CBMS Network Project Proposal

Title: Community-Based Monitoring System for Poverty reduction, Sustainable Development and Sanitation in Lusaka Province of Zambia

I. Project Overview
Title of the Project: Community-Based Monitoring System for Poverty Reduction, Sustainable Development and Sanitation in Lusaka Province of Zambia
Project Proponent: Zambia Research and Development Centre,

Abstract

Many efforts have been done towards reducing poverty levels in Zambia. No matter how novel the approaches may seem to have been, there hasn’t been seen effective tactics being implemented towards poverty reduction at any levels of the leadership hierarchy in Zambia. Vertical management protocols, where decisions and policies are made from the top and merely imposed on the people, have been utilized in coming up with policies for poverty reduction. With massive restructuring policies that the Zambian government embarked on in the early 90s, it became apparent that changes in the management and monitoring policies of national development and poverty-reduction efforts were a must. The process of massive decentralization was enacted in Zambia in 1997. All these happenings paved way for the foundation of Poverty Reduction Programs (PRPs) that have so far been executed in Zambia, with some success, but little. A look at the PRPs today reviews that the monitoring system of these Programmes leaves much to be desired. The PRPs do not go down to the grassroots and have no established links of relaying the data to policy makers, and largely rely on data from the Central Statistics Office (CSO). The poverty strategies in PRP have been done with a top-down approach and do not take into consideration the audience at grassroots levels and individual community members. Our implementation of CBMS will foster a paradigm shift where evidence-based decisions will be made with regard to all the stakeholders; effective monitoring of the poverty reduction programs; formation of sound policies with reference from the data obtained from the grassroots; encourage women empowerment and capacity building; and generally promote participatory decision making. We believe the approach of CBMS is effective and will go a long way in poverty reduction.

Of late, Zambia has recently scored many successes in economic and social development, inflation rate has been reduced to a single digit and the country has reached Highly Indebted Poor Countries (HIPC) status. Despite this being the case, these achievements have not trekked down to ordinary Zambians and are looked at only as digits on paper. We are of a strong feeling that the implementation of CBMS in Zambia will go a long way and the problems towards poverty reduction mentioned above will be lessened. The goodness of the successful community data collection protocols is supported by the existence of a decentralized governance structure which has facilitated participatory planning and monitoring. We propose a systems approach to the implementation of
CBMS in Zambia which uses a simplified version of data collection methods such as compatible questionnaires very conversant to the ordinary village settlers. The results that are going to come out of this implementation are going to act as a good information base for informed policy-making and project monitoring. These results will be rationally disseminated to policy makers, development planners, community leaders and stakeholders for better planning, implementation and monitoring of poverty alleviation projects. We have specifically created links with the local government setup (councilors, headmen, Lusaka City Council, Ministry of Finance and National Planning), who are identified as the main users of the data to be collected in this pilot project so that evidence-based policies are put in place for the pilot area.

II. Administrative Information

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III. Background

a) Project Execution Location

The project will be executed in two areas: Mungule (rural) which is an agriculture area to the northern part of Lusaka; and Makishi (urban) which forms part of should-be economic zone in Lusaka Province, and strategically located along the line of rail. This area is situated in Lusaka province of Zambia, which covers an approximate 3503 square kilometers, of which 1478 square kilometers are urbanized. The Makishi area falls in Lusaka City Council, although it is not situated at the heart of Lusaka district; whereas Mungule area is situated in Kafue district. The LCC has three sub-divisions of local administration; main city council, rural council and urban council. Each council is headed by a councilor. Our pilot site is under the Lusaka main council and Kafue rural council which both fall under LCC. All the decisions and the prioritization of the projects are done at LCC. Additionally, the main body (LCC) overlooks all the works of the local government levels at the rural and urban level.

Mungule is a suitable area for the execution of this project because it is located along the line of rail where much of socio-economic activities such as agriculture, fishing etc takes place, yet there are alarming levels of poverty. Makishi area is the urban part of our pilot project which is barely 6 kilometers from the heart of the capital city, yet there are untold suffering among the people, high HIV/AIDS prevalence rates, poor sanitation and high levels of unemployment. Despite all these indications for people wallowing in utter poverty, there is no prioritization of poverty-alleviation projects from the vertical
managing (top-down) approaches of governing in Zambia. There is no grassroots-level data to enable evidence-based decision and policy making. Based on statistics obtained from Central Statistics Office (CSO) of Zambia, this area is densely populated and enveloped with an approximated population of 547,984 of which 339,751 or 62% are female and 208,234 or 38% are male. The 2005 statistics puts the estimated total number of households in this area at 95,536 with an average of 5.7 people per household.

Zambia Research and Development Centre together with the local council administrators in the local government aim to implement a pilot project of CBMS. This will provide detailed data on these sites that is essential for execution and planning of local government projects. Among the many projects that would benefit from CBMS information are: Women empowerment program, youth and street-kids empowerment program, and a U.N World Food Program (relief food distribution program).

We will involve all stakeholders and beneficiaries of CBMS information on every level of implementation. ZRDC is currently involved in a research project for sustainable development being executed in Lusaka province of Zambia and we thought executing CBMS project in Lusaka is feasible in terms of project administration and human-resource allocation.

b) Zambia’s Perspective on Governance (decentralization reforms) and Poverty

Decentralization process:
Since the attainment of independence (1964), Zambia has initiated several decentralization initiatives that have entailed a mix of de-concentration, delegation and devolution. De-concentration in Zambia has occurred through the strengthening and extension of the inherited system of field administration, whereby various central government ministries are represented in the districts by the local staff forming part of the local administration units. Ideally, provincial and district government in Zambia has been maintained for the purpose of coordinating government work at the district and provincial levels while also permitting the performance of responsibilities for which no special agency has existed.

Integration of work at district level was a hard task in the 1970s because the districts had no integrated budgets. The political scenario and the government only allowed a one-party system where all the decisions and fate of the nation (Zambia) was penciled by the party. Thus, the destiny of the entire nation was put in the hands of several individuals and did not involve the people in decision-making to a greater extent. Central governments depended on their ministerial headquarters for funding. This saw the concept of establishing the local governments so that they can go down to the people with a view of encouraging easier management and promoting participatory decision and policy-making by the people. The intended statutory integration was also not achieved, so there was need to re-introduce the multi-party system of government in 1991 which came up with different approaches in country management. This saw the creation of constituencies at the provincial levels. These were further divided into wards and household sub-sectors and made management easier. This can be seen in (figure 2).
With a view of getting more authority back to the people, the re-introduction of the multi-party system was apparent. The governing hierarchical structure was further broken down to include the local governments which where to link the regional governments and the people (figure 1).

The current structure and the extent to which decentralization has reached in Zambia is shown below. On the national level, the governing infrastructure is broken down into a hierarchical framework with the central government acting as the core and overseer of all the structures. This was further broken down to regional government bodies with the aim of bringing government and decision-making closer to the people. This was further broken down into local/ district administration which was also divided to include the local councils. With this broader government infrastructure, the Zambian government and various other stakeholders came up with the Poverty Reduction Strategy Paper (PRSP) which gave outlines and poverty elimination protocols. PSRP, as aforementioned, did not go down to collecting sensitive data which would otherwise be used in fostering evidence-based decision and policy making and project prioritization and monitoring because it did not go down to the grassroots (villages / individual household levels), hence the need for the implementation of CBMS.

The following figure shows the decentralization framework in Zambia today.

(Figure 1) : Zambia’s National decentralization framework

At the local government level, the council is the highest hierarchy of authority. In the rural areas, village is the basic unit of the local government with its head being the elected village headman. In the urban areas, the head of local government is an elected
councilor. Villages are subdivided into village households which forms part of the community setup and the grassroots of the government system in Zambia. Decision making has mostly been made through a top-down approach with the people at the council level prioritizing projects out of intuition and convenience. The local councils received a grant from the central government through the Ministry of Finance and National Planning through what was called ‘constituency development funds’. These were for the execution of projects at the urban and rural levels which includes the village grassroots level. The missing aspect in this aspect is that the prioritizing of the projects is done without the reference to the data from the grassroots. CBMS implementation is going to fill the gap and enable informed policy making at the council level by working hand-in-hand with one of the sections of the Lusaka City Council where the decisions concerning the pilot area are made. This will enable full participation of the community in project implementation and monitoring to enable sustainable developmental and poverty reduction.

(Figure 2): Lusaka City Council decentralization framework

The decentralization process has also been applied in the health and education sector, where all the decisions are made at the individual sites (local management levels). The local management levels are the Hospital management boards which have lessened the burden and stress which used to be put on the Ministry of Health. In the education sector, School management boards have facilitated efficient management of schools thereby increasing the quality of education.

De-concentration has also occurred through the development of provincial and district government. Ideally, provincial and district government in Zambia have been maintained for the purpose of coordinating government work at district and provincial levels while
also permitting the performance of responsibilities, with a guiding theme of ‘service delivery’. The district administrators have supposedly been appointed to coordinate activities at the district level as the most senior civil servants at that level. They coordinate with councilors at the urban/rural council level e.g. Council Secretaries or Town Clerks. Councils are the link to the local community, and they make decisions in accordance with the local needs. But unfortunately these decisions are not evidence-based and prioritization of poverty reduction projects is made without the necessary data from the grassroots, thereby accentuating the necessity to implement CBMS.

The figure below outlines the location of CBMS implementation in Zambia. The pilot areas are going to be located in two districts which are adjacently located. This is good as having two pilot areas from two districts may not pose project management threat because of their proximity. The blue portion in the red circle is Makishi and the yellow area is the Mungule area respectively.

(Figure 3): districts in Lusaka province

The two pilot areas do not fall in the same district but are only separated on the map by an administrative boundary. The urban part is in Lusaka district and the rural part is in Kafue district. We choose these two areas, (in addition to the reasons given above), because they are located in the same area but only separated administratively. In this implementation, we wish to cover 2,680 households in Makishi and 2,850 village households in Mungule. Lusaka City Council covers an area which has 51 wards and 28 wards and 18 constituencies.

The administrative aspect of Lusaka province is segmented at district, constituency, ward, section, rural and village levels. Most of the critical decisions and project prioritization for development or poverty are done at the district level and then relayed down to the
lower ranks of local government administration. Despite being in different areas, as aforementioned, the pilot areas do not pose any serious impact threats as most of the decisions are made at LCC. In this regard, we have approached different departments at LCC who have pledged to create an enabling environment where CBMS data will be relayed to them easily. Appropriate frameworks are going to be created that are going to enable ZRDC work in tandem with LCC, and an electronic information system in form of a database will be designed to this effect. Additionally, we will also work closely with the Ministry of Finance and National Planning (MFNP) because it is the center of any developmental programs or poverty-alleviation programs that may be erected. Thus, the whole administrative framework starts from LCC and ends at MFNP because they are responsible for releasing government / donor funds to carry out programs at the district level with the recommendation, although the final decisions will be made at the district level.

Poverty:
The decentralization process has made the poverty strategies easier to be implemented in Zambia. To this end, the government passed a deliberate policy to involve more research into community development and poverty reduction. The outcome of this was a Poverty Reduction Strategy Paper (PRSP) which focused on reducing poverty by promoting economic growth through macroeconomic stabilization and diversification, and improving the quality of service delivery, while addressing cross-cutting issues of governance, HIV/AIDS, gender, and the environment. PRSP further recommended the formation of the Sectoral Advisory Groups (SAGs), each consisting of representatives of civil society, private sector, academicians, and the donor community. These are recognized as an important voice in reviewing PRSP implementation of its monitoring framework. According to the recent statistical figures on Zambia’s standing on poverty levels Out of the 177 countries that were surveyed in 2006, the United Nations Human Development Index for Zambia is at rank 165th with HDI at 0.407. Life expectancy at birth is 37.7 years with the country ranked 173 out of the 177. The Human Poverty Index (HPI-I) which is a better metric than HDI is 45.6 and ranked 68th. The probability of not surviving past age 40 is 60.1% and ranked 168th. The comparison of Gender Disparity Index (GDI) and HDI is 97.3% and ranked 119. Life expectancy at birth is 97.2% [Human Development Report- UNDP 2006].

However, the data above is based on the regional and national surveys and censuses conducted by the national statistical offices with no emphasis on getting special and sensitive data from the grassroots levels. These national and regional level estimates are usually carried out every 5 years. These estimates do not usually provide data disaggregated enough to help the local governments in local planning and policy making. Local governments need household level data to identify eligible beneficiaries to the different programs, and to assess the changes over time.

Economic restructuring Programmes which have been proposed by the World Bank and International Monetary Fund (IMF) have brought about some economic improvements especially in the aspect of the reduction of inflation to a single digit. However, despite these scores, ordinary Zambians continue living in extreme poverty and only a small
percentage, if any, of these economic booms trek down to the ordinary people. In this case, the poor are becoming poorer and the rich are becoming richer. These foreign-based conglomerates and organizations make decisions and strategize projects for Zambia without reference to grassroots data, rendering their project’s effects not to reach down to the ordinary people in the community. In this regard, ZRDC in strict collaboration with councils and the local council in the pilot sites intends to implement this CBMS pilot with a view of making data readily available for policy makers and other stakeholders in the welfare of the pilot area.

c) Proposed participatory Planning and Implementation of CBMS
With alarming levels of poverty in the country, the government developed the Poverty Reduction Programme (PRP) which was to be used by all the players in poverty reduction. The PRP was and is being implemented with the guidelines in the PRSP and seeks to actively deal with poverty levels using the data from the CSO up to the district levels, thereby completely ignoring the villages in the rural areas where much developmental activities should be directed. The PRP recognized the need to involve people in the planning and implementation of sustainable development projects with a view to reducing poverty. However, these PRPs only focused on surface involvement of people in projects and hence did not ascertain well what happens at the grassroots of the socio-economic setups. Efforts to effective monitoring and management of developmental projects are also compromised because individual people, households are not included in the planning and implementation phase. In this regard, our proposed CBMS implementation will do the gap filling in the fight of poverty which has been ignored for a long time. Successful implementation of this project will allow CBMS to be adopted by all the stakeholders in poverty reduction at all levels of the socio-economic frameworks in Zambia, and possibly extended to other areas, thereby promoting a paradigm shift in poverty reduction frameworks.

The Zambia Research and Development Centre has taken the approach of involving all the stakeholders for win-win conditions, good planning and policy-making in all it’s efforts to contribute to Zambia’s development. This can be evidenced by one project currently being executed at ZRDC which aims at designing a knowledge-base for all stakeholders in the water sector in Zambia. CBMS implementation and monitoring will be made easier by linking it to the online monitoring system and the database that will make data capturing and reporting less of a burden to the entire set of players in poverty-reduction frameworks in Zambia. This is in cahoots with CBMS’s aim of providing a good information base for effective and appropriate policy making and project-impact monitoring. With the complex decentralization process which is underway in Zambia, our initiative of even linking CBMS with ZRDC knowledge base and database will be much appropriate for poverty reduction. Our approach is a bottom-up approach, which will start from the grassroots to the decision makers. This strategy will cultivate confidence and a sense of responsibility in individuals as they would feel they make the policies themselves and are consulted at each stage of the implementation process.

The implementation of CBMS will be based on close corporation between ZRDC (researchers) and the Lusaka City Council (LCC) because the pilot site is located in
Lusaka City Council. As has been shown in the decentralization framework above, LCC has both the urban and the rural areas. These areas are administered by the councilors, and we have made an effort to contact the councilors at LCC, specifically the ones who are responsible for our pilot area. In this case, in addition to the individuals in the community we are going to work in co-operation with, we will also work with the councilors and the leaders at the council level. This is to facilitate proper management of data, as ZRDC will provide Information Technology (IT) support and expertise in project management. Councilors and other local government representatives will serve as monitors, along with local personnel.

With a view of women empowerment and capacity building, we will recruit as many women (from the villages) as possible in the Teams that are going to be formed for data collection, processing and validation. Due to unbalanced sex ratio in the pilot site with more women than men, we have deliberately set a high priority for women to participate in CBMS implementation. In addition, we will also recruit local people, (to be trained) to serve as survey enumerators. These will include educationists (teachers), health workers, sanitation workers, and other scholars. Data collection will be based on the set of indicators as listed in annex 1. CBMS will help in mobilizing and developing the capacity of communities for data generation and utilization.

After data is collected, it will be processed, analyzed and then validated according to the framework erected below. All these processes will be conducted in the local communities, with all stakeholders in full participation. Thereafter, the final data will be entered into the Poverty Knowledge database which will be created at ZRDC for better management and easier dissemination. The final information (data) will also be presented to the Poverty Reduction Program (PRP) Officers, and to the district administrator (district planning and development office) for use in budgeting and planning, or for future reference. This will be up-to-date information on the welfare status of the people at the district level (rural and urban council). Thus, NGOs and other private sectors will be able to access the final data through ZRDC Poverty Knowledge database and the information system that will be put in place.

d) **Ineffectiveness of PRP**

Effective data communication protocols have been ignored in the current system. The way the data are relayed from one stage to the other is not reliable. Also, there are no defined ways to Interpret and validate the data collected at all stages of the socio-economic setup. The data is too general as it only takes care of the poverty metrics at district levels. There is no data for rural or village level, hence the need to implement CBMS. We need to have data at individual village/households’ levels so that appropriate policies can be made that are going to benefit the individual at large in as far as poverty reduction is concerned. There are flows in current PRP being the main reference of any poverty reduction protocols in Zambia at the moment. The CBMS implementation is going to bring about monitoring and participation of all stakeholders at all socio-economic frameworks starting from the grassroots with a bottom-up approach.
e) **Prognosis of contribution of poverty reduction of the proposed CBMS implementation**

(Figure 4): Necessity of CBMS implementation in Zambia

- **A system approach to implementing CBMS in Zambia: leaving no stone unturned**

The systems approach is simply the way we want to link our activities so that we can achieve the project objectives and goals. The approach we are going to employ implies that we will assemble our tasks in a logical manner, making sure that the individual activities will ‘talk’ to each other. This approach will make sure that there is a cumulative effort being assembled together for the common goal. As we will work in tandem with the urban and rural establishment of LCC, we will be able to put the data to be collected at the disposal of the policy makers so that informed policies may be made for the grassroots areas. This will ensure that the bottom-up approach of involving the individual members from the community is realized. We will aim to effectively relay the information from community surveys and interactions to stakeholders, especially policy makers. Using the proposed systems approach will make sure all the stakeholders have access to ZRDC CBMS research directly, for them to have direct access to the knowledge base database that we are going to create. This availability of the information will enable policy makers to make informed decisions that are going to go a long way in addressing the alarming poverty levels in Zambia.

**Information Flow Protocols and Research Finding Dissemination**

The following figure shows how the information will be meant to flow between ZRBC CBMS implementation initiative and the stakeholders. As aforementioned, we will aim to work closely with LCC and MFNP so that CBMS data can be reliably relayed to the policy and decision makers. This is because LCC and MFNP are herewith defined as the many users of the CBMS data.

We will also largely depend on the Teams and enumerators that will be assembled from the local community people. This is because these people have tacit knowledge for the two pilot sites and therefore the project administrative will be lessened.
The figure above is a prototype design of the proposed approach to a successful implementation of CBMS in Zambia. It shows and draws some relationships within several components and stakeholders of the implementation and mentoring process of CBMS. As aforementioned, we take the approach of extensive, explicit and reliable consultation and involvement of all stakeholders at all implementing levels of CBMS. We have confidence that if this approach is followed, we will have a highly successful project.

The design and implementation process starts from individuals in the homes in the village or urban part of proposed project execution. This is a bottom-up approach. CBMS will ensure that precisely and accurately processed data be made available to all players at any time. This will entail that good policies will be put in place for project planning, implementation and monitoring to foster development sustainability.

The information flow and our target will be as shown in the figure below.
f) Rationale of the Project

✧ CBMS will be compatible to PRP and will be seen as an extension of PRP to the grassroots levels because PRP only goes up to district levels and the data collection methods are a bit different from what CBMS will employ. However, PRP and CBMS have the same objective of making data available to decision and policy makers in government institutions. The necessity of CBMS is that it will go down to the village/household level, thereby capturing individual/household data so that we can pass it to decision makers. Also, it will involve the community at all stages of the project implementation and monitoring. So, implementation of CBMS will offer an improvement and extension to the current system (PRP), and hopefully will be adopted by government to be executed nationally at a later stage. This will be good because poverty alleviation will start from the grassroots levels because policy makers will be prioritizing projects with evidence-based settings.

✧ CBMS will encourage participatory decision making, where all stakeholders will be considered. This will enable the community identify, in logical frameworks, specific objectives, opportunities, obstacles, steps for implementation, e.t.c.

✧ CBMS will delve deeper to go down to the individual household levels creating a positive outlook on the community. In this regard, a feeling of self-reliance and
responsibility is going to be cultivated amongst community members. The implementation of CBMS is novel in that it will wrap up the effectiveness of poverty reduction strategy started by the local government by taking the bottom-up approach, contrary to what has been the case earlier. This will further allow the community to identify the logical framework, specific objectives, opportunities, obstacles and steps to implementation.

CBMS is a cost-effective system and approach to confronting the poverty problem, as has been evidenced in other countries. It is also an easy system to sustain. It uses enumerators and Teams from the community without the use of the much expensive experts in data collection, processing and validation.

Apart from that, CBMS implementation in the selected sites will provide information that will be used as input to the following poverty alleviation projects conducted by the government and NGOs.

1. **The youth and street-kids empowerment program:** This project will benefit from CBMS information by gaining access to the actual statistics of unemployed youths, and street-kids that have lost both parents due to HIV/AIDS.

2. **Women empowerment program:** CBMS will provide a more exact data about the proportion of women in poverty. This data will be very adequate and essential for the local planning of the women empowerment program.

3. **Relief food distribution program:** CBMS will provide accurate distribution of poverty levels in the target sites. This information will serve as base data for relief food distribution in the target sites.

Such activities as the ones mentioned above, and the interaction with the community members will enable project targeting and impact monitoring at the community level. These activities will be out of the local people’s formulation of the poverty profiles.

**IV. Objectives**

The CSO doesn’t give much data at the grassroots levels that may be critical for policy development and project implementation and never goes below the district levels to collect critical data essential for policy making. With the systems approach being anticipated in this project, the general objectives for this project are going to be the following:

1) To involve the community in Makishi and chief Mugwileni villages in Mungule area of Lusaka province in participatory planning, budgeting and implementation of developmental goals aimed at reducing poverty to acceptable levels. This will, hopefully, lead to adoption to a national level in time to come.

2) To develop a comprehensive and appropriate provincial information system that will capture individual socio-economic and poverty standing, urban and village level data for the enhancement and facilitation of a good participatory planning, budgeting, implementation and monitoring system.

The specific objectives of CBMS implementation will be the following:

1) To device effective and appropriate protocols for data collection at the grassroots level.
2) Train villagers and would-be stakeholders in effective methods of data collection, storing and transmission to the next levels for processing and implementation, thereby encouraging capacity building and human empowerment.

3) To provide policy makers with both raw and well-processed data for better decision-making and policy making.

4) To ascertain and get a correct feel of the poverty levels at community and household levels.

5) To instill confidence in the local population and uproot the capacity in them to fight poverty for the betterment of mankind.

6) To facilitate better preparation of poverty profiles for policy makers to prioritize projects, proper monitoring of sustainable development programmes and to encourage the involvement in decision-making frameworks of all people at all levels.

7) To test the effectiveness of a novel data collection, processing and dissemination system with a view to reduce the reliance on Central Statistic Office (CSO) data. This will also act as an evaluation of the estimation that has always been made by the CSO on community and individual poverty levels.

8) To give the local community the responsibility for poverty alleviation protocols that are in place and the development projects that are deliberately erected by the government or other stakeholders international development community.

Expected Results and contribution towards poverty alleviation

Expected results:
In the short term, the following results are sought:

1) Put in place a CBMS that may be further extended to other municipalities and areas in Zambia, and one which encourages participatory planning, implementation and monitoring of poverty-alleviation programs at grassroots levels.

2) Providing poverty profiles to policy and decision making intended for the pilot area. The following profiles as outlined in ANNEX 1 will be made available to decision and policy makers by end of the day: (Proportion of households with income less than the poverty threshold; Proportion of households with income less than the food threshold; Proportion of persons aged 15 years old and above who are not working but are actively seeking work; Proportion of children under 15 years old who have lost both parents due to HIV/AIDS, and who are now living in the streets; Proportion of households who eat less than three full meals a day; Proportion of household members victimized by crime; and Proportion of women in employment or access to economic support). This will enable plans towards addressing the stressed problems in the profiles to be put in place.

3) Capacity-building will be fostered by the training of the local communities in the pilot area in data collection, transmission and processing. This will make more people participate in developmental project implementation and monitoring.

In the long term, we expect the following contribution towards poverty alleviation:

- Improved planning strategies and protocols to be integrated into existing planning frameworks starting from the grassroots levels of local governance (village level).
• Help the government execute National Development Goals (NDGs), of which the major goal is poverty alleviation and improving the HDI. The NDGs are set for the deadline of 2015.
• ZRDC and other research institution researchers will have the chance to interact with the raw data at the grassroots level, and will be able to suggest ways to develop socio-economic participation of our country.
• All-stakeholder consideration in poverty alleviation which will enable timed and planned projects to be executed at community levels.
• Development of a database and knowledge base for all the areas where CBMS will be implemented, which will be readily available to the stakeholders at all levels of the socio-economic setups and for the policy makers to make informed decisions.

V. Research Activities

Methodology
We will execute this project using a two-phased approach: The first phase will involve a pilot-test in selected minor areas of Makishi and Mungule. This will determine the feasibility of data collecting instruments, data processing techniques, data validation and analysis. This process will assess the capacity of the to-be trained Teams and enumerators at the household level in the implementation of CBMS. This will ensure that the local community members design the poverty profiles themselves and the outcome will be a revised CBMS design with a participatory touch in the design process. Once this is done, the second phase will involve the implementation of the revised CBMS design in more areas in Mungule and Makishi. Thereafter, the findings, after data analysis and validation, will be made to be put to the disposal of the local government so that informed and evidence-based decisions can be made and poverty alleviation done from the grassroots.

Implementation of CBMS in these pilot areas will vie for capturing data (spatial, temporal (time-related), socio-economic) at the municipal, ward and village level. As has been mentioned beforehand, the project is set to be executed in urban (Makishi) and rural (chief Mugwileni villages) of the Mungule area in Lusaka province. This pilot area has an approximate 2,680 households (Makishi) and 2,850 village households (Mungule) respectively. These urban and rural setups have their own autonomous administration and development committees, providing a framework where CBMS can easily be integrated.

As has been mentioned before, the pilot site has been selected because it presents a unique area which presents an opportunity to test if CBMS can be a good approach to being one of the frameworks to which poverty should be fought. The urban part (wards) of the project site presents a good characteristic representation of the urban lifestyle and social setup, with all the necessary infrastructure and community settings. It also serves as a very important economic zone in Zambia, with massive underdevelopment. The rural setup (villages), are an important socio-economic part to this pilot site. It has huge resources and huge employment possibilities, yet with the highest estimated number of unemployment and extremely high poverty levels. Unfortunately, the constituency funds do not go down to the grassroots (villages) and mostly these areas are not considered or involved in any poverty alleviation or developmental programs. This calls for a method in
which evidence-based statistics should be put on the tables of the policy makers so that, out of the funds, prioritization of projects for the individual constituencies should go down to the village levels. The proposed implementation of CBMS in this pilot site is more than feasible.

We aim to pursue a goal-based methodology for CBMS implementation that would lead to the exploitation of CBMS outputs in the developmental programs of the local governments currently cross-cutting throughout Zambia. As aforementioned, CBMS will be implemented in Mungule and Makishi area in the Lusaka province. We will work with the local government representatives (councilors and village headmen) in all levels of CBMS implementation.

In this project we will include the following details in data collection (ANEX1). The following are the main targets of data profiles to be collected:

1. **Community profile**
   - **General living standard**: poverty incidence,
   - **Land**: cultivated area per capita, percentage of landless households
   - **Employment**: percentage of under-employed laborers, percentage of farm- / off-farm laborers
   - **Health**: child malnutrition rate, child mortality rate, availability of communal health clinics.
   - **Education**: adult illiterate, enrolment of children in primary school age, youths out of school.
   - **Living conditions**: percentage of types of housing, safe water, sanitary toilet, electricity.
   - **Culture and communication**: availability of public cultural facilities, local market.
   - **Gender relations**: number of women in employment, number of female leaders of social organizations and public holders.

2. **Household poverty**
   - **Food security**: Food poverty line, value of daily ration.
   - **Employment**: under-employment rate.
   - **Health**: child malnutrition, adult chronic illness, ability to access to medical care.
   - **Education**: adult illiterate rate, enrolment of children in primary school age.
   - **Housing**: types of house.

We aim to capture data from the rural/urban (grassroots) community level, specifically at individual house levels. As aforementioned, the system will be pilot-tested in Mungule and Makishi area representing rural and urban part respectively.

**The following specific tasks are planned to be carried:**

1. **Capacity building**: In collaboration with the local government representatives (councilors, village headmen, ward chairmen), we will carry out massive training of the local people who are going to participate in the execution of the project at local level in terms of data collection tactics, data processing, analysis, data validation, and human- relations with regard to all the culture frameworks of a particular area. Personnel from CSO will be largely consulted / involved for training of the people...
who are going to be involved in data collection. We have selected 3 modules of training which will be based on hands-on-experience orientation. These training modules will be conducted step by step, in accordance with the implementation stages of CBMS.

1. **Data collection and file editing:** This will be the first training module. It will be conducted prior to the commencement of the CBMS data collection stage, and the training will last for two (2) weeks.

2. **Data encoding and processing:** This is the next module, will be conducted prior to the CBMS data processing stage. The training will last for one (1) week.

3. **Data analysis and statistical mapping and validation tactics:** This is the last training module, will be conducted prior to the data analysis stage of the CBMS. It will last for one (1) week.

2. We will design appropriate questionnaires that are going to be very simple for ordinary village people to fill in, where they do not prefer oral interviews in order for the data to be collected. These questionnaires will be based on a selected set of poverty indicators as shown in Annex 1. We will also use enumerators to facilitate data collection from the households.

3. Using the idea of the systems approach, we will make sure we link the activities in this project to come up with a strategy to achieve the project goals. This will involve identification of roles and responsibilities for all the human resource that are going to be involved in this project.

4. We will specify the core reports to be produced by ZRDC so as to satisfy the information needs of the policy makers especially in the line of poverty reduction for program planning and budgeting. All this will be done in line with poverty monitoring objective.

5. We will identify the core data set that needs to be captured by ZRDC to be made available to policy makers and all stakeholders working towards poverty alleviation.

6. We are going to design a database system that will be used for data dissemination and management. This database system will be readily available to all stakeholders at any time, all year round.

**Data Collection**

We will make Teams comprising the local community members who will be trained on data collection strategies. They will undergo a one month training on Data collection, and an introduction to data analysis and validation techniques.

The following steps will be employed towards data collection:

1. In the urban communities data will be collected by the Team leaders together with one specialist from ZRDC. In the rural communities, village headmen will make sure that the data is properly collected by the project assistants and Teams that we will employ. To this end, we have already contactrd the village headmen in the pilot area and have shown signs of co-operation with the Teams that we are going to come up with. We will also involve the development committees that are already setup at ward and constituency level as spectators to our project implementation. All these are identified as potential data users and so we have created links with them so that they can have access to the would-be developed database and information system for data relay to various stakeholders.
2. Raw data will be collected from all the households in the village or urban setups of the project location by means of questionnaires and simplified forms of data collection that will employ poverty metrics mentioned in Annex 1 as reference. For actual data collection, enumerators will go to households (e.g. for several minutes interviews).

3. Spatial data is to be collected using other special aids such as digital photographs and other various schematics.

4. If need be, the enumerators will use other kinds of data collection frameworks in situations where the convertible methods of data collection are going to prove ineffective. We will also use surveys as a data collection method.

**Data processing**

The first step in data processing will be the training of the local people on Data encoding and processing. This will be two (2) weeks hands-on experience training. Thereafter, the local people together with ZRDC experts will engage in processing of generated data to become useful information for the local government to use in policy-making. After data the encoding and processing stage, the participating team will undergo one (1) week training on Data analysis and statistical mapping. This will prepare them for the data analysis stage of the project. Raw data will undergo extensive analysis to ensure that we got the right data.

The output of data processing and analysis will be poverty statistics, tables and mappings.

The processing part will also involve the following:

First, the collected data is going to be processed using a combination of manual and computerized methods using special software and programmes. This will be done with the help of poverty alleviation specialists, e.g. from Mount Makuru Research Center. The trained members of the public, councilors and specialists from ZRDC will also be extensively used for data processing. The researchers from ZRDC will first provide guidance and training to the community on what should be done exactly before data processing and on what metrics they should pay attention when processing the data.

**Data validation**

*Have we got the data right?* This is the question we will strive to answer, as we check the processed data for correctness and consistence. The main goal of data validation will be to assess whether the data correctly describes or reflects the intended community situation and characteristics; whether data were correctly derived from the community; whether all data representations are consistent with each other; whether the data provides an adequate basis for planning and development.

The following are going to be looked at as one of the many objectives of the data validation process:

- To certify that the data collected is an acceptable description of the community in our pilot area.
- To check a data for completeness and consistency; conformance to standards; data conflicts; technical errors
Validation of data will take part in the target communities. We will involve direct stakeholders in the community in collaborative meetings, and this will be done in three stages as outlined below:

- We will present the results to the community.
- Validate the generated information with the community.
- Then we will solicit recommendations and possible interventions to resolve the data inconsistence problems.

Data will be formally reviewed following a well-defined process. We will produce a formal report as to whether the data is acceptable, including the defects found and the issues raised. The members of a formal review team (council representatives, ZRDC experts and community members) will share responsibility for the quality of the review.

The following are going to be the validation inputs:

- Processed data will be presented for validation. This data will be presented in an appropriate format and organized according to local standards so that everyone can easily read and understand it. The presentation of the data collected will be done in both English and the major local languages.
- Local knowledge; knowledge, often implicit, of the local expertise which may be used to judge the quality of the data.

In this regard, the validation outputs are going to be the following:

- Problem list; list of discovered problems in the data collected.
- Agreed actions; list of agreed actions in response to data problems, and criteria for the completion of those actions.

Data validation is going to be done by the stakeholders; in this case the local community will be included in our framework of data validation. The core players in the validation process will be the following:

- The community representatives
- The data collection team
- People who will use the data (planning and development officers, ZRDC representatives and Local council representatives)

The updating of the database to be established by our project team will be updated by ZRDC in general. This is because currently, the local government does not have Information and Communication Technology (ICT) systems for data storage and manipulation. It is for this reason that Local government unities (councils) would work in collaboration with ZRDC to provide support and Data storage and management. Local government representatives will have access to the database for data updating. However, ZRDC will take a leading role in data management as well as providing training to local government representative in data manipulation.

In this case ZRDC will work with local governments to establish a poverty “knowledge center” (Poverty data banks, Poverty maps/profiles est.). This Data will be maintained by Local Planning and Development Offices.
Data dissemination

1) At ZRDC, we have ‘knowledge centers’, to which we will incorporate the database that is going to be developed at the design stage of our proposed CBMS project. In the design of our database, we will allow a trusted access by the Lusaka City Council, and the planning department of the Ministry of Finance and National Planning. This framework will also make the data accessible by the local government as well as to the Non-governmental organizations (e.g. WorldVision, USAID) that are currently pursuing poverty reduction programs in the pilot area. The poverty knowledge centers will include: Poverty data banks, poverty maps and profiles. Data management will be done by ZRDC in close partnership with local councilors, and the database will be accessible and maintained by local planning and development offices. Depending on sensitivity of the data, there may be restricted access to various forms of the data.

2) We will create links with the urban, ward and village development committees so that they have access to the grassroots level data for evidence-based decisions and project prioritization.

3) In conjunction with Lusaka City Council, we will establish an information unit that will maintain, update and enhance the proposed CBMS database. This is going to be utilized at the lower levels of the council, village / ward in the aspect of information resource center.

4) We will promote substantial capacity building and awareness of a need for CBMS process and role in poverty reduction, and the roles of the individual residents to enhance participatory planning of poverty-alleviation strategies. This will be done through seminars, meetings with community members and basic training sessions on planning tools and procedures.

5) Massive consultations at various levels of the decision/policy-making frameworks of the government (e.g. Ministry of Finance and National Planning, and Lusaka City Council).

6) Publications of research outputs through the CBMS’s network’s publication, web-sites, and presentation in local and international fora. This is so as to encourage the sharing of experiences and lessons that will be learnt from the implementation of this pilot project.
VI. Institutions and Personnel

We aim to assemble a network of very competent group of personnel that are going to see this project to a successful ending.

1. Bwalya Kelvin Joseph (BSc, MSc, PgDip Project Management), Core Research Fellow, Senior Researcher, Zambia Research and Development Centre, Lusaka, Zambia
2. Dr. Nyirenda Nathan, Head of Research, Mutendere Consultancy Services, Lusaka, Zambia
3. Chirwa Weston (BSc, MSc), Research Associate, National Research Center, Lusaka, Zambia
4. Nanyangwe Tina (BSc, communications science), Community Development Officer, Zambia Research and Development Centre, Lusaka – Zambia
5. Angela Phiri, (BSc, Humanities and Economics; MBA) Chief Economist, Zambia Research and Development Centre
6. Dr. Silumbe Richard (BSc(Strategy Planning), MSc(Sustainable Development), PhD(Sustainable Development)), PgDip water engineering), Senior Lecturer, Natural Resources and Development College, Lusaka, Zambia

In addition, a pool of personnel will be drawn from the following institutions:

1. Lusaka City Council,
2. Ministry of Finance and National Planning
5. Mount Makuru Research Centre, Chilanga - Zambia
6. Care International Zambia, Lusaka – Zambia
7. University of Zambia, School of Humanities
8. The Cabinet Office, Government of the Republic of Zambia
### VII. Timetable of Activities

#### Timetable of Activities

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<th>MIMAP-CBMS Project</th>
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<td>a. Review of Existing Monitoring Systems and putting up of CBMS Database</td>
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<td>b. Design of the Proposed CBMS layout</td>
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<td>c. Presentation of Draft Design,</td>
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<td>e. Dissemination of Results</td>
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<td>II. Pilot-Test of the System</td>
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<td>a. Development of data collection and processing tools</td>
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<td>b. Networking with Key persons in pilot site/s</td>
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<td>c. Conduct of training of enumerators and data processors</td>
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<td>d. Conduct of survey</td>
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<td>f. Analysis and validation of survey Results</td>
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References

3. Situating Decentralization in Zambia in a Political Context, University of Namibia, Dr Royson M. Mukwena

Abbreviations

1. MFNP: Ministry of Finance and National Planning
2. CSO: Central Statistics Office
3. UNDP: United Nations Development Programme
4. LCC: Lusaka City Council
5. ZRDC: Zambia Research and Development Center
6. PRP: Poverty Reduction Program
7. CBMS: Community-Based Monitoring System
## ANNEX 1

### Reference Poverty Metrics:

<table>
<thead>
<tr>
<th>COMPONENT</th>
<th>INDICATORS</th>
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<tbody>
<tr>
<td>Nutrition and Health</td>
<td>Morbidity rate</td>
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<tr>
<td></td>
<td>Common diseases within a specific community</td>
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<td></td>
<td>Percentage of underweight babies born</td>
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<td></td>
<td>Availability of Malaria prevention kit</td>
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<td></td>
<td>Presence of health workers and health institutions</td>
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<td></td>
<td>Prevalence of micro-nutrition deficiencies</td>
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<td>Nutritional status of children under 5 years old</td>
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<td>Infant and Maternal Mortality rate</td>
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<tr>
<td>Water and Sanitation</td>
<td>Access to safe and accommodative toilets</td>
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<td></td>
<td>Access to clean and disease-free water</td>
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<td></td>
<td>Source of water supply</td>
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<td></td>
<td>Availability of garbage disposal facilities</td>
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<tr>
<td>Education</td>
<td>Primary enrollment and success rate of completion</td>
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<td>Existence of schools and educational materials</td>
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<td>Literacy rate by gender</td>
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<td>Availability of skilled labor</td>
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<tr>
<td>Agriculture and Livestock</td>
<td>Percentage of fertile land utilized for farming</td>
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<td>Major food and cash crops</td>
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<td>Availability of livestock / livestock implements</td>
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<td>Availability of backward gardens</td>
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<td>Availability of Silos or crop storage facilities</td>
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<td>Livestock and Crop disease</td>
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<td>Number and types of livestock</td>
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<td>Peace and Tranquility</td>
<td>Number of crimes per year</td>
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<td>Conflicts or armed encounters</td>
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<td>Cases of wife battering, children beatings</td>
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<td>Violence rate around the neighborhood</td>
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<td>Income and Expenditure</td>
<td>Asset ownership</td>
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<td>Sources of income</td>
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<td>Proportion of potential work force out of employment</td>
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<td>Expenditure for food and clothing</td>
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<td>Shelter</td>
<td>Housing type and ownership</td>
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<td>Land tenure</td>
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<td>Housing status (slum or planned)</td>
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<td>Roads and communication</td>
<td>Main means of transport</td>
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<td>Available communication infrastructure</td>
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<td>Percentage of impassable roads</td>
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<td>Distances to major economic centers by road</td>
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<td>Individual socio-economic participation</td>
<td>Attendance to local meetings</td>
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<td>Registration for national or local elections</td>
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<td>Membership in community-based organizations</td>
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<td>Leadership in community organizations</td>
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