

### Editorial

Welcome to issue three of Concern's Knowledge Matters magazine. I would like to start by thanking everyone who contributed to this issue, especially Musha, Roisin and Julie.

July's issue of KM features a wide array of articles, along with evaluation and research summary reports.

The first article in this issue comes from Bangladesh and discusses integrated programmes. The article is especially pertinent as the organisation seeks to embed risk and vulnerability, assets and return on assets and inequality at the core of our programmes.

In a bid to improve upon documentation of organisational learning, Elizabeth Wright was recently seconded from Concern US office to work with the Ireland office. The first major output from Elizabeth's work is the publication *"New Frontiers in Child Survival: Reaching the Most Vulnerable"*. This learning paper focuses on examples of promising practice and approaches that worked in Concern's child survival programmes.

Two of the evaluations highlighted (The Consortium of British Humanitarian Agencies Early Recovery Programme in Pakistan and the Livelihoods Recovery for Flood Affected Populations in Sindh and Punjab in Pakistan) shine a light on the challenges and opportunities that programmes face as they seek to address inequality, especially gender inequality.

One of the areas in which Non-Governmental Organisations tend to be weak relates to affecting macro level change. Organisations often find it difficult to generate the necessary evidence at micro level to influence policy at the macro level. However, two of the evaluations cited in this issue (Education Programme in Burundi and Linking Life to Policies and Practices in Uganda) illustrate how it is possible to advocate for policy change using solid programme experience. Also, the article on the Camp Oscar Pilot Project in Haiti shows the reader how successful collaboration

with national actors is possible.

There is a growing push for the utilisation of Impact Evaluation (IE) methods, particularly by bilateral and multi-lateral donors. Interestingly, one of the evaluations reviewed (The Dessie Zuria Livelihoods Programme in Ethiopia) attempted to use IE methods with limited success. We can all learn from this experience.

I greatly appreciate your views and opinions and keenly encourage you to comment on issues raised here. Use the **KM blog** to share your thoughts. I would welcome you to submit any articles that you feel could benefit colleagues for Issue Four. I would also encourage you to share this publication with partners.

The next issue of KM is planned for October.

Enjoy the read.

Kai Matturi

#### Included in this issue

- ◇ Reflection on the challenges and opportunities for the successful integration of development programmes
- ◇ Reflection piece on the Return to Neighbourhoods: Concern Haiti's Camp Oscar Pilot Project
- ◇ Addressing challenges of social assistance schemes: rights based approach in Orissa, India
- ◇ Protecting rights of orphans and vulnerable children: no substitution for community action in Nyanza, Kenya
- ◇ Mitigating the impact of drought in Moyale District, northern Kenya
- ◇ Securing electrical supplies for Information Communications Technology
- ◇ New Frontiers in Child Survival: Reaching the Most Vulnerable
- ◇ Solid Waste Management in Urban Areas-Review of Options for NGO Interventions

## Reflections on the challenges and opportunities for the successful integration of development programmes



By **A.K.M. Musha**

When we review the literature and practical experience with respect to integrated programmes, we find a familiar story being narrated. Integrated programmes fail to achieve their objectives fully because of the weaknesses in management. The common assumption that prevails is that if we address the management and delivery problem, integrated programmes will succeed. I personally do not think it is so straight forward. If we do not analyse the causes of the failure of Integrated Rural Development Programmes (IRDPs) in a holistic manner we will repeat the mistakes of the past.

Most of the reviews I have come across tend to focus on management structures, coordination and participation as the major problems relating to integrated programmes. This fails to account fully for the failures of the IRDPs model. In my view, the main problem lies in the design flaw which results in setting up incorrect management structures and delivery mechanisms. The study *“Integrated Rural Development in Asia-Learning from Recent Experience”* by H. Ramachandran and JP De Campos Guimaraes has also highlighted this issue.

As we all know, if we analyse the root causes of extreme poverty, they are multi-dimensional and complex. If we take Concern’s Understanding of Extreme Poverty - (lack /low return of asset, inequality, risk and vulnerability) and analyse them systematically we will find that all the root causes are inter-linked.

For example, if we take the asset dimension and analyse the causes of the lack of financial assets we will find a wide range of reasons. As a result we need to design numerous interventions at multiple levels and set appropriate indicators to measure the success of all those interventions. In addition, the causes of inequality and vulnerability will need to be analysed and interventions planned simultaneously.

This level of analysis and intervention planning, including setting indicators for measurement, are necessary for all the assets and other dimensions of extreme poverty.

The real problem that I have found relates to collating this level of analysis and intervention planning in one proposal. As this is really difficult, almost all integrated programmes focus only on some key interventions covering different sectors with few key indicators to measure the success.

Even if we have the right level of capacity after programme design, without having appropriate analysis and sufficient details in activities and monitoring indicators, staff will focus on the key tasks/activities and the budget during implementation. The net effect is that we will suffer the same fate as the IRDP model.

To summarise, the key issue is how to bring the necessary depth in causal analysis and plan effective and detailed interventions with Specific, Measurable, Achievable, Relevant and Time bound (SMART) indicators in one Integrated Programme. We have provided a modified integrated approach as one solution in our current **Strategic Plan for Bangladesh**.

Our context-based **programme approach** is designed to ensure that the programmes are able to address the multidimensional nature of extreme poverty and to tackle the context specific barriers that confront the extreme poor. It uses a **people centred** approach that places the extreme poor at the centre of identifying factors that **shape** their unique experience of extreme poverty and to design interventions that offer **pathways** out of it.

In order to realise the benefits of the above approach, Concern Bangladesh will ensure it implements all the appropriate sectoral activities and interventions to address the root causes of extreme poverty in a manner that ensures greater convergence,- working in the same areas with the same group of people in a coordinated fashion to achieve the **desired change at the programme level**.

Interventions in each programme will **consist of distinct projects**, structured according to management requirements and funding opportunities, but will be **analysed, managed and measured as a programme**.

Each programme will develop and implement its **Results Framework to measure the impact at programme level**. Each intervention (project) under the integrated programme will have a sufficient level of detail in analysis and programme planning and implementation to ensure we achieve the desired **outcome/impact at the programme level** as agreed in the Programme Result Framework. The necessary **human resources and the management structures** will be decided upon based on the requirement of the different Interventions.

The approach described above may help to overcome the weaknesses inherent in the IRDP model. This would also enable us to continue to attract donor resources as most are sectorally oriented. It may be difficult to convince donors to support an integrated approach, at least in the short term. Concern Bangladesh is still in the process of developing the approach. However, whatever we do should be based on evidence without having a bias towards any particular school of thought.

### Reflection Piece on the Return to Neighbourhoods: Concern Haiti's Camp Oscar Pilot Project

*By Roisin Gallagher & Julie Breen*

In January 2011, Concern launched a 'Return to Neighborhoods' pilot project in one of its smaller camps, Camp Oscar, located in Haiti. The project was launched in response to the Haitian earthquake of 2010.

Terrain Oscar is government-owned land and was a public football pitch before becoming a spontaneous settlement. The camp was chosen due to its manageable size, and strong relationships between camp residents, community leaders and Concern.

The project was funded by European Community Humanitarian Office and Concern at a cost of USD\$350,000.

The objective of the project was to assist families to move out of Camp Oscar and return to the surrounding neighbourhoods by providing them with a choice of options for return. These options consist of accommodation, livelihoods and educational assistance and also to provide guidance to other agencies embarking on 'return' projects.

#### Assistance options presented to camp residents:

- A) Transitional shelters for families who owned land
- B) Transitional shelters for families with the opportunity to build on land
- C) Repairs for families who had damaged (repairable) houses
- D) Rental assistance for families who could move to host family accommodation or who could find alternative accommodation.

#### The relocation process was guided by the following:

- 1) Application submitted by programme participants
- 2) Families found alternative accommodation themselves and negotiated the price
- 3) Concern carried out verification. This involved visiting and speaking to individuals
- 4) Case workers followed-up with family after they left the camp
- 5) Based on findings of follow up, families received livelihoods training and grant (USD\$250) and an education voucher (USD\$150) for schooling of one child.

## Lessons Learned

- 1) **Sensitisation and setting of clear and defined rules from the start**-Sensitisation about the project to camp residents by community leaders was crucial. Because they believed in the project, the committee took ownership over the project. From our experience, key sensitisation topics (in the local language) included: **1a)** Global overview of project and the reasons for its importance to beneficiaries. This is not another hand out, but rather it presents beneficiaries with a chance to create their own future **1b)** Explanation of the options available to camp residents via meetings and with illustrative handouts and posters in the camp **1c)** Explaining how the cash transfer would occur, ground rules and adherence to conditions **1d)** Sensitisation to the fact that households would be prioritised based on vulnerabilities and on a 'first come, first served' basis.
- 2) **Collaboration with the local committee, Mayor's office and other agencies**-It is essential that a good collaborative relationship is established between the various key stakeholders. This was achieved by ensuring the following: **2a)** Develop terms of reference with camp committee members **2b)** Secure the mayor's backing for the scheme **2c)** Ensure Concern presence at shelter sub-hub cluster meetings from the planning phase of the project so as to build partnerships, to coordinate, and to share lessons learnt along the way.
- 3) **Ownership and participation of beneficiaries was essential**—This was achieved through the utilisation of a number of mechanisms:**3a)** The option-based approach to this project was essential as it allowed the community to choose its own path, facilitating family-centred decision making and personal prioritisation **3b)** Instilling the 'meet us half way approach'. It was made clear to beneficiaries that they also need to do some work (provide us with documents, find alternative accommodation, take down their emergency shelter within a certain period of time) and that if this

did not happen that we could not move on to the second phase of assistance.

- 4) **Timeliness and discretion**-A number of measures were taken in this regard: **4a)** Remain discreet about the reasons for registration and avoid mentioning the project to manage expectations **4b)** Advise beneficiaries not to inform landlords that Concern were providing them with 500USD or market prices would go up **4c)** The time frame between when beneficiaries are asked to go and find accommodation and when the cash transfer took place should be kept as short as possible.

## Concluding remarks

As a result of the project, Concern was invited by the Government of Haiti to act as an adviser to the working group on returns. This has provided us with the opportunity to influence policy at the macro level. We are also currently implementing a 'Return to Neighbourhoods' project in Place de la Paix, Port au Prince with 2,700 families.

*A case-study on the Camp Oscar project, which provides more details on some of the issues noted here, can be downloaded from the Knowledge Base.*

## Addressing challenges of social assistance schemes: rights-based approach in Orissa, India

The May 2012 edition of the journal 'Development in Practice' featured an article by Dipankar Datta and Sisiri Kanta Pradhan. Their article addresses the challenge of social assistance schemes in Orissa and argues for the use of new technologies in supporting community led, evidence-based advocacy.

The article documents the programme strategy that has been used to address the challenges of social assistance schemes. Key aspects of the strategy are: community mobilisation; use of mobile technology, web and media for community-led evidence-based advocacy at the local level;

and graduating this effort to address structural issues at the state level.

Key challenges in the process were to minimise tension among different stakeholders, and to bring changes in the attitudes of communities who were accustomed to receiving services instead of demanding them. Despite many challenges, the strategy has successfully contributed to mobilising communities to demand their entitlements.

*The complete article can be downloaded from the Knowledge Base.*

### Protecting rights of orphans and vulnerable children: no substitution for community action in Nyanza, Kenya

The February 2012 edition of the *'Community Development Journal'* featured an article on protecting the rights of vulnerable children through community action. The article was written by Dipankar Datta.

The article focuses on the plight of orphans of HIV and AIDS victims and other vulnerable children in the Nyanza Province of Kenya. It draws upon participatory research conducted by the author and his colleagues in Nyanza, which has the highest prevalence of HIV and AIDS in the country, into the vulnerabilities faced by such children and community action to address them.

Based on the insights gained from a series of research projects undertaken in the province, linked with the UN Convention on the Rights of the Child, it makes a strong case for placing children at the centre of all developmental programmes.

Using case studies, it argues that community action must take precedence over externally driven programmes to provide support and succour to the children. External support programmes, whether by the government or non-government organisations, must take local socio-economic and cultural factors into consideration and supplement, rather than replace, community initiatives.

*The complete article can be downloaded from the Knowledge Base.*

### Mitigating the impact of drought in Moyale District, Northern Kenya

Issue 53 of the *'Humanitarian Exchange'* magazine featured an article by Wendy Erasmus, Leina Mpoke and Yacob Yishak. The article documents Concern's experience in combating the impact of drought in Moyale District, Kenya.

Moyale District is a sparsely populated area. Livestock account for 70 percent of household income, and 67 percent of the population live below the poverty line. Droughts have eroded household assets and further reduced the coping mechanisms available to the pastoralist, residents of Moyale. Yet a survey revealed that severe acute and global acute malnutrition rates in Moyale are much lower than in the neighbouring areas of Marsabit and north-west Wajir, where similar conditions prevail. Why has Moyale fared better? The authors argue that Concern's approach to working in the district was key to improving both malnutrition rates and resilience.

The key components of Concern's approach are: i) resilience over the long term, ii) strengthening government capacity to respond, iii) early scaling up of food, nutrition and livelihood interventions, iv) good coordination. By diversifying livelihoods, switching to more drought-resistant livestock species and breeds, improving rangeland management, mitigating resource-based conflicts and lengthening the water availability period, the ability of pastoralists in Moyale District to withstand the 2011 drought affecting Northern Kenya was enhanced.

*The complete article can be downloaded from the Knowledge Base.*

### Securing electrical supplies for ICT

The June issue of *'Appropriate Technology'* magazine contained an article by Paul McCallion on the theme of securing electrical supplies for information communications technology.

In developing countries, lightning strikes, surges in electrical power, and spikes in voltage create major problems with electrical equipment.

NGOs, power companies and communications companies have to deal with this problem, made worse by high resistant earth systems, which mean circuit breakers will not trip and harmful amperage destroys equipment or electrocutes people and animals when contact is made. These are the main reasons for the excessively high amount of damaged equipment, extra costs and safety problems in many countries. Paul argues that these problems could be reduced by using simple local knowledge solutions.

*The complete article can be downloaded from the Knowledge Base.*

### Meta-Evaluation of the Food, Income and Markets Programme

**T**he Food, Income and Markets team within the Strategy, Advocacy and Learning Directorate, led by Chris Pain recently produced the meta-evaluation of the Food, Income and Markets (FIM) programme covering the period 2009-2011. The evaluation was based on 56 reports produced on 48 FIM programmes in 25 countries. The majority of the reports were produced by external consultants (49 out of the 56), 32 of the reports are described as final evaluations, of which all except two were done externally, 15 are mid-term reviews, again all except two of these have been done externally. For readers who may not be aware, meta-evaluation is the term used for evaluations designed to aggregate findings from a series of evaluations.

The review found that the FIM programmes focus on working at the micro level. This is consistent across the country contexts and across regions. There is some engagement at the meso level (roughly equated to district organisation). However, across the programmes there is minimal engagement at the macro (or national) level.

The review team used a scale of one (highly unsatisfactory) to six (highly satisfactory) to assess how successful the different programmes had been, based on the data included in the report. Almost all were considered to be moderately satisfactory or

better, with an average score of 4.75. There is a broader spread across regions, with both Worldwide and Asia having a score above average, Central and Southern Africa average, and Horn of Africa below the average.

The authors conclude the report by making the following observation: "If one was to try to describe a "typical" FIM programme, we could say that they are medium term in nature, lasting for an average of just over three years, their focus is on providing benefits to direct beneficiaries, with less attention to strengthening institutions at meso and macro level. They are either directly implemented, or through partners who have a form of sub-contractual relationship to deliver them and achieve their targets. The benefits accruing to the direct beneficiaries are considerable, particularly in terms of their raised income, though issues of inequality and risk and vulnerability are not being as well addressed. The programmes are generally satisfactory in nature, with the largest chunk of activities being focused on agriculture, though there are significant regional differences, suggesting a good understanding of the local context".

I would like to highlight to readers that the various sections within the report dedicated to Interaction with Markets, Natural Resource Management, Agriculture and Social Protection contain nuggets of wisdom. I would urge you to read these sections.

*The complete report can be downloaded from the Knowledge Base.*

### Final Evaluation of the Basic Education Programme in Ethiopia

**F**ountain Management Consultancy led the final evaluation of Concern's basic education programme in Ethiopia. The goal of the programme is to contribute to the promotion of and access to universal primary education for vulnerable children. The programme works mostly through partners. It also incorporates policy components.

The evaluators noted that the programme had demonstrated success in a number of key areas. A noticeable increase had been achieved in gross enrolment rates, whilst the dropout rates of students had decreased.

However, the evaluators make the point that there were significant challenges in seeking to evaluate the programme. These stemmed from the fact that not all the indicators in the log frame were Specific, Measurable, Achievable, Relevant or Time bound (SMART). Another area that the evaluators were critical of relates to knowledge sharing. They note that the programme team could have better documented their experiences and shared these with relevant stakeholders. This could have led to more effective engagements on policy issues at the macro level.

*The complete report can be downloaded from the Knowledge Base.*

### Final Evaluation of the Dessie Zuria Livelihoods Programme in Ethiopia

In November 2011, Concern Ethiopia commissioned Oda Development Consultants to undertake an evaluation of the Dessie Zuria livelihoods programme. The goal of the programme was to contribute to reduced vulnerability and improved income and food security of 72,144 extreme poor households in 11 target kebeles.

The report notes that the programme had, to a large extent, achieved its goal. The evaluators based their judgement on a number of criteria: 1) increased diet diversity of programme participants, 2) improved nutritional status, and 3) increased income.

The programme however suffered a number of limitations. For example, there should have been better integration between water supply and sanitation, the revolving fund mechanism should have been better managed and finally the market integration component of the programme could have been better conceived.

From a methodological perspective, it is interesting to note that the evaluators attempted to utilise an impact evaluation design. However, this was fraught with difficulties. The major difficulty stemmed from the fact that the baseline and end line data was not generated from the same study group. And secondly, the impact evaluation was driven by a recall method. The recall method is generally not reliable for precise quantitative data. It can also suffer from deliberate or unintentional distortion.

*The complete report can be downloaded from the Knowledge Base.*

### Evaluation of the CBHA Early Recovery Programme in Pakistan

Henri Leturque led a team of consultants, who evaluated the DFID funded Early Recovery programme in Pakistan. The programme was implemented through a consortium of Concern, Action Against Hunger, International Rescue Committee, CARE International, Oxfam and Save the Children.



The intervention was essentially designed as a resource transfer programme (cash, agricultural inputs, livestock assets, business assets and conditional cash grants). It was structured according to three intended results targeting different groups of programme participants: Result 1 - support access to immediate income and means for sustainable return, Result 2 - support access to means to preserve existing agricultural assets and resume farming activities and, Result 3 - support flood-affected men and women to resume/start-up non-farm micro and small businesses.

The evaluators found that the programme achieved success in a number of critical areas. They noted that the major success of the programme was that it exceeded its original output targets.

This was largely down to savings on exchange rates and savings on bulk procurements. The report also notes that consistent attempts were made by members of the consortium to implement a functional accountability mechanism which represented another important success.

Despite these notable achievements, the programme did suffer from a number of shortcomings. Firstly, livestock distribution and particularly poultry distribution was not a great success. Livestock mortality rates were high during and after transport for most agencies (sometimes because of delayed distribution during the hot season). The sustainability of the activity is doubtful since many beneficiaries won't be able to keep buying the fodder necessary to take advantage of improved breeds.

Secondly, about 70 percent of direct beneficiaries were male and they received a greater amount of resources since women were generally targeted by lower value transfers. What the evaluators found most striking was the difference across agencies in terms of the proportion of women among direct beneficiaries: it varied from 10 percent to 50 percent, clearly suggesting that there is considerable scope for progress.

Thirdly, the logframe was largely designed by DFID and was never really used by agencies. Beyond the logframe, the most important issue with monitoring is that agencies did not invest in consistent and coherent post-distribution monitoring systems.

The report discusses a number of key lessons. For instance, it makes the point that little attribution could be found in respect of mainstreaming cross-cutting themes. It also notes that the skills and leadership of a few individuals was essential to the success of the intervention. These are important lessons given the nature of the programme.

*For those readers interested in finding out more, the report can be downloaded from the Knowledge Base.*

## Evaluation of the Education Programme in Burundi



Final Evaluation Report  
February 7th, 2012

In November 2011, Concern Burundi commissioned an evaluation of its education programme. The evaluation was led by an external consultant, Leslie Casely-Hayford. The goal of the programme was to improve access for extremely poor and marginalised children and promoting quality of primary education in Cibitoke province. The evaluators note that the programme had achieved increases in gross and net enrolment rates in the nine school communities visited. The evaluation findings note that in excess of 6,000 children and their families were provided with uniforms and notebooks. This helped to reduce the number of out of school children.

In terms of working at macro level, the report found that the programme achieved some notable success. It notes that the programme was well suited to the education policy context in the country and, as a consequence, was able to build a very close working relationship with all levels of government, strengthening the likelihood of sustained inputs and outcomes.

In respect of programme effectiveness there could have been more emphasis placed on improving the awareness of girls' education across the programme schools. The report also notes that more work is needed to broaden the strategies for reducing drop out and repetition rates.

*For those readers interested in finding out more, the report can be downloaded from the Knowledge Base.*

## Evaluation of the Food Security Project in Pakistan



In response to the crisis of high food prices due to the Pakistani earthquake in 2005, Concern implemented an EC funded project (2010-2011) with the goal of reducing the negative

effect of high prices on poor and vulnerable agricultural households.

In February 2012, Paigham Shah led a team of external evaluators who assessed the results of the project. Given the short timeframe in which the project was implemented, its impact could only be measured at the level of output. In this regard, the project has been a success. For example, there was a 100 percent increase in yield in wheat and maize production from the baseline. There had also been an increase in the number of programme participants practising kitchen gardening.

The report identifies a number of lessons: 1) the package for crop inputs should be based on land holding and the capacity of households to use them; 2) Inputs for distribution should be tested for quality.

*For those readers interested in finding out more, the full report can be downloaded from the Knowledge Base.*

## Evaluation of the Haor Initiatives for Sustainable Alternative Livelihoods Project in Bangladesh

Final Evaluation

Haor Initiatives for Sustainable Alternative Livelihoods (HISAL) Project



By  
Martin Whiteside (Team Leader)

To protect and improve the livelihood security of poor and extremely poor households and communities living in the deep Haors area of Bangladesh, Concern designed and implemented a five year project (2006 - 2011) called, *Haor Initiatives for Sustainable Alternative Livelihoods (HISAL)*. The project was implemented in 261 villages of 30 unions in Bangladesh covering about 21,700 households.

Martin Whiteside led the final evaluation of the project in December 2011. Martin and his colleagues noted that the project had largely achieved success in two critical areas. Households had been empowered through the development of sustainable community organisations, and the livelihood options of poor and marginalised women had been improved.

However, the evaluators were critical of the monitor-

ing, evaluation and learning aspect of the project. They make the point that the project would have benefitted from having a smaller number of tightly defined outcome indicators. These indicators should have then acted as the basis for managing for results. The evaluators also lament that fact that the endline survey had not been completed by the time the final evaluation was commissioned.

*The complete report can be downloaded from the Knowledge Base.*

## Review of HIV Mainstreaming in Concern Uganda

The Concern Uganda Country Office commissioned an external consultant, Aine Costigan to carry out an assessment of the effectiveness of Concern's current HIV mainstreaming practices in Uganda.

The main findings of the report centred around internal and external mainstreaming.

Mainstreaming views, programmes and projects through a HIV lens and refocuses them to take into account both the causes and consequences of HIV and AIDS, i.e. external mainstreaming. In order to support country programmes, a "six step" process was developed. Experience shows that internalising the process among staff, i.e. internal mainstreaming, greatly enhances the success of the programmatic mainstreaming.

The review noted that Concern Uganda has had its strongest HIV mainstreaming success in internal mainstreaming. This was due to a number of significant factors: 1) the commitment from senior management is robust, 2) the budget being protected, 3) the steps involved being clear and 4) there is control over the process.

With respect to external mainstreaming, the results have been mixed. This is partly because of the range of issues to contend with in external mainstreaming and partly because of the partner-dependent nature of programme implementation.

*The complete report can be downloaded from the Knowledge Base.*

## Evaluation of the Linking Life to Policies and Practices Project in Uganda

Keeping with the theme of HIV and AIDS, an evaluation was carried out in February of this year of the “*Linking Life to Policies and Practices project*”. The goal of the project was to strengthen the capacity of civil society AIDS Service Organisations (ASOs) in order to improve service delivery.

The evaluation noted that the project was well-conceived and that it provided vital support for the development and/or strengthening of ASO advocacy and capacity building of networks at the district level.

One of the main conclusions of the report was that the greatest impacts of this project were felt at the meso level, where advocacy work resulted in concrete benefits for communities at the service delivery level.

Despite the success of the project, improvements could have been made. One of the main recommendations is that in future there should be an alignment between district strategies and the capacity of the partner at national level to provide district-level support.

*For those readers interested in finding out more, the report can be downloaded from the Knowledge Base.*

The project is being implemented by Concern in partnership with Pader District Local Government through the Pader District Water Office. This is the first time for Concern to work in partnership with Pader local government, having previously worked in this way in Amuria, Nakasongola and Rakai districts.

The report notes that in the area of effectiveness the project to date has struggled to extend its reach due to a number of contextual factors. However, good progress is being made at the community level. For example, more people have access to safe water, there has been an increase in the number of households with basic sanitation facilities, and knowledge of good hygiene practice is high. The report also makes the point that the project is relevant since water, sanitation and hygiene are priorities for the targeted communities.

The report does make a number of critical observations. For instance, the monitoring and evaluation of the project appears to suffer from a number of inadequacies. It notes that the monitoring and evaluation plan needs to be revised. The revised plan should be clearer on what data is needed, how that data can be accessed, who collects and analyses the data.

*The report can be downloaded from the Knowledge Base.*

## Mid-term Review of the Sustainable Water Supply and Sanitation Service Delivery Project in Uganda



Staying in Uganda, an external consultant, Niall Roche undertook a mid-term review of the “*Sustainable Water Supply and Sanitation Service Delivery project*”. The project is being implemented in the Northern Ugandan district of Pader. The goal of the project is to provide sustainable access to safe water supply and basic sanitation for formerly internally displaced persons in six sub-counties of Pader.

## Evaluation of the Livelihoods Recovery for Flood Affected Populations in Sindh and Punjab in Pakistan

Luqman Ahmed led a team of consultants who evaluated the ‘*Livelihoods Recovery for the Flood Affected Populations in Pakistan*’. The goal of the project was to ensure that flood affected targeted populations have access to goods, services and support allowing for a return to normality.

The evaluators noted that the intervention was relevant to the needs of the programme participants. They were also praiseworthy of the type of targeting that the project utilised as it ensured that both men and women benefited from the project.

However, they were critical of the gender equality dimension of the project. For example, female village committee members were not aware of their roles and hence could not actively contribute in decision-making.

*For those readers interested in finding out more, the report can be downloaded from the Knowledge Base.*

## New Frontiers in Child Survival: Reaching the Most Vulnerable

In 1998, Concern undertook its first USAID-funded Child Survival project to improve community health and service coordination in two urban centres of Bangladesh. Since then, child survival programmes have been replicated in more complex operating environments in six countries, including Rwanda, Burundi, Haiti, Sierra Leone and Niger.



External evaluations have revealed, that at a very low cost, Concern has achieved significant improvements in household level knowledge and practices, in the quality and accessibility of primary health services, and in the capacity of local communities by leveraging existing resources within communities and working in partnership with local governments.

Since 1998, Concern's child survival initiatives have benefitted more than 1.8 million children under five and women of reproductive age inclusive. The average annual cost per woman of reproductive age and child under-five across Concern's programmes in Bangladesh, Rwanda, Haiti, and Burundi was USD\$2.63.

Each of Concern's child survival programmes brings its own set of opportunities and challenges, and although challenges are a significant impetus to learning, the analysis in this paper focuses on examples of promising practise and approaches that worked.

*For those readers interested in finding out more, the paper can be downloaded from the Knowledge Base.*

## Desk Research on Theories and Promising Practices on Engaging Men and Boys in Gender Equality

Earlier this year Concern commissioned a piece of desk research. The aim of the research was to examine ways that men might be engaged in Concern's gender equality interventions and ways in which men's realities might be considered from a gender perspective.

The research was led by Gary Barker, who is a globally recognised researcher and practitioner in the area of gender, equality, men and masculinities. A number of Concern staff were consulted to ensure that a Concern perspective was also factored into the recommendations.

The report highlights best practice in this area and across multiple sectors and various contexts and also identifies potential areas for deeper exploration for Concern.

For many countries who are currently developing programmes and new approaches the report provides some insightful guidance on possible approaches that could be explored within your country programme.

### The report is broken up into three key elements:

- 1) Overview of the "state of the field" in good practice and evidence-based approaches to engage men in gender equality across a number of sectors;
- 2) Findings from the consultation process with a number of key Concern Worldwide staff to get their perspectives on Concern's gender equality programming;
- 3) Actionable Recommendations for Concern on how to move forward on engaging men and boys in gender equality programming.

*For those readers interested in finding out more, the report can be downloaded from the Knowledge Base.*

## Solid Waste Management in Urban Areas - Review of Options for NGO Interventions



**W**aste management in urban areas is a huge issue in many Concern countries of operation. It will also probably be a priority issue in coming years as urbanisation gathers

pace. It was with this mind that Concern's Health Support Unit commissioned Meleessa Naughton to conduct a review of the options available for NGOs in the area of solid waste management in urban settings.

The objective of the review was to provide a number of practical options for those wishing to invest in solid waste management. Solid waste is defined here as any material discarded from households and businesses (except medical institutions), and does not include fecal waste and sludge.

NGOs are confronted with the issue of solid waste management both in emergencies and in longer term development programmes in urban areas of developing countries. The review outlines some initiatives for solid waste management from a long-term perspective and is intended as a point of reference for NGOs and waste management stakeholders.

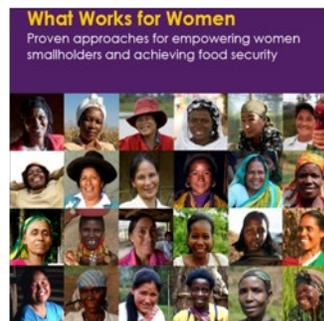
The review presents briefly the main stakeholders involved in the field of waste management, and outlines the main steps necessary in order to undertake a preliminary analysis of a local waste management system. Finally, a list of useful references is annexed to the report.

The report will act a useful reference document for many of Concern's Water, Sanitation and Hygiene (WASH) interventions.

*The complete report can be downloaded from the Knowledge Base.*

## What works for women-Proven approaches for empowering women smallholders and achieving food security

*What changes do we need to empower women*



*smallholders and achieve food security?* This question has been asked repeatedly over the past several decades, but transformative changes in both public policy and practice have been few and far between. Accord-

ing to the United Nations Food and Agriculture Organisation (FAO), closing the 'gender gap' in agriculture – or increasing women's contribution to food production and enterprise by providing equal access to resources and opportunities – could reduce the number of hungry people in the world by 12-17 per cent, or by 100 to 150 million people.

In fact, over the last few years unparalleled attention has been given to the issue of food security and the importance of smallholder farms, with particular recognition of the role of women farmers. The 2011 FAO flagship report, *The State of Food and Agriculture*, focused on the vital role of women in agriculture, and the 2012 UN Commission on the Status of Women (CSW) has as its priority theme: *The empowerment of rural women and their role in poverty and hunger eradication, development and current challenges*.

In this context, nine international development agencies, including Concern, have produced a briefing paper to share the lessons learned, based on their experience of promoting gender equality and working with women smallholders and rural women over many decades. The paper outlines a number of recommendations for policy makers on measures to help close the gender gap in agriculture.

*For those readers interested in finding out more, the paper can be downloaded from the Knowledge Base.*

## A note on the Contributors

**A.K.M. Musha** is Concern's Country Director in Bangladesh.

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## Knowledge Matters basics

### ***For whom is the publication***

All staff involved in designing, implementing, managing, monitoring, evaluating and communicating Concern's work. This publication should also be shared with partners.

### ***What this publication includes***

- ◇ Promising practice
- ◇ Organisational learning
- ◇ Promotion of multi-sectoral and integrated approaches to programming
- ◇ Links to full reports

### ***What it doesn't include***

- ◇ Targeted recommendations
- ◇ Additional evidence not included in the papers cited
- ◇ Detailed descriptions of interventions or their implementation

### ***Editorial team***

**Editorial Advisers:** Connell Foley and Samuel Fox.

**Language Editing:** Michael Commane.

**Layout:** Eithne Healy.

**Compilation:** Kai Matturi.

## Additional resources

**Knowledge Base**

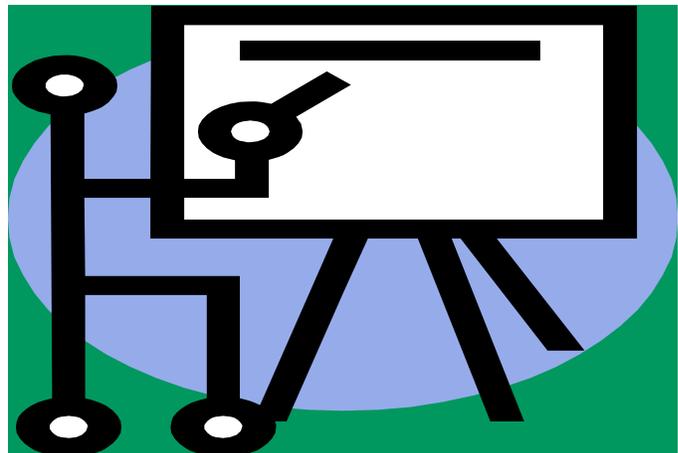
**Concern Research Projects (2011-2015)**

**Story Desk**

**Concern Style Guide**

**Concern Branding and Guidelines**

**Free Resources for Programme Evaluation and Social Research Methods**



### ***Have your say***

Your views and feedback are welcomed. Please use the contact details below to get in touch. Kai.matturi@concern.net, cw\_kai.matturi, +353 1 4178079 .

Knowledge Matters is published quarterly by the **Programme Approaches and Learning Unit**, situated within the Strategy, Advocacy and Learning Directorate of Concern. The publication seeks to connect and collect Concern's knowledge.

### ***Key words***

Integrated Programmes, Solid Waste Management, Gender Equality, Camps, Impact Evaluation, Mainstreaming, WASH, Meta-Evaluation, Learning.