



DISPLACED CHILDREN AND ORPHANS FUND
WAR VICTIMS FUND

A MIDTERM REVIEW OF THE SCOPE-OVC PROGRAM IN ZAMBIA

Conducted June 18–29, 2001

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ABBREVIATIONS AND ACRONYMS

AIDS	Acquired Immunodeficiency Syndrome
BESSIP	Basic Education Sub-Sector Investment Program
CARE	Cooperative for Relief and Assistance Everywhere
CETZAM	Christian Enterprise of Zambia
CINDI	Children in Distress
CHIN	Children In Need network
CMO	Community Mobilization Officer
COPE	Community-Based Options for Protection and Empowerment
COVCC	Community Orphans and Vulnerable Children’s Committee
DCOF	Displaced Children and Orphans Fund
DFID	Department of International Development–Great Britain
DOVCC	District Orphans and Vulnerable Children’s Committee
FAWEZA	Forum for African Women Educationalists
FHI	Family Health International
FHT	Family Health Trust
HIV	Human Immunodeficiency Virus
IGAs	income generating projects
IMPACT	Implementing AIDS Prevention and Care
MCDSS	Ministry of Community Development and Social Services
MCDSW	Ministry of Community Development and Social Welfare
MFIs	microfinance institutions
MOE	Ministry of Education
MYSCD	Ministry of Youth, Sport, and Child Development
NGO	nongovernmental organization
OVC	orphans and other vulnerable children
PCI/Z	Project Concern International/Zambia
PLA	Participatory Learning and Action
PMT	Project Management Team
SCOPE-OVC	Strengthening Community Partnerships for the Empowerment of Orphans and Vulnerable Children
UNICEF	United Nations Children’s Fund
USAID	U.S. Agency for International Development
VSO	Voluntary Service Organization
ZCSS	Zambia Community Schools Secretariat
ZAMSIF	Zambia Social Investment Fund
ZECAB	Zambia Education Capacity Building program

MAP OF ZAMBIA



EXECUTIVE SUMMARY

Over the past decade, Zambia has experienced increasing crises as a result of the interrelated effects of HIV/AIDS and poverty. In 1999, the United States Agency for International Development's (USAID) mission in Zambia allocated funds from USAID's Displaced Children and Orphans Fund (DCOF) to Family Health International (FHI) to support programming for orphans and other vulnerable children (OVC).¹ Through a request for applications process, FHI selected and funded a partnership between Cooperative for Relief and Assistance Everywhere (CARE) and Family Health (FHT) to implement a community mobilization effort to mitigate the impacts of HIV/AIDS on orphans and other vulnerable children. The joint proposal of CARE and FHT was "Strengthening Community Partnerships for the Empowerment of Orphans and Vulnerable Children" (SCOPE-OVC). The 33-month period for this agreement is January 29, 2000, to September 29, 2002. CARE receives funds from FHI, directly manages a portion of the SCOPE-OVC budget, and allocates a portion to FHT. Since the program's inception, USAID/Zambia has played an active role in the development of SCOPE-OVC.

The main purpose of SCOPE-OVC is to mobilize, scale up, and strengthen community-led responses and programs that benefit orphans and vulnerable children. The program's

¹ At a later stage, the mission used newly available HIV/AIDS funds to replace all but US\$1 million in DCOF funds in this program.

Project Management Team (PMT) includes the following senior staff members who are based in Lusaka:

- Project Manager
- Community Mobilization Coordinator/Assistant Project Manager
- Grants Manager
- Monitoring and Evaluation (M&E) Coordinator
- Organization Development Specialist

CARE employs all of these personnel except for the Organization Development Specialist. FHT is responsible for that position and for five of the seven Community Mobilization Officers (CMOs). Each CMO is based in the district to which he or she is assigned, and each is responsible for mobilizing and working with a District Orphans and Vulnerable Children's Committee (DOVCC) and for mobilizing and strengthening Community OVC Committees (COVCCs). At the time of the review, SCOPE-OVC was planning to establish the following new positions:

- Two Senior CMOs
- Additional CMOs for Lusaka and Kitwe
- CMOs for Kasama, Mwense, Samfya, and Mansa
- Economic Security Coordinator
- Psychosocial Support Coordinator
- Information Technology Officer

By June 2001, SCOPE-OVC had initiated work in Kitwe, Lusaka, Livingstone, Mongu, Serenje, Kalomo, Chipata, and Masaiti Districts and planned to start work in Mansa, Mwense, and Samfya by February 2002. For 2001, SCOPE-OVC had identified as its target to improve the situation of 10 percent of all orphans and other vulnerable children with regard to education, psychosocial well-being, and economic and food security. With the cooperation of SCOPE-OVC and the organizations responsible for it, USAID/ Zambia arranged for a midterm program review to be carried out in June 2001. The Scope of Work for the mid-term review is included in Appendix 1 and Appendix 2 presents the itinerary and contacts made by the Review Team.

The Review Team found that SCOPE-OVC is an extremely important initiative for Zambia and that it has made an excellent start toward the long-term goal of mobilizing and building the capacity of Zambian communities to protect and care for orphans and other vulnerable children. The program is doing some things very well but needs to improve in some areas. A fundamental recommendation is that USAID and other stakeholders in Zambia should find ways to establish a firm basis for ensuring the continuity of SCOPE-OVC because it has a key role to play in Zambia's efforts to mitigate the effects of HIV/AIDS on its children.

In some districts, SCOPE-OVC has built on and strengthened existing district-level and community structures. In others, it has helped those districts and communities to develop new structures. It is helping communities to initiate activities to benefit orphans and other vulnerable children and to establish links with other organizations or resources that can help sustain or strengthen community efforts. SCOPE-OVC is, and should continue to be, a "work in progress" as it constantly learns, shares, and applies lessons about how to scale up and sustain effective interventions.

Community Mobilization and Capacity Building

It is important that SCOPE-OVC maintains a focus on its goal of mobilizing and strengthening community capacities and seeks to catalyze among stakeholders a greater response than what it alone can deliver. Through information dissemination, persuasion, advocacy, and training, SCOPE-OVC staff members must continually work to enable other stakeholders to look beyond their individual programs and to develop approaches that match the magnitude of the problems in each district and in the country as a whole. SCOPE-OVC must play mobilization and capacity-building roles not only at community levels but also at district and national levels. Moreover, the work to be done in districts where SCOPE-OVC is present is much greater than the CMOs can expect to accomplish by themselves. They must mobilize and build the capacity of the DOVCCs and other stakeholders to engage in this work.

Need for a Strategic, Long-Term Commitment

USAID has been a leader in promoting and supporting community mobilization and capacity building as a fundamental response to HIV/AIDS in Zambia, but its funding of this approach has been for only relatively short periods. The Government of Zambia, USAID, and all stakeholders need to make strategic, long-term commitments to mobilize action and build capacities at community and district levels. The scale, duration, and complexity of the problems that SCOPE-OVC is addressing are unprecedented. Therefore, the program must engage in an ongoing cycle of first initiating activities that make sense based on what is known, then learning from what works and what does not, and finally making adjustments. It must continually evolve, which its relatively short project life makes difficult. Also, the relatively short-term funding limits the staff's sense of job security. SCOPE-OVC may begin to lose staff members if the future

of the program and job continuity are not ensured soon.

Education

Promoting educational opportunities for orphans and other vulnerable children is a primary area of emphasis for SCOPE-OVC. Community schools have emerged as a grassroots response to the educational needs and aspirations of the orphans and other vulnerable children. (See Appendix 3, Community Schools.) Many COVCCs operate such schools, and DOVCCs and SCOPE-OVC staff members are involved in strengthening them. Community schools are the only available option for many orphans and vulnerable children to obtain an education, and their quality is an important issue. One common feature among community schools is inadequate resources, especially insufficient classrooms, other infrastructures, chairs, and books. Those problems are compounded by volunteer teachers who struggle to assist orphans and vulnerable children while earning no salaries. The report identifies a number of potential sources of support for community schools.

In addition to community schools, SCOPE-OVC and the DOVCCs need to work with communities to identify other models for providing education.

Economic Strengthening

With mixed success, COVCCs are carrying out group income-generating projects (IGAs) intended to raise funds to support their efforts. In promoting economic empowerment through income generation, CMOs and the PMT have the task of carefully distinguishing among and encouraging use of the models and approaches that are cost-effective and that have the potential for being scaled up. Approaches fall into three general categories: economic strengthening of individual households, group fundraising, and on-going group

IGAs. In the communities that the Review Team visited, an overwhelming preference was shown for individual household IGAs over group projects because IGAs provide for basic needs.

Unfortunately, formal microfinance services seemed to be very limited in the communities visited. It would be useful for SCOPE-OVC to explore possibilities for expanding those services into communities with COVCCs. SCOPE-OVC should recognize the existence of informal, traditional models of credit and savings, such as the *chilimba*, that people in those communities already know. Appendix 4 provides an overview of IGAs in the communities visited.

Another approach to economic empowerment is to link households to better markets. SCOPE-OVC should determine whether opportunities exist or could be developed in the districts where it is working to implement the Trickle Up (TUP) approach. TUP could be used to help households on the verge of destitution to carry out some kind of income-generating activity. Some community groups in Zambia and elsewhere have used periodic fundraising initiatives as a way to generate funds to provide relief assistance for orphans and other vulnerable children.

SCOPE-OVC's planned hiring of a new member of the PMT with expertise in micro-economic strengthening should improve the review of proposals. More important, though, this staff member should be able to help SCOPE-OVC identify potential partners with which it can collaborate and to which it can link COVCCs.

OVC Structures

In the districts where it is present, SCOPE-OVC has developed and strengthened both district- and community-level OVC committees with the objective of enabling those structures to improve the situation of orphans and other vulnerable children. SCOPE-OVC

has formed or strengthened seven DOVCCs and plans to do so in 12 districts by the end of the project period. In the four districts that the Review Team visited, the roles and responsibilities of the DOVCCs were generally to coordinate OVC activities at district level, to create links among NGOs, to guide OVC programming in the district, and to advocate issues relevant to orphans and other vulnerable children.

The Review Team found significant variations among the three DOVCCs with which it met. The Kalomo DOVCC was the most organized and effective DOVCC with which the Review Team met. It had a well-articulated strategic plan and work plan. The relationship with COVCCs was strong, as was the support to the COVCCs. Members of this DOVCC were elected from key stakeholder organizations. The DOVCC had also set up a database of all key stakeholder organizations in the area and keeps regular contact with communities.

The COVCCs visited in Kitwe's Mulenga and St. Anthony compounds were both very active and had a clear vision and plans for their activities. The Sakubita and Nakatindi COVCCs visited in Livingstone appeared to be struggling. In Kalomo, rather than start new COVCCs, the CMO and the DOVCC worked with already established community groups.

The DOVCCs whose members were elected by the communities and the stakeholders appeared to perform better and to have a stronger mandate than those in which NGOs nominated members from among themselves. SCOPE-OVC should consider strengthening DOVCCs financially and technically and then helping them to focus on improving the situation of orphans and other vulnerable children throughout the district. To be sustained and effective, DOVCC must have their own identity independent of SCOPE-OVC. Thus, SCOPE-OVC's relationship to the DOVCCs should be supportive and not directive. The small grants program of SCOPE-OVC might be more effective and the role of the

DOVCCs might be reinforced if the Grants Management Committee were to delegate some authority for grant approval to DOVCCs.

The DOVCCs could learn from and emulate the approach of the more active COVCCs. The latter have assumed responsibility for giving attention to the situation of orphans and vulnerable children throughout their community. COVCCs have identified local capacities and resources and have sought resources from outside. They have also benefited from training that strengthened their capacities and are working to scale up responses to meet the needs of the most vulnerable children in the whole community.

Response to Psychosocial Needs

Responding to psychosocial needs is critical for improving the situation of orphans and of children with a parent living with HIV/AIDS, but such action has received too little attention. For children who are fearful about the future, grieving the loss of their parents, or living in extreme poverty, the basic human contact and care provided by family and community members are vitally important.

In the Kitwe, Lusaka, and Kalomo communities, were making efforts to address the psychosocial needs of orphans and other vulnerable children and their families, even where those needs were not defined using that terminology. In Kitwe, in particular, the communities had psychosocial committees that were providing outreach and counseling services to households with orphans.

Alangize, a community-based women's group that is re-introducing some traditional ceremonies and support practices in urban areas, is a potential resource. Other forms of psychosocial support in the communities are provided by religious groups such as churches that are actively involved in spiritual support and counseling. Additional sources of psychosocial support were reported to the

Review Team and included youth groups plus structured recreation and sports.

To address the psychosocial needs of the orphans and of families dealing with orphans and HIV/AIDS, communities can use a combination of traditional and informal activities, along with more structured counseling. Reviving some of the traditional values and attitudes toward children is very important.

Information as a Resource

An important area for SCOPE-OVC attention is better access to information, which could improve the effectiveness of COVCCs. The Review Team identified positive examples of information dissemination but determined that SCOPE-OVC needs to emphasize it more. By demonstrating and advocating the open sharing of information, SCOPE-OVC may be able to influence other programs to do the same. To increase information flow to communities, the PMT must actively seek relevant information and should share it with stakeholders at the national level and, through CMOs, with DOVCCs and with communities. One way that SCOPE-OVC could facilitate the flow of useful information to groups working with orphans and other vulnerable children would be through a newsletter. SCOPE-OVC might produce the newsletter or support the National OVC Task Force to do so.

Management Issues

FHT and CARE, as the partners responsible for SCOPE-OVC, need to resolve a few management issues. Having two organizations—one national and one international—jointly responsible for SCOPE-OVC greatly enriches the program. This arrangement, however, complicates lines of authority and supervision. PMT's lines of reporting and administrative procedures need to be clarified and improved. Several CMOs flagged transportation as a concern. CMOs need adequate funds in an impressed account, which is replenished

promptly upon submission of receipts. The partner agencies need to maintain regular and open communication regarding SCOPE-OVC and to resolve these and other issues in consultation with SCOPE-OVC staff members. Action is needed by USAID, CARE, and FHT to ensure continuity of the long-term efforts undertaken by SCOPE-OVC.

Recommendations

The report presents recommendations on the following issues:

- SCOPE-OVC's approach to scaling up community mobilization
- Long-term Government and donor commitments to mobilize and strengthen community efforts
- Emphasis on strengthening community schools
- Quality enhancement for community schools
- Ability of communities to lobby for the right of all children to an education
- Need for paying teachers who work in community schools
- Innovative learning models
- Cost-effective approaches to microeconomic strengthening
- Access of communities to sound microeconomic strengthening programs
- Private-sector action to support economic strengthening efforts
- Roles of DOVCCs
- Representation of communities on COVCCs
- Concentration by DOVCCs on improving the situation of orphans and other vulnerable children district-wide
- Respect for community efforts
- Resource links for community groups
- Authorization of district-level responsibilities regarding small grants

- Limited financial resources for use by DOVCCs to meet specified criteria
- COVCC systems for managing resources
- Identification of existing community structures
- Development of community efforts to monitor, support, and protect vulnerable children
- Development of activities such as visiting homes, counseling, attending sports and cultural activities, and participating in religious and traditional ceremonies
- Traditional models of psychosocial support, counseling, monitoring, and protection.
- Information gathering and dissemination
- Identification of cost-effective local models
- Development of systems for sharing information
- Support of the National OVC Steering Committee
- Community links to resources
- Dissemination of information about best practices
- Resolution of identified management issues

INTRODUCTION

Over the past decade, Zambia has experienced increasing crises as a result of the interrelated impacts of HIV/AIDS and poverty. Of Zambia's 10 million people, two-thirds live below the poverty line and an estimated one in five is HIV positive. Because of HIV/AIDS, Zambia can expect an increasing number of deaths among its most economically and reproductively active age groups.

In 1996, some 4.1 million children lived in Zambia. According to the 1996 Living Conditions Monitoring Survey, 13 percent were orphans (children below age 15 who had lost either or both parents), or approximately 533,000 children. *Children on the Brink 2000* by the U. S. Agency for International Development (USAID) estimated a much higher rate of orphaning: 27 percent of all children in 2000,² or a total of more than 1.2 million children.²

The status of the Zambian child is likely to worsen because many are out of school, are undernourished, and lack access to health care. The *Orphans and Vulnerable Children Situation Analysis of Zambia* (1999) concluded that any intervention to benefit orphans and vulnerable children should consider the family to be the best place for children and should seek to reinforce this primary

safety net.³ Interventions must strengthen communities and families to cope with the crisis. The main findings of the situation analysis include the following:

- Poverty is the primary problem many Zambian families and children face.
- Zambian children, regardless of orphan status, are especially vulnerable to the effects of poverty.
- Both qualitative and quantitative analyses indicate little difference economically when comparing orphans and other vulnerable children with other children.
- Orphan children, however, face special psychosocial needs but are not necessarily more economically vulnerable than non-orphans.
- Programs must take care to avoid stigmatizing children by treating orphans different from other children, or by labeling them as orphans or, worse still, as "AIDS orphans."
- Currently, nongovernmental and community-based organizations (NGOs and CBOs) provide the main response to the crisis as government builds its capacity to provide action proportional to the crisis.

² Susan Hunter and John Williamson, *Children on the Brink: Strategies to Support Children Isolated by HIV/AIDS* (prepared by the Health Technical Services Project for USAID, December 1997, Appendix I.

³ USAID, United Nations Children's Fund (UNICEF), Swedish International Development Agency, and the Government of Zambia, *Orphans and Vulnerable Children: A Situation Analysis, Zambia 1999*, November 1999, Lusaka, p. 8).

- The OVC issue is a family and community problem, and the best solutions are community based.
- Families and communities are addressing the problem, but are now under severe duress.
- Currently, the extended family structure is coping, but the question is whether or not it will buckle under increasing pressures.
- Zambian communities have exerted tremendous strength to cope with the OVC problem alone, and it is time for the Government, the donor, and the development community to support and supplement their efforts.⁴

In November 2000, Zambia held its second National Workshop on Orphans and Other Vulnerable Children. More than 240 delegates from throughout the country took part. The workshop was initiated by the United Nations Children's Fund (UNICEF) and USAID, and it was jointly sponsored by the Department for International Development—Great Britain (DFID). The Ministry of Sport, Youth, and Child Development and of Community Development and Social Services were involved in its planning, and the Permanent Secretaries from those two ministries chaired the workshop sessions. Delegates reached a consensus on key aspects of the situation and the way forward as they identified action to be taken at the national, district, and community levels over the following year.

In 2001, Zambia established a National Steering Committee on Orphans and Other Vulnerable Children. In recent years, Zambia has played a leadership role in sub-Saharan Africa by generating attention to the ways that HIV/AIDS is increasing children's vulnerability and by mobilizing action to address these impacts. Zambia carried out the first collaborative national situation analysis on orphans

and vulnerable children, an approach that stakeholders in several other countries have subsequently used. When UNICEF and USAID Zambia convened a regional workshop in November 2000, delegations from 14 countries in east and southern Africa participated. This workshop not only facilitated information exchange on methods and approaches, but also helped to build a consensus about the best way forward within the region and then enabled country delegations to plan for their own next steps.

Overview of SCOPE-OVC Program

In 1999, the mission of USAID in Zambia allocated funds from its Displaced Children and Orphans Fund (DCOF) to the Implementing AIDS Prevention and Care (IMPACT) project of Family Health International (FHI) to support programming for orphans and other vulnerable children.⁵ FHI managed a request for applications process in October and November 1999. The joint proposal of Cooperative for Relief and Assistance Everywhere (CARE) and Family Health Trust (FHT) was titled "Strengthening Community Partnerships for the Empowerment of Orphans and Vulnerable Children" (SCOPE-OVC) and was selected. CARE subsequently entered into a cooperative agreement with FHI for US\$2.6 million (later increased to US\$2.9 million) to implement a community mobilization effort that would mitigate the impacts of HIV/AIDS on orphans and other vulnerable children. USAID/Zambia has played an active role in developing SCOPE-OVC. The 33-month period for this agreement began on January 29, 2000 and will end September 29, 2002. CARE receives funds from FHI, manages directly a portion of the SCOPE-OVC budget, and allocates a portion to FHT. USAID/Zambia has played an active role in the development of SCOPE OVC.

⁴ *Ibid.*

⁵ At a later stage, the mission used newly available HIV/AIDS funds to replace all but US\$1 million in DCOF funds in this program.

Positions Managed by CARE	Positions Managed by FHT
<ul style="list-style-type: none"> • Project Manager* • Community Mobilization Coordinator/Assistant Project Manager* • Grants Manager* • Monitoring and Evaluation (M&E) Coordinator* • CMOs for Lusaka and Mongu • Office Manager/Secretary • Two drivers 	<ul style="list-style-type: none"> • Organization Development Specialist* • Community Mobilization Officers (CMOs) for Livingstone, Msaliti, Kitwe, Srenje, and Chipata • Two drivers

*Members of the Project Management Team

Project Purpose

SCOPE-OVC is intended to mobilize, scale-up, and strengthen community-led responses and programs that benefit orphans and vulnerable children. It was designed to accomplish the following objectives:

- Support multi-sectoral district orphans and vulnerable children’s committees (DOVCCs)
- Support partners to build the capacity of communities
- Support partners to ensure that households improve the well-being of orphans and vulnerable children
- Help partners to access internal and external resources
- Help partners become advocates for the rights of orphans and vulnerable children
- Share lessons learned, and endeavor to scale up interventions

Management Structure

With its two partner organizations that are jointly responsible for SCOPE-OVC and various stakeholders, SCOPE-OVC has an Advisory Committee “to provide broad recommendations on project directions, harness political support at both the national and district levels, advocate for rights and care for

orphans and other vulnerable children, and to foster government partnerships.”⁶ The board meets quarterly, plus ad hoc meetings as necessary. Board members include senior representatives from the two partner organizations, CARE and Family Health Trust (FHT); FHT’s local representative; the SCOPE-OVC team leader; representatives from USAID, UNICEF, and the Children In Need Network (CHIN); and representatives from the following ministries: Community Development and Social Services; Sport, Youth, and Child Development; Education; Health; Agriculture; and Local Government and Housing.

Staffing Structure

Currently, SCOPE-OVC has 17 staff members of whom 8 are employed by CARE and 9 by FHT. The Project Management Team (PMT) includes members of SCOPE-OVC’s Lusaka-based senior staff and provides direction to the project. The positions of the PMT are indicated in the staffing table, above.

Each CMO is responsible for mobilizing and working with a District Orphans and Vulnerable Children’s Committee (DOVCC) and for mobilizing and strengthening Community Orphans and Vulnerable Children’s Committees (COVCCs). Each of the CMOs is based in the district to which he or she is assigned. All

⁶ SCOPE-OVC Sub-agreement, p. 7.

other staff members are based in Lusaka in the SCOPE-OVC office that is in the same building as CARE.

At the time of the review, CARE and FHT had plans to establish 13 new SCOPE-OVC positions:

- Two senior CMOs
- Additional CMOs for Lusaka and Kitwe
- CMOs for Kasama, Mwense, Samfya, and Mansa
- Economic Security Coordinator
- Psychosocial Support Coordinator
- Information Technology Officer
- Two drivers

A Grants Management Committee has also been established “to develop grant award criteria, establish funding cycles, grant monitoring mechanisms and reporting requirements, assess proposals and approve awards.”⁷ Its members include the Executive Director of FHT; the SCOPE-OVC Grants Manager; the SCOPE-OVC Project Manager; the FHI Project Monitor; and representatives of USAID (as a representative of the SCOPE-OVC Advisory Committee), the Zambia Integrated Health Project (ZIHP), and the Christian Medical Association of Zambia.

Geographic Coverage

The SCOPE-OVC project is phasing in its work and had plans to be working in 9 of Zambia’s 72 districts by December 2001. By May 2000, SCOPE-OVC was working in four districts: Kitwe, Lusaka, Livingstone, and Mongu. By October 2000, it was operating in

three more districts: Serenje, Kalomo, and Chipata. By June 2001, it was initiating work in Masaiti and had plans to begin operations in Kasama by December 2001, which would bring the total to nine. By February 2002, SCOPE-OVC would add Mansa, Mwense, and Samfya, bringing the total to 12 districts by the end of the current project period.

Target for 2001

For 2001, SCOPE-OVC identified as its target to improve the situation of 10 percent of all orphans and other vulnerable children with regard to education, psychosocial well-being, and economic and food security. SCOPE-OVC estimates its current coverage at about five percent. A child’s situation is considered to be improved when he or she has “increased access to and utilization of psychosocial support services, increased access to basic education, and/or improved food and economic security.”⁸

The Displaced Children and Orphans Fund

Established in 1989 by an act of the United States Congress, the Displaced Children and Orphans Fund (DCOF) is administered by USAID’s Office of Health and Nutrition. The Displaced Children and Orphans Fund and War Victims Fund Project of the Professional Resource Group International support DCOF. The Fund has evolved into a program that focuses on issues of loss and displacement among children affected by armed conflict, street children, children orphaned and otherwise made vulnerable by HIV/AIDS, and, more recently, children with disabilities.

⁷ *Ibid.*

⁸ SCOPE Vision, June 2001, p.2.

Review of SCOPE-OVC

The USAID mission in Zambia, with the cooperation of CARE, Family Health Trust, Family Health International, and staff members of SCOPE-OVC, arranged for a mid-term review of the program to be carried out in June 2001. (See Appendix 1, Scope of Work for SCOPE-OVC Review.) Rather than an outside evaluation, the exercise was conceived as an opportunity for SCOPE-OVC staff members and other stakeholders to obtain outside perspectives on the program and to discuss them with the reviewers, with a view toward developing and refining the program.

The review was carried out June 18–28, 2001. Following initial discussions with senior SCOPE-OVC staff members who are based in Lusaka and representatives of CARE and FHT, the Review Team visited four of the eight districts in which SCOPE-OVC is operating: Kitwe, Lusaka, Livingstone, and Kalomo. Team members included Ms. Chipso Mweetwa, Ms. Anne Sikwibele, and Mr. John Williamson, with the latter serving as team leader. SCOPE-OVC's resident CMO facilitated the visits to each district. The team completed its field visits on June 26, returned to Lusaka on June 27, and carried out debriefings that day and the next.

During the review, the team met with a large number of stakeholders at national, district, and community levels. (See Appendix 2, Itinerary and Contacts Made.) Stakeholders generally expressed very positive opinions

about SCOPE-OVC and its activities. At the community level, awareness of SCOPE-OVC as a program was not always high, which was as it should be because SCOPE-OVC's role is to mobilize local structures and to enable them to take action, rather than to do so directly. The team's findings are presented in the following sections according to the major themes which emerged during the course of the review:

- Overview of Findings
- Community Mobilization and Capacity Building
- Need for a Strategic, Long-Term Commitment
- Education
- Economic Strengthening
- OVC Structures
- Response to Psychosocial Needs
- Information as a Resource
- Management Issues

Based on the findings presented in these sections, the report concludes with recommendations organized according to these themes.

Overview of Findings

The Review Team found that SCOPE-OVC is an extremely important initiative for Zambia and that it has made an excellent start toward the long-term goals of mobilizing and building the capacity of Zambian

communities to protect and care for orphans and other vulnerable children. SCOPE-OVC is doing some things very well but needs to make improvements in some areas, as would be expected with an endeavor as complex and ambitious as this one. This report presents recommendations on how to strengthen the program including a fundamental recommendation that USAID and other stakeholders in Zambia should find ways to establish a firm basis for ensuring the continuity of SCOPE-OVC.

Community Mobilization and Capacity Building

It is vitally important that Zambia mobilize and strengthen the capacity of families and communities to protect and care for its most vulnerable children because those social units are where the overwhelming majority of these children are living and because families and communities are continually being undermined by AIDS. The primary social safety nets for the overwhelming majority of Zambian children who have been orphaned or otherwise made vulnerable by HIV/AIDS are their extended families and communities. Although an estimated 27 percent of Zambia's children have lost one parent or both, only a very small proportion of them are living outside their extended families and communities.⁹ It is likely that in Zambia (and most other countries seriously affected by HIV/AIDS), less than one percent of all children are living on the street or in institutional care.¹⁰ Stakeholders with

⁹ *Children on the Brink, op. cit.*

¹⁰ Zambia has approximately 4.5 million children under age 15, and 1 percent of that number is 45,000. A 1996 study estimated that 75,000 street children were in Zambia, but only about 6 percent (4,500) were living on the street full time. A recent survey has confirmed that a low percentage of children live on the street rather than with their families. Zambia has kept the number of residential institutions for children limited and has controlled placement in those facilities through District Social Welfare Officers. Only about 675 children live in Zambia's 35 registered children's institutions.

whom the team met expressed their concern that the great majority of orphans and other vulnerable children do not benefit from any support other than from their own families. Stakeholders stressed the importance of scaling up responses that match the magnitude of the problems that they are seeing.

As Father Michael Kelly of the University of Zambia wrote recently:

The brunt of the orphans problem is being borne by the extended family and communities, which despite the enormous pressures being placed on them are coping in truly heroic fashion. They have responded magnificently to the double crisis of losses to AIDS and increases in the number of orphans, standing fast in the face of the huge pressures being placed on them, and coping with the problems almost as part of their normal routine.

Because the family and the extended family provide the most important response to the orphans problem, all policies, strategies and interventions should focus on strengthening their structure and operations, both as entities in themselves and as part of the community, so that they can adequately discharge their child protection and care roles.¹¹

Such strengthening is not all that must be done; additional services are also needed to directly support children without adequate family care. But reinforcing the capacities of family and community must be the foundation of a strategic response to the impacts of AIDS on children. The number of street children in Zambia is large and growing. Programs to assist them are already badly overstretched. If family and community capacities are not strengthened, the number of children slipping through these primary social safety nets and onto the streets will

¹¹ Michael J. Kelly, "The Orphan Crisis in Zambia," *The Jesuit Center for Theological Reflection Bulletin*, 42 (4th quarter 2001): 3.

completely overwhelm any foreseeable programmatic responses.

Observations

SCOPE-OVC is a significant effort to mobilize and strengthen community action that will identify and protect vulnerable children and will promote their well-being and development. It has a key role to play in Zambia's efforts to mitigate the impacts of HIV/AIDS on its children. In some cases, SCOPE-OVC has built on and strengthened existing district and community structures that had been formed to address the needs of especially vulnerable children, and in others, it has helped districts and communities to develop new structures. SCOPE-OVC also helps communities to initiate activities that benefit orphans and other vulnerable children and to establish links with other organizations or resources that can help sustain or strengthen community efforts. In doing so, SCOPE-OVC has helped community and district-level groups to develop a sense of ownership of the problems of such children and a sense of responsibility to work together to address the problems. Such "ownership" is difficult to quantify but was observable to the team in the way that most groups presented both themselves and their activities, and it is essential to the continuity and sustainability of community projects.

It is very important that in all their contacts with district and community groups, CMOs and other SCOPE-OVC staff members continually reinforce a sense of capacity, accomplishment, and pride among participants and reinforce their sense of ownership. CMOs can model this approach to DOVCs and help members come to understand their role as enabling communities to protect and care for vulnerable children. The following are examples of ways to help achieve such goals:

- Asking district and community groups what activities they have carried out and what they have learned as a result, then

letting members know that their lessons will be shared with other groups

- Arranging exchange visits among groups (at community and at district levels) for cross-fertilization of approaches
- Encouraging DOVCCs to recognize, respect, and publicly acknowledge the accomplishments of community groups

SCOPE-OVC is, and should continue to be, a work in progress whose participants constantly learn, share, and apply lessons about how to scale up and sustain effective interventions to protect orphans and other vulnerable children and to promote their well-being and healthy development. No organization, in Zambia or elsewhere, has yet developed the perfect approach to mobilizing and strengthening community action to protect and ensure the well-being of vulnerable children. Initiatives such as SCOPE-OVC, which are attempting to do this, are constantly moving into uncharted territory. Solutions must be formulated as the problems themselves become clearer and as lessons are learned from experience.

It is important that SCOPE-OVC maintains a focus on the goal of mobilizing and strengthening community capacities and seeks to catalyze a greater response than it alone can deliver. At present, only a small percentage of the Zambia orphans and other vulnerable children receive assistance from anyone outside their extended family. For example, the COVCC in Lusaka's Garden Compound estimated that only 5 to 10 percent of such children in that area receive any support from programs, which is consistent with what others have found or estimated. The gap is huge between what children need and what is being done for them. A mobilization approach must begin with enabling all stakeholders in the area to consider the situation of all the orphans and other vulnerable children within their area (whether a village, compound, district, or country). Participatory Learning and Action, Training for Transformation, the Triple-A Process, or

another methodology can be used to enable stakeholders to decide which children they are most concerned about, what makes those children vulnerable, what they can do to improve the safety and well-being of such children, and how to plan and initiate collaborative action.

Through information dissemination, persuasion, advocacy, and training, SCOPE-OVC staff members must continually work to convince and enable other stakeholders to look beyond their individual programs and to develop approaches that match the magnitude of the problems in each district and in the country as a whole. SCOPE-OVC must play mobilization and capacity-building roles not only at community level, but also at district and national levels.

It is appropriate that SCOPE-OVC's CMOs work directly with some community groups, because it is important to demonstrate how mobilization and capacity building can be done. But the work to be done in the districts where SCOPE-OVC is present is much greater than what the CMOs can expect to accomplish by themselves. CMOs must mobilize and build the capacity of other stakeholders to engage in this work, which can be accomplished through both the DOVCCs and direct work with individual organizations.

Likewise, at the national level the Project Management Team (PMT) must convince and enable additional organizations to engage in mobilization and capacity building that will benefit orphans and other vulnerable children. The National Steering Committee is, potentially, a forum through which SCOPE-OVC can promote this approach, but the PMT must also look for other opportunities, such as through partnerships with individual organizations or through NGO networks.

The development and operation of community schools over the past three years are

extraordinary accomplishments that reflect the capacity of poor communities to initiate and—with only limited outside support—sustain activities that directly benefit vulnerable children. Some SCOPE-OVC staff members do not seem to fully appreciate the functioning of community schools as an example of successful community mobilization and capacity building. Some CMOs were concerned that certain communities were only operating community schools and leaving unattended other needs of vulnerable children. To some extent, they may also feel that because most of the schools were started under a previous program, they are less significant to SCOPE-OVC than more recently initiated community efforts. It is important for CMOs, as part of their basic approach, continually to give communities positive feedback on community schools, even as the CMOs encourage them to consider additional action.

Need for a Strategic, Long-Term Commitment

It is vitally important that the Government of Zambia, USAID, and all stakeholders make a strategic, long-term commitment to mobilizing action and to building capacities at the community and district levels. Zambia has not been well served by relatively short-term commitments of funding to a long-term strategic process. For about a decade, HIV/AIDS has been undermining Zambia's capacity to protect and care for its most vulnerable children. Even if near-term success is achieved in reducing HIV infection, Zambia will still face exceptionally high levels of orphaning and child vulnerability for at least two more decades (because the number of affected children and families is already so large and because of the lag between changes in HIV prevalence and in orphaning). The 33-month duration of the current program will allow sufficient time simply to start such a

process, not enough to build a systematic, long-term solution.

The patience of the HIV virus—its incubation period of about 10 years to progress from infection to death—is one of the keys to its insidious success and gives it a strategic advantage over governments and NGOs, which are geared to support and operate programs on shorter time lines, of typically two to three years. It is imperative that—through policies and programs—all stakeholders make a long-term commitment to the systematic strengthening of family and community capacities and to developing ongoing support of the collaborative national, district, and local structures necessary to that effort. USAID has been a leader in promoting and supporting community mobilization and capacity building as a fundamental response to HIV/AIDS in Zambia.

Observations

The 33-month funding commitment that USAID made to initiate SCOPE-OVC (of which only 12 months remain) is ill-matched to the gradual, long-term progression of HIV/AIDS and to the ongoing task of mobilizing and strengthening communities on the front line. A funding period that is too short in relation to the problems to be addressed and the tasks to be accomplished makes planning and developing an effective program very difficult. Because of the unprecedented scale, duration, and complexity of the problems SCOPE-OVC is addressing, it must engage in an ongoing cycle of initiating activities that make sense based on what is known, of learning from what works and what does not, and of making adjustments. The program must continually evolve, and its relatively short project life makes this evolution difficult. Also, a relatively short-term funding commitment limits the staff's sense of job security. SCOPE-OVC may begin to lose staff members if the program's continuity is not ensured soon.

Education

SCOPE-OVC supports community efforts to promote or provide education for orphans and vulnerable children. Zambia's situation analysis on orphans and vulnerable children indicates that

It is perhaps in the area of education that government, donors and the development community have failed the Zambian child the most. Nearly half of primary school aged children are not enrolled. An obligation to provide an education should not wait for that child to become vulnerable. Furthermore, an impoverished child should not be provided with an inferior education. Education for children must have the first call on resources.¹²

A high proportion of these children drop out of conventional schools because of the inability of parents or guardians to pay for fees and other school requisites such as uniforms, shoes, and educational supplies.

Community schools are nonprofit, self-help schools that have been initiated and managed so the community can provide education to vulnerable children who cannot afford to enroll in government or private schools.¹³ Typically, community schools in Zambia follow either a special, compressed 4-year curriculum, titled Skills, Participation, Access to Relevant Knowledge (SPARK), or the conventional 7-year Government curriculum. Most Copperbelt community schools follow the conventional curriculum, except Lusaka where SPARK is predominant.

Community schools have emerged in recent years as a community response to meeting the educational needs and aspirations of orphans and other vulnerable children. Using untrained volunteer teachers, community

¹² USAID et al., *Orphans and Vulnerable Children*, p. 24.

¹³ As defined by the Zambia Community Schools Secretariat in 1997.

schools enroll children who are between 9 and 16 years of age and who have never been to school or have dropped out. Preference is given to orphans and girls. Children can attend without uniforms or shoes, and payment of fees is not mandatory. Many COVCCs operate community schools, and DOVCCs and SCOPE-OVC staff members are involved in strengthening many of them. In Kitwe, the CMO facilitated teacher training and provided educational materials. In other districts, CMOs have also provided commendable support to community schools.

By 1999, about 219 community schools were registered in Zambia, serving more than 12,954 boys and 13,390 girls. They were staffed by 289 male and 276 female teachers. Formed in 1997, the Zambia Community Schools Secretariat (ZCSS) has been recognized by the Ministry of Education (MOE) as the umbrella organization to facilitate coordination and quality control. ZCSS provides teacher skills training, accreditation, and facilitates access to financial support, teaching and learning materials, and curriculum development resources.

Recognizing the importance of the community commitment evidenced by community schools, ZCSS and the MOE have signed a memorandum of understanding to help channel support to community schools from donors, NGOs, churches, and the Government. Through the Basic Education Sub-Sector Investment Program, the MOE has pledged support to the community schools because the MOE realizes that providing education for all cannot be achieved by Government efforts alone. Further, a 1996 MOE policy document emphasizes the roles of communities, partnerships, liberalization, decentralization, equity, quality, and accountability in the provision of education. This policy document states

Communities that wish to establish schools that would operate as community schools outside the government or District

Education Board System will be strongly encouraged to do so. The Ministry will contribute to the running costs of such schools through the provision of teachers and teaching supplies, or through a system of capitation.

Community schools are, at present, the only available alternative for many orphans and vulnerable children, and their quality is an important issue. Ensuring that the learning and competencies of pupils in those schools are as good as, or comparable to, those of Government schools is an important goal. Improving the learning environment and quality of education through teacher training, supervision, provision of learning materials, and other interventions that focus on quality can help change the perceptions about these schools and the children enrolled.

A CARE study of the Whole Child Health Project produced encouraging results as it compared basic learning by pupils from community and Government schools in Lusaka. This study found that community school pupils, both boys and girls, performed better than their counterparts at Government schools in all the sections examined in the competency test. The study also identified weaknesses in both Government and community schools, particularly regarding instruction on sets and measurements, and the need for remedial action. More studies are needed to ascertain what actually is being achieved in terms of learning.

Community schools can register with ZCSS by completing a form that provides essential background information about the school, by meeting some basic standards, and by paying an annual fee of K20,000 (approximately US\$6). Registration entitles a school to receive free educational materials, SPARK training for teachers, training for parent-school committees, financial support from the MOE, possible placement of trained MOE teachers, Government salaries

for trained community school teachers, and other benefits. Several community school representatives with whom the Review Team met confirmed that such support had been provided.

Observations

Community schools are, at present, the only available alternative for many orphans and vulnerable children, and their quality is an important issue. In all communities, people did not sit back and wait for others to solve their problem. Instead, they established community schools, found willing volun-

teer teachers, and found basic resources to keep the schools running. Community action to initiate and operate such schools is tangible evidence of the importance and priority people attach to education, especially for children who would otherwise not attend school.

The informal way in which community schools operate has attracted criticisms from some quarters, namely that the schools are a parallel, second-class system for orphans and vulnerable children. Often, children in community schools have been subjected to ridicule and stigmatization as reflected in the box below.

Views on Stigmatization Expressed by Members of the Mulenga COVCC in Kitwe

A very high proportion of orphans and vulnerable children do not attend school because of hunger, lack of clothing, lack of support, and lack of encouragement. In some cases, children do not go to school because they fear being stigmatized, laughed at, and made to feel inferior for attending community schools. Due to lack of uniforms, poor classrooms, and untrained teachers, the community schools are referred to by some as "bakabulanda schools," which is translated as "schools for the very poor and vulnerable children." This label is psychologically tormenting for the children, which is why we need support to be able to provide school uniforms so children can avoid stigmatization.

In Kalomo, almost twice as many girls as boys attend community schools. This trend needs attention in Kalomo and in any other districts that may have a similar pattern. Community schools should not become, or be seen by communities as, either a second tier of primary education or one that is strictly for girls, while boys are sent to Government schools.

Access to education is a major challenge for orphans and other vulnerable children in all communities that the Review Team visited, because expenses are forcing children to drop out of Government schools. One advantage of community schools is their short learning cycle of 4 years, which enables students with

work or household responsibilities to attend school and complete their primary education before losing interest.

In the communities visited by the Review Team, there were functional schools with parent-school committees and, in some cases, special education and counseling subcommittees to deal with specific needs and problems of children. Such subcommittees existed in Mulenga and St. Anthony compounds in Kitwe, and they focused on ensuring that children were doing well at school and had support at home. The statement below by a community school teacher in Kitwe's Mulenga compound indicates how this oversight is provided:

As teachers, we are concerned about the orphans and vulnerable children whom we serve. If a teacher notices a child [who is] sleeping or not able to respond in class, we follow up at the child's home to find out what could be the problem so that needed support can be given. We do this with people from the counseling committee at least twice per month. We have a recordkeeping system where we indicate the name of the child and parents or guardian, date of the visit and findings, or follow-up action. Follow-up visits are done on a case-by-case basis.

Although the communities are managing the community schools, one common feature is inadequate resources, such as inadequate classrooms, other infrastructures, chairs, and books. Compounding these problems are volunteer teachers who struggle without salaries as they assist orphans and vulnerable children. The contradictions and challenges of volunteerism in conditions of extreme poverty are immense. Yet their understanding and sense of ownership and responsibility have motivated the teachers to an unquestioned commitment to educate such children.

Community schools also need information about other potential sources of support. To access most resources, communities must demonstrate that they are well mobilized, that they can develop proposals for the support needed, and that they can participate in all aspects of the project. Currently, many donors, bilateral organizations, and NGOs support community schools either directly or through ZCSS. Potential sources of support for community schools include the following:

- The MOE, which has the Basic Education Sub-Sector Investment Programme (BESSIP) through which schools are being given annual grants of K2,050,000 (approximately US\$570) to support school operations and requisites (these funds go to all registered conventional and community schools)
- The ZCSS, which has teacher and school committee training, books, and other resources
- The Zambia Social Investment Fund (ZAMSIF), which supports community-initiated social programs including education (Support has been given toward classroom construction and rehabilitation, teacher's houses, furniture, water supply and sanitation, and other projects as identified by the community, as long as the community commits to contribute a certain percentage of the cost. This cost can be met in terms of labor, building sand, building stones, and other resources from within the community.)
- The Alliance for Community Action on female education, which is under the Forum for African Women Educationalists (FAWEZA), which targets the girl child, and which provides teaching and learning materials and capacity building for community school committees
- The Zambia Education Capacity Building program (ZECAB), which is supported by the European Union to facilitate scholarships for orphans and other vulnerable children and can be accessed through the MOE, CINDI, Copperbelt Education Health project, and other designated organizations
- Other donors and development organizations that provide support, such as Ireland Aid, World Vision International, CARE, the Royal Netherlands Embassy, Oxfam (on the Copperbelt), and Voluntary Service Organization (VSO)
- The Catholic, Anglican, and other churches, which provide additional sources of support (The Review Team visited the Libala Stage Two Catholic Church and the Anglican Street Kids projects, each of which has started a community school.)
- The service clubs such as Lions and Rotary Santhija Sai (Copperbelt), which sometimes assist community schools

- Other potential sources of support in the business community such as banks like Barclays Bank and City Bank; major retail businesses such as Shop Rite, PEP, Coca-Cola, British Petroleum (BP), and others that often have community social investment funds

These sources can work only as temporary measures, as ways of raising needed project capital, or as resources for other specific short-term projects. For sustainable development, communities cannot go to external sources continually; communities need to find long-term solutions to become strong and self-supporting. These issues are examined in the next section.

As stated, community schools play a major role in providing education for orphans and vulnerable children. However, SCOPE-OVC and DOVCCs also need to work with communities in identifying other models to provide education. Several other alternatives could be explored in terms of their pros and cons and their feasibility within a given context. For example, some child-headed households or some girls may fail to attend even community schools because of the demands of household chores, the need to be economically active to support their households, and their responsibility for care of younger siblings. In this context, a home-based schooling approach may be the most appropriate.

Other options include mobile schooling to benefit hard-to-reach children or a distance-learning approach in which learning materials can be made available with possibilities of having periodic teacher-pupil contacts. The distance-learning approach could also be suitable for teacher education programs. The interactive radio-learning approach currently being piloted by the MOE (with support from USAID/DCOF) may have the potential to benefit communities throughout the country. (Appendix 3 details the community schools in districts visited by the Review Team.)

Economic Strengthening

Zambia's 1999 situation analysis identified as a priority the strengthening of economic security at the household level. Families affected by HIV/AIDS struggle to cope with the cost, time, and resource demands of providing support both to the sick and to orphans and other vulnerable children. Economic stability is crucial if households are to provide adequate care. Microfinance services (such as savings, credit, and sometimes insurance), business development services, and grants are interventions that have been used to strengthen households economically or at least to prevent their sliding into destitution.

A relationship exists between strengthening household economies and building the communities' capacity to sustain support for their most vulnerable members. These two approaches to empowerment compliment each other. The community empowerment model facilitates collective action, and the empowerment of households helps resolve problems at that level.

Observations

With mixed success, COVCCs are carrying out group income-generating projects (IGAs) to raise funds to support their efforts. IGAs were frequently cited by committee members as a way to assist both households and communities. Some visited communities gave examples of successful IGAs at both household and community levels. Mulenga community in Kitwe tried sewing, knitting, baking, and gardening IGAs, from which income could be used to buy basic school requisites such as clothing, food, and other needs. A promising poultry project in St. Anthony compound in Kitwe was started with an initial loan from the Ministry of Community Development and Social Welfare (MCDSW). With average profits of about K500,000 (approximately US\$139) per 120 chickens raised and sold, the COVCC has managed to pay back a portion of the loan, to use some of the money to

procure school materials, and to contribute to a fund from which the community hopes to construct a block of three classrooms. Several individual and group activities were being promoted and supported at Libala Stage Two in Lusaka, but with additional emphasis on individual households. Supported with funds from SCOPE-OVC, those initiatives have included both loans and business management training.

Several types of IGAs were being used, and most communities had a mixture of approaches. In promoting economic empowerment through income generation, CMOs and the PMT have a task of carefully distinguishing and encouraging the models and approaches, which are cost-effective and have potential for being scaled up. The current models being implemented are outlined in the table below:

Table 1. Current Models of Economic Interventions

Type	Activity
1. Economic strengthening of individual households	Designed to benefit resource-poor households to meet basic needs. May include microfinance services, business development training, grants, material inputs, or other interventions.
2. Group fundraising	A time-limited activity to generate funds, such as a cultural event, music show or a big walk. Proceeds are used by the group for community activities or assistance to vulnerable individuals or households.
3. Ongoing group IGA	An ongoing micro-business managed by a community group to generate funds for activities or assistance to vulnerable individuals or households.

The communities that the Review Team visited appeared to have an overwhelming preference for individual household IGAs as opposed to group projects, because individual IGAs enable households to have something to spend for food, clothing, health care, and school needs. In contrast, group or community IGAs generally did not produce this kind of support, largely because the profits are minimal and insufficient to benefit all participants. The observed preference for individual income-generating activities may also reflect the rather poor rate of success (in the Review Team’s experience) of ongoing income-generating projects by groups.

The commitment of participants to income-generating activities tends to be stronger when there is some personal gain. Unfortunately, formal microfinance services seemed

to be very limited in the communities visited, and some of the services that were available (e.g., the Christian Enterprise Trust of Zambia [CETZAM] in Kitwe) appeared to be targeting relatively better off community members. It would be useful for SCOPE-OVC to explore possibilities for expansion into communities that have established COVCCs, particularly in urban areas. Those COVCCs should have microfinance services whose loans are small enough to attract the very poor households that are able to engage in some type of microeconomic activity. The hybrid outgrower scheme, which provides participants with day-old chickens, technical support, and market linkages, is another resource for SCOPE-OVC to explore.

Apart from the formal programs, it is also important for SCOPE-OVC to recognize the

A Perspective on Income-Generating Activities

“We have tried community IGAs but have had problems of ensuring time and labor commitments from all. Above all, the profit margins from the group IGAs are very insignificant and cannot go to individual household levels. With an individual IGA, one can divide even a small profit between the household food needs and reinvesting into the IGA. It is for this reason that individual household IGAs are preferred over group IGAs.”

A member of the Sakubita COVCC in Livingstone

existence of informal, traditional models of credit and savings that people already know like the *chilimba*. It would be useful if SCOPE’s new Economic Security Coordinator could assess whether encouraging *chilimba* might help improve the economic situation of participating households.

The prominent roles played by women in both individual and community IGAs was evident. As the people most affected in the

care for and support for children, those women were in the forefront in demanding assistance related to generating income and acquiring skills needed to effectively manage the projects. Also, because of the growing number of child-headed households (which now constitute 7 percent of the country’s 1,905,000 households), it is important for SCOPE-OVC to explore ways to increase opportunities for youths to find opportunities for paid work or to generate an income.

Examples of Economic Activities Observed

Table 2. Individual Household Income-Generating Activities

Place	Type of IGA	Purpose
Mulenga	Knitting, sewing chair covers, and baking by women	Support basic school requisites and basic other needs by strengthening the household
Libala Stage 2	Poultry-rearing by child-headed households	Support basic needs of the household (fees, food, clothing) to improve household income and food security
Libala Stage 2	Selling food items, tie-dyed cloth, and used clothes	Strengthen households to be able to send children to school and to provide other support
Namianga Home-Based Orphanage	Farming of maize, sunflowers, groundnuts, plus raising chickens	Improve household food and income security to be able to procure basic needs (soap, clothes, blankets, school fees, books, uniforms)
Mutala community	Maize farming	Enhance household capacity to care for and support children through increased maize production leading to access to disposable income

Table 3. Community Fund-Raising Activities

Place	Type of IGA	Purpose
Mulenga	Miscellaneous fundraising activities (e.g., soliciting from businesses and individuals, fundraising, and big walks).	Open a bank account for the school
Libala Stage 2	Annual brai (barbeque)	Raise funds of the committee for needy children

Table 4. Community Long-Term Income-Generating Activities

Place	IGA Type	Purpose
Mulenga	Knitting, sewing chair covers, baking, and gardening	Procure needed school requisites, support resource-poor households, and care for orphans and vulnerable children
St. Anthony	Poultry-rearing project and levying fees on market stands	Procure needed school requirements and raise funds to construct a three-classroom block
Libala Stage 2	Manufacturing door mats and chair covers	Strengthen committee's capacity to assist and support needy children
Garden	Youth skills, tie-dyed cloth making	Enhance community empowerment and solve identified problems
Sakubita	Piggery project, sewing chair covers, and knitting	Support construction of classrooms, support teachers, and buy school materials
Nakatindi	Knitting	Raise money to procure title deeds, register school, and support teachers

SCOPE-OVC has identified economic strengthening as one of the areas on which it will concentrate during 2001. This is appropriate, given the dependence of many aspects of children's well-being on household economic capacity and on the ability of community groups to provide relief assistance to particularly vulnerable children and households. It is important for SCOPE-OVC to apply lessons learned in this area and to avoid pitfalls.

When appropriately targeted to very poor participants, microfinance services (e.g., saving and credit) are potentially a valuable approach to strengthening households economically. Targeting is done primarily through loan size and the rules of participation. Exploring pos-

sibilities for expanding such services to reach communities that have mobilized to address the needs of vulnerable children will be an important task for a SCOPE-OVC microeconomic specialist.

Finding ways that people can expand their options is also important when building community cohesion. For example, rotating saving and credit clubs can help to build trust and to generate local sources of capital. Such groups can also be sources of advice on microbusiness.¹⁴

¹⁴ Text in this and the two following paragraphs is adapted from draft material prepared by Jill Donahue for a report on her review of the unaccompanied

Another approach is to link households to better markets, which is often done in farming communities by forming associations so individuals can pool their produce to bring to market or can make bulk purchases of raw materials more cheaply. For example, during the Review Team's visit to Kaloma, members of that district's DOVCC met with beneficiaries of an agricultural grant made by SCOPE-OVC. They discussed the idea of bringing their maize together in one place for sale and negotiating with potential buyers for a good price. Thus, the DOVCC may be able to help facilitate this collaboration.

One rule of thumb to guide SCOPE-OVC staff members in this area is first to look for economic activities that are working. In Livingstone, for example, the CMO indicated that the Widows' Association had developed rotating savings and credit services in some compounds and that these services were helping participants to cope with their economic demands a little more easily. Potentially, this association—perhaps with support from SCOPE-OVC—could initiate similar services in compounds where COVCCs are working, potentially enabling vulnerable households to improve their economic situation and COVCC members to provide more help to their neighbors.

SCOPE-OVC should also determine whether opportunities might be developed to use the Trickle Up (TUP) approach in districts where it is working. TUP might enable households on the verge of destitution (which are less able than other poor households to carry out income-generating activities) to initiate some kind of IGA. TUP typically provides small grants in two increments (typically each is about US\$50) and offers training to improve management capacity. To receive the first grant increment, a participant must develop a proposal with an acceptable business plan and must reach goals that it helps to set before obtain-

ing a second increment. Microfinance services have the advantage over TUP, because they have the potential to become sustainable, which TUP does not. However, individuals already engaged in an income-generating activity are in the best position to use microfinance services. Households that have been seriously weakened by AIDS or other factors may not initially be able to use microfinance services, but they might use TUP grants to begin economic activities. Once these grants are established, participants can move on to microfinance services.

Households in crisis need immediate assistance. A COVCC can take at least two approaches when responding to such emergencies. It can respond directly with material resources and moral support. It may also help link those in crisis to gain help from Government, NGOs, religious bodies, or other sources.

To mobilize resources that respond directly, regional community groups in the region are taking steps such as identifying the skills and talents of local people, conducting periodic fundraising activities, mobilizing community contributions and action, collecting membership fees, soliciting donations from organizations or religious groups, and engaging in income-generating projects. The latter approach has been tried often, but the rate of success is not high because running a small business demands time and skills that may not be available. However, the Review Team heard encouraging reports in the Libala Stage 2 compound in Lusaka about Christian Communities that have raised funds by making and selling doormats, as well as about a chicken-raising project of the St. Anthony COVCC in Kitwe. Success with group income-generating projects seems to be more the exception than the rule, however, because it takes time to run a successful business. Even when community members have the necessary technical skills and management expertise, they may not be able to devote time on an ongoing basis to economic activities from which they derive no direct benefit.

children's component of the International Committee's program in Rwanda, April 2001.

Also, disagreements often arise among members trying to run a group business.

Periodic fundraising is another approach that groups have used to generate funds for providing relief assistance, and such activities avoid many of the problems associated with running an ongoing group business. Examples of fundraising include organizing a dance, a music show, or a drama and charging admission; establishing a community garden; doing piecemeal work on a commercial farm; obtaining donated items from local businesses and holding a raffle; organizing a big walk; and soliciting financial or in-kind donations from local businesses or civic groups.

Establishing a link with an external program is another approach being used. For example, the Community-Based Options for Protection and Empowerment (COPE) program in Malawi helped District, Community, and Village AIDS Committees (which are addressing needs among orphans and other vulnerable children as well as other AIDS-related issues) to obtain agricultural inputs from the Southern Africa Root Crops Research Network (SARNET). SARNET's LIFE program distributes improved varieties of sweet potatoes and cassava, which AIDS committees have used to establish nurseries that propagate and distribute both the cuttings and the actual produce to vulnerable households.

It is important for SCOPE-OVC to recognize the inter-relationship between strengthening the economic resources of individual households and building the capacity of community groups to provide relief assistance to vulnerable individuals and households. Helping poor, but economically capable, households to improve their economic coping capacities can help them "weather the storm" of future AIDS impacts. A COVCC or other structure can also put those households in a better position to assist community members who need relief assistance. Economic strengthening within

poor communities can help prevent AIDS from pushing so many households into destitution that their needs overwhelm the capacity of a COVCC to respond.

SCOPE-OVC should partner with other programs and organizations rather than develop major microeconomic programming capacities by itself. SCOPE-OVC's intention to hire a new member of the PMT with expertise in microeconomic strengthening is a good one and will help improve review of proposals in this area. More important, this staff member should be able to help SCOPE-OVC identify potential partners with which it can collaborate and to which it can help link COVCCs. SCOPE-OVC should seek a candidate for this position who could also be effective in training CMOs and other members of the PMT in using realistic approaches and in deciding which kinds of economic activities and opportunities to look for and which to avoid. (Appendix 4 presents microeconomic interventions and the type of household to which each is appropriate.)

OVC Structures

In the districts where it is present, SCOPE-OVC has developed and strengthened both district- and community-level OVC committees with the objective of enabling those structures to improve the situation of orphans and other vulnerable children. All the DOVCCs were initiated through the work of SCOPE-OVC, except in Livingstone, where the DOVCC is a carryover from Project Concern International (PCI). In its first few months, SCOPE-OVC concentrated on working with the DOVCCs. When it found that this approach was not producing much impact at the community level, its CMOs began to work directly with community committees. Because SCOPE-OVC has been granted USAID funding as a community mobilization and capacity-building initiative, its success will depend largely on the action eventually taken by DOVCCs and COVCCs to protect and care for vulnerable children.

Observations on DOVCCs

The SCOPE-OVC sub-agreement states:

A District OVC Committee (DOVCC) will be created in each SCOPE-OVC OVC district to lead and identify areas for partnership, capacity building and community mobilization activities; to promote and facilitate ongoing collaboration among all key actors to address needs and problems concerning OVC and to mobilize community action to protect and increase the well-being of OVC. The DOVCC will have a key role in identifying partner organizations and opportunities, and will participate in learning assessments. The DOVCC will be comprised of representatives from Ministries, NGOs, religious institutions, and private sector organizations (in urban areas).

SCOPE-OVC has formed or strengthened seven DOVCCs, one in each of the following districts: Kitwe, Livingstone, Chipata, Lusaka, Kalomo, Mongu, and Serenje. In the four districts that the Review Team visited, the roles and responsibilities of the DOVCC's were generally to coordinate OVC activities at the district level, to create linkages among NGOs, to guide OVC programming in the district, and to advocate on issues relevant to orphans and other vulnerable children.

In the districts that the Review Team visited in Kitwe, the DOVCCs were at different stages of pursuing those broad objectives. The *Kitwe DOVCC* was fairly well motivated and active. There was a general sense of awareness of its existence by the communities and there were good links between the DOVCC and the COVCCs through participation of the latter at the monthly DOVCC meetings. Three members were assigned by the Missionaries of Hope organization to work full time with the DOVCC. The links between the Kitwe DOVCC and key stakeholders were reasonably strong, with representation from the key line ministries, the private sector, the church bodies, and the local government. The Department of Child Welfare of the Ministry of

Community Development and Social Services (MCDSS) hosts DOVCC meetings, and stakeholders elected the Kitwe DOVCC.

The *Lusaka DOVCC* is comprised of key stakeholders, including the MCDSS; Ministry of Sport, Youth, and Child Development; the MOE plus USAID; and individuals from organizations actively working with orphans and other vulnerable children, such as Family Health Trust, Children in Need Network; and other NGOs. The Review Team did not have an opportunity to meet with this DOVCC.

The *Livingstone DOVCC* is also comprised mainly of individuals from key stakeholder organizations. The Livingstone DOVCC had no action plan, and members of the Review Team had the impression that it was not very active. At the time of the team's visit, there were no regular meetings and few ongoing activities, although the committee was trying to mediate a conflict over the community school in one of the communities, Nakatindi. This DOVCC was different from the others the team met in that it included members from the Provincial Government office (the Provincial Social Welfare Officer) and the Army.

There was little evidence of exchange between this DOVCC and the COVCCs. COVCCs with whom the Review Team met did not seem to have much knowledge or understanding of the role of the DOVCC. The committee appeared to have been quite active when PCI was working in the area and was providing monthly funds to the DOVCC to support its activities. The DOVCC cited a lack of financial and material resources as constraints, and the currently lower level of activity may be related to the end of PCI's funding support.

The *Kalomo DOVCC* was the most organized and effective DOVCC with which the Review Team met. Membership in this DOVCC is open to all stakeholders in the district. They, in turn, elect an executive committee that is responsible for much of the ongoing work. This committee had a well-articulated

strategic plan and a work plan. Its relationship with community groups was strong. The committee regularly circulates to community committees a list of all organizations that support activities for orphans and other vulnerable children, and it acts as a link. To prevent duplication of effort, the DOVCC has also set up and distributes to everyone a database of all key stakeholder organizations in the area, along with information on activities engaged in and contacts. The DOVCC keeps regular contact with communities that use resources from the parent organizations of the members, such as the CINDI vehicle and office premises for meetings.

Observations on COVCCs

The COVCCs visited in Kitwe's Mulenga and St. Anthony compounds were very active and had both clear visions and plans for their activities. The St. Anthony Bwafwano OVC Home-Based Care organization (the COVCC in that compound) gave the Review Team a detailed report on its programs and activities for the period of September 2000 to June 2001, along with its action plan to address four key problems. Its subcommittees work in education, psychosocial counseling, education, fundraising, and projects. It reported having regular meetings of subcommittees and of the main committee. It also had documented its activities, with records of meetings held and of monies raised and spent. The Sakubita and Nakatindi COVCCs visited in Livingstone appeared to be struggling.

In Kalomo, rather than start new COVCCs, the CMO and the DOVCC worked with established community groups, which included the CINDI subbranches that have been operating for several years, the Namianga Mission Home-Based Orphanage, and the Widows Association. The team met with the Mutala Village CINDI subbranch, which had benefited from a SCOPE-OVC grant so the CINDI subbranches in the district could buy maize seed and fertilizer. Although the harvest had been fairly poor because of the weather, a

spirit of cooperation was evident among the members. Many participants shared implements so they could cultivate their plots. The project had raised the awareness of the needs of orphans in the community and of the need to work together to solve problems.

General Observations on OVC Structures

The DOVCCs whose members are elected by the communities and stakeholders themselves, such as the Kalomo DOVCC, appear to perform better and to have a stronger mandate than those where NGOs have nominated members from among themselves. DOVCCs that are elected by communities and that form strong links with the COVCCs appear to achieve better results than those that have no links to community structures. Positive results can be achieved when DOVCCs support community groups (COVCCs and others) rather than attempting to implement activities directly themselves. Maintaining the active participation of all key stakeholders and the rapport among them and with COVCCs is critically important. SCOPE-OVC needs to review its support to the DOVCCs and should seek to strengthen them, both financially and technically, as it helps them focus on the challenge of improving the situation of orphans and other vulnerable children throughout the district, not just in the service areas of DOVCC members.

While the DOVCCs can and should be strengthened, it is important for both the DOVCCs and SCOPE-OVC staff members to see the DOVCCs as independent structures. SCOPE-OVC has played a central role in organizing most of them, but DOVCCs should not be seen as part of SCOPE-OVC. To be sustained and effective, they must have an independent identity. Thus, there are limits to which SCOPE-OVC can or should pressure DOVCCs to make changes in the way they operate. Just as with groups at the community level, it is important that DOVCCs have a

sense of owning the problems among orphans and other vulnerable children and of being responsible to address the problems. SCOPE-OVC staff members must be careful not to undermine such ownership by exercising too much influence on DOVCCs. SCOPE-OVC's relationship to the DOVCCs should be supportive and not directive.

One concern about the DOVCCs was that most seem to focus primarily on improving coordination among the activities of their members, rather than on mobilizing and building the capacities of the COVCCs and the communities to take action. Better coordination is a worthwhile objective but is far too limited in relation to the needs of the most vulnerable children. SCOPE-OVC has estimated that around 5 percent of the most vulnerable children in the districts where it is working are benefiting from assistance from outside their own extended families. In this context, reducing duplication and making existing programs work better is not nearly enough. New approaches are needed to strengthen the capacities of families and communities that are the first line of response to the needs of the majority of vulnerable children.

DOVCCs could learn from and emulate the approach of the more active COVCCs. The latter have assumed responsibility for trying to understand the situation of orphans and other vulnerable children throughout their community. They have identified local capacities and resources and have sought resources from outside. They have benefited from training that has strengthened their capacities, and they are working to scale up responses to meet the needs of the most vulnerable children in the whole community.

If DOVCCs were to adopt this approach, they would seek to develop a shared understanding of the magnitude and nature of the problems among orphans and other vulnerable children throughout their district and would assume responsibility for mobilizing resources and

action to address such problems. The DOVCCs would inventory existing and potential resources (including what the private sector could do or contribute), identify priorities for action, work actively to mobilize and build the capacity of every community, and seek to benefit from the experience of other DOVCCs.

An important lesson learned by district- and community-level groups that address OVC issues elsewhere in the region is that such committees are more effective over time when they seek to mobilize action by others rather than to address all problems themselves. Community mobilization is a process that should not stop at the level of the COVCCs. The DOVCCs and the COVCCs themselves need training in participatory skills so they can mobilize action within the areas that they serve. Committees that try to do everything themselves tend to become overworked and to burn out. If they recognize that each *child is everyone's child*, they must see their role as advocating this traditional perspective and mobilizing a wider response to orphans and other vulnerable children.

The small grants program of SCOPE-OVC might be more effective and the role of the DOVCCs might be reinforced if the Grants Management Committee were to delegate some authority for grant approval to DOVCCs. For example, a DOVCC might be given authority both to review and to approve proposals below a specified funding level, as well as to approve grants totaling up to a certain amount. SCOPE-OVC would retain responsibility for transferring funds directly to approved grantees, so the funds would not go through a DOVCC. Each district's CMO, the PMT, or both could be given veto authority regarding any proposal with which they did not agree. With the support of the CMO, each DOVCC could be given responsibility for monitoring the use of funds and for reporting to the Grants Management Committee. Giving any decision-making authority to a DOVCC would have to be contingent on its having met criteria specified by the Grants

Management Committee regarding definition of its roles and bylaws, its representativeness, and the transparency of its functioning. A built-in incentive for DOVCCs to play their role carefully would be because their authority to approve any future grants would be contingent upon their having exercised such authority well. DOVCCs would also have some incentive to ensure that the budgets of individual proposals were not inflated because any funds approved for each proposal would reduce the total amount available to other groups in the district.

Large donors are actively seeking ways to channel appropriate amounts of resources so community groups can protect and improve the well-being of orphans and other vulnerable children.¹⁵ Development of a mechanism that not only channels resources to the grassroots level, but also includes local decision-making and monitoring would have the potential to attract funds from such donors. Besides having the potential of attracting national or international funds, such an arrangement might be used by local companies that want to provide funds for grants within one of the districts in which this mechanism had already been established. A DOVCC could approach local companies to donate funds to SCOPE-OVC for the district's grant "account."

Response to Psychosocial Needs

Responding to psychosocial needs is critical for improving the situation of orphans and of children with a living parent who has HIV/AIDS, but such action has been neglected in many programs, which tend to focus on material needs. For children who are fearful about the future, who grieve the loss of their parents, or who live in extreme poverty, the basic human contact and care provided by family and community members are vitally

important but often are undervalued by outside agencies.

Zambia's 1999 situation analysis recognized the importance of addressing the psychosocial needs of orphans and other vulnerable children, and SCOPE-OVC identified this problem as one of its priority areas for action in 2001. The situation analysis recommended that more formalized counseling services be established throughout the country. While increasing such services would be beneficial, the SCOPE-OVC staff members must recognize that counseling is only one of many activities relevant to children's psychosocial and developmental needs and well-being. Community residents can carry out many of the most important psychosocial initiatives including the following:

- Regular visits to vulnerable children and their guardians to provide emotional support, advice, information, and practical help
- Structured recreation and sports
- Youth groups
- Supportive religious groups
- Traditional ceremonies

Observations

In Kitwe, Lusaka, and Kalomo, communities were making efforts to address the psychosocial needs of orphans and other vulnerable children and their families, even though they did not use that terminology. In Kitwe, in particular, because of the PCI's previous work, the communities had psychosocial committees that provided outreach and counseling services for families with orphans. In the rural communities, this activity was not as structured as in the cities, but psychosocial support was being provided through more traditional activities. When interviewed, community members said that village elders counseled families on caring for orphans and on strengthening the spirits of those affected by AIDS.

¹⁵ John Williamson, Mark Lorey, and Geoff Foster, "Mechanisms for Channeling Resources to Grassroots Groups Protecting and Assisting Orphans and Other Vulnerable Children," draft, 20 September 2001.

For example, the Mulenga COVCC's Counseling Committee had an elaborately planned visiting program through which members counseled the guardians of orphans. The Committee also worked with teachers in the community schools to identify distressed orphans. Because the community recognizes the benefit of this group, residents often volunteer information to the Counseling Committee about distressed children who have been orphaned or are vulnerable. One example was a single young man who fled the compound when he discovered neighbors had reported him to the Committee for sexually molesting his niece in his home. This Committee works closely with bodies such as the Zambia Police Victim Support Unit and the Child Welfare Department. The visiting and monitoring done by such groups not only benefit children and guardians psychosocially, but also are vitally important as child protection functions.

Traditionally, the word "orphan" does not have the same connotation and implications of social marginalization as it tends to have in the modern sense, because in a Zambian village a child is everyone's child and because the entire community has responsibility for each child. A child is never left abandoned to live on her or his own but is always adopted by someone, which reflects the traditional Zambian value of a child. In most traditional societies in Zambia after the death of someone who is married, rites and rituals are performed with the surviving spouse, children, and other family members to protect them from any harm that may come to them from the spirit world. This form of spiritual healing is practiced in different ways from one society to another but each addresses what, in a modern sense, are considered psychosocial needs.

Alangize is a community-based women's group that counsels women about traditional values. It is reintroducing some traditional ceremonies and support practices in urban areas. SCOPE-OVC could explore the possibility of linking and collaborating with Alangize. Another group with a focus on men was also begun recently.

Religious groups in many communities provide other forms of psychosocial support and church-based counseling support. Church organizations have long been a pioneer in providing home-based care, and they are actively involved in spiritual support and counseling.

Other activities relevant to psychosocial support that communities reported to the Review Team included youth groups and structured recreation and sports. In the Sakubita and Mulenga communities, sports committees are responsible for ensuring that the children have some form of recreation after school. Those activities relieve stress and help children forget their problems. Even without proper football or netball equipment, such committees have enabled children to have regular sports activities by simply tying waste plastics together into balls.

To address the psychosocial needs of orphans and of families dealing with orphans and HIV/AIDS, the Review Team believes it is appropriate for communities to use a combination of traditional and informal activities, along with more structured counseling. Reviving some traditional values and attitudes toward children is very important as a point of focus, particularly in towns where some people may have not have exposure to those traditions.

Information as a Resource

SCOPE-OVC is involved in communities that are very poor, and the importance of increasing financial and material resources receives particular attention from SCOPE-OVC and other programs. However, it is also vitally important to recognize that information and ideas are also potentially valuable resources to such communities. The adage "information is power" reflects an important reality. Information is essential for the DOVCCs, COVCCs, and stakeholders to mitigate the impacts of HIV/AIDS on children.

It is widely recognized that collaboration is essential for improving the situation of

orphans and other vulnerable children because no single stakeholder has the capacity to fully address the magnitude and wide range of needs and problems among those children. It is also essential to recognize that effective collaboration is possible only when there is an open flow of relevant information among stakeholders at the national, district, and community levels. This flow of information should not be limited to passing information down to the community level, but should include ways communities can share their concerns and successes with others.

Zambia's 1999 situation analysis highlighted the need to increase community access to useful information when it stated, "A key weakness in developing effective community-based responses to vulnerable children is the lack of grassroots access to information and skills. Communities are acutely aware of their lack of information, and their need for information."¹⁶

Recognizing the tendency of agency programs to promote particular solutions and of communities to attempt a limited range of activities, the situation analysis report recommended developing a tool kit to allow communities access to information on a range of both resources and possible approaches that would enable them to develop their own solutions to the problems of vulnerable children.

Observations

The Review Team observed that many COVCCs do not have information that they need to be as effective as possible, and this lack is an important area for the attention of SCOPE-OVC. For example, in Sakubita, the community members had identified recreation as important for the children but did not know where to get funds for sports equipment. They did not know that some business houses (such as the Coca-Cola Company) run community

support programs that provide equipment and sponsor sporting activities in disadvantaged communities.

The Review Team also identified positive examples of information dissemination. The Kalomo DOVCC shared information on the Zambia Education Capacity Building (ZECAB) program with the communities, and a number of them applied for and received the funding. Information access obviously contributed to the vibrancy in Kalomo. The Mulenga COVCC had received information about the priorities of Ireland Aid and was in process of an seeking support. SCOPE's PMT had done excellent job of documenting project progress, issues related to grants mechanisms, organizational development, and issues about monitoring and evaluation. SCOPE-OVC also played critically important roles in 2000's national OVC Workshop, which helped to disseminate valuable information.

The team found, however, that at both district and community levels, much more needs to be done to increase the flow of information, and this will be an important area for the attention of the CMOs and the PMT. This underscores SCOPE-OVCs need to hire an Information Technology Officer and the need to properly equip the districts with computers, and to facilitate establishing better mechanisms for information sharing. For example, stakeholders such as the Kitwe DOVCC felt that SCOPE-OVC should use written materials, radio, and television to disseminate information on the efforts being made at different levels to meet the needs of orphans and other vulnerable children. By demonstrating and advocating open sharing of information, SCOPE-OVC can influence other programs to do the same. To increase information flow to communities, the PMT must actively seek relevant information (financial, material, technical resources, opportunities, successful tools and approaches, lessons learned, etc.) and must share it with stakeholders at the national level, with and through CMOs, with DOVCCs, and with communities. For example, in Kalomo where the CMO linked

¹⁶ USAID et al., *Orphans and Vulnerable Children*, p. 31.

community schools to ZECAB, a number of orphans and vulnerable children benefited from scholarship funds.

CMOs can encourage further exchange by sharing information openly and routinely, encouraging collaborative efforts, and respecting all stakeholders. Strengthening the advocacy role of SCOPE-OVC will also help ensure that information reaches as many people as possible at different levels.

Problems of children affected by HIV/AIDS are not for communities and NGOs alone to solve. Because the unmet needs of those children are a major national development problem, the roles of line ministries must be recognized. At the national level, SCOPE-OVC can help the new OVC Steering Committee to develop mechanisms that channel information to communities through both line ministries and NGO programs.

One way that SCOPE-OVC could facilitate the flow of useful information to groups working with orphans and other vulnerable children would be through a newsletter. At the district level, information useful to communities could be translated into local languages and disseminated by DOVCCs and other groups. Communities need information on agencies that work in different areas relevant to children, such as bursaries, health and nutrition services, credit services, extension services, water supply and sanitation units, food relief, and ways children can link into and benefit from those agencies. Helping COVCCs and other community groups, local officials, and community leaders link with public and private community funds would be a way of reinforcing the efforts of families and communities. At present, this information is not reaching many of the people who need it most.

SCOPE-OVC could regularly prepare and distribute a fact-filled newsletter or could help the National OVC Steering Committee to do so. The latter approach would raise the

profile of the Steering Committee and establish a mechanism for regularly sharing information among all stakeholders about issues related to orphans and other vulnerable children.

Management Issues

The Review Team found a need for FHT and CARE, as the SCOPE-OVC partners, to resolve some management issues. Having two organizations—one national and one international—jointly responsible for SCOPE-OVC greatly enriches the program; however, it also complicates lines of authority and supervision. Because each of the two organizations employs a portion of the SCOPE-OVC personnel and seconds them to the program, about half of the program's personnel must report to both their employing organization and their supervisor, who is employed by the other organization. Having two bosses causes some confusion. Also the different administrative procedures of the two organizations mean that some CMOs may wait longer than their counterparts (or at least have the impression that they do) when requesting authorization for expenditures.

These difficulties do not seem to be insurmountable, and the strengths that each organization brings to the SCOPE-OVC program make it worthwhile to resolve management and administrative issues. This resolution requires regular and open communication between CARE and FHT.

One measure taken has been to have all CMOs send their reports directly to the SCOPE-OVC management team, which then sends the reports to both partner organizations. CARE is responsible for submitting quarterly reports to FHI, USAID/Zambia, and DCOF.

Transportation was flagged by some CMOs as a concern. Because CMOs have motorcycles instead of vehicles, travel to some project areas is difficult, particularly during the rainy

season. CMOs sometimes need to arrange to travel in an enclosed vehicle. This might involve providing fuel for a ministry vehicle or hiring transportation. For those and other necessary operating expenses, it is important for CMOs to have adequate funds in an impressed account, which can be replenished promptly upon submission of receipts.

The different levels of compensation between staff members employed by FHT and CARE (which have different pay structures) was another concern that some personnel expressed to the Review Team. Differences in pay levels have the potential to cause serious motivational problems on the part of those personnel who are paid less than colleagues who do the same work. However, raising the pay of CMOs employed by FHT to equal the pay received by CMOs hired by CARE might lead to tensions within FHT. After the assessment, FHT decided to match the pay of the CMOs it employs with that paid by CARE.

Because the task of mobilizing and strengthening community responses to orphans and vulnerable children on as wide a scale as possible is difficult and will be necessary for several decades, the 33-month funding period of SCOPE-OVC is relatively short term. Members of the PMT, some CMOs, and rep-

resentatives of FHI and FHT expressed concern about the project's relatively short time frame in relation to the issues addressed and the negative consequences for staff motivation and retention. USAID is constrained by its rules, but for the sake of program effectiveness, it needs to find ways to ensure the continuity of SCOPE-OVC. Staff members must have enough time to initiate and sustain long-term work (including learning from mistakes and successes and applying lessons) and enough sense of job security to permit the program to develop and retain its staff.

The transition from PCI's USAID-funded OVC activities to those of SCOPE-OVC in the same districts was attempted in good faith but did not go smoothly. This experience and the points made in this report under the heading, "Need for a Strategic, Long-term Commitment," should be given serious consideration by USAID in Zambia and Washington, as well as by other stakeholders, to ensure the continuity of vitally important community mobilization and capacity-building activities. CARE and FHT also need to consider what they can do about this problem. The situation would be improved if they were to diversify the funding base of SCOPE-OVC so it does not depend on a single donor.

RECOMMENDATIONS

Community Mobilization

1. *At national, district, and community levels, SCOPE-OVC should seek to catalyze and scale up a greater response than its staff can produce. In addition to engaging in mobilization and capacity building at the community level, SCOPE-OVC CMOs should also advocate and train stakeholders (members of the DOVCCs and others) to carry out these roles.*

Comment: Though it is appropriate for CMOs to spend part of their time working directly with communities to mobilize action and to build capacities, CMOs and the PMT must devote part of their time to persuading and training other stakeholders to engage in community mobilization and capacity building to improve the safety and well-being of children and families.

2. *The Government of Zambia and donors should make a strategic, long-term commitment to mobilizing action and building capacities at community and district levels as a fundamental strategy to protecting children's rights and promoting their well-being and development. In consultation with other stakeholders, the Government should mandate the formation in every district of a collaborative group through which all stakeholders from line ministries, local government, and civil society can work together to mobilize and support ongoing action in every community. The National Steering Committee on*

Orphans and other Vulnerable Children should take a leading role in the development and support of this structure.

Comment: The Steering Committee should give careful attention to the examples of the developing DOVCC–COVCC networks in the districts where SCOPE-OVC is working and to the AIDS Committee structure that is developing in Malawi.

3. *In their contacts with communities, all SCOPE-OVC staff members should continually reinforce a sense of capacity, accomplishment, and pride among COVCCs and other community groups.*

Education

1. *SCOPE-OVC should give particular attention to strengthening community schools.*

Comment: Community schools are the only major initiative giving many orphans and vulnerable children a chance to have access to education. These schools are also a focal activity for community mobilization. This strengthening should include helping COVCCs and community schools to link with the various resources identified in this report.

2. *CMOs should facilitate the registration of community schools with the Zambia Community Schools Secretariat. CMOs*

should also encourage DOVCCs to mobilize local support for community schools, particularly from the private sector.

Comment: Communities need to diversify sources of support so that SCOPE-OVC is not seen as the only source.

- 3. To ensure that pupils in community schools are not receiving an inferior education, SCOPE-OVC should help communities to enhance the quality of community schools.*

Comment: This enhancement can be done through training and strengthening in-service support of teachers and school management committees. Other critical aspects include supervising and monitoring teachers in classrooms, securing an adequate supply of teaching and learning materials (especially basic items like chalk boards and chalk), and encouraging a conducive and child-friendly learning environment in classrooms. In addition, developing water supply and sanitation facilities is essential for children's health and may prevent girls from dropping out of school as they come of age.

- 4. SCOPE-OVC CMOs should facilitate and strengthen the ability of communities to lobby for the rights of all children to education and to exempt orphans and other vulnerable children from paying fees in conventional or community schools. SCOPE-OVC should support such community advocacy at national and district levels.*
- 5. SCOPE-OVC should work with the MOE, ZCSS, DOVCCs, and COVCCs at national and district levels to help find lasting solutions to the ongoing need for teacher remuneration.*

Comment: This issue poses a threat to what has been achieved so far by the community schools. Unless teacher retention is ensured, problems of quality will continue. The MOE must have the resources from the central Government and

must follow through on its promised support to community schools.

- 6. Recognizing that no one best model exists for accessing basic education, CMOs, DOVCCs and COVCCs should explore approaches such as distance learning, mobile schools, home-based learning, interactive radio instruction, and other innovative learning models that can provide or enhance quality education.*

Economic Strengthening

- 1. CMOs and the PMT should continually identify and gather information about approaches to microeconomic strengthening that appear to be cost-effective and that have the potential for being scaled up or for being adapted and used in other sites. They should make relevant information available to DOVCCs and COVCCs and should seek opportunities for those committees to link with effective programs of economic strengthening.*

Comment: In these efforts, SCOPE-OVC staff members must distinguish the following:

- Activities that benefit poor households individually
- Group fundraising activities (time-limited or periodic activities)
- Group income-generating activities (ongoing business)

Important issues include:

- Diversifying sources of support to community activities
- Developing skills at household level to carry out IGAs effectively
- Advocating and facilitating agricultural extension services to caregivers in agricultural areas

CMOs should facilitate economic strengthening of households and families so they can more effectively care for orphans and vulnerable children.

2. *Through its new Economic Security Coordinator, SCOPE-OVC should explore possibilities for improving the access of mobilized communities to sound micro-economic strengthening programs.*

Comment: Examples of programs to explore include Pride Africa, Christian Enterprise of Zambia (CETZAM), Peri-Urban, CARE's Copperbelt Livelihood Project, Lusaka Small Enterprises Development Project (PULSE), and the hybrid outgrower scheme the new Economic Security Coordinator should explore with these and other organizations the possibility of their offering microfinance products that are appropriate to the needs of communities seriously affected by HIV/AIDS.¹⁷

3. *The new Economic Security Coordinator should also help CMOs and, through them, COVCCs to explore possibilities for engaging the private sector in supporting economic strengthening efforts in mobilized communities.*
4. *The new Economic Security Coordinator should help CMOs and DOVCCs develop practical ways of encouraging and supporting traditional mechanisms of savings and finance.*

OVC Structures

1. *CMOs should encourage DOVCCs to stress the following roles:*
 - Mobilization and capacity building of communities
 - Information exchange
 - Collaboration between and among stakeholders

- Cross-referrals among stakeholders
- Advocacy

2. *DOVCCs should not seek to implement services themselves.*
3. *Each DOVCC should define its roles and its vision. Each should establish a set of bylaws and develop its strategic plan.*
4. *Each DOVCC should have significant representation from COVCCs and other community groups.*

Comment: Kalomo's approach of open membership with an elected executive committee appears to be a good model.

5. *CMOs should encourage DOVCCs to concentrate on improving the situation of OVCs throughout a district, not just on improving existing services. They should encourage DOVCCs to mobilize and advocate responses on behalf of orphans and other vulnerable children on as wide a scale as possible throughout their district.*
6. *CMOs should advocate recognition and respect of community efforts by DOVCC members.*

Comment: One of the most important ways is to model this attitude and approach.

7. *CMOs should encourage DOVCCs to identify and facilitate resource links between and among COVCCs and other community groups.*

Comment: Examples include the Zambia Social Investment Fund (ZAMSIF), the Community Health Initiative Fund, and the social welfare funds that many large companies have. For the latter, DOVCCs will need to identify how they can approach companies with a view toward identifying ways those companies can gain public relations benefits from providing such assistance.

¹⁷ Jill Donahue, who previously carried out training with SCOPE-OVC, may be able to provide relevant information using her recent research in Uganda. She is based in Harare as a regional technical advisor for Catholic Relief Services. Her address is <jemsaro@mweb.co.zw>.

8. *On a pilot basis, SCOPE-OVC should define procedures and authorize specific responsibilities for DOVCCs in making decisions about small grants.*

9. *The PMT should explore with CMOs the possibility of providing DOVCCs with limited allocations for expenses such as transportation to communities and for COVCC representatives to attend DOVCC meetings. The PMT and the CMOs should identify the pre-conditions and mechanisms appropriate for this.*

Comment: Access to use a limited amount of funds could increase the ability of DOVCCs to carry out their mobilization, capacity-building, and information-sharing roles at the community level. Experience with the original DOVCC in Kitwe suggests, however, that the amount provided must be carefully considered in advance and monitored.

10. *CMOs should help COVCCs to develop accountable, transparent systems for accessing, raising, and managing resources.*

Comment: Resources are necessary for scaling up effective action, but inappropriate handing of resources can cause mistrust within community groups or can alienate the larger community.

11. *Before a CMO or DOVCC seeks to form a new COVCC or to re-activate an old one, it should first identify existing community structures that are addressing or could address the needs of orphans and other vulnerable children, and consider working with these groups.*

Response to Psychosocial Needs

1. *CMOs and DOVCCs should encourage communities to develop ways to monitor and support all their vulnerable children and to protect all children from abuse, neglect, or harm.*

Comment: This approach is in keeping with the traditional value that each child is everyone's child. Mobilizing and strengthening such community efforts should be major roles of CMOs and DOVCCs.

2. *CMOs should encourage the development and expansion of such activities as home visits, counseling, sports, cultural activities, and religious and traditional ceremonies, and, as appropriate, the integration orphans and vulnerable children with other children in the community within those activities.*

3. *CMOs should encourage the use and expansion of traditional models of psychosocial support, counseling, monitoring, and protection.*

Comment: Groups such as Alangize may be helpful in this. Providing support and advice to caregivers and exchanging information with them are also very important.

Information as a Resource

1. *The PMT should actively seek relevant information and share this information with stakeholders nationally and through CMOs and DOVCCs. CMOs should encourage DOVCCs to disseminate potentially useful information to communities.*

Comment: Examples of the types of information needed include financial, material, and technical resources and opportunities; successful tools and approaches; and lessons learned.

2. *Within their districts, CMOs should actively seek to identify local approaches that appear to be cost-effective ways to provide protection and support to orphans and other vulnerable children.*

Comment: CMOs should share this information with DOVCCs and communities and with the PMT. CMOs should promote

information exchange among DOVCC members and between DOVCCs.

3. *CMOs should continually demonstrate to DOVCCs and community groups the value of openly sharing of information, using collaborative approaches, and having respect for all stakeholders.*
4. *SCOPE-OVC should help all stakeholders—the national and local government structures, the donors, the NGOs, the business community, and the University—to develop systems for sharing useful information.*
Comment: The formation of a databank and the wide circulation of a newsletter could be ways of sharing information at different levels.
5. *SCOPE-OVC should support the National OVC Steering Committee to exercise national leadership in mobilizing collaborative action by governmental and civil society stakeholders, should develop and advocate relevant policies, and should manage implementation of a national OVC plan of action.*
6. *CMOs should help link communities to potential sources of support such as ZECAB, ZAMSIF, and the World Food Program.*
7. *Through DOVCCs and COVCCs, CMOs should facilitate coordination among donors to avoid duplication of efforts or actions that could undermine community ownership of problems and its sense of responsibility for action.*
8. *Through the National OVC Steering Committee, CMOs, DOVCCs, COVCCs,*

and other stakeholders, SCOPE-OVC should document and widely share the best practices that it identifies from its own work and from other groups addressing OVC issues in the region.

9. *SCOPE-OVC should seek to help the National OVC Steering Committee to develop mechanisms that channel information to communities through both line ministries and NGOs.*

Comment: One way to facilitate the flow of useful information to districts and communities throughout the country would be through a newsletter on OVC issues.

Management Issues

1. *CARE and FHT should maintain regular, open communication on administrative issues related to SCOPE-OVC to identify and resolve any difficulties that may hinder program performance or staff morale.*
2. *CARE and FHT, in consultation with the SCOPE-OVC staff, should give priority attention to adequately providing for timely procurement and transportation.*
3. *CARE and FHT should make long-term commitments to maintaining SCOPE-OVC as an ongoing program. Such commitments should include diversifying the program's funding base and possibly adding other partners.*
4. *USAID should explore ways to ensure continuity of funding for the long-term effort of community mobilization and capacity building to improve the protection and care of orphans and other vulnerable children in Zambia.*

Appendix 1: Scope of Work for SCOPE-OVC OVC Review June 18–30, 2001

USAID/Zambia request that a three person Review Team, led by John Williamson, assist with an internal review of SCOPE-OVC's work in Zambia to date. The purpose of the activity is to provide additional technical advice so that USAID/Zambia can more effectively respond to USAID/Washington's continuing commitment to strong country programs that support community-based efforts assisting vulnerable children.

The goal of the review is to strengthen program initiatives and to provide practical recommendations to USAID/Zambia and SCOPE-OVC at the mid-point in SCOPE-OVC's implementation activities

John Williamson, Displaced Children and Orphans Fund, Washington, D. C. will be the team leader. He will be joined by two Zambian consultants with experience and interests in vulnerable children's work in Zambia. The Review Team will be responsible for developing work assignments, a mutually agreed upon division of labor and schedule for completion of components of a draft report.

The review will be based on site visits, interviews with staff and stakeholders, group meetings with community leaders, national and community partners, youth and telephone discussions (if needed). SCOPE-OVC will provide a set of documents for the Review Team including quarterly reports; sub-grants manual, workshop reports and site visit

reports. The Review Team will make site visits in Lusaka, Livingstone, Kitwe, and Kalamo Districts. The end product of the review will be a 20–35-page document reviewing initiatives and progress at national, district and community levels undertaken through SCOPE-OVC. The document will identify strengths and challenges in SCOPE-OVC program work at community, district, and national levels and will include practical recommendations. A draft report will be submitted to USAID/Zambia and all stakeholders by the three-member team on or before 20 July.

USAID/Zambia would like to schedule a debriefing on 27 or 28 June at USAID, 351 Independence Ave., with the three members of the Review Team prior to the team leader's departure. The date and time will be established at a time agreed to by the team and USAID/Zambia. USAID requests that 3 copies of a draft preliminary report of approximately 10 pages be submitted at this meeting.

USAID/Zambia requests that the review-exercise cover community, organizational and technical perspectives on the following topics: the community mobilization/participation process, community needs and issues, community-level partners and their relationship with SCOPE-OVC, information sharing at community and district levels, progress of district level OVC committee development, resource tools and program evaluation. Additionally, USAID/Zambia asks the Review

Team to cover topics regarding adequacy of the current SCOPE-OVC staff, effectiveness of management systems, effectiveness of current communication systems between districts

and SCOPE-OVC's Lusaka office and, as time allows, SCOPE-OVC's role in national OVC programs and policies and opportunities to strengthen partnerships at national level.

Appendix 2: Itinerary and Contacts

Date	Place	Name of Person	Organization/Position
June 18	US Embassy, Lusaka	Karen Shelly	AIDS Advisor, USAID
	SCOPE-OVC office, Lusaka	Daphetane Siame Mary Simasiku Mwewa Lufungulo Tenso Kalala Fines Munkonze Marily Knieriemen	Project Manager – SCOPE-OVC Assistant Project Manager SCOPE-OVC Grants Manager – SCOPE-OVC Organization Development – SCOPE-OVC M & E Coordinator – SCOPE-OVC Assistant Country Director, CARE International
	Private home, Lusaka	Karen Doll Manda	Country Representative Family Health International
	FHT office, Lusaka	John Munsanje	Project Manager Family Health Trust
19	Mulenga compound, Kitwe	Patson Mushili Catherine Kaumba Francis Mwansa Paul Kafwimbi Bornface Ngoma Pardon Kanchinyala Mwansa Kapeya Chikuwe Phyllis Megani Mupeni Edith Chilemba Loveness Nguni	Vice-Chairperson Secretary OVC Education Sub-Committee Chairperson Projects Committee Chairperson Maintenance Treasurer Secretary Counselling Committee Youth Committee Youth Committee Chairperson – Finance Committee Vice-Secretary – OVC Chairperson – Mulenga OVC
	St. Anthony compound, Kitwe	David Kalumbi Graddy Simukoko George Kapepala Moses Sampa Tedson Phiri Mary Zulu Bright Chibwe Veronica Govinder Stewart Mbewe Mary Chali Bernadette Mwaba Brendah Kunda	Chairperson – COVCC Secretary – COVCC Treasurer – COVCC Project Coordinator Vice Chair – COVCC Teacher Teacher Teacher Health Secretary Committee member Committee member Committee member

Date	Place	Name of Person	Organization/Position
20	CINDI Kitwe office	Terry Mukuka	CINDI Project Coordinator
	District Social Welfare Office, Kitwe	Richard Mangani	Senior Social Welfare Officer – MCDSW
	District Education Office, Kitwe	Mrs. A.T. Ngula Mrs. R. Mongeza Mr. Mwamba	Education Officer District Inspector of School Continuing Education Officer
	SCOPE-OVC office, Kitwe	Chilobe Kambikambi Joseph S. Sinnah	SCOPE-OVC-CMO Programme Officer – DOVCC
	Mindolo Ecumenical Foundation office, Kitwe	Cliren C. Katebe Josephine N. Mbilishi Dru Smith Mwangala Chiwala	Chairperson – DOVCC Education Resource Officer – DOVCC Secretarial support Committee Member, DOVCC
21	Pamodzi Hotel	Ms. Knieriemen	Assistant Country Director, CARE
22	Lubala Stage 2 compound Lusaka	Mrs. Margaret Chirawa	St. Charles Lwanga – Coordinator Committee for Needy Children
	Private home, Lubala Stage 2 compound	Vincent Masuku	Loan Recipient of the SCOPE revolving micro-credit fund
	Private home, Lubala Stage 2 compound	Sophia Banda Gertrude Banda	Grandmother Caring for OVCs Asst. Community Coordinator – Anglican Children's Project
	Hope for Africa office, Garden Compound	Rev. Charles Mwape Mike F. Namwaze Emmanuel Mubanga Eveless Phiri Joseph Daka Ricky Kunda Oscar Mulenga Lackson Banda Joshua Ntalanga Caroline Handia	Chair – COVCC Counsellant to COVCC COVCC – Secretary Women's Affairs, Chairperson COVCC Deputy Chair Teacher Teacher Pastor Pastor SCOPE-OVC-CMO – Lusaka
23	St. Francis Community residence, Livingstone	St. Mary Courtney Charles Mulongwe	Director, St. Francis Home Care Program Staff member, St. Francis Home Care Program
24	Hotel, Livingstone	Mr. Siame Ms. Simasiku	
25	SCOPE-OVC office, Livingstone	Ali Mubanga	SCOPE-OVC, CMO

Date	Place	Name of Person	Organization/Position
	Museum annex, Livingstone	Jean Mweene Josephine C. Phiri Gwendoline Sampa Moses Sakala Dorothy Bwalya Masauso Mwale Alivie L. Muhongo Mutandalike Choonga Clement Chimpandu Monica Nyembo Williams	DOVCC – Chairperson DOVCC – Treasurer DOVCC – Secretary District Social Welfare Officer DOVCC committee members (Child Affairs Officer) Livingstone Street Children Association Libuyu Skills Training Centre Libuyu Skills Training Centre Zambia Army – Clinical Officer
	Sakubita compound, Livingstone	Kestone Lyambai Mr. Hampako Mrs. Lyambayi Mr. Ngelenge Mutinta Hampako Anna Siambala Cosmas Simasiku Mrs. Siambalo Theber Phiri Joyce Inambawo B. Siambala Mrs. Tembo	Teacher COVCC – Chairperson COVCC – Vice Secretary Treasurer Teacher Teacher COVCC Secretary COVCC – Vice-Chair Member Member Member Member
	SEPO Center, Livingstone	Akakulubelwa Ronald Aureen Katiba	AIDS Coordinator Nurse/Psychosocial Counselor
	Temporary community school, Nakatindi compound, Livingstone	K.K. Musakamui Buxton Mukuni Edward Aongola Maria Imbula R. Limwanya C. Muyunda Alice Chipango Geoffrey Masambo Mabvuto Phiri	Teacher, Nakatindi Community school PTA, Nakatindi PTA, Nakatindi Teacher, Nakatindi OVC – Chairperson, Nakatindi OVC – Secretary, Nakatindi OVC Member, Nakatindi Community Health Worker, Nakatindi Peer Educator
		Ali Mubanga	
26	Kalomo	Scholastica Chisense Trevor Ntambale Margaret D. Siamasamu Cynthia Fezama Malumo Malumo Rachel C. Imuyema Charles T. Siame Timothy Kaluba Charles M. Imenda Betty Phiri Sebastian Chikuta	DOVCC – Chairperson (CINDI) DOVCC – Member DOVCC – Vice-Chair (Social Welfare) DOVCC Member/Widow’s Assn. DOVCC Member (Lets build together) DOVCC Member (Catholic Women’s League) DOVCC – Vice-Secretary (MOE) DOVCC Member (ZECAB) DOVCC – Secretary (Human Rights Committee) DOVCC – member (WVI – Health Coordinator) SCOPE-CMO

Date	Place	Name of Person	Organization/Position
	Mutala Village, Kalomo	Monica Nankonko Jane Siluuma Eness Kalangu Queen Siachobe Mary Mulwani Sarafina Kanana Cathrine Madilayi Esther Siamwaze Alice Matimba Edina Siamakukuta	Chairperson – COVCC Vice-Chairperson Secretary – COVCC Vice Secretary Treasurer – COVCC Vice-Treasurer Member Member Member Member
	Namianga campus, Kalomo	Thomas Siatsiyo Mrs. Muuka Mrs. Mbewe Mr. & Mrs. Njebe Mr. & Mrs. Kadonga Mr. Kaliyangile	Chairperson Namianga Home Based Orphanage Caregiver Caregiver Caregiver Caregiver Caregiver
27	USAID mission, Lusaka	Robert Clay Karen Shelly	Population, Health, and Nutrition Coordinator
28	CARE office	SCOPE-OVC PMT Mrs. Elizabeth Mataka Mr. Musange Stella Goings Mrs. Doll-Manda A. Chibwa Irene Banda	Executive Director, FHT Project Manager, FHT Representative, UNICEF Representative, FHI CARE Health Sector Coordinator, CARE

Appendix 3: Community Schools

Livingstone Community Schools in SCOPE-OVC Areas

Name	Population in Community	Teachers		Children in School		
		Male	Female	Male	Female	Total
Sakubita	405			61	79	140
Nakatindi	1,416			49	60	109
Zambezi Sawmills	1,700			48	51	99
Linda	2,300			88	64	152
Total	5,821			246	254	500

Kitwe Community School Information in Areas Visited

Name	Population in Community	Teachers		Children in School		
		Male	Female	Male	Female	Total
Mulenga	17,000	2	4			312
St. Anthony	4,580	2	2	113	118	231
Total		4	6			543

Kalomo District Community Schools

School		No. of Classes	No. of Pupils			Teachers		
		[*Levels]	Boys	Girls	Total	Male	Female	Total
1.	Kalomo Central	*1-4	58	70	128	0	4	4
2.	Kabombo	2	78	108	186	2	0	2
3.	Kaminya	2	24	36	60	2	0	2
4.	Chikuyu	2	54	61	115	1	1	2
5.	Chilwi	2	59	51	110	2	0	2
6.	Chilubwa	2	29	55	84	2	0	2
7.	Jokwe	3	69	60	129	2	1	3
8.	Habulile	1	30	40	70	0	1	1
9.	Katambo West	1	30	40	70	1	0	1
10.	Katambo West	1	23	27	50	1	0	1
11.	Chilala	2	20	25	45	0	2	2
12.	Sikabombo	2	46	34	80	2	0	2
13.	Buongashiya	2	96	84	180	1	0	1
14.	Chikanta	2	47	37	84	2	0	2
15.	Shaamba	2	59	51	110	1	0	1
16.	Simukanda	3	74	63	137	3	0	3
17.	Mwili	2	87	54	141	2	0	2
18.	Maila-male	2	58	70	128	0	2	2
19.	Nambihi	2	43	37	80	1	1	2
20.	Matondo	*1-4	80	83	163	2	2	4
21.	Namabondo	*1-4	57	95	152	2	1	3
22.	Simakakata	3	65	66	131	3	0	3
23.	Chitumbi	4	82	91	173	1	1	2
24.	Chalinga	2	37	46	83	2	0	2
25.	Nalubumba	1	16	17	33	1	0	1
26.	Siamusunse	1	20	20	40	1	0	1
27.	Chimpelele	1	12	18	30	1	0	1
28.	Sindowe	1	20	22	42	0	1	1
29.	Sikaunda	1	19	23	42	1	0	1
30.	Nakanyanga	1	17	20	37	1	0	1
31.	Nachombo	1	21	23	44	1	0	1

School		No. of Classes	No. of Pupils			Teachers		
		[*Levels]	Boys	Girls	Total	Male	Female	Total
32.	Bogo	1	22	25	47	1	0	1
33.	Mapampi	1	15	18	33	1	0	1
34.	Lubombo	1	15	19	34	1	0	1
35.	Namachele	1	10	18	28	1	0	1
36.	Namdula	1	15	16	31	1	0	1
37.	Konayuma	1	10	12	22	1	0	1
TOTALS			1,517	1,635	3,152	47	17	64

Appendix 4: Microeconomic Interventions and Target Households

Type of Intervention	Target Households (in terms of productive capacity and vulnerability to poverty)
Linkage to microfinance institutions (MFIs)	<ul style="list-style-type: none"> • Open to everyone in community who is eligible according to MFI's criteria. • Has productive capacity • Is somewhat vulnerable and vulnerable to poverty (not-so-poor, and poor)
ROSCAs	<ul style="list-style-type: none"> • Open to everyone in community who is interested • Have some productive capacity, but is unable or unwilling to absorb debt. • Is vulnerable or very vulnerable to poverty (poor and poorer)
Market Linkages	<ul style="list-style-type: none"> • Open to everyone in community who is interested • Have some productive capacity, but is unable or unwilling to absorb debt. • Is vulnerable or very vulnerable to poverty (poor and poorer)
Advice/guidance and training on economic opportunities. Perhaps coupled with provision of small grants.	<ul style="list-style-type: none"> • Could be productive, but has sold off all assets and liquidated all savings (covering, for example, medical / funeral expenses, paying for care of orphans). • Is destitute, but has not always been so. Needs temporary boost to get back on feet? • Needs to switch to economic opportunity that is less demanding or time consuming
Relief assistance (Permanent or temporary)	<ul style="list-style-type: none"> • Needs temporary assistance to avoid break up of household or selling productive assets or is permanently disabled and needs assistance indefinitely (household or individual is coping with advanced stages of AIDS). • Is destitute and has no productive capacity

(The table above is from, "A Review of the COPE Program and Its Strengthening of AIDS Committee Structures," 2001, Jill Donahue and John Williamson)