



**TRANSPARENCY
INTERNATIONAL
ZAMBIA**

**Transparency International Zambia
Strategic Plan 2023 – 2027
(Abridged Version)**

“Tackling Corruption to build a Resilient National Economy”

September 2022

FOREWORD



The quest for Zambia’s social and economic development remains a relevant aspect of work for many a civil society organisation. TI-Z is not any different in that respect. From inception in the year 2000, TI-Z has endeavoured to leave an indelible mark on Zambia’s development prospects by working towards a Zambia that is anchored on institutions and citizens of integrity. Over the last 22 years of our existence, we have had four strategic plans that have gone some length in enabling us to not only position ourselves, but also implement a range of interventions that have catapulted us into our position as the leading civil society anti-corruption watchdog organisation in Zambia. This strategic plan gives our direction for the five-year period from 2023 to 2027, and makes a deliberate effort to build on the success we have achieved in the last two decades. In doing so however, it remains flexible enough to allow the continuation of the learning and innovation that has become an important feature of our work over that period.

The five strategic goals highlighted will be the pillars of our work for the next five years, and are designed to not only respond to the changing dynamics of our ever-fluid context, but also to enable us solidify our position as a critical player in Zambia’s anti-corruption and good governance arena.

We are confident of being able to draw on the support of all relevant stakeholders in implementing this strategic plan. We have always been of the belief that the fight against corruption requires the concerted efforts of different stakeholders bringing their skills and expertise together, and we believe that our 2023 – 2027 strategy will provide significant opportunities to do just that.

Our resolve to succeed has never been greater and is matched by the ambition we have displayed throughout this document. We are confident about our future prospects of success, and can hardly wait to get started!

A handwritten signature in black ink, appearing to be 'Sampa J. Kalungu'. The signature is stylized and somewhat abstract.

Sampa J. Kalungu (Mr.)
CHAPTER PRESIDENT

ACKNOWLEDGEMENTS



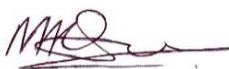
The development of a good organisational strategy is often a well-coordinated operation that involves input from many different stakeholders, many of who remain obscured throughout the process. This proved true even for us in developing this 2023 – 2027 Strategic Plan, and we would now like to pull back the curtain to reveal the different stakeholders who helped us to come up with this important document.

We express our gratitude first to our Board of Directors for the strategic guidance provided throughout the process, particularly through the Strategy Development Committee. The general membership of TI-Z also gave valuable input to the process, especially during the 2022 TI-Z Annual General Meeting, and we acknowledge that contribution. We also extend our gratitude to the different local partners with whom we have been collaborating at different levels: government agencies, the private sector, fellow civil society organisations, traditional leaders, the media, and our own Transparency Action Groups (TAGs) spread across the country.

The Transparency International secretariat through the Regional Advisor for Southern Africa and the Strategy Reference Group were also instrumental in providing encouragement and critical feedback to our process, and for that, we are grateful. Special gratitude goes to the Cooperating Partners who have supported different strands of our work: the World Bank, the National Democratic Institute (NDI), the Partnership for Transparency Fund (PTF), Civil Society in Development (CISU), the Ford Foundation, GIZ, the Open Society Initiative for Southern Africa (OSISA), the Global Anti-Corruption Consortium (GAAC), TI Australia, and TI United Kingdom.

Special recognition goes to the Swedish International Development Agency (SIDA) for the wholesome support to our work over the last five years, and without whose support this strategy development process would not have been possible. We are eternally grateful for your support to us and ultimately to Zambia's anti-corruption and good governance agenda. We are further grateful to Mr. Rueben Lifuka and Prof. Lewis Chilufya, our Consultants who challenged us throughout the process and masterfully organised our thoughts into this document.

Last but by no means least, I am indebted to the incredibly talented team that I have the privilege of leading at the TI-Z secretariat. Your endless sacrifices and dedication to duty is what enables us to do the important work we do, and I could not be more proud of you. Having a strategy in place is only but one step of a long journey. Thank you to you all for helping us take that step, and we know that you will walk the rest of this exciting journey with us. God bless you all.



Maurice K. Nyambe (Mr.)
EXECUTIVE DIRECTOR

BACKGROUND

The anti-corruption crusade in Zambia predates the country's independence in 1964 and this was mainly anchored on laws inherited from the United Kingdom. A substantive change in the fight against corruption occurred in 1980 following the enactment of the Corrupt Practices Act, 1980 which distinctively made corruption both in the public and private sectors an offence. Further, this Act provided for the establishment of the Anti-Corruption Commission as the main entity in the fight against corruption.¹ In 1996, the 1980 Corrupt Practices Act was repealed and replaced with the Anti-Corruption Act No. 42 of 1996, which transformed the Commission into an autonomous institution.

Transparency International Zambia (TI-Z) is part of the civil society movement that largely emerged after Zambia's return to multi-party democracy in 1991. TI-Z is an autonomous local chapter of the global Transparency International movement, and established in June 2000 and formally launched in 2001, as a not-for-profit Non-Governmental Organisation (NGO) dedicated to the fight against corruption and the promotion of good governance. Our organisational objectives are inter alia:

- i. To effectively and efficiently play the role of a watchdog institution against corruption and to be catalytic in the promotion of integrity and good governance in Zambia
- ii. To promote constructive debate and dialogue among various actors on the situation of corruption, good governance and integrity in Zambia
- iii. To develop sustainable coalitions for the purposes of joint action and enhance information sharing among various stakeholders; and
- iv. To develop the organizational and human capacities of various actors to effectively deal with issues of corruption, good governance and integrity.

We are a membership-based organisation and registered under the Companies Act as a company limited by guarantee. We currently have 30 members (*12 female, 18 male*) drawn from different parts of the country and we have our registered office in Lusaka with 20 members of staff serving in the full-time secretariat. Additionally, we have established volunteer-based community structures called - Transparency Action Groups and District Working Groups, located in 13 and 5 districts of Zambia respectively.

TI-Z STRATEGIC PLANNING PROCESS

As TI-Z, we have from inception, been guided in the implementation of our programmes by a 3–5-year strategic plan. The latest iteration of these strategic plans ran from 2018 to 2022 and it encapsulated TI-Z's approach of working to influence change at two levels, namely systemic change at institutional and policy levels: and attitudinal and behavioural change at personal level. The main goal of the just ended strategic plan was for TI-Z to contribute to the reduction of corruption through promotion of good governance in Zambia. Today, TI-Z remains a relevant organisation, advocating for further entrenchment

¹ Ndulo, M. (2014), Review of the Anti-Corruption legal framework in Zambia, SAIPAR Bookshelf

of good governance, transparency and accountability in Zambia. Therefore, in order to facilitate for continuity of the successful work conducted thus far and the opportunity to address shortcomings in our operations, and seeking to upscale and expand its work, we propose a new strategic plan for the period – 2023 – 2027.

This Plan is a product of a broad based consultative and participatory process which included a working session for TI-Z members and members of staff at the 2022 Annual General Meeting. This was followed by a Visioning and Planning workshop which drew participation from the Board, membership and staff and key outputs include an agreement on the general contours of the current and future operating environment for TI-Z, a theory of change that anchors this plan, stakeholder analysis as well as outlines for the results framework. Further work was conducted with the Strategic Planning Taskforce to finalise the results framework, organisational structure and implementation plan.

Recognising the gender focus weakness and the importance of gender mainstreaming, TI-Z engaged in internal consultative process on the best ways to mainstream gender in the new strategy. Further, with the support from Sida, integration of gender in the new strategy commenced and this will be an ongoing process in the new strategy.

INTERNAL ANALYSIS OF TI ZAMBIA

Transparency International Zambia (TI-Z) is a well-established and credible Non-Governmental Organisation (NGO) providing critical support to the implementation of national and international anti-corruption initiatives. In the 2018-2022 Plan, we expanded our implementation footprint, focusing on advocacy for systemic changes to governance, policies and procedures in institutions, and promotion of positive attitude behavioural changes for individuals in society and within institutions. To achieve this, we had five strategic objectives, and these are highlighted in Table 1 below:

Table 1: Summary of Strategic Thematic Areas of the TI-Z 2018 – 2022 Strategic Plan

Strategic Thematic Area	Description of general interventions and key results
1. People’s Engagement and Advocacy	<p><u>Interventions</u> Promoting behavioural and attitudinal changes among individual citizens and government officials and protecting whistle blowers from persecution.</p> <p><u>Key Result</u> People are empowered to demand and act against corruption</p>
2. Democratic Governance	<p><u>Interventions</u> Strengthening institutional capacity to deliver good governance through research, lobbying, capacity building, networking, and collaboration.</p> <p><u>Key Result</u> Improved legal, policy, systems, processes, and mechanisms that promote good governance.</p>
3. Environment and Natural Governance	<p><u>Interventions</u> Ensuring equal citizen participation and benefits sharing from environment and natural resources.</p> <p><u>Key Result</u></p>

	Improved environmental and natural resource governance for improved livelihoods
4. Strategy and Monitoring	<p><u>Interventions</u> Monitoring and evaluating general performance of the overall strategic plan, advocacy, and mainstreaming of cross-cutting issues in order to strengthen programme delivery.</p> <p><u>Key Result</u> Improved capacity to deliver TI-Z's strategic plan 2018-2022.</p>
5. Management and Institutional Development	<p><u>Interventions</u> Strengthening overall capacity in structures, systems, and resource base for TIZ to fully function as an organisation to effectively execute its strategic plan and sustain itself beyond the strategic period.</p> <p><u>Key Result</u> An effective, efficient, and sustainable TIZ.</p>

ASSESSMENT OF THE IMPLEMENTATION OF THE 2018 - 2022 STRATEGIC PLAN

The implementation of the 2018-2022 Strategic plan was subject to a Mid-Term Evaluation which was undertaken in November 2021. This external evaluation was only carried out in the fourth year of the plan implementation, mainly due to delays caused by the Covid 19 pandemic. The MTE provides important points on the performance of the TI-Z strategic plan and a summary of key findings is provided in this section.

Areas in which TI-Z excelled in the 2018-2022 Plan

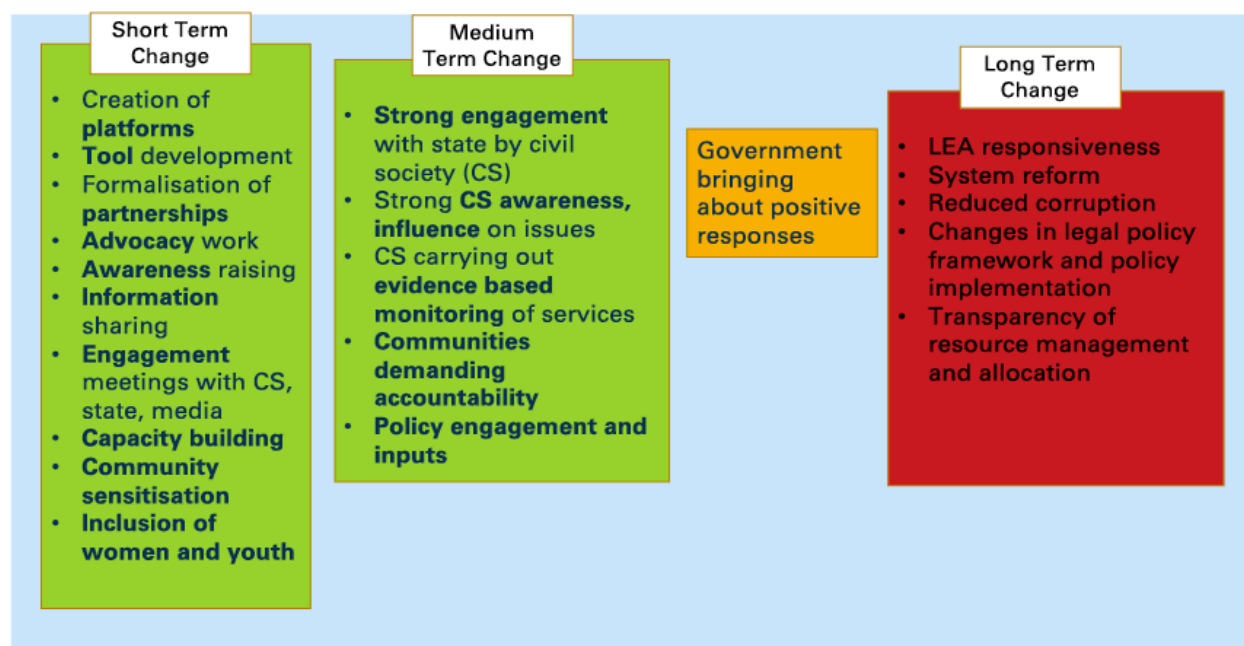
The general assessment was that TI-Z remains relevant to both the national and international context and overall, the strategic plan and its objectives have been delivered as was originally intended and planned. The MTE summarises the areas and approaches in which TI-Z excelled as highlighted below and in Figure 2 below ²:

- a) **Capacity building:** TIZ delivers support to civil society, communities, demand-side partners, and state supply-side partners. Capacity building with demand side actors looks to awareness creation in communities on rights, entitlements, and responsibilities and uses tools to monitor service delivery progress, facilitation, and mentoring support in engagement meetings and community platforms with government and service providers on issues affecting citizens (e.g., poor law enforcement, poor service delivery, malpractice complaints, etc.). TIZ provides capacity building support to state side actors (e.g., police, judiciary, Anti-Corruption Commission (ACC), Ministry of Mines (MoM) through training, enhancing, and introducing specific anti-corruption tools and processes and through technical inputs into draft policy and legislation.

² Kantelberg et.al (2022)- Final Report -Mid Term Evaluation of Transparency International Zambia, submitted to the Embassy of Sweden in Zambia

- b) **Engagement and non-adversarial approaches:** TI-Z provides support through platforms and working with Transparency Action Groups (TAGs) to build and support community engagement with local authorities and service providers to enhance information sharing and to raise awareness about community needs and demands, and the responsibilities and actions of local authorities.
- c) **Research, advocacy, and analysis** are key approaches that TI-Z brings to anti-corruption and governance discussions with government, civil society, and the media. It provides relevant evidence to inform the public, to hold government to account, and continues to influence the public discourse on corruption issues and the lack of government and law enforcement responsiveness to those issues. TI-Z brings its technical expertise and evidence into submissions on institutional, legal, and policy reforms.
- d) **Partnership building with government ministries and agencies**, specifically on areas of common interest, to support building systems and processes such as Integrity Committees, Citizen Charters, Justice for All Networks (J4Ns), and police training on integrity. With civil society, partnerships are formed on the basis of specific coalition building (e.g., tax reform) and in the form of collective action on anti-corruption issues through media announcements, policy advocacy, and with the TI movement on global anti-corruption issues.

Figure 1. Assessment of Strategic Plan Progress



Source: Final Report- Mid Term Evaluation of TI Z

Other areas where TI-Z has excelled in the implementation of the 2018-2022 strategy highlighted in the MTE include the following:

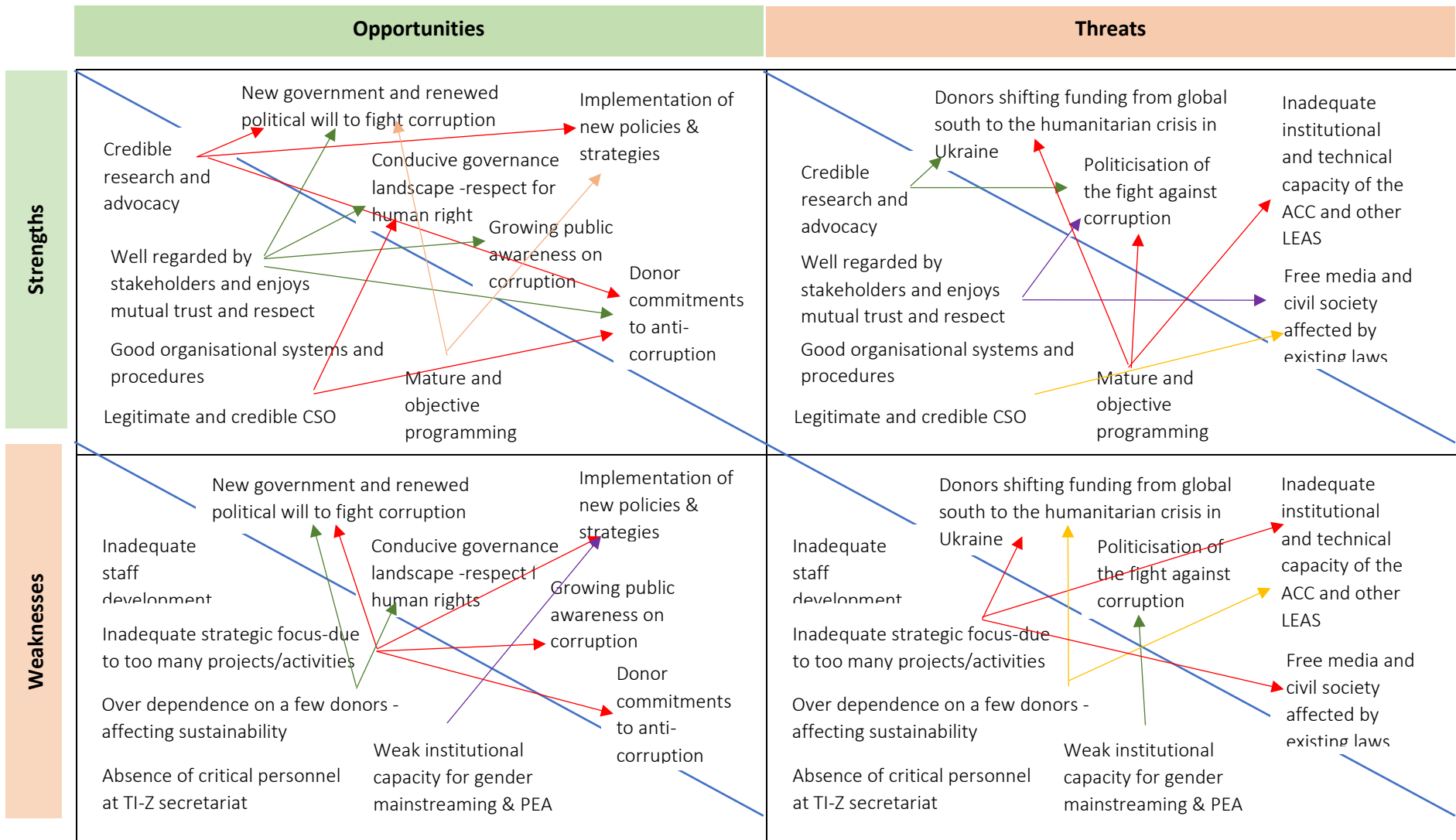
- TI-Z has built a reputation that is attractive to cooperating partners, including multilateral funders. The clean audits and the strong financial management systems in place, are major contributors to the institutional reputation
- TI-Z has built a strong internal team based on common purpose. The work of functional units has converged on a shared mission. The relationship built between the different structures, i.e., operations, management, and governance, is focused on improving organisational effectiveness in the fight against corruption and on building awareness and capacity in communities to make demands to duty bearers
- As the national chapter of Transparency International, TIZ has continued to uphold their values and principles by continuously complying with set standards and strengthening its corporate governance ability. Adhering to TI principles or values, especially on corporate governance, is critical for continued accreditation from the TI family.

Areas in which TI-Z did not excel in the implementation of the 2018-2022 Plan

The MTE provides an overview of a number of areas and issues, which did not work well in the context of implementing the plan. Some of the key issues are highlighted below:

- a) Inadequate engagement with the private sector – While TI-Z has a private sector strategy and developed a business integrity programme framework to work with businesses on the issues of corruption; this strategy and framework have not been fully implemented.
- b) In the 2018 -2022 Strategic Plan, TI-Z does not have a comprehensive Theory of Change. There is no explicit diagram or specific narrative that explains how the organisation sees change happening at various levels, the assumptions that TIZ holds, the pathways to those changes, or what factors are critical to make change happen around anti-corruption and governance towards TI-Z's Strategic Goals,
- c) The role that the media plays in the fight against corruption is missing as is the strategy behind using social media and other communication mechanisms to amplify and target audiences.
- d) TI-Z and its partners, particularly TAGs, and communities who are engaging in governance reforms and anti-corruption reforms at a practical local level (district) need to draw from an understanding of the local political economy (i.e., local power dynamics, key players and vested interests, motivations for reform, usual ways of getting things done, etc.). This is critical for choosing issues to work on, partners to work with, strategies, and setting expectations of change.
- e) Gender mainstreaming was missing in most of the interventions implemented. Despite attempts being made to desegregate stakeholders' participation in interventions, more could have been done in terms of integrating gender across the project management cycle.
- f) Both supply and demand side partners need support and skills to think and act politically. This is to support them to understand the politics and power dynamics of the situation they are seeking to influence and to plan and adapt their interventions in the light of this knowledge.

Fig 2: SWOT matrix linking external with internal factors



EMERGING STRATEGIC ISSUES AND THE THEORY OF CHANGE

The external and internal environment which have been articulated in the two previous chapters, highlight some of the key problems that TI-Z should focus on in the 2022 – 2027 strategic plan. The emerging strategic issues and the subsequent Theory of Change are discussed in this chapter.

Problem Identification and Analysis

The situation analysis earlier presented in chapter two, provides the national context which highlights the prevalence of corruption in many sectors of Zambia and its attendant consequences. Generally, the main problem has been identified as “the corruption levels remain high for Zambia” and this has adverse impacts on the political, economic and social governance landscape. This is further compounded by a weakening of integrity systems in both the public and private sectors. Individual citizens and communities are losing the social-cultural and ethical underpinnings which should serve as deterrents against corruption and similar vices. TI-Z and many other stakeholders, including government, still have a lot of work to address systemic causes of corruption and the individual behaviours of persons in decision making positions as well as communities who are drivers of corruption in its varied forms.

Core Problem of Corruption

“Weakening integrity among individuals, public officers, and communities, leading to worsening levels of corruption in Zambia.”

The tenth edition of the Global Corruption Barometer, produced in 2019 by Transparency International in partnership with Afrobarometer, revealed that more than half of all citizens surveyed in 35 African countries, including Zambia, think corruption is getting worse in their country. For Zambia, 66 percent of those interviewed were of the view that corruption had increased in the previous 12 months, while 70 percent did not think that the government of the day was doing enough to address the corruption problem. As earlier alluded to, subsequent measurements of corruption through indices like the CPI, all show a decline in scores and ranking for Zambia. Corruption remains a challenge for both the public and private sectors.

The corruption situation has been compounded by a weakening of integrity systems in the public sector and in communities in general. There is dwindling respect for public resources and some of those elected into office or appointed into public office, have not done enough to uphold the duty of care and trust to the people. The low conviction rate of corruption cases and the inordinate delays in the handling of court cases involving corruption, have all but diluted public trust in the fight against corruption.

Society has come to “normalise” and rationalise corruption and partly this is because of what is seen as the erosion of the consequence culture. In the last 10 years, since the Patriotic Front came into power in 2011, few of the persons holding high political office or senior public officers, were successfully tried and convicted of corruption. The political impunity which emanated from the failure of the previous regime

to successfully combat corruption, especially in the public sector, led to social apathy from the public. Studies such as the 2019 Zambia Bribe Payers Index, demonstrate that there are low numbers of people reporting incidents of corruption. Society has come to regard corruption, and particularly political corruption, as low risk and high rewards. Tackling corruption in Zambia, therefore requires a holistic approach- while laws, policies and institutions can be strengthened, this requires complementary actions aimed at integrity building in the public service, private sector and society in general.

Causes of Corruption in Zambia

There are many causes of the current corruption situation in Zambia and some of these are described in this section. The Five Whys methodology was used in discussing these key causes of corruption.

Corruption in Public Service Delivery

Public service delivery in Zambia remains inadequate in many areas including the quality and quantity as well as timeliness of such services. Corruption exacerbates the challenges of public service delivery as this costs government additional resources which could have been used for other services. Corruption in public service delivery equally creates unfairness in terms of access as those who can offer bribes manage to get special attention at the expense of more deserving members of the public. Women are the most affected due to cultural factors, access to finance and are mainly affected by corruption in access to health, education, food production and land. Corruption deprives citizens of equal access to vital services and therefore denying them the right to health, education and public security.

Corruption in public service delivery is driven by many factors and one of them is weak systems including weak internal controls, poor financial oversight and the absence of accountability standards in public procurement. In some instances, the public sector has credible and well outlined systems and procedures, however, for reasons which include selfish interests, poor leadership as well as undue influence from appointing authorities, public officials have not always enforced them. The Auditor General's reports on the accounts of the Republic of Zambia, underscores the poor enforcement of systems and procedures which include among others- weaknesses in procurement and contract management. Addressing this corruption challenge is key in ensuring that the Zambian people have access to public services in an open, transparent and cost-effective manner.

Grand Corruption and State Capture

Grand corruption and state capture in Zambia occurs because of a number of factors. In the situation analysis, it has been emphasised that unregulated financing of political parties is one driver for state capture. Financiers or benefactors of political parties, seek some form of returns for the support rendered during election campaigns and quite often, private interests become more prominent than the public interests in designing and implementing public policies. Money in politics, erodes the value and essence of competitive elections and people are asked to vote for leaders who may be ill qualified to serve. Additionally, the possibility of the flow of dirty money through the political system, could lead to grand

corruption and state capture. Greed and self-interest of politicians and the poor adherence to ethics, all contribute to making duty bearers weak and susceptible to corruption.

Social or Citizens' Apathy and Loss of integrity

The growing social apathy towards corruption in Zambia can be attributed to the public perception that the law enforcement agencies have over the years ignored or failed to tackle corruption involving high profile individuals particularly those who wield political power. Similarly, the public point to the decisions of the courts of law on many cases involving high profile individuals, which seemingly are lenient towards this group and yet the same courts have meted out severe sanctions to individuals engaged in petty corruption. Apathy among citizens has further been cemented by the reluctance of leaders to fight corruption for many reasons including personal gain. This apathy is characterised by individual citizens failing to report corruption allegations to relevant authorities. This is common among women due to household commitments, government institutional arrangements which in rural areas are intimidating to the poor and women and well as there being gender friendly corruption reporting platforms.

The absence of a consequence culture has led to a loss of integrity in public life, in business, civil society, in sport and generally all aspects of life. There are too many incidents when wrong doers do not face the consequences of their actions – at times due to inadequacies of the law, corruption itself or abuse of powers. Such incidents reinforce the perception that society has lost the capacity to hold to account those among its people who fall foul of the law. Further, leaders who are supposed to lead by example in their ethical conduct, are times found wanting and this breeds discontent among the populace who have a shortage of role models. Worsening integrity in society, serves as a conduit for corruption- particularly where people are not afraid of the consequences of corruption.

Theory of Change for the TI-Z Strategic Plan

The Theory of Change (TOC) developed and presented in Figure 4 below, proposes the intended route to strengthening societal integrity, transparency and accountability, ultimately leading to reduction in corruption levels. The TOC outlines the causal linkages in its interventions and intended long-term, intermediate and short -term outcomes. The identified and intended changes show the logical relationship and chronological flow towards the desired impact.

Resolving the problems and consequences brought about by high levels of corruption, requires implementing comprehensive and innovative solutions. The long-term desired change for TI-Z is one where individuals, communities, businesses and government, all work together to reduce the incidences of corruption. The desired result or goal from the investments made by various stakeholders is, for Zambia to report positive progress on all local and international corruption measurement metrics. This will be complemented by strengthened societal integrity. Society will not only seek to fight corruption from a narrow legal perspective, but by building integrity into all sectors of life- in both public and private life.

This long-term goal can be achieved through various pathways and the intermediate outcomes highlight these. Firstly, the TI-Z Theory of Change (ToC) is based on the premise that a sustainable fight against

corruption requires “Active citizenship” – individuals and communities must be engaged in different activities at local and national levels intended to address the corruption challenges and the integrity deficiencies. Women and men in Zambia from different age, ethnicity, religious beliefs, education level, urban/rural divide and who are employed with knowledge and skills in key areas of anti-corruption and integrity building, will influence policy and decision makers, as well as other stakeholders to play their role in this crusade. This individual behavioural and agency in the fight against corruption should be complemented with work to address systemic and institutional weaknesses which act as enablers of corruption. This is the second pathway which is to involve enhanced enforcement of anti-corruption laws and regulations. Corruption has both the supply and demand side and therefore, it is imperative that work is done to strengthen anti-corruption and integrity standards not just in the public sector but the private sector. The building of integrity resilience in business entities, government ministries and other public institutions, should all contribute to strengthening societal integrity and reducing corruption in all its forms.

The intermediate outcomes will be supported by the short-term outcomes of improved societal attitudes and values, creation of spaces for citizen’s engagement, strengthened institutional integrity capacity, increased uptake of integrity and anti-corruption tools, enhanced Policy and legal framework as well as improved knowledge management. The above will be achieved through education and awareness raising, facilitating social accountability, advocacy, collaborative partnering and research.

Assumptions for the Theory of Change

There are a number of assumptions made for this Theory of Change and these include the following:

1. The new UPND government remains committed to implementing robust anti-corruption reforms at local and national levels,
2. The political and governance landscape remains conducive for civil society to continue playing an oversight role of government’s actions and decision on promoting transparency and accountability,
3. Education and awareness raising targeting citizens and communities, will change people’s attitudes towards corruption and motivate them to change their behaviour,
4. Citizens will continue to actively engage in accountability processes with local and national authorities,
5. The private sector is well placed to play a role in promoting anti- corruption principles and business integrity in their value chains,
6. A free and independent media will emerge and one willing to work for the promotion of transparency, accountability and a new ethical culture in the public and private sector,
7. Law Enforcement Agencies remain open and willing to partner with TI-Z in the implementation of innovative anti-corruption and integrity building strategies,
8. The financial and technical resourcing and capacity of TI-Z will continue to grow, and its legitimacy strengthened as an anti-corruption watchdog organisation.

Fig 4: Transparency International Zambia – Proposed Theory of Change for the 2023-2027 Strategic Plan

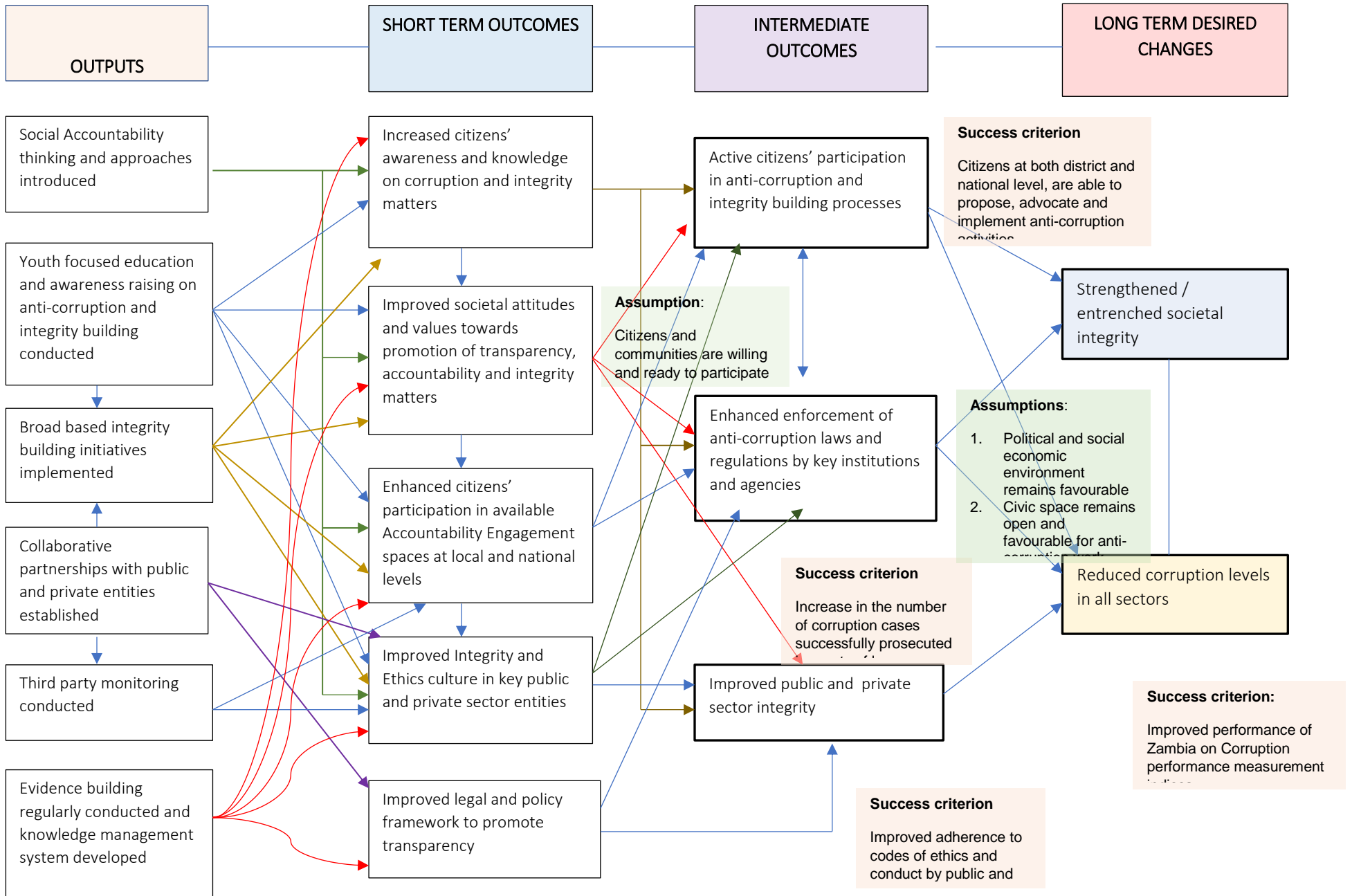
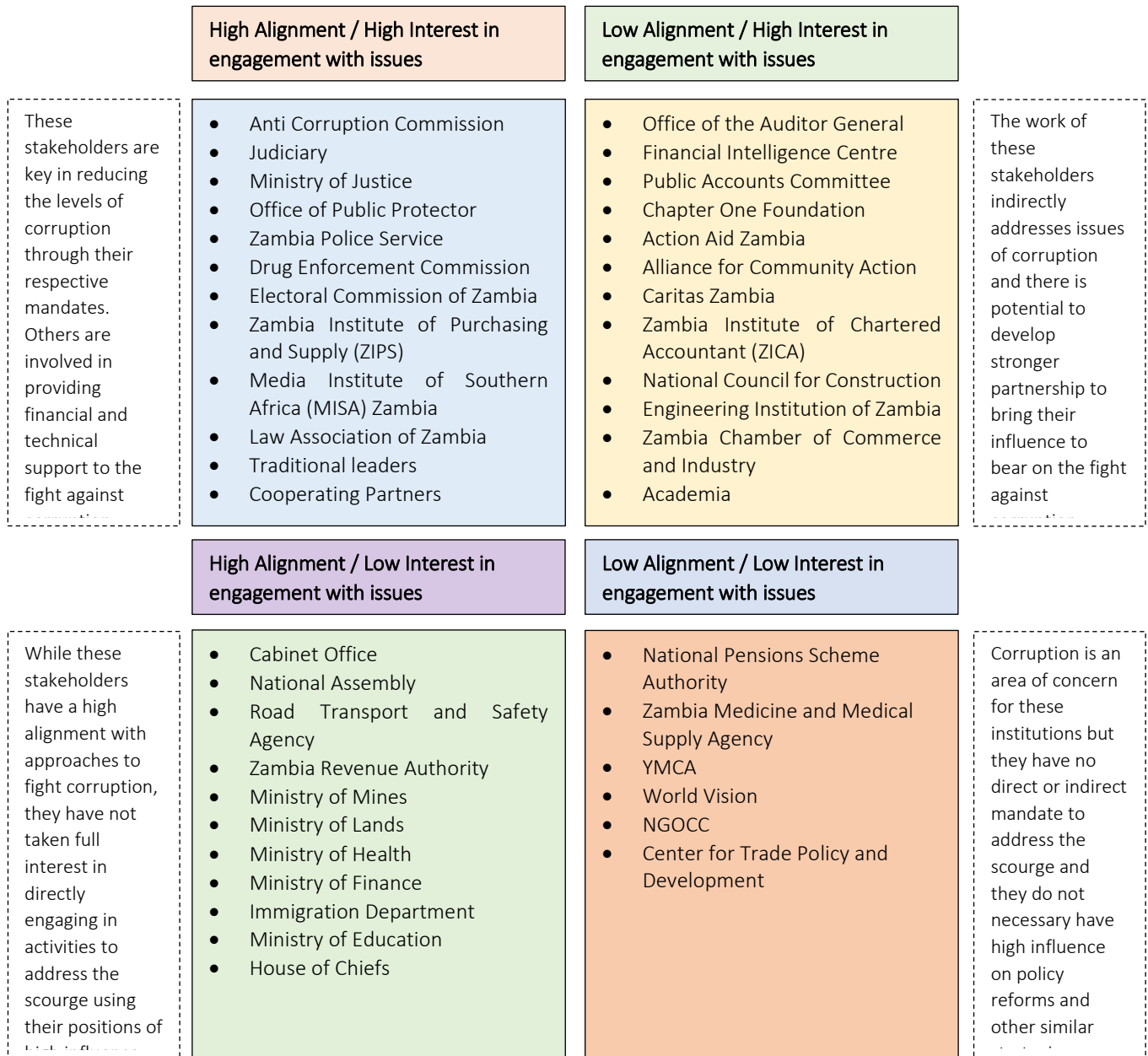


Fig 4: Influence and Interest Matrix



Retrospective Reflection vis-à-vis the Proposed Theory of Change

The Theory of Change which presents a direction of travel for TI-Z and its stakeholders, requires an improved and focused approach to strategy delivery. There are several actions that TI-Z should **continue** to implement and focus on, and there are actions and processes which it should **start** to do in order to effectively align with its plan, and finally, TI-Z has to **stop** all actions and processes which may not add value to the implementation of the plan.

What should TI-Z continue to do?

- a) Provide support for victims of corruption through mechanism like the Advocacy and Legal Advice Center (ALAC),
- b) Support programming targeting the promotion of good citizen behaviour and attitude towards corruption and integrity issues
- c) Gather evidence from the local level to inform national level advocacy work
- d) Capacity development of stakeholders and partners including civil society organisations, government and public institutions, and the private sector,
- e) Develop and upscale new and innovative anti-corruption and integrity tools,
- f) Work on new and emerging issues where anti-corruption measures are relevant and urgent such as climate change, environmental services and health pandemics

What should TI-Z Start to do?

- a) Adopt and promote social accountability thinking within the organisation and among partners in the field
- b) Focus more on quality and depth as opposed to geographical reach or spread
- c) Gender mainstreaming in the work of TI-Z
- d) Explore and consider Public Interest Litigation support for Anti-Corruption defenders
- e) Use of more evidence based research to assist in programme interventions.
- f) Re-think the local level intervention model as in the past this has not fully benefited the work of TI-Z.
- g) Enhance visibility by having members across the country and increasing opportunities for members' participation,
- h) Adopt clear exist strategies from projects and develop a sustainability plan to ensure continuity of interventions
- i) Be more deliberate in terms of regional advocacy, consider taking the messages regionally and support each other as Chapters
- j) Be more a learning institution, which benchmarks it work with good and impactful practices
- k) Integrate gender in its planning, implementation monitoring, evaluation and learning processes

What should TI-Z Stop to Do?

- a) Being all things to all people – be more strategic for effective programming. Stop doing things for money.
- b) Allow the media and others to drive the TI-Z agenda.
- c) Need to be more pro-active as opposed to being reactive- clarity of purpose/coordinated advocacy strategy
- d) Out-sourcing most of the work to external consultants, but begin to build capacity in the organisation
- e) Spreading the organisation too thinly over several projects and implementation areas. Stop over-promising without consideration of capacity limitations.

STRATEGY DELIVERY – 2023 – 2027

The TI-Zambia 2023 – 2027 Strategic Plan, which is also referred to as Strategy 2027, has been developed at an opportune time when a new government has been ushered in and a new strategy 2030 for Transparency International has been launched. Both these developments provide us an opportunity to reflect in our plan, new strategic directions that will help us fully align and remain relevant. This Strategy 2027 is not only about building on the successes of the past, but also about addressing current and future challenges of corruption, it is about innovation, creativity and collaboration. We articulate a plan that will require our chapter to transform into a High Performance Organisation and one that is a leader in its field. Strategy 2027 is anchored on use contributing to **“Tackling corruption to build a resilient national economy.”** Zambia is in the process of rebuilding its national economy in the aftermath of the Covid 19 pandemic, climate change and generally poor political and economic governance. We are of the considered view that meaningful progress in rebuilding the national economy will only be possible if measures to address all forms of corruption are put in place.

Vision Statement

Corruption in all its forms needs to be addressed and this desired goal is to make Zambia corruption free. A country where everyone has opportunities to excel in politics, business, government and civic life. As TI-Z, this is a vision we will earnestly work to contribute to through the implementation of our Strategy 2027. Specifically, we envision the following:

‘A corruption free Zambia anchored on citizens, businesses and institutions of integrity’

Mission Statement

Our mission as one of the leading anti-corruption crusaders, is to contribute positively to the sustainable development agenda of Zambia. Through multiple strategies, we promote a culture of integrity, good governance and zero tolerance to corruption. We use our position as a credible professional civil society organisation to convene and collaborate with both state and non-state actors in addressing the drivers and consequences of corruption. Our mission therefore is summarised as:

“To actively contribute to the sustainable development of all Zambians by promoting a culture of integrity, good governance and zero tolerance to corruption.”

Organisational Values

Our vision and mission are complemented with key organisational values and these we have defined for ourselves as follows:

- We are accommodative of different views of individuals and various sectors of society
- We act with integrity and accountability in all that we do
- We work collaboratively with local and international stakeholders and partners

— We work with dignity and respect the rights of all people in combating corruption

Strategic Goals and Themes

We have five strategic goals defined for this Plan and four of these are aligned with the key objectives of the Transparency International Strategy 2030 as demonstrated in the figure 6 below. Our work will continue to promote mechanisms for protecting public resources from abuse and corrupt practices and this in turn should ensure that access to quality public services by citizens is guaranteed. We will also protect resources intended to mitigate the impacts of climate change and poor environmental management practices which are vulnerable to bribery and other malfeasance. We have introduced a new area of focus on building integrity in public life, politics and businesses. Further, we recognise the need for TI-Z to remain a credible and impactful organisation and therefore we will focus on building a High performing chapter.

Fig 5: Overview of themes for the TI 2030 Strategy vs TI-Z 2027 Strategy

Transparency International Strategy 2030	TI Zambia Strategy 2027
1. Protect the Public resources	Protect public resources and finances
2. Stop flows of dirty money	Secure integrity in the public and private sector
3. Secure integrity in politics	Build citizens and community action corruption
4. Drive integrity in politics	Protect resources for climate change and environmental management
5. Pursue enforcement and justice	Build leadership and High Performing Chapter
6. Expand civic space for accountability	
7. Build community leadership against corruption	

Common Approaches for Strategy 2027

In this Plan, we will continue to work towards influencing change at two levels- namely: i) systemic change at institutional legal and policy level, and ii) attitudinal and behavioural change at the personal and communal levels. . This work will be anchored on common approaches, and these are:

Capacity development: we will continue to support the capacity development of civil society, local action groups and communities, to enable them hold duty bearers and local authorities accountable. We will deliberately continue building the capacity of our local level structures (Transparency Action Groups), systematically and gradually establish satellite offices at district level and provide technical support to the TAGs. TAGs will be empowered with capacity to effectively represent TI-Z at various district level development and governance processes and ensure TI-Z visibility at district level. This will also include gender integration in activity planning, implementation, monitoring and reporting. At lower levels of the districts, TAG members will continue to advocate for integrity strengthening thereby being integrity champions.

Further, our approach will enhance the principle of subsidiarity where local action against corruption is best undertaken by the local groups themselves. We will equally continue to support capacity

development of government institutions and agencies mandated to enforce the laws, implement public policies and provide necessary oversight in the operations of government. These will include the Zambia Police Service, Judiciary, Anti-Corruption Commission and local government among others.

Research and advocacy: our interventions and engagements will be guided by relevant evidence gathered from the field and from our experience working in this space. We will continue to research and propose innovative solutions to the many challenges presented by corruption. Further, research will support decision makers and authorities to implement gender responsive measures to combat corruption. Evidence generated will be gender disaggregated and will inform gender-responsiveness in TI-Z interventions. We will advocate and influence public discourse on corruption issues and the lack of government and law enforcement responsiveness to those issues.

Partnership and Coalition building: we recognise that the fight against corruption and the desire to build integrity among communities, is a huge task that cannot be achieved by one organisation. TI-Z will therefore seek to develop partnerships and work in coalition with other state and non-state actors, as part of collective actions against corruption.

At district level, TAGs will be TI-Z flag bearer and will spearhead partnership and coalition building. TAGs will also spearhead engagements with state and non-state actors partners at district level.

Support for Victims of Corruption: we are fully conversant of the consequences of corruption on individuals and communities. It is our considered approach not only to address the systemic causes of corruption but to equally advocate and promote appropriate measures to support victims of corruption. Particular attention will be placed on understanding how are they (differently or not) affected by corruption, in which sectors, and what gender-responsive measures can be taken. We will continue to innovate and co-create with other stakeholders on how those who are victims of corruption can report their cases and get timely legal or administrative resolution of their problems.

TAGs will play a critical role at district level in terms of supporting citizens with complaint handling as well as identification and facilitation support for victims of corruption.

Gender mainstreaming: Corruption affects women and men differently and therefore, we will take deliberate measures in our programming to mainstream gender. We will work with other gender-based organisations to identify and improve on approaches to address emerging issues such as sextortion in communities and gender biases which entrench corruption in national and local government processes.

DESCRIPTION OF STRATEGIC GOALS, OUTCOMES AND OUTPUTS

The 2022- 2027 Strategic Plan is anchored on five strategic goals which reflects the thematic areas of focus identified as relevant in addressing the current and future concerns of corruption in Zambia. These thematic areas are aligned with the long-term change as well as intermediate and short-term outcomes outlined in the Theory of Change.

Cognisant of the fact that inequalities arise when society places lesser value on the work, abilities and aptitudes typically associated to one's gender, TI-Z will therefore apply the gender mainstreaming strategy to ensure that women's as well as men's concerns and experiences are included and safeguarded throughout the implementation of interventions. This will be done through integration of gender equality into programmes and projects. To better appreciate the impact of gender inequality and the effects of corruption on gender, an analysis will be conducted based on which criteria for ensuring interests of different participants in the TI-Z interventions are taken care of and the interventions are responsive to these needs. In addition, gender glasses will be used during formulation of outcomes/objectives, results and targets, outputs, indicators, activities.

Table 2: Snapshot of the Transparency International Zambia Strategic Plan for 2023 – 2027

Vision Statement: <i>A corruption free Zambia anchored on citizens, businesses and institutions of integrity'</i>				
Mission Statement: To actively contribute to the sustainable development of all Zambians by promoting a culture of integrity, good governance and zero tolerance to corruption."				
Organisational values Respect for All, Accommodative of different views of individuals and all sectors of society, Integrity and accountability in all that we do, and collaboratively work with other stakeholders				
Active Citizenship	Public and business Integrity	Public Resources Management	Climate Change and Environmental Sustainability	High Performance Organization
SO1: Enhanced Citizens' voices, demanding accountability and taking action against corruption	SO2: Enhanced and sustained integrity and ethical culture in the community, public life and business environment	SO3: Enhanced protection and accountability of public resources	SO4: Strengthened transparency and accountability in climate financing, land and environmental governance	SO5: Well-resourced and high-performance organisation
Expected Outcomes	Expected Outcomes	Expected Outcomes	Expected Outcomes	Expected Outcomes
1.1. Enhanced citizens' action against corruption	2.1. Strengthened institutional integrity systems and practices in the public and private sector	1.1. Increased citizen's demand for accountability in public resources utilization	1.0. Increased transparency and accountability in climate financing	5.1. Improved technical and financial capacity
1.2. Increased protection of whistle-blowers and support for victims of corruption	2.2. Increased promotion of the adoption of integrity and ethical principles in the operations of selected public and private sector entities	1.2. Improved responsiveness of government to citizens' demand for transparency and accountability	1.1. Enhanced citizen and community participation in land and environmental governance	5.2. Improved organizational systems and procedures
		1.3. Strengthened public resources management systems, processes and procedures	1.2. Increased responsiveness of the duty bearers to community demand for transparency and accountability in mining	5.3. Enhanced leadership and management capacity
				5.4. Improved membership participation
Common Approaches: Capacity development, Research and Advocacy, Partnership and Coalition building, Support for victims of corruption, and Gender Mainstreaming				

IMPLEMENTATION OF THE STRATEGIC PLAN

The success of the implementation of Strategy 2027 will be driven by the way in which we organise ourselves, the areas in which we implement most of our activities, the partners that we collaborate with and co-create different innovations and strategies, the financial and technical resources that we will manage to mobilise. We will largely continue to employ our strategies for community outreach, collaboration with CSOs and media but we will refine some of them and expand to new areas of interventions. We will continue to work with both central and local government as well as the business/private sector as we advocate for appropriate policy, legal and institutional reforms and good business practice. We will pursue our strategic objectives in a flexible and adaptable manner in order to remain relevant to the reality of the day.

Intervention Areas

TI-Z has been implementing activities and working at both the local (community and district) as well as national levels. Our advocacy and capacity development initiatives will continue to be informed by our experiences working at local level. We intend to continue to work in communities, district and national levels. We presently estimate working in at least 20-25 districts during this strategic plan implementation period, although we will conduct further assessments to identify the most appropriate areas of intervention. Our approach will focus on improving the quality of our interventions, we want to go for depth as opposed to implementing few short-term activities in many districts. We want to gain high impacts from our work and where possible replicate these results in other areas.

Further, we will in this Strategy 2027, take deliberate steps to engage with regional and continental bodies including SADC, COMESA, African Union as well as the African Union Advisory Board on Corruption. We intend to bring to these platforms, our experiences and advocate for necessary policy reforms to strengthen the fight against corruption. For regional and continental activities, we will collaborate with our sister national chapters under the TI movement as well as other civil society organisations working in these spaces. Table xxx summarises our approach to the selection of intervention areas for each of the thematic areas.

Table 3: Proposed Intervention Areas and approaches

Thematic Area	Level of Intervention of Strategy 2027 activities					Common Approaches				
	National	Provincial	District	Community	Regional	CD	INS	ADV	SVC	SA
Active Citizenship	√		√	√		X	x	x	x	x
Public and Business Integrity	√	√				X	x	x		
Public Resources Management	√	√	√	√	√	X	x	x	x	x
Climate Change & Environment	√		√	√	√	X	x	x	x	x
High Performance	√	√	√			X	x	x		

Key: CD: Capacity Development, INS: Innovative Solutions, ADV: Advocacy, SVC: Support for Victims of Corruption, SA: Social Accountability

Organisational Set Up

TI-Z will maintain a full-time secretariat at its registered office in Lusaka. We will explore the establishment of at least 2 liaison offices outside Lusaka which will also house an Advocacy and Legal Advice Centre. We have revised the organisational structure to reflect strategic directions in this plan. Significantly, the programme and administrative staff will work in competency teams which will be resources available for the implementation of different thematic activities. This decision was made in order to ensure that staff do not work in silos, focusing narrowly only the results of one programme.

The seven Competency teams, besides the senior management team as demonstrated in Figure 6 below, will bring together staff members with similar skills, with a Team Leader appointed to coordinate and supervise this team. We will undertake joint planning for the implementation of activities, and this will allow us to identify and allocate tasks to staff drawn from different competency teams. The Team Leaders of these competency teams will also be assigned roles to serve as Thematic Leads or Programme Coordinators, to supervise a multi-skilled implementation team. The link between the competency teams and the thematic areas is highlighted in Table 4 below.

The secretariat will continue to be headed by an Executive Director and he will also serve as the Thematic Lead for the High Performance Organisation thematic area. The proposed total number of staff at full establishment will 25 and we currently have 20 members of staff. We propose to recruit additional staff to complement the Research and Policy, Public Resources Management, and Advocacy and Citizens Engagement. Citizenship teams.

Table 3: Link between Competency areas and thematic areas in Strategy 2027

Competency areas	Thematic Areas				
	Active Citizenship	Public and business integrity	Public resources management	Climate Change & Environment	High Performance Organisation
Research and Policy	X	XX	XX	XX	
Advocacy & Citizens' Engagement	XX	X	XX	XX	X
Democratic & Political Governance	X	XX	XX	X	
Economic & Environmental Governance	XX	X	XX	XX	
Project Management & Resource mobilisation			XX	XX	X
Strategic support	XX	XX	XX	XX	XX
Finance, Administration & Logistics	XX	XX	XX	XX	XX

Monitoring, Evaluation and Learning

The Strategy 2027 will be implemented on the basis of annual work plans which will be developed and formally approved by the TI-Z board in Quarter 4 of each year. We will conduct quarterly programme reviews and we will hold a bi-annual review of the progress made in the implementation of the strategy. The bi-annual review will involve the full Board, management and staff, and key decisions on

adjustments or realignment of the plan will be made at this review session. Through the Strategic Support team and specifically under the leadership of the Monitoring, Evaluation and Learning Officer, we will revise and update our Monitoring and Evaluation Framework in order to ensure timely collection of both qualitative and quantitative data. In this strategic plan, we will place emphasis on collecting and documenting stories of change in addition to the quantitative data. We will focus on actively learning from how we conduct our work in the field and how we engage partners. We will deliberately seek to learn from the success and failure points in our work and we will continuously learn on how we can become more mission focused than before.

Financing of Strategy 2027

The proposed budget for implementation of the 5 years strategic plan, is estimated at ZMW244.9 million and around US\$17.5 million as illustrated in Table 5 below. On average, we estimate spending around US\$3 million on programmes and operations. We will continue to seek long-term partnerships with the cooperating partners for the financing of Strategy 2027. We will seek both basket funding of the strategic plan as well as earmarked project financing were possible. We will develop a Resource Mobilisation strategy that will also identify diverse funding sources including the private sector as well as local and international foundations. Additionally, we will consider opportunities for internally generated income which will include the provision of technical support and capacity development to government and private sector organisations.

Table 4: Proposed Budget for the TI-Zambia 2023-2027 Strategic plan

TRANSPARENCY INTERNATIONAL ZAMBIA STRATEGIC PLAN BUDGET 2023 - 2027								
Code	SUMMARY	2023	2024	2025	2026	2027	TOTAL BUDGET	5YRS
		ZMW	ZMW	ZMW	ZMW	ZMW	ZMW	%
A	ACTIVE CITIZENSHIP	5,148,260	5,663,086	5,663,086	6,229,395	4,360,576	27,064,403	11%
B	PUBLIC AND BUSINESS INTEGRITY	4,321,950	4,754,145	4,754,145	5,229,560	3,660,692	22,720,491	9%
C	PUBLIC RESOURCE MANAGEMENT	4,924,515	5,416,967	5,416,967	5,958,663	4,171,064	25,888,175	11%
D	CLIMATE CHANGE AND ENVIRONMENTAL SUSTAINABILITY	4,926,752	5,419,427	5,419,427	5,961,370	5,961,370	27,688,346	11%
E.1.	HIGH PERFORMING ORGANISATION - PROGRAMMING	3,824,500	4,206,950	4,206,950	4,627,645	4,627,645	21,493,690	9%
E.2.	HIGH PERFORMING ORGANISATION - MID	21,246,140	22,362,934	23,268,227	25,328,850	27,861,735	120,067,887	49%
	GRAND TOTAL	44,392,117	47,823,509	48,728,802	53,335,482	50,643,082	244,922,992	100%

Fig 5: Proposed TI-Z Organisational set up based on competency teams

