

**TRAINING NEEDS ASSESSMENT REPORT SUBMITTED TO
CIVIL SOCIETY FOR POVERTY REDUCTION**

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Submitted by the In-Service Training Trust

1.0 Introduction

This report constitutes the findings of the TNA assignment conducted for the Civil Society for Poverty Reduction (CSPR) study undertaken by the In-Service Training Trust (ISTT) during the period 23rd July to 11th August 2003. The study was commissioned by the CSPR, and was undertaken in three Provinces namely Central, Eastern and Southern. Discussions were held in three districts in each of the named Provinces namely Petauke, Katete and Chipata in the Eastern province, Mumbwa, Kabwe and Kapiri Mposhi in Central Province and Mazabuka, Choma and Livingstone in Southern Province. The objective of the Training Needs Assessment was to identify potentials, problems and gaps in the Knowledge, Attitudes, Practices and Skills (KAPS) in order that training programmes can be mounted for Community Based Organisations (CBOs), NGOs and Self Help Organisations (SHOs) so as to lift up the performance levels to better heights in terms of better service delivery; addressing the human resource factor in poverty reduction programmes delivery. This is in the hope that the impact of the intervention programmes in the area of poverty reduction can be felt more at the community level – aimed to make a difference.

The study comprised two components, desk review constituting the reading of various documents in order to provide background information serving to acquaint the researchers the required basis on which to base instruments design and development. The investigations were conducted at organizational level considering issues of knowledge, attitudes, practices and skills as they relate to service delivery and the attendant impact at grass roots level. The investigations assumed four components namely general questions using a checklist of questions to provide an insight into the operations of the organizations in attendance. Facilitation was extended to employment of analytical frameworks including SWOT, Force Field analysis and stakeholder analysis (refer to appendix).

On this premise an appeal was made to the participants to be as objective, honest and open as possible in the discussions and submissions in order to reflect the true position for more effective training programmes intervention design. It was emphasised that only then could good quality data be obtained that would be reflective of the real issues at hand, and proper and well focused training programmes be designed and delivered to answer the identified gaps.

1.1 Background

The Civil Society for Poverty Reduction, hosted by the Jesuit Centre for Theological Reflection (JCTR) is a network of civil society organizations whose joint challenge is that of poverty eradication. The network organizations represent various interest groups affected by and working around the different faces of poverty. This includes interest groups in governance, democracy and human rights, education, gender, youth concerns, health and HIV/AIDS, agriculture, land, macroeconomics, press freedom, trade unions, environment etc. CSPR sees poverty as an ethical and moral issue as it erodes on human dignity and hence the fight is not to merely reduce the incidence of poverty but to eradicate it, hence this effort to enhance the human capacity in service delivery.

CSPR draws its mandate from the Poverty Reduction Strategy Paper (PRSP), a national plan to reduce poverty and increase incomes for all Zambians. The plan offers an opportunity to all Zambians to engage in farming, get employment or start their own businesses. It also offers better access to basic services, especially in health and education while also focusing on improving infrastructure like roads, water and fuel for all citizens.

The CSPR undertakes activities in three programme areas; namely monitoring and evaluation, information and advocacy and capacity building. The capacity building programme under which this study falls is itself divided into two

- ☞ Building capacity of CSPR to implement its programmes that try to see that effective participation of civil society in poverty eradication in Zambia and

- ☞ Building capacity of the civil society to contribute to and effectively implement programmes aimed at poverty eradication. This is the component from which the TNA draws its mandate!

The activities that constitute the capacity building component focus on:

- ☞ Advocacy – which enhances the capacity of CSOs to engage in poverty related advocacy and policy discussion
- ☞ Monitoring and evaluation – to improve the ability of CSOs to monitor and evaluate poverty reduction and eradication activities
- ☞ Pro-poor service delivery – to promote active delivery of pro-poor services by CSOs
- ☞ Media relations – to enhance the effectiveness of CSOs to communicate, source, generate and disseminate information
- ☞ Networking – to promote networking through local and regional workshops to facilitate information sharing on practices in poverty reduction and eradication.

1.2 Justification

The objective of this Training Needs Assessment is to enable development of the capacity building development programme for the CSOs, NGOs and SHOs to enhance their active participation and full ownership of poverty eradication. Poverty is not just statistics - it is about people. Currently in the country, poverty forces ¾ of the population to live below the poverty datum line. At this point poverty is not just about not having any cash. It is also about human poverty, which means low life expectancy, lack of decent education and poor access to basic needs including secure food supply, health care, education, water, sanitation and housing.

On the other hand child poverty is increasing, often related to HIV/AIDS. Children are found working, street children, orphans and child headed households who are all very vulnerable. Many children do not attend school, either because they are unable to find fees or are busy working for cash or in the home. Women are also vulnerable to extreme poverty, and households headed by women face great problems. This is because women have less education, less formal employment and more domestic responsibilities, which all prevent them from earning a good income. The poor have been even poorer by HIV/AIDS. It mainly hits adults who should be chief breadwinners in their households. Instead, they become dependents themselves, increasing the number of dependant and decreasing the number of people to depend on.

The PRSP provides opportunities for employment or business people who are waiting for a chance to work. It also offers an opportunity for increasing access to education, health and welfare so that over time, each household can improve its capacity to participate in new opportunities. This training needs assessment is about enhancing the capacities of the service providers in CSO, NGOs and SHOs, improving their capacity for effectiveness for better impact on the beneficiaries. In this regard, for more effective service delivery and increased impact at the grass roots level, a more holistic approach is required otherwise the impact is weakened. For meaningful poverty reduction to be achieved efforts need to derive and fulfill from the fact that human development is a multi-dimensional concept in as much as poverty is a multi-dimensional facet.

1.3 Terms of reference

This Civil Society for Poverty Reduction Training Needs Assessment was conducted in selected provinces only namely Central, Eastern and Southern Provinces. The study was conducted in three selected districts per provinces, targeted at Non-Governmental Organisations (NGO), Community Based Organizations (CBOs) and Self Help Organisation (SHO) involved in poverty reduction programmes with the following terms of reference:

- ☞ Conduct TNA in three provinces Eastern, Central and Southern Provinces, assessing a minimum of 10 CSOs in each district working around various poverty reduction activities (service delivery,

advocacy and lobby etc). The assessment need not be restricted to provincial centres but locations of high civil society activity.

- ☞ Identify the **capacity gaps** and training needs of the identified organizations
- ☞ **Prioritise the identified training needs** of the various organizations (by province)
- ☞ Identify possible **training sources** for the various types of training
- ☞ Recommend a **five month training scheme** or plan based upon the findings above
- ☞ Separately assess the possible training requirements of the CSPR secretariat

1.4 Methodology

The study employed participatory mixed group discussions, both in plenary and smaller working groups. The deliberations in smaller working groups were presented and opened up for all to make observations, seek for clarifications, give comments etc. The checklists included four segments of assignments including general questions, analytical frameworks; Force Field Analysis (FFA), Strength Weaknesses Opportunities & Threats (SWOT) and Stakeholder Analysis (see appendix ...). It was felt prudent to use a triage of tools for the purpose of triangulation and quality control of the data accrued. The data collection was targeted at organizational personnel (management), operational staff and support staff in a workshop set up. The workshop was scheduled to last for 1 and ½ day's duration.

1.5 Identification of Civil Society Organisations Working in Poverty Reduction.

The process of identifying civil society organisations working around various poverty reduction activities (service delivery, advocacy and lobby etc) in Eastern province was based on information provided by CSPR. However, this task was difficult in Southern and Central provinces because CSPR has not yet established focal point organisations. In order to establish CSOs working in the area of poverty reduction, the study team consulted NGOs such as NGOCC and YWCA to assist in identifying such organisations.

1.6 Limitations to the study

The study limitations were as follows:

- The time in which to collect the data was too short. The initial plan was to take two and half days per district but had to be reduced to one and half days and in certain cases one day. This has somewhat tended to compromise the quality of data collected. Since workshop participants were not familiar with some of the tools used in data collection, this tended to slowed down the process.
- The participatory approach which was used required more time. Additionally, owing to the late reporting of the participants the sessions after 10.30 to 11 hours, and had to end early and this contributed to some group activities not being completed properly
- The most contentious issue was that of allowances. The people who attended the meetings expected to be paid out of pocket and transport allowances in accordance with the tradition set by other organisations which normally conduct suds tidies in these areas. The process of explaining that there were no allowances took some time. Of course the non payment of allowances could have affected the quality of data to a great extent. However, although the non payment of allowances made some people leave the meetings, those that remained were still a representative sample of the groups.

- Meetings with CSOs in Mumbwa and Kapiri- Mposhi were difficult to conduct such that the study had to go to these places two times in each case.

2.0 PROVINCIAL FINDINGS

In accordance with the terms of reference the assessment was supposed to over at least 10 CSOs in each district working around the various poverty reduction activities. However in places such as Mumbwa there were only 7 organisations available for participation.

2.1 EASTERN PROVINCE

These will herein be presented per province and district. Owing to the fact that a maximum of two people were invited from each organisation, and in certain cases only one person came, it was felt prudent that in order to facilitate the discussions, the people be allowed to work in like-theme groups.

The survey covered Petauke, Katete and Chipata districts respectively. Discussions were held with a total of 27 Civil Society Organizations. By and large extent these comprised local civil society organizations. Owing to the fact that a maximum of two people were invited from each organisation, and in certain cases only one person came, it was felt prudent that in order to facilitate the discussions, the people were allowed to work in like-theme groups.

2.1.1 PETAUKE DISTRICT

2.1.1.1 Background information

The workshop was held at the District Education Resource Centre. The question on the role of CSRP met with mixed feelings. Some of the organisations expressed knowledge about the existence of CSRP saying that it was a group of organisations that have come together with a common purpose of reducing poverty in Zambia whose was to identify, design, monitor and evaluate, implement strategies for poverty reduction. In this case they felt that the relationship of their organisations to CSRP bordered on the areas of common interest that included education (building schools, provision of education materials and equipment), health (improving the nutritional status of the communities and provision of essential drugs) and provision of food aid (relief food distribution and provision of farming inputs). A few of them expressed ignorance about the existence and therefore could not relate to it.

The common vision for all the organisations was a poverty free society. Their mission was to provide humanitarian aid in all spheres of human development while that of others was to empower women in order to achieve a better community, advocate and lobby for equality and equity in the governance of the country, and to promote provision of quality reproductive health facilities, family life education on HIV/AIDS and STIs in the community.

Roles and responsibilities

The collective vision was to better the lives of the people in distress. To this extent poverty was defined as “the inability to meet basic life needs e.g. shelter, food, clothing and water (safe and clean)”. The role of these organisations in poverty reduction was said to advocate and provide health, education and life skills (vocational) in order to fight poverty. The collective core function of all the organisations represented was to provide food aid, farming inputs and basic services (safe water, education, sanitation and health services) on one hand and HIV/AIDS prevention, promotion of girl child education and caring for the orphans and vulnerable children (OVC).

The goals and objectives for the organisations were to reduce malnutrition rates, increase the literacy levels, and improve health, HIV/AIDS prevention, poverty alleviation, and provision of reproductive health and promotion of girl child education.

They said that they were able to meet these goals and objectives but to a limited extent. The reasons for the limited success included inadequate resources (finances, transport), lack of motivation, lack of volunteers, unfavourable policies (government) and an increased demand on the services and inadequate training of the personnel. Unfavourable policies included an example such as the operational terms for Clark cotton and Dunavant – organisations that provided farmers with inputs such as loans and seeds but they also determined the price, which tended to be exploitative and seen not to be helpful to individual farmers. The government was said to be allowing the scourge to go unabated. They further said that if the government had a better “political will” it would equally encourage farmers to grow food crops and not concentrate on cash crops. The other draw back was the ever-changing needs of the clientele with the implication that they required frequent and constant training.

The strategies employed for poverty reduction included income generating activities (carpentry, tailoring, farming, gardening, poultry, piggery, back yard gardening), education, and health including HIV/AIDS, family planning services and survival skills. Others were promotion of food security at household level, advocating for better political will and employing effective disaster management and mitigation measures to be put in place.

Activities undertaken included distribution of relief food and farming inputs to the vulnerable groups, conducting community awareness campaigns on food storage and preservation, lobbying for favourable agriculture policies and collecting data for the district disaster management committee to have up to date data on district food requirements and source for supplies.

Problems encountered were outlined as high fall out rates of the volunteers, inadequate transport, inadequate finances and poor communication. limited resources e.g. financial and negative community attitudes towards development, as they tended to expect handouts. Solutions used to counter these problems were scaling down on the activities undertaken and reducing on the catchment areas covered. Awareness creation was also identified to be a workable solution. Others included regular reorientation of the volunteers, motivation and sponsorship and integrating their programmes with other organisations that had transport.

Job on training

Some of the organisations represented in this working group acknowledged the fact that they provided job on training. This was said to be an ongoing process and it was provided to organisational staff such as programmes staff, accounts personnel and managers. For the organisations that subsisted on voluntary employees, the training involved orientation and the cadre of people oriented included the out of school youths, parents and elders; and widows and widowers. The training package on offer depended on the training needs of the activities being undertaken and these varied greatly among the various organisations, but included issues of care giving, peer counselling, client identification, income-generating activities and vocational skills.

Expectations

Organisational expectations of the communities they worked with were cooperation, participation, productive, self-reliant, drastic reduction of poverty and volunteerism. They said that the communities expected the organisations to provide resources e.g. money, transport, food, technical expertise (technical know how), moral support, visitations and provision of technical information and materials like blankets among many others. Communities also expected improved provision of health and education services. They said that they were not able to meet community expectations due to lack of transport to enable them reach far-flung places, limited resources and the ever-increasing demands of the services owing to population increases.

They identified opportunities available to them as vast land, availability of people and unskilled labour, abundant natural resources, good will from the public and empathy from people. Other opportunities available to them were that they received some funding and food consignments for community development and that above all the communities they worked with were agricultural oriented.

Monitoring and evaluation

Indicators to state achievement were identified as community responses. This implied physical indicators such as constructed and filled granaries, number of cooperatives formed, number of health centres & posts, number of community schools, rates of malnutrition and generally improved standards of living. Indicators of both achievement and failure included positive and negative behavioural change of the community in their life styles respectively. Specific indicators for achievement from the various organisations' perspectives were identified as:

- Reduced number of malnutrition cases in children
- Increased crop yields
- Reduced morbidity and mortality rates
- Increased number of schools and houses for teachers built
- Increased schools enrolment
- Number of clients identified and supported
- Number of successful IGAs running
- Number of clients trained
- Reduction in the incidence rate of disease
- Number of active volunteers on the register
- Success rate of any activities undertaken

Indicators of failure were identified as the number of clients not fulfilling the required grade, the number of volunteers falling out of the programme, non-availability of operational funds at the time required and apathy. The track of progress on the goals and objectives was kept by making follow-ups, production of annual, quarterly and monthly plans, monitoring and evaluation processes, comparing success rate of planned activities, holding review meetings quarterly and monthly and providing reports.

When there was deviation from the plans they said that they would then reschedule the activities, re-evaluate the programme, prioritising the activities and ultimately re-plan.

Community involvement

Community involvement was allowed at all stages of the project cycle, and the extent of participation was said to be full. The selection criteria for community participation were the scoring techniques by some of the organisation as applied in PRA to identify deserving and vulnerable people to work them towards being self-reliant. The selection criterion of participating communities for other organisations was on voluntary basis (volunteers). This was by virtue of their inherent skills, being influential members of the community, and position in society. Conditions of participation were on voluntary basis.

2.1.1.2 Force field analysis

Driving forces

- ☞ Alarming poverty levels
- ☞ Food insecurity at household level
- ☞ High rates of malnutrition
- ☞ Inadequate basic health services
- ☞ High illiteracy levels
- ☞ To improve the quality of life for distressed children to enable them realise their full potential in the communities in which they lived
- ☞ To better the life of a girl child by enhancing her education opportunities
- ☞ To save human from the menace of HIV/AIDs

- 📁 To initiate programmes
- 📁 To reduce child abuse in home
- 📁 For people to have access to productive assets
- 📁 To reduce mortality rates
- 📁 To be self sustainable in foods production
- 📁 To prevent property grabbing
- 📁 To advocate for the inclusion of women in the mainstream decision making bodies in the work places

Objectives

- Promote food security at household level through provision of farming inputs to vulnerable families
- Reduce illiteracy levels through the rehabilitation and construction of schools
- Promote good health through provision of quality health services
- To achieve a poverty free society (free of hunger, disease and ignorance)

Hindrances

- Negative traditional customs and beliefs (regarding husband/wife relationships)
- Negative attitudes towards meetings (apathy)
- Poor communication skills in community sensitisation
- Negative traditional myths and taboos
- Inadequate human resource by way of volunteers
- Poor communication skills
- Inadequate transport
- Poor motivation
- Low levels of community empowerment
- Inadequate resources
- Poor government policies on agriculture
- Poor quality education services (below par)
- Lack of commitment by government towards health services

Skills and knowledge required

- Advocacy
- Lobbying
- Project proposal writing
- Policy analysis
- Report writing
- PRA/PLA (needs assessment methods)
- Resource mobilisation
- Basic financial, human resource and business management
- Psychosocial counselling
- Management of civil society (NGO management)
- Communication skills
- Policy formulation skills
- Planning
- Monitoring
- Sensitisation skills (public speaking)
- Gender in development (women empowerment)
- Negotiating skills

- Leadership skills
- Project management skills

2.1.1.3 SWOT analysis

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| <p>Strengths</p> <ul style="list-style-type: none"> • Experienced members • Enjoys good with line ministries e.g. MCDSS, MOE, MOH and faith based organisation like churches • Welfare assistance committees in place • Committed membership • Sponsorship • Good accountability • Enough manpower • Capability to deliver services • Good relationship with communities • Wide membership • Enough manpower • Ability to network with other organisations • Distribution of FLE to the community • Gender policy document in place • Highly qualified human resource in place • Government watch dog (government listens) | <p>Weaknesses</p> <ul style="list-style-type: none"> • Lack of initiatives for fund raising ventures • Few paid up members • Inadequate resources e.g. finances • Irregular meetings therefore poor information flow • Poor record keeping abilities • Apathy from most members towards attending meetings • Lack of transport • Poor communication channel with the government at the local level • Unqualified personnel run the organisations • Poor leadership skills • Poor communication systems in palace • Members poorly motivated • No office accommodation • High rental bills |
| <p>Opportunities</p> <ul style="list-style-type: none"> • Good will from the donors and communities • Funds available at ZAMSIF for OVCs • Many organisation have high interest in organisation dealing with orphans and vulnerable children • Community concern on the plight of OVCs • Empathy • Agricultural oriented communities • Presence of other organisations to collaborate with • Donor funding • Availability of staff training programmes | <p>Threats</p> <ul style="list-style-type: none"> • Lack of dependable sponsors • Lack of government policy • Multiplicity of organisation in the sector • Effects of HIV/AIDs on the volunteers (reduction of the human resource) • Myths and misconceptions in the communities • Political interference e.g. handouts • Dependency on donor funding • Unfavourable government policies • Lack of political will • More organisations formed offering similar services • Issuing of handouts e.g. salaula, vitenge materials, food and other essentials, bicycles as incentives to participate |

2.1.1.4 Stakeholder Analysis

| Stakeholder | Current and future needs |
|---|---|
| Community, government, other NGOs, employees, donors Churches, OVCs | <ul style="list-style-type: none"> • Basic needs (food, shelter, clothing, etc) • Farming inputs, extension services, good health services, • Improved educational services • Nutritious food |

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| | <ul style="list-style-type: none"> • Good road network • Good health services (e.g. HIV/AIDS, reproductive health) • Good education • Reliable facilities for IGAs • Access to seed money • Well established vocational skills training programmes for OVCs • Good government and organisational policies on welfare of OVCs |
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Skills and knowledge needed

- Advocacy
- Lobbying
- Project proposal and report writing
- Knowledge on government policies
- Policy formulation guidelines

2.1.2 KATETE DISTRICT

2.1.2.1 Background information

All the organisations reported that they had no idea what CSPR was and therefore did not know how they related to it. The collective vision for these organisations was a poverty free Zambia where there was equal representation and participation in decision making at all levels and in all spheres of life and that women were not sidelined. Their mission was to organise the women to be self-sustainable at household level in food security and income generating activities, as well as enjoy equal representation through advocacy, lobbying and capacity building.

Roles and responsibilities

The working groups defined poverty as the state of having no ideas to be self-sustained, having no sources of income including food and no education thereby lack job opportunities, farming inputs and food, shelter and other necessities of life. The role of these organisations in poverty reduction was provision of literacy education to the communities with low education levels, community sensitisation on the dangers of HIV/AIDS, farming as a business and several other income generating activities. The core functions to this extent were raising the literacy levels, reduce poverty and increase food security at household level, and reduce the prevalence of malnutrition and other diseases. Other functions were to encourage women to support each other through advocacy, lobbying, and capacity building and gender sensitivity and promote education of a girl child.

The goals and objectives were to achieve equal representation and women empowerment as well as “to see poverty reduce in Zambia so that people could sustain ourselves through farming and income generating activities”. They stated that they were not able to meet these goals and objectives due to lack of skills, resources (human, financial - loans, seeds, watering canes), lack of training opportunities and poor communication both within the organisational structures and the district at large. For the same reasons the organisations were not able to provide job on training.

To reflect the assortment of the organisations represented, a whole array of strategies was outlined, these included capacity building enlightening women on their rights, promotion of women empowerment, food security (to be self sustaining, cash crops versus food crops), business promotion, agro-forestry, paralegal, literacy, poultry rearing and tailoring, nutrition and HIV/AIDS.

Though farming activities were being undertaken, the communities were too poor to source for fertilizer and seed. Even if the soil conservation measures were being provided, not all were able to harvest a good yield. For this reason, part of the community was reported to be food secure, while the other part there was crop failure. The standard of living had since gone down resulting in increased rates of malnutrition. Other activities were sensitisation campaigns on women empowerment including recognition of a girl child as an important entity, the negative components of girl initiation ceremony and the evils of early marriages. They reported broadly that they were only able to meet some of these activities. Problems encountered included inability to carry out most of the planned activities due to inadequate transport and other resources. The inability to source for funds was also a major problem e.g. they had heard that there was money at the council for poverty reduction but were unable to get it. They bemoaned that the money was not obtainable because the conditions set were very stringent and tricky on one hand but also largely this pointed their inability to write good project proposals.

The solutions used were that only some of the communities got fertilisers on loan and many only produced enough food and therefore were not able to pay back the loan. Solutions used to raise funds was collection of membership fees but amounts collected were not enough to sustain all the activities and functions of the organisations.

The opportunities identified were agriculture activities and the communities were receptive to the programmes provided so far. Further there was need to sensitise the communities to form cooperatives in order that they could enhance their capacity to source for inputs, machinery and literacy education.

Expectations

As organisations they expected participation and cooperation from the communities in which they operated. The communities on the other hand expected handouts such as farming inputs and basic essentials of life such as food and money but they were unable to meet these, again due to limited resources.

Community participation formed the cornerstone for all the programmes and this was right from the planning stage. There was no selection criterion but the level of vulnerability served as a criterion for some. Clubs identified the projects for implementation. The District Women Association groups, clubs and cooperatives affiliated themselves to DWA. They formed area women's associations before joining the DWA. Members contributed money to the organisation; rates being K15, 000.

Training

There were no deliberate training programmes offered to the employees of the organisations

Monitoring and evaluation

As a most notable achievement, the Katete women's lobby chapter reported that they managed to produce a female member of parliament ever through lobbying and advocacy; and that more women were learning about their rights through gender sensitisation meetings. They were quick however to recognise their failures too. These were that they had not managed to undertake training sessions in outlying areas due to lack of transport, limited inputs and resources. The ways they kept track of progress was by holding series of meetings and follow-ups; and then get back to the plans. However this schedule was not adhered to strictly due to lack of resources. When there was a deviation from the intended outcome, such as blankets taken away from the orphans by the guardians; the solutions involved sensitising the perpetrators by bible sharing and also repossessing the grabbed property. They also revisited the planned activities and mapped the way forward

2.1.2.2 Force field analysis

Driving forces

- Girls are disadvantaged in schools

- Girls who get pregnant should be given an opportunity to get back to school
- Sponsor girls who cannot afford to pay for themselves
- Work hand in hand with men so that they can support the cause
- Women are sidelined in decision-making positions
- Reduce ignorance in women
- Support one another (women)
- Reducing poverty is the driving force so that malnutrition and diseases are reduced, death rates and crime is reduced,
- Reducing dependency syndrome,
- Increasing food security and income levels; and
- That people can know be to read and write for the purpose of knowing how to count money to avoid being robbed and be better informed for informed choices
- To raise the standard of living for the people
- To reduce disease incidences, street kids and hunger
- To increase the number of educated people
- To empower more people with human rights
- To empower widows to be self-sustained

Objectives

- FAWEZA - By the end of the day, girls should have an equal opportunity in education
- Lobby - women to be in the mainstream decision making positions in work places
- To achieve self sustainability in food and cash crops and income generating activities
- What we want to achieve poverty free communities

Hindrances

- Parents' resistance
- Parents think that the girl cannot be married if she went to school
- Parents prefer educating boys to girls as they fear that girls will get pregnant
- Parents think that they just waste money in educating a girl because at a later state
- Some children are in remote places where they lack competition
- Limited resources
- Inferiority complex (they spend too much time in the kitchen)
- Lack of training
- Marriages hinder women to progress because their husbands cannot allow them to participate in any activities that can involve them.
- No capacity building for training and resources,
- People are not able to have access to the lending institutions since conditions of repaying back the loans are not favourable.
- The organisations are not able to manage or achieve their objectives because of illiteracy and no technical know how,
- Increased prostitution in orphans and widows

Skills and knowledge required

- Trainings on managing the farming activities and record keeping, and also on managing the income generating activities that may be available to the groups
- Tailoring,
- One up business,
- Soft loans,
- HIV/AIDS,
- Literacy training.
- Management skills

- Record keeping
- Communication skills
- Farming
- Food processing, utilisation and storage
- Income generating activities – entrepreneurship

2.1.2.3 SWOT Analysis

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| <p>STRENGTHS</p> <ul style="list-style-type: none"> ▪ Good leadership and flexibility ▪ Openness to one another ▪ Education for all ▪ Support from the government ▪ Networking with other organizations, gender policy in place ▪ Trained manpower- FAWEZA ▪ Effective communication – FAWEZA ▪ Cooperation ▪ Ability to monitor ▪ Wide membership ▪ Co-operatives Societies Act ▪ Area and group constitution available-DWA ▪ Accessibility to farming inputs ▪ Affiliation to mother body – EPWA ▪ Have an account for accessing funds for income generating ▪ Have a register certificate ▪ Corroboration with agricultural extension workers ▪ Illiteracy instructors in membership ▪ Office space - DWA ▪ Networking with the community ▪ Equipment (hoes) ▪ Constitution ▪ Donor support (CINDI) | <p>WEAKNESSES</p> <ul style="list-style-type: none"> ▪ Lack of training and exposure ▪ Failure to disseminate formation ▪ Ineffective communication and leadership ▪ Resources inadequate, financial & material, human ▪ Lack of transport ▪ Poor communication ▪ Lack of communication facilities ▪ Lack of office space for some of the organizations ▪ Poor management systems ▪ Vulnerable membership ▪ Bureaucracy ▪ Inadequate skills in resource mobilization ▪ Lack of co-operation ▪ Inadequate financial resources ▪ Discouragement |
| <p>OPPORTUNITIES</p> <ul style="list-style-type: none"> ▪ Gender policies (equal opportunities for boys and girls) ▪ Promotion of education (technical subjects in girl child) ▪ Women being sensitized on their rights-becomes easier to communicate with them ▪ Competition (donor) ▪ Good will (donors, MBT) ▪ Communities receptive ▪ Unexploited agricultural potential ▪ Regular school system, selective therefore, high numbers of members to join illiteracy classes. ▪ Oil processing machine (DWA) ▪ Peanut butter machine and groundnut Sheller | <p>THREATS</p> <ul style="list-style-type: none"> ▪ Change of government that may follow different policies ▪ Poor government policies ▪ Negative influence ▪ Poor communication – delayed feedback from the planners ▪ Drought and floods ▪ HIV/AIDS ▪ Unstable government policies ▪ Political interference ▪ Shifty government policies/donors ▪ HIV/AIDs ▪ Donor Dependant ▪ Indecision and lack of implementation ▪ Lack of proper communication |

2.1.3 CHIPATA DISTRICT

2.1.3.1 Background information

The role of CSPR was said to be to bring together the views and concerns of communities on the issues of poverty reduction, come up with strategies on how to eradicate poverty and also link its tasks with other NGOs. They identified the relationship between their organisations and CSPR as cordial since they both dealt with poverty issues.

The collective vision was outlined as empowerment, elimination of poverty; increase prospects for sustainable development and reduce poverty through integral development. The mission on the other hand was to provide empowerment through life skills, human rights (political, social, bill of rights) and enable people realise their talents so that they were helped to develop and have a sustainable future, including capacity building in life skills and survival skills.

Roles and responsibilities

Poverty was simply defined as a state of lacking basic needs or failure to meet basic human needs e.g. food, clothing, no medical facilities, no good schools, and poor living environment. The roles of the given organisations were outlined as facilitating trainings, civic education, provide advise and sub-grants including community mobilisation etc. Additionally the GAZ played the role of training girls and women in the 8-point programmes and other cross cutting issues. The 8-point programme was reported to constitute out of door activities, basic skills, international, home management, service, and keep fit, capacity building and creativity. The core function of the organisations in poverty reduction was again empowerment through capacity building (awareness) skills training, to coordinate and advocate human rights through evangelisation; cultivate and promote a culture of gender equality and respect for human rights of women through changes in attitudes, language, procedure and laws, including care for families worldwide, including the communities in which they lived. The goals and objectives were said to be to reduce poverty through networking, promote human development through evangelisation, capacity building in identified needs in the community, to empower the community to be able to address their own problems, to disseminate the right information and uphold Christian marriages and help those whose lives had met with adversity. The organisations all alluded to being able to meet some of their objectives but not all areas, largely through networking. This was because of inadequate resources, HIV/AIDS, poverty as an overriding issue in everything else, poor infrastructure i.e. roads and the poor communication network

Strategies and activities employed for poverty reduction included capacity building, advocacy, provision of actual materials and life skills. Problems encountered included high levels of ignorance and illiteracy among the beneficiaries, high rates of HIV/AIDS and related illnesses, poor leadership styles, low women participation in decision-making capacities as such their needs are not fully addressed and inadequate resources e.g. transport. The problems that some organisations experienced was not having permanent structures, the fact that communities were not open so that they understand the organisational objectives and be able to participate and dissemination of information was problematic due to inadequate facilities. Networking by linking with the donors and the communities provided part of the solutions.

In order to go around the constraints identified above, some of the solutions engaged included training in specific problem areas, holding sensitisation meetings and forming working committees to address specific problems. The opportunities identified included the fact that there were committees in place from the communities which were available to work through local leadership and that the communities had the ability to do things without much outside support, and the fact that they shared in new experiences through seminars, workshops and meetings.

Training

Some of the organisations reported that they were able to provide job on training; but this was only possible when resources allowed. CCJP and AZADCC reported that they were able to provide job on training. Training was held regularly, for almost all active officers for the purpose of capacity building. For other organisations, the people trained included community members (people affected by problems). The training packages included Participatory Learning and Action (PLA), training for transformation, conflict resolution, psychosocial counselling and support, and gender including provision of information and linkages to communities in order for them to source MFI (micro financing), inputs, training in business management. Some of the organizations were not able to provide job on training since they operated on voluntary basis.

Expectations

As agents of development, the organisations said that they expected to see positive change in the communities that they worked with. On the other hand communities expected monetary gain and that all their problems would be solved. They were not able to meet these expectations fully because they expected financial gain that the organizations did not have to capacity to provide.

Selection criteria for community participation were commitment and eagerness to work. Conditions for participation included the fact that the community contributed something towards any project undertaken.

Community participation

Community participation was wholly allowed at all stages of project development, from planning to implementation. The programmes were actually community driven where by they were actively involved in the identification of their problems and needs. There were no set conditions for participation. The selection criteria included demand by the community, population density and increased poverty levels. In all the programmes, committees from the communities planned and the organisation just guided and supported local initiatives.

Monitoring and evaluation

Monitoring and evaluating programmes kept progress of the programmes and activities. Indicators used included the lives of the people in terms of improvement e.g. the fact that they were now able to earn more income, have food security, children being sent to school, afford medical costs and were living in proper housing. Other achievement indicators used were basically improvement in people's lives and that people have the knowledge about their rights and the fact that inheritance of widows and property grabbing tradition by the deceased's relatives was reducing. Equally the practice of cleansing of the widows and widowers was almost stopped. Indicators of failure on the other hand were that women were still dependent on men and most women lacked empowerment in decision-making. Failure was recorded when there was lack of progress in their lives. Indicators of failure on the other hand were the inability to undertake a planned activity within a stipulated time frame, inadequate material resource hindered them from undertaking a number of the planned activities, non-availability for their own training centre also disadvantaged them association as they kept hopping from one institution to another in search of favourable costs and conditions. Poor communication facilities and transport was yet another of the drawbacks.

They said that they were able to track progress through the number of beneficiaries assisted, the type of support rendered and whether the planned activities were carried out. They also monitored progress through the reports, including financial reports and also conducting physical checks of the activities and the work plan. The progress reports were submitted weekly, monthly and quarterly. They also held review-planning meetings. When things do not seem to be moving according to plan, they re-planned and incorporated overriding issues and sought the way forward

2.1.3.2 Force field analysis

Driving forces

- Establish good relationship with communities
- Desire to help others
- Good community leadership and commitment
- Availability of donor support
- Improve community living standards and reduce dependency and vulnerability
- Concern for human dignity and love for a good life
- High levels of poverty
- Positive community response
- Better living conditions
- Mentoring (role models) or desire to help instil positive change in people behaviour and attitudes

Objectives

- To have a better life
- To expand our life span, to uphold the human dignity (reduction of crime, immorality, corruption, disease etc) and promote equality and fairness as the order of the day
- We would like to achieve a status quo where households and communities are able to provide and sustain themselves in terms of education, health, water and sanitation, food security, shelter.
- To achieve a poverty free and sustained community

Hindrances

- Language barrier
- Inaccessibility to communities (impassable roads)
- Inadequate support to communities
- Poor coordination among service providers (duplication of efforts) and also cause fatigue amongst communities
- Lack of political will,
- Lack of good will amongst CSOs,
- Rigidity in cultural and international beliefs and norms
- Lack of resources e.g. financial, material,
- HIV/AIDS
- Inadequate funds
- Inadequate and relevant skills
- Negative attitudes

Skills and knowledge required

- Proposal writing
- Advocacy
- Lobbying
- Leadership
- Networking
- Linkages
- Community mobilisation
- Lobby
- Financial management skills
- Identification of networking CSOs (to avoid repetition of efforts and causing fatigue)
- Deliberate policy on follow- ups (monitoring and education)
- Communication skills
- Report writing
- Facilitation skills
- Monitoring and evaluation skills

- Planning

2.1.3.3 SWOT analysis

| | |
|--|--|
| <p>Strengths</p> <ul style="list-style-type: none"> • Human resource • Office equipment • Office space • Community groups • Training modules • Donor support • Government policy (PRSP) • Increased number of membership • Documentation of past events • Professional human resource in membership • Stable cooperating partners • Access to training programmes • Well defined administrative structure • Accountability and transparency • Operational guidelines • Wide membership • Trained staff • Committed members • Support from stakeholders • Operational constitution • Gender policy • Re-entry policy (education) | <p>Weaknesses</p> <ul style="list-style-type: none"> • Poor coordination and networking • Poor workmanship • Inadequate communication facilities • Delay in implementation of programmes (red-tape) – the need to see that certain things are undertaken first • Delay in releasing funds for programme implementation (bureaucracy) • Failure on follow up on programmes • Suspicion among members • Systems highly centralised • High proportion of membership of low or no educational background • Inadequate resources • No permanent structures • Insufficient manpower • Illiterate members • Suspicion among members • The Zambian constitution not accessed for referencing |
| <p>Opportunities</p> <ul style="list-style-type: none"> • Community • Potential donor support • HIV/AIDS • PRSP funds • Training institutions • NGOs • Access to more donors • Availability of community to avail more members • Big number of organisations and organisation for networking • Full utilisation of available human resource • Agricultural potential • Availability of constituent funds | <p>Threats</p> <ul style="list-style-type: none"> • HIV/AIDS • Unstable government policies, and lacking clarity • Partisan politics • Unfavourable climatic conditions • Leadership changes (nations and organisational) • Donor conditionality • Donor withdrawal • Poor economy • Donor conditionality (unstable within and each donor comes with different conditions) • Donor fund dependency • Poor government policies • Too many players as CSO dealing with the same issues (competition) • High interest rates by banks • Banking systems insecure (frequent closures) • Unfavourable weather patterns • Donor conditionality – rigidity |

Propositions to remove or reduce the weaknesses

- Improvement of leadership and structural organisation (remove red tapes)
- Lobby for timely release of funds
- Improvement of monitoring and evaluation skills
- Building in M and E systems in projects and programmes
- Involvement of all concerned for the purpose of transparency and accountability (including frequent reporting and meetings)
- Decentralisations of the operations
- Training methodologies
- Put in place a coordinating committee'
- Increase opportunities for staff training
- Provision of computers and accessories to organisations
- Mainstreaming HIV/AIDS programmes in workplaces and programmes
- Lobby for clear and favourable policies
- Strengthen disaster management and early warning systems
- Provide civic education on good governance and democracy
- Lobby for policies that encourage economic growth
- Proposal and report writing
- Source for more funds to erect own builds
- Trained manpower (training because organisations operate with volunteers only and not employ)
- Mount adult literacy programmes
- Training in identifying training needs
- Training programme development including materials development
- Training of trainers programmes
- Communication skills
- Accountability and transparency
- Frequent meetings for reporting
- Lobby for better conditions of sale for the constitution to allow to wider accessibility (currently the issue is that the national constitution is allowed for sale in 1, 000 batches and that makes the cost very colossal)

Propositions to tap on opportunities

- Improve on project proposal and report writing
- Continued dialogue wit stakeholders
- Improve on communication skills (openness) and marketing skills
- Dialogue with all CSOs
- Interviewing skills
- Training needs identification
- Expertise
- Appreciation and full utilisation of human resource (deliberate policy in place)
- Identify training needs and design and delivery deliberate training programmes
- Strengthen community groups through trainings and IGAs
- Proper utilisation of donor support
- Sensitisation or awareness creation campaigns on HIV/AIDS
- Participation of stakeholders in PRSP policy formulations
- Institutions brings programmes related to current situation and trends
- Encourage NGOs to operate in remote areas.
- Gender in development training
- Lobby and advocacy

- Mainstreaming gender in work programmes and places of work
- Theological education and extension
- Entrepreneurship training
- Business planning
- Book keeping
- Marketing

2.1.3.4 Stakeholder analysis

| Stakeholder | Current needs | Future needs |
|---------------------|--|--|
| Community groups | Food security | <ul style="list-style-type: none"> • Trainings • Facilitation skills • Formalisation or registration • Monitoring and evaluation of projects |
| Community schools | <ul style="list-style-type: none"> • Teaching materials • Exercise books • Clothing or uniforms | <ul style="list-style-type: none"> • Trained teachers • Infrastructure • Water and sanitation • Recreation facilities |
| Youth groups | <ul style="list-style-type: none"> • Training in life and survival or vocational skills • Employment • Scholarships • Enrolment into trades training institutions • Recreation facilities | <ul style="list-style-type: none"> • Employment • Capital or loans • Land • Shelter to operate from |
| Own membership | Capacity building in various skills Provision of materials Sensitisation on current issues | Advanced programmes in capacity building continued Provision of survival and life skills Ownership of running programmes |
| Donors | Good reputation Good governance Improvement of peoples lives | Good reputation Continuity of programmes Continued improvement of peoples lives |
| Networking partners | Cooperation Dialogue and logistics | Improvement in the levels of cooperation Improvement in peoples lives |
| Community | Sensitisation Capacity building Improvement in living conditions Spill over of benefits | Enhanced capacity building Improvement in living conditions of people Spill over of benefits |
| Membership | Spiritual growth Civic education Capacity building | Food security Women in decision making positions Gender sensitive society |

Skills and knowledge required for satisfying the needs

- Training in survival and life skills
- Communication skills
- Technical support (for maintaining water and sanitation facilities)
- Training in materials production
- Interviewing skills

- Documentation production
- Formulation of operational guidelines skills (policy, constitution)
- Facilitation skills
- Entrepreneurship skills and knowledge
- Training of trainers
- Training delivery (materials development)
- Lobby and advocacy
- Planning
- Participatory approaches proposal and report writing
- Financial management
- Budget tracking skills
- Networking and collaboration
- Leadership skills
- Strategic planning

2.1.3.5 EASTERN PROVINCE PRELIMINARY TRAINING NEEDS

- Lobby and advocacy
- Leadership
- NGO management
- Communication skills
- Resource mobilization
- Participatory approaches to development
- HIV/AIDS mainstreaming
- Gender and development
- Negotiation skills
- Mainstreaming gender
- Adult literacy
- Food processing, utilisation, preservation and storage
- Entrepreneurship skills
- Community mobilization
- Training of training – participatory methodologies
- Training methods

2.2 CENTRAL PROVINCE

2.2.1 KABWE DISTRICT

2.2.1.1 Background information

This CCJP and FODEP described the role of CSPR to be to coordinate community based associations and groups working towards the reduction of poverty in the communities and relationship with CSPR was identified as the promotion of justice and fair distribution of resources to all citizens in the country. This working group universally expressed no knowledge of the existence of CSPR and therefore had no known relationship with CSPR. The collective vision of these organizations was to empower vulnerable groups through training, provision of material resource assistance to ensure that the target groups become self-reliant as well as helping maintain homes sexually when a man was handled with care and to ensure that the communities (Zambian citizen) know their rights and responsibilities and utilizing them to achieve a fair society. The mission was reported to be to uplift the welfare of the women at large by empowering them wholesomely through various activities while that for ZNAPH and ZNADWO was to build a strong association of DPO and bring PWDs together to advocate for their rights so that they could have a community where there was equal opportunity for everybody. The mission for some of the organisations was not expressly stated neither were the goals and objectives by some of the organizations while others simply it to be to stated to reduce poverty and strengthen the institutions of democracy and human

resources in Zambia, equality and fair decision rights and equality and fair distribution of justice and human rights. However, to achieve the goals they said that they educated women to look after their marriages properly in the traditional sense and they also prepared girls who were about to enter into marriage.

Roles and responsibilities

Poverty was defined, as the lack of basic needs in life e.g. health facilities, food, shelter, education and ignorance. The role of CCJP, FODEP, women's lobby and NGOCC in poverty reduction was to advocate for better policies prioritizing poverty reduction and that of other presenting organizations in poverty reduction included empowerment of girls and women in various skills, to advocate, influence and lobby for equal rights and opportunities for the disabled persons e.g. in employment, education, the sharing of ideas and new skills would be achieved farming and building block making while the core function was to empower women and reduce poverty and to provide training in marriage and offering special dancing techniques during special occasions. The core function of the prisons eagles club organizations to fund raise for female inmates and supply life's necessities to female inmates and to counsel women into marriage maintenance so that divorces are reduced to a minimum.

By so doing marriages will be more stable and impact positively on poverty reduction as incomes will be better utilized within the confines of marriage with wives and children. For the girl guides association they said they fostered love of a country and promoted a full sense of citizenship by developing self-reliance in life saving skills, home management, social service, natural resources and traditional arts and customs.

Problems encountered included lack of reliable infrastructure, transport, enough trained manpower and financial support. Solutions employed included acquiring a plot where we could build a structure for running the project, to train PWDs in project management and planning, and stakeholders to come up and support the initiatives of PWD by funding the project. Opportunities available were identified as ability to attend workshops in business management and the fact that they had ready markets for their products

The organizational goals and objectives were to make women be self-reliant and promote them economically, offer girls the opportunity for self training in the development of character and service for others based on spiritual and moral values according to the principles embodied in the promise and law as laid down by the founder of girl guides association. The goals and objectives of the prisons eagle ladies club was to empower and equip girls and women with skills so that they become better citizens e.g. undertaking a pilot project in poultry management after their release from prison. The objective for ZNAPH and ZNADWO was said to be to reduce poverty among persons with disabilities (PWDs) and to reach all persons with disabilities through empowering them with knowledge. They said they were not able to meet the stated objective because of lack of training, financial support, political interference, high poverty levels and corruption. The goals and objectives for yet other of the organizations was not given but they said that they were not able to meet their objectives nonetheless due to lack of resources e.g. funds, training.

They collectively said that they were not able to meet the organizational goals and objectives, because of limited financial resources and lack of infrastructure from where to operate.

Strategies used in poverty reduction included producing items for sale, holding fundraising events and buy necessities for inmates from the money realised. Other strategies employed included seeing to it that women improved their performances in their marriage activities e.g. shaving, washing, budgeting and gardening, sewing torn shirts and underwear etc. Strategies and activities undertaken were not specified for a few cases but they were quick to state that their motivation came from the fact that they were planning to give themselves soft loans after working hard. Encouragement of family planning was another of the strategies in use much as reduction in poverty among PWDs through impart knowledge and initiating and guiding members on the sustainability of the projects. Additional strategies included

improving on their projects or skills through giving them revolving loans and training etc.. Activities undertaken included income-generating activities such as poultry, knitting and gardening; tailoring, knitting, peanut butter making, making of toy drinks, tie and dye, and running a bottle store, pan brick making, weaving and textile (curtains, camp chair cover) and provided loans to their members.. Problems encountered included lack of structures to operate from, inadequate materials and skills and financial limitations for which solutions used included sourcing for funds from well wishers. Opportunities available were that people are willing to assist, mounting advocacy programmes on the media and holding peaceful demonstrations and that they receive encouragement from the community. The opportunities available to them were identified as media coverage, donor support, reason grassroots, support freedom of expression and association. Another gratifying factor was that there positive reaction the sensitization programmes e.g. in some instances the government responds to the advocacy programmes

Training

Some of the organizations was not offering training as they had no financial capacity nor did they have technical expertise in their midst. Using their own words they said, “we share ignorance”. Other organizations on the other hand were able to provide job on training, annually. The girls and women were trained but there was no specific training package.

Expectations

As organizations they expected good communication and cooperation from the communities, volunteers to work, make contributions to the project, work extra hard, mobilise resources, that marriages got strengthened countrywide, listen, apply what they were told and taught and cooperate and could learn tactics that they could employ in their own marriages. Communities expected to be provided with education and skills training, money, exhibit transparency and hard working attributes, food, regular meetings from community development officers, information, represent them to high organs, provide feedback and protection against abuse. Like in other settings they said that they were unable to meet these expectations adequately due to financial constraints and political interference

A selection criterion for participation was the ability to pay membership fees, at the rate of K1, 000; and was voluntary in some cases.

There was not set selection criteria for participation. Anyone interested was welcome and membership was voluntary but members were required to pay membership fees of K1, 000.

Monitoring and evaluation

The participants stated that it was evident that most of the homes lived happily after attending the counseling sessions and dances. This, they said was elaborated when they got invited by individual homesteads. Indicators to state achievement were outlined to be when people were self-reliant using the acquired skills from the organizations. Progress was kept track of through monthly reports, minutes and financial books. To aid them in keeping track on the progress of the activities they put in place an action plan, which served as their guide. One notable indicators of achievement for ZNAPH and ZNADWO was that some members were now able to have a meal a day from their own efforts. When things did not seem to move in the right direction, they drew lessons on what they were doing and brought them together, gave them lessons on how to sustain the projects In cases when progress was not moving according to plan they reported that they sat together as a committee and the members discussed and ironed out the problems, which occurred. They also consulted club members on the way forward.

2.2.1.1 Force field analysis:

Driving force

- To change girls and women in their wayward ways of life, so that they become self reliant and responsible people, able to fend for themselves and their families and consequently contribute to national development
- The driving force behind what they do was derived from the desire to help people be able to keep their marriages properly and encourage family planning.

- High levels of poverty,
- Lack of employment,
- Lack of resources,
- Ignorance,
- High incidences of diseases,
- Poor planning
- Bad attitudes
- That disabled persons stop begging from the streets
- To lessen dependence on handouts
- To reduce stigmatization
- Rampant abuse of human rights
- In order to live in harmony
- We are unemployed
- Most of us are widows and keeping orphans but have no means of income,
- We wish to seek for better life e.g. finding money to enable us send children to go to school, pay for health care services, have enough food, clothing and shelter.
- We lack basic needs hence drives us to do what we are doing.
- We want to reduce poverty and achieve a better life.

Objectives

- To achieve better living, good couples who turn out to be good parents
- To empower girls and women in income generating activities e.g. sewing and gardening for the purpose of improving their standards of living
- To have a woman who is self reliant
- To improve the standard of living for our members
- We would like to achieve equal opportunities for all and fair play
- To be empowered and be trained in farming, poultry, block making, home craft, business management

Hindrances

- Men do not allow their wives to attend ladies functions.
- Some women do not put into practice whatever they are taught and avoid insults outside therefore serving as bad examples to others.
- Lack of resources e.g. farming inputs, machinery
- Lack of education for the orphans,
- Lack of finance
- Lack of shelter to operate from
- Lack of sensitization
- Lack of motivation
- Lack of training skills
- Lack of financial and material support
- Unfavorable weather conditions
- Lack of infrastructure
- Lack of resource persons
- Lack of knowledge and skills in our functions
- Lack of adequate training
- Stigmatization

- Most of the facilities are not user friendly e.g. education system, infrastructure etc.
- The play ground is not fair
- Ignorance e.g. leadership selection
- High poverty levels
- Corruption
- Poor political will

Skills and Knowledge required

- Life skills e.g. farming, arts
- To be educated and sensitized.
- Economic skills
- More training is needed for women and young ones in issues of gender and HIV/AIDS
- Skills in welcoming tactics etc,
- Raise more money to enable the association to buy new drums. The old drums are worn out
- Exhibition of respect, love, avoid quarrels and ability to talk to husbands.
- People should learn to say sorry when they err as couples.
- To promote the culture don't forget to handle bedroom equipments properly (razorblades, needles, towel, warm water and Vaseline
- Tailoring, pan brick making, weaving and textiles
- Business management and project planning and management
- Training,
- Information flow
- Networking
- Capacity building
- Managerial skills
- Entrepreneurship skills
- Counselling skills

Skills and knowledge required in order of priority

- Tailoring, weaving and textile
- Education, project planning management
- Business management
- Project proposal writing
- Report writing skills
- Communication
- Leadership
- Business skills
- Finance reports

- Ability to source for funds
- Economic skills e.g. farming, crafts,
- Accounting skills
- Business resources
- Education for orphans (education is the best present you can give to every child) and inmates

2.2.1.3 SWOT Analysis:

| Strengths | Weaknesses |
|---|---|
| <ul style="list-style-type: none"> •Wide membership of the clubs and inmates •Support from the relatives of the orphans •Supportive documents from the government (orphans) •Good and supportive leadership •Supportive prisons service •Community supportive of fund raising ventures •Marriage guidance leading to couples being happy in their marriages •Ability to strengthen marriages within communities •Good leadership •Shown by popularity •Committed members •Women readily available •Members already doing something in entrepreneurship •Women are cooperative •Women who are easy to organize •Women are highly trusted <ul style="list-style-type: none"> ○ Women have the technical know how about what they are doingBelong to mother body ZAFOD ○ DPOs networking representing all DPOs ○ Committed and dedicated leader ○ Have an Act No. 33 pf 1996 CAP 551 in circulation ○ Committed members ○ Understanding ○ Cooperation ○ Policy in place •Donor support | <ul style="list-style-type: none"> •Little support from relatives •Illiteracy levels very high among members •Some members unable to pay membership fees thus affecting attendance rates •No certificate at the movement (still in process since last year) – demoralizing •No funds •Drums are worn out •Inadequate funding (no donor) •Fund system is from bookings, not good •Lack of transport to enable the members mobility between places •Lack of organised advertising system in place •Most of the members are illiterate therefore find it very difficult to read, write and keep records •Unplanned pregnancies •Lack of funding •Dissemination of information and leadership is poor •No office space or building to operate from •No trainings •Poor planning by leadership <ul style="list-style-type: none"> ○ Lack of funds ○ Unstable leadership ○ Donor dependence ○ Wide membership not educated ○ Certification not recognized (NVRC) ○ Lack of funds ○ Too much voluntarism •Poor leadership •Lack of financial support •Lack of training |

| | |
|--|---|
| <ul style="list-style-type: none"> •Ready market for our products •Conducive atmosphere •Good membership • Policy available •Wide membership | <ul style="list-style-type: none"> •Lack of incentives for members • Donor dependence •Lack of knowledge in farming practices • Access to policy difficult |
| <p>Opportunities</p> <ul style="list-style-type: none"> •At the moment have plenty land for farming •Have in stock machines for sewing but lack materials •Have stoves (ovens) for baking •Diversify into home maintenance activities e.g. gardening, knitting, chicken rearing and tailoring •Currently most NGOs are focusing on women programmes •More women willing to join membership <ul style="list-style-type: none"> ○ Trainings in small scale business management, entrepreneurship, project proposal writing, project planning and project management ○ Donor aid ○ Project proposal writing ○ Media ○ Market potential outside Kabwe •Good will from community | <p>Threats</p> <ul style="list-style-type: none"> • Due to HIV/AIDS more children are getting orphaned • Due to high poverty levels more young ladies are joining wrong coping strategies which end them up in prisons making our work more difficult as we have inadequate resources •Some husbands prohibit their wives from attending organised function (selfish) •Modernity – some people don't accept traditional ways of doing things •Competition – other organizations doing similar business •Conditionality for loan acquisition not favorable •Hindrances from husbands •Change of government – new policies •Donor withdrawal <ul style="list-style-type: none"> ○ Parents do not take their physically handicapped children to schools ○ Unemployment opportunities for persons with disabilities difficulty (conditions unfavourable) ○ Inaccessible institutions e.g. for learning, health, working places e.g. civic centre, ZAMPOST, ZAMTEL ○ Competition ○ Policy changes ○ Civil unrest ○ Poverty ○ Drought ○ Ignorance ○ Competition in the marketing of our products ○ Unfavorable weather conditions ○ Donor withdrawal ○ Change in government •Political interference |

Suggestion to overcome weaknesses

- Training for leaders
- We should not be interfered with by politicians (non partisan)
- We should fund raise as members of the club
- We should work hard so that each members benefits
- Funding,
- Motivation
- Holding fund raising ventures
- Acquire leadership skills
 - More training on how to satisfy a husband i.e. tactics involved during that particular time
 - Budgeting to allow women better able to budget their meager resources and enhance harmony in their homes
 - Dance to support the game (bedroom game)
 - Greetings – just saying hello as you wake up in the morning
 - Pubic hair shaving styles (between different traditional customs)
 - Requirements for beads for a nice sleep for the husband.
 - As we are still new, we are trying by all means to encourage our members
- We are also trying hard to make follow ups to the government for assistance in supporting the orphans
- To hold more fund raising ventures
- Most of the time we don't afford to fulfill our objectives because of lack of resources
- Holding exchange visits for positive exchange of ideas in meetings and other interactive ventures (ideas from the community)
- It is hard for us to operate because we have limited resources.
- Exposure to other associations for exchange of ideas and experiences
- Networking with other associations
- Writing proposals
- Holding tours and visits for exchange of ideas
- Hold frequent meetings for information and ideas sharing

Suggestions to tap on opportunities

- Funding for clubs
- Attending trainings
- Resource personnel for project proposal writing
- Lobbying donors
- No media interference by high authorities
- Source for transport allow us to sell our produce outside Kabwe
- Sell our produce outside Kabwe

2.2.1.4 Stakeholders Analysis:

- Female inmates,
- Orphans,

- Prison service,
- Community
- Women,
- Incoming young wives,
- Government
- NGOs dealing in women issues

Current and future needs

| Stakeholder | Current needs | Future needs |
|--|---|---|
| <ul style="list-style-type: none"> •Stakeholders identified •All women in communities •Membership •Communities | <ul style="list-style-type: none"> Training skills Funds Exchange visits (overseas) Education, shelter, health care, food and life skills | <ul style="list-style-type: none"> Training skills Funds Exchange visits (overseas) Education, shelter, health care, food and life skills |
| <ul style="list-style-type: none"> •Civic leaders •Government ministries •Civil society •Community, •Members •The government, •Donor agencies | <ul style="list-style-type: none"> •Improved products in future •Availability of products and fair prices •Donor accountability •Compliance with the laws of Zambia •Adequate funding and training •Training in life skills •Information, sensitization and lobbying •Advocacy and influence tactics •Representation and inclusion | <ul style="list-style-type: none"> •Information updates •Advocacy, lobbying and sensitization techniques •Representation •Information and representation •Updated information and feedback from the government |

Skills and knowledge required to satisfy identified needs

- Life skills (weaving, cookery, knitting, farming etc)
- Proposal writing
- Management skills
- Leadership skills
- Record keeping skills
- Report writing skills
- Business management
- Book keeping
- Life skills, e.g. farming, sewing, crafts,
- Education for both orphans and inmates,
- Business management, record keeping

- Training in communication, advocacy and lobby
- Life skills training in tailoring, brick making, jam and peanut butter making
- Education
- Project proposal writing
- Knowledge of the constitution,
- Knowledge of human and civil rights,
- Skills on communication and publicity,
- Training and teaching skills
- Business management,
- Farming,
- Block making
- Home craft

Priorities

- Life skills
- Proposal writing
- Management skills
- Leadership skills
- Record keeping skills
- Report writing skills
- Business management
- Others will vary according to the catchment area.

Order of priority

- Knowledge of human and civil rights
- Analysis of constitution
- Communication and publicity skills
- Training and teaching skills
- Education
- Training in communication, advocacy and lobby, including sensitization techniques
- Life skills training
- Project proposal and planning
- Business management

2.2.2 MUMBWA DISTRICT

2.2.2.1 Background information

The women for change and the community resource board described the role of CSPR as to reduce poverty by way of providing basic human needs such as food, shelter, clean and safe water etc. The relationship with CSPR was that they shared the same goals, vision and objectives. The vision of their

organizations was to promote and support gender sensitization, human rights activism at community and district levels and contributions towards eradication of all forms of poverty, disease and illiteracy. Their mission was gender equity and improved food security. The other organizations expressed no knowledge about CSPR and therefore had no known relationship with it. The vision of the seed growers association and the farmers association was to ensure that the communities were food secure. They did not establish their position with regard to their mission. The vision and mission for the other organizations were reflected separately. The vision for PAF was rural communities that were self-reliant and justice was granted for all. That for CCF was to create communities in which children's development and quality of life was enhanced thereby contributing positively to the development of a larger society. The vision for MDBA was to be the foremost provider of quality and sustainable business development service and linkages.

The mission for PAF was to empower rural communities through formal and non-formal education for sustainable development. The mission for CCF was to provide children with positive experiences that supported their growth and development through community based programmes. CCF focused on children, beginning with a project called family helper. This was based on the belief that children could only be assisted sustainably if they were not taken away from their own families. The role for CCF as a development agent was therefore to facilitate using the "ripples of change" effects within the family setting. While that for MDBA was to advance human progress through economic empowerment and improvement of individual members quality of living and firm economic base.

Roles and responsibilities

Poverty was defined as a state of lacking food security, money, good housing and clean water or condition of being poor or helpless to access basic needs e.g. food, health care and education etc. The role of the organisations was outlined as to provide livelihood skills to boost food production and therefore attain food security, reduce poverty by encouraging and promoting basic seed production in the catchment area. In this regard the core functions of these organizations was natural resource protection, provision of life skills for the promotion of food security and promotion of gender equity. The collective role of PAF, CCF and MDBA was to build capacity of communities in food security and habitable environment (better shelter, water and sanitation, education, improved agriculture methods etc). CCF had an additional role and that was to provide health services to children and families. The core function of the agricultural based organizations was reported as seed multiplication and crop diversification; and the goals and objectives were to ensure that communities understood the importance of using tested seed. The core function of PAF and MDBA was to build capacity of rural communities for sustainable livelihoods while that for CCF was provision of positive experiences to children and their families for improved and sustainable livelihoods. They said that they were not able to meet their objectives due to lack of financial support from the government, donors and NOGs. The goal and objectives for all the organizations was to build capacities of rural communities through formal and non-formal education but CCF had an additional objective and that was provision of school requirements for children. The reporting organizations said that they were able to meet some of the objectives in the sense that some of the planned activities were carried out successfully while other were not implemented due to inadequate funding. The opportunities identified were ability to attend workshops organised by other organizations and networking with other partners when need arose.

Strategies employed were two fold. These included training in IGAs, business management, food security pack, adult education and health education on one hand and provision of support on the other. Other strategies employed for poverty reduction were community sensitization programmes through area action groups, village headmen and including chiefs and the provision of maheu energy drink and other refreshments during meetings. Problems encountered were apathy by the communities, community resistance to change and the uncertainty to accept new ideas, and sometimes cooperating partners, inadequate funding, rigid conditions by some funders, expectation of handouts by the communities whereby the conditions culminate into "no handout, no participation" and inadequate transport. Solutions to most of these problems lay in sensitization meetings and the abilities to write bankable project proposals that could attract donor funding and drawing of mutual understanding between the

organisations, the local people including the local leadership authorities being involved at all levels of the strategic planning process.

Activities carried out included encouraging communities to adopt conservation farming and practice growing more than one crop (diversification). The communities were able to secure seed and other inputs in time. The members in the working group bemoaned that they had little knowledge in growing basic seed and that they were yet to meet the standards required. The problems encountered included the fact the farmers were slow to adopt the technologies on the basis that they complained that conservation farming encouraged a lot of weeds in the fields. The solution to this problem was to advise farmers to plant early.

The opportunities available were identified as available trained human resource, linkages with other partners and organizations, the fact that they lived within the communities enabled them to be accessible to communities for immediate consultation and on-spot checks.

Training

While some organizations provided training for staff and participating communities within the catchment areas others were not able to provide job on training due to lack of funding.

Expectations

As organizations they expected full community involvement and participation in all the programmes and activities being undertaken for sustainability purposes, accept the developmental ideas and activities that keep them matched with the ever-changing world, volunteerism and willingness to participate and make contributions towards the programmes for ownership. They also expected farmers to adopt the new methods of farming in order to increase their crop yields and reduce food insecurity and its attendant poverty. The community, on the other hand expected quality leadership from the organizations, support from the organizations, the organizations to secure farming equipment and inputs including knowledge; the technical know-how. They also expected relevant advice, feedback on the use of funds, guidance and direction, facilitation of programme implementation, accountability and also results, impact and change, as well as funding of the programmes or projects underway. They reported that they were not able to meet these expectations because they were financially handicapped to meet all the requirements and enable them to train all the members.

The communities were involved in all activities undertaken by the association.

Community participation

Community participation was sought and the process was said to be democratic. The selection criterion for community participation was equitable. Conditions for participation were voluntary with no remuneration and salaries apart from food and refreshments during meetings. However, in the community resource board they had quarterly emoluments for the members. Community participation was allowed in all the programmes for all the presenting organizations. In fact they said that they run community driven programmes. This was also facilitated by formation of community committees for the purpose of implementation and monitoring. In this way the communities were encouraged to contribute and give them a feeling that the programme was their own.

The selection criteria for participation on the committees were the participant should have some level of education, community leaders, church leaders, nature of the problems in the community and the nature of the programme. Conditions for participation were volunteerism and token of appreciation.

Monitoring and evaluation

The indicators of achievement in use included observation of positive behaviour change, provision of knowledge to the community on human rights, gender and development and book keeping though advocacy, existence of community structures arising from the programme initiatives, ability of the communities to maintain books of accounts and growth in business. There was too a tendency of

mushrooming women groups engaged in bee keeping and most people are aware about the dangers of HIV/AIDS. Achievements so far attained included construction of a shade in Moono Area, winding solar radios, and bicycles, pass on the gift of goats and resource protection (wild life), as evidenced by higher number of arrests or poachers by the community anti-poaching units.

Indicators for failure was the inability to keep to time frames planned for, inadequate participation by the community in the programme initiatives, inability to take gender into account in all the programme initiatives and lack of monitoring of projects. Other indicators of failure include employment of the top-bottom approach to development, lack of planning for implementation, “photocopying” programmes without skilled staff and inadequate funding.

The way they kept track of progress or deviation from the planned activities was by holding regular meetings with village action groups to review progress, monitor and evaluate the performance of village action groups. The use of inputs and resources was kept track of through practicing measures of accountability, transparency and sustainable use of resources. They said they were rather weak on keeping track of the use of time. When there was a deviation from the planned destiny or expected outcomes, they reported that they consulted broadly on the activities in order to reach consensus on the way forward and made adjustments to the programmes

2.2.2.2 Force field analysis

Driving forces

- To reduce illiteracy in the communities
- To improve capacities in problem solving
- To enhance development and self reliance in the community
- To promote healthy behavioral practices and change in the community
- To provide life skills (various)
- Community driven initiative
- Lack of seed for agriculture retards development

Objective

- Food security and poverty reduction
- Achieve self sustainability in all human basic needs, i.e. a community that is self sustainable in accessing basic needs

Hindrances

- Lack of adequate funding
- Inadequate skilled human resource
- Rigid donor funding policies
- Poor government polices
- Political interference
- Lack of technical know-how of diseases of seed multiplication

Skills and knowledge required

- Project management
- Computer skills
- Facilitation skills
- Entrepreneurial skills

- Gender and development
- Strategic planning skills
- Information on HIV/AIDS and counselling

2.2.2.3 SWOT Analysis

| | |
|---|---|
| <p>Strengths</p> <ul style="list-style-type: none"> • Trained human resource • Available infrastructure • Work within the communities • Running community based programmes and projects • Communities available and willing to participate in the projects • Ability for accountability • Ability to monitor and evaluate programmes • Improved seed • In possession of a bank account • Have certificate of registration • Strong leadership | <p>Weaknesses</p> <ul style="list-style-type: none"> • Inadequate trained human resource • Rented infrastructure • Lack of transport • Lack of information updates on various issues • Inadequate funds • Poor networking abilities • Lack of skills • Low attendance at meetings • Poor response to loan recoveries • Use of recycled seeds by members • Membership in scattered distances |
| <p>Opportunities</p> <ul style="list-style-type: none"> • Existence of cooperating partners • Other available human resource in the communities • Information on poverty issues, HIV/AIDS, gender etc • Diversification of programmes • Communities able to secure seed within their locality at a low price | <p>Threats</p> <ul style="list-style-type: none"> • Duplication of similar programmes • Competing organizations offering better conditions of service for fulltime employees • HIV/AIDs • Political interference • Apathy by communities • Unfavorable weather conditions • Unstable government policies |

Propositions to overcome weaknesses

- Further training in various skills (project planning and management, computer, lobbying)
- Build own infrastructure
- Acquire own transport
- Improve on networking for information and experience sharing
- Writing project proposal for more funds
- Promote IGAs
- Community to be sensitized on the importance of attending meetings
- Block and camp level committees to be active
- Communities to attend agriculture field days and demonstrations

Propositions to tap on opportunities

- Cast a wider net for networking
- Improve on networking
- Business planning and project proposal writing
- Working in conjunction with organisations dealing with HIV/AIDS issues
- Create rapport and linkages with other partners in development
- Lobby for donor and government support on the expansion of projects.

2.2.2.4 Stakeholder analysis

| Stakeholder | Current needs | Future needs |
|-------------|--|--|
| Community | Information Communication skills Representation on boards Capacity building in project management | Information updates Communication skills Higher representation on boards on policy and decision making Ability to evaluate own project Become trainers of trainers Sustainable projects |
| Government | Support Conducive working environment and policies Financial support | Better and improved support Conducive environment Financial support |
| Funders | Information on funding and funding policies Financial support Capacity building Project implementation Support for transport | Information updates on funding policies Increased financial support on capacity building and projects Provision of transport within the project funds |

.2.3 KAPIRI MPOSHI

| |
|----------|
| Tasintha |
|----------|

Setting the tempo

The working group did not describe the roles of CSPR on the account that they did not know who CSPR was and therefore the relationship had not been established. The vision of the organization was to rehabilitate children and women who were in the trade of prostitution in order that they have a more dignified livelihood system and have a free HIV/AIDS free society. The mission for Tasintha was to address the issues of women and girls vulnerability for the sake of the good of society.

Roles and responsibilities

Poverty was defined as a state of inability to meet daily needs of the family. The role of Tasintha in poverty reduction was to enable prostitutes have more decent income generating activities which were less risky and provide health education to the clients about the danger of HIV/AIDS. The core function of Tasintha was reported to be to motivate women and engaged in prostitution towards changed positive behaviour and life style. The goals and objectives for the organisation were outlined as to educate young people about positive sexual behaviour, provide health care services, provide life saving training skills and income generating activities to replace their quick incomes earned through sexual activities. The organization reported that it was not able to meet these objectives due to inadequate materials and financial resources.

Strategies employed for poverty reduction were not outlined but the activities included cultivation of maize in conjunction with PAM who assists with seed and fertilizer. The problem encountered was inadequate fertilizer to cater for all the members.

Training

The organization was said to be unable to provide job-on-training to the employees due to lack of resources.

Expectations

The organization expected that the prostitutes would change and be able to live a meaningful life in society and achieve family re-union in case of the young girls. The communities expected the organization to assist them with means to enable them live a better life by providing them with farming inputs. They were unable to meet some of the expectations due to lack of material and financial support. However opportunities available was cordial relationship and proximity to the hospital, the relationship with the world vision who together with the hospital provide counselling and treatment to ailing clients.

Monitoring and evaluation

The HIV negative clients have since been reported to be able to get married and this serves as an indicator for the project.

Force field analysis

Driving forces

- ☞ To see that women and girls were empowered in various income generating activities in order to reduce poverty and stop practicing commercial sex
- ☞ To see that there was behaviour change among the girls and women
- ☞ To enable people to live decently and become respected members of the society

Objective

- ☞ Reduction in the number of people being infected with HIV/AIDS

Hindrances

- ☞ Lack of financial and material support
- ☞ Lack of transport for night watch to carry out recruitment activities
- ☞ Lack of markets for our products
- ☞ Lack of training in capacity building for the newly recruited members

Skills and knowledge required

- ☞ Capacity building in marketing our products
- ☞ Entrepreneurship skills
- ☞ Community mobilization

SWOT analysis

| | |
|---|--|
| <p>Strengths</p> <ul style="list-style-type: none"> ☞ In possession of land for farming ☞ Have strong links with <ul style="list-style-type: none"> ○ PAM for inputs ○ World vision for health education and advice ○ Hospital for counselling, VCT and treatment ☞ Rehabilitated women and girls used for recruiting others ☞ TAZARA clinic offered a room being used for counselling | <p>Weaknesses</p> <ul style="list-style-type: none"> ○ Inclusion of rehabilitated clients sometimes serves as a deterrent (not believed that they are reformed) ○ Poor leadership ○ Inadequate resources for the rehabilitation programme of the women and girls ○ Lack of transport t enable us reach distant places and for use at night patrols ○ Inadequate equipment for use in the rehabilitation programme e.g. sewing machines |
| <p>Opportunities</p> <ul style="list-style-type: none"> ○ Existence of NGOs supporting women programmes ○ Good will from the public ○ Donor fraternity ○ Gender policy in place | <p>Threats</p> <ul style="list-style-type: none"> ○ Unfavorable weather conditions ○ Political interference ○ Change of government ○ Unstable government policies ○ Stigmatization |

Stakeholder analysis

- ☞ Community

- ☞ Health workers
- ☞ NGOs and other institutions support women's programmes.

Current and future needs

- ☞ Information on the dangers of prostitutions and HIV/AIDs
- ☞ Advocacy for human rights and protection against abuse on women and children
- ☞ Create awareness to the general public, youth leaders, policy makers and teachers about the situation and needs of women and children engaged in prostitution
- ☞ Reporting on the progress

Skills and knowledge

- ☞ Provision of life changing education e.g. rescue and self awareness /self assertiveness
- ☞ Counselling and health education on prostitution, STIs, HIV/AIDS as well as caring for the sick
- ☞ Attitude changing information dissemination
- ☞ Basic adult education and literacy
- ☞ Production units for income generating for the sustainability of both the organization and individual production units such as cooperatives.

Group 2: Programme against Malnutrition and Catholic Cooperative Society

Setting the tempo

The working group described the role of CSPR as to be that of awareness creation and capacity building. In this regard the relationship of the organizations with CSPR was seen to derive from the mutual exclusivity since they both were in the business of poverty reduction. The collective vision for both PAM and Catholic Cooperative Society was creation of employment and improving food security. The mission on the other hand was to help make farmers become self reliant and self-sustainable in food production.

Roles and responsibilities

Poverty was defined as a state of not having enough resources to meet the basic human needs. The role of the organizations was providing farmers with training and farming inputs. The core function was identification of vulnerable but viable farmers and providing them with farming inputs such as seeds and fertilizer. The goals and objectives for the organisation is to empower farmers to become self reliant and self sufficient in food security. The organizations reported that they were to meet their goals and objectives, especially when there were no natural calamities such as drought.

Strategies employed for poverty reduction were identification of vulnerable but viable farmers, provision of inputs, provision of technical advise in terms of sensitization, working with other stakeholders in the trade and working with the existing structures. Activities included identification of vulnerable and viable farmers, distributions of inputs, monitoring and reporting, loans recoveries. Problems encountered included poor attitudes of people towards loan recoveries, political interference and dishonesty. The solution is sensitisation.

Opportunities identified included training, creation of employment and improved standard of living for the communities.

Training

Training was provided to the district staff and collaborating NGOs. The training package on offer was described as relevant and necessary.

Expectations

As organizations they expected the community to participate fully in the programmes on offer and also improved food security and living standards. The communities on the other hand expected quick and

timely response, wider and adequate coverage. With the available resources, they said that they were able to meet the expectations.

Communities were allowed to participate fully and this factor was recognized as key and very vital to the success of the programmes. The selection criteria of the participating communities were by membership and shared subscriptions. Other include vulnerability and viability, the aged, orphans, widows, the chronically ill, female-headed households, child headed households and the disabled.

Monitoring and evaluation

Indicators of achievement identified included rates of loan repayment, the ability of farmers to run sound bank accounts, timely distribution of inputs, good harvests and exhibition of improved living standards. The organizations aid that they were able to keep track of progress by monitoring the record of activities underway, conducting monitoring visits to project sites and holding regular meetings. The reports were submitted quarterly. In case of deviation from the planned destination, they called for meetings for consensus on the way forward but also reported to higher authorities in case of a bigger problem.

Force field analysis

Driving forces

- Alleviate peoples suffering
- Have direct and indirect benefits

What we want to achieve

- Empower people economically
- Create employment
- Improve on food security
- Have a healthy nation

Hindrances

- Selfishness
- Dishonesty
- Mistrust

Skills and knowledge required

- Capacity building
- Communication skills
- Marketing skills
- Accounting skills

Skills and knowledge in order of importance

- Extension services training in agriculture
- Marketing management
- Accounting and bookkeeping
- Farm management
- Cooperative management
- Input procurement and distribution

SWOT analysis

| | |
|---|--|
| Strengths <ul style="list-style-type: none"> ○ Human resource ○ Land ○ Skills | Weaknesses <ul style="list-style-type: none"> ○ Bad attitudes ○ Selfishness ○ Political interference ○ Inadequate communication and information |
|---|--|

| | |
|--|---|
| Opportunities <ul style="list-style-type: none"> ○ Human resource ○ Land ○ Information | Threats <ul style="list-style-type: none"> ○ Thefts ○ Natural calamities ○ Political interference |
|--|---|

Propositions to overcome weaknesses

- Networking
- Information
- Education
- Communication

Proposition to tap on opportunities

- External funding

Stakeholder analysis was not accomplished

Group 3. FINCA

Setting the tempo

The working group was not able to describe the role of CSPR on the account that they did not know about the existence of the organization. On the same basis they could not explain the relationship between their organization and the CSPR. The vision of FINCA was not explained but the mission was to reduce poverty when they work hand in hand with the business.

Roles and responsibilities

Poverty was defined as the inability to meet all requirements needed for life such as the inability to send their children to school, pay medical fees, accommodation, food and clothing. The role of FINCA in poverty reduction was giving knowledge to people who did not know how to run business or those that wanted to run a business successfully; how to use funds in possession and banking. The core business of the organization was to empower men and women financially to run and business. The goals and objective of FINCA was to help small-scale businesses to better ones or helping other in making a successful business. Apparently they reported that they were able to meet their objectives.

Strategies employed for poverty reduction were imploring on people that it was possible to run a business for as long as they had money and were able to work hard in whatever they did. Problems encountered were basically poverty itself as the major one. Solutions employed included telling clients how to reduce poverty by giving them funds.

Training

The organization was not able to provide job on training.

Expectations

They said that they expected to give the communities they worked with good knowledge and that the communities expected better living. They reported that they were able to meet these expectations.

Monitoring and evaluation

Indicators to state achievement were outlined as education and being able to run own business.

Force field analysis

Driving forces

- ☞ To work hard in order to reduce poverty
- ☞ Achieve better living and be able to cater for all requirements
- ☞ Funds repayments is too short
- ☞ To have extra business lessons to get knowledge from accounts books, records keeping

Stakeholder analysis

- ☞ See that all people are improving in their business
- ☞ More funds given grace period of paying back the funds
- ☞ Knowing how funds should be used if you are being given

Group 4: Home based care

Setting the tempo

The working group was not able to describe the role of CSPR on the account that they did not know about the existence of the organization. On the same basis they could not explain the relationship between their organization and the CSPR. The vision for the home based care, as an organization was a community free of TB and HIV/AIDS, while the mission was simply stated as to providing counselling for behaviour change programme (BCP).

Roles and responsibilities

Poverty was defined as a situation where some needs were not made available for varying reasons. The role of this organization was to impart knowledge on income generating skills and also provide food (HEPS), medicines and blankets. The core function of HBC was stated to be to provide quality home based care to chronically ill “clients”. The goals and objectives for HBC were outlined to be to reduce TB and HIV/AIDS infections, producing counselling, impart knowledge on education for life and caring for the chronically sick. The members said that they could not meet the goals and objectives because it was not easy for people to change especially when the behaviour was rewarding. Further the community was too large for the few caregivers.

The strategy employed included formation of support for income generating activities. Activities included gardening and poultry production for sale. Activities include providing knowledge to primary care givers and education for life knowledge. Problems largely comprised inadequate financial support and solutions were stated as fund raising through the secret friendship game and also sensitizing the community to the plight of the organization. The opportunity identified was the training received and ability to improvise where applicable.

Training

Training was said to be provided annually. This training was offered to active caregivers and clients. The training package contained care skills, behaviour change facilitation and counselling.

Expectation

The organization expected that communities would be hungry for more information in the prevention of TB and HIV/AIDS. The communities expected to be provided knowledge on income generating activities. They reported that they were not able to meet the expectations due to inadequate manpower.

Participation in the project was described as fair and selection criteria for participation was based on voluntarism.

Monitoring and evaluation

Indicators for achievement were outlined to include reduction in TB and HIV/AIDS infections. Quality care was being provided using the knowledge acquired and the education for life, which was recognized to have brought about change in some people.

Keeping track of Progress was said to have been achieved by keeping records and assessment. When things were not moving according to plan, they said that they tried to look for a solution.

Force field analysis

Driving forces

Stakeholder analysis

- Health workers
- The Red Cross
- Community

Current and future needs

- Reports on the progress of the programme
- Networks
- Knowledge on quality care and support can be provided to the needy
- Knowledge on how TB and HIV/AIDS can be prevented
- Income generating skills

Skills and knowledge required

- Caring skills
- Counselling skills
- Facilitating and training skills
- Income generating skills

| |
|--|
| Group 5: Women's lobby, FAWEZA, YWCA & CCJP |
|--|

Setting the tempo

The working group was not able to describe the role of CSPR on the account that they did not know about the existence of the organization. On the same basis they could not explain the relationship between their organization and the CSPR. The vision for women's lobby and FAWEZA was described as to promote women's equal representation and participation in decision-making positions at all levels while that for CCJP and YWCA was to see to it that justice prevailed in the community. The mission for FAWEZA was stated that it was to see to it that girls and women excelled in their education undertakings, a factor that would enable them take up decision-making positions in future. The mission for YWCA was reported to be to assist those whose rights had been violated and to see to it that peace and justice prevailed was the one for CCJP.

Roles and responsibilities

Poverty was defined as the lack of essential needs. The role of FAWEZA and the women's lobby recognized that when a woman was educated, the implications were that the nation had been educated and therefore they drew their mandate from this. CCJP assumed the role of research into contentious issues and tabled the findings with the government while they all subscribed to community sensitization. The core function for FAWEZA and the women's lobby was to education as many girls and women as possible so that they could take up decision making positions at all levels while the CCJP and YWCA said their core function was to see to it that human rights were respected. The goals and objectives were not explicitly expressed but referred to be the same as the core functions. They however said that they were not able to meet their goals and objectives due to inadequacy of financial resources and lack of trained human resource.

The strategies employed included the back to school policy (FAWEZA), researchers (CCJP), sensitization (for all) and indeed accommodating every one that had been violated. Activities included mobilization of funds and people. Problems encountered included lack of information and finances. Solutions included holding fund raising ventures, sacrifice and networking with organizations pursuing the same goals.

Training

Training was said to be provided for all the organizations but at varying rates. The training was offered to affiliate members in the case of FAWEZA and any member for CCJP, women's lobby and YWCA.

Expectations

The organizations expected behavioral change from the communities while the communities were said to expect knowledge and material assistance from the organization. They said that they were only able to meet the stated expectations partially.

Generally community participation was not very good as people expected a lot from the organizations and since they were not able to deliver on all accounts, people did not turn up in good numbers. The selection criterion was selective for the women's lobby and FAWEZA whose interest was basically focused on women and girls but CCJP and YWCA catered for every body. There were no conditions set for participation.

Monitoring and evaluation

Indicators of achievement were evidence of knowledge acquisition for instance when there was behaviour change in the people after a sensitization session such as about the importance of clean water and they managed to dig a well.

Track of progress was sought by drawing an action plan, which with constant reference would show when there was deviation such as when an emergency cropped up. An indicator of failure was described as to occur when there was no expected behaviour change. When there was a deviation from the planned course of action, they said that they worked to find the source of the problem and solve it accordingly.

Force field analysis

Driving forces

- To achieve a situation where women and men participate equally in development
- To have a better living

Objective

- To see to it that everyone is out of the poverty situation

Hindrances

- Injustice within the organization
- Lack of skills and knowledge
- Selfishness and dishonesty

Skills and knowledge required

- Communication
- Leadership
- Community participation
- Lobbying
- Monitoring
- Training
- Planning and budgets
- Networking
- Advocacy
- Education

Order of importance

- Communication
- Advocacy
- Education
- Planning and budgeting
- Networking
- Training

- Community participation
- Monitoring

SWOT analysis

| | |
|---|---|
| Strengths <ul style="list-style-type: none"> ○ Wide membership at district level ○ CCJP has an office at district level ○ Networking ability ○ Constitution ○ Secretariat (office bearers) ○ Gender policy in place ○ Back to school policy | Weaknesses <ul style="list-style-type: none"> ○ Lack of leadership skills ○ Lack of knowledge ○ Lack of office accommodation for the other organizations ○ Selfishness by some leaders |
| Opportunities <ul style="list-style-type: none"> ○ Retention of girl child to school after pregnancy ○ More people interested in joining the various organizations | Threats <ul style="list-style-type: none"> ○ Government interference ○ Opposition from male counterparts for female organization |

Proposition to overcome weaknesses

- Leadership training
- Civic awareness
- Generate funds for building office accommodation

Propositions to tap on opportunities

- Sensitization

Stakeholder analysis

| Stakeholder | Current needs | Future needs |
|-------------------------|--|--|
| Community Government | <ul style="list-style-type: none"> ○ Promoting girls retention in schools ○ Provide remedial lessons to examination classes during holidays ○ Pay fees for vulnerable girls in schools and colleges ○ Guidance and counselling | <ul style="list-style-type: none"> ○ Girls attain higher education and get higher paying jobs hence poverty reduction ○ The guidance and counselling clients get from organizations will better their lives e.g. diversification |

2.2.3.5 CENTRAL PROVINCE PRELIMINARY TRAINING NEEDS

- Lobby and advocacy
- Leadership
- NGO management
- Communication skills
- Resource mobilization
- Participatory approaches to development
- HIV/AIDS mainstreaming
- Gender and development
- Negotiation skills
- Entrepreneurship skills
- Training methods

- Proposal writing
- Report writing
- Basic accounting and book keeping
- Strategic planning
- Marriage counselling
- Conflict resolution
- Motivational speaking
- Communication
- Financial reporting and budgeting
- Networking
- NGO management
- Participatory training methodologies
- Gender and development
- HIV/AIDS and counselling
- Micro-financing
- Food processing and storage

2.3 SOUTHERN PROVINCE

The survey covered Livingstone, Choma and Mazabuka districts in that order. Discussions were held with a total of 41 civil society Organisations. Largely these were Local civil society organizations and are annexed as :

2.3.1 LIVINGSTONE CITY

The workshop was held at the Holy cross Teachers' Resource center –Education. On o the 1st of august 2003.

Workshop proceedings

Introduction

The CSOs said that the role of the CSPR was to ensure full participation from the Civil Society in reducing poverty as well a to ensure that the same civil society contributes effectively towards implementing programmes aimed at reducing poverty. They felt that their relationship with CSPR bordered on implementing programmes related to poverty reduction, particularly that some dealt with vulnerable members of the communities and others were involved in empowerment o these groups both in terms of knowledge and skills for self sustainability.

The visions for all the organizations was outlined as follows:

To see to it that young girls and women understood their right to education and that they stood on their own by practicing the skills acquired to earn some income

to see that peoples freedom was promoted to the full

to see a community free of from poverty, disease and that peace and freedom and harmony prevailed.

Their mission was to lay a foundation for complete development of girls and women's full talents in life skills and self-sufficiency to meet society's challenges in all fields of human endeavor. And that human beings attained integral development.

Roles and responsibilities

Poverty was defined as the lack of human necessities for example:

Water and food. Shelter, Health,Education,,Communication,,Sanitation,Finances,. As such their roles and responsibilities of the organizations in question in poverty reduction were to empower girls and young women with education and life skills for their sustainability as well as to reearch,produce publications, advocate and lobby and mobilize communities all in attempt to network and attain the vision and mission.

The goals and objectives of the organizations were :

To offer girls an opportunity for self –training in development of character and service based on spiritual and moral values. further more , to promote women’s leadership. Policymaking and research skills within the education sector through targeted capacity building programmes e. g changing from bad to good. Their goals and objectives also included ensuring awareness to girls as well as the community on issues of sexuality, HIV/AIDS.

To ensure that the governments political will existed to b e seen

To empower men and women to make free and informed decisions

On whether they were able to meet These goals and objectives, it was stated that some organizations were able to while other s were not due to lack of finances, especially where they have depended so much on donors

Strategies for poverty reduction used included empowering women and girls with life skills such as home management and nutrition. As well as mobilising support for strengthening mothers’ groups to promote girls education through training in income generating skills and adult literacy , training community members in Income Generating activities and sourcing for funds usin fundraising ventures or seeking assistance from donors, advocate for changes in policies that hindered development. Activities undertaken involved campaigns and sensitizations on the importance of education, creation of awareness on the importance of life skills as well as the importance of reproductive health. Problems encountered included, apathy lack of incentives, lack of skills ,laziness, lack of funds and lack of knowledge.

Training

The groups acknowledged the fact that job on training was provided only in some organizations and the training packages depended on the programmes as they arose and the frequency depended on the type of organization and the availability of funding for the activity. Some organisations however said this was done early others not often. The cadres of people to be trained where this was practiced included everyone from top management downwards in certain organizations and from permanent to volunteer staff.

The training packages comprised counseling and management.

Expectations

The organizations expected the communities they worked with to create enabling environment for girls education, challenge and prevent discriminatory practices against females, support activities and clubs which improved girls’ esteem and to accept and implement the re-entry policy of pregnant pupils and students. They further expected positive responses to activities initiated at community level

Communities on the other hand expected these organizations to provide financial support , information and material support.

However, these organizations were unable to meet these expectations because the communities were too large. They added that the opportunities available to them were that women were able to stand on their own through survival skills particularly that presently there were more girls in examination classes, more women being educated, more women participating in decision-making and finally there was increases awareness in matters of sexuality and HIV/AIDs. Other opportunities were that they were able to network with other NGOs and that they had chances to attend workshops and enjoyed political stability.

Monitoring and evaluation

The organizations stated that they had in place a number of monitoring programmes such as:, record keeping, correct and continuous data collection to keep track of progress on the goals and objectives. They made out work plans and worked within the stated time frame.

They would assess their activities through reports received from the target groups as well as having frequent meetings.

Indicators of achievement were identified as:

- More girls in examination classes
- More women n being educated
- More women participating in decision making
- Increased awareness in matters of sexuality and HIV/AIDS
- Ability to attract donor funds
- Maintenance of human resources
- Slight changes coming up in communities
- Commitment to goals

Indicators of failures were mostly identified as not being able to meet the programmes within the stipulated framework due to language barriers, lack of cooperation between target groups , lack of cooperation between community and organisation Deviations from planned destiny or outcomes was said to be dealt with by changing the approach in some cases or siting down and re designing the action plans, seeking more capacity building and net working with other NGOs.

Community Involvement

Community involvement was encouraged as much as possible in all organizations. There was no specific criterion for selection in participation; mostly it depended on the feeling of the members of a particular community as they have seen the benefits. There were no conditions of service- it was entirely on ones commitment.

Force field analysis

| Impelling forces | <i>Impeding forces</i> |
|---|---|
| <ul style="list-style-type: none"> • High level of Illiteracy among girls and women • High level of malnutrition • High level of HIV/AIDS • Increased number of street children & sex workers • Increased unemployment levels • Hunger • Good health • Inadequate money • Research | <ul style="list-style-type: none"> • Cultural background • Lack of resources • Lack of training skills • Lack of commitment • External debt skills • Bad laws • Lack o advocacy and lobby skills • Lack of technical l knowledge • Lack of own resource base • Community attitude |

SWOT Analysis

| Strengths | Weaknesses |
|--|--|
| <ul style="list-style-type: none"> • Membership affiliation • Community involvement • Donor financial support • Co-operation within the organization • Availability of donor fund • Organizational constitution • Popular participation | <ul style="list-style-type: none"> • Poor communication • Poor leadership skills • Lack of transparency • Putting unqualified people in offices • Poor management • Poor planning • Lack of consistency |

| | |
|--|---|
| <ul style="list-style-type: none"> • Sound membership base • Unity • Training to implement programmes • Recognition by both community and donors and state | <ul style="list-style-type: none"> • Lack of commitment • Inadequate and inconsistent funding • Lack of own financial resource base • Misunderstanding by some member organizations • Dependency on donor funding |
| <p>Opportunities</p> <ul style="list-style-type: none"> • Good governance • Training and workshops • Political stability • Existence of credible NGOs • Good will from government, donors • Training offered by some NGOS • Support from the community • Networking with other CSOs • Exposure through training • Acceptance by community • Good governance | <p>Threats</p> <ul style="list-style-type: none"> • Withdrawal of donor funds • Change of government • Change of government • Calamities (HIV/AIDS, floods, drought) • Donor conditionality • Competition between NGOs • Misunderstandings of our roles by some stake holders • Imbalances in funding from donors • Poverty • Some government policies |

Propositions for overcoming weaknesses

- Voting for the right people in government positions
- By making programmes to enhance training
- Improved management
- Finance mobilisation
- Accountability
- Project management skills

Propositions for tapping on opportunities

- By being open to people who are a hindrance to the organisation
- By improving on communication skills
- By training

Skills and knowledge required

- Communication skills
- Financial management
- Project management
- Report writing
- Good governance
- Advocacy and lobby
- Leadership skills
- Management
- Training methodology
- Counselling skills
- Project management skills
- Monitoring and evaluation

- Project management

Stakeholders' analysis

| Stakeholder | Current needs | Future needs |
|-----------------|---------------------------------|---------------------------------|
| Community | Information | Information |
| School children | Morale support | Morale support |
| Government | Transparency and accountability | Transparency and accountability |
| NGOs | Good governance | Good governance |
| Donors | Accountability | accountability |
| Business Houses | Not indicated | Not indicated |

Priority List of skills and knowledge required

Project management
 Communication skills
 Financial management
 Management and leadership skills
 Advocacy and lobby
 Training methodology
 Counseling skills

CHOMA DISTRICT

The study was conducted on the 04 of August 2003 at Niza Trust School. The list of CSOs who participated is Annexed.....

Introduction

These organisations revealed that the role of CSPR was to sensitize the communities on issued of poverty, to conduct capacity building workshop so as to help the civil society organisations to implement poverty reduction programmes all was done in an attempt to reduce poverty. The organisations felt that their relationship with CSPR bordered on the fact that most of them are involved in educating the vulnerable and underpriveled in society and so they believed that they were fighting the same battle by working hand in hand with the society to Alleviating poverty in the country.

The visions for the organisations ranged from offering spiritual guidance, education to reduce illiteracy and to capacity build the community on matters of HIV/AIDS so as to have a poverty free society by the year 2010. Their missions were to provide knowledge to the vulnerable people in the community and to increase awareness on HIV/AIDS as a way of reducing disease and ultimately ensure self- sustenance of all in Zambia.

The goals and objectives for the organisations were to see to it that everybody was self-reliant, this could be achieved through training the communities in life skills to raise their standard of living, but they were not able to meet these goals due lack of financial resources, poor organisation no support form the local authority.

Strategies for poverty reduction used included creation of drop-in center, orphanages, community schools, distribution of certified seeds and visitations, in some instances they involved identification of the OVCs in the community, mobilising funds using various fund raising ventures. Problems encountered included myths and beliefs held by communities, lack of proper planning, lack of data-no surveys and lack of government support and lack of funds. Solutions used to counter these problems included, community involvement, proper project writing and sensitization on IGAs.

Training

The majority of the organisations acknowledge that they provided job on training occasionally to full time workers, temporary workers and care givers, but this was done with limitations due to inadequate funds. A few organisations did not conduct job-on- training at all and there was no reason provided.

Expectations

The CSOs expected the communities they worked with to change their attitudes towards developmental issues, furthermore, they expected handwork and determination and involvement in programmes. On the other hand communities expected the CSOs to provide handouts, materially and financially, they also stated that they expected these organisations to be open & honest. They were unable to meet these expectations due limited financial resources. Opportunities available to them were a free environment allowing for easy visitations and application for loans.

Monitoring and Evaluation

Indicators of achievement were identified as:

- Self-sustainable communities
- Community schools
- Orphanages
- Health centers
- 30% of the children in the communities were now enrolled in the community schools
- 605 of those trained in counseling were now in community and home based care
- 10% of supported organs have completed grade 12
- at least 30 % of the people trainee in the community are women

Indicators of failure:

- Loss of membership
- No starter programmes
- People not willing to work without emoluments

Deviations from planned destiny in most cases were done by finding out what went wrong, review or re-visit the workplan. The track of progress on the goals and objectives was maintained by having regular meetings, record keeping, and bookkeeping, report writing and visitations.

Community involvement

Community involvement was encouraged 100%. Selection criteria was on voluntary basis mostly, as long as the members were disciplined, self motivated resourceful and committed.

Force field analysis

Driving forces

- High poverty levels
- Improved standard of living
- Reduced number of street kids
- Reduced level of diseases
- Reduced illiteracy levels
- Reduced levels of HIV?AIDs
- To cut down on crime
- To have a health nation

Impeding forces

- No sustainable income
- Cultural barriers
- No proper government policy
- Lack of cooperation among members
- No financial support from well wishers
- Erratic changes in education policies
- Inadequate training facilities
- No recreational facilities
- High level of unemployment
- Laziness
- Poor communication skills
- Poor funding
- No activity to promote sustainable IGAs at house hold level.

SWOT ANALYSIS

| | |
|---|---|
| <p>STRENGTHS</p> <ul style="list-style-type: none"> • Skilled manpower • Sound membership base • Commitment • Expertise • Funds • Participation • Ability to mobilize resources • Ability to motivate people | <p>WEAKNESSES</p> <ul style="list-style-type: none"> • Lack of commitment • Poor dissemination of information • Lack of knowledge • Lack of cooperation • Inadequate funds • Poor leadership • Poor office facilities • Poor finances • No trained manpower |
|---|---|

Stakeholders Analysis

| | | |
|--------------|--------------|--------------|
| Stakeholders | Current need | Future needs |
|--------------|--------------|--------------|

| | | |
|-------------|---------------------------------|---------------------------------------|
| NGOs | Training in business planning | Training in business planning |
| Communities | Training, food, clothing, land | More training, nutrition |
| Donors | Transparency and accountability | Poverty levels reduced to some extent |
| Government | Transparency and accountability | Poverty levels reduced to some extent |

Skills and knowledge required

- Project proposal writing
- Leadership skills
- Bookkeeping and financial management
- Training in life skills
- Training in project management
- Training in Income Generating Activities

MAZABUKA

The workshop took place at Mazabuka Youth training Centre on the 6 of august 2003.

Introduction

The organisations said that the role of CSPR was to ensure participation of the civil society in poverty reduction and to ensure that the civil society contributed effectively in implementing programmes aimed at poverty reduction. The organisations were not sure of their relationship with the CSPR at the moment.

The vision of the organisations was to have a community which was self- reliant, strong knight to manage their own development projects. Their mission was to empower communities with skills for sustainable development.

Role sand responsibilities

Poverty was said to be the lack of basic needs such as shelter, food, clothing, education and health. The role e and responsibilities of the organisations in poverty reduction was therefore to empower communities though training and to mobilize the communities to enable them implement developmental plans. The core function of the organisations is to link community with other stakeholders and to create awareness in them in developmental issues- highlighting issues affecting communities in difficult situations.

The goals and objectives of the organisations were to reduce poverty through community capacity building, involve communities in decision-making and create awareness on HIV/AIDs, to see that the communities working on developmental projects independently and to manage their little resources.

They said they were not able to meet these goals because of the following reasons:

Political interference

No cooperation from people

Misunderstanding in leadership
Misinformation of the community
Lack of proper human relations
Lack of civic education

Strategies for poverty reduction used included assembling the communities, encouraging them to get loans and participate in IGAs. Activities undertaken included, educating and training them in various skills. Problems encountered included political interference, cultural barriers, lack of resources and training, gender imbalance. Solutions being used to counter these problems were the creation of good relations with politicians, Being aware of cultural barriers, and gender awareness.

Training

In some organisations job on training was seldom done, while in others training was provided to peer educator, traditional birth attendants, volunteer teachers. The training package on offer comprised the IIO training annuals and the HealthKits (tools) for birth attendants.

Expectations

The organisations expected the communities to fully participate in projects, to be self reliant, to have unity, self sacrifice to have quality leadership. Whereas the communities expected to be trained, to be helped or to be given favors. They were not able to meet these fully due to financial constraints. Opportunities available to them were that they operated in free environment and had access to community mobilization and access to funds.

Monitoring and evaluation

Indicators of achievement were identified as:

- Positive behavioral change towards projects
- Communities able to fend for themselves
- Ownership attitude
- Improvement in standard of living

Indicators of failure was identified as loss of track. Deviations from planned destiny was said to be dealt with by revisiting the action plan, meetings, spot check and interviews.

Track of progress was done by writing action plans for monitoring and evaluation.

Community involvement

This is allowed from the panning to the final stage of the project. Providing guidelines to the community to do their own selection did the selection criteria for community participation. Condition of service was on voluntary basis.

Force field analysis

Driving forces

- Improved standard of living
- Community empowerment
- Improved food security at house hold level

- Reduced malnutrition
- Reduced mortality rate
- Manpower
- Co-operation with stakeholders
- Adequate resource funds

Impeding forces

- Lack of skilled manpower
- Inadequate resources fro some CSOs
- No cooperation with some stakeholders
- Inconsistency source of funding
- Natural calamities
- High level of illiteracy
- Rigid customs & traditions
- Political interference

SWOT ANALYSIS

| | |
|--|---|
| Strengths <ul style="list-style-type: none"> • Enough manpower • Freedom of operation • Internal recognition • Access to community mobilization • IGA,Income Generating Activities • Manpower • Cooperation wit h stakeholders | Weaknesses <ul style="list-style-type: none"> • Inconsistence source of funding • Inadequate skilled manpower • No transport • Lack of training equipment and materials • Lack of skilled manpower • Inadequate resources for some CSOs • No cooperation with some stakeholders |
| Opportunities <ul style="list-style-type: none"> • Financial support • Technical skills • Able to net work with other partners • Support from the government • Free community environment | Threats <ul style="list-style-type: none"> • Cultural barriers • Political interference • Natural calamities • HIV/AIDS • Age and gender • Change in leadership in government |

Stakeholders analysis

| Stakeholder | Current needs | Future needs |
|-------------|-------------------------|-------------------------|
| community | Communication/feedback | Communication. feedback |
| government | Not indicated | Not indicated |
| donor | Communication- feedback | Communication -feedback |
| NGOs | Information- networking | Information-networking |

Skills and knowledge required

- Community mobilization
- Finance mobilization

- Project proposal writing
- Strategic planning
- Bookkeeping
- HIV/AIDs
- Advocacy and Lobby
- Gender and development
- Entrepreneurship skills
- Training of Trainers

6.0 Appendices

Appendix 6. 1: Check list for the NGOs and Community Based Organisations

a. Setting the tempo

- ☞ What is the role of C SPR?
 - What is your relationship with C SPR?
 - What is the vision and mission of your organization?

b. Roles and responsibilities

- ☞ What is poverty?
- ☞ What is the role of your organization in poverty reduction?
- ☞ What is the core function of your organization?
- ☞ What are your goals and objectives
 - Are you able to meet your goals and objectives? If not why?
- ☞ What strategies are you employing for poverty reduction?
 - State specific activities that you undertake in your organization (planned or actual)
 - What problems are you encountering?
 - What solutions have you employed to counter the problems experienced?

c. Training

- ☞ Is the organization able to provide “on job training?”
 - If so, how often and to which cadre of people, what is the training package on offer?

d. Expectations

- ☞ What expectations do you have of the communities you work with?
- ☞ What do communities expect from you as an organization?
 - Is the organization able to meet these expectations?
 - If yes, what opportunities are available and what indicators are you using to state achievement.
 - If not what are the problems/constraints
 - Are you able to go around the problems/constraints? How?

e. Community participation

- ☞ Do you allow community participation in your programmes? (Participation versus empowerment)
 - If so, what is the extent of participation?
- ☞ What is the selection criteria of community inclusion for participation
 - What conditions have you put up for communities participation?

f. Monitoring and evaluation

- ☞ How do you do to keep track of progress or deviations from the planned activities toward
 - Achieving goals or objectives
 - Inputs and resources

- Time

📁 What are your indicators of achievement or failure?

- Critically what do you do when there is a variance or deviation from the planned destiny or expected outcome?

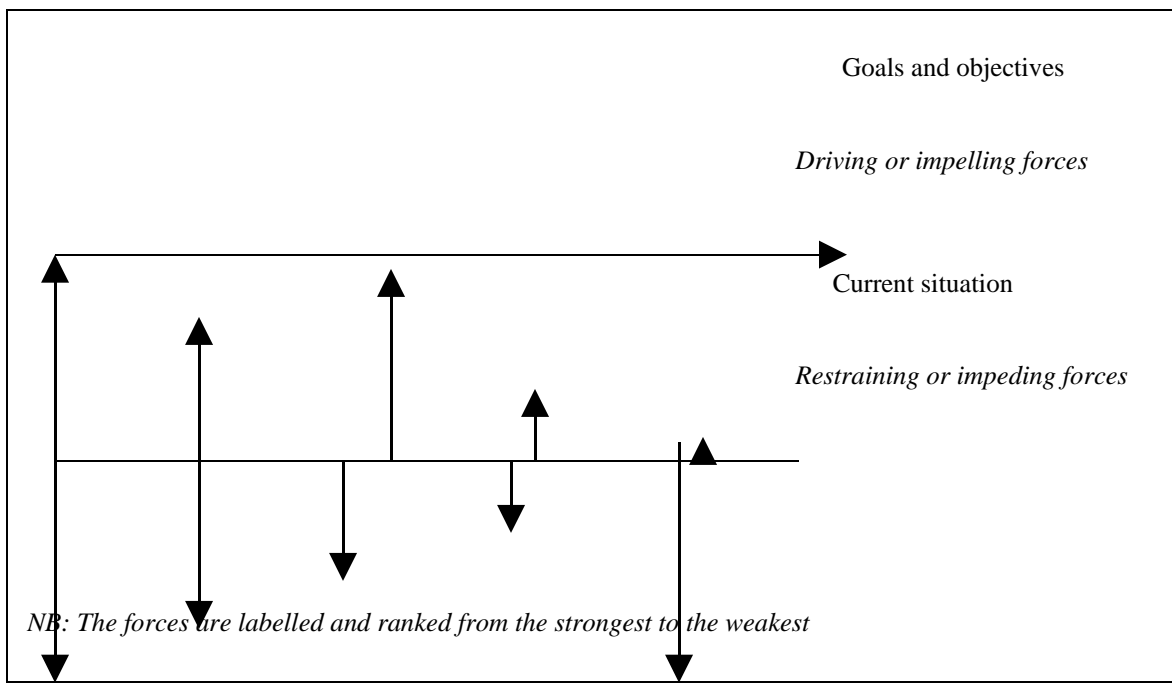
g. Force Field Analysis (FFA)

The FFA tool was used to analyse the situation in the organizations using 4 basic questions to assess the problems the organisations were facing in the light of the desired change. Identification of the problems/constraints and opportunities is essential if any positive changes were to be made. Recognition is made that different organizations had different mandates and therefore different cultures. Their potential for adopting new approaches to planning therefore varied.

- What driving forces (strengths and opportunities) exist in the organization that can support you?
- What constraints within the organization make you not achieve your goals (list these in order of strongest to weakest)
- What activities can realistically be taken in the near future to reduce or eliminate the constraining forces?
- What actions can be taken to increase and build on the driving forces?

This tool was vital to implore on the organizations to take time and ponder on what they do, why they do it, what they want to achieve and the problems they encounter. These questions were translated as reflected below to allow consideration in operational terms

- What is the driving force – why do you want to reduce poverty in this community?
- What would you like to achieve for the community you serve?
- What is hindering you from achieving your goal?
- What skills and knowledge do you think you require for building or closing the gap? List these in the order of importance.



a. SWOT analysis

The SWOT analysis was employed to help identify the internal strengths and weaknesses of the organizations in the working groups in relation to the opportunities and threats presenting in the external environment. This was employed with full recognition that SWOT analysis is part of strategic planning, one of whose essential components is examining the relationship between internal and external environments, giving the organisations the basis for identifying strategic issues to factor into developing strategies. The tool was herein used to serve a dual purpose, firstly to help identify the strengths, weaknesses, opportunities and threats as they present in the various organizations but also to assess their planning capabilities in the knowledge, attitudes, practices and skills.

Processing questions

- ☞ What are the major internal strengths do you have in your organisations?
 - *What makes you do well in terms of performance?*
- ☞ What are the major internal weaknesses that prevent you from achieving your objectives?
 - *What makes you not perform well?*
 - *What propositions do you have to overcome the identified challenges and weaknesses?*
- ☞ What major external opportunities do you have with regard to poverty reduction
 - *What propositions do you have to tap on the identified opportunities?*
- ☞ What are the major external threats?

This was meant to form the basis for skills and knowledge potentials and gaps identification

SWOT Analysis Template

| | |
|---|--|
| Strengths ☞ Internal ⇒ What makes us do the best – performance? | Weaknesses ☞ Internal ⇒ What makes us not perform well? |
| Opportunities ☞ External ⇒ What chances are available to us, which we have not yet utilized? | Threats ☞ External ⇒ What exists out there which is it exerts it self will impact negatively on us? |

i. Stakeholder analysis

The premise for conducting a stakeholder analysis was based on the understanding that if an organisation did not know its current state, it would have difficulty defining a realistic future state, and the steps needed to close the gap between those states would be fuzzy. Looking at the external environment therefore first could help an organisation to break free of an insular mind-set. The review identified the organizations stakeholders, specifying their needs and probable demands in the future environments. Stakeholders were herein persons, groups or institutions that had a significant interest (“*stake*”) – positive

or negative in the project or organization. Therefore stakeholder analysis included identifying direct organizational participants in view of

- Those who “own” the organization or project
- Those who are affected by it, positively or negatively and
- Those who wish to affect it.

Stakeholder analysis also helped the organization to understand what the stakeholders’ requirements of them were in the current and in future. Understanding these would provide the organisations an impetus for satisfying the needs and therefore in the long run be able to fulfil the terms of reference. For the purpose of this training needs assessment understanding the needs of the stakeholders enabled the organisations to identify the skills and knowledge required for them to satisfy the identified needs.

Stakeholder analysis sought to provide answers to the questions:

- Who depended on the organisation?
- Who were interested in the outcomes of the organisation?
- Who would influence the organisation?
- Who would be affected by the organisation?
- Who would work against the organisation?

These questions were operationalised into practical questions as thus:

- Identify the organisations’ stakeholders for your service
- What are the current and future needs of your stakeholders
 - Establish relationships with other organizations (satisfaction of these form the mandate of our organisations)
- What skills and knowledge are required in order to satisfy the identified needs? List these in order of importance.

REGISTRATION FORM – KAPIRI MPOSHI

| No. | NAMES | ORGANISATION | POSITION | ADDRESS |
|------------|-------------------------|-------------------------------|---------------------------------------|-------------------|
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| 3 | Beatrice Mwansa | CCJP | Member | Box 810047 Kapiri |
| 4 | Chizinga Febby | FAWEZA | Secretary | Box 810026 Kapiri |
| 5 | Elizabeth S. Tapalo | FAWEZA | Vice Chairperson | Box 810026 Kapiri |
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| 9 | Grace M. Syabwazunga | Y.W.C. A | Member | Box 810244 Kapiri |
| 10 | Enid M. Mwanza | Women’s Lobby | Secretary | Box 810026 Kapiri |
| 11 | Mulenga Yambayamba | Tasintha Programme | Secretary | Box 810241 Kapiri |
| 12 | Elizabeth Mulenga | Women’s Lobby | Member | Box 810096 Kapiri |
| 13 | Erasmus Mulenga | Catholic cooperative | Secretary | Box 810047 Kapiri |
| 14 | Peter L. Mwansa | Catholic cooperative | Chairman | Box 810047 Kapiri |
| 15 | Caroline Mbewe | Home Based Care (Catholic) | V/ Chairperson | Box 810047 Kapiri |

| | | | | |
|----|-----------------|-------------------------------|-------------|-------------------|
| 16 | Margaret Lungu | Home Based Care (Catholic) | Coordinator | Box 810047 Kapiri |
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CSPR – TNA – MAZABUKA

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| No. | NAME | ORGANISATION | DESIGNATION | ADDRESS/TEL No. |
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