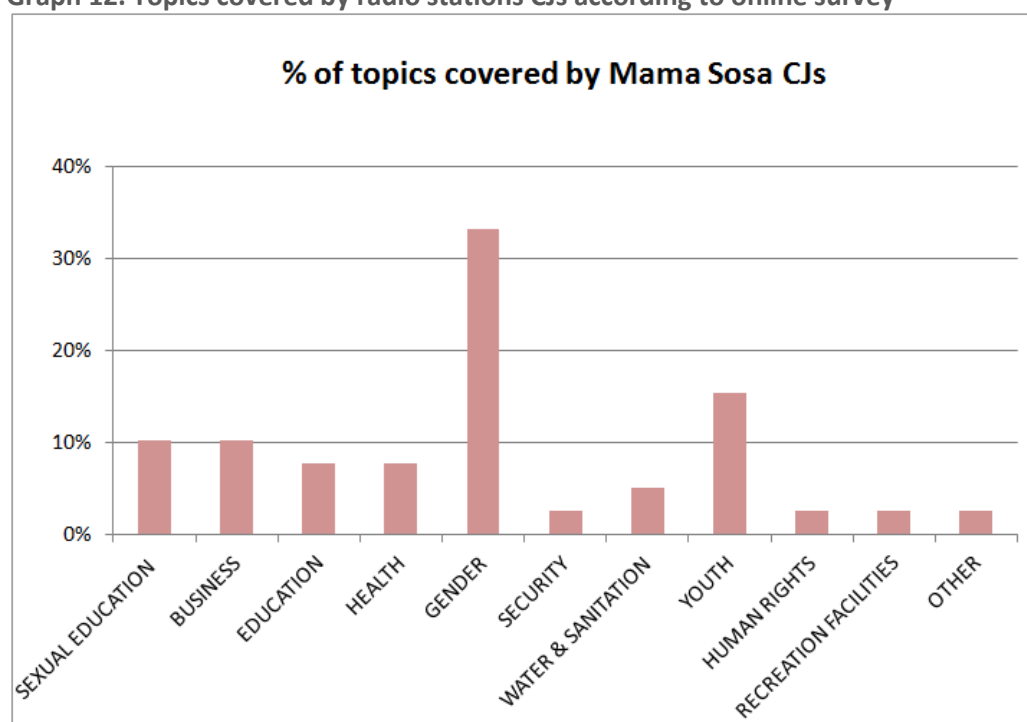
Source: online survey

Many of the stories covered portrayed empowered women in the constituency that together with the public screenings, the involvement of guardians to approve the trainees' participation in the

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[34] Average approximate metrics obtained from sources of the last two months June and July 2018

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project, and the spotted increased openness of Kanyama citizens to media, indicate a potential effect on the empowerment of women at least both as addressing gender related stereotypes (through the stories covered) and as professionals in the media sector (many of the CJs pointed out to being perceived as a speaker of the community). Further evidence, is however needed in order to assert that the potential effect has been indeed transformed into facts in the community.

Last but surely not least, it is truly important the number of **unexpected or unplanned outcomes** of the project. The project, as included in the previous sections did not included in its logframe a good number of potential outcomes that flowed from the natural Theory of Change embedded in its logic. Thus, the evaluation reconstructed a mock ToC pointing at potential outcomes that included the empowerment of local partners and the behavioural change of beneficiaries. It must be noted that apart from those, the evaluation also spotted an unplanned <u>strong community linkage with radio stations</u>: several radio stations staff and management, CJs and community members interviewed highlighted how the radio stations have increased their link to communities covering local topics of interest and being closer to their day to day through the network of CJs. Further, and regarding the <u>capacity building outcome of partners</u> both partners claimed a strong impact in their structures which can be fully evidenced in the case of ACA (number of staff, strategic guidelines, projects in the pipeline, etc.) and is more a soft capacity building in the case of the HOC partner (where the mere fact of being able to deliver the project as per the targets set is claimed by the partner as the proof that the organisation can fulfil a development project). The causal link is direct and clear in this outcome as for both partners the Speak Up Zambia project has either been the only or the major project on their agenda.

In the case of the <u>behavioural change of trainees</u>, it must be noted that according to the assessment of the most significant change reports included in the online survey, 19% of the responses referred to behavioural changes. These stories pointed to a shift in their mindset and self-esteem and on their courage to speak before anyone[35].

We present hereby a few of the sentences referred to by CJs on how the project impacted their attitudes: "I have gained the courage to speak up on anything...this is because of interacting with different people who were courageous enough to talk", "I've been filled with so much courage and fearlessness that I'm able to bring out an issue that most people are afraid of", "The problem of inferior complex was a challenge to me in the past. This was because I lacked exposure, never had the right information to talk about in public whereas people around me seemed to have the right information" (...)

The main referred causal link throughout the interviews and focus groups have been the capacity building aspect of the trainings which have provided the CJs with the knowledge of their rights (their right to information, their right to stand up on an equal footing to any other citizen, etc.) that led to a change in attitude and in some cases to a change in practices.

The evaluation assessed further the causal link through a specific case study assessment of their MSC responses analysed in the light of the KAP methodology[36]. The outcomes of this assessment are reflected in the table below and show how knowledge is considered as the main overall effect that actually led to a change in attitude (referred to as the main change under this approach).

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[35] This finding backed up as well the interim mid-term MSC process carried out by the project itself.

[36] Mauri Yambo (Marzo 2016) KAP as a Model of Behavior Change and Innovative Practice {CSO 589}. Available at: https://mauriyambo.blogspot.com/2016/03/kap-as-model-of-behavior-change-and.html Accessed August 2018.

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Table 13. Assessment of HOC MSC responses under the KAP prism

KAP domain	Responses overall changes	Responses main change	Type of responses	General message
Knowledge	49%	13%	How to approach people; how to build their career; know what/where/how to say things; who is accountable; ...	Knowing what is good or bad in the community, what the issues are; the right to access to information; difference between facts and opinions; mobile reporting, etc.
Attitude	33%	61%	Believe they can change the lives of others; Give voice to others; changing the mindset; courage to speak; filled with so much courage and fearlessness; ...	Self confidence boosted especially because of the knowledge gained
Practices	18%	26%	Gathering my community when there is a challenge; Seeing a lot of changes in my community; working together with other representatives of my community; ...	They gather information and denounce when they identify an issue

Source: online surveys

Finally, we also include below the main stories selected through the Most Significant Change process undertaken by the evaluation. It is noticeable how this process backed up the interim mid-term MSC undertaken by the project and we encourage all readers to read as well the interim report to complete the information.

Caption 1. Most important individual/organisational changes

1. **Behavioural change:** "*The problem [of inferiority complex] was a challenge to me in the past. This was because I lacked exposure, never had the right information to talk about in public whereas people around me seemed to have the right information. This change has been significant because I'm able to see positive change within myself that has [even] led me to gather people in my community when there is a challenge...*"
2. **Capacity building:** "*During this training our production was done by [mobile] phone without the worry of content not being captured by a high [quality] camera. Other big media companies were not intimidating [us] because at the end of the day a scripted and edited story was produced*"
3. **Citizen journalism empowerement** "*After the training and skill that I got, I continued making stories (reporting)for the community then later started making reports on events at my church. Eventually, a journalist from Hope Channel Zambia, (Seventh Day Adventist tv station) discovered the zeal and talent I had of reporting and doing all the edits using a phone. Fortunately i was approached and asked to join the news crew. Currently I'm one of the Hope Channel News Reporters and this has really changed my life, though it just won't end here. Also, I'm in the communication committee at church all because of the skill I got from House of Consciousness*".

Source: Most Significant Change evaluation process

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Assessment of the achievement of project indicators: it is to be noted that the set of indicators proposed by the project is deemed not reflective of its outcomes because both its limitations in terms of the SMART criteria (Specific, measureable, Attainable, Relevant and time bound) and because of the soft or not related evidences gathered in many of the cases (type and nature of the sources of verification). We present nonetheless a schematised assessment below:

Table 14. Logfame outcomes indicators check

	Indicator	Check	
Specific Objective – To enhance social accountability in Zambia through citizen journalism and investigative journalism	Indicator 1: Availability of information on public resource management for Zambian citizens	Achieved	Overall achievement 63,24%
	Indicator 2: Availability of information on gender-related topics for Zambian citizens	Over achieved	
	Indicator 3: Quantity and quality of discussions in media concerning public resource management	Not tracked	
	Indicator 4: Number of discussions that include responses by local duty bearers	Not tracked	
RESULT 1 Increased capacity of citizens & media to monitor public resource management through citizen journalism	1.1 Number of reports concerning public resource management produced by citizen journalists. Target value is set 1.000 reports.	Achieved	
	1.2. Quality of reports concerning public resource management by citizen journalists	Achieved	
	1.3. Number of community radio stations trained in public social accountability monitoring and program production [target value 8]	Achieved	
	1.4. Number of reports posted on the NewZambian website (750 reports)	Almost achieved	
RESULT 2 Increased ability of media to exercise their watchdog role by strengthening investigative reporting	2.1. Number of independent investigative journalists trained in fact checking techniques [target value: 3-5]	Achieved	
	2.2. Participants show an increase in skills related to public service accountability monitoring	Low achievement	
	2.3. Number of facts related to public resource management claimed by government and verified by the fact checking unit	Low achievement	
	2.4. Number of redistributions by other local media of content produced	Low achievement	
RESULT 3 Increased media output that empowers women in deprived areas and amplifies their voices	3.1. Existence of equipped media centre in Kanyama	Partial achievement	
	3.2. A dedicated website collating content of trained young women	Partial achievement	
	3.3 Number of young women will be trained and mentored [target value: 80]	Over achieved	
	3.4 Number of reports produced [target value: 600]	Over achieved	
	3.5. Number of redistributions by other local media of content produced	low achievement	

Source: project documentation & evaluation assessment
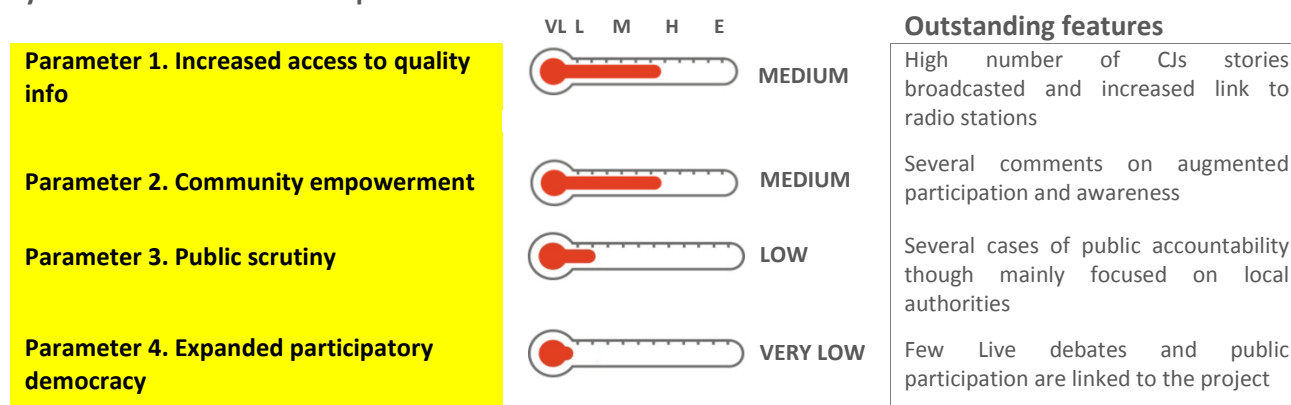
5.4 Impact

Impact assessments are to be carried after a given period of time after the implementation of a project in order to be able to answer the impacts questions of: what has changed in the Media sector of the country? In the communities? For whom? How significant is it for them? By assessing impact, we look after the positive and negative changes produced by a development intervention, directly or indirectly, intended or unintended. This involves the main impacts and effects resulting from the activity on the local social, economic, environmental and other development indicators.

This final evaluation is therefore, not focusing on impact assessment as it is not a relevant evaluation criteria to be assessed at this specific moment of the project's life-cycle. Further, the project has no baseline or reference group counterfactual to assess the current impact and its causal links with the project. Nonetheless, the findings of the previously assessed criteria indicate the chances of

producing impacts of a given project, i.e. the more relevant and effective a project the higher probabilities it will produce impacts (if the causal link embedded in the intervention logic is as well proved and tested as relevant).

The synthesis table below summarises the main assessment carried out, according to the mock-up impact scale:

Synthesis table 4. Overall impact

	VL L M H E		Outstanding features
Parameter 1. Increased access to quality info		MEDIUM	High number of CJs stories broadcasted and increased link to radio stations
Parameter 2. Community empowerment		MEDIUM	Several comments on augmented participation and awareness
Parameter 3. Public scrutiny		LOW	Several cases of public accountability though mainly focused on local authorities
Parameter 4. Expanded participatory democracy		VERY LOW	Few Live debates and public participation are linked to the project

Source: To the core of things s.l.u

Given that the logframe of the project included two impacts sought by the project that were nonetheless too broad and scarcely measurable the evaluation reconstructed the intervention logic through a mock ToC (see annex 22) that pinpoint up to 5 potential up-scaling impacts of the project. Therefore, and according to the mock scale, the potential impacts that can be expected from the project are the following:

Potential impact 1. MORE LOCAL AND PUBLIC INFO: Increased access to quality local relevant information on PSAM

Potential impact 2. COMMUNITY EMPOWERMENT: Augmented freedom from communities to seek, access and impart information (equivalent to project general objective "To contribute to empowerment of Zambian citizens to have a voice and media to exercise their role as watchdog of society")

Potential impact 3. PUBLIC SCRUTINY: increased scrutiny and accountability (equivalent to project specific objective "enhance social accountability in Zambia through citizen journalism and investigative journalism")

Potential impact 4. EXPANDED PARTICIPATORY DEMOCRACY: spill over effects beyond project direct reach

At the time of the evaluation it is still too early to expect any strong impacts, pinpointed collective impacts are still minimal and many of them based on potential assumptions. Particularly and regarding **potential impact 1**, the evaluation spotted as explained in the previous section a good number of radio stations that have whether a special programme for broadcasting community CJs stories (as in the case of BYTA fm or ISO fm) or a share of their news devoted to community topics (as in the case of Mosi-Oa-Tunya). Further, all the contacted staff referred to the high use of the stories by the radio station given their relevance and linkage to the communities. These findings, together with the wide coverage and claimed wide audience of the radio stations that participated in the project may presume at least a medium impact of the project in the number of news devoted to local topics of PSAM. There is nonetheless a general lack of evidence in terms of baselines and reliable monitoring schemes that can proof such as trend.

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In terms of the **potential impact 2, community empowerment,** the different layers of stakeholders interviewed by the evaluation team has pointed at an increased awareness raising of the communities in terms of their rights and their know-how on where to raise their concerns. In this regard, the community members interviewed backed up this finding pointing at radio stations as their main platform for public accountability. Giving the triangulation done of the sources (community members, CJs, radio station staff, radio station managers) and the sample covered (9 radio stations) it is presumed as well that the potential impact on this regard might have a emerging intensity. However, and as in the case of potential impact 1, there is a general lack of evidence on this regard in terms of baselines and reliable monitoring schemes showing audience participation, etc.

Regarding **potential impact 3 on public accountability**, and through the Most Significant Change methodology, the evaluation has already been able to identify some of the emerging effects at a wider level. In this regard, and focusing on the graphic below, the number and share of impact level effects on this regard are noticeable (over 14% of the pinpointed stories relate to an accountability level effect).

Graph 13. Observed overall effects identified through the Most Significant Change method
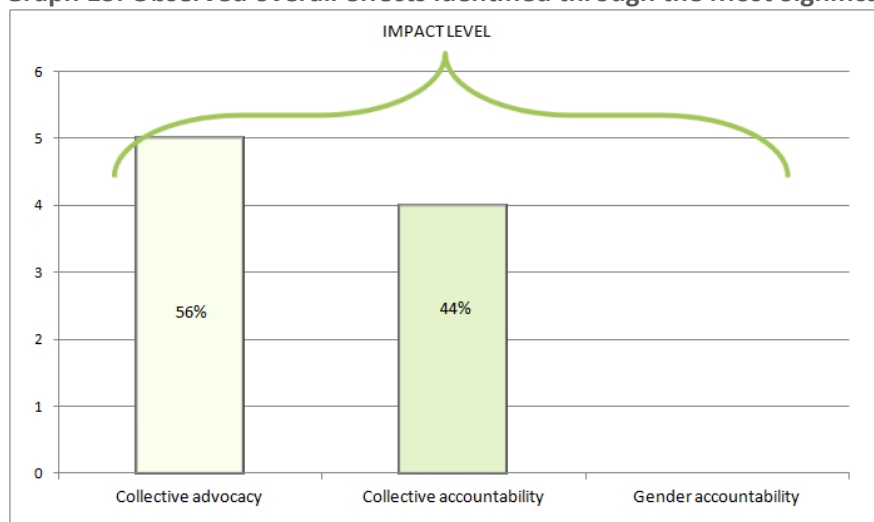
Source: To the core of things s.l.u

Breaking down the impacts, the most remarkable aspect is how the CJs stories and performance has increased the overall local public authorities' response to media demands on public service delivery mainly by the insistence, persistence and high number of CJs knocking at their door regarding different topics of local interest. This has been reflected in the number of most significant change stories that highlighted collective advocacy and more important, the number of stories aired by CJs that led to public accountability and changes.

It must be noted in this regard though that only in the case of ACA fact checking unit this accountability goes beyond the local authorities layer (in the case of ACA the so well known 42 for 42 story but also some other stories that have had an impact as the case of the allegedly false study certificates of the recently appointed Constitutional Court judge). Further, and breaking down the assessment on gender, none of the stories signalled by the MSC process included gender advocacy or accountability at authorities' level (in this regard it must be noted though that there are some stories that do fall under the gender advocacy categories).

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Of all the emerging impact-related stories identified to public accountability, below is a caption of some of the most representative examples. This sample includes both MSC methodology and face to face interviews or focus group selected stories.

Caption 2. Selected collective changes

> **1. Collective advocacy**: "there was one area with crops not harvested that were getting spoiled. It was a community member that asked the CJ to cover the story and once it has been aired the topic has been raised to council level"
>
> **2. Collective accountability**: "Warizi Primary School was destroyed during the rainy season and students didn't have a roof for many weeks. The members of the public complained but no one would listen to them. When we aired our story as part of the Speak Up Zambia project and did a debate from, the MP was forced to donate iron sheets and now they have a roof. When we do the governance project we also ask them to commit to a date when its gong to happen. We always go back an ask them – so that we do a story of change"
>
> **3. Gender advocacy**: fact checking story on: can an unmarried mother register a child's birth without the father? If so, can she decide whose surname the child gets- Findings: An unmarried mother can register a child on her own. She can decide what surname the child is registered by. However, for her to use the fathers name in registering of the child, there must be acknowledgment from person to be registered as the father of the child.

Source: evaluation interviews, focus groups and most significant change methodology
Note: the list above is not exhaustive and represents just some of the most important stories captured throughout the evaluation process.

Finally and regarding **potential impact 4 on expanded participatory democracy**, the project has pinpointed several cases where radio stations are broadcasting on a periodic base several live debates that bring about new forms of public democracy with political legitimacy being renewed during the whole mandate of local authorities. However, it must be noted that these programmes are linked causally to other projects or to the own radio stations initiatives. Nonetheless, the project has the potential to influence somehow in this sphere as some of the stories of the CJs have been raised as a matter of public concern implying a wider participation of the community in public decision making.

5.5 Sustainability

Sustainability refers to the extent to which the activities, tools, infrastructures or benefits from the development project continue after the termination of the external intervention, or the probability of their long-term continuation in a way that is risk-resilient. Therefore, a sustainable project would be more efficient (as resources keep having effects over time), more effective (in cases where spill-over effects keep on producing outputs and outcomes) and with more impact (the main goal of running a development programme).

The main natural questions around sustainability are: How long are the effects likely to last after the intervention ends? And will the tools be used in the future? There are, however, a number of indicators that measure the probability and potential of a project's sustainability, components or "effects". This evaluation has used 3 main indicators related to the existence of a proper formal sustainability plan, the nature of the project and/or specific ad hoc sustainability measures.

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Synthesis table 5. Overall sustainability

	VL L M H E		**Outstanding features**

Parameter 1. Formal sustainability strategy		LOW	No real sustainability plan included from the first stages
Parameter 2. Sustainable nature of the project		MEDIUM	High relevance to radio stations, motivation of ACA vs fees per report, CJs motivations, HOC continuity
Parameter 3. Specific ad hoc sustainability measures		MEDIUM	There are several ad hoc characteristics and potentials that can be boosted.

Source: To the core of things

Formal sustainability strategy

The first parameter to measure a project's potential sustainability is the existence of a sound sustainability action plan programmed at the beginning of the project and implemented throughout the project's life span, including actions, responsibilities and resources allocated.

This project neither forecasted such a strategy nor was it a prerequisite of the Call for proposals. Further, no budget was allocated for straight forward sustainability concerns such as hosting servers or more complex sustainability concerns as the income generation of CJs. It is therefore, a straight forward recommendation for both the EUD call for proposals and FPU and local partners to always require a sustainability strategy at the design phase of the project that is to be implemented throughout the project. That strategy is the main guarantee that all possible steps have been taken for ensuring the maximum sustainability (and therefore as well efficiency, effectiveness and impact) of a project.

The sustainable nature of the project

The second parameter dealt with the very nature of the project, or some of the activities to make it potentially sustainable (e.g. the project supports already existing partners and or products in a coherent way; the activities are likely to have multiplier effects; the financial sustainability is not a big burden, etc.).

Therefore, and in order to assess this nature the evaluation looks at 5 sustainability factors[37] focused on the socio-cultural respect (understanding and alignment with local traditions and core values); community participation (a process which fosters empowerment and ownership in community members through direct participation in decision-making); political cohesion (very much in line of the relevance criteria of coordination and alignment to other boundary partners strategies); the economic sustainability (there are sufficient local resources to maintain different elements of the project); and the motivational aspect (the main motivations of key project agents remain after the project comes to an end).

In light of this 5 sustainability natural factors and although the project has some natural factors that are contributing and will contribute to the overall sustainability of the effects and inputs from the project there are some key factors that are missing that are essential for ensuring a high sustainability.

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[37] Adapted by To the core of things from the 5 sustainability factors from McConville JR. 2006. Applying Life Cycle Thinking to International Water and Sanitation Development Projects: An assessment tool for project managers in sustainable development work. Houghton, Michigan. Michigan Technological University. < https://www.mtu.edu/peacecorps/programs/civil/pdfs/jennifer-mcconville-thesis-final.pdf >. Accessed 2018 August also based on United Nations. 2002 September 4. Report of the World Summit on Sustainable Development (Johannesburg, South Africa, 26 August-4 September 2002). New York, NY. United Nations. < https://earthsummit2002.org/ >. Accessed 2018 August

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Table 15. Assessment of natural sustainability factors

Factor	Explanation	Assessment
Socio-cultural respect	Understanding and alignment with local traditions and core values	The project although touching over the community links of radio stations is not taking full advantage of traditional communication means (in case of radio stations through listener clubs or audience fans, news gatherers, etc.).
Community participation	A process which fosters empowerment and ownership in community members through direct participation in decision-making	Main weakness of the project whereby radio stations and communities where not involved in decision making for ACA component – in the case of Mama Sosa component the communities are empowered through screenings and consultations and have had influence in certain decisions.
Political cohesion	Very much in line of the relevance criteria of coordination and alignment to other boundary partners strategies	Almost all radio stations contacted backed up the high relevance of the approach to their own strategies – it is also backed up by the constituency in the case of the Mama Sosa component
Economic sustainability	There are sufficient local resources to maintain different elements of the project	There are some components that are likely to survive as they are embedded in the partners structures (ACA fact checking + some radio stations community CJs programmes) though in many cases the lack of further fees to pay per report have already implied a high turnover rate of CJs (in both components from radio stations and Mama Sosa)
Motivational aspect	The main motivations of key project agents remain after the project comes to an end	There is a mix motivational nature as some radio stations and ACA will continue keeping alive some of the components of the project meanwhile a big proportion of CJs (with more financial and employment motivations) and HOC (which may end up the Mama Sosa component) will discontinue operations.

Source: To the core of things s.l.u

Specific ad hoc sustainability measures

Finally and alongside the nature of the project, there are several specific ad hoc sustainability features or measures in the different interventions of the programme that also support the potential sustainability of both their impact and the radio stations. This is the case, for example, with the fact checking unit being embedded within ACA structures; the use of local consultants (easily available for future developments); the development of training modules (including guidelines and other tools), the development of a thorough visibility strategy; and the fundraising efforts launched by both the Lead Partner and the partners.[38]

Nonetheless, there are a high number of specific sustainability measures that are recommended to increase the sustainability potential of the programme: including marketing skills in the curricula for CJs (how the media sector works, how to sell a story, etc.); the formal commitment of the HOC partner to open up the media centre before the end of the project or find a media centre where to transfer the equipment; to transfer the training modules to interested radio stations (Mosi-Oa-Tunya, BYTA fm, etc.); the mentioned know-how transference workshop towards the HOC partner

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[38] In this regard FPU has been constrained by the shrinking donor funds in the country and the new funds being addressed at local organisations. Alongside, ACA has been successful in raising funds using some of the elements of the SUZ project (e.g.: a project on access to justice in the Muchinga province with two radio stations, etc.) meanwhile HOC might with draw from the public funds sector in the short-term.

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(on financial matters); to explore the possibility of spreading out the Mama Sosa model throughout the constituencies, etc.

6. RECOMMENDATIONS

Finally, in this section we present all recommended actions included in the evaluation report, grouped according to their main project area. The aim is to provide a quick overview and help the staff in charge to transform identified areas of improvement into lessons learned and incorporate them in the knowledge of the organisation.

It must be noted that recommendations may or may not be in the hands of the implementing partners (EUD, FPU, ACA, HOC, etc.) or they may have been already noted by previous assessments and not addressed for political or financial reasons. They are, nonetheless, worth noting for other potential stakeholders that may come across the case study and/or for advocacy purposes from the project.

RECOMMENDATIONS RELATED TO THE DESIGN PHASE OF THE PROJECT

Recommendation D1. Needs assessment and management of expectations: Future developments of the project shall include a thorough assessment of the target beneficiaries Interests and possibilities to better tailor the design of the activities and to better inform and manage the expectations that might be generated. This assessment would include: a) involving radio stations in the design phase of the project; b) assessing the specific circumstances of the targeted ages and possibly increasing the entry age to 20 years old to avoid high instability of just graduated youth and, c) carrying out a needs assessment of the journalism sector to crosscheck the supply and demands side of the media sector. EUD may assess the suitability of allowing a bigger time frame plus a needs assessment budget for easing the assessment exercise for all those medium and small organisations that have been approved the concept note.

Recommendation D2. M&E upgrade. Strengthen specific M&E aspects in order to better adjust the indicators used, grounding the whole system to the reality of the radio stations and the potential use they can make of it. Include cost-effective ways to regularly capture ongoing information for the baseline (perhaps through the CJs themselves) which could form the basis of ongoing monitoring data from the project's beneficiaries. See table 7, which includes specific recommendations for each M&E component. Some specific sub-recommendations in this area include:
- A development of objectives and related indicators in line of the SMART and RACER criteria being specific, measurable, attainable, relevant and time-bound including a sound quantitative baseline reference for the indicators proposed.
- A general upgrade of the monitoring system in order to gather evidences for the proposed indicators (including the compulsory track of aired stories, the type of topics covered, the number of responses from duty bearers, the number of audience interactions, the number of local stories covered, etc.) and the use of those metrics in the narrative reports.
- Upgrading and formalising the Most Significant Change story methodology selection to be included as part of the annual report after a due selection process including radio stations, officers and headquarters representatives. A simple template shall be agreed between all parties to ensure the proper verification of the selected stories.

Recommendation D3. Radio stations upgrade into full partners. High recognisance shall be given to the project endeavours to reach all corners of the nation though the efforts should be backed up with a higher degree of decision making powers to those radio stations with enough capacity to handle it (presumably KNC, Mosi-Oa-Tunya and ISO fm and pilot tested in the cases of BYTA and

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Mpika fm). These radio stations would also need to involve community representatives into decision making processes of their own sphere of competences.

RECOMMENDATIONS RELATED TO FINANCES

Recommendation F1. Financial policies upgrade. Some further financial guidelines may be developed for the Lead partner following the most advanced practices in the sector which include more developed whistle blowing, vetting policies, results measurement of procurement, emergency procurement, budget follow up per activities, etc.

Recommendation F2. Resources devoted to M&E. In line with the M&E recommendation, and always if the project keeps on choosing a wide geographical approach, also wider means shall come in line to ensure a more constant monitoring of the project (at least 2 visits per year should be sought to radio stations demanding thus more personnel and four wheel drive vehicle is as well sought if the project is to reach more remote rural areas).

Recommendation F3. Fine tuning of financial procedures: the evaluation spotted the following procedures that may be fine tuned:
- Timing of instalments: timing of instalments may consider exchange rates fluctuations trends to avoid annual periods where currency exchange tends to drop (also partners may explore the possibility of negotiating an advantageous flat exchange rate with banks).
- Local partners best-deal strategies: Local partners shall fine tune its best-deal policies and strategies to ease access of the project to better deals and closer local market prices letting the purchasing duties to the closest level to the implementation in the field.

Recommendation F4. Result-based budgeting and decision-making. In line with result-based budgeting principles it is strongly recommended to introduce and scale up in-house this type of breakdown budgets according to outputs and outcomes, as is the scheduling of certain potential turning points of the project where the budget would be reviewed and modified according to the outputs' performance, as well as a stronger participatory bottom-up approach involving comments and opinions from field staff and both technical and financial staff.

RECOMMENDATIONS FOR THE IMPLEMENTATION PHASE

Recommendation I1. Fine tuning of implementation aspects:
- The <u>fees per report</u>: it is recommended to ensure a transportation fee per report to allow investigative journalism practices for those reports were transportation can be justified.
- The <u>radio stations link to the project</u>: it is considered essential a full upgrade of radio stations as partners in the processes of the project for all those stations with the will and the capacity to collaborate.
- The <u>high turnover of radio station staff</u>: it is important to widen the number of staff trained by the project in order to ensure higher chances of the know-how being retained in-house (the possibility of addressing radio station managers can be as well explored though considering the high workloads they tend to manage depending on the radio stations)
- The <u>selection process of CJs</u>: it is recommended to look case by case to the community linkage practices of the radio stations which in some cases have other community link figures which could be upgraded as CJs (the different names they receive range from radio station champions, to programme club fans, to news gatherers down to the more currently common listener clubs format). In those cases, fees policies should look carefully at what is being done by the radio stations themselves not to spoil the audience-community-radio station relationship already established. In all cases, including Mama Sosa trainees, it is recommended to look at all the potential motivators of CJs including the previous links to the radio station (as referred above) and to explore increasing the age from 20 years old on to avoid the high perceived instability of

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just graduated youth coupling it with radio station absorption capacity of CJs (not targeting more CJs than a radio station can properly manage after the project comes to an end) and the existence of community groups linked to the radio (as referred above to build from existing practices when appropriate), etc.

- The way to <u>tailor the activities to the reality</u>: it is recommended to include training workshops in local languages which would led to increase the concentration of the efforts and to better target the communities.

- The <u>selection of topics</u>: future developments of the project shall balance the margin between freedom of choice of topics by CJs and a proposed set of topics to be covered according to the local topics of interest (which shall be raised and adapted together with radio stations and communities themselves).

- The <u>ACA facebook platform</u>: if accepted by the partner it shall remain open to publish the reports handed in by the CJs. In order to make this recommendation effective wide awareness raising shall be made amongst the CJs to ensure they know the ACA facebook is still open to their stories if approved after a quality check and related conditions associated to it (intellectual property, potential fees, etc.).

Recommendation I2. Partner-based implementation of activities. We recommend expanding, whenever possible, the partner-wide margin of operation for choosing trainers, time frames and main workshop features, empowering them to develop proposals for the Lead partner. In the process, however, it is important to guarantee buy-in by radio stations, a thorough understanding of the project logic, and the assessment process on what works and what doesn't, as well as standardisation in terms of the quality and nature of workshops and mentorships to ensure homogeneous implementation levels across radio stations. Further along this line, each radio station may have a lead role within the country for one or two suitable capacity areas e.g. technical capacities, gender, etc.

Recommendation I3. Radio stations specific recommendations. The evaluation has produced a number of radio specific recommendations that shall be addressed separately by ACA. See case studies for further details.

RECOMMENDATIONS ON GENDER

Recommendation G1. Keep and boost the gender approach of the project. The evaluation recognises the gender component of the project and pinpoints certain areas where it can be boosted. See [table 8](#) for further details that include baselines, spreading out the positive discrimination approach (rather than the gender balance counting) and upgrading the type of indicators used.

RECOMMENDATIONS FOR SUSTAINABILITY

Recommendation S1. Formal phase out plans. Although not forecasted by the programme or donor as a requirement, formal sustainability strategies are already common practice in the development field and should be applied to future programmes (proper sustainability strategies are to be disaggregated to the level of main outputs and shall include action plans, deadlines and staff responsible). This type of strategy is the main guarantee that all possible steps have been taken to ensure the maximum sustainability (as well efficiency, effectiveness and impact) of a project and may imply phase out funds to be deployed by the donor in order to guarantee the highest possible sustainability.

Recommendation S2. Partnership related sustainability measures:
- <u>Financial know-how transfer</u>: the creation of a figure like the finance assistant (to be established at HOC offices) could have eased the capacity upgrade of this partner and their negotiating and

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decision makings skills and it is recommended for any potential future partnership arrangements.
- Specific final wrap up: given the high potential of the project to be scaled-up and in consideration of the differences arisen throughout the implementation between the Lead Partner and HOC, it is recommended a specific final wrap up (on top of the project one) between HOC and FPU to be mediated by FPU M&E responsible (acting as an arbitrator). This wrap up should use appreciative enquiry techniques and shall aim at extracting main lessons learned and at concluding the project through a fruitful positive closure meeting.

Recommendation S3. Other specific ad-hoc sustainability measures:
- Marketing: it is recommended to include marketing skills in the curricula for CJs (how the media sector works, how to sell a story, etc.) and to produce a brief communication for encouraging CJs to sell out their stories (including Intellectual property open up, potential contact details and sector tricks and slang they might use for this purpose: e.g.: fixer role for international media, etc.);
- Kanyama media centre: it is recommended to ensure the formal commitment of the HOC partner to open up the media centre before the end of the project or to find a media centre where to transfer the equipment. In this regard HOC should come with a clear plan on the short and mid-term use of the media centre. If no plan is handed in and approved by the partnership and the donor, then it should formally transfer the equipment to a local NGO or school that is able to provide a similar use for what is was conceived for ensuring the recipient has secured means and logistics to run it (e.g.: electricity, safety measures, etc.).
- Training curricula transfer: given some station managers expressed their interest in continuing the CJs training experience and even when training modules were provided in the workshops it is recommended a wrap up transfer including these training modules to interested radio stations (Mosi-Oa-Tunya, BYTA fm, etc.).

RECOMMENDATIONS FOR POTENTIAL FUTURE PROJECTS

Apart from the natural flow of work that ACA is taking over in the new expected projects, this project has created a good momentum in several areas (citizen journalism in the media sector, authorities opening up, community linkages of radio stations, etc.) that may be taken over. Therefore, these recommendations are not addressed specifically at the partners of the project but at EUD level so that they can ensure the value created by the project is sustained:

Recommendation future 1: Mama Sosa model spread out.
Given the interest raised by the project within the Kanyama authorities (the current member of the parliament who has been appointed as the gender Minister) it is recommended to explore the possibility of spreading out the Mama Sosa model throughout the constituencies (focused on specifically oppressed and bad perceived districts or compounds) incorporating the recommended upgrades pinpointed in this evaluation (including the male component, addressing the overall negative specific compound media portrayal, the link to community radios, etc.).

Recommendation future 2: nationwide community radios network
The perception of local authorities being more open indicates a good momentum in terms of further policy advocacy from radio stations towards a more open and free media sector. Therefore, and drawing up from the efforts of other projects and existing relationship between radio stations (see for example the BBC Media Action set up network), it is recommended to include the objective of creating a national wide community radio stations network whereby radio stations can back up each other, share resources and raise together their concerns and advocacy efforts towards a more independent and strong media sector.

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Recommendation future 3: next steps towards strengthening the journalist professional sector
In line with the strategy established in the EU enlargement guidelines for media[39] and UNESCO Media Development Indicators[40] and even though the country media sector seems not to be mature enough in order to sustain a wide and rich pool of journalist freelance experts that can provide with sound neutral investigative journalism articles it is recommended to fund the first projects that can raise the demand and supply side by touching upon the four main vectors (the demand of deepest stories by the audience; the media outlets development of that business niche; the upgrade of journalism education and training courses; and the establishment of journalist professional organisations promoting professional standards, ethics and guarantees.).

ANNEXES

CASE STUDY A. RADIO MOSI-OA-TUNYA CASE STUDY
CASE STUDY B. BYTA FM CASE STUDY
CASE STUDY C. KNC FM CASE STUDY
CASE STUDY D. MPIKA FM CASE STUDY
CASE STUDY E. ISO FM CASE STUDY

ANNEX 1 - INTERVIEWS TOPIC GUIDE WITH FPU HEADQUARTERS
ANNEX 2 - INTERVIEWS TOPIC GUIDE WITH DONORS
ANNEX 3 - INTERVIEWS TOPIC GUIDE LOCAL PARTNERS
ANNEX 4a - INTERVIEWS TOPIC GUIDE RADIO STATIONS MANAGERS_HIGH ACTIVE
ANNEX 4b - INTERVIEWS TOPIC GUIDE RADIO STATIONS staff
ANNEX 4c - INTERVIEWS TOPIC GUIDE RADIO STATIONS MANAGERS_LOW ACTIVE
ANNEX 5 - INTERVIEWS TOPIC GUIDE CITIZEN JOURNALISTS
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ANNEX 14. REFERENCE GROUP MAIN GRID
ANNEX 15. FOCUS GROUP OUTLINE
ANNEX 16. EVALUATION QUESTIONS MATRIX
ANNEX 17. RECONSTRUCTED THEORY OF CHANGE

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[39] DG Enlargement guidelines for EU support to media freedom and media integrity in enlargement co   untries,   2014-2020.   <https://ec.europa.eu/neighbourhood-enlargement/sites/near/files/pdf/press_corner/elarg-guidelines-for-media-freedom-and-integrity_210214.pdf> .Accessed on September 2018.
[40]   UNESCO, Media Development Indicators: A framework for assessing media development, Paris. UNESCO, 2008: http://unesdoc.unesco.org/images/0016/001631/163102e.pdf. Accessed on September 2018

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