



REPORT ON SUCCESS:

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TWIZA MANAGEMENT TRAINING: LUSAKA, ZAMBIA

STORIES FROM INTERNATIONAL ORGANIZATIONS WORKING IN ZAMBIA



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LIST OF ACRONYMS

ARV/T	Anti Retro-Viral Therapy
CAF	Community Agriculture Facilitators
CBD	Community Based Distributors
CBO	Community Based Organization
CCF	Christian Children's Fund
CRS	Catholic Relief Services
DATF	District Aids Task Force
DHMT	District Health management Team
FSP	Family Strengthening Programme
HH	Harvest Help
HIV/AIDS	Human Imuno Deficiency Virus/Acquired
IEC	Information, Education and Communication
IGA	Income Generating Activity
ITN	Insecticide Treated Net
MCA	Malaria Control Agents
MCH	Maternal child Health
MDG	Millennium Development Goals
NGO	Non Governmental Organization
NLWCCDP	North Luangwa Wildlife Conservation Programme
NZP+	Network of Zambians Living with Aids
OVC	Orphans and Vulnerable Children
SEWA	Self-Employed Women's Association
SOS	Save Our Souls
TTBA	Trained Traditional Birth Attendants
UNDP	United Nations Development Programme
VCT	Voluntary Counseling and Testing

EXECUTIVE SUMMARY

Africa is suffering from a new form of slavery brought about by the scourge of poverty. Millions are living under death's constant threat due to lack of food and other basic necessities of life.

Through this quagmire rises a glimmer of hope brought about by international organizations (mostly Non Governmental) which provide much needed support in many different forms ranging from food supplies to education and training. It has been argued that without the involvement of these organizations, many African governments would not cope with the humanitarian crisis that would unfold.

The role of these organizations is cardinal in some of the poorest countries like Zambia. This report documents some success stories of such organizations. It was commissioned from a wider investigation carried out by Trace Aid of Canada to lobby the Canadian government to channel much of its aid programs through a selected number of NGOs rather than through the traditional budget support of national governments. This was from a realization that, despite poor countries receiving billions of dollars in aid money every year, they consistently end up poorer. It is also based on the understanding that to achieve this objective the main source of financial leakage, namely corruption, must be sealed. This can be done by enhancing transparency, responsibility, accountability, competence and ethical standards in recipient countries.

Four organizations have been evaluated in this regard. These are Harvest Help, SOS Children's Village Trust Zambia, Christian Children's Fund and Concern Worldwide. Significant highlights of the findings have been that these organizations have a strong focus on building partnerships, accountability and transparency systems and partner with the beneficiaries to ensure ownership and continuity of the projects they introduce in the communities. Furthermore, the projects have scored a high level of success and greatly benefited the communities in which they have been introduced. This has been at both output and impact level.

All four of the organizations' programmes have a sustainability focus, which has predominantly involved training the beneficiaries and other stakeholders (such as government officers) so that they can continue to provide backstopping support to the community. In all the programme areas, the incidence of poverty has been reduced as evidenced by the increase in agricultural production and the number of meals taken per day. In urban and health related programmes, such as those undertaken by SOS Children's village and Christian Children's Fund, the community has benefited tremendously from better health care as well as improvements in education standards, especially for vulnerable children and women.

This report places emphasis on the lessons learned from the study as being; establishing and continuous strengthening of partnerships, training of beneficiaries (especially in advocacy skills), incorporating other community structures in the entire project cycle and involvement of the government (both central and local) at every stage.

Other important lessons derived from the study point to the need to be extra careful with the issue of providing incentives or allowances as these often cause problems, as well as the need to maintain focus and allow the community to contribute their resources into the programme.

1.0 INTRODUCTION

While all of Africa has successfully overcome the yoke of slavery that had held many of its citizens in helpless captivity in the last century, today shadows the fact that most of Sub-Saharan Africa is shackled to an even perhaps deadlier threat of poverty. Indeed it is this realization that compelled the formulation of the Millennium Development Goals (MDGs), with the first of the goals being the 'halving of people living in extreme poverty and hunger' by 2015. Poverty is like a cancer that robs people of their dignity and humanity. Its elimination is a critical goal that requires concerted efforts not only from national governments but also from international partners such as international organizations.

International organizations, which are predominantly Non Governmental Organizations (NGOs), in the past half century have taken up more responsibility in tackling the poverty problem, especially in third world countries like Zambia. In a number of cases, their role has been literally life saving to the extent that if they pulled out of an area, not only the local economy of the area would suffer, but the very breath of the residents would be sucked out too.

This paper explores the role played by international organizations in the anti-poverty equation in Zambia. It does this by documenting success stories from a diversity of NGOs that are involved in fighting poverty in Zambia. It must be noted that there are literally dozens of such organizations but this paper restricts itself to only four case studies. The featured organizations are SOS Children's Village, Christian Children's Fund, Harvest Help and Concern Worldwide.

2.0 BACKGROUND TO THE STUDY

This study arose from a wider investigation carried out by Trace Aid¹ of Canada which lobbies the Canadian government to channel much of its aid programs through a selected number of NGOs rather than through the traditional budget support of national governments. This was from a realization that although poor countries receive billions of dollars in aid money every year, they consistently end up poorer. This is because aid seldom reaches those who need it most. It is misapplied mostly due to the low absorption rate of aid in the recipient countries. This low rate of aid absorption is a product of resource leakages which are induced by powerful negative forces like corruption, conspicuous indulgence by leaders, ill-fated capital expenditures (white elephants), bureaucratic wastage and inefficiency and pre-occupation with damage control/crisis management development strategies brought about by such factors as wars, diseases and natural calamities.

For aid to be effective and serve the majority of the languishing poor, it has to be targeted. This targeting should involve NGOs that work with local communities and have a solid record of transparency and accountability. The aid must also have a purpose to serve otherwise it ends up being misappropriated by greedy individuals with evil intentions.

This paper places a lot of focus on the fact that Canada, being a signatory of the United Nations Millennium Development Goals (MDGs), which were agreed to by both the rich and poor countries as a way of fighting poverty, needs to do more to achieve the targets set by these goals. This involves not only providing aid but also ensuring that the aid actually reaches the people it is meant for.

To achieve this objective, the main source of financial leakages, corruption, must be sealed. This can be done by enhancing transparency, responsibility, accountability, competence and ethical standards in recipient countries.

“Lack of accountability of government ensures that corruption is alive and well. Theft of state assets by people in power continues unchecked, and the impoverished masses have little hope of their governments being responsive to their needs. Without criticizing the good intentions behind the slogans like “make poverty history”, foreign aid by itself is laudable, but aid by itself is not sufficient. Improved governance and accountability of governments must be part of the solution.”

[John G. Williams, Member of Parliament of Edmonton-St. Albert, Canada, and Chair of the Global Organization of Parliamentarians Against Poverty].

At Trace Aid, we agree with the statement by John Williams. We go further to emphasize that both recipient and donor countries have mutual responsibility to their taxpayers to account for aid money. That is why we advocate for zero tolerance to corruption and other forms of financial leakages be they in the form of inefficiency, wastage, tied aid, misallocation of resources or projects that have no relevance to poverty alleviation. The practical way to achieve this is to partner with credible Non Governmental Organizations (NGOs), most of whom have demonstrated a high capacity for good governance and project leadership.

¹ TRACE Aid is a Canadian based NGO. It is an initiative committed to bringing accountability and integrity to international aid. It is doing this through advocacy with Members of Parliament, CIDA and other policy makers to persuade an increase aid to Africa through NGOs on the premise that they are better able to deliver development and relief than national governments.

3.0 BRIEF LITERATURE REVIEW

Poverty is a situation/state of living in extreme lack. The scourge has remained a serious global challenge. It goes far beyond simply a lack of income but deals with issues from hunger, accessibility of social services, social position, to physical appearance and health. In a study conducted by J.T Milimo and others, they argue that 'the frequency with which a person is able to eat meals is an indicator in almost every category in both rural and urban settings.'²

POVERTY AND POVERTY FIGHTING NGOS IN ZAMBIA

Zambia's score on the Human Development Index has consistently been bad. For example, in 2004, the country's score was 164 out of 177 countries. Official government records placed the number of people living in poverty at 67% in 2002.³ Furthermore, the Zambia Human Development Report of 2003, which had a specific focus on poverty, declared that 'Both poverty and hunger deepened in the 1990s such that greater effort is now required to meet the MDG on halving poverty and hunger more than was the case in 1990.'⁴

This is where international organizations come in. Over the years, there has been an increasing number of international organizations that have opened local offices in Zambia. These organizations have played a key role in tackling poverty. The major players are Care International, World Vision, Oxfam GB, SNV and many others. The role of such organizations cannot be ignored let alone trivialised. For example, in some districts of the country where these organizations operate; they literally provide a huge portion of the economy of the area.

NGOs work to accomplish many different tasks. A broad definition of an NGO would include everything from a humanitarian/development organization such as CARE to an advocacy group for a political cause. For the purpose of this paper, however, we focus solely on NGOs that work, in some way, to alleviate poverty through clear action. When we use the term 'NGO,' we are referring to these organizations and not all NGOs in general.

Of the NGOs that work to end poverty there is still a great amount of variation. Some are microfinance institutions, which focus on providing financial services such as loans to the poor. Others assist communities with gaining access to clean water or improving health while some help in the education sector. The possibilities are endless. They are often more effective than government-run programs (which can be corrupt and inefficient), and when combined, the effect of all NGOs – large or small – on poverty is enormous.

The standard prescription for improving the condition of the poor is firstly, of course, their combination in organized pressure groups for more vocal representation of their interests and concerns, and, secondly, self-help, "bottom-up" and "people-centred" development through participatory organizations.⁵ However, this is not necessarily an effective method in Africa. For example, some of the uneducated and often timid rural African populations consider any form of help from the government a favour and not an entitlement. On the following pages, we will consider some factors that have played a key role in reducing poverty, using examples of projects implemented through NGOs.

2 Milimo JT et al; The Poor of Zambia Speak, Zamsif Lusaka

3 GRZ, Economic Report 2004, Government Printers, Lusaka

4 UNDP, Zambia Human Development Report, 2003

5 Paul Streeten, The Political Economy of Fighting Poverty (A Discussion Paper),
Published in Issues in Development, ILO, 1995

PARTNERSHIP: A RECIPE FOR SUCCESS

One of the most successful self-help projects in Africa is the Malawi Rural Water Supply Project. Again, it is based on strong government-community co-operation. It started in 1969 in two villages with 3000 participants and now benefits over a million people. The government provides parts of equipment and assistance in training while the community provides the voluntary labour for construction and maintenance.⁶ The aspect of government integrated with community participation is crucial in most successful NGO fostered programmes. Both the government and the community need the partnership for sustainability of the intervention beyond the five or ten years that the NGO is pumping money into the project. A common error is for an international NGO to approach development programming with a prescriptive attitude. A one size fits all. All the examples that have been analyzed in this paper have had this inbuilt partnership mechanism which has yielded great results.

One cannot talk of the role of NGOs in poverty alleviation without citing the legendary example of the Grameen Bank in Bangladesh which has achieved world fame with its new approaches to credit for the landless, near-landless and for women, its use of peer pressure for repayments and its 96% repayment record. It is recorded that 'within two years over 300,000 poor people have raised their incomes by 30 per cent on average.'⁷

Although started in 1976 as a private voluntary organization, it was established by government order in 1983 and 25% of its capital is owned by the government. The government replicated its success nationwide, but was clever enough to leave the leadership to its founder, Professor Yunus. The government of Bangladesh shows a good example of how partnership can work excellently with NGOs. Most commendable is the government realization that the vision bearer still needed to continue managing the initiative despite the success scored through government's involvement.

Other similar examples can be cited from the Philippines, where the National Irrigation Administration, with Ford Foundation assistance devised participatory irrigation management.⁸

⁶ Streeten op.cit

⁷ Streeten op.cit

⁸ Streeten op.cit

MOBILIZING BENEFICIARIES

An outstanding example of a successful participatory non-governmental organization that has politically organized very poor people is the Self-Employed Women's Association (SEWA), based in Ahmadabad in Gujarat, India. It was founded in 1973 by Mrs. Ela Bhatt who holds the position of General Secretary. Its members are poor, illiterate women from the informal sector – 'junk dealers, street hawkers, domestic servants, artisans, sellers of scrap clothing, basket weavers, producers of handicraft, prostitutes - who have through self-help efforts and political action enormously improved their lot. It has established a cooperative bank and formed cooperatives for specialized activities.'⁹

The important lesson from this example is the criticalness for an international NGO to have excellent mobilization skills at all levels but, to a larger extent, at project formulation. The mobilization of the beneficiaries to not only have an input into the plans but also to actively participate in implementation can mean all the difference between success and failure.

One lesson to be learned from some of the success stories is the political need to package policies, so that total gains and losses become acceptable to powerful constituencies. In Egypt, for example, economic liberalization was made acceptable to the politically powerful by high food subsidies. By linking policies that provide benefits for different groups political support can be mobilized.

ACCOUNTABILITY AND TRANSPARENCY

Finally, the important role played by putting in place a solid accountability system cannot be over emphasized. Africa with its notorious record of corruption and other criminal vices is desperately needing organizations that are not only accountable in their dealings but also transparent. The four NGOs that this report analyses have a solid background of accountability and transparency.

The following factors account for this positive assessment:

- All four organizations have had many years of experience, operating in Africa and over the years their accountability systems have ensured that they have maintained integrity for themselves. In fact, there has been a general increase in the financial outlay available to the organizations since they started operations in Zambia.
- The organizations primarily account to their donors but they also have an accountability arrangement for the people they serve. The community being a stakeholder is at liberty to request for explanations. Furthermore, the organizations are required by law to present a copy of their audited accounts every year to the Registrar of Societies and to their independent boards and donors
- In the case of some of the organizations, the funds for each project are sourced separately and accounted for separately thus ensuring that there is no confusion. Even within the same organization, one project has to 'pay' to obtain a service from the other project.
- The sponsors of some of the projects are provided with periodic reports and in some cases they can visit the projects that they are supporting to see for themselves the value added. Chances of misappropriation of funds are therefore reduced.

⁹ Streeten op.cit

MAJOR STUDY ISSUES

In this section, the paper documents success stories of poverty reduction efforts undertaken by the four international organizations. The organizations have different perspectives and approaches to fighting poverty. There is support to HIV/AIDS support groups so that the beneficiaries can live longer and continue to care for their families (Concern Worldwide).

Other organizations provide education, agricultural inputs and medical care for vulnerable households in selected densely populated communities of Lusaka and Kitwe (SOS Children's Village Trust) while others such as Christian Children's Fund (CCF), provide Maternal Child Health (MCH) care and support through training and capacity building.

Another organization provides agricultural support in the form of seed and extension services to rural farmers (Harvest Help).

4.0 CONCERN WORLDWIDE

BACKGROUND

Concern Worldwide came to Zambia in 2002 because of the South African food crisis. It soon realized that the food crisis was not as severe as portrayed. Nevertheless, Concern stayed in the country because of the persistent level of poverty experienced by so many people. In all its endeavours Concern is working in co-operation with local agencies and local government authorities so as to strengthen capacity and influence policies.

There is a close working partnership between Concern and the Mongu District Farmers Association. The Mongu district lies in the south west of the country and is a remote district where people live in great poverty served by very few relief organizations. In the past Concern has helped them in procuring seed and tools but has moved away from that specific task and is now helping the farming community develop more sophisticated skills in crop management.

Concern's main mission in Zambia is to ensure that the community takes on the responsibility for looking after its own affairs. The HIV/AIDS pandemic is a cause of major concern in Zambia. Over 16% of the population aged between 15 and 49 are HIV positive, according to the UNDP Human Development Report of 2004. Malaria is also a major problem in the country.

4.1 TYPES OF PROJECTS UNDERTAKEN

In Mongu district, Concern is involved in HIV/AIDS streamlining livelihood programmes and also reducing the potential risk of disaster.

AIDS is blamed for decimating the elite of the Zambian professional class but the pandemic is now affecting many rural populations quite heavily as well. Concern's HIV/AIDS programme in Mongu District is working with youth organizations through their structures by help in making people aware of the dreaded disease. They also help in informing people what precautions to take.

Concern helps them with their organizational skills and capacities concerning matters such as finance and planning. Again it is a matter of helping them to be able to support themselves.

Concern works with women's groups, whose members are infected with HIV/AIDS. These groups play an important role advising and informing their communities about the hazards of AIDS.

Concern is also working with communities in the area of risk reduction. The objective here is to reduce the vulnerability of disaster-prone communities and to support the people in being better prepared for disasters when they do arise.

THE NZP+ SUPPORT GROUPS PROJECT

This case study is focused on the Network of Zambian People Living With Aids (NZP+)¹⁰ support groups for Mongu Chapter which Concern Worldwide is supporting. The project started in September 2004 from the need that was identified by the District AIDS Task Force (DATF) and it is expected to run until 2011. The Mongu chapter was registered in 2003 with an initial membership of five. Concern Worldwide supports the network's Mongu chapter through a three tier programme. The most important of these is support to the issues of people living with HIV/AIDS through building of capacity in organizational development and training, including management systems and development of manuals.

It is recognized that because people living with HIV require drugs and a good diet for them to live longer, there is need to support them in Income Generating Activities (IGAs) that will enable them to rebuild their lives. The project therefore helps the group to construct chicken runs, piggeries, vegetable gardens which in turn facilitate the acquisition of Anti Retro – Viro drugs (ARVs) and other IGAs. The idea is to intervene at the household level.

¹⁰The NZP+ is the largest grouping of people living with HIV/AIDS in Zambia

4.2 BENEFITS AND SUCCESS OF PROGRAMME

Currently, there are over 240 individual members in the groups. The support groups themselves are seven. Over the years that the chapter has been operating, it has managed to establish links for Voluntary Counseling and Testing (VCT) at the district hospital, where new members are recruited. The manner in which the programme is run is a success factor in itself because the training received by the groups has enabled them to operate within a clear plan.

Over the years, there has been a steady increase in members (from an initial 134 at formation) to the current over 240. Apart from being an indicator of more people getting HIV, this is also a clear indicator that more people are attending VCT and taking control of their lives.

Additionally, the trainings have built a large quantity of skill among members who are able to counsel others who join the groups with a lot of fear and confusion after being diagnosed positive. This psychosocial support helps reduce stress and depression. At the household level, confidence has been boosted as previously very sick relatives regain their strength and position.

4.3 IMPACT ON COMMUNITY

The impact of the project on the community has been at three levels:

- What has been quite evident from the programme is the obvious 'revival' of people that were on the brink of death. The AIDS pandemic typically affects the heads of households who are the bread winners. When they are sick, the family suffers. As more heads of households begin to recover (as a result of taking ARVs and generating their own income) and as they take charge of their families' wellbeing, hundreds more people are made better off.
- More skills have been acquired by the community. The groups that are on the programme have benefited from conservation farming, animal husbandry and farm management.
- Most importantly, people have been able to get their dignity back.

What is of utmost importance with regard to the impact of this programme is that it is in line with the MDGs. The sixth MDG focuses on the reduction of HIV/AIDS, Malaria and other diseases. This programme is directly contributing to this goal apart from reducing poverty among the vulnerable HIV affected households.

4.4 PROJECT SUSTAINABILITY AND FUTURE FOCUS

The project provides skills through its capacity building efforts. These skills encompass a lot of areas from project management and counseling to IGAs and farm management. The beneficiaries are empowered to generate their own income in a sustainable manner and thus have sufficient funds to feed their families and buy the ever important ARVs.

The success of the project in Mongu has encouraged the Concern Worldwide team to consider expanding the programme to include Kaoma. The Mongu activities are also likely to be continued beyond the current plan depending on the need still being present. The Kaoma project will, in addition to the traditional IGAs already being implemented, will have a component of training in manufacturing and repairing of pumps. Additionally, the livelihood component will diversify into provision of goats to members who will be expected to pass on some of the kids of the goats to others once they are born.

4.5 IMPACT ON POVERTY REDUCTION

The NZP+ project in Mongu has certainly been of great benefit to the groups that are involved. Poverty too has been dealt a severe blow as heads of households are kept in productive existence for much longer while children and spouses that may have dropped out of school or stopped working in fields to attend to the sick family member get back to their work.

5.0 HARVEST HELP

BACKGROUND

For over 20 years, Harvest Help (HH) has worked with thousands of farmers in rural Africa, helping them to feed their families, earn a living and become more self-reliant.

Harvest Help works with farmers to help them increase their food production and reduce the risks of a poor harvest. This is achieved by:

- (a) **Promoting affordable, sustainable farming methods** → To improve and maintain the capacity of the land to produce a good harvest. Over 10,000 families at HH projects in rural Africa are now using simple methods to improve their soils and make the most of the rain they receive, improving harvests and reducing vulnerability to drought, floods or pests.
- (b) **Improving seed availability** → Getting hold of good quality seeds at the right price can be a major problem for farmers in rural Africa. Since 2000, HH has trained over 130 local seed growers and established community seed loan schemes in hundreds of villages. Good access to seeds provides an effective kick-start to improved production.
- (c) **Farmer's Clubs and Community Agriculture Facilitators (CAFs)** → To increase the reach of the programme and ensure that work continues beyond the life of a specific project, the Harvest Help programme establishes networks of Farmer's Clubs and Community Agriculture Facilitators (CAFs).
- (d) **Farmer's Exchange Visits** → Farmers in rural Africa, just like people from many walks of life, learn efficiently from each other. They understand each other's problems and enjoy sharing experiences and solutions. Harvest Help encourages this sharing and learning approach through a programme of training and exchanges.

The primary focus is farming and food production but the aim to improve household incomes and the provide of clean water is also of concern of Harvest Help.

Their approach is practical and a pragmatic response to dealing with poverty that has been developed from 20 years of experience. It is already working for many communities and can be replicated in many more. It is based on a number of key principles:

- **Sustainability:** Lasting benefits come from people being able to do more for themselves and enhancing, not degrading, the natural resources at their disposal.
- **Working in partnership:** Local organizations are best placed to understand their people's needs and work out solutions. The work done is to help people support themselves.
- **Quality not just quantity:** Its real, lasting improvements that count, not simply the number of people HH works with.
- **Accountability and transparency:** The organization aims to be accountable to all those with a stake in its work – from farmers in Africa to supporters who provide the funds.
- **Learning organization:** Development work is complex and risky. It requires serious effort to learn from experience and ensure good value for supporters' money. In response HH aims to improve its monitoring and information systems.

HARVEST HELP IN ZAMBIA

Their first project was in Zambia back in 1985, and since then the programme has steadily expanded. The current support reaches more than 10,000 people. Sustainable food production is the main theme, but the programme encouraging alternative ways to earn a living is expanding rapidly. They also have a substantial clean water project in Western Province of Zambia. Local partners manage the projects with technical support from Harvest Help's office in Lusaka.

The key objectives of the Zambia programme are:

- To promote sustained increase in availability of local food amongst target communities;
- To increase diversity of household income (targeting women); and
- To have effective operational local partner and community organizations.

One specific project that Harvest Help is supporting, which forms the bedrock of this section of the discussion, is the North Luangwa Wildlife Conservation and community Development Programme (NLWCCDP).

5.1 TYPES OF PROJECTS UNDERTAKEN

Generally, projects undertaken by Harvest Help take the form of "Area Specific Projects" implemented by local Zambian partners in Chimu, Kaoma, Naluyanda /Chibombo, Chipapa, and Eastern Province.

Harvest Help adopts a programme approach to support the main areas of its work – sustainable agriculture and micro-enterprise development. Networks bringing together relevant staff from all partner organizations encourages sharing and learning on these themes. The agriculture programme brings together specialised projects operating across the country e.g. Right to Seed and Beacon Farmers. It is envisaged that there will be a consolidation of initiatives on Wetland Utilization. These initiatives are increasingly important and build on the work of individual partners.

NLWCCD PROGRAMME

This approximately £300,000 programme's main focus is on food security and increasing household incomes through promotion of IGAs. This comes from a realization that hunger is the most prominent manifestation of poverty and also most devastating. Hunger can therefore only be properly fought through cultivation of sufficient food at household level with excess for sale. Additionally, IGAs enable the communities to raise some money to send their children to school, pay for medical treatment and also buy food during the periods of droughts.

5.2 BENEFITS AND SUCCESS OF PROGRAMME

The programme has good practices in Sustainable Agriculture and different project sites have technologies that have become very popular. Over the years, the programme has produced a pool of Community Agriculture Facilitators who are effective in facilitating adoption of introduced technologies. The Seed Multiplication system has been established to address the needs of farmers. Off-season farming (winter farming) is also doing well and there is healthy cross-learning through the Harvest Help Sustainable Agriculture Forum.

The local partner agencies have a sufficient understanding of local issues and have excellent rapport with target groups/direct beneficiaries at the grassroots level. There is a network of local organizations in existence for learning and sharing among agencies with diverse specialty plans. The services provided by the programme are demand driven services, implying provision of those services critically needed in communities.

Because of these efforts, there are emerging entrepreneurship skills amongst targeted beneficiaries. The concept of savings is truly being cultivated and mastered. In recent years, the programme has witnessed increased non-farm income sources through initiatives under the micro-enterprise development component fostered by increases in access to credit. The main beneficiaries for this component are the 1,700 rural households of Mpika district. The local development agencies have also been beneficiaries of the programme.

5.3 IMPACT ON COMMUNITY

The obvious impact on the lives of the beneficiaries has been the number of households that can now afford to have more meals consistently and are able to pay school fees, medical bills and acquire new assets.

The most successful aspects of the NLWCCD Programme has been the sustainable agricultural practices component. This component has seen more households achieve increased food productivity and IGAs. The story on the page following illustrates the turn around that occurs in the lives of the people that participate in the Harvest Help programmes.

By improving agricultural practices and thereby increasing food security at household level, this programme has directly contributed to the eradication of extreme poverty and hunger while at the same time ensuring a better and sustained environment as envisioned by the MDGs.

SUSTAINABLE FARMING AND INCREASING FAMILY INCOME

35-year-old Frank Kapopo, his wife and five children often survived on just one meal a day before he joined one of the 166 farmers' clubs established by Harvest Help's Naluyanda project in Zambia. He grew maize on his land every year and relied on charcoal burning to earn extra money. Drought had a devastating effect on his crops which produced very little food. Frank's fortunes have changed dramatically since he joined the Tuchatane Club.

He explains, "Joining the farmer's club was a major turning point in my life. I have learned about crop rotation, composting and making and using liquid manure. I grow a variety of crops, including maize, sunflowers, soya beans, and groundnuts, and train other farmers in these methods."

Frank also joined a savings and loan club and was given a loan to start his own chicken rearing business. He now has a flock of 300 and business is flourishing, thanks to the skills he has learned through the project. Frank uses his income to buy seed, pay for school fees and to buy clothes. His family now have enough to eat all year round and this year he plans to build them a better home.

Adapted from Harvest Help Annual Report

5.4 PROJECT SUSTAINABILITY AND FUTURE FOCUS

In order to ensure sustainability of the programme, it has relied heavily on the formation of Community Based Organizations (CBOs) to assume the responsibility of the project after Harvest Help stops funding it. The CBOs have thus developed a capacity to ensure that they are ready to take on the challenge when the time comes. The food security schemes and the IGAs that the community engage in are themselves structured in such a way that the community is reliant more on themselves than on outside help.

It is desired that in the next few years, more engagement and expansion of work in Western Province will be achieved. The planned establishment of the Seed Testing Facility funded by DFID is acting as the main catalyst for joint stakeholder participation and increased synergies amongst key development actors. Other international NGOs such as Oxfam GB and Catholic Relief Services (CRS) are showing increased interest towards the establishment of this facility, the first of its kind in Western Province.

In order to reach the target number of beneficiaries, the overall programme in Zambia needs new projects. Many are due to phase out during the planned period, such as the Naluyanda and Kaoma Rural Livelihoods Improvement Project.

There is expansion in Eastern Province (Lundazi and Chipata Districts) with the Project on Reduction of poverty and vulnerability under the auspices of the European Union and CARE International.

5.5 IMPACT ON POVERTY REDUCTION

As discussed earlier, the programme has largely improved people's health and access to education. These are important cornerstones on a viable poverty reduction programme as healthy people are able to work and thus provide enough food for themselves and their families. Furthermore, through IGAs, the programme has enabled many families to afford to send their children to schools. These children will, in turn, be independent but also able take on additional responsibilities at the household level.

6.0 SOS CHILDREN'S VILLAGE OF ZAMBIA TRUST

BACKGROUND

The agreement to establish an SOS Children's Village was signed with the Zambian government on July 16, 1996. Only a few months later, the national SOS Children's Village Association "SOS Children's Village of Zambia Trust" was founded.

In September 1999, the first children were able to move into their new home. In subsequent years an SOS Hermann Gmeiner Primary School, an SOS Social Centre, an SOS Medical Centre and an SOS Youth Facility were added to the SOS Children's Village in Lusaka. The main focus of the social centre is a community outreach programme for the population that has been affected by HIV/AIDS. At the beginning of 2000, studies had already begun for the establishment of a second SOS Children's Village in Zambia and soon afterwards, the government provided some property in Kitwe, capital of the Copperbelt Region situated in the north. In March 2004 the new SOS Children's Village was ready to welcome the first children.

Presently, there are two SOS Children's Villages, one SOS Youth Facility, two SOS Kindergartens, three SOS Hermann Gmeiner Schools, two SOS Social Centres and two SOS Medical Centres in Zambia.

Each village has common departments, called facilities, which work in unison to achieve the missions and values of the organization.

6.1 TYPES OF PROJECTS UNDERTAKEN

THE VILLAGES

These facilities provide long term family based care to children desperately in need. The Lusaka Village, which was the first in Zambia, started operations in August 1999. The Village has 15 family houses with 30 mothers taking care of 224 children on a 24-hour basis. Out of these 224 children, there are 44 youths who have been moved from family houses to youth facilities. These are looked after by youth leaders who live with them.

The Kitwe village has 192 children being supported in 16 houses. Youth facilities are yet to be established.

SOS KINDERGARTENS

The SOS Kindergarten admits young children below the age of 6 years from the surrounding community. The facility has 86 children in Lusaka and 95 in Kitwe. This department is also open to the public.

VOCATIONAL TRAINING CENTRE

SOS offers skills training in carpentry, catering, tailoring and electrical/electronics courses to vulnerable youths who were unable to complete their secondary school education. These youths are identified by the SOS Family Strengthening Programme from the surrounding community.

THE SOS HERMANN GMEINNER SCHOOLS

SOS Zambia offers quality education through its Hermann Gmeinner Basic and High Schools. The Hermann Gmeinner basic school at the Lusaka Village was opened in January 2000. It currently has classes from Grade 1 to 9 for the basic section and has 801 pupils both from the SOS village and surrounding communities.

The Lusaka High School has classes from grade 10 to 12 with 159 pupils enrolled.

SOS assists a total of 434 orphans and vulnerable children from the surrounding community with education scholarships at the SOS Kindergarten, the Basic and the High School in Lusaka.

The organization also has a basic school and a Kindergarten at the Kitwe village. The Basic School has 623 pupils currently enrolled while high school education at the Kitwe village is yet to be offered. (Refer to Appendix 1 for a table on education beneficiaries at the Lusaka Village)

MEDICAL CENTRES

The Medical Centre in Lusaka was opened on 28th June in 2002. The Centre provides medical facilities, under 5 immunizations, HIV/AIDS awareness and laboratory services to SOS Children and needy families from the surrounding shanty townships. In addition, the centre provides primary health training and HIV/AIDS awareness to the surrounding shanty compounds and to the general public. Similar services are also offered at the Kitwe Medical Centre.

FAMILY STRENGTHENING PROGRAMMES (FSP)

SOS Family Strengthening Programme is a community based childcare programme that was established in April of 2002 that aimed at preventing child abandonment through empowering vulnerable children and families as a whole. The programmes targets households headed by children, aged grandmothers and widows or guardians that are terminally ill.

Currently, the outreach programme in Lusaka is supporting 271 households.¹¹ The areas of intervention are education support to OVCs, provision of skills training scholarships to vulnerable youths at the Vocational Training Centre, provision of health care at the SOS clinic, food security activities i.e assisting families with farm inputs, house renovations, and income generating activities. The programme also offers psychosocial support to the clients as well as carries out HIV/AIDS awareness activities. The main target areas for the Lusaka programme are Chazanga, Chipata, Mandevu, Chaisa, Garden and Kabanana shanty townships.

The Kitwe FSP supports 223 households in the Mulenga, Malembeka, Zamtan and Luangwa areas.

The FSP at the Lusaka Village is the main focus of the following analysis.

¹¹ From an initial 103 households

6.2 BENEFITS AND SUCCESS OF PROGRAMME

The FSP intervenes at three levels in order to prevent child abandonment and empower orphaned and vulnerable families. These are:

- (i) Child level;
- (ii) Household level; and
- (iii) Community level;

It meets both immediate and long-term needs of the orphaned and vulnerable families.

- (i) **Child Level Interventions** → These are essentially the following: School integration & re-integration (scholarships), medical scheme at SOS Clinic, clothing, recreation (sports/drama), psychosocial counseling, career guidance and paralegal services.
- (ii) **Household level Interventions** → This focuses on increasing and diversifying household livelihood earnings through: Youth skills training, empowerment through guardian Income Generating Activities (IGAs) training and support, property development e.g. house renovation involving land and property ownership as well as food relief and security.

Additionally, the programme seeks to guarantee a safe, predictable and sustainable child's future through: Family development planning, paralegal services e.g. will writing and linking families to legal aid institutions, medical scheme, psycho-social support and training of family caretaker in home-based care and support.

- (iii) **Community level Interventions** → The focus here is fivefold: Community development with strategic leadership training and support, community home-based care training and support, adult literacy and nutritional training; training and supporting community business clusters (groups), as well as capacity building of community run projects.

Additionally, the programme fosters HIV /AIDS awareness creation and sensitization campaigns; paralegal services and property development and ownership awareness creation campaigns and recreation e.g. compound football teams.

TABLE 1: BENEFICIARY POPULATION 2005 - DATE

NUMBER OF HOUSEHOLDS	271
NUMBER OF SUPPORTED PERSONS	2016
NUMBER OF PUPILS	1100
NUMBER OF YOUTHS IN VTC	83

6.3 IMPACT ON COMMUNITY

The impact of the interventions initiated by the Family Strengthening Programme have been at three levels:

Improving education → 1100 children are being sponsored by the programme either at SOS schools or in government schools. The children are further sponsored all the way to grade twelve with some likely to benefit in a trade at the trade school run by SOS. The quality of education offered is also of a very high standard with 83 youths are currently being supported at the Vocational Training Center.

Capacity building → The economic status of many households has greatly improved. People are now able to afford things they initially could not afford while others have gone on to start small viable businesses.

Medical aid → The disease burden has been greatly reduced, especially on the most vulnerable households that get medical schemes through the SOS clinic. Furthermore, the clinic offers a high standard of medical treatment at an affordable fee to community members who are not beneficiaries of the support provided by the scheme.

The impact of this programme is also at national level. Zambia has largely performed well with regard to the second MDG of achieving universal primary education. Indeed the role played by SOS and other education providers has made a big difference towards the achievement of this goal.

6.4 PROJECT SUSTAINABILITY AND FUTURE FOCUS

The programme has four social workers who work directly with the community on a daily basis. The social workers have been able to introduce and encourage beneficiaries to engage in IGAs including small scale farming through a food security initiative. The programme then provides some inputs. The training provided includes business skills, growing of mushrooms and vegetables. Furthermore, the programme gives interest free loans to the beneficiaries so that they can implement their individual project. To instill responsibility and also as a sustainability measure, the beneficiaries are expected to refund 50% of the loan after a set period.

The skills training in carpentry and tailoring offered through the TEVETA registered vocational training center is another sustainability strategy which is meant to empower the community to generate its own income.

The programme has already expanded to Kitwe and plans have reached an advanced stage to build another village in Livingstone. It is expected that after the initial life of the programme, it will extended with perhaps even more beneficiaries funds allowing. Additionally, the programme will build two community schools in identified communities within the catchment area so that more children have access to education.

6.5 IMPACT ON POVERTY REDUCTION

Two overt manifestations of poverty are usually hunger and disease. The food security support project and the income generating activities within the overall programme of the village ensures that these two evils are decisively dealt with. The catchment area of the programme is very big with thousands of households that could be on the programme save for the restrictions of capacity constraints and other resources. However, for the 2016 beneficiaries who are on the programme, their lives have been transformed and this has led to spill-over effects in the communities involved. The education support offered to the 1100 children and skills training to 83 students will greatly benefit these particular children and their families in the near future.

7.0 CHRISTIAN CHILDREN'S FUND

BACKGROUND

Christian Children's Fund (CCF) is an international non-profit, non-sectarian agency working for the survival, protection and development of children in over 37 countries, including ten states in the United States of America. It is the world's oldest child sponsorship organization, promoting child-centered community development.

CCF has been operating in Zambia since January, 1983. The initial aim was to ensure the survival of children in the poorest areas by providing adequate food, basic health, clothing and shelter. However, over the years, CCF Zambia has also been providing community-based programs and projects in the areas of health, education and youth empowerment.

The agency seeks to involve the community in the organization, planning, implementing, monitoring and evaluation of the projects and programs. At the centre of this are the four principles namely: Understanding child poverty, child and youth agency, partnership approaches and long-term change.

By understanding child poverty, the agency hopes to develop a deeper understanding of the causes and effects of difficulties faced by children rather than only dealing with the offshoots of these causes. The agency also hopes to implement projects and programs that tackle causes of child poverty and adversity right at the source, i.e. child, family, community or area level.

By building an agency centred on children and youth, CCF Zambia hopes to empower the communities (parents, youth and children) so that they take a leading role in program implementation.

Through partnership approaches, CCF Zambia would strengthen working relationships with relevant government and other development agencies both at local and national levels in line with the guiding national development policies.

All in all, the new CCF approach to sustainable community development aims at implementing programs and projects that will achieve broader, deeper and longer lasting impact on more children and their communities. The approach emphasizes the need to tackle the sources of children's poverty by directing resources to the areas of most need. Rather than spreading the resources thinly, CCF Zambia under the Bright Futures model is looking at ways of pulling resources together for bigger impact

7.1 TYPES OF PROJECTS UNDERTAKEN

In order to address this problem, CCF piloted a project in Mumbwa District offering a minimum package of safe motherhood and reproductive health program activities. The project used state of the art program strategy recommended for NGO programming and consistent with national guidelines.

The project was aimed at increasing the coverage of women of reproductive age accessing a basic package of safe motherhood and provision of child health services.

CCF Zambia chose Mumbwa specifically because of morbidity and mortality rates that were higher amongst the CCF Zambia operational districts. For instance, according to Mumbwa District Health Management Team (DHMT) records between June 2003 and July 2004, the district recorded nine maternal deaths, a snapshot of high mortality rate at district level. After the baseline survey which revealed more gaps in maternal health in the district, CCF Zambia felt that it was imperative to implement the Maternal Child Health (MCH) project in this district.

Based on the survey, a Maternal Child Health project was devised focusing on the following activities:

- Identification and secondments of three key staff from DHMT to the project,
- Community mobilisation and sensitization,
- Formation of community based committees namely; Planning, Behaviour change, Traditional Birth Attendants (TBAs) and Logistics,
- Trainings of the various community groups and staff based on the identified needs including cross cutting issues,
- Procurement of the necessary logistics,
- Construction of the MCH wing,
- Monitoring of the activities.

The Maternal Child Health project came at an appropriate time and helped reduce the morbidity due to the improved referral systems. In addition, the project helped in the training of 36 TBAs and 28 Malaria Control Agents as well as the provision of TBA kits and 48 bicycles for easy transportation between the households and rural health centres. The project also made available antenatal, delivery and postnatal registers to ease monitoring.

Through trainings, the target communities were empowered with knowledge and skills for improved management of maternal child health delivery. As a result, the workload of skilled health workers in the rural health centres reduced thereby giving them time to provide quality health services.

The project also fostered a strong partnership among the various players namely the community, the District Health Management Team, CCF Zambia and the African Development Bank Malaria project. Additionally, the MCH project enhanced the communities' and partners' appreciation of CCF's new approach in the implementation of programs and projects under the Bright Futures.

More critically, the project was in line with the fourth and fifth goals of the MDGs. Through its focus on child and maternal health, the programme was on track in contributing to 'reducing child mortality' and 'improving maternal health.'

7.2 BENEFITS AND SUCCESS OF PROGRAMME

In line with the implementation plan, achievements were recorded at the following levels:

DISTRICT HEALTH MANAGEMENT TEAM

According to the District Health Information Office System, in the last year before July 2004, Mumbwa District had nine maternal deaths, but from the time the project started to the time it ended, the district recorded only two deaths. This represents a reduction of 22.2%.

As a result of the trainings of the TBAs, Malaria Control Agents (MCAs) and Community Based Distributors (CBDs) sponsored by CCF Zambia under the MCH project, the DHMT increased the coverage. Other than the trainings, CCF Zambia under the project also provided logistical support in terms of bicycles, TBA kits, Insect Treated Mosquito Nets (ITNs) and Information, Education and Communication (IEC) materials. This meant that a lot of people within the catchment area were able to access MCH services within reasonable distances. Additionally, this helped the DHMT to save some resources that could have been used to train the above categories of community service providers and channel it to other needy areas.

The DHMT also recorded a reduction in the demand for maternal health needs at rural health centres due to the services provided by the TBAs and the MCAs at community level.

The DHMT saw the construction of the Myooye MCH wing as a clear demonstration of meaningful partnership with CCF Zambia and the joint desire to enhance maternal child health in Mumbwa District.

SKILLED HEALTH WORKERS

The skilled health workers based at rural health centres within the catchment areas accrued a lot of benefits from the MCH project including: all baby deliveries in the community being carried out under supervision, workload being reduced on the part of health centre staff as a result of the TBAs, MCAs and CBDs resulting in each health centre staff now giving clients adequate attention, community health workers also helping with growth monitoring, giving of anti-malaria medicines during antenatal sessions and helping with the distribution of family planning commodities to name a few.

DISTRICT AND FIELD COORDINATORS

The District and field coordinators were directly involved in the implementation of the MCH project. By virtue of their involvement, they received a lot of benefits that positively impacted the way the services in the community areas where the MCH project was implemented. These include how to initiate a project, coping with challenges in the initial implementation stages and development of action plans, empowering people with knowledge and skills as well as an opportunity to train others, how to build partnership with a nongovernment organization and learning how NGOs operate in terms of their funding requirements and reporting formats, supervisory techniques etc.

TRAINED TRADITIONAL BIRTH ATTENDANTS

The project trained 36 TBAs who appreciated the way MCH project was implemented. The project additionally empowered the trainees with the knowledge and skills that they could use to develop a rapport with the community. With bicycles provided, they were able to respond to their clients and emergencies within short times, thereby saving lives. The TBAs further acquired positions of leadership in their respective communities making it easy for them to provide education on nutrition supplementary feeding, balanced diet and encourage mothers with malnourished children on how to feed them properly,

MALARIA CONTROL AGENTS

A total of 28 MCAs were trained under the MCH project so as to help in the prevention, management and control of malaria at community level. The training made a very big difference in the malaria control efforts, especially among pregnant women and under five children within the catchment area. The demand for the ITNs was very high implying that people had been highly sensitized on the need to use ITNs.

COMMUNITY

The local community was an important partner in the successful implementation of the MCH project. Even though the primary target were women of reproductive age and under five children, involvement of the local community was crucial. Men and local leaders are influential and it was therefore necessary to have them on board in order to make them appreciate the project and give it the required support. Fortunately, after sensitization meetings, all community members embraced the MCH project, offered their full support and cherished the services rendered.

It brought about a good working relationship among the various groups such as the community, community leaders, CCF, DHMT and ADB.

7.3 IMPACT ON COMMUNITY

The following impacts can be attributed to the influence of the project:

- The Maternal Child Health project helped reduce the morbidity due to the improved referral systems.
- It helped in the training of 36 TBAs and 28 Malaria Control Agents as well as the provision of TBA kits and 48 bicycles for easy transportation between the households and rural health centres.
- The project also made available antenatal, delivery and postnatal registers to ease monitoring.
- Through trainings, the target communities were empowered with knowledge and skills for improved management of maternal child health delivery.
- The project also fostered a strong partnership among the various players namely; the community, the District Health Management Team, CCF Zambia and the African Development Bank Malaria project. Additionally, the MCH project enhanced the communities' and partners' appreciation of CCF's new approach in the implementation of programs and projects under the Bright Futures programme.

7.4 PROJECT SUSTAINABILITY AND FUTURE FOCUS

By building an agency centred on children and youth, CCF Zambia hopes to empower the communities (parents, youth and children) so that they take a leading role in program implementation.

Through partnership approaches, CCF Zambia strengthens working relationships with relevant government and other development agencies both at local and national levels in line with the guiding national development policies.

In terms of long-term change, CCF Zambia aims at building sustainable community capacity with the ability to reflect and learn flexibility and achieve impact through a three-year strategic planning process.

All in all, the new CCF approach to sustainable community development aims at implementing programs and projects that will achieve broader, deeper and longer lasting impact on more children and their communities. The approach emphasizes the need to tackle the sources of children's poverty by directing resources to the areas of most need. Rather than spreading the resources thinly, CCF Zambia under the Bright Futures model is looking at ways of pulling resources together for bigger impact.

7.5 IMPACT ON POVERTY REDUCTION

Maternal related deaths are a serious threat to development of rural African societies. The training offered and capacity built through the MCH project led to a reduction in the number of women dying as a result of pregnancy related complications. These mothers were therefore available to continue providing for their families rather than leaving orphans who would increase the burden on already stretched families.

8.0 LESSONS LEARNED

After analyzing the above international organizations' poverty reduction programmes, along with the brief literature review undertaken, we see a number of lessons with regard to the management of poverty reducing programmes in Zambia. The lessons learned can be put into two broad categories – the positive lessons (thus worth emulating) and the negative ones that need to be avoided at all cost.

POSITIVE LESSONS

- There is a strong need to continue strengthening and broadening the partnership to ensure the sustainability of the projects and programs.
- It is vital to place emphasis on training of beneficiaries (including enhancing their advocacy skills) so that their capacity is sufficiently established to the extent that when the sponsoring organization pulls out, the project does not die. This training can involve other stakeholders such as CBOs and government departments which provide oversight over the projects.
- There is need to incorporate other community structures in the entire project cycle.
- For national projects, involvement of the government (both central and local) at every stage is vital for both success and avoidance of duplications.

NEGATIVE LESSONS

- Quite often, incentives or allowances for non core project staff (such as volunteers, community members and government officials) have been the cause of many problems. If this issue is not handled well, with clear parameters set at the beginning, it can cause a lot of problems.
- Maintain focus – sometimes, it is easy to lose direction in a project to the extent that the it begins to do things which it not meant to address. The need for a plan (which is then followed through) therefore cannot be overemphasized.
- Projects and programmes that involve merely giving people free things are usually unsustainable as the beneficiaries rarely take responsibility. They may begin to see the entire project as a gravy train.

9.0 CONCLUSION

The study of the four international organizations involved in poverty reduction programmes in Zambia has revealed a number of success stories. This was not an exhaustive evaluation. As such it should be expected that in some instances, the successes described by the programme staff may be understated or overstated. The important point, however, is that these programmes and projects have positively changed lives in a positive sense.

The success of a project relies on a number of factors. Some of these include the plan and how it was formulated, the dedication of the implementing team, beneficiary involvement and availability of resources. This list is not exhaustive. Of greater importance is the role played by the successful factors discussed earlier in the report.

We were able to establish that these organizations built their success primarily on three factors which go beyond mere managerial ability. These are building of strong partnerships, mobilizing the communities to own the programme and putting in place strict transparency and accountability systems. There is no doubt that these three provided the foundation for their good performance and clearly will continue to provide the longevity of their respective successes.

Building and maintaining strong partnerships with all stakeholders is critical in development work. Most African governments fail to exploit this and consequently, their best intentions end up failing as government programmes and projects end up crumbling because people perceive them as one sided. In some cases, the beneficiaries even consider the projects with suspicion because they are never involved in the first place. The entire project circle is managed by the government.

Mobilizing the community to participate in the project formulation right through to the terminal evaluation not only ensures a greater likelihood of successes, but also gives the community an opportunity to participate by providing their local resources (labour, technology, finances, etc). At the end of the project, the community cherishes the project. Furthermore, the training provided to the community improved livelihoods unlike the idea of bringing educated technocrats to prescribe what is 'needed' by the community.

Finally, the report has shown that accountability and transparency have been key components of the programming in all the organizations. The quickest way to kill even the best of projects is to ignore these very important factors. Many governments have ignored these vital ingredients or down-played them to the extent that only a fraction of the funds intended for community programmes actually reach the beneficiaries. This has led to a steady corrosion of trust in governments' abilities to drive the development process over time. International NGOs have therefore found an important niche that is appreciated both by the beneficiary communities, the donors of the funds and the governments in whose countries these programmes are undertaken.

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BENEFICIARIES OF EDUCATION SUPPORT FROM SOS CHILDREN'S VILLAGE IN LUSAKA

SCHOOL	MALE	FEMALE	TOTAL NO. OF PUPILS
KINDERGARTEN	6	10	16
HG BASIC	191	185	376
HG HIGH SCHOOL	35	18	53
VTC FIRST INTAKE	28	33	61
VTC SECOND INTAKE	47	36	83
GOVERNMENT SCHOOLS	334	313	647
UNIVERSITY OF ZAMBIA	1	1	2

COMMENTS

Support is from Bayport, Zambia. The girl is in her third year in School of Veterinary Medicine and the boy is in his second year in Humanities.



Clement is a graduate of Herriot-Watt University, Edinburgh, where he studied for a Masters in Business Administration. In addition, he has a Bachelor of Arts degree in Economics and is a professional accountant. He has an extensive background in business advisory services, auditing and investigations, public and non public accounting and has held senior management and consulting roles. He has worked and consulted in four different countries. He served on local and international boards as a director. He is currently the Program Manager with TRACE Aid Program.

While serving as Director of Finance and Managing Director in Zambia, he came across high levels of abuse and plunder of national resources and donor funds by high ranking officials and politicians. Alarmed and dismayed, he tried to champion for accountability but was met with resistance to the point of intimidation, death threats and trumped up charges. Fearing for the safety of his family, he fled his country and now lives in Ottawa, Canada, with his wife and four children.

He is a co-founder of TRACE Aid Program, an initiative committed to bringing accountability and integrity to international aid. Experience has taught him that budgetary support in development aid creates opportunities for misallocation of funds because most governments lack transparency and accountability. He supports the majority of aid being channeled through a network of NGOs with a track record of integrity in delivering aid to poor countries.