



Zambian HIV/AIDS Learning Initiative

Midterm Evaluation Report

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Acronyms

CBA	Capacity Building Account
CHAZ	Churches Health Association of Zambia
GFC	Groups Focused Consultation
HBC	Home Based Care
KHBC	Kabwe Home Based Care
LINCS	Linking NGOs with Capacity Services
MISA	Media Institute of Southern Africa
MTCA	Multisectoral Tools for Community Action
NGO	Non-Governmental Organization
NZP+	National Association of Zambian People Living with HIV/AIDS
OCA	Organizational; Capacity Assessment
OD	Organizational Development
ONA	Organizational Network Analysis
OVC	Orphans and Vulnerable Children
SALT	Sharing and Learning Team
SPARK	Service Provider and Knowledge Resource Service
SYA	Solwezi Youth Alive
YDO	Youth Development Organization
ZHLI	Zambian HIV/AIDS Learning Initiative

1. Executive Summary

Pact's Zambian HIV/AIDS Learning Initiative aims to strengthen the capacity of Zambian NGOs working in the area of HIV/AIDS, and particularly to enhance the ability of these organizations to address the causes and consequences of HIV/AIDS through multisectoral approaches. Through the five-year program, Pact is pursuing three complimentary and integrated objectives:

1. Strengthening the operational, technical and financial capacity of Zambian NGOs, networks and ISOs leading multisectoral HIV/AIDS prevention and care activities.
2. Fostering the development, testing, sharing and program integration of promising best practices and lessons learned for effective multisectoral response to HIV/AIDS.
3. Expanding collaboration and knowledge sharing by Zambian NGOs, networks and ISOs among all stakeholders leading multisectoral HIV/AIDS initiatives.

Four programmatic “pillars” support the capacity building objectives of the ZHLI. These pillars are: NGO Excellence, which includes organizational assessment, follow-up technical support, and executive leadership strengthening; Sharing and Learning Teams, which aim to promote collaboration among participants working in various sectors and regions; Innovations in Multisectoral Response to HIV/AIDS, which includes a training program in multisectoral response as well as annual awards for excellence in multisectoral HIV/AIDS programming; and Service Provider and Knowledge Resource Referral Service, for linking capacity building supply and demand, and the management of program related information and resources.

To measure the success of Pact's achievement of the ZHLI objectives, Pact has designed and implemented an innovative and comprehensive “theory of change” evaluation methodology that explores the causal linkages between the core ZHLI program components, strengthened organizational capacity, and impact level change. Pact's methodology combines surveys, focus group discussions, and site visits to gather both qualitative and quantitative performance and impact data.

The mid-term evaluation process has clearly demonstrated that the ZHLI has successfully met objectives and outcomes for the first half of the program. Achievements include increases in organizational capacity reported by all program participants, the implementation of new tools and practices that have facilitated a diversification in multisectoral response to HIV/AIDS, and an exponential increase in collaboration with partners in government, business, the media, traditional leadership, local NGOs and international organizations. Here are highlights from the evaluation:

- Every ZHLI partner organization responding to the evaluation survey reported net positive change in organizational capacity as a result of participating in the initiative.
- Of the 15 organizations participating in the evaluation focus group discussion, all reported that their increased capacity had directly contributed to improved service quality. (This was verified by follow-up site visits and discussions with beneficiaries in each community.)
- Increases in service reach and quality have contributed to achieving community level outcomes, including, but not limited to: improved nutrition of people living with HIV/AIDS, fewer street children, reduced stigma and discrimination, increased numbers of people accessing VCT, and a reduction in the death rate.
- Site visit organizations reported increases of between 278% and 412% in the volume of their linkages with key sectors – government, business, the media, traditional leaders, Zambian NGOs and international organizations. All five organizations also reported that their strengthened network of partners was having positive impacts on programs.

While the evaluation served to highlight numerous areas of programmatic success, it also brought to Pact's attention areas where the ZHLI might be improved. For the second half of the program, the evaluation team recommends the following:

- Focus more on the ongoing documentation and dissemination of tools, particularly those developed within the network of ZHLI partner organizations and that address areas of particular value to partners, such as income generation.
- With the assistance of CHAZ, develop and implement a more structured model for SALT interaction.
- Innovation Marketplace – Ensure that learning from next year's Innovation Marketplace is harnessed and used to the full benefit of ZHLI partners, rather than just those attending the event.
- Make better use of the ZHLI Impact Alliance web-portal as a space for documenting, disseminating and discussing the latest information and tools.
- Give greater attention to the topic of technology, which was identified by partner NGOs as an area of high capacity building need.
- Make additional efforts to ensure that innovative practices and organizational learning is carefully nurtured, documented, shared, and adopted throughout the remainder of the initiative.
- Maximize local media as a tool for outreach and information dissemination.
- Focus on sustaining the legacy of the ZHLI by addressing more explicitly the topic of local resource mobilization, as well as strengthening network linkages.
- Highlight organizations that are capable of performing an ongoing leadership role in the Zambian NGO ecology.

In addition to these programmatic recommendations, the evaluation team suggests a few small changes to the evaluation methodology, including minor changes to ZHLI indicators and the adoption of more comprehensive data collection policies and practices. For details on the nature of these suggested changes, please see the project achievements section of this report.

2. Introduction and Problem Statement

Zambia has, from the mid 1980s, been experiencing an HIV/AIDS pandemic that is among the most advanced globally. The effects of HIV/AIDS have been felt at every level and in every sector of Zambian society, reversing development gains realized after independence. The most productive segment of society needed for economic growth has been decimated, overwhelming key public sectors with high losses in skilled personnel. The number of AIDS orphans is staggering, seriously straining the abilities of the traditionally strong extended family network. The public healthcare system has struggled to care for the sick as medical expenditures on HIV/AIDS-related illnesses have increased. HIV/AIDS in Zambia is one of the most critical issues in the arena of social development.

Zambian NGOs have been at the forefront of the pandemic, partnering with government to provide primary and secondary health care to the ill. They have been working to mitigate the other social & spiritual effects of the pandemic. NGOs have also been greatly impacted by HIV/AIDS. Because of surging demand for public health services in the past decade, Zambian NGO health care workers have been physically and psychologically overburdened. This challenge has been compounded by chronic shortages in skilled key personnel. At the same time, the increasing interest of the international donor community in supporting HIV/AIDS work has created unanticipated growth at a pace and scale that outstrips NGOs' managerial capacity for effective NGO stewardship and attainment of results. The

inadequacy of inter-organizational cooperation and networking among NGOs, Government and the private sector for sharing experiences has further complicated matters.

Based on this assessment of needs and opportunities in Zambia, Pact determined that a learning- and networking-focused program for NGOs in Zambia would significantly strengthen their capacity to effectively respond to both the causes and consequences of HIV/AIDS with multisectoral approaches.

The ZHLI program has been in operation now for over two and a half years and is in the process of concluding its mid term review. The purpose of the review/evaluation is to assess the extent to which the program has strengthened the capacities of targeted organizations and fostered linkages among and between NGOs and public and private sector institutions. The intention is to identify gaps in the program that need improvement. Ultimately, this will be fed back into program to make it even more responsive to the needs of the partners and to maximize the impact of the program over the remaining two and a half years. The review sought to assess impacts of the program not only at individual and organizational levels but also at the community level.

Preliminary findings from the review reveal that the ZHLI program has contributed in a major way to the improved capacities of participating organizations in specific organizational capacity areas such as networking, visioning and planning. Strengthened capacity, in turn, has impacted the reach and quality of service delivery.

From work with different organizations and other stakeholders in the HIV/AIDS field over the last two years, it is clear that the problem identification at the inception of the program was well understood and articulated. The challenges to effective HIV/AIDS programming which most Zambian NGOs face were identified as:

1. Sub-optimal human resources planning in response to the epidemic
2. Under-developed systems for HIV/AIDS advocacy at national and sub-national levels
3. Shortage of skills base for efficacious scale-up of programs
4. Inadequate scope of coverage by NGOs
5. Inadequate inter-organizational cooperation and networking
6. Underdeveloped local resource mobilization mechanisms.

These challenges have been proven valid with organizations in all five provinces of the program. Mid-term evaluation findings suggest that the ZHLI is emerging as an effective response to these challenges.

3. Hypothesis and Theory of Intervention

Pact's action research and evaluation framework is built around a "Theory of Change" approach that includes surfacing and articulating a theory of change, measuring activities and intended outcomes, and analyzing results. The approach draws upon tried and true scientific traditions of testing hypotheses about cause and effect relationships. One specific hypothesis Pact developed is that the program components of the ZHLI (which include organizational capacity assessment and strengthening, executive leadership strengthening, service provider and knowledge resource referral service, multisectoral tools for community action workshops, sharing and learning teams, and the innovation marketplace) would serve as catalysts to eight types of change:

1. *Collaboration & Alliances* – A change in the way an organization works with other organizations and institutions for service delivery, capacity building or learning

2. *Culture* – A change in the beliefs, values, customs, attitudes and norms that influence how an organization or its members operates.
3. *Learning & Innovation* – The acquisition and development of new ideas applied to an organization’s operations and service delivery.
4. *Policy* – A change in the rules and internal guidelines that guide the organization’s operation
5. *Process & Systems* – A change in an organization’s methods of operation. This includes, but is not limited to, changes in governance, financial management, fundraising and human resource allocation.
6. *Strategy* – A change in the direction based on mission and vision, response to the external environment or some other long-term, strategic consideration.
7. *Structure* – A change in the way an organization organizes itself to achieve an objective
8. *Technology* – A change in an organization’s use of technology to support the achievement of its objectives.

Pact further hypothesized that impact on **service reach** (characterized by changes in service breadth and service depth) and **service quality** would be catalyzed by a single change type or by clusters of change types. These hypotheses turned out to be valid (though it is important to note that some program components have been stronger catalysts of change, and ultimately impact, than others.) For a visual representation of Pact’s evaluation framework, which demonstrates how the program components, change types, and impact levels interrelate, see Diagram 1 (on page 8).

4. Evaluation Methodology

The main questions that this evaluation has tried to answer include:

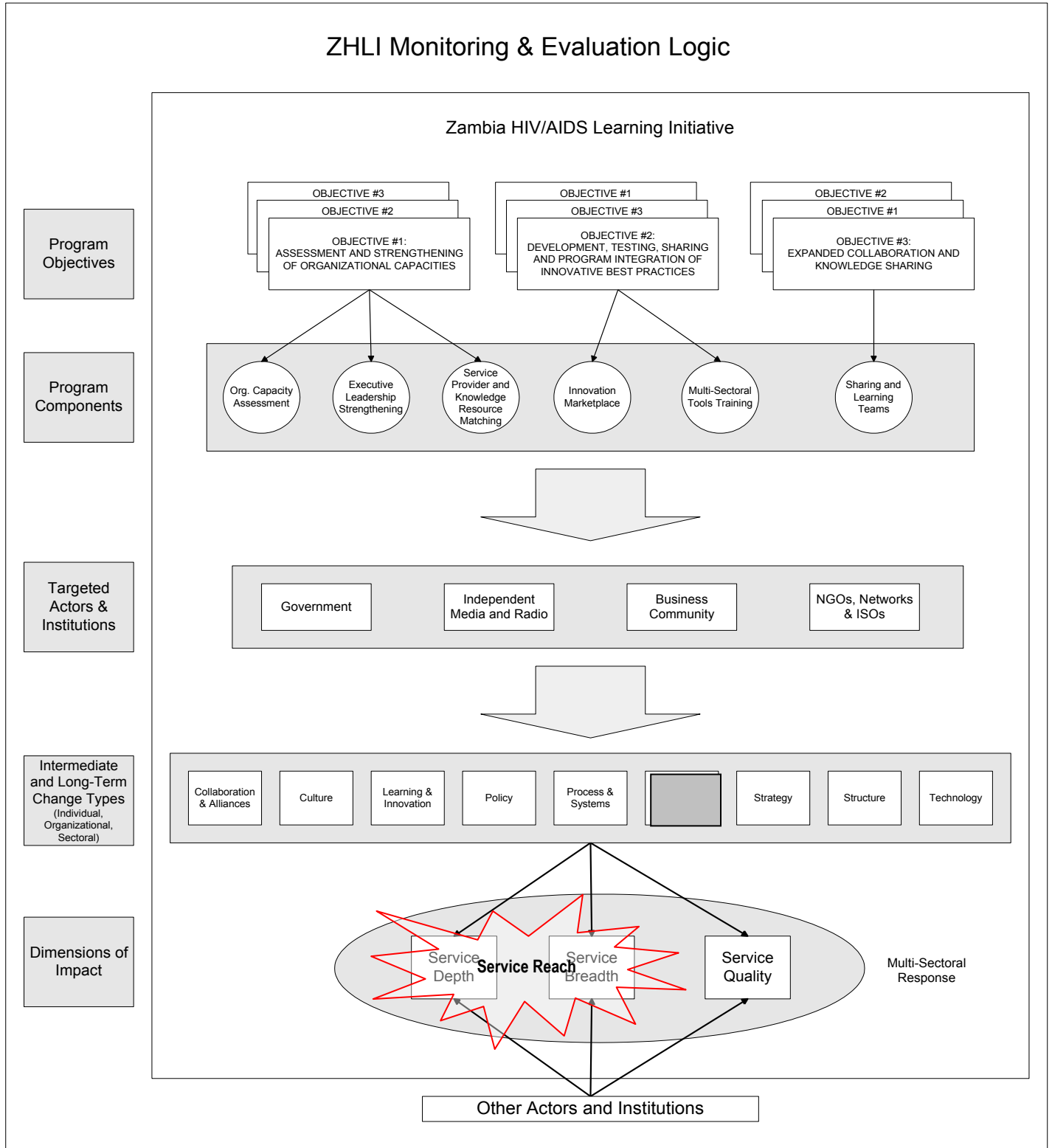
- Which program components generate the greatest number of changes or the highest impact changes at the individual, organizational and inter-organizational levels?
- What dimensions of impact are *most associated* with each of the eight intermediate change types?
- What are the most commonly realized change types? Which types are most difficult to achieve?
- Under what conditions do interventions lead to long-term change in capabilities?
- Are any of the change types associated with a negative impact on service reach or quality?
- Which program components contributed most clearly to improvements in dimensions of impact and which should be reconsidered in future learning networks?

To address these questions, the Evaluation Team collected data from individual NGOs participating in one or more of the six program components. The Team utilized a variety of data collection tools and methods, including surveys, focus group discussions and site visits.

Survey

The “1A Survey” was developed to measure self-reported net change for each of the eight change types and the three dimensions of impact (see Annex A for the full instrument). Surveys were administered by ZHLI staff to NGOs via mail/email, and some were collected in conjunction with other face-to-face program activities. A total of 24 surveys were received by Pact, a response rate of 39%. Techniques for analyzing survey data include graphical representation of data and textual analysis.

Diagram1



Focus Group Discussion

The “1B Focus group discussion” sought to link self-reported intermediate level changes with impact level changes (see Annex B for the 1B Focus Group Protocol and Worksheet). The focus group discussion was facilitated by Pact staff (from Pact headquarters and Zambia) in conjunction with another program workshop in March 2006, and included representatives from a sample of 15 ZHLI organizations. The intent was to have a full random sample and, consequently, two thirds of participants *were* randomly selected. The other third was selected because their participation could be “piggy-backed” on another ZHLI event and would therefore be more cost-effective. Techniques for analyzing focus group discussion data include graphical representation of data and textual analysis.

Site Visits

Five of the fifteen organizational participants in focus group discussion 1B were selected to participate in site visits. (One organization per province was identified at random). These site visits, which were led by Pact staff in August 2006, helped verify changes in program reach and quality in terms of community level outcomes. This was achieved by triangulating the experience of the organization with that of its beneficiaries and key informants, to verify the changes in service reach and depth attributed to the ZHLI and reported in survey 1A and at focus group discussion 1B. Discussions with the three stakeholder groups were informed and contextualized by quantitative data of changes in organizational outputs over the course of ZHLI (see Annex C for Site Visit Protocol). Techniques for analyzing site visit data include graphical representation of data and textual analysis

5. Program Achievements

Beginning with a Sound Baseline

One of the advantages of Pact’s theory of change-based M&E approach (and its associated indicator, “self-reported net change in the dimensions of impact of service depth, breadth and quality”), is that only limited baseline data is required at project startup. This is because the lead indicator measures change over time from time zero (T0) to T1 and from T1 to T2¹. Therefore, the baseline value at project start was set at zero². The net change survey (Annex A), which is the primary instrument for collecting net change data, was used at the mid-term and will be applied again at the end of the program. Data collection activities therefore grew at pace consistent with the rise in social capital generated by the Pact ZHLI team.

It is important to note that a cornerstone of the ZHLI is Pact’s organizational capacity assessment (OCA), which has been conducted on an annual basis since the inception of the program. Pact’s OCA is a rigorous and comprehensive organizational capacity self-assessment approach that serves to track information about organizational capacity and to establish a performance baseline. OCA provides ZHLI organizations with a mechanism for reflecting on their performance and designing and implementing improvement strategies. The first year assessments were critical in informing program design and ensuring that all planned activities were responsive to priority capacity building needs of participating NGOs. The assessments have also been helpful in identifying cohort-wide performance patterns in the following areas: multisectoral HIV/AIDS response, outreach and support, leadership and change, financial management, visioning and planning, information management systems, lobbying and advocacy, networking, monitoring and evaluation, human resource management and development, equipment and infrastructure management, and resource mobilization.

¹ T1=mid-program , T2=end of program.

²At T1, respondents were asked to indicate the amount of change their organizations experienced from T0 or from the point at which they joined the program, whichever was more recent. At T2, respondents will again be asked to indicate change from the more recent of T1 or the point at which they joined the program.

OCA is not the only OD activity that has been incorporated into the ZHLI. Other OD interventions include:

- Capacity Building Accounts (CBAs) – CBAs act as a type of “currency” for NGOs to purchase support services from local capacity building service providers that meet their organizational development needs (as identified through OCA).
- Sharing and Learning Teams (SALTs) – SALTs provide peer learning space for NGO representatives to exchange strategies for responding to the challenges of HIV/AIDS. SALTs have had access to small grants to support action research, innovation, and cross-organizational collaboration.
- Multisectoral Tools for Community Action (MTCA) workshops – these workshops have been critical for the collection, documentation, and dissemination of tools for multisectoral HIV/AIDS response.
- Executive Leadership Strengthening – this program component attempts to develop the skills, attitudes and political will among executive leaders to envision and embrace organizational learning, inter-organizational collaboration and change.

Pact’s Detailed Implementation and Monitoring Plan, developed in 2004, provides more detail on each of these activities.

Measuring “Net Change” Over Time

The ZHLI planning matrix (Annex D) highlights three core program objectives – (1) strengthening organizational capacity, (2) developing and integrating best practices, and (3) expanding multisectoral collaboration. For each of these objectives, a number of indicators were developed with corresponding data collection and analysis plans. The first part of this section, “Achievement of Objectives”, examines each objective in detail and includes discussion on the extent to which the three objectives have been met and factors explaining the level of achievement. The second part of this section provides suggestions for enhancing indicator effectiveness.

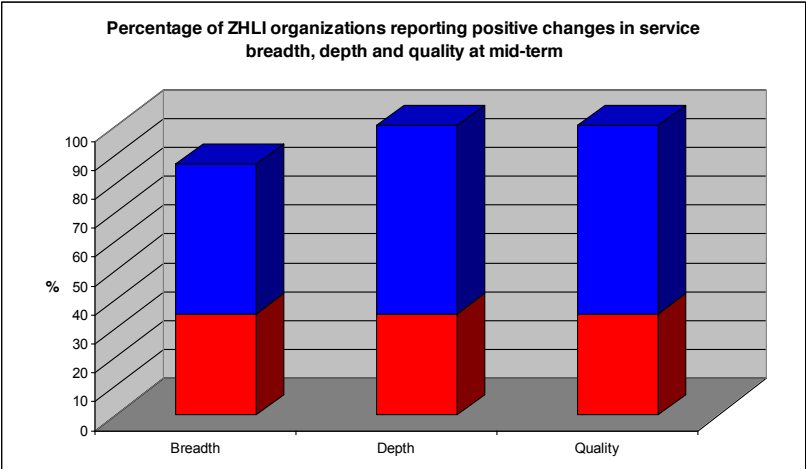
Achievement of Objectives

Objective 1: Strengthen operational, technical and financial capacity of Zambian NGOs, networks, and ISOs leading multisectoral HIV/AIDS prevention and care activities.

Achievement of Objective 1 was measured through self-reported net change in three dimensions of impact: service depth, breadth and quality. The mid-term target for this indicator predicted that 35% of organizations report improvements in service depth, breadth and/or quality. Data was collected during the focus group discussion (Annex B), where organizations were asked to rate the extent to which organizational changes brought about by ZHLI had impacted their programs and services.

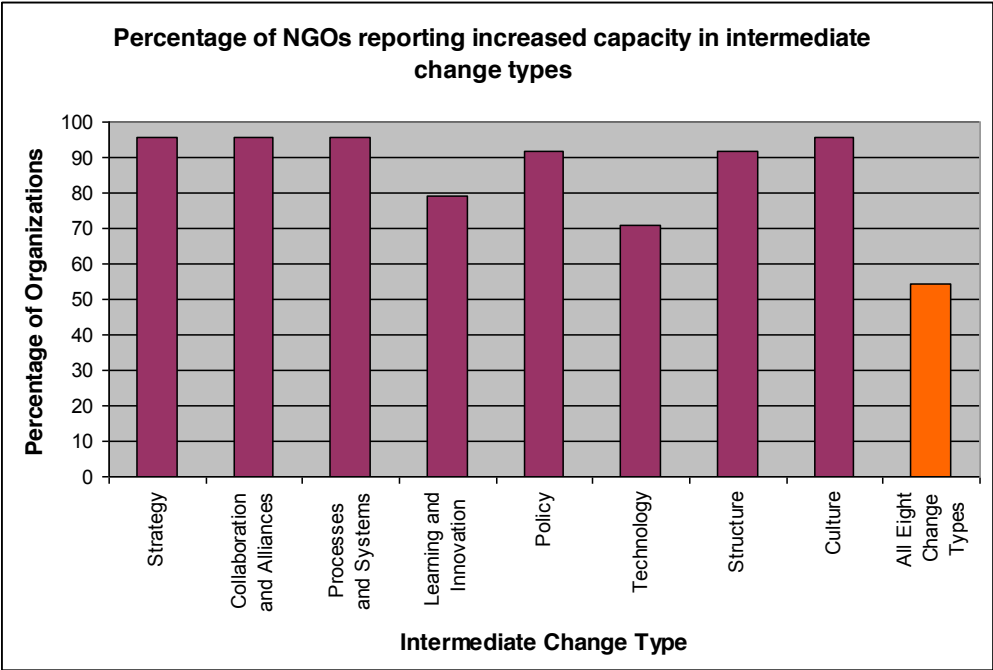
Figure 1 shows how the fifteen organizations participating in the focus group responded to this question. The red section of each bar indicates the 35% target level for each area, and the blue section shows the extent to which this target was exceeded. Every organization reported increases in service depth and quality, and 87% reported increases in service breadth, far exceeding the mid-term target.

Figure 1



To achieve a greater understanding of the organizational changes that led to the improved breadth, depth and quality of services, the 1A net change survey asked participants to identify intermediate level change types that have occurred as a result of participation in ZHLI program components. Figure 2, below, shows that over 90% of organizations reported changes in organizational strategy, collaborations and alliances, processes and systems, policy, structure and culture. The only two intermediate change types falling below the 90% mark were learning and innovation (79.2%) and technology (70.8%). The orange bar at the right of the graph indicates that 54.2% of organizations reported positive changes in all eight intermediate change types.

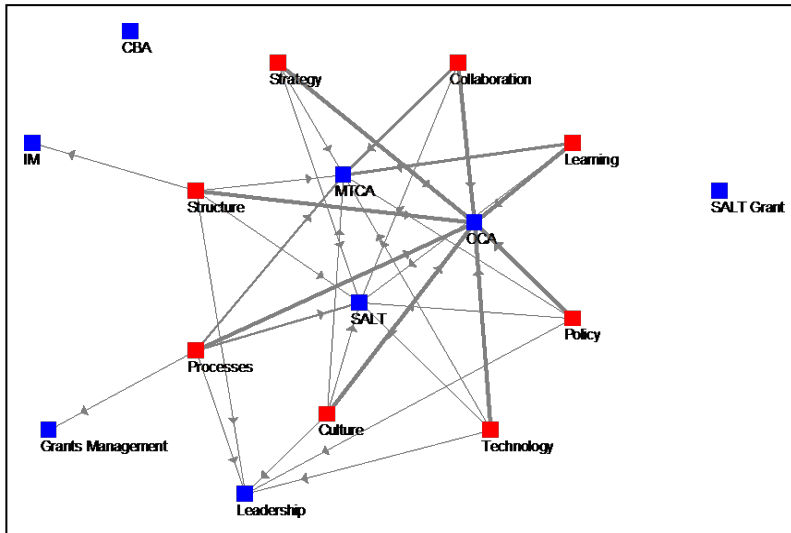
Figure 2



Organizations were also asked to identify which ZHLI program component had made the greatest contribution towards the achievement of intermediate change types. The results are mapped in Figure 3, where blue squares indicate program components, red squares indicate intermediate change types, and grey arrows of increasing thickness represent increasing numbers of organizations citing the importance

of a particular linkage. It is important, when reading this map, to note that participants were given the opportunity to highlight only one program component for each change type. Thus, an unconnected component is not necessarily without impact. However, we can assume that well-connected components are viewed as relatively important by program participants. Quantitative examples of the impacts of program components, given by respondents are included in the text box opposite.

Figure 3



We can see, from the map, that OCA, SALT and MTCA are particularly well-connected program components, and have had cross-cutting impacts across all eight intermediate change types. OCA, in particular is very strongly linked with all eight change types, in each case at least 40% of organizations cited OCA as the component with the greatest influence. MTCA's strongest links are with Collaboration, Learning and Processes, and SALT's strongest links are with Processes.

SALT Grants and CBAs were not linked with any of the eight change types. This is likely because these are primarily subcomponents of SALT and OCA respectively. In the case of SALT Grants, it is exciting to note that participants claim to value the interactions of SALT over the financial support of a SALT Grant. In the case of CBAs, however, throughout the first half of ZHLI they have been viewed as a minor component of OCA, and have not necessarily stimulated organizations to solicit and develop additional partnerships for strengthening. More recently, however, the implementation of Zambia LINCS and the subsequent formation of an association of service providers have given greater impetus to the CBA concept. These positive steps occurred following the mid-term data collection and should impact T2 results.

Grants management is linked to Processes as a key catalyst of change in this area. This is particularly notable because the Grants Management Workshop was an ad hoc event responding to a particular need and was listed as an 'other' option in response to the survey. This highlights the potential of targeted one-time events, in addition to ongoing program components, for building capacity in key areas of need.

OCA

- "OCA was an eye opener for the organization because we could see the direction in which the organization was going."
- "Coordination and implementation of activities has changed, as all members are now on board and our mission and vision is now clearly understood by all members."
- "Better interpretation and use of existing organization policies."

Executive Leadership

- "More staff and community workers participating in decision making."
- "Defined roles of different key persons in organization."
- "Changed the board, bringing in people with the same core values."

MTCA

- "Voicing the unspeakable: women are able to speak on issues affecting them."
- "Linking with other organizations in HIV/AIDS response."

SALT

- "SALT program helped us to start collaborating together with traditional leaders."
- "Improved strategies for HIV/AIDS interventions."

CBAs

- "Strategic plan development."
- "Formulation of a monitoring and evaluation manual."

The Innovation Marketplace is reported to have had an impact in improving organizational structure. Given that only two ZHLI partners directly participated in this event, this result is an indication of the potential value of broader participation.

Despite being a primary component of ZHLI and a focal area for the first half of the program, Executive Leadership has relatively weak links with five of the eight program components – Structure, Processes, Culture, Technology and Policy. Note that whilst OCA, MTCA and SALT are located right in the centre of the network, Executive Leadership is relatively marginalized. One reason for this is that much of what is achieved in Executive Leadership Workshops is designed to be supported through the OCA and MTCA components. It will be important to ensure that the development of strong and enabling leadership is indeed developed throughout the remainder of ZHLI.

Objective 2: Foster the development, testing, sharing and program integration of promising best practices and lessons learned for effective multisectoral response to HIV/AIDS.

Objective 2 is measured using three indicators. The first of these indicators is the number of organizations (NGOs, CBOs, private sector companies, media organizations and/or government agencies) reporting adoption of an MTCA tool. The mid-term target for this indicator was that 50% of organizations participating in MTCA training adopt at least one tool. This data was collected using a survey tool administered to all ZHLI participants. Of the 17 respondents, 60% indicated that they had adopted at least one MTCA tool in their work, 10% above the original target.

The second indicator for Objective 2 is the number of Innovation Marketplace exhibit applications. The target for this indicator was to increase applications by 20% annually. In reality, only one Innovation Marketplace has taken place prior to the mid-term review. This is due to a number of programmatic changes. Firstly, Pact Zambia has succeeded in turning the Innovation Marketplace into a significant regional event, one that cannot be replicated annually within ZHLI. The first Marketplace attracted over 200 applications (in the multisectoral HIV/AIDS component alone) from three countries: Malawi, Zimbabwe and Zambia. Secondly, Pact Zambia succeeded in involving the World Bank as a partner in hosting the event. Thus, in the interests of fostering partnership, it has been necessary to choose a mutually convenient date for the second Innovation Marketplace – currently scheduled for March 2007.

The third and final indicator for Objective 2 is the average score of Innovation Marketplace exhibitors. The mid-term target was an annual increase in average scores at Innovation Marketplace events. Again, since there has only been one Innovation Marketplace, no net change data is available.

Given that it was possible for the evaluation team to collect and analyze data around only one of the three indicators for Objective 2, it is difficult to comment on the extent to which this objective has been met. The 60% adoption rate for MTCA tools is certainly a strong result. The fact that there has only been one Innovation Marketplace to date is a result of the success Pact has had in bringing in World Bank support for the initiative, rather than any failings of ZHLI.

Objective 3: Expand collaboration of Zambian NGOs, networks and ISOs among all stakeholders leading multisectoral HIV/AIDS initiatives.

Objective 3 is measured using two indicators. The first indicator is the percentage of ZHLI participant organizations that are or have been members of at least one SALT team. The mid-term target for this indicator was that 50% of ZHLI participants were or had been members of at least one SALT team.

The data for this indicator was collected through the maintenance of program records, which indicate that 73% of ZHLI participant organizations have been engaged in SALTs, far exceeding the mid-term target.

The second indicator for Objective 2 is the percentage of SALT teams in which 50% or more of organizational members report the use or application of outputs from their SALT team learning agenda(s). The target for this indicator was a 50% application rate. The data for this indicator was collected using a survey tool. The survey data indicates that 44% of SALT participants report the adoption of an application or outputs from their learning agenda(s). This is a little below the mid-term target. It should be noted that there was a lower than anticipated response rate to this survey and, consequently, few SALT teams were represented in the data by more than one organization.

A more comprehensive analysis of two SALT teams (Choma and Kabwe), performed in the summer of 2006, provided additional information to support the achievements of this ZHLI component. Seven of the eight organizations participating in the analysis were able to report achievements directly related to their participation in SALT teams. Qualitative examples of these achievements include:

- Creation of an action plan to research HIV/AIDS in the region
- Retraining of 30 commercial sex workers in tie-dye while supporting sex workers with psychosocial counseling
- The creation of clubs in school to use information from SALT members to educate students about HIV/AIDS related issues
- Creation of a resource center for health education programs on HIV/AIDS
- Improved collaboration across ZHLI organizations, SALT organizations are no longer restricting information from one another

Comments on and Recommended Changes to Indicators and Data Collection

Self-reported Net Change Indicator

The self-reported net change indicator is the cornerstone of the ZHLI theory of change and Pact's overall M&E approach. It reflects the importance of not only tracking improvements in organizational capacity, but of measuring the real impact of those enhanced capacities. Self-reported net change helps to address the ever-important question, "increased capacity for what?" To that end, Pact's M&E approach is tracking net change in two areas: 1) across the eight intermediate change types (strategy, collaborations/alliances, processes/systems, learning/innovation, policy, technology, structure and culture) *and* 1) service reach and quality. While the latter is not absolutely necessary for the purpose of simply reporting on the indicator, it is essential for the purpose of understanding whether stronger organizations in Zambia are able to make a greater difference in the lives of people affected by HIV/AIDS. This is the true measure of ZHLI success.

During the process of the mid-term evaluation a small adjustment was made to this indicator. Specifically, the concepts of service depth and breadth were combined into a composite measure called "service reach". An increase in the breadth of service provided by an organization (more beneficiaries, wider geographical reach) may be a negative outcome if accompanied by decreased service depth (fewer services offered, decreased service intensity). Likewise, a decrease in service breadth (fewer beneficiaries, decreased geographical reach) may be positive if linked with increased service breadth (more services offered, increased service quality). Conceptually, service reach is a two dimensional measure that is positive provided that any decrease in service breadth is outweighed by a corresponding increase in service depth, or vice versa. The revised indicator now reads: "self-reported net change in two dimensions of impact: service reach and quality."

Innovation Marketplace Indicators

Because of the strategic changes made to the way in which the Innovation Marketplace is being implemented, the Evaluation Team recommends that the Innovation Marketplace indicators be slightly adapted. Rather than looking at all applications for the event – something beyond the control of Pact and ZHLI because of the event’s regional nature and the role of the World Bank in closely managing that information – Pact should focus solely on applications submitted by ZHLI participants. The same is true for the average scores of exhibitors. Thus, the following indicators and targets are proposed:

1. Percentage of ZHLI participant organizations applying to exhibit at Innovation Marketplace *(Target: 25% of ZHLI participants at IM2 in 2007, 50% of ZHLI participants at IM3 in 2008).*
2. Average score of ZHLI participant exhibitors *(Target: Average scores of at least 66% of ZHLI organizations that have participated in previous Innovation Marketplace events are higher than their previous exhibit)*

Data Collection Techniques

In addition to these adjustments to ZHLI indicators, a number of methodological enhancements will be made to assist with data collection. In Zambia, Nalukui Sii Kazilimani will lead monitoring and evaluation activities throughout the second half of the initiative. Technical assistance will be provided from Washington DC by Elizabeth Kummer and Matt Reeves.

Surveys – The 1A net change survey response rate of 39% fell significantly below expectations. This occurred for a number of reasons. Firstly, the survey was administered via email, a format to which participant organizations had various degrees of access. Secondly, the survey invoked several complex concepts and was difficult for partners to complete without assistance. Although Pact Zambia staff made concerted efforts to assist with face-to-face completion of the survey, a more comprehensive implementation plan is necessary for future iterations.

For the end of program review, Pact anticipates facilitating the completion of the survey. This would be done at the year 5 MTCA conference, thereby maximizing the size and diversity of the participant pool, and allowing opportunities for assistance to be given. Before asking partners to complete the survey, the Pact team will ensure that partners understand both the Likert scale and the eight intermediate change types. Between now and the time of the final program evaluation, partners will be trained on the importance of data collection and reporting. During all major program workshops, there will be sessions on monitoring, evaluation and reporting. The increased interest in data sharing and reporting that this generates should improve response quality.

Surveys will also be revised to improve both the frequency and quality of responses. The seven point Likert scale will be adjusted to use either a five point scale or two three point scales, one focusing on positive and the other on negative changes. To further improve on the survey, the questions will also be re-drafted to focus on more specific issues of interest.

Focus Groups – Participants in the 1B focus group discussion conducted during the mid-term review included only NGO and FBO members. Moreover, due to various local constraints, it was not possible to ensure a purely random sample. At the end of program review, it is anticipated that the focus group discussion will also be completed with participants at the year 5 Leadership conference. This strategy will ensure a larger and diverse group of participants in the focus group discussion, benefiting both data collection and discussions around future directions. Feedback on the surveys will also be solicited at this meeting.

Site Visits – In the mid-term review, financial and staffing constraints limited 1C site visits to five organizations. Although participants were originally chosen at random, a number pulled out and it was necessary to choose alternates. Ideally, at the end of program review, we will double the number of organizational participants to 10 (17% of the 60 organizational partners at T2). The five organizations visited at mid-term will be reassessed, and five further organizations will be randomly selected (one for each province) from participants in the ZHLI closing conference. By selecting participants in this way, we can reinforce the importance of participation, and facilitate a more random selection process. In addition to visiting additional organizations, the discussion group methodology will be restructured to enable the participation of up to 10 people per group. As far as possible, site visits will be arranged to coincide with other Pact Zambia activities, thereby minimizing costs. Where it becomes difficult to do this, visits will be conducted as stand alone activities. Any surveys that not collected previously will be followed up by Pact staff during this time visits.

Attributing Service Delivery Results to Project Interventions

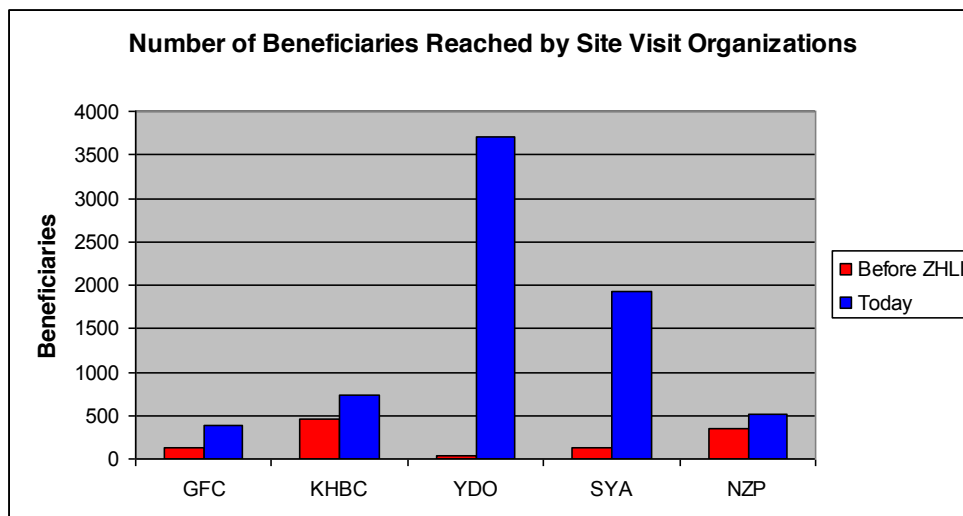
Although the net changes in service reach and quality reported by participants were overwhelmingly positive, it was vital to verify that these changes are directly benefiting the local communities in which ZHLI organizations operate. In order to do this, the evaluation team undertook site visits (Annex C) to the following five organizations, one in each operating Province of ZHLI:

- Luapula Province – Groups Focused Consultations
- Central Province – Kabwe Home Based Care
- Southern Province – Youth Development Organization
- Northwestern Province – Solwezi Youth Alive
- Western Province – National Association of People Living With HIV/AIDS (Mongu Chapter)

Changes in the service breadth of organizations were determined by comparing both the number of beneficiaries and the geographical areas served by organizations at two points in time. The first point was when an organization joined the ZHLI program. As both Year 1 and Year 2 organizations were included in the review, this date varies by organization. The second point in time was the date of the site visit, in either August or September 2006.

Figure 4 shows how the number of beneficiaries reached by each organization has changed since they joined ZHLI. Numbers of beneficiaries were collected on a program by program basis, and the total served at each point in time was divided by the corresponding number of programs to ensure no double-counting. Given that the number of programs operated by each organization also increased over time (which, as discussed later, is indeed the case) the results in Figure 4 slightly underestimate the increases shown over time.

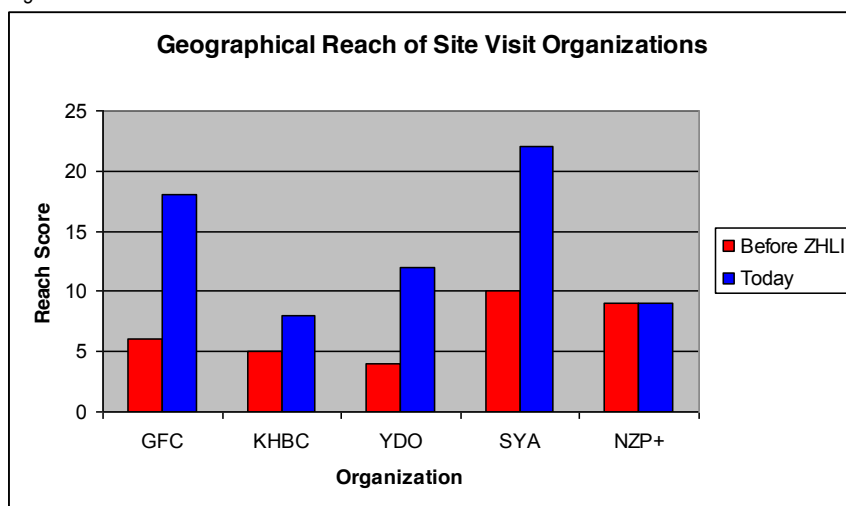
Figure 4



As the graph shows, each organization has increased the number of beneficiaries served since joining ZHLI. YDO and SYA report particularly large increases, primarily due to the initiation of large scale sensitization and outreach programs. Though relatively smaller, GFC, NZP+ and KHBC have also experienced increases of between 49% and 187% in number of beneficiaries served.

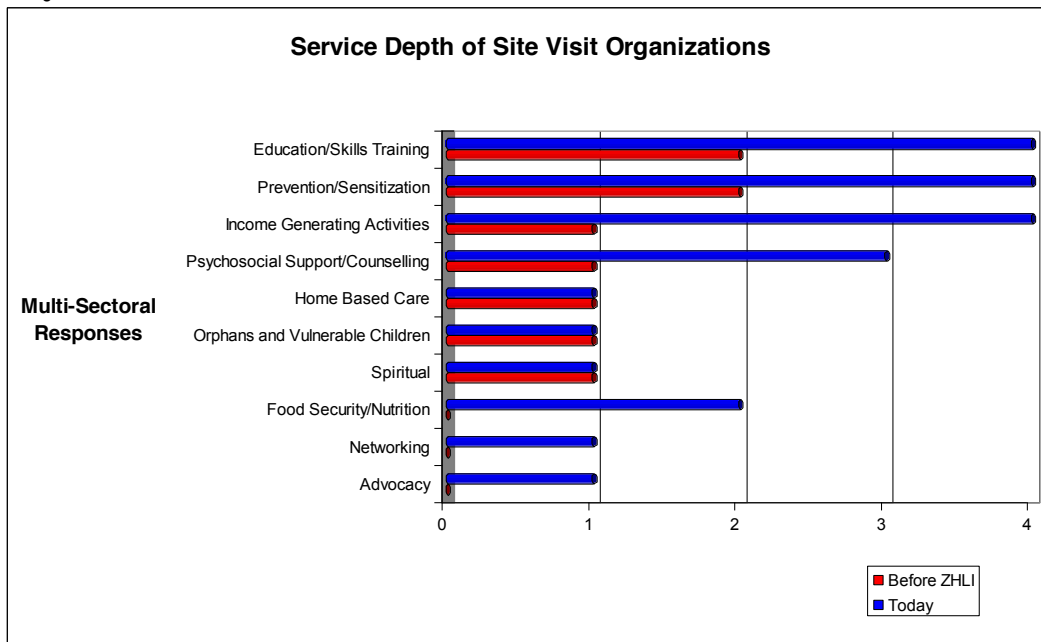
Figure 5 shows changes in the geographical reach of organizations since joining ZHLI. In developing this graph, an organization scored 2 points for each town, village, chiefdom or district served, and 1 point for each center (school, clinic, support group) operated in. As the graph shows, all organizations except NZP+ have increased their geographical reach since joining ZHLI. GFC, YDO and SYA have all significantly increased their geographical reach by expanding programs to work with at-risk communities in rural areas of their province.

Figure 5



Changes in service depth were determined by recording the range of services offered by site visit organizations both before joining ZHLI and today. This is in line with ZHLI's goal to foster a multisectoral response to HIV/AIDS in Zambia. Figure 6 shows the number of site visit organizations operating in different program sectors both before joining ZHLI and today.

Figure 6



As the graph shows, three new sectors have been entered into – Food Security/Nutrition, Networking, and Advocacy. These new sectors are particularly exciting because they show that organizations are aware of the multifaceted nature of HIV/AIDS issues, which requires a multisectoral response. Other sectors experiencing significant growth were Income Generating Activities, Education/Skills Training, and Prevention/Sensitization. The largest growth area of Income Generating Activities is also important because it highlights program sustainability and the mobilization of local resources as priority areas for ZHLI organizations.

Changes in service quality were also addressed during the site visits. This was achieved by triangulating the opinions of three discussion groups, one consisting of members of the organization, one of beneficiaries, and one of key informants (teachers, government officials, health professionals, nonprofit managers etc.). Service quality data was collected for each program currently operated by each site visit organization. Index values for service quality were generated by combining two scores. The first score was binary, and based on whether a program was listed unprompted by each discussion group. The second score was a program score given, on a five point Likert scale, by each discussion group. When choosing impact scores, discussion group participants were encouraged to focus on service quality rather than service reach.

Figure 7 below, shows program index scores averaged across all of the programs operated by each site visit organization. Results can be read according to the following scale:

Score	Meaning
80 – 100	Very High Impact
60 – 80	High Impact
40 – 60	Average Impact
20 – 40	Low Impact
0 – 20	Very Low Impact

As the graph shows, three of the five site visit organizations (GFC, KHBC and NZP+) had service quality scores falling within the High Impact range. The other two organizations (YDO and SYA) had service quality scores towards the upper end of the Average Impact range. One common feature of these two

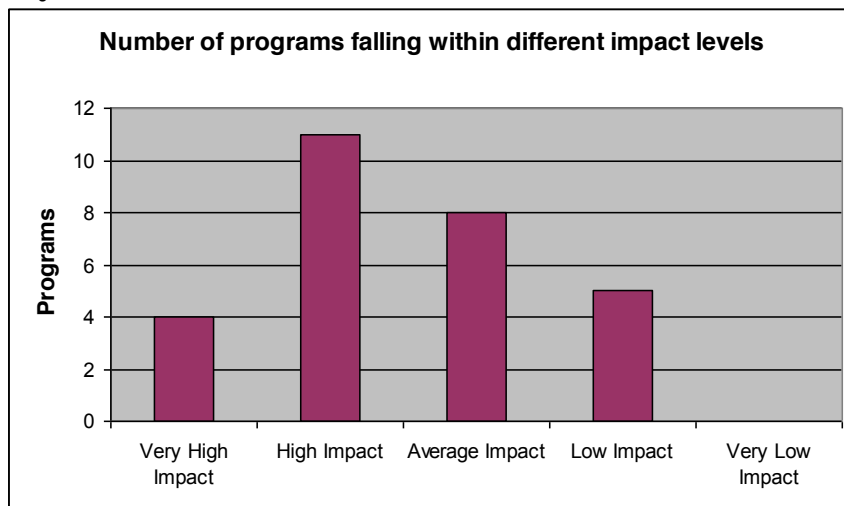
lower scoring organizations is that they are operating the largest number of programs SYA 9, and YDO 7. The other organizations all run between 3 and 5 programs and may have scored more highly because they are better able to focus their efforts on a smaller number of priority programs.

Figure 7



These average scores somewhat obscure the richness of the data and the range of impact scores of programs. Figure 8 shows the total number of programs falling within each impact level. that the graph shows that the modal program of the site visit organizations is High Impact, and that more than 50% of programs were reported as having High Impact or Very High Impact. Not one program was classified as having Very Low Impact.

Figure 8



To compensate for the lack of available baseline data on service quality, qualitative data on changes in service quality, while participating in ZHLI, was collected and triangulated with the help of the three

discussion groups. Annex E includes a table that breaks down organization and program level changes in service quality. Although it is not possible to directly attribute these results to ZHLI (beneficiaries and key informants may not even be aware of the program), it is believed that by following the logic of the evaluation methodology we are capturing attribution of benefits indirectly. For the purposes of the final evaluation, however, an additional question will be added to the 1A survey, further enriching the data around attribution.

The triangulated changes in service quality, reported in ANNEX E, are almost exclusively positive in nature. Examples of improvements in service quality that have been experienced in more than one community as a result of the work of a ZHLI participant include the following:

1. Improved nutrition of people living with HIV/AIDS – The introduction of food security and nutritional programs into the multisectoral approach of ZHLI organizations has resulted tangible improvements in nutrition and health outcomes for people living with HIV/AIDS.
2. Fewer street children – OVC programs around community schooling and income generating activities for youths have motivated young people and given them something positive to do. This has resulted in a visible reduction in the number of street children in the communities where ZHLI organizations are operating.
3. Reduced stigma and discrimination against people living with HIV/AIDS – The involvement of people living with HIV/AIDS in productive activities (poultry farming, teaching) has combined with successful sensitization programs to foster a new, and less negative, understanding of the disease in communities where ZHLI organizations are operating.
4. Increased numbers of people accessing voluntary counseling and testing (VCT) – Counseling and outreach programs operated by ZHLI organizations are encouraging beneficiaries to attend VCT to get confirmation of their HIV status.
5. Reduced death rate – All of the above outcomes are combining to produce a tangible reduction in the death rate from HIV/AIDS and optimistic infections in communities served by ZHLI organizations.

6. Assessing the Effectiveness of Linkages

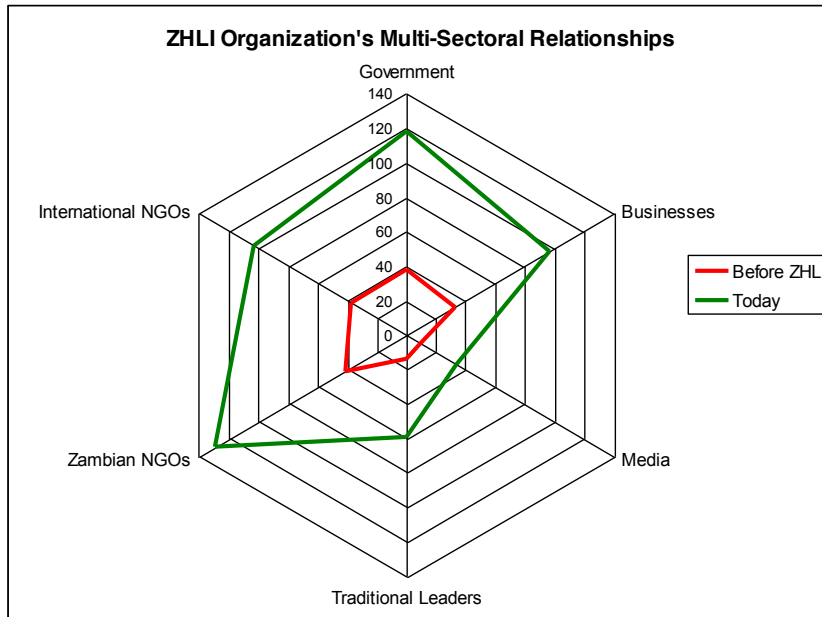
During the site visits, the evaluation team examined whether project supported interventions had brought about additional linkages between ZHLI participants and other organizations operating in key sectors. The six sectors analyzed were those considered integral to the success of ZHLI – government, business, the media, traditional leaders, Zambian NGOs and international organizations.

Quantitative data on the strengths of multisectoral linkages was collected by asking participants to list the organizations with which they worked both at the time they joined ZHLI, as well as at the time of the site visit. Participants were then asked to rate the frequency of their collaboration with each organization at both times, using the following scale:

Score	Meaning
5	More than once a week
4	About once a week
3	About once a month
2	Two to five times a year
1	Once a year

Figure 10, below, shows how the total volume of linkages that the five site organizations have with each sector has changed over time. The ‘volume’ of linkages refers to the total number of linkages multiplied by the frequency of collaboration.

Figure 10



The graph shows that the volume of linkages has greatly increased with all six sectors during the period of ZHLI. In total, the volume of linkages has increased by 313%. The greatest proportional increase in collaboration has been with traditional leaders (412%), and the smallest proportional increase has been with international organizations (278%). In absolute terms however, increases in collaboration with Zambian NGOs (88), government ministries and departments (80), international organizations (66) and businesses (64), far outweighs increases with traditional leaders (45) and the media (24).

Participants indicated that collaboration with Zambian NGOs had increased significantly due to: (1) the multisectoral fight against HIV/AIDS bringing NGOs together; and (2) other NGOs seeing what ZHLI partners had to offer.

Collaborations with international organizations intensified because: (1) due to increased activities ZHLI partners were seeking new partnerships and funding sources; (2) existing donors introducing organizations to new donors; and (3) international organizations needing local partnerships to get global funds.

The following reasons were given for the large increase in the volume of government linkages: (1) government departments are key stakeholders in programs; (2) expansion of activities has led to contact with additional government ministries; and (3) the DATF and PATF have helped to link NGOs with government ministries and departments.

Linkages with businesses also increased significantly because of: (1) lobbying for financial assistance for events; (2) the increase in income generating activities; and (3) expanded business due to the growth of the organization.

Links with traditional leaders have increased because: (1) some organizations have expanded beyond urban areas and need to target headmen; and (2) because leaders saw how organizations worked with other communities and wanted to join. However they have been limited in their growth because some organizations do not operate in rural areas.

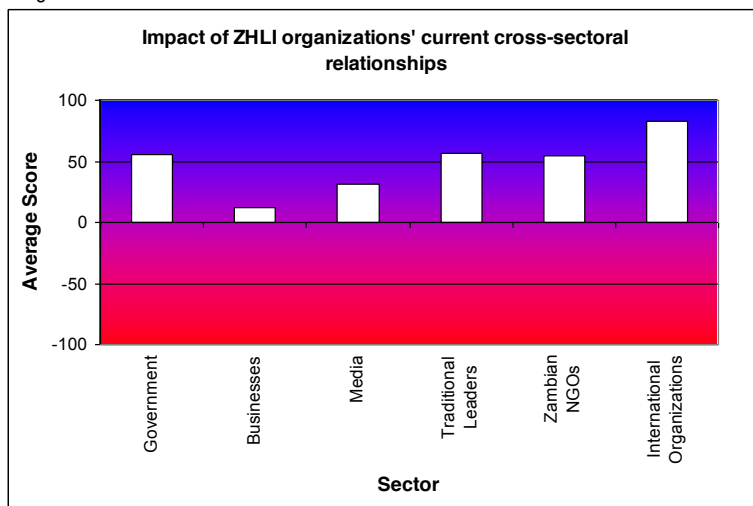
Linkages with the media have also seen a limited increase. On the positive side: (1) there are new community radio stations; and (2) the media started appreciating the work of organizations after hearing from the community. However, on the negative: (1) the media require organizations to pay them for coverage; and (2) the impact of relationship is low.

To determine the extent to which the observed increase in volume of linkages could be attributed to participation in ZHLI, the evaluation team observed how often site visit organizations directly mentioned either ZHLI or a ZHLI program component as a reason for the development of linkages with at least one of six sectors. The sectors with which ZHLI was most regularly credited with assisting linkages were international organizations (80%) and Zambian NGOs (60%). In terms of strengthening linkages to international organizations, participants noted that ZHLI had raised their organization’s profile, and built capacity to the extent that they impressed international donors. In terms of linkages with Zambian NGOs, participants said that ZHLI activities had helped them to meet organizations with similar interests, and that program activities had helped them to understand the importance of networking. In each of the other four sectors of analysis, ZHLI was credited as strengthening linkages by at least one of the five site visit organizations.

In order to assess the quality of linkages, the evaluation team asked site visit organizations to describe the impacts (positive or negative) of multisectoral relationships on programs and services. The veracity of these quality statements was triangulated by asking organization members, beneficiaries and key informants how strongly they agreed or disagreed with them.

Figure 11 shows composite index scores of quality for each of the six sectors. Scores approaching +100 indicate that the impact of linkages on programs has been extremely positive, scores around +50 indicate positive impact, scores around 0 indicate no impact, scores around -50 indicate negative impact, and scores around -100 indicate a very negative impact on programs.

Figure11



We can see that relationships with international organizations are perceived to have a particularly positive impact upon programs and services. Benefits of these relationships, reported by organizations, included expanded services, increased capacity, and additional resources. In contrast the positive impact of business, and to some extent media linkages, is reported to be low. Businesses are described as being difficult to interact with and only interested in financial gain, although they are credited with selling goods from income generating activities and providing in-kind donations. Relationships with traditional

leaders, government and Zambian NGOs are all reported to have generally positive impacts on programs and services.

The above analysis describes a situation where high quality linkages have thrived, and where partner organizations credit ZHLI as a major catalyst in developing these linkages. Moreover, it appears these strengthened multisectoral linkages have had numerous positive impacts on the HIV/AIDS programs and services of participant organizations.

7. Sustainability of Program Interventions

As described above, Pact's grant has resulted in the enhancement of the quality and reach of services provided by local NGOs. Improvements in quality and reach were attained through a variety of changes at the organizational level, the most significant being changes related to strategy, collaboration and alliances, and processes and systems. These sector developments can be sustained beyond the life of the program, but will require carefully thought out strategies to ensure ongoing commitment to and resourcing of key capacity building activities.

One important strategy Pact has employed to sustain ZHLI OD interventions is the "Linking NGOs to Capacity Services" (LINCS) event, which was held in March 2006. Operating along the lines of a "silent auction" for capacity building services, local capacity building service providers were invited to set up display booths and take questions from local NGO "consumers". The consumer-participants, Pact's ZHLI partners, participated in the auction and bid for needed services using capacity building accounts and, in some cases, managed to obtain "sponsorship" from other donors³. Twenty six services were purchased during the event.

LINCS is helping to foster a local CB marketplace, has resulted in the development of a strong and growing service provider association, and is generating the interest and direct financial support of other donors (such as SNV, the Netherlands Development Organisation, which plans to support the ongoing development of a directory of capacity building service providers).

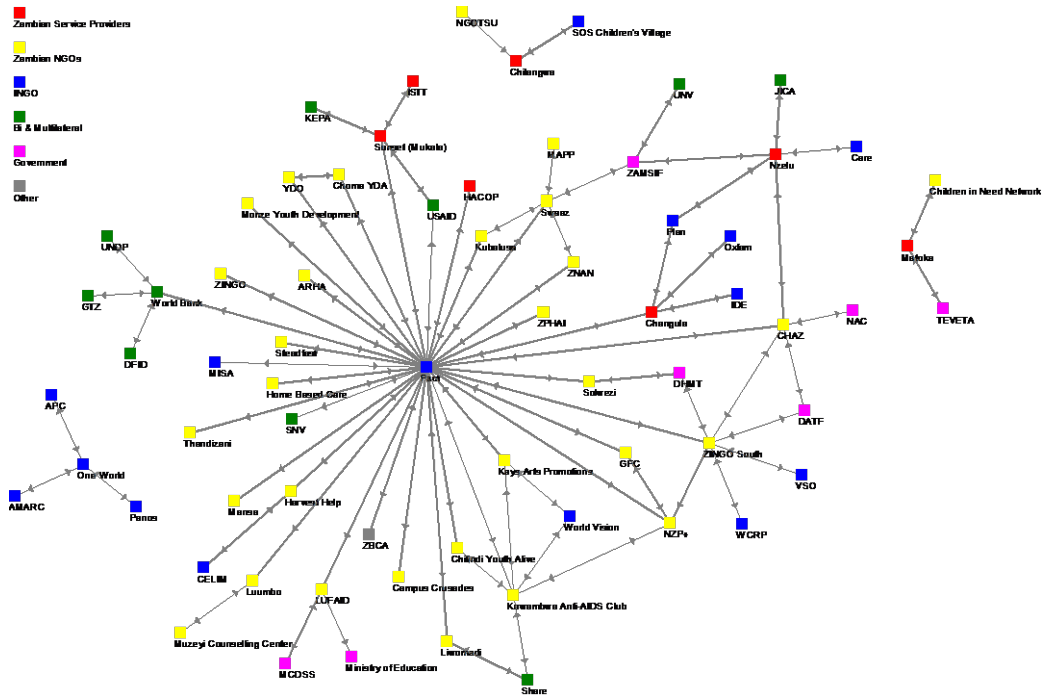
The event provided Pact with a great deal of data about the strength of the capacity building "marketplace" and Pact's role in it. The map below shows the existing pattern of collaboration around capacity building in Zambia reported by LINCS participants⁴.

The map shows a relatively well connected network of collaboration with 60 participants. The average path length between organizations operating in this network is 2.95. This means that flows of information take an average of around three steps to reach any organization within the network. Moreover, the Network Reach score for this network is 0.301. This means that 30% of organizations can access any part of this network in two steps or less.

³ During the March LINCS event, ZHLI partner YDO Choma bid on a financial management service and successfully secured sponsorship from the European donor GTZ for this activity, which was estimated to cost 8 million Kwacha (approximately \$3000).

⁴ This map was generated using InFlow social network analysis software.

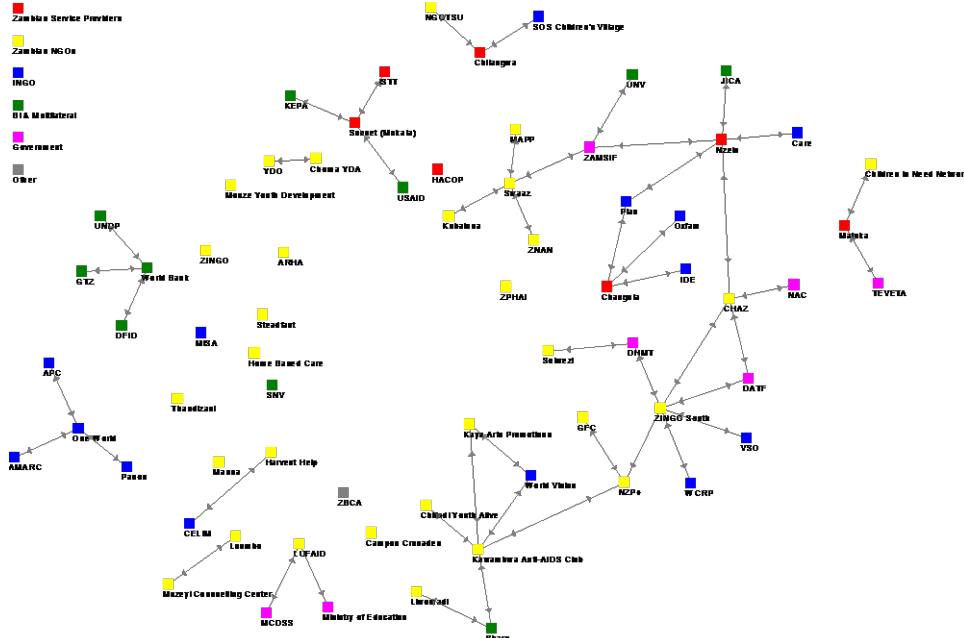
Network of Collaboration around Capacity Building in Zambia



We can see, however, that Pact plays a central role in holding together this network of collaboration. The social network data supports this assertion. Pact has a “betweenness” score of 82%, indicating that Pact plays a role in supporting 82% of linkages within the network. The next highest betweenness score of only 13% is held by CHAZ, one of Pact Zambia’s key local partners. The overall network has a centralization score of 80%, which is more than double the recommended 30% threshold, indicating that the network is currently exceptionally vulnerable to the loss of its central member, Pact.

The second map below shows what would happen if Pact were removed from this network today.

Theoretical Network of Collaboration (with Pact Removed)



We can see that the previously large network has splintered into a number of smaller clusters. The largest remaining network of collaboration contains only 29 participants. Despite this, the average path length has increased to 3.96, and the network reach score of 0.202 indicates that only 20% of members can access any part of this network in two or fewer steps.

This is an important finding as it suggests the importance of a “network weaving” strategy that will focus on strengthening the connections between the various clusters (rather than maintaining a network that is so heavily reliant on Pact’s presence). Network weaving is already underway with the development of ZANGO, the ZHLI-inspired NGO association (see Unintended Consequences section for more detail), as well as a nascent association of Zambian capacity building service providers. Both have resulted in new linkages among NGOs and service providers. Network weaving is also evident in the renewed focus on the networking components of the program, specifically the SALT mechanism.

Pact is also encouraging the ongoing collaboration of organizations to identify promising local sources of income to support multisectoral HIV/AIDS response. As noted above, one of the biggest growth areas in the program has been related to the topic of income generation. Innovations already being discussed and tested suggest that by the program’s end, numerous resource mobilization lessons will have been learned and disseminated, thus enhancing the capacity of ZHLI organizations to sustain their activities.

8. Addressing Unintended Consequences

A number of unintended consequences of ZHLI, both positive and negative, have been noted by Pact staff at the midpoint of the intervention. These are outlined and discussed in the following section:

1. Formation of Zambian NGO Alliance (ZANGO)

A number of particularly active ZHLI participant organizations have formed an umbrella organization, ZANGO, to complement the collaboration fostered through ZHLI. Pact is very excited about this development and views ZANGO as a mechanism through which sustainability can be built around organizational sharing and collaboration. To this extent, ZHLI will seek to nurture and encourage ZANGO activities throughout the second half of the program, where possible enabling ZANGO to take a shared role in leading activities. One practical example of this is to facilitate maximum usage and ownership of the ZHLI Impact Alliance web-portal, through the SPARK component of the initiative. The web-portal will facilitate ongoing communication between ZANGO affiliates, and their contemporaries worldwide, and is intended to be an ongoing presence for ZHLI values long beyond the completion of programmatic activities.

2. Formation of an Association of Local Capacity Building Service Providers

Following the Zambia LINC (Linking NGOs with Capacity Services) marketplace event, under the SPARK component of ZHLI, a group of local capacity building service providers decided to form a professional association. The stated mission of this umbrella organization is “to provide quality professional services to Zambian Non-Governmental Organizations.” Pact Zambia hopes to leverage this association to promote capacity building of local NGOs by local service providers who are better able to respond to their needs. During the second half of ZHLI, efforts will be made to ensure the firm establishment of this association, and to promote its sustainability as a long-term option for high quality capacity building. This will be achieved by facilitating a web-presence for the association on the Impact Alliance website, and by making the association central to activities related to capacity building accounts, including any future LINC events.

3. Need for Increased Organizational Mobility

As service reach has expanded to include previously underserved rural areas, so the need for increased mobility has surfaced. At every site visit organization, improved transportation for staff and volunteers was identified as an urgent priority need. At the same time, as noted previously, linkages with media organizations experienced relatively small growth during the first half of ZHLI. One powerful option for ZHLI would be to strengthen the programmatic focus on nonprofit-media collaboration. Local radio stations operate in all five site visit communities and reach deep into the rural areas targeted by organizations. The potential of these stations to reach the communities with powerful messages using existing NGO competencies in drama, nutrition and small scale income generation is presently untapped, and would be a highly valuable use of ZHLI resources during the second half of the initiative. The SALT component is an ideally situated to achieve this.

4. Turnover in NGOs

ZHLI has brought with it numerous opportunities for the training of NGO staff and volunteers. During the evaluation site visits, a number of organizations reported having lost trained members as they took advantage of new educational and employment opportunities. Although there is little that ZHLI can do directly to alter this situation, Pact Zambia might use an Executive Leadership conference encourage and guide partner organizations in the use of training contracts and bonding of staff/volunteers to reduce the impact of this unintended consequence.

5. Increased Emphasis on International Funding

Funding through ZHLI has had ripple effects that extend far beyond the program. Participant organizations report that their increased capacity, as well as their relationship with an internationally recognized organization (Pact), has caused other international donors to take notice of their activities. All five site visit organizations reported significant inflows of external funding. The impact of these relationships was highlighted in Figure 11, which shows that perceived value of relationships with international organizations is relatively greater than that of relationships with other sectors. Although this is not necessarily a bad thing, it does occasionally manifest itself in negative ways. For example, some of the site visit organizations spoke of having to reduce activities due to reduced funding, while other spoke of altering programmatic emphases in line with external funding streams.

Given that the development of a sustainable and independent Zambian nonprofit sector is imperative for the long-term struggle against HIV/AIDS and poverty in the country, this unintended consequence must be addressed in the second half of ZHLI. Emphasis must be placed, through the Executive Leadership and MTCA components, on beneficiary-driven programming, business planning for sustainability, and leveraging local resources.

9. Conclusions

The exceptional outcomes outlined in previous sections cannot be attributed solely to organizational participation in ZHLI components. Dedicated staff and volunteers, assistance from other international organizations, and advances in the global struggle against HIV/AIDS are amongst the numerous other factors have a significant impact on HIV/AIDS outcomes in Zambia. Nonetheless, Pact's comprehensive evaluation methodology has enabled us to make the following observations at mid-term:

1. Every ZHLI partner organization responding to the 1A survey reported net positive change in organizational capacity as a result of participating in program components of the initiative.

2. Of the 15 organizations attending the 1B focus group discussion, 14 reported that changes in organizational capacity brought about by ZHLI had improved their service reach. All 15 organizations reported that their increased capacity had directly contributed to improved service quality.
3. Results from the five site visits verified that, in the case of these particular organizations, increases in service reach and quality had indeed occurred during their time as ZHLI partners.
4. Increases in the service reach and quality of site visit organizations has contributed to achieving community level outcomes, including, but not limited to, improved nutrition of people living with HIV/AIDS, Fewer street children, reduced stigma and discrimination, increased numbers of people accessing VCT, and a reduction in the death rate.
5. Site visit organizations reported increases of between 278% and 412% in the volume of their linkages with key sectors – government, business, the media, traditional leaders, Zambian NGOs and international organizations. All five organizations also reported that their strengthened network of partners was having positive impacts on programs.

10. Recommendations and Action Plans

Given the results of the mid-term review, there are a number of steps that might be taken in order to enhance the chances for success in achieving program objectives during the second half of ZHLI. Recommendations are broken down into two categories, component level recommendations relating specifically to adjustments to the various ZHLI components, and general recommendations which embrace the entire initiative.

Component Level Recommendations

- MTCA – Pact needs to ensure the ongoing documentation and dissemination of tools, particularly those developed within the network of ZHLI partner organizations. An annual MTCA publication, available both in hard copy and on the Internet would help to build the profile of tools and enable dissemination to a wider audience. Tool development should also be focused on areas of particular value to partners, including, but not limited to income generating activities, and mobilizing local resources. These changes to the MTCA component will be managed from Zambia by Anthony Matoka and Jack Kalipenta. Internet based functions will be managed by Elizabeth Kummer and Matt Reeves.
- SALT – With the assistance of CHAZ, develop and implement a more structured model for SALT interaction. Exchange visits and shared learning between SALT Teams should be encouraged, as should the use of a database linking SALT Team needs to local competencies. Ensure the documentation and dissemination of best practices and lessons learned from SALT activities. Best practices may be sought both from within Zambia and externally - the SALT model is currently undergoing further testing and refinement in a Natural Resource Management program in Bolivia and a Trafficking in Persons initiative in Cyprus. In Zambia, Anthony Matoka and Catherine Phiri will be responsible for redesigning SALT. They will be assisted by Evan Bloom, Elizabeth Kummer, and Matt Reeves. An early draft of suggestions for revising the structure of the SALT component is included in Annex F.

- Innovation Marketplace – Ensure that learning from next year’s event is harnessed and used to the full benefit of ZHLI partners, rather than just those attending the event. One possibility for this would be to focus the MTCA conference in 2008 on assisting partners to take full advantage of successful Innovation Marketplace tools. ZHLI Program Manager, Anthony Matoka will take primary responsibility for this, with technical assistance provided by Evan Bloom, Elizabeth Kummer and Matt Reeves.
- SPARK – Make use of the ZHLI Impact Alliance web-portal as a space for documenting, disseminating and discussing the latest information and tools. Encourage an ongoing online discussion between ZHLI partner organizations. The web-portal will be managed from Washington DC by Elizabeth Kummer and Matt Reeves.
- CBAs – Pact believes that Capacity Building Accounts have great potential as a tool for institutionalizing sustainable, long term capacity building efforts in Zambia and beyond. CBAs will be heavily promoted through the second half of ZHLI. SNV has already committed to cosponsor a second LINCOS event, and Pact will continue to emphasize the consumer choice/power of ZHLI’s NGO participants. Responsibility for this effort is shared between Zambia and Washington, with Anthony Matoka and Evan Bloom taking the respective leads.
- Executive Leadership – Develop and refine the Executive Leadership component of ZHLI for the remainder of the program. Set clear annual goals for this component which are then monitored on a regular basis. Highlight best practices and lessons learned on the ZHLI web-portal. Jack Kalipenta will be responsible for setting annual goals, aided by Elizabeth Kummer, Anthony Matoka, and Matt Reeves. Nalukui Sii Kazilimani will take primary responsibility for monitoring results.

General Recommendations

- Technology – As mentioned previously, technology is the intermediate change type that has been impacted the least by participation in ZHLI components to date. A sentiment expressed by one participant and echoed by many is that there has not been “much from Pact” in this area during the first half of ZHLI. In order to improve in this area, Pact should seek to develop partnerships with regional organizations that have core competencies in this field. Assisting partners in developing Internet cafes and/or computing classes would have the dual effect of improving organizational technology outcomes and stimulating resource mobilization.
- Learning and Innovation – One particular concern at mid-term is the reported impact of programs on learning and innovation in organizations, which appears to be having relatively little effect on service reach and quality. It will be important for Pact to make additional efforts to ensure that innovative practices and organizational learning is carefully nurtured, documented, shared, and adopted throughout the remainder of the initiative. More active facilitation of SALT teams and greater use of the ZHLI web-portal are two mechanisms by which this might be achieved.
- Resource Mobilization as a Core Component – At the 1B focus group discussion, a number of organizations suggested adding resource mobilization to the list of intermediate change types at the core of ZHLI. Given the previous discussions around expanding income generating activities and mobilizing local resources, this appears to be very much in line with the future direction that Pact envisages for ZHLI.

- Local Media as an Outreach Tool – The potential for outreach through local radio stations was highlighted in the unintended consequences section of this report. Although Pact worked alongside MISA in developing a media plan during the first few years of ZHLI, little progress has been made in implementing the results. Given the findings of the mid-term review, media collaboration should be reconsidered as a priority consideration
- Sustainability / Viability of Organizations – The ongoing sustainability of partner organizations and their activities is a key concern for the second half of ZHLI. As mentioned in the unintended consequences section, some organizations appear to have become more, rather than less, dependant on external funding during the first three years of the program. Sustaining the legacy of ZHLI through viable and impactful organizations will be a key part consideration in developing all program activities throughout the final two years of the initiative.
- ZHLI Mark of Excellence for Successful Participants – One mechanism for recognizing the efforts of ZHLI partners is the awarding of ZHLI marks of excellence. These could be used to highlight organizations that are capable of performing an ongoing leadership role in the Zambian NGO ecology.

12. Lessons Learned and Their Dissemination

Pact plans to disseminate findings from the midterm evaluation to a variety of audiences using a variety of mechanisms. Most importantly, Pact must share the results with ZHLI partners in Zambia whose valuable inputs, observations, and reflections formed the foundation of this evaluation and will be essential for the ongoing success of the program. A sample results synthesis for Groups Focused Consultations, one of the site visit organizations, is included in Annex G.

In response to partner demand, Pact will post a synthesis of research findings on the ZHLI portal. For partners who do not have internet access, hard copies of results summaries will be disseminated at upcoming partner meetings. Pact staff will encourage partners to become involved, as appropriate, with the monitoring and implementation of evaluation recommendations.

The ZHLI's unique theory of change methodology has generated a great deal of interest from Pact staff, both in Washington DC and in field offices around the world. In particular, Pact's HIV/AIDS working group is hoping to learn lessons from this approach that can be applied to other HIV/AIDS programs Pact is implementing. Pact will share electronically with Pact constituents a detailed guide to the methodology, as well as a summary of evaluation findings. This will be followed by an internal brown bag lunch later in the calendar year in which the evaluation team will have the opportunity to provide insights on the methodology and lead discussion on how it can be replicated in other programs and/or sectors.

This midterm evaluation also provides an opportunity for sharing lessons learned with peer PVO/INGO colleagues both in Washington and elsewhere in the world. A description of the theory of change approach and key tools have also already been submitted to the European Centre for Development Policy Management (ECDPM) for featuring in a compendium of approaches related to evaluation of capacity building. We also plan to post methodology guidelines in the Monitoring and Evaluation folder of the Impact Alliance portal for the review of Alliance members and partners.

Pact also recognizes the importance of sharing the midterm evaluation findings with USAID constituents and will make ourselves available for any relevant discussions or events on the topic.

Annex A: 1A Survey

1. Organization name:
2. Name of respondent (optional):
3. District and Province of operation:
4. How many full time members of staff do you have?
5. What type of organization are you registered as? (NGO, CBO, FBO etc) (Indicate any that apply)
6. Which of the following ZHLI program components have you ever participated in? (please tick where appropriate):

ZHLI PROGRAM COMPONENTS:	
Organizational Capacity Assessment (OCA)	
Executive leadership workshops	
Multisectoral Tools for Community Action (MTCA) workshops	
Innovation Marketplace	
Capacity building account grants	
Sharing and Learning Teams (SALT)	
SALT grants	
Other (please specify:)	

7. What other capacity building support have you received from sources outside of the ZHLI program?

Directions:

Below you will find eight types of change that the Zambia HIV/AIDS Learning Initiative is designed to impact. For each change type (strategy, collaboration/alliances, processes/systems, etc.), consider how your organization has changed since beginning its participation in the ZHLI program. A definition of each change type is provided to help you understand the change type. In the space provided, list a few examples of the changes in the area.

For each change type, several examples of specific changes are provided. For each of these specific changes, consider whether your organization has experienced improvement (greater capacity), no change or a decline (loss of capacity). If your organization did experience change – either improvement or decline – in one of these, consider whether the change was slight, moderate or great. In the grid to the right of each item, place a single mark in the box that most closely corresponds with the magnitude of change your organization has experienced.

The last item in each section of the survey allows you to rate your organization's overall change in that area. Take into account the items you listed in the beginning of the section, the list of changes and any other change your organization has experienced related to the change type.

About this survey:

Thank you for taking the time to respond to this survey. It is a key part of our effort to ensure that your organization is benefiting from participation in ZHLI. With further analysis, we will use the data to determine which components of the program need improvement and which are providing the most value.

At a future event, we will share with you a summary of your responses and ask you to think further about how these changes have impacted your fundamental ability to serve your communities and beneficiaries.

Change Type 1: Strategy

A change in the organization's direction based on mission and vision, response to the external environment or some other long-term, strategic consideration.

Since your organization began participating in the ZHLI program, what are the most important changes your organization made or experienced in the area of strategy?

.....

In particular, has your organization experienced any changes in:

	DECLINE			NO CHANGE	IMPROVEMENT		
	Great	Moderate	Slight		Slight	Moderate	Great
Mission?							
Vision?							
Strategic planning?							
Organizational/Work Planning?							
Fundraising & Publicity Strategy?							
OVERALL STRATEGY							

Which ZHLI program component (see list on page 1) do you think contributed the most to changes in this area?

Change Type 2: Collaboration and Alliances

A change in the way an organization works with other organizations and institutions for service delivery, capacity building or learning

Since your organization began participating in the ZHLI program, what are the most important changes your organization made or experienced in the area of collaboration and alliances?

.....

In particular, has your organization experienced any changes in:

	DECLINE			NO CHANGE	IMPROVEMENT		
	Great	Moderate	Slight		Slight	Moderate	Great
Partnership/collaboration with other							

NGOs/CBOs/FBOs?							
Partnership/collaboration with government?							
Partnership/collaboration with private sector?							
Partnership/collaboration with media?							
Partnership/collaboration with traditional leaders?							
OVERALL COLLABORATION & ALLIANCES							

Which ZHLI program component (see list on page 1) do you think contributed the most to changes in this area?

Change Type 3: Processes/Systems

A change in an organization's methods of operation. This includes, but is not limited to, changes in governance, financial management, fundraising and human resource allocation.

Since your organization began participating in the ZHLI program, what are the most important changes your organization made or experienced in the area of processes/systems?

.....

In particular, has your organization experienced any changes in:

	DECLINE			NO CHANGE	IMPROVEMENT		
	Great	Moderate	Slight		Slight	Moderate	Great
Financial management systems? (for example, budgeting, bookkeeping, reporting, accountability)							
Monitoring and evaluation systems? (systematic collection of data to assess performance and progress towards goals)							
Information management/communication systems? (for example, documentation, storage, dissemination)							
Proposal writing/resource mobilisation?							
Recruitment processes?							
OVERALL PROCESSES & SYSTEMS							

Which ZHLI program component (see list on page 1) do you think contributed the most to changes in this area?

Change Type 4: Learning/Innovation

The acquisition and development of new ideas to an organization's operations and service delivery.

Since your organization began participating in the ZHLI program, what are the most important changes your organization made or experienced in the area of learning/innovation?

.....

.....

In particular, has your organization experienced any changes in:

	DECLINE			NO CHANGE	IMPROVEMENT		
	Great	Moderate	Slight		Slight	Moderate	Great
Integrating promising practices and innovations into traditional programs?							
Developing innovative practices internally?							
Applying multisectoral approaches by adapting them to HIV/AIDS response?							
Staff and volunteer skills training?							
OVERALL LEARNING & INNOVATION							

Which ZHLI program component (see list on page 1) do you think contributed the most to changes in this area?

Change Type 5: Policy

A change in the rules and internal guidelines that guide the organization's operation

Since your organization began participating in the ZHLI program, what are the most important changes your organization made or experienced in the area of policy?

.....

In particular, has your organization experienced any changes in:

	DECLINE			NO CHANGE	IMPROVEMENT		
	Great	Moderate	Slight		Slight	Moderate	Great
Human resource policy?							
Financial policies?							
Documentation of policies?							
Application of policies?							
OVERALL POLICY							

Which ZHLI program component (see list on page 1) do you think contributed the most to changes in this area?

Change Type 6: Technology

A change in an organization's use of technology to support the achievement of its objectives

Since your organization began participating in the ZHLI program, what are the most important changes your organization made or experienced in the area of technology?

.....

.....

In particular, has your organization experienced any changes in:

	DECLINE			NO CHANGE	IMPROVEMENT		
	Great	Moderate	Slight		Slight	Moderate	Great
Technology assets? (for example, access to computers, internet, phone, etc.)							
Technology skills?							
Use of technology in management?							
Use of technology in service delivery?							
OVERALL TECHNOLOGY							

Which ZHLI program component (see list on page 1) do you think contributed the most to changes in this area?

Change Type 7: Structure

A change in the way an organization organizes its human resources to achieve an objective

Since your organization began participating in the ZHLI program, what are the most important changes your organization made or experienced in the area of structure?

.....

In particular, has your organization experienced any changes in:

	DECLINE			NO CHANGE	IMPROVEMENT		
	Great	Moderate	Slight		Slight	Moderate	Great
Governance structure?							
Organizational/management structure?							
Job descriptions/responsibilities?							
Staffing?							
OVERALL STRUCTURE							

Which ZHLI program component (see list on page 1) do you think contributed the most to changes in this area?

Change Type 8: Culture

A change in the beliefs, values, customs, attitudes and norms that influence how an organization operates.

Since your organization began participating in the ZHLI program, what are the most important changes your organization made or experienced in the area of organizational culture?

.....

.....

In particular, has your organization experienced any changes in:

	DECLINE			NO CHANGE	IMPROVEMENT		
	Great	Moderate	Slight		Slight	Moderate	Great
Staff and volunteer morale?							
Staff and volunteer participation in decision-making?							
Staff and volunteer turnover?							
Organization's ability to handle change?							
OVERALL ORGANIZATIONAL CULTURE							

Which ZHLI program component (see list on page 1) do you think contributed the most to changes in this area?

Annex B: 1B Focus Group Protocol and Worksheet

Objectives:

1. Introduce participants to the concepts of impact-level change, service reach (characterized by depth and breadth), and service quality
2. Collect organizational-level data on impact-level changes, and their connection to intermediate-level changes
3. Provide a forum for program participants to share their changes and success stories from the first two years of the program

Participants:

A sample of 15 participants will be selected as a sample of all organizations participating in the ZHLI program. We will ensure representative distribution across program components. We believe that, with sufficient population size, no deliberate control of region will need to be made.

Agenda:

- I. Warm Up – Review of ZHLI program components
- II. Discussion of Intermediate Change Types – This section is to reacquaint participants with the 1A portion of the survey to which they have already responded. It will include both a general overview of the intermediate change types and a presentation of their organization-specific examples of intermediate change types, relating them to ZHLI program components.
- III. Introduction and Discussion of Impact Change Types, Service Reach and Service Quality – Through a group brainstorm and sharing of examples, this session reintroduces participants to the concepts of reach and quality. Participants will then focus on their own organizations, listing examples of impact level change that they have experienced since they began participating in ZHLI.
- IV. Linking Intermediate Changes to Impact-Level Changes – This is the critical step in which impact-level and intermediate changes are linked. Again employing a sort of “critical incident” approach, participants will be asked to list, on a worksheet, specific examples of intermediate changes they have experienced since the beginning of their participation in the ZHLI program. Then they will be asked to indicate (on the Likert Tool Worksheet below) how these changes contributed to these examples of impact level changes, and their service reach and quality more generally. Model answers will be completed as a group before individual organizations complete their worksheets.
- V. Discussion of Results - This is an opportunity for organizations to review overall responses from the previous section in a graphical, summary format and begin to express some ideas as to *why* their responses were as they were. Worksheets are collected and summary bar charts of intermediate and impact level change types are prepared and discussed.
- VI. Community Level Outcomes – Organizations are asked to submit examples of community level outcomes resulting from their organizational-level changes in service reach and service quality. These outcomes will be examined by external evaluators in August 2006.
- VII. Program Debrief – Participants are asked to suggest refinements to ZHLI that will help to foster greater changes in each of the eight intermediate level change types.
- VIII. Closing

Sample 1B Likert Tool Worksheet

Score Key:

- 3 = Great Improvement
- 2 = Moderate Improvement
- 1 = Slight Improvement
- 0 = No Change
- 1 = Slight Decline
- 2 = Moderate Decline
- 3 = Great Decline

Change Type	Examples/Critical Actions	Impact on Program		
		Depth	Breadth	Quality
Strategy				
Collaboration & Alliances				
Processes & Systems				
Learning & Innovation				
Policy				
Technology				
Structure				
Culture				

Annex C: Site Visit Protocol

Day 1, Morning:

Meet for approximately 4 hours with 2 key staff persons from the organization.

Introductions, Purpose & Expectations

The Pact team introduce themselves to the staff of the organization and vice versa. The Pact team introduces the purpose of the session:

- Mid-point of ZHLI
- Review of progress to date, conducted in three stages:
 1. Survey completed by all 45 beneficiary organizations
 2. Focus group conducted with 15 organizations
 3. Site visits conducted with 5 organizations, one from each province
- Results will assist us to make ZHLI more responsive to organizations needs
- Site visit organizations will be ‘featured’ on the Pact website

The Pact team discusses and clarifies the format and expectations for the two-day session:

- Day 1 - meet with 2 key staff
 - visiting programs
- Day 2 - 2 hour meeting with 4-6 organization staff, board and volunteers
 - 2 hour meeting with 4-6 beneficiaries of organizational programs
 - 2 hour meeting with 4-6 key informants (teachers, policy makers, health professionals, business people, NGO CEOs etc.)

The Pact team asks organizational staff for their expectations from this visit.

Biographical Questions

Tell us the story of your organization. How did you come to be involved in the Zambian HIV/AIDS learning initiative?

What were your core programs and activities at the time immediately before you joined ZHLI?

What are your core programs and activities today?

Help staff to group activities into core programs and record a table like the following:

Before ZHLI	Today
Program 1 <ul style="list-style-type: none"> ➤ Activity 1 ➤ Activity 2 ➤ Activity 3 	Program 1 <ul style="list-style-type: none"> ➤ Activity 1 ➤ Activity 2 ➤ Activity 3
Program 2 <ul style="list-style-type: none"> ➤ Activity 1 ➤ Activity 2 	Program 2 <ul style="list-style-type: none"> ➤ Activity 1 ➤ Activity 2
Program 3 <ul style="list-style-type: none"> ➤ Activity 1 ➤ Activity 2 	Program 3 <ul style="list-style-type: none"> ➤ Activity 1 ➤ Activity 2

Programming

Facilitator completes the following matrix for each core program activity, eliciting the answers from staff:

Program Name:	Before ZHLI	Today	Program Achievements since joining ZHLI	Future Targets (2008) Why are these important?
	Core Activities	Core Activities	+ve or -ve points	
	Number of staff/volunteers (gender dist.)	Number of staff/volunteers (gender dist.)		
	Regions served	Regions served		
	Approx number served (gender dist)	Approx number served (gender dist)		
	Narrative:			

Multisectoral Networking

Ask organizational staff to complete the following table for six sectors – government, media, business, traditional leaders, local NGOs, and international organizations.

Example:

Which *government ministries or departments* did you have a relationship with before ZHLI?

Which *government ministries or departments* did you have a relationship with today?

How often did you work with these *ministries and departments* at each time period?

- 5 = More than once a week
- 4 = Once a week
- 3 = Once a month
- 2 = Two – Five times a year
- 1 = Once a year

SECTOR:

Before ZHLI		Today	
Name	How Often	Name	How Often

What explains the way in which your relationships with this sector have developed over time?
Why do your results look like this?

How do your relationships with this sector affect the quality of your programs? (+ve or -ve factors)

Which existing relationship do you hope to strengthen over the next two years?

Which new relationship do you intend to build over the next two years?

Repeat the same questions for all six sectors.

External Awards and Recognitions

Complete the following tables

Has your program received any awards or recognitions for your work since joining ZHLI?

Awarding Organization	Reason for Award

Has your program succeeded in winning funding (amount) from any other sources since you joined ZHLI?

To what extent did ZHLI assist in your obtaining this award, give a percentage figure?

Awarding Organization	Reason for Award	Amount	Pact %

Internal and External Influences

What are the key social, economic, environmental or political external influences that have affected your programs since you joined ZHLI?

What are the key non-ZHLI related internal influences in your organization (positive and negative) that have affected your programs since you joined ZHLI?

Day 1, Afternoon:

The organization arranges a program tour or participatory activity for the Pact evaluation team. The format and itinerary for this session is left to the discretion of the organization and should be designed so as to incur no cost to the organization. Transportation to the program sites will be provided by Pact.

Example formats for this session include, but are not limited to:

1. A guided tour of some of the site where the organization operates.
2. An afternoon at one of the organization's site where the team can chat informally with staff, volunteers and beneficiaries.
3. An opportunity to participate informally for a short while in some kind of program activity.

Day 2 Morning and Afternoon:

Three two-hour discussion groups with 4-6 participants:

- Group 1: organizational staff, board members and lead volunteers
- Group 2: beneficiaries
- Group 3: key informants (teachers, government, health professionals, nonprofit leaders etc.)

Introductions and purpose. Elicit questions from participants.

Program Impacts

What are the core programs and activities of the organization? (Compare with the list generated on Day 1 by key staff)

Taking each core program individually:

What impacts of this program have you seen on beneficiaries and in the community? (Take a few moments to discuss what is meant by impact)

For each program, score the level of impact that the three discussion groups feel that each program has on the various target communities:

5. Very High Impact
4. High Impact
3. Average Impact
2. Low Impact
1. Very Low Impact

What targets they think the organization should set for this program during the next 2 years?

Repeat for all programs

Multisectoral Networking

Create statements on index cards for each sector using the answers to the Day 1 question “How do your relationships with this sector affect the quality of your programs? (+ve or -ve factors)” All statements should be positive, negative statements given on day one should be changed into positive statements for this exercise.

Create the following graphic on a wall space:

	Government	Businesses	Traditional Leaders	Media	Zambian NGOs	International Organizations
Strongly Agree						
Somewhat Agree						
Don't Know						
Somewhat Disagree						
Strongly Disagree						

For each statement ask to what extent participants agree or disagree with the following:

Organization X's relationships with Sector Y has statement.

Place the index card in the appropriate place on the wall and repeat for all cards in that sector.

Is there an additional statement we can add about how Organization X's relationship with Sector Y impacts services and beneficiaries? *Add this statement to the wall*

Which one organization in this sector do you think that Organization X should either strengthen its relationship with or build a new relationship with in the future?

Repeat for all sectors

Annex D: ZHLI Planning Matrix (Original)

GOAL: The goal of the Zambian HIV/AIDS Learning Initiative is to increase the effectiveness and sustainability of HIV/AIDS multi-sectoral collaboration.			
Objectives	Indicators (including baseline and targets)	Measurement and Data Management Methods	Activities
1. Strengthen operational, technical and financial capacity of Zambian NGOs, networks, and ISOs leading multi-sectoral HIV/AIDS prevention and care activities.	<p>Self-reported net change in the following change types and dimensions of impact:</p> <ul style="list-style-type: none"> • Quality • Breadth • Depth <p>Target: 35% of participating organizations report improvements in service depth, quality and breadth at both Time 1 and Time 2.</p>	<p>Self-reported net change survey: Self-reported net change is a composite indicator that will be collected through surveys of all program participants at mid-program and end-of-program. The surveys will ask respondents to identify whether various types of change have occurred in their organizations and the extent (positive, negative or neutral) that these changes have impacted their service quality, depth and/or breadth. Responses will be further analyzed to identify trends associated with participation in specific program components, the experience of specific types of change, etc. Additional analysis will be conducted by comparing survey responses with data generated by the OCA process.</p>	<p>Organizational assessment, improvement planning, and technical assistance</p> <p>Service Provider and Knowledge Resource Matching</p> <p>Executive leadership for cross-sectoral learning and collaboration</p>
2. Foster the development, testing, sharing and program integration of promising best practices and lessons learned for effective multi-sectoral response to HIV/AIDS.	<p>Self-reported net change in the following change types and dimensions of impact:</p> <ul style="list-style-type: none"> • Quality • Depth • Breadth <p>Target: 35% of participating organizations report improvements in service depth, quality and breadth at both Time 1 and Time 2.</p> <p>Number of organizations reporting adoption of an MTCA tool Target: Time 0 = 0%; Time 1 =50%; Time 2 =50%;</p>	<p>Self-reported net change survey (see above)</p> <p>MTCA participants questionnaire</p>	<p>Multisectoral tools for community action (MTCA)</p> <p>Marketplace for innovation</p>

	<p>Number of Innovation Marketplace exhibit applicants. Target: 20% increase annually. (Baseline: to be determined at time of first Marketplace)</p> <p>Average score of Innovation Marketplace exhibitors. Target: To be determined upon finalization of scoring criteria.</p>	<p>Program records</p> <p>Based on the pre-defined scoring criteria for the Innovation Marketplace, this indicator will measure annual change in applicants' scores as judged by the Marketplace review panel.</p>	
<p>3. Expand collaboration of Zambian NGOs, networks and ISOs among all stakeholders leading multi-sectoral HIV/AIDS initiatives.</p>	<p>Self-reported net change in the following change types and dimensions of impact:</p> <ul style="list-style-type: none"> • Quality • Breadth • Depth <p>Target: 35% of participating organizations report improvements in service depth, quality and breadth at both Time 1 and Time 2.</p> <p>Percent of SALT teams in which 50% or more of organizational members report the use or application of outputs from their SALT team learning agenda(s). Target: Time 0 = 0%; Time 1 = 50%; Time 2 = 50%</p> <p>Percentage of ZHLI participants who are or have been members of at least one SALT Target: Time 0 = 0%; Time 1 = 50%; Time 2 = 70%</p>	<p>Self-reported net change survey (see above)</p> <p>SALT participant questionnaire</p> <p>Program records</p>	<p>Sharing and Learning Teams (SALT)</p>

Annex E: Community Impact Table

Column 1 lists the programs currently operated by each organization. Column 2 lists program achievements since joining ZHLI reported by the organization and verified, unprompted, by at least two discussion groups. Column 3 lists additional impacts, unreported by the organization, but noted by at least two discussion groups. Negative changes are followed by a minus sign in parenthesis (-).

Program Activity	Verified Changes in Service Quality Since Joining ZHLI	Additional Impacts Noted by Discussion Groups
GROUPS FOCUSED CONSULTATION, MANSA, LUAPULA PROVINCE		
HIV/AIDS & Poverty Sensitization	➤ Level of understanding/know-how has increased	➤ More people going for VCT
Networking and Linkages	➤ Programs can move further because other partners with strengths are able to assist ➤ Knowledge transfer and information flow occurs between NGOs	➤ Helped to bring organizations and people together
Crop Production and Nutrition	➤ Increased food production and security ➤ Nutrition has become meaningful, not just talking about it, actually practicing it ➤ People realize that they can do something using local materials	
Education and Training	➤ People are empowered with new skills ➤ Groups pass on knowledge to others	
Income Generating Activities	➤ Making money (for fuel, school fees etc.)	
KABWE HOME BASED CARE, KABWE, CENTRAL PROVINCE		
Home Based Care	➤ Reduced death rate	➤ Reduced HIV/AIDS infections ➤ Reduced stigma and Discrimination ➤ PLWHA have hope
Orphans and Vulnerable Children	➤ Fewer street children	➤ OVCs have been able to enter mainstream schools ➤ OVCs have improved nutrition ➤ Community school teachers are untrained (-)
Income Generating Activities		➤ Currently running at a loss (-)
Food Security and Nutrition	➤ PLWHA nutrition has improved	
Prevention of HIV/AIDS		➤ Reduced stigma and discrimination
YOUTH DEVELOPMENT ORGANIZATION, CHOMA, SOUTHERN PROVINCE		
Civic Education		➤ People know their rights ➤ Reduced child labor and early marriage
Goat Rearing and Production	➤ Fewer street children	➤ Youth are empowered with employment
Commercial Sex Workers	➤ CSWs returning to school ➤ CSWs getting married ➤ CSWs starting own tie & dye business	
Poverty Monitoring and Govt. Expense Tracking		
Youth Policy Advocacy		➤ YDO doesn't make these activities public (-)
Peer Education		➤ Yet to begin
HIV/AIDS Sensitization		➤ Increased condom usage
SOLWEZI YOUTH ALIVE, SOLWEZI, NORTHWESTERN PROVINCE		
Behavior Change Program		➤ High demand for program in schools ➤ Youth participants educate others
Adventure Unlimited (behavior change for young children)	➤ Children remember what they learnt and are able to identify dangerous behaviors	➤ Children pass information on

Counseling		
Life Skills		➤ No tangible impact (-)
Capacity Building to SYA Members	➤ Empowerment of volunteers and trainers ➤ Improved service delivery	
Training		➤ Youths empowered, more confident ➤ Improved service delivery
HIV/AIDS Sensitization	➤ More people are accessing VCT	➤ Difficult issues communicated through drama
Spiritual Formation	➤ Spiritual growth of members	➤ Behavior change in youths
Sports Outreach	➤ Reach a larger audience	➤ Youths are gainfully occupied

NATIONAL ASSOCIATION OF ZAMBIANS LIVING WITH HIV/AIDS (MONGU CHAPTER), MONGU, WESTERN PROVINCE		
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Psychosocial Support	➤ Lives of PLWHA improved ➤ People better able to accept status ➤ Death rate reduced ➤ HIV no longer viewed as death sentence ➤ Reduced stigma and discrimination ➤ PLWHA speak freely about their status	➤ More people accessing VCT ➤ People using information to teach others
Income Generating Activities	➤ Reduced stigma because others benefiting from PLWHA contribution	➤ Improved nutrition ➤ Profits yet to be shared (-)
Training	➤ Members empowered with knowledge to use in day-to-day lives	➤ People better able to follow treatment regime

Annex F: Initial Ideas for SALT Restructure

Summary of Ideas for SALT Restructuring

Catherine Phiri, Pact/CHAZ (September, 2006)

1. Place greater emphasis on the “human capacity development (HCD) approach, which would add value to the SALT component. HCD puts emphasis on the “software” of capacity building, i.e. appreciation of individual strengths and assets, building of local networks and synergies as well as mind sets that focus on local solutions. The HCD approach could therefore be embraced within the work of the other components of ZHLI in a way that strengthens all on-going efforts.
2. As it is difficult to strengthen others if one is not strong, the starting point would be to internally share the HCD concept so that all the three pillars understand and share the vision. That way the ZHLI team’s work will be made much easier. This does not call for a reprogramming of the existing activities, but a mere addition of a concept/tool that allows an additional option for providing TA.
3. Sharing of the HCD concept with SALTs in five districts, after which some follow-ups will be done and support visits in which some specific TA may be provided to teams in need. The fact that the ZHLI only has SALTs in 5 districts makes it much easier to ensure depth in terms of the concept as the coverage area is defined. It also makes the effort of knowledge transfer and linkages much easier – through peer learning and visitations - leading to easy monitoring and evaluation unlike where the coverage is unlimited.

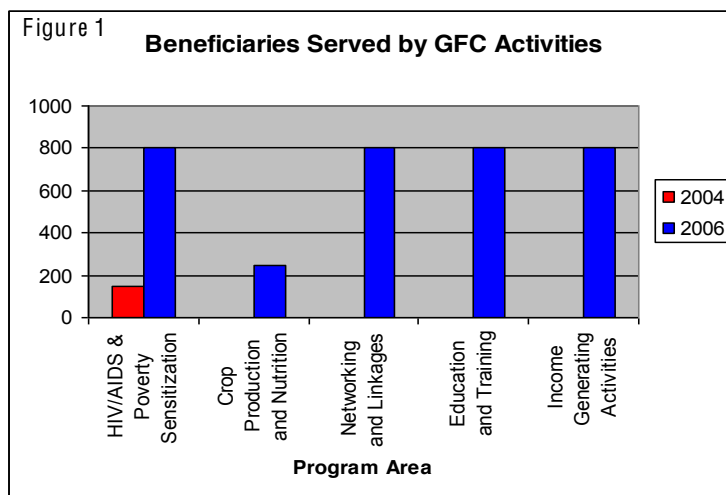
Annex G: Sample Results Synthesis for Site Visit Organization

Pact – Zambian HIV/AIDS Learning Initiative Mid-Term Evaluation Results for Groups Focused Consultations

Service Reach

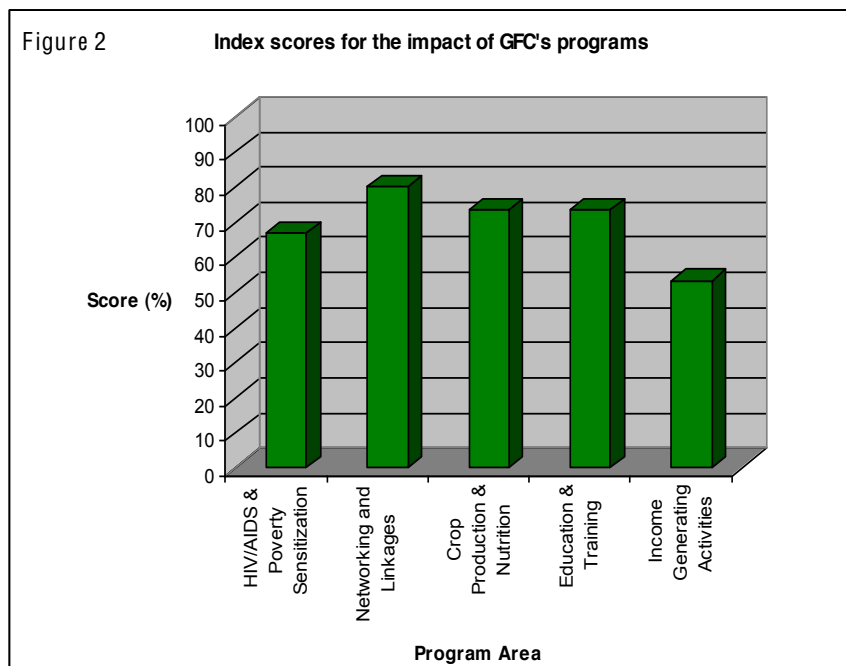
In two years since joining ZHLI, GFC has greatly increased the breadth of its services (Figure 1). In 2004, the organization worked with 12 support groups, and a total of 150 beneficiaries. Today, services have been expanded to 40 support groups and 800 beneficiaries. The majority of the organization’s activities are targeted towards these 40 groups.

The depth of services offered by GFC has also expanded (Figure 1). In 2004, the organization’s core service was HIV/AIDS and Poverty Sensitization. Today, however, activities have expanded to include Crop Production and Nutrition, Networking and Linkages, Education and Training, and Income Generating Activities.



Service Quality

The mid-term review site visits used triangulation – between discussion groups with organization staff, beneficiaries, and key community informants – to determine the quality of GFC’s services and activities. Quality was measured using index that combined results from the three groups of stakeholders (figure 2). Index scores can be read using the key:



Score	Meaning
80 – 100	Very High Impact
60 – 80	High Impact
40 – 60	Average Impact
20 – 40	Low Impact
0 – 20	Very Low Impact

As figure 3 shows, GFC's most successful program has been Networking and Linkages, which is reported as having a high impact in the local community. Specific examples of community level impacts from the Networking and Linkages program, corroborated by at least two groups, include:

- Programs can move further because other partners with strengths are able to assist
- Knowledge transfer and information flow occurs between NGOs
- Helped to bring organizations and people together

High levels of impact were also reported for GFC's HIV/AIDS & Poverty Sensitization, Crop Production & Nutrition and Education and Training Programs. Examples of corroborated impact for the HIV/AIDS and Poverty Sensitization program include:

- Level of understanding/know-how has increased
- More people going for VCT

Impact examples for Crop Production and Nutrition include:

- Increased food production and security
- Nutrition has become meaningful, not just talking about it, actually practicing it
- People realize that they can do something using local materials

Impact examples for Education and Training include:

- People are empowered with new skills
- Groups pass on knowledge to others

GFC's Income Generating Activities program scored an average impact across the three groups. This was because these activities are in an early stage, and have yet to bear fruit. One example of community level impact for this program is:

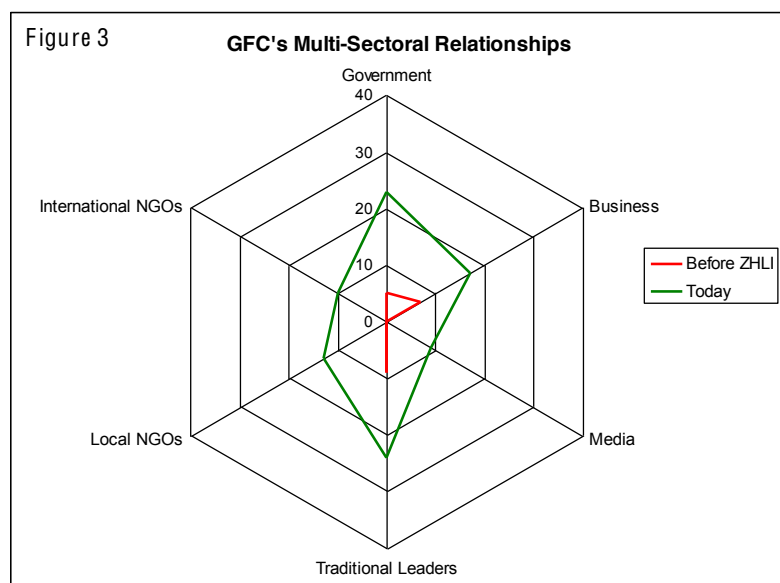
- Making money (for fuel, school fees etc.)

GFC's programs were reported to be having the greatest positive impact in the community of each of the five organizations participating in the site visit stage of Pact's mid-term evaluation.

Multi-Sectoral Linkages

Since joining ZHLI, in 2004, GFC has made extensive efforts to network with local, national and international partners (figure 3). Over the last two years, GFC has begun to network with other local NGOs, international organizations, and media organizations. GFC has also built successfully upon existing relationships with traditional leaders, government departments, and local businesses.

According to data collected during the site visits (figure 4), GFC's relationships with the media, traditional leaders, local NGOs and international organizations



have had particularly positive impacts on programs. Linkages with the government and media have also been positive, but not to the same extent as those with other sectors.

