

# Zambia

## 2015 Scorecard

Political	Defence & Security Policy	Legislative Scrutiny	1
		Defence Committee	1
		Defence Policy Debated	0
		CSO Engagement	1
		International AC Instruments	3
		Public Debate	1
		AC Policy	2
		AC Institutions	1
		Public Trust	0
		Risk Assessments	0
	Defence budgets	Acquisition Planning	1
		Budget Transparency & Detail	1
		Budget Scrutiny	1
		Budget Publicly Available	0
		Defence Income	0
		Internal Audit	1
		External Audit	1
	Other Political Areas	Natural Resources	0
		Organised Crime Links	1
		Organised Crime Policing	1
Intelligence Services Oversight		1	
Intelligence Services Recruitment		0	
Export Controls		1	
Finance	Asset Disposals	Asset Disposal Controls	0
		Asset Disposal Scrutiny	0
	Secret Budgets	Percentage Secret Spending	0
		Legislative Access to Information	1
		Secret Program Auditing	2
		Off-budget Spending in Law	0
		Off-budget Spending in Practice	0
		Information Classification	2
	Links to Business	Mil. Owned Businesses Exist	0
		Mil. Owned Business Scrutiny	0
Unauthorised Private Enterprise		0	
Personnel	Leadership	Public Commitment	2
		Measures for Corrupt Personnel	2
		Whistleblowing	1
		Special Attention to Sensitive Personnel	0
	Payroll and Recruitment	Numbers of Personnel Known	0
		Pay Rates Openly Published	0
		Well-established Payment System	0
		Objective Appointments	2
Objective Promotions	0		

	<b>Conscription</b>	Bribery to Avoid Compulsory Conscription	
		Bribery for Preferred Postings	1
	<b>Salary Chain</b>	Ghost Soldiers	2
		Chains of Command and Payment	2
	<b>Values, Standards, Other</b>	Code of Conduct Coverage	2
		Code of Conduct Breaches Addressed	1
		AC Training	0
		Prosecution Outcomes Transparent	1
Facilitation Payments		1	
<b>Operations</b>	<b>Controls in the Field</b>	Military Doctrine	1
		Operational Training	0
		AC Monitoring	0
		Controls on Contracting	0
		Private Military Contractors	0
<b>Procurement</b>	<b>Government Policy</b>	Legislation	1
		Transparent Procurement Cycle	0
		Oversight Mechanisms	1
		Purchases Disclosed	0
		Standards Expected of Companies	1
	<b>Capability Gap</b>	Strategy Drives Requirements	0
		Requirements Quantified	1
	<b>Tendering</b>	Open Competition v. Single-Sourcing	1
		Tender Board Controls	0
		Anti-Collusion Controls	1
	<b>Contract Delivery / Support</b>	Procurement Staff Training	0
		Complaint Mechanisms for Firms	2
		Sanctions for Corruption	1
	<b>Offsets</b>	Due Diligence	0
		Transparency	0
		Competition Regulation	0
	<b>Other</b>	Controls of Agents	1
		Transparency of Financing Packages	0
		Subsidiaries / Sub-Contractors	1
		Political Influence	1