

The Outcome and Impact Evaluation of Concern Worldwide Community Feeding Program in Nyanga District, Zimbabwe.

By

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Submitted in fulfilment of the requirements for the degree of Masters of Arts in Development Studies in the Faculty of Business and Economic Sciences at the Nelson Mandela Metropolitan University

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November 2013

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COMMUNITY FEEDING PROGRAM IN
NYANGA DISTRICT, ZIMBABWE.

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Acknowledgement

I would like to thank our Heavenly Father, my source of strength, my ultimate provider and my hope of being true to what He promised me. I praise and give you glory always. I am heartily grateful to my supervisor, Amy-Louise Margaret Shelver, whose encouragement, guidance and support from the initial to the final level enabled me to develop an understanding of the subject. I offer my regards and blessings to Muzvidziva, Itai who supported me in every respect during the completion of the project. The encouragement they gave to me kept me going and their love never fails me.

I would also like to give thanks to Mr and Mrs Chitimira who gave me a chance to pursue my master's degree. Their support morally and financially is greatly appreciated. Lastly I would like to thank Makatendeka Ariana Chitimira my niece for bringing hope and something to live for in life. To my mum Rhoda Christine Sanyamahwe who sacrificed her life to give me education I love you and may your soul rest in eternal peace.

Abstract

This study is an outcome and impact evaluation of Concern Worldwide (CW) community feeding program. Concern Worldwide conducted a community feeding program in Nyanga District in 2012. It was responding to the National Food Report (2011) issued by the government on the food shortages in Nyanga District. The feeding program supported Nyanga communities with nutritional supplements and food provisions to households. The goal of Concern Worldwide was to address the problems of hunger, household food insecurity, malnutrition and poverty which were affecting people in Nyanga. Four evaluation questions about program outcomes were used as a framework for the evaluation and included:

- ◆ How feasible are livelihood feeding schemes as methods of providing food safety net?
- ◆ How are short-term emergency programmes converted into long term benefits for communities?
- ◆ What are the interventions available in the program to ensure fulfilment of goals and community empowerment?
- ◆ What lessons can be derived from the projects that can be used in future by Concern Worldwide and other NGOs involved in emergency and other developmental projects?

For the purposes of the study three data sources were consulted. These included program documents, CW officials and beneficiaries. Data collection methods used included face to face interviews and both closed and open ended questionnaires. The qualitative data was analysed through content analysis and presented graphically and descriptively. The findings showed that the community feeding program made some impact through food provisions and agriculture inputs to the beneficiaries which was highly regarded and appreciated. It also managed to provide training on drought resistant crop farming and management of harvests. Monitoring and evaluation of the feeding program was identified as a critical tool in creating efficiency and accountability of the program. Although training was provided to all the beneficiaries, not all were directly involved in the daily routine activities of the program a goal that is not achievable in the context of community feeding program.

Acronyms

IFRI	International Food Research Institute
WFP	World Food Programme
UN	United Nations
CMAM	Community Management for Acute Malnutrition
TCC	Therapeutic community care.
NGO	Non-governmental organisation
NPO	Non-Profit Organisation
AusAID	Australian Aid
FAO	Food Agricultural Organisation
MDG	Millennium Development Goals
ZANU PF	Zimbabwe African Union-Patriotic Front
OCHA	Coordination of Humanitarian Affairs
TSFP	Targeted Supplementary Feeding Program
TWCs	Third World Countries
CW	Concern Worldwide
MoH	Ministry of Health
OTP	Outpatient Therapeutic Program
SC	Stabilisation Centres
GAM	Global Acute Malnutrition
SAM	Severe Acute Malnutrition
TSF	Targeted Supplementary Feeding
UNDP	United Nations Development Programme
CWCFP	Concern Worldwide Community Feeding Programme
HBV	Home-based violence
FEWSNET	Famine Early warning System Network

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Chapter 1 Introduction

This study seeks to evaluate the Concern Worldwide (CW) community feeding scheme in Nyanga District Zimbabwe. The study consists of a short term impact evaluation of the feeding program. The researcher, however, will only evaluate the impact and the outcomes of the project owing to time limitations.

Smith, (1978; 2) argues that until 1950s Africa was self-sufficient, however the Sahel droughts led to a staple deficiency in the region around the same period. Smith also notes that the International Food Research Institute (IFRI) used the above assessment made to project the food calculations for the African region. As a result food aid was utilized as a counter mechanism to hunger. The international donor community adopted the mechanism to assist Africa build up its own food capacity. Community Feeding Programs are malnutrition programs that are led by the World Food Program (WFP) and its partners, i.e. Churches, civil societies and independent organizations. WFP is a UN program that responds to hunger and malnutrition emergencies all over the world¹. Programs are also carried out to provide 'an insurance function for those events for which existing mechanism functions poorly' (Bos, 2003). WFP also partners with other non-governmental organization in a bid to eliminate problems of hunger and malnutrition. Bos et al (2003) argue that food aid flow is now two-thirds lower than it was 30 years ago illustrating strides taken by food aid organisations in reducing vulnerability.

The great debates on food aid emanates from questioning whether aid is flowing to those who need it the most, whether it has brought to the beneficiaries and how aid and development organisations created sustenance (Bos et al, 2003). Food aid through the food security and nutrition programs enables the creation of a social safety net to the beneficiaries (WFP Safety Nets Policy, 2012, 3). The WFP Safety Net Policy report reiterated that reports by the World Bank Independent Evaluation Group proved safety nets interventions 'have positive impacts on original objectives set out by the WFP programmes' a claim under scrutiny in this study. Food aid is an interim measure to mitigate food and health deficiencies across Africa. The ultimate goal for donor organizations is to enable countries' internal capacity to mobilize resources and meet their own health and food needs without external help.

¹ <http://www.wfp.org/emergencies>

Concern Worldwide Program Description

Concern Worldwide is an organization started by missionaries working in the war-torn Biafra in 1968 to respond to charity appeals. At its inception it was known as Africa Concern. The organization's first work was dubbed 'Send One Ship' and represented an appeal made for assistance with the 1968 famine in Biafra². Since then the international humanitarian organization has used its influence and experience in tackling poverty at both local and international levels. It is involved in research in developing policy, partnerships for the implementation of policies and the provision of resources for development. Concern Worldwide runs community feeding programs known as the Community Management of Acute Malnutrition (CMAM) previously known as the Therapeutic Community Care (TCC). This means that Concern Worldwide has had the experience of malnutrition treatment and food deficiency aversion in Africa for almost 60 years.

The Nyanga Rural district lies in the north eastern part of Manicaland Province in Eastern Zimbabwe and is situated 266km from Harare, the capital city of Zimbabwe. It is bordered by Mozambique in the east, a Makoni district in the west, Mutoko district in the north and Mutasa district in the South. Region 1 is Nyanga north, region 2 Nyanga East, region 3 Nyanga west and region 4 is Nyanga central. The district covers an area of approximately 3 500km² with a population of approximately 117 279 people. The climate is characterized by hot, wet summers with temperatures ranging from 29 to 36 degree Celsius whilst the winter is mild and dry with temperatures ranging from 6 to 25 degrees Celsius.

The study looks at the outcome and impact of CW programs in Nyanga through analyzing the ethics, governance, transparency, community involvement and the value of products and services of CW operations in Nyanga District. The research revealed that most of the poverty alleviating programs in Nyanga actually make people poorer inducing a situation of aid dependency. Despite the presence of many NGOs in the district, the level of development in the Nyanga District does not tally with the number of developmental projects being implemented since most of the programs offered are not sustainable.

² <https://www.concern.net/>

1.1. Overall Goals for Concern Worldwide Community Feeding Program (CWCFP)

The overall goals of the (CWCFP) are the following;

- To alleviate poverty through food provisions for affected communities prioritizing vulnerable groups i.e. Women, orphaned children, widows, the elderly and child-headed households.
- To provide sustainable food production in the long run to minimize the re-occurrence of food insecurity in the Nyanga District by providing inputs and knowledge about drought resistant crop farming through trainings.
- To empower communities through capacity development in food production, warehousing and the management of future harvests, and;
- To partner with local government and other non-governmental organizations to ensure the provision of enough technical and structural support of relief and development programs.

1.2. Program target group

Highly prioritized	Orphaned children, widows/ Ed, the elderly, disabled, child-headed households, HIV/AIDS patients
Semi prioritized	Single parents, never married, unemployed,
Less prioritized	Informally employed, pensioned,

1.3. Program activities

The CW program of action was divided into the following three phases.

1) Phase 1

- i. Mobilizing funds for the project
- ii. Training operating staff, i.e. Security, transporters, warehousing; and
- iii. Creating partnerships with local government and other non-governmental organizations

2) Phase 2

- i. Mapping hunger red areas

- ii. Categorizing beneficiaries according to needs with the help of chiefs, headman and members of the community.
- iii. Providing food and nutritional supplements.

3) Phase 3

- i. Agricultural, farming training to community members, i.e. Drought resistant crop farming, harvest management, crop storage
- ii. Providing farming inputs; and
- iii. Monitoring and evaluating projects and identifying of other areas in need of support.

Figure 1 below shows the activities in the CW program

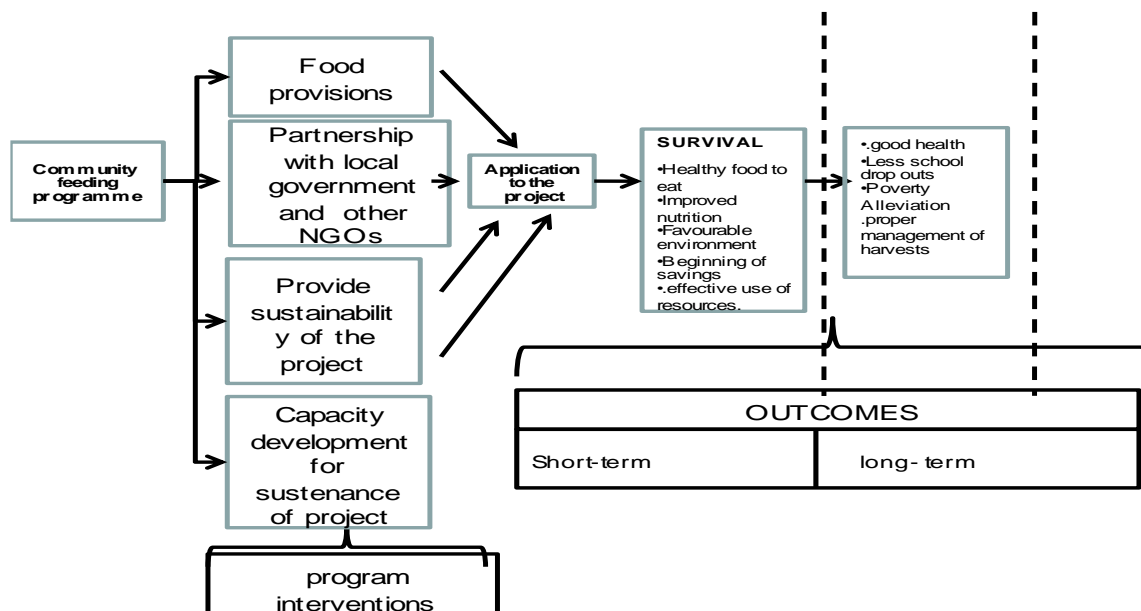


Figure 1: CW program activities

1.4. Plausibility of the program theory

Donaldson (2007) argues that there is a need to examine the plausibility of the links in the program theory of any program through reviewing prior research and relevant evaluations. A plausible program theory is useful for understanding how a program can intervene in an accurately diagnosed social problem. To test the plausibility of a

program theory, one can compare it to the findings from research and practice, or examine evaluations of programs based on similar concepts and evaluations of very similar programs (Rossi et al., 2004). Relevant literature was used to test whether the CW Community Feeding Scheme program theory is plausible. The literature review is found in chapter 2 of this paper.

1.5. Evaluation questions

The evaluation questions below shaped the aims and goals of the study.

- ◆ How feasible are livelihood feeding schemes as methods of providing a food safety net?
- ◆ How short term emergency programs are converted into the long term benefits for communities?
- ◆ What are the interventions available in the program to ensure the fulfillment of goals and community empowerment?
- ◆ What lessons can be derived from the projects that can be used in future by Concern and other NGOs involved in emergency and other developmental projects?

Conclusion.

These evaluation questions were directly translated to research aims and objectives in chapter 3 of this study. The descriptive assumption or the underlying logic of the program was to provide food provision, work in partnership with local government and other NGOs, develop capacity, and create sustenance of the program. These are applied to the program in order to provide short and long term outcomes. In the short term the program aimed to enable the community with health and improved nutrition, effective use of resources so in the long term so that they are able to live healthily, with fewer childhood school dropouts, better poverty alleviation techniques, and proper management of harvests thereby ensuring food security in the district.

Chapter 2: Literature Review

2.1. Introduction

It is now vital for NGOs to make sure that success is achieved through efforts that improve outcomes, cost effectiveness, efficiency and sustainability. According to Ismail et al (2003; 1) access to food and good nutrition is now viewed as a human right. It is evident that efforts are no longer encouraged to deal with the immediate causes of malnutrition, but other factors are also being considered to achieve functional and production capacity (Ibid, 2003). NGOs have structured themselves, not only for the alleviation of symptoms of human suffering, but to prevention and early intervention measures such as water development, agricultural cooperatives, preventive health, environmental protection and community development (Smith, 1993; 328). With this in mind it was necessary for this study to determine whether if CW operations in the Nyanga district were aimed at creating a long term solution to food insecurity in the area.

Conception of food security

The study highlights certain important subjects in the literature review that are directly linked and contribute to the main objectives and goals of the research paper. The researcher reviewed literature on food insecurity, feeding schemes, case studies of food and nutritional programs as well as the concept of sustainability. Central to the research is the impact of feeding schemes as a development project in the communities. A feeding scheme is defined by Bundy et al (2009; 7) as the provision of food to communities. Feeding schemes have been implemented worldwide as a quest to improve food security or reduce malnutrition and can be divided into either school feeding or community feeding schemes. Furthermore, Ismail et al (2003: 17) discuss the fact that that food programs have been 'implemented everywhere' for 'nutritional related objectives or promotion of breastfeeding' or just as a way of 'reducing hunger. In addition a report on the AusAID website³ postulates that feeding programs for vulnerable people in Africa are short term solutions to the crisis of food

³ <http://www.ausaid.gov.au/Publications/Documents/improving-food-security-africa.pdf>

security as caused by changes in weather patterns or shortages created by the growth of the world's population.

The following diagram shows the distribution of malnourishment globally in the years 2010-2012. It presents the total number of undernourished globally, which stands at 868 million. The distribution raises the question that if there are organizations like CW carrying out aid programs why is there still a large number of people malnourished, an important reason to investigate the outcomes and impact of feeding programs? This is an important reason to investigate the outcomes and impact of feeding programs. This gap inspired the researcher's interest in providing in depth research and analysis of NGO's activities in African countries.

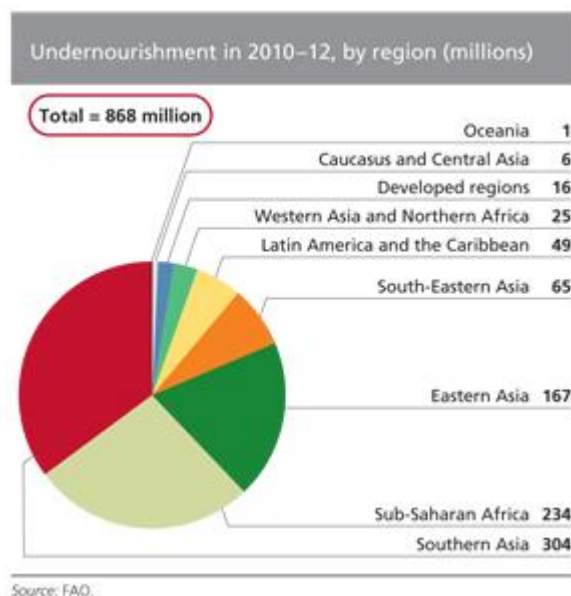


Figure 2. Global malnourishment distribution (FAO, 2011, 3)

Data obtained from the Food and Agricultural Organization (FAO) website ⁴ show that a total of 868 million people worldwide are undernourished of which 234 million are Sub-Saharan people (FAO.2012, Sasson, A, 2012; 2). FAO defines under nourishment as people having a meal that has less of their energy requirements. Malnutrition is defined as a health disease caused by having less or excessive food consumption and food security exists when people have sufficient food to meet their dietary and health requirements (FAO.2012). It is noted that the first Millennium

⁴ <http://www.fao.org/hunger>

Development Goal is the fight against hunger and food security (Dieng. 2010; 2). Hunger and food insecurity are caused by many reasons that include war, famine (chronic droughts) and climatic change. Meyers and Kent (2001; 1) mention the use of traditional agricultural practices that are generally not favorable for sustainable agriculture, and an increase in population and famines as explained below.

2.2. Population increase.

The population increase has also resulted in food insecurity in the world over. According to Meyers and Kent (2001; 45) the Sub-Sahara African region's population has increased by 2.5 percent per annum since 2000. According to the Zimbabwe statistics office website the population was approximately 11 million in 2002 and has increased to around 12.5 million showing a percentage increase of 1.1 million people. A country should have a strategy and capacity that are consistent with its population increase rate (Meyers and Kent, 2001, 46). According to the 1992 national census the population of Nyanga was approximately 90 000 people and in 2012 it was approximately 117 000 people⁵. The population increase means that food security should be adjusted to meet the amount of consumers. Failure to meet food requirements of the area prompted the CW to carry out a feeding program in the Nyanga district.

2.3. Civil unrests

Africa as a region has countries that are experiencing civil and political instability which directly or indirectly affects food security in the region. Prolonged wars and civil unrests for example, in Angola from 1975 to 2002, the Mozambican civil war from 1981 to 1982, the Sudan crisis has been ongoing for more than 15 years and the current Somalia crisis result in chronic food shortages and famines (Meyers and Kent, 2001; 52). Production of crops is impossible in a war situation where the government channels large budgets for security or to sustain the war. According to Renner (2004) in 2000 the government of Zimbabwe spent \$78 million dollars in the DRC civil war, but the country had its citizens migrating to other countries owing to shortages and the high cost of food. In the country under study political instability was caused by the land invasion of 2000 under the lands agrarian and fast track

⁵ <http://www.zimstat.co.zw/>

program, where more than 5000 white commercial farmers were taken off the farms they had been operating for more than 50 years (Sons et al, 2011;9). The move saw the destruction of agricultural crops and agricultural infrastructure such as irrigation systems which led to the decrease of wheat production by 27 percent and maize production by 31 percent from 1990s levels (Scoones et al, 2011;10). Destruction of agricultural infrastructure meant that the country was exposed to periods of droughts and famines. These violent land seizures culminating from political upheavals led to a serious increase in food prices and shortages of food that drove the economy into a spiral of inflation running into a billion percent⁶ resulting in food insecurity in Zimbabwe (see figure 3 below).



Figure 3. Empty supermarket shelves in Zimbabwe. (EPA, 2012, 1)

The land invasions led by the ZANU PF caused political instability leading to the destruction of agriculture production, inflation and empty shelves in food stores and massive food insecurity in the country prompting interventions from NGOs, government and other civil organizations. This study determines to assess whether these interventions managed to fulfil the goals and targets of the programs and how they have impacted the lives of their beneficiaries. In the process the study finds out how sustainable the interventions were in restoring food security

⁶ <http://www.telegraph.co.uk/news/worldnews/africaandindianocean/zimbabwe/3264644/Zimbabwe-shops-stop-accepting-local-currency.html>

2.4. Droughts and famine

Droughts and famine are one of the major contributors to food insecurity in Sub-Saharan Africa. The region suffers either prolonged dry spells or continuous rainfall that affects the yield of predominantly agriculture based countries such as Zimbabwe. Watson et al (1998) in Meyers and Kent, (2001; 8) and Sasson (2012; 6) argue that water shortages are most likely caused by changes in climate from frequently wet to dry climatic conditions. A Research carried out by Zvigadza et al (2001) on climatic change and adaptation mechanisms in the Goromonzi District, Zimbabwe indicated that people acknowledged the changes in weather patterns which presented confusion and uncertainty about the climate in the area. The results showed that 76 percent of respondents agreed that the rains are starting late and ending prematurely, resulting in temperature and sunshine intensity (Zvigadza et al. 2010; 6). The researcher also discovered that due to the changes in rainfall patterns residents of the Nyanga area no longer rely on agriculture for their livelihood since it is risky. Other supplementing activities like cattle rearing are being practiced. If the area does not support alternative livelihood strategies, in cases of a drought; food security in the area is severely threatened. The study also revealed that villagers expressed the view that there was an increase in floods in the area. In 2007 a report by the UN Office for the Coordination of Humanitarian Affairs (OCHA) warned that in Southern Africa climatic change had brought an increase in rains and cyclones (Foley, 2007; 6). In low lying areas, for example, along the Mozambican coast cyclones and floods affected almost 4.5 million people in 2000, 2001 and 2007 (Foley, 2007; 5) and the floods led to food insecurity in the area. Central to the study was to assess whether droughts and famines occur and emergency food aid is provided to people by NGOs like CW did in the Nyanga District, how effective the emergency programs are in provisions and also ensuring long term solutions to food insecurity in the areas in which they operate.

2.5. Challenges of NGOs

The most visible challenge for non-governmental organizations concerns the planning for post-emergency development programs after disasters (Smith, 1993; 330). NGOs have to strategies on how to best combine relief and development when hunger and poverty are caused by political instability, population increases, natural disasters or poor economic performances. They also need to consider how best to

provide emergency services and ensure empowerment, sustainability, their autonomy, the management of an unfavorable policy environment and a lack of objective, education and research.

Smith (1993; 330) argues that some donor countries have made funds available to NGOs for programs and areas where NGO's do not intend to operate. These NGOs lose autonomy in the process, for example, in regions that have foreign policy priorities of home governments. The specific funding for special programs compromises NGO's agendas because they will have to change their operations and structure to attract more funds. Mohan (2002; 129) and (Miraftab, 1997; 372) argue that donor funding to organizations has increased but 'to what end.' Smith (1993, 331) noted that civil societies are regarded as independent, but the reliance on donors by NGOs for funds has created a dependency on fund providers thereby becoming vulnerable in their decisions. It is not surprising that most NGO's champions of liberal democracy and economic liberalism, especially in former colonies owing to the dominance of Western funded donors (Smith, 1993, 331) (Mohan, 2002; 129). The influence of donor countries in NGO activities is received with resistance in some regions. Donor agencies are regarded as an agency of 'imperialists', and extensions of Western policies to Third World Countries (Mohan, 2002; 131). For example, the World Health Organization (WHO) and the United Nations (UN) had suspended their programs in Pakistan following the killing of nine polio workers in Pakistan⁷. Political parties within Third World Countries (TWC) mobilize their support base using the 'imperialists' names in such a way that grassroots communities/locals engage NGOs with suspicions (Mohan, 2002; 147). Monopoly of grassroots communities by political parties obviously jeopardizes the level of commitment to community participation and ownership (Miraftab, 1997; 369).

Unfavorable policy environment also impedes the smooth operation of NGO's. Central to the evolving mandates of NGO's is community participation, which requires decentralization of state institutions (Mohan, 2002; 147). NGO's by the very nature of their work begin to lay parallel decentralized structures against centralized and under-funded government institutions. The other challenge is that NGOs say they are going to pursue naming development education in fundraising proposals

⁷ <http://www.globalpost.com/dispatch/news/regions/asia-pacific/pakistan/121219/polio-workers-shot-pakistan-9-killed-3-days>

and have not adequately interrogated its shortcomings then later come up and implement new research ideas. According to (Mohan; 2002; 133) this has resulted in NGOs perceiving communities as homogenous, not diverse as it suits their research needs with the zeitgeist based on self-help and 'one size fits all policy.' Research is vital for the analysis of alternative development models, monitoring of translational organization's activities and formulation of objective policy recommendations on the approach to poverty in TWCs

The above challenges should be taken into consideration by progressive NGOs as central concerns in realizing their intended objectives and targets. Evaluations and assessments are crucial new tools adopted by NGOs to track their performance in the light of the above challenges. Listed below are development project case studies where the researcher has assessed the projects in relation to how they have managed and maneuvered the above challenges in implementation of programs on the ground.

2.6. Development Projects

2.6.1. Introduction

Community feeding projects have been implemented across the globe. The projects have similar objectives of reducing malnutrition either for the entire communities or for targeted malnourished groups like pregnant women and children (Ismail, 2003; 1). A good example of a community nutrition program was carried out by Concern Worldwide (CW) in Ethiopia between March and December 2011 to implement the TSFP and reinforce the Ministry of Health (MoH) Outpatient Therapeutic Program (OTP) and Stabilization Centers (SC) (Valster and Shegute, 2012). It is important to note that the success of development projects is affected by the general economic circumstances of the host countries⁸ which include poverty alleviation strategies, growth strategies and investment in health and education. At community level participation and ownership of programs and empowerment through training in health matters, health promotion and community mobilization are factors that play a part in the success of projects. According to Shrimpton (1995; 22) for development projects' success, communities should be regarded as participants not beneficiaries.

⁸Ibid.2003; 1

Development agents should give communities the chance to contribute in decision making which deals directly with satisfying their needs.

2.6.2. Presented are two in depth case studies of CW project Evaluations

Ethiopia: Community based Management of Acute Malnutrition-CMAM- 2011

A community nutrition program was carried out by CW between March and December 2011 to implement the TSFP and reinforced the MoH OTP and SC (Valster & Girma Shegute 2012). The main objectives of the program were to reduce deaths caused by acute malnutrition deficiencies, improve access to safe water and hygiene facilities in six Woredas (wards) in Ethiopia (Valster & Girma Shegute, 2012).

Baseline study of the program

Chronic food shortages affect 45 percent of Ethiopians every year (Valster and Shegute 2012; 9). In 2011 15 million people needed food, 8.29 million were chronically malnourished, 6.71 were facing transitory food insecurity problems and food inflation was at 40.2 percent. A nutrition survey conducted by CW indicated a high Global Acute Malnutrition (GAM) of 10 percent and a Severe Acute Malnutrition (SAM) of at least 1 percent. All the above factors were a catalyst to the government calling for the assistance of the UN and NGOs.

Achieved results

The program reached 274 782 beneficiaries, 50 000 malnourished children received support and the same number also benefited from seed support, while 65 000 benefited from water provisions. Over 100 000 received soap, water containers and education on hygiene and sanitation (WASH Program). The program did not; however identify the need for the worming medications to be included in the TSF program by the MoH hence beneficiaries extended periods of staying on the programs (Valster & Shegute 2012).

Impact of the program

The program was generally reported to have been a success. However, food sharing with the families hampered quick weight recovery for the recipients resulting in a high percentage of non-responders for example, 72.6 percent in Dello Wena Woreda, and 56.2 percent in Dessie Zuria Woreda. As Ismail (2003,17) points out an

unfavorable macro-economic environment affects programs as a result lower inflation and a favorable policy environment are vital for the success and sustainability of community based nutritional programs (Ismail, 2003; 17). In some places a lack of water and pastures for animals encouraged migration resulting in higher rates defaulters that is 15.8 percent in Dello Wena Woreda and 13.8 percent in Medda Wellabu Woreda (Valster & Shegute 2012). The problem contributed to the slow response by children to the program resulting in a bias in the cost effectiveness of the program for those affected remained on the program for longer periods (Valster & Girma Shegute 2012; 19).

Sustainability of the program

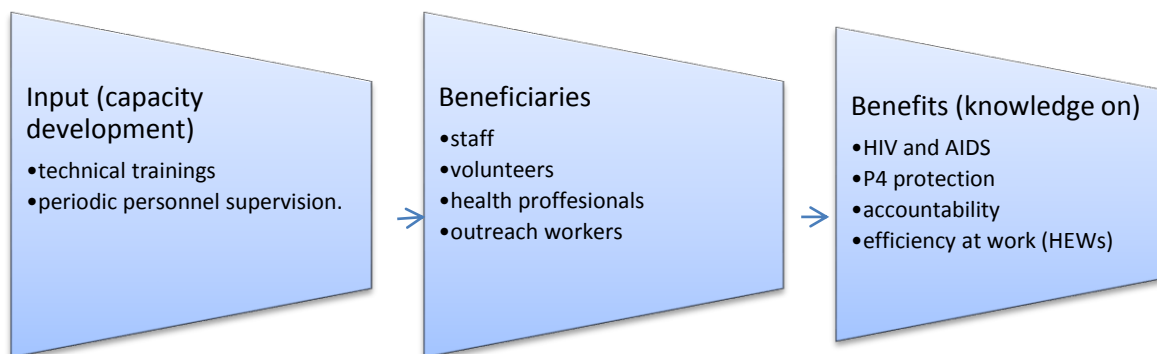


Figure 4. Capacity building by Concern Worldwide in Ethiopia (Valster & Shegute 2012)

The program was successful through its capacity development initiative a developmental aim as outlined by the UNDP⁹. Capacity development was achieved by the program. All personnel involved in the program received some technical training in the areas in which they were involved (Valster & Shegute 2012; 8). Staff, volunteers, health, and outreach workers were educated on accountability, p4 protection (a program to avoid causing home based violence (HBV) and HIV/AIDS. Time and again refresher courses were taken as well as supervision of programs to

⁹ <http://www.undp.org/content/undp/en/home/ourwork/capacitybuilding/overview.html>

ensure efficiency and adherence to national guidelines, especially with an outpatient therapy program (OTP).

2.6.3. Kenya: Integrated Management of Acute Malnutrition (IMAM) -2012

A community feeding scheme was carried out in Kenya responding to the 2009 drought in Kijido and Loitokitok. According to Crawford and Sekidde (2012) the program was called the Integrated Management for Acute Malnutrition (IMAM). The program had four key areas; management of moderate and severe acute malnutrition (provision), nutrition education (capacity development) and strengthening nutrition systems (sustainability). The targeted group were children under five years and pregnant women. The program started by providing the emergency needs followed by building sustainability and resilience in nutrients service provision. The needs were provided as food vouchers, zinc and iron tablets. The main objective of the program was to rehabilitate those with acute malnutrition and promote key nutrition practices for the prevention of malnutrition in the selected areas (Crawford and Sekidde, 2012).

Baseline study of the program

The baseline study of the program revealed that the proportion of malnourished children was 35 percent in 2009 prior to the beginning of the program. Underweight children had dropped by 6 percent between 1993 and 2009. Micronutrient deficiencies were at startling levels with vitamin A at 84.4 percent among for fewer than 5 year olds, iron deficiency at 69 percent, iodine 36.8 percent and zinc at 51 percent. 91 percent of the households had reported finding difficulties in obtaining food (Crawford and Sekidde, 2012; 2).

Achieved Results

In the targeted areas more than half of the Acute Severe Malnutrition (ASM) was being covered. The last quarterly report (2011) indicated that in the program, 50 percent of the institutions were offering a full iron supplements package (Crawford and Sekidde, 2012). Vitamin A coverage was at 30 percent in Kijido and 38 percent in Loitokitok and zinc supplements were at 32 percent in Kijido and 48 percent in Loitokitok (Crawford & Sekidde, 2012; 4). By 2012 the program had managed to rehabilitate 28 087 children under 5 year old and lactating mothers. 27 755 had benefited from the food vouchers and the nutrition and health education.

Impact of the program

The knowledge and practice survey revealed that the nutrition education program had less impact. (Crawford & Sekidde, 2012; 4). Evidence showed that only 23 percent of the control group likely knew that they should eat more rather than less food after the educational sessions. The provision of food vouchers was affected by the sharing of the food with the entire families which made the targeted groups stay on the program for extended periods (Crawford and Sekidde, (2012; 3). Kenya does not have institutions contributing to technical expertise on nutrition at district level (Ismail, 2003; 23). Crawford & Sekidde (2012; 2) argued that the project relied entirely on the NGO support systems and indigenous nutrition knowledge systems. That is perhaps why the education component of the projects responded poorly to the interventions.

Sustainability of the program

Sustainability implies about what the people of Kenya in Kijiado and Loitokitok gained from the program that they will use to maintain themselves upon completion of the program. It also examines the exit strategy of the development agent of the targeted areas. According to the Bruntland Commission's definition of sustainable development, it is the ability to make development benefit everyone for many years to come (Kates, W et al, 2005; 10).

The IMAM Project Report (Crawford and Sekidde, 2012; 5) shows that capacity building within health institutions that is clinics and hospitals was a success. It was anticipated that these healthy institutions would continue with the provision of nutritional services. Government partnership was more prevalent in Loitokitok where capacity building was received well by committing personnel unlike in Kijiado. The outreach programs were faced with a massive lack of funding after the exit of CW (Crawford and Sekidde, 2012; 5). However, it was likely that the local government (Ministry of Health) was to integrate within their systems the health interventions started by CW. Sustainability is ensured by the institutionalisation of activities within the communities through learning integration of programs and capacity development (Ismail, 2003; 7).

The above case studies revealed to the researcher that projects need to have sustenance, inclusive of all stakeholders through participation and capacity building and generally have a positive impact on the life of the beneficiaries which basically

rests on the achieved results. It is evident that projects lacked some sustainability in one way or the other, for instance the IMAM project in Kenya managed to ensure capacity building and improve government partnerships in Loitoktok unlike in Kijiado where the project was lacking financial sustainability. Also for the CMAM project in Ethiopia, positive results were affected by sharing of food vouchers with the whole families by the targeted groups. These setbacks relied entirely on the technical and structural sustainability of the project. If the targeted groups had been involved in project formulation and discharge the project framework could have been inclusive and aware of all the inhibitors for the success of the projects which is a critical issue addressed by sustainability.

Sustainability of projects

According to Kates et al (2005) sustainable development refers to the need to realize today's needs without actually compromising the ability of future generations to obtain their own needs. Tango International (2009) defines the sustainability of development projects as an insurance that the institutions supported through projects and the benefits realized are maintained and continue after the end of the projects. Sustainability of development projects is a critical challenge for all international development agencies (Tango International, 2009). Therefore, it is not possible to claim lasting impact in any development project without ensuring the sustainability aspect of development. To add to that, sustainability of development projects includes institutional sustainability, household and community resilience, political and social sustainability, financial sustainability, environmental sustainability and structural changes (International Fund for Agric Development IFAD strategic framework 2007-09). It is therefore important to analyze development projects according to their sustainability within their operational areas. According to Alli & Emery (1994) sustainability asks for community participation and capacity building. Community participation is viewed as a means to obtain a particular development objective by including the input of community members of the society in areas in which development projects take place (Alli and Emery, 1994). A number of theorists like Chambers (1983) argued that putting the last first was the only way to achieve rural development in addition to Gron (1983) and Chandler (1986) claim on the importance of adapting the foundations and approach of development in the social, economic and political context of the people involved. Community participation paves

the way for capacity building. Capacity building reinforces the transference of technical knowledge and skills for the management of the program to the beneficiaries through community participation. Freire (1972) contents that in Third World countries poverty has been exacerbated by not only physical deprivation, but also a lack of voice, needs and feelings to be heard and considered. Consequently sustainability weighs in on the general achieved results.

Conclusion

In a nutshell the literature above has given a background to the issue of hunger and poverty, especially how Africa is susceptible to hunger and poverty as caused by factors like political instability, natural disasters, demographic increase and climatic change. Therefore development agents need to come up with sustainable development projects that are maintained and last for generations in both policy formulation and practice. However, since participation is essential to sustainability and positive achievements of projects there is a need to take cognizance of how project sustainability should be implemented at a technical level before it can be said that the development initiative was empowering. Participation and empowerment are words that have been used mainly in policy formulation and not in practice. The researcher discussed the challenges of autonomy, less favorable policy environment, subjective education and research advocacy and the approach to post emergency situations facing NGO's. Case studies of development evaluations in Ethiopia and Kenya are provided to understand how NGO frameworks are successful in executing their mandate as civil society in dealing with the challenges.

Chapter 3: Methodology

3.1. Introduction

This section outlines the research design and methodology that was used in this study to determine data collection methods, selection of respondents, data analysis and methodological limitations showing how the researcher managed to circumvent the bias of the limitations.

3.2. Methodology

This study aimed to assess the impact of changes brought about by the CW community feeding scheme. It sought to assess and evaluate the extent of developmental changes brought about by the CW Community feeding project in the Nyanga District.

3.3. Data sources/providers

The primary sources of data were forty beneficiaries of the Concern Worldwide community feeding program, two relevant CW officials in the Nyanga District and documents obtained from Concern Worldwide Nyanga offices. The researcher decided to use a mixed approach where both quantitative and qualitative methodology was utilized. A combined methodology is also known as triangulation (Jupp, 2006; 305). Three methods of data collection were used, namely self-administered closed and open-questionnaires, document studies and unstructured interviews. A combined methodology assists in strengthening the validity of research by defying the subjectivity of each method (Jupp, 2006; 306).

3.4. Gaining entry and / creating rapport

For familiarization purposes the researcher conducted a participatory observation approach by visiting the current CW programs in the Nyanga area thereby initiating a rapport. This helped the villagers to open up when the interviewer administered questionnaires to them.

3.5. Sampling method

A sampling method is defined as a selection of cases from a large group from which conclusions and generalizations can be drawn from (Jupp, 2006; 271), (Neuman, 240; 2011). It is important that the sampling technique fits within the theoretical context of the research.

3.5.1. Sampling of CW officials

When selecting CW officials the researcher adopted a purposive sampling also known as judgmental sampling. Judgmental sampling uses the judgement of the researcher to select cases with a specific purpose in mind (Neuman, 2011; 268). The researcher selected two members of management of CW officials with special reference to the role they played in the Nyanga District community feeding program. The researcher requested a list of CW Nyanga District Community Feeding Program (CWNDCFP) managers and each interview was guided by the purpose the managers served within the project.

3.5.2. Sampling of beneficiaries

To come up with a sample from the beneficiaries the researcher adopted a sequential sampling method. Sequential sampling is a process where respondents are selected from a targeted database information obtained until the researcher is satisfied, runs out of resources or there is no one to sample anymore (Neuman, 2011; 270). The researcher obtained the CW database of the beneficiaries then selected forty (40) cases, non-randomly from the database.

3.6. Data collection

3.6.1. Procedure

The researcher conducted two separate interviews with CW officials. The interviews investigated how CW officials perceived their success in the community feeding scheme. The critical part was assessing how the program impacted the lives of the beneficiaries. Central to the research is how the program strategies ensured the provision of aid without affecting the lives of the beneficiaries negatively and how sustainable the program was after CW withdrew. Questionnaires with an open end helped the researcher in explaining hidden or missing information from the documents. Questionnaires are defined by Jupp (2006; 252) as a set of carefully designed questions issued in similar fashion to the same group of people for the purpose of collecting intended data. The researcher asked the respondents to complete the questionnaires on their own over a period of two weeks. According to Niger and Miller (2006; 3) and Neuman (2011; 325) open-ended questionnaires give respondents the freedom to elaborate, qualify and clarify further their opinion.

In order to obtain information on the objectives and targets of the CW community feeding scheme the researcher studied the documents obtained from the NGO.

Payne and Payne (2004) describe document study as the research technique used to categorize, investigate, interpret and identify the limitations of physical sources mostly written documents either in public or private domains. Studying documents will assist in understanding the rate at which goals were realized i.e. mission statements, performance ratings, program logs, tally sheets and other indicators. Information obtained from the documents was validated against information obtained from the beneficiaries through interviews. It is critical to understand if information recorded by the NGO is consistent with the reflection on the beneficiaries. The 2009 Crop and Food Security Assessment Mission Special¹⁰ report and the CW Internal Baseline Study by Roman (2010) were used as the baseline data which was validated by collaboration of data collected from self-administered open and closed ended questionnaires from the beneficiaries.

3.7. The strength of using a mixed method of data collection.

Qualitative methods deal with opinions and attitudes, using quantitative method bridges and description of statistical information with facts, figures and observable measurements. Using both methods assist in bringing together inquiry and validation of data which guarantees a complementary strength (Neuman, 2011, 164). By data triangulation the researcher reduces the intrinsic biases and problems brought by adopting a single method. For example closed interviews do not give room for respondent explanations hence using both closed and open ended self-administered questionnaires allow respondents to further explain their answers.

3.8. Validity and reliability of sources

Wickman (2006, 86) describes reliability, as the availability of Co variation between separate indicators of the same phenomenon, Neuman (2011, 208) defines reliability, as dependability or consistency and validity as the truthfulness of how an idea/instrument fits with the actual reality. Thus, if two events are measured at different times, the instrument used to measure should be stable, dependable, trustworthy and consistent in measuring the same thing each time. Reliability applies when a “particular technique is applied repeatedly to the same object yield the same results each time it is administered”, (Creswell, 2009:190). Wickman (2006, 97 argues that questionnaires with specific responses restrict interpretation and

¹⁰ <ftp://ftp.fao.org/docrep/fao/011/ai483e/ai483e00.pdf>

personal judgement and Jupp (2006; 253) argues that interpretive scholars often argues that questionnaires cannot truly capture the extent of social phenomena. To improve questionnaire reliability and validity the researcher used self-administered open ended questionnaires. The rationale behind this is that respondents filled in the questionnaires at their own convenient time. Self-administered questionnaires reduce the interviewer bias where the presence of the researcher influences the responses of the respondents. The same questions were asked in the same format for all respondents to ensure validity and reliability of the results.

3.9. Interviews

Reliability of interviews was ensured through the use of research guidelines in collecting data from all the respondents. The questions were meant to be asked in the same sequence. Interviews were reliable in the sense that the researcher had a personal discussion with the respondents and was able to note non-verbal communication. For the respondents to feel comfortable the interviews were carried out in the respondents' familiar environments. This improved the strength of the responses truthfulness, consistency and reality.

3.10. Data analysis

3.10.1. Data analysis of interview data

Data analysis brings about order, structure and meaning to the data collected (De Vos 2005). Interpretation makes sense of the data collected. The researcher transcribed two (2) interview scripts from CW staff, and then ran a content analysis of the transcribed data, creating themes in the process to make sense of the data. Content analysis is defined as the interpretation of the content of text for data through a process of coding and identifying themes or patterns (Hsieh and Shannon, 2005: 1278). The themes have to be in line with the objectives of the study thus they should answer how the project assisted Nyanga communities in the problem of the food insecurity they were facing. Data was analyzed using words and direct quoting from interviews which were analyzed thematically. Thematic analysis is defined by (Boyatzis, 1998: 6) as the qualitative analytic method of identifying and analyzing patterns within data. The emergent themes emphasized CW efforts to bring about social investment and not only material benefits to the community as well as efforts to understand the legacy left behind by CW in the Nyanga District for future sustainability of the project.

3.10.2. Data analysis of questionnaires

Information gathered from the completed questionnaires was analyzed using two analytical methods. The closed questions were analyzed through the Statistical Program for Social Sciences (SPSS). This system consists of a set of software tools for data entry, data management, statistical analysis and reporting functions (Jaggi and Batra 2009). SPSS can analyze data from any file and use it to generate tabulated reports, charts and plots of the distribution and trends, descriptive statistics and complex statistical analysis. Data from open ended questionnaire was analyzed using content analysis.

3.11. Limitations

Evaluating a program of a large NGO like CW is challenging since they deal with and help many people in Zimbabwe so any negative report if any of their work is highly damaging. The researcher anticipated bribing and close outs from the organization. To overcome this, the researcher worked closely with Concern officials for clarifications and enhancement of mutual understanding of the different roles. Beneficiaries on current CW programmers who felt that mentioning negative issues experienced might jeopardize their current benefits from the program were assured by the researcher that no names were to be used and undertook to respect personal confidentiality issues.

3.12. Ethical considerations

Entry was negotiated through clearance and authorizations from CW. Issues of confidentiality were to be respected as such. All respondents met with the researcher at times convenient to them. The researcher also undertook not to risk any participants in the process of the evaluation. The researcher gave feedback on the final research document to all stakeholders before publishing or use of the results.

3.12.1. Ethical considerations for interviews and questionnaires

Informed consent is one of the major ethical issues when conducting research. According to Armiger, (1997:330), "informed consent means a person knowingly, voluntarily and intelligently, and in a clear and manifest way, gives his/her consent". Ethical guidelines were developed to provide a framework to guide the study. In the study no information about individual participants was recorded confidentiality of all information was ensured and questionnaires were anonymous in the sense that no

names and/or personal details that could lead to identification were taken. The purpose of the study was also explained to the respondents and they participated with full understanding of the research purpose.

3.13. Institutional consent

The study setting required the approval of the CW National Director and Nyanga Branch Manager, which was provided in an institutional consent letter. Thus the researcher was cleared and permitted to carry out the research study, which involved the use of interviews of the staff and distribution of questionnaires to the beneficiaries.

3.14. NMMU Ethical policy

Nelson Mandela Metropolitan University (NMMU)

The Ethics Review Committee should approve and give clearance to the researcher. The committee should also issue an ethics form after the proposal meeting the standards expected by the University.

Conclusion

The methodology adopted in the study contributed positively to the findings and conclusions. The researcher did not encounter any challenges related to methodology or techniques of study.

Chapter 4

4.1. Introduction

In this chapter, the focus is primarily on presenting the analysis and interpretation of the findings pertaining to the evaluation of the CW community feeding scheme in the District of Nyanga in Zimbabwe. The presentation of data is systematically linked to the questions asked in the questionnaire. The questionnaire and interview guide are attached in the appendix.

4.2. Group A: Analysis of CW beneficiaries' questionnaires

4.3. Demographic characteristics of respondents



Figure 6. Gender of respondents

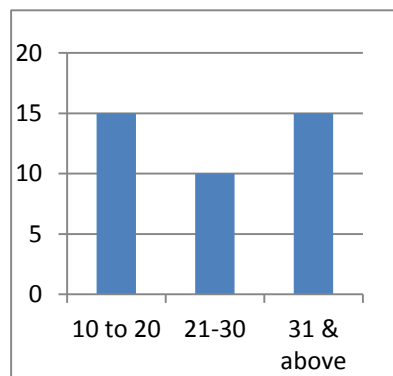


Figure 8. Age of the respondents

The aim of analyzing demographic characteristics is to establish the respondent's biographical information such as age, gender marital status and educational attainment. The community feeding scheme targeted the most impoverished section of the community. According to the CW baseline study of the area this group consists of women and children who are the most vulnerable of all the groups found in the Nyanga District. According to the data collected and presented above female constitute the largest population of the beneficiaries which is more than 50 percent out of forty beneficiaries. The children and youth consisted of 15 households headed by young children in the area. Those above the age of 31 were also targeted because this age cohort are mostly uneducated and are infected and often affected by HIV/AIDS. Community members who were least educated and could not find employment or who had the means to buy their own food during the time of need prior to the commencing of the CW project were also found among women and children.

4.3.1. Interpretation of data

The above data hence shows that Non-profit Organisations are implementing, recognizing and addressing gender issues within Nyanga society. CW did not only cater for gender issues but also tried to alleviate challenges affecting vulnerable groups such as women and children.

4.3.2. Marital status and level of education

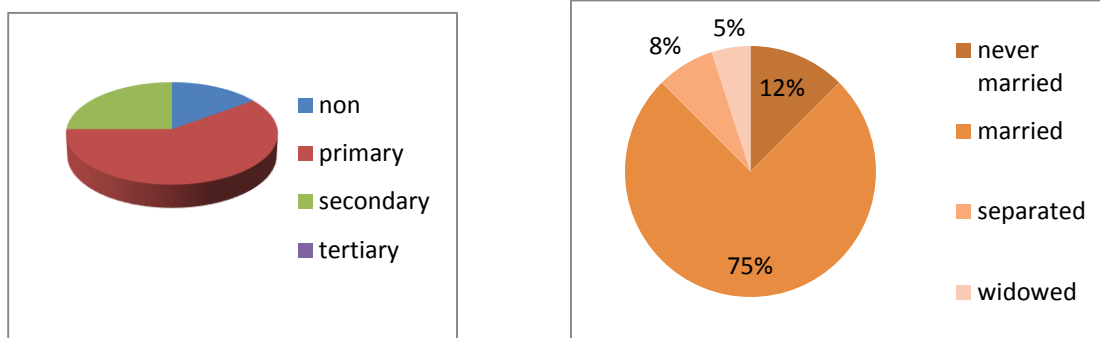


Figure 9. Education level of respondents. Figure 10. Status of respondents

According to figure 10 above the number of those married amount to 75 percent of the beneficiaries of the program followed by those who have never been married at 12 percent, those who are separated at 8 percent. Those who are widowed constitute about 5 percent of the beneficiaries. Although the prioritized CW target groups of the program were those unmarried, widows and separated, the number of those married is high because they constitute a larger section of the Nyanga Community which could not be ignored by the program. Poor harvest in the 2011/12 season caused poor food security for all the people of Nyanga including the married therefore they were included in the program. Nyanga is predominantly a dry rural area; hence poor harvests affect every member of the society.

The researcher found the level of unemployment to be high in the district as presented by figure 11 below. Unemployment meant that residents had no other alternative activities for survival besides agricultural activities which had been affected by poor rainfall thereby exposing them to hunger. Most married people had children of school going age, thus the program's goal to reduce school dropouts and

malnutrition meant that these households should be included in the program. This illustrates the flexibility of the NGO in the face of local context.

4.3.3. Occupation of the respondents

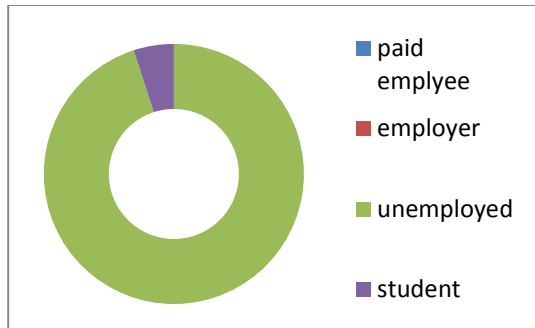


Figure 11. Occupation of respondents

The CW community feeding program targets those suffering from AMD. According to the program's theory, it targeted those without the means to obtain food and nutritional supplements; thus the program was meant for those who were not employed.

4.3.4. Interpretation of data

Those living in abject poverty were the beneficiaries of the program with no jobs and income. In terms of women the project also included widows, and divorcees with one or more children. In most cases, these are the most vulnerable of all groups found in the society. From the above profiles, it is clear that the respondents were from a poor background and with a low level of education. Although some of the respondents could read and write, the researcher used the service of a translator who translated from the English to the Shona native language.

4.4. Background information analysis

According to the beneficiaries of the CW program the crops they had cultivated which included the staple crop maize, beans, rapoko, potatoes groundnuts and sorghum had had bad outputs resulting in a situation of hunger and starvation. Even cash crops such as cotton and tobacco that would have been sold to get money for food subsistence were also affected by poor rain patterns. The majority of the beneficiaries attested to starvation. Seventy-five percent of the forty beneficiaries

strongly agreed that they had had a poor harvest in 2011, a year before the CW project. The respondents expressed opinions such as follows;

'We joined the program at a time when we had nothing in the house to eat and 'we joined together with all our families.'

As outlined in the baseline study of the CW program, beneficiaries of the project confirmed generally the prevalence of hunger in Nyanga as caused by the poor harvest in 2011, which is the year preceding the community feeding program. Bos et al (2003) argues that the greatest debate on aid today emanates from questioning whether aid is going to those in need. The above data confirms that the community feeding program was carried out to alleviate hunger for the people of Nyanga. The results from the analysis of the program showed that the main target group were women and children, including those who are really poor and the respondents attested as follows;

'At the beginning the program targeted women and children.'

Therefore, CW had moved in to tackle real and pre-identified needs of the Nyanga community. Thus its aid was valuable and targeted the intended beneficiaries.

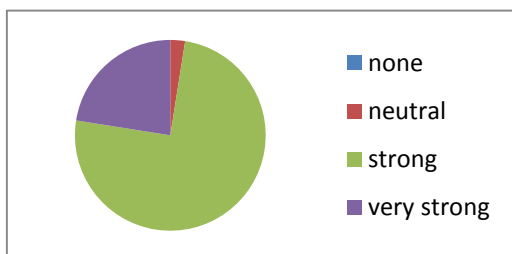


Figure 12. Poor harvests

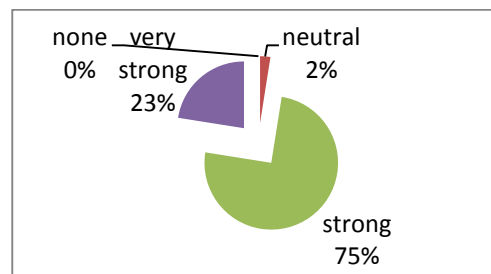


Figure 13. Malnutrition in students

4.4.1. Interpretation of data

Beneficiaries targeted were from households that had experienced bad harvest and had severe signs and symptoms of malnutrition within their families as presented by figure 12 and 13 consecutively above. The needs assessment carried out by CW officials enabled the identification and prioritization of severe cases followed by less severe cases in the program. The program was implemented in areas facing severe food shortages with an urgent need. Interventions fell under red spots identified by CW and were classified based on the level of food insecurity. The program prioritized

women and children as these were mentioned as the target group of the program and the goals of the program were directed to their needs. According to Ismail et al (2003) targets and goals needs to be realistic and take into account the magnitude and nature of the nutrition and food insecurity problems, the current state of community development, and gender biases. In this regard, the program showed that it prioritized gender balance and took care of children in the Nyanga District.

4.4.2. Problems experienced due to food insecurity.

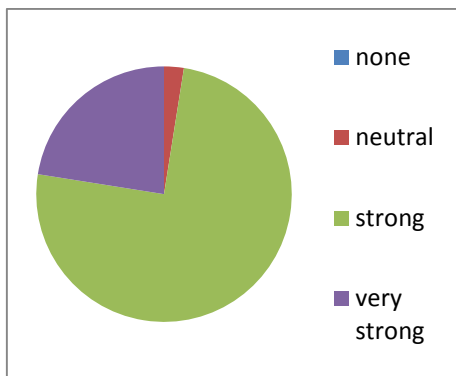


Figure 14. Domestic disputes

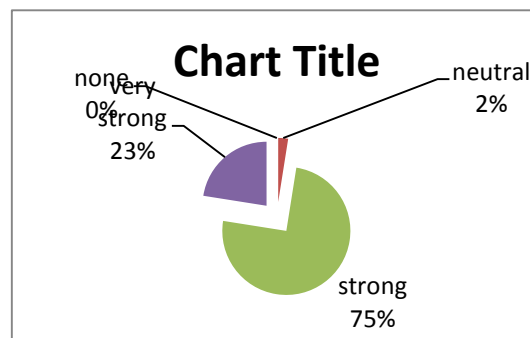


Figure 15. School drop-outs

Domestic disputes were a prevalent feature during the time of hunger in many households in the district see figure 14. About seventy-five percent of the beneficiaries agreed strongly to occurrences of domestic disputes and 23 percent agreed very strongly due to insufficient food in households. Only 3 percent remained neutral. The reason that was given for all domestic disputes was the problem of insufficient food in households. Figure 14 above presents the level of school dropouts as is given by the respondents and beneficiaries of the CW program. According to the information obtained schools recorded massive dropouts, seventy-five percent of the beneficiaries agreed strongly to school children dropping out of school due to the level of food insecurity faced in the homes. The children were forced to drop out or were taken out of school by their parents since they could not go to school on empty stomachs. CW indirectly dealt with these problems facing the beneficiaries culminating from food insecurity.

4.4.3. Interpretation of data

The results showed that if people are hungry, there are bound to be fights in the home and women and children bear the brunt of the suffering. Most women suffer physical and mental abuse and children stop going to school. A lack of food in the household brings a lot of distress and a sense of irresponsibility thus the provision of food minimizes HBV. According report on a malnutrition project carried out in Kenya by Valster and Shegute (2011), CW officials were trained in methods to reduce home based violence emanating from implementing the malnutrition programme and just to eradicate HBV from societies. The efforts to reduce gender violence included transparency, planning and distribution at convenient times and places. Households in Nyanga encountered domestic violence in one way or the other due to pressures of not being able to get enough food for the families. Hence providing food for the households in a way would manage to reduce or prevent any forms of HBV emanating from food insecurity in the area.

4.5. Deliverables

The majority of the CW beneficiaries attested to have received maize meal, cooking oil, beans and peas from CW. This information is corroborated by the information obtained from the CW officials who agreed to have opened a nutritional supplement program that involved providing cereals, cooking oil, beans and peas to the beneficiaries. The main goal was food provision in order to alleviate hunger and provide nutritional supplements which allowed beneficiaries to live a healthy life. The program attained one of the project goals of reducing prevalence of malnutrition.

4.6. Sustainability of the program

According to Mayers, (2003) sustainability of NGOs is not based on profit, but on the survival of projects offered and how they continue to serve their constituency together with the ability to endure. Sustainability of the program means coming up with a project which creates a bridge between provision and ensuring continuity after withdrawal of funds by the donors. Sustainability is a measure that prevents the same emergency situation from reoccurring in future. Thus, sustainable NGO development core values are capacity development which is fostered through the involvement of communities within a project, ensuring transfer of skills and knowledge, equity creation, gender sensitiveness, transparency and accountability.

4.6.1. Community involvement

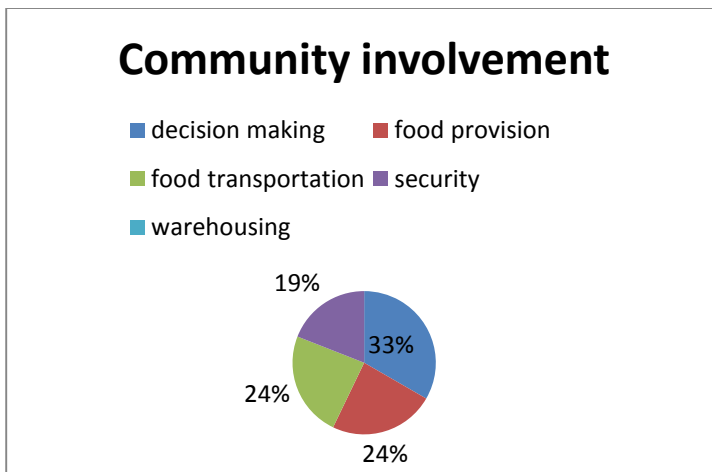


Figure 16. Community involvement

The researcher inquires about the activities that they were involved in within the CW program. Figure 16 highlights the activities that the community members agreed to have been involved in within the CW program in Nyanga. The beneficiaries agreed on having been involved in decision making. For example, 33 percent of community representatives were given the task to decide on monthly provisions, receive dates, make sure that every beneficiary is aware of any changes within the program, initiate feedback on the needs assessment of the program beneficiaries which determined whether there was need in the program to add beneficiaries or remove beneficiaries who were no longer in need of assistance. Twenty-four percent of the beneficiaries were involved in food transportation, 19% are part of the security of warehouse premises, movement of people and receiving centres.

Although projects, activities require funds for sustenance, the CW community feeding scheme was carried out on a voluntary basis with the resources available in the communities, which included manpower. However, those involved in some of the important activities of the program for example security, transportation and warehousing received wages and benefited from the program too. Despite some financial benefits the program gave these members some sense of responsibility and belonging.

4.6.2. Capacity development

The majority of the beneficiaries noted that they had received some training in most of the activities they participated in such as warehousing (inventory keeping), transportation and security as shown in figure 16 above. However, not all of the beneficiaries benefited from these activities directly as the majority mentioned that they had received education on drought resistant crop farming and weather patterns in addition to food and nutritional supplements provided by CW.

4.6.3. Interpretation of data

The beneficiaries indicated that their involvement within the CW community feeding program made them feel as though they belonged to the project. It also gave them the opportunity for the transference of skills from the donors to their communities through interaction or capacity development. Training of community members in certain sections of the program gave them skills they can use for the rest of their lives. Capacity building improves skills through training and ensures continuity when the program comes to an end therefore the program was successful.

4.7. Improvement of CW program

The majority of the beneficiaries agreed that they had benefited positively from the feeding program. One of the beneficiaries mentioned that

'CW provided me and my family with food, gave me a responsibility and taught me some skills for future years.'

When asked what skills they gained from the project each person mentioned different skills they had gained from their involvement within the project, meaning each individual learnt a skill at different levels of the programs. These included transportation, warehousing, record keeping and management and working as a team.

4.7.1. Interpretation of data

Provision of food followed by community involvement at every stage of the project gives a feeling of recognition to the community members who carry out activities relating to the program. It also allows community members to reflect on projects and count on what they have benefited from the project, both in the short and the long term.

4.8. Group B: Analysis of CW official interviews.

4.9. Reasons for choosing Nyanga as an area of operation

The researcher asked this question in order to understand the criteria used by non-governmental organizations in choosing areas in which to operate. The assumption being areas are chosen in terms of need. The Concern Worldwide official asserted that they chose Nyanga *'as their all-time operation area because CW had established programs in the area.* Thus, when the Ministry of Social Welfare and Development announced Nyanga as a drought emergency area in their National Food Assessment Report (NFAR) CW took it as an opportunity to bring relief to the people of Nyanga through community feeding program.

4.9.1. Interpretation of data.

Concern Worldwide responded to the food emergency in Nyanga after an announcement by the Zimbabwean government that people were in need of food in the area. Other programs they had in the area made it impossible for them to map the area and conduct a needs assessment resulting in the feeding program using existing information databases and a few new ones. CW had conducted a nutritional feeding scheme in Ethiopia responding to a Famine Early Warning System Network (FEWSNET) report in 2011 which reported the need for humanitarian assistance for more than 11.5 million people (Ocha, 2011). In this case CW was responding to the need by drought affected areas which were requiring relief food assistance in the country (Valster and Shegute, 2012). This is a similar situation to the one occurring in the Nyanga District in 2011 where an entire district needed food relief aid following a drought. Although Ethiopia and Zimbabwe are two different countries, the organization responded to similar needs using similar methodology.

4.10. Sustainability of the Nyanga Vulnerable Group feeding scheme

The CW official acknowledged that the VGF program was sustainable. According to him the project managed;

'to sustain Nyanga communities up to the following harvesting season.'

The official acknowledged that;

‘ In the short run we managed to provide people with needed food to maintain their food requirements which in turn helped in keeping them health, returning their children to school and minimizing family social problems especially home based violence.’

The Vulnerable Group Feeding program managed to maintain the beneficiaries for the period they were in need of assistance. The program minimized malnutrition, food insecurity and other social problems associated with food insecurity e.g. Domestic violence and school children drop-out.

Secondly, members of the community were included in decision making and food distribution. Any activity that took place *‘involved consultation with the community.’* The official mentioned that;

‘Communities would determine groups where individual households were categorized in terms of need. Some members of the community were trained to be effective contributors in warehousing, security, inventory management, and beneficiaries monitoring.’

Community involvement was one of the inputs that contributed to the community’s sense of belonging to the program and it helped in addressing the particular needs of the community. Skills were transferred from CW officials to the community members through training sessions in security management and provisions, inventory keeping and transportation. In addition to skills sharing the involvement of community members transferred power dynamics of the organization’s structure to the hands of the beneficiaries giving them some form of leadership within the program. The voices of the beneficiaries were heard including those of females and children forming part of the decisions made at every level of the project.

Immediately before the rain season, CW carried out a

‘Training of the community in drought resistant crop farming, which was followed by the provisions of inputs for example e.g. seed, fertilisers, and other farming equipment,’ according to the CW official.

The distribution of inputs assisted the beneficiaries in recovering from the setback caused by drought, which also prevented future vulnerabilities, strengthening

livelihood and household food security and thus ensuring sustainability of reduced food aid.

Although there was some form of sustainability within the program, community development projects should be looked into to ensure independence of beneficiaries from the donor. Projects carried out should be able to operate on their own after the injection of funds and exiting of the donor. A dependency syndrome on the donors can arise if not guarded against. These are, for example, beneficiaries who try to 'extend their terms of the project even after obtaining self-sufficiency or those getting more rations than they are supposed to get' (Valster and Shegute, 2012). The CW program managed to deal with the dependency syndrome by involving community members in monitoring beneficiaries.

4.11. Success of the program

According to the CW officials the program was a success due to the fact that *'we managed to identify needy households and provided them with welfare till they were managing to put food on the table. In the process, we managed to instil a sense of responsibility by including them within the management of the project and transference of skills through working together as a team and trainings.'* The Concern Worldwide official went on to say *'The aims of the project were to provide food security to those affected by the drought which we managed to do. CW officials'* evaluation reports also points to the community feeding program been a success. One program in Ethiopia measured its success by analyzing the goals set in terms of efficiency (cost effectiveness, coverage in proportion to needs cutting across issues like gender equality and equality, HIV/AIDS and capacity building), impact and sustainability (Valste and Shegute, 2012 The program managed to fulfil set goals of providing food to those in need in the Nyanga District. By the end of the program in mid-2012, almost three quarters of those classified as red hunger zones were benefiting from the community feeding program; the remaining zones were taken care of by other NGOs such as Goal International. The points stipulated above also highlights on the success of the Concern Worldwide Community Feeding Program (CWCFP).

4.12. Challenges faced by NPOs in Nyanga

The most identified challenges met by the NGOs were to *'strike a balance between welfare projects and development projects, in other words funds made available by the donors were now mainly targeting developmental projects rather than warfare projects. However the CW official reiterated that 'although the main aim of donors worldwide is to start development projects, it is not easy to ignore the importance of emergency aid since it also affects the developmental projects that we will be carrying out in many ways.'*

Another problem identified was the restrictions on food mobility around the country by the government. The CW official alluded that *'in our response to emergency areas, it will be easier to obtain any cereals within Zimbabwe which is an advantage in the sense that in terms of food areas with good harvest can benefit from the process by exchanging food with money with those areas that experienced drought. Restrictions on food movements mean that NGOs like Concern Worldwide imports food, since it is easier.'* NGOs face a host of problems, from rigidity in terms of programs with ready funding. It is not easy for CW to change their programs when emergency situations arise. Many donors are now making funds available especially meant for development and not warfare.

The impact of legislature affects developmental projects in many ways. Country laws are also an impediment to smooth response when emergencies arise. Laws like the Grain Marketing Board Act 7 which restricts cereal movement in Zimbabwe need to be looked into.

4.13. Conclusion

The community feeding scheme managed to bring together the community and allowed the exchange of ideas from the CW officials to the communities and vice versa. Identification of beneficiaries was carried out after the mapping of red zones and categorizing beneficiaries according to their needs. In many ways the beneficiaries confirmed what the CW officials had stated. Unlike in the case studies provided by the researcher in Chapter 2 relating to the CMAM project in Ethiopia and IMAM in Kenya sustainability of the project was ensured through capacity building the beneficiaries benefited from skills transfer experienced within the program which included record keeping, drought resistant crop farming and harvest management. Women and children were prioritized by involving them at every level of the project

and being sensitive to their needs through addressing gender issues and those vulnerable in the community which is core to maintenance and the need to obtain positive results. Food provisions were a benefit to the beneficiaries underlined by skills transfer, which ensured sustenance of the program.

Chapter 5

5. Introduction

This chapter concludes the findings from the data that was collected through interviews and questionnaires. The findings will be centred on the objectives of the evaluation of the CW community feeding program in the Nyanga District. Only findings and conclusion will be made, no recommendations will be outlined.

5.1. Findings

- ❖ The first objective of the study was to find out the importance of an emergency community feeding program in securing food safety nets for vulnerable and affected groups.
- ✓ During the study it emerged that emergency food programs are vital in reducing the effects of lack of food that are malnutrition, deaths, dropping out of school by children and home based violence. The provision of foodstuffs for vulnerable groups reduces the community's vulnerability to diseases and curbs family violence.
- ❖ The second objective was to assess how short-term emergency response programs were converted into the long term benefits to ensure continuity and recurrence of the same positive effects on the particular community.
- ✓ This study found that the CW program managed to both make short term provisions for the beneficiaries as well as manage to bring in long term benefits in the process. Although the CW objective is only to provide short-term emergency relief. CW managed to train beneficiaries of the program in record management, transporting of products, drought resistant crop farming and skills that they can use in the future even after CW had exited the area. Proper management and planning assist beneficiaries to manage their agricultural activities during rainy seasons and also to manage their harvests. Although this is not unique to the CW program only it is a best practice because beneficiaries will make use of the skills in the future.

- ❖ The third objective was to find out the monitoring and evaluation mechanisms available within the project that ensured efficiency and fulfillment of the aims and goals of the program.
- ✓ One of the central objectives of the project was to provide food to those who are vulnerable within the Nyanga District according to their needs. The program managers used a category system whereby members of the community chose those who needed food the most according to their community assessments. This mechanism made sure that those of the most vulnerable in the group were classified in their category according to their needs as known by the communities.
- ✓ Village heads, chiefs and the municipality (local authority) were also consulted in the areas that had not received adequate rainfall the previous year and the areas affected by bad harvests. This helped in mapping hunger red zones where the assistance was needed the most and as a matter of urgency. The mechanism made the response quick and effective since chiefs and community heads had knowledge about and were familiar with the areas, therefore the identification and classification of these areas were carried out swiftly.
- ✓ The Nyanga Municipal Office was also consulted by the management of CW as the sole local authority of the area to inject any necessary input for the program to be quick and efficient. The local authority gave CW entry through the District Administrator's (DA) office on the basis of responding to the emergency food crisis facing the inhabitants of the Nyanga District.
- ✓ CW monitoring and evaluation mechanism were put in place to record and assess changes from the entrance of CW during the community feeding program and at exit. Systems were put in place to monitor whether there are still school drop outs, malnourished children, households sleeping on empty stomachs or some form of HBV caused by a lack of food among community members. Monitoring teams were also set up to make sure that those who benefited from the program were the intended beneficiaries who were in need throughout the program. Those who had managed to benefit from other NGOs or from the government's Food for Work (FFW) program were categorized as no longer in need hence they were taken off the beneficiaries list. Monitoring of the project by CW made sure that women and children were not sidelined

by men in the program. This was done to make sure that provisions reached the intended beneficiaries. Those households with people living with HIV/AIDS as well as orphans and widows were monitored to make sure that the vulnerable were directly benefiting from the program provisions.

The final objective was to present lessons learnt from the project for future use of CW and other NGOs. The study considered lessons and conclusions are stated below.

Lessons Learnt and Conclusions

- a) Non-governmental organizations can bridge emergency programs with development initiatives in such a way that short term projects can have long term benefits within the communities particularly where NGOs operate.
- b) Community feeding projects can be a success, especially if the NGOs involve all relevant stakeholders within the project, namely; community members, village authority (chiefs, headmen), and partnerships with local authorities that are district municipalities and other NGOs. It helps to cover a large area quickly and avoid duplication of resources within particular areas.
- c) The successes within community feeding programs are not islands of success; they are reliant on the creation of a conducive environment which supports other developmental objectives. When the feeding program is successful school dropouts are minimized, home based violence is minimized, health problems like malnutrition are solved, widows receive help and poverty is both short term and long term is reduced, which is favorable to the world target of halving poverty by 2015.
- d) Monitoring of community feeding programs allows those in charge evaluating the program and adjusts it where it is lacking. It helps bring success to the program, the effective use of resources, transparent as well as proper management and accountability. In a nutshell monitoring allows readjustment for improvement of the feeding program in order to realize the intended goal and targets. This monitoring can be done at all levels starting from the national, provincial, district, village and household level.

- e) Community feeding programs can be successful if the organizations involved use a participatory approach with community members. It helps to understand the beneficiaries preferences and empower them through the transfer of skills; availing of resources and making them feel a sense of belonging to the program. This is different when donors impose their methodology and ways of operating the program in the community, which might lead to the compromising of the results of the program in the process.
- f) A strong and supportive policy environment helps in realizing an effective community feeding scheme, whether short term or long term. The fact that countries are signatory to international codes and practices does not guarantee the success of community programs, but rather public awareness of the importance of good nutrition, food and the fact that access to food and nutrition is a human right. Policies that are backed up by good programs that address rural development or poverty alleviation can easily accommodate nutrition priorities and can have positive results on food production and nutrition.
- g) A comprehensively managed community feeding program can directly address development issues like food production, supplements for vulnerable groups and others will indirectly impact on nutrition by decreasing food prices, providing adequate water supply, employment, sanitation and health care.
- h) Strong technical expertise and support is needed to create a sustainable and viable community feeding program. Prioritizing capacity development within communities of influence allows the program to continue operating even after the withdrawal of donor aid. Capacity development should be done at all levels of the program. Capacity development should not only involve short development courses that are an agriculture extension or community health workers, but should also involve tertiary level education in universities, or technical colleges. Well trained staff assumes effective responsibility of programs which translate well into effective development projects.
- i) Decentralization of developmental administrative duties is vital for effective methods of decision making. Decentralization allows decisions to be made on any level of the program without actually awaiting approval from the highest level of management.

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Appendix A

INTERVIEW GUIDE FOR CONCERN WORLDWIDE OFFICIALS

Evaluating Concern Worldwide Community Feeding project

I am evaluating the activities of the CW project, and the results they have achieved in Nyanga District. With the final output from the study, a Master's thesis will be developed and submitted at the end of the academic year 2013.

The interview is expected to take approximately 15 to 20 minutes.

Informed consent

Participation of CW staff members is completely voluntary. Participants are assured that all their information will be strictly confidential and anonymous. No references will be made to specific individuals. All the responses will be used for academic purposes only. All interview questions are answered to your satisfaction. Your honesty and cooperation is greatly appreciated. I would be grateful for your favourable contribution towards the success of this study.

Signatures

The participant has been informed of the nature of research and its purpose. He/she has been given time to ask any questions which have been answered to the best of the researcher's ability.

Researcher's signature

Date

I have been informed about the study and I understand its process and possible benefits. I agree to take part in this research as a participant. I know that I am free to withdraw this consent and quit this project at any time, and my withdrawal will not cause me any penalty or loss of benefits.

Respondent's signature

Date

Demographics

1. What is your position in Concern Worldwide?
2. What was/is your duties with regard to the Nyanga District Feeding scheme?
3. Were you employed as a representative for the Nyanga District Community or as a CW professional?
4. What exactly does CW do in Nyanga District?
5. What prompted you to choose Nyanga?
6. What are the short term benefits of your project?
7. And what are the long term benefits of the project?
8. Who were the prime targets of the project?
9. Why?

Deliverables to the project.

10. What criteria do you use to choose beneficiaries from the vulnerable groups?
11. Do you have a program for women empowerment and protection from Home Based Violence (HBV) that might emanate from participating in the project?
12. What are the resources/ benefits you provide the community members with?
13. Is it short/long term provision?
14. Is the community involved in the project?
15. How?

Achievements

16. What are the challenges you have been facing within the project?
17. How best are you dealing with the challenges?
18. Did you manage to fulfill the objectives of the project?
19. Can you safely say that CW project in Nyanga is a success?
20. Why?

Note: For interviews these questions are not final, follow up questions will be asked were the researcher deems necessary.

Thank you good day.

Appendix B

QUESTIONNAIRE GUIDE FOR CONCERN BENEFICIARIES

Evaluating Concern Worldwide Community feeding program

I am evaluating the activities of the Concern Worldwide project, and the results they have achieved in Nyanga District. With the final output from the study, a Master's thesis will be developed and submitted at the end of the academic year 2013.

The questionnaire is expected to take approximately 15 to 20 minutes.

Informed consent

Participants in this survey do so on a completely voluntary basis. Participants are assured that all their information will be strictly confidential and anonymous. No references will be made to specific individuals. All the responses will be used for academic purposes only. All questions to be answered to your satisfaction. Your honesty and cooperation is greatly appreciated. I would be grateful for your favourable contribution towards the success of this study.

Signatures

The participant has been informed of the nature of research and its purpose. He/she has been given time to ask any questions which have been answered to the best of the researcher's ability.

Researcher's signature

Date

I have been informed about the study and I understand its process and possible benefits. I agree to take part in this research as a participant. I know that I am free to withdraw this consent and quit this project at any time, and my withdrawal will not cause me any penalty or loss of benefits.

Participant's signature

Date

7. Why did you join the feeding scheme?.....
.....
8. When you joined the scheme were you adding up to the few left or you had nothing?
.....
9. Before joining the CW program what were you surviving on?
.....
10. How many from your family members have joined the CW program?
.....
11. How many are out of the program now?
12. What was the reason for them leaving the program?.....
.....
13. Who were the main targets of the project female /males?

From the following box tick what was applicable before you joined Concern Worldwide.

Emergency family problem	Rating			
	none	neutral	strong	Very strong
14. Poor harvests				
15. Lack of food stuffs				
16. Sleeping on empty stomachs				
17. Prevalence of kwashiorkor in children				
18. Malnutrition				
19. Iron deficiency				
20. Domestic disputes				
21. Complications with pregnant women.				
22. School drop outs				
23. Other				

If other outline the situation you experienced.....

Section C

Service delivery from CW

Which of the following did you receive from Concern Worldwide? Tick from the following box

Foodstuffs

Product	Yes	No
24. Maize meal		
25. Cooking oil		
26. Vegetables		
27. Beans		
28. Others		

If other please mention what the other is.....

Community involvement

29. Where you included in the following? Tick applicable.

30. Decision making	
31. Food provision	
32. Food transportation	
33. Security	
34. Warehousing	
35. Other	

If other please mention what the other is.....

36. Did you receive any training?

37. If yes in which of the following did you receive the training on? Tick applicable.

38. Warehousing	
39. Inventory keeping	
40. Transportation	
41. Security	
42. Resistant crop farming	
43. Weather patterns education	
44. Other	

45. If other please mention what the other is

Section D

Benefits and improvement from CW program

46. Have you benefited from the CW feeding program, in what way?.....

47. What skills did you gain from the projects that you can use in the future?.....

