

**PROJECT GRANT PROPOSAL
2002-2005**

**INTEGRATED CHILD LABOUR ELIMINATION
PROJECT**

SUBMITTED BY

TOGETHER ENSURING CHILDREN'S SECURITY (TECS)

in partnership with:

**Creative Centre for Community Mobilization (CRECCOM); Total
Landcare (TLC) and Nkhoma Synod of CCAP**

MALAWI

DATE OF SUBMISSION

MARCH 25, 2002

ACRONYMS

| | |
|---------|---|
| ADC | Area Development Committee |
| AIDS | Acquired Immuno-Deficiency Syndrome |
| CBD | Community-Based Distributors |
| CCAP | Church of Central African Presbyterian |
| CDSS | Community Day Secondary School |
| CLA | Child Labour Appraisal |
| CLBS | Child Labour Baseline Survey |
| CRECCOM | Creative Centre for Community Mobilization |
| EC | European Community |
| GABLE | Girls' Attainment of Basic Literacy and Education |
| HIV | Human Immuno Virus |
| HSA | Health Surveillance Assistant |
| MOU | Memorandum of Understanding |
| MCH | Maternal and Child Health |
| NGO | Non Governmental Organisation |
| PRA | Participatory Rural Appraisal |
| SIP | School Incentive Package |
| SMC-AA | Social Mobilization Campaign for Aids Awareness |
| SMC-COP | Social Mobilization Campaign for Community Outreach Project |
| SMC-EQ | Social Mobilization Campaign for Education Quality |
| RBM | Results Based Management |
| TBA | Traditional Birth Attendant |
| TFD | Theatre for Development |
| TLC | Total LandCare |
| TECS | Together Ensuring Children's Security |
| USAID | United States Agency for International Development |
| USS | Unique Solution Strategy |
| VDC | Village Development Committee |

1 SUMMARY

| | |
|---|---|
| NAME AND ADDRESS OF ORGANISATION : | The Executive Director TECS P.O Box 30778 Lilongwe Malawi Tel: (265) 770 856 or 770 546 Email: bmaynard@eomw.net |
| NAME OF PROJECT : | Integrated Child Labour Elimination Project |
| DURATION OF PROJECT : | 3 Years |
| DATE OF START OF PROJECT : | 1 st May 2002 |
| TOTAL PROJECT BUDGET : | US\$3,590,351 |
| PARTNER & COMMUNITY CONTRIBUTIONS: | US\$ 806,621 |
| AMOUNT REQUESTED FROM (DONOR) : | US\$2, 783, 729 |

1.1 BACKGROUND AND PROBLEM

In preparation for planning its operations, and following a 4-step model dubbed "Unique Solution Strategy (USS)", TECS commissioned a survey to appraise itself on issues of Child Labour in Malawi. Through the appraisal, representatives of communities broadly expressed the kind of Child Labour related interventions they would like to see being implemented. The community members in those areas were further consulted, through a Participatory Rural Appraisal (PRA), in setting out the priority intervention areas for TECS and its implementing partners.

Generally, Child Labour is found in three primary sectors, domestic work, informal sector and agriculture sector of Malawi. In the project pilot areas of Dwangwa and Ngala, over ninety (90%) of the children who were engaged in "full time" Child Labour were in the agriculture sector, particularly the burley tobacco estates. Child Labour related issues in these areas include no payment or under payment, psychological abuse, generally stressful working environment and inadequate food provision. The Child Labour situation in the impact areas is being exacerbated by food insecurity, which is linked to high household poverty levels.

1.2 PURPOSE, OBJECTIVES AND RESULTS

The overall purpose of the 'Integrated Child Labour Elimination Project' is the reduction of the incidence of Child Labour among the tobacco growing communities in the Pilot Project areas of Dwangwa and Ngala of Kasungu and Dowa Districts respectively. The ultimate beneficiaries for this project are the children in 60 villages located in the Dwangwa and Ngala areas. The benefit to the children in these pilot project areas will be the positive improvement of their total environment, which currently involves paid or unpaid work, and activities that are mentally, physically or socially dangerous and harmful to their livelihoods. This will be achieved through implementation of an integrated education, water, health and food security project; addressing needs identified through a comprehensive Baseline Needs Assessment that TECS commissioned in February 2002. The specific objectives of the project will be:

- i. Improved morbidity and mortality of children under the age of 15 years and women of reproductive age in the selected tobacco growing communities in Kasungu and Dowa districts.**
- ii. Improved and sustainable clean water supply for the people of Dwangwa and Ngala made possible through capacity building of its communities.**
- iii. Increased primary school enrolment and reduced enrolment dropouts in the selected tobacco growing communities in Kasungu and Dowa districts.**
- iv. Improved food security, income levels and the use of natural resources leading to sustainable increase in farm productivity and a better environment for the child.**

The summarized result areas for the project are:

1. Improved problem analysis and resolution as well as ownership of the project by the communities through several community mobilization and sensitization workshops in 60 villages.
2. Improved community health service and facilities through the provision of training to:
 - i. 600 Village Health Committee Members,
 - ii. 60 Traditional Birth Attendants,
 - iii. 120 Drug Revolving Fund Committee Members,
 - iv. 60 Community Based Drug Agents
3. 100 Peer Education and Counsellors,
4. 2 Under Five Clinic shelters constructed.
5. 2 Maternity Units constructed
6. 60 water points constructed in 60 villages as well as capacity development and training of the community to maintain the water points for sustainability.
7. Over 140,000 trees planted as part of agro forestry.
8. 150 small-scale irrigation pumps installed for improved food security and income through irrigation.
9. Soil conservation practices in over 600 hectares
10. 60 school pit latrines constructed
11. 5 classroom blocks constructed and 3 rehabilitated
12. 12 teachers houses constructed
13. 2 science subjects laboratories constructed
14. 420 desks bought and distributed to 6 schools
15. 960 pupils textbooks and 16 Teachers' Guides bought and distributed

1.3 PROJECT STRATEGY AND ACTIVITIES

TECS has made a deliberate choice of using an integrated approach towards addressing the Child Labour problem in Malawi. The TECS project implementation model calls for partnering with strong organisations that have an established capacity and reputation in quality delivery of programs in the specific areas of priority community development needs, related to the Child Labour issue. For the pilot project areas, the identified needs are food security, water and sanitation, quality education and health.

1.3.1 Health

TECS is currently in the process of identifying a partner organisation to implement the health project. However, health project activities will be directed at capacity building at the community level focusing on issues of community organization and problem solving, training of community leaders, volunteers and Community Traditional Birth Attendants. The health services level at the district level will be improved through training in quality service delivery and health facility management.

Most of the health activities will be done in first and second years. The third year will primarily comprise of refresher courses particularly for training related activities. Almost all year one activities will continue in year two except HSA training and construction of maternity units.

1.3.2 Food Security and Agro forestry – Total Land Care

Total Land Care (TLC), will implement the food security and agro forestry component of the project. TLC is formally registered and operates as a local non-profit, Non-Governmental Organization (NGO) in Malawi and Zambia. It is closely affiliated with Washington State University, drawing on its considerable resources and expertise to improve the effectiveness and impact of field programs.

Most of the food security and agro forestry activities will be organized communally under the leadership of existing committees to facilitate timely and quality work. TLC will provide hands-on farmer training, nursery materials, line levels, and regular field supervision to ensure sound establishment. Village-based action plans will be developed for Year one based on participatory rural appraisals to identify and rank problems.

1.3.3 Education and Community Mobilization – CRECCOM

CRECCOM is a Malawian registered NGO that will implement the education and community mobilization aspects of the project. CRECCOM's existence dates back to 1992 when it initially started as a USAID funded education project under the name Girls Attainment to Basic Literacy and Education (GABLE) which implemented a wide range of education related projects. Established as an NGO in 1998, CRECCOM has implemented a wide range of projects such as Social Mobilization Campaign for Education Quality (SMC-EQ), Social Mobilization Campaign for Community Outreach Project (SMC-COP) and SMC-AA.

Activities of the Education Project will run through the three years and comprising of; community sensitisation, follow-ups and supervision of community-based initiatives, school-based teacher in-service sessions, and field worker review, re-planning, monitoring, assessment and mass communication. In addition, the second and third year activities will include training of special groups (Gule Wamkulu), introduction of community friendly technical education in post-primary institutions, analysis of performance data and mid term /final performance data collection and analysis.

1.3.4 Water and Sanitation– Nkhoma Synod CCAP

The Church of Central Africa, Presbyterian (CCAP) through its Nkhoma Synod will facilitate the implementation of the water and sanitation program of this project. CCAP is committed to a holistic approach in serving to the needs of the Malawian people. In addition to serving spiritual needs, the Church is dedicated to address the health, education needs, and to assist with development issues of all people, regardless of faith.

The CCAP Protected Water Programme will be addressing this issue by asking communities to claim responsibility for their protected water through the choosing of well-trusted people from within to be responsible for the functioning of the program and for maintaining well pumps. In addition, communities will be required to pay an annual contribution for maintenance, as well as provide support for maintenance persons when repairs are made, in order to ensure that the system is self-sustaining.

Most of the water project activities will be replicated over the three years. However the following major activities will include purchase of relevant capital equipment, community mobilization in terms of setting up responsible water committees, the digging and construction of wells.

The Synod of Livingstonia is currently in partnership with Water Aid Malawi in a sanitation programme, and has hired a full time Sanitation Coordinator. A pilot project is underway at Embangweni, Mzimba. The Field Officer of the TECS / Synod of Nkhoma water programme will be visiting this pilot project and will be in contact with the Sanitation Coordinator throughout the programme. The Field Officer is expected to help in developing a similar project within the target communities of Dwangwa and Ngala on the basis of the findings of the Embangweni pilot project.

A brief description of targeted practices and interventions is provided under **Interventions** in the main menu which includes illustrations in the **photo gallery**.



2 BACKGROUND

Together Ensuring Children's Security (TECS) is a non-profit Development Trust established in Malawi by Tobacco Exporters. TECS in its efforts to 'nation building' is committed to work for the systematic elimination of Child Labour in the tobacco growing community of Malawi and the South Central Region of Africa by engaging in transformational development projects focusing on primary root causes of Child Labour, the main one having been generally identified as poverty. The specific elements of poverty have also been further broken down into food security, water/sanitation, education, land care and health for the pilot project areas of Dwangwa and Ngala of Malawi.

In preparation for planning its operations, and following a 4-step model dubbed "Unique Solution Strategy (USS)", TECS commissioned a survey to appraise itself on issues of Child Labour in Malawi. Two pilot project areas were chosen and targeted for the survey, in two locations, Ngala and Dwangwa areas of Dowa and Kasungu districts respectively. Although TECS mission and vision has a regional focus outside the borders of Malawi, the pilot phases of the program (surveys, proposals and implementation) will be initially focussed on the 2 project areas in Malawi.

The four steps of the USS are:

1. The Information and Awareness Phase which included:
 - a. Establishing the needs,
 - b. A Concept Paper and;
 - c. Research (Child Labour Appraisal)
2. The Development Phase:
 - a. Strategy development and Project Proposal Writing & Budget
3. The Action Phase (Implementation).
4. Celebration and Correction Phase:
 - a. Evaluation and;
 - b. Program Plan review

Step 1 of the USS process was completed at the beginning of December 2001. The resulting report from the survey carried out during this Awareness Phase, outlined the current state of Child Labour issues which facilitated the development of strategies to be used for generating project proposals for addressing Child Labour issues. The report outlined the general situation of Child Labour in SADC and Malawi, definitions and concepts of a child and Child Labour, approaches to addressing Child Labour and stakeholders' perspectives on Child Labour in Malawi. It summarised key findings, points of reflection and proposed a way forward for TECS.

Due to the political and socio-economic nature of Child Labour and judging from the appraisal conducted, it was evident that the communities through some institutions were gainfully employing Child Labour. It was therefore very critical that TECS be tactical in its approach by ensuring that the communities, key organisations and project implementation partners contribute in clarifying the priority issues and choice of approaches.

Through the appraisal, representatives of communities broadly expressed the kind of Child Labour related interventions they would like to see being implemented. The community members in those areas were further consulted, through a Participatory Rural Appraisal (PRA) for the following purposes:

- As a community feedback session on the issues arising from the appraisal meetings
- To set out key intervention areas and priorities. (Involving and facilitating the communities to set priorities was necessary in order to ensure realistic expectations and program objectives.)
- To assess and ensure community ownership, commitment and contribution towards the program interventions
- To assess, in the community's view, the expected role for TECS.

Following the Baseline Survey, planning workshops for TECS, its implementing partners and board to formulate, review, consensually agree on and pledge their maximum commitment and support to the project goals and design were organised. During this process, a shared understanding of TECS mission, vision and values was also developed as a basis for the project proposal. Baseline Needs Assessments, planning workshop results, and the extensive participation of the project implementation partners formed the basis for this project and budget proposal



3 PROBLEM STATEMENT

3.1 Problem Statement

The prevalence of Child Labour in Malawi is estimated to be twenty seven percent (27%) with the majority of the children engaging in unpaid labour (Matemba et.al. 2001). In Malawi, Child Labour or exploitation of children in the form of forced labour, voluntary labour and bonded labour has been attributed to poverty, ignorance and illiteracy, HIV/AIDS, culture and tradition. Generally, Child Labour is found in three primary sectors, domestic work, informal sector and agriculture sector, with the agriculture sector having the highest incidence of Child Labour. In the project pilot areas of Dwangwa and Ngala, over ninety percent of the children who were engaged in “full time” Child Labour were in the agriculture sector, particularly the burley tobacco estates. Conditions of work for the Child Labourers include no payment or under payment, psychological abuse, generally stressful working environment and inadequate food provision. Through a Child Labour Baseline Survey (Matemba et.al. 2002), the Child Labour situation in the impact areas is mainly being exacerbated by food insecurity, inadequate and poor water, health and education facilities and the generally high household poverty levels.

3.2 Needs Statement

Health: Malawi’s health indicators are among the worst in the World (Human Development Index, 2002) due among other things to; poor access to health facilities. In Dwangwa, an estimated population of 8997 has no single health facility and they have to walk 25 km to access the nearest health facility. Similarly, the nearest health facility in Ngala is poorly staffed and equipped and does not provide maternity services due to inadequate human and material resources. Due to growing population in the impact areas, the nearest health facilities have problems to cope, forcing communities to seek health services from traditional healers and untrained Traditional Birth Attendants where case mishandling is not uncommon.

Poor and inadequate health facilities in the pilot project areas are influencing Child Labour practices in several ways. Firstly, it is leading to low coverage of family planning clients, consequently resulting in too large families to manage and children having to fend for themselves. Secondly, in the absence of government, free health services; estate-based migrant Child Labourers and children of migrant tenants who are assisting their parents on the estate are at a great disadvantage when they fall sick. Their masters can hardly allow them to spend such long time walking to the nearest health facility to get treatment. Most of them cannot even afford hitchhiking.

Evidence from the baseline survey suggests that children are also involved in tending sick parents and grandparents. Unless health facilities are available, sicknesses are likely to linger on and so the children have to continue minding their sick relatives.

Water: Historically, protected water has been the responsibility of Government, and not that of the communities being served. This approach is mostly “top-down”. Problems that arise from a top-down system include a lack of attention to maintenance, inadequate supplies of spares, and long periods of breakdown time. In the impact areas, over half of the boreholes constructed less than ten years ago are not functioning due to fundamental construction errors that arose due to inadequate pre-assessments and water point committee management problems. In the impact areas, children are also being used to draw water for household use and so in a sense the inadequate and poor water facilities are exacerbating the Child Labour problem. Women and young girls for example, have to walk long distances in search of potable water; some getting caught by marauding crocodiles in Bua River and most just resorting to unprotected wells. Deaths due to waterborne diseases such as cholera are very common particularly during the rainy season

Education: Dowa and Kasungu are among Malawi's major tobacco growing districts with rampant Child Labour on the farms. About half of the school-going age population is on the farms instead of being in school. A large proportion of those who enter school, leave it during the crucial early primary grades. The scholastic achievement of even those who persist is often impeded by incompetent teaching staff, poor and inadequately equipped schools, a dearth of post-primary educational opportunities, a pre-dominantly illiterate adult population. The result of all this, on Malawi as a nation, let alone the young population as individuals, is a perpetuation of a situation in which Malawi will remain one of the poorest nations of the world for a very long time to come. It is true that the poor education facilities vis-à-vis roofless classrooms without desks, lack of notebooks and recreation facilities, are a disincentive to the children of the school going age. In such situation, the children are alternatively seeking employment instead of being in school.

Food Insecurity: With one of the highest population densities and growth rates in Africa, Malawi faces social and economic problems that resist swift and simple solutions. Poverty is increasing with falling levels of health, nutrition and education. Environmental degradation is eroding the sustainability of agriculture and natural resources. In their struggle to survive, people are unable to balance their immediate short-term needs with sustained resource use. These factors collectively have a major influence on the total environment of the child in rural areas. In an attempt to cope, some parents and guardians are using their children to either supplement household labour requirements or income to buy food items. Children interviewed during the Child Labour baseline survey indicated that they would rather go to work for food than go to school hungry only to come back home to face the wrath of parents for not going for Ganyu¹ instead.

3.3 Research and Support

Most of the information required for developing this process was collected through a Child Labour Appraisal (CLA) and Child Labour Baseline Survey (CLBS) reports. Both reports indicate that development needs in Dwangwa and Ngala are overwhelming. Primary schools and Community Day Secondary Schools (CDSS) are poorly equipped; health facilities are inadequate, poorly equipped and managed as well. In terms of water, most boreholes have been broken down partly due to fundamental construction and drilling errors and the communities' inadequate capacity to regularly service and repair minor breakdowns.

Although the time when the survey was carried out was one of the leanest in terms of food availability, the surveys showed that food insecurity had also reached crisis proportions to the extent that some people died from hunger or hunger related sicknesses.

However, although the CLA and CLBS reports provided most of the information, the drafting of this proposal surfaced other information needs requiring further research and support due to the highly technical nature of that information. Therefore, the following areas will require further research:

- Hydro geological potential of the impact areas
- Current health status figures of the impact areas
- Potential areas for irrigated farming along Dwangwa and Bua Rivers

¹ Ganyu is hired piece wage labour

4 PROJECT OBJECTIVES

4.1 Overall Objective

The overall programme goal is the reduction/elimination of Child Labour in the project areas through implementation of an integrated education, water, health and food security project. Table 1 is a summary of the project purpose and responsible partners.

| Table1 – Project purposes and responsible partners | |
|---|---|
| Purpose | TECS Partner Responsible |
| 4.1.1 To improve the morbidity and mortality of children under the age of 15 years and women of reproductive age in selected tobacco growing communities in Kasungu and Dowa districts. | Partner to be identified |
| 4.1.2 To provide a sustainable clean water supply for the people of Dwangwa and Ngala made possible through capacity building of its communities. | Nkhoma Synod of the Church of Central African Presbyterian (CCAP) |
| 4.1.3 To create a conducive, equal opportunity educational service tailored, (in close collaboration with project partners) to reduce/eliminate Child Labour among the communities in the Project area. | CRECCOM |
| 4.1.4 To improve food security, income levels and the use of natural resources leading to sustainable increase in farm productivity and a better environment for the child. | Total Land Care (TLC) |

4.2 Results

4.2.1 Health

| Table 2 – Project results for the health projects | | | | |
|--|---------------|---------------|---------------|--------------|
| Result Area | Year 1 | Year 2 | Year 3 | Total |
| Community health committees members | 300 | 300 | - | 600 |
| Shop owners training in drug management | 30 | 30 | - | 60 |
| Training of TBA agents | 30 | - | - | 30 |
| Training of DRF committee members | 60 | 60 | - | 120 |
| School teachers trained in health promotion | 25 | 25 | - | 50 |
| HSA initial training | 4 | - | - | 4 |
| Quarterly reports | 4 | 4 | 4 | 12 |
| Baseline survey | 1 | - | - | 1 |
| Maternity units | 2 | - | - | 2 |

4.2.2 Water

| Table 3 – Project results for the water project | | | | |
|--|---------------|---------------|---------------|--------------|
| Result Area | Year 1 | Year 2 | Year 3 | Total |
| Targeted number of communities (villages) | 20 | 20 | 20 | 60 |
| Number of water points constructed | 20 | 20 | 20 | 60 |

4.2.3 Education

| Table 4 – Project results for the education project | | | | |
|--|------------------|-----------------|-----------------|-----------------|
| Result Area | Year 1 | Year 2 | Year 3 | Total |
| | Units/ # | Units/ # | Units/ # | Units/ # |
| Construction of permanent pit latrines | 20 | 20 | 20 | 60 |
| Construction of two class roomed school blocks | 1 | 2 | 2 | 5 |
| Rehabilitation of school blocks | 1 | 1 | 1 | 3 |
| Construction of science subjects laboratories | - | 1 | 1 | 2 |
| Construction of secondary school library | - | 1 | 1 | 2 |
| Secondary school administration | - | 1 | 1 | 2 |
| Construction of teachers' houses | 4 | 4 | 4 | 12 |
| Procurement of desks | 84 | 168 | 168 | 420 |
| Pupils textbooks | - | 480 | 480 | 960 |
| Teachers' guides | - | 8 | 8 | 16 |
| Dispatch of SIP boxes | 6 | - | - | 6 |
| Award of bursaries to secondary school students | 20 | 20 | 20 | 60 |
| Training of field workers | 50 ^{*2} | 50* | 50* | 50 |
| Establishment of model school gardens | - | 4 | 4 | 8 |
| Teacher orientation in pedagogical skills | 56* | 56* | 56* | 56 |
| Training of community leaders, VDCs and ADCs | 120 | 120 | 120 | 360 |
| Training of school committee members | 100* | 100* | 100* | 100 |
| Training of estate and farm management personnel | 20 | - | - | 20 |
| Orientation of TFD troupe members on Child Labour and education issues | 12 | - | - | 12 |
| Training of special group members | 20 | 20 | 20 | 60 |
| Baseline surveys post performance data | 2 | - | 2 | 4 |
| Production of impact area maps | 2 | - | - | 2 |

² *The same teachers updated each year

4.2.4 Food Security/Agroforestry

| Table 5 – Project results for the food security and agro forestry project | | | | |
|--|---------------|---------------|---------------|--------------|
| Result Area | Year 1 | Year 2 | Year 3 | Total |
| Number of households | 800 | 1600 | 2400 | 4800 |
| Soil Conservation | | | | |
| Contour ridging (ha) | 80 | 160 | 240 | 480 |
| Gully control (No.) | 10 | 20 | 30 | 60 |
| Vetiver nurseries (ha) | 7.0 | 14.0 | 21.0 | 42.0 |
| Contour vetiver hedgerows (ha) | 22 | 45 | 67 | 134 |
| Agro forestry Practices | | | | |
| Tree seedlings (No.) | 140000 | 280000 | 420000 | 840000 |
| Under sowing Tephrosia (ha) | 40 | 80 | 120 | 240 |
| Dispersed systematic interplanting (ha) | 20 | 40 | 60 | 120 |
| Homestead/woodlot/boundary planting (No. of trees) | 58000 | 116000 | 174000 | 348000 |
| Roadside tree planting (No. of trees) | 4000 | 8000 | 12000 | 24000 |
| Small scale irrigation | | | | |
| Pumps | 50 | 50 | 50 | 150 |
| Irrigated hectarage | 3 | 6 | 9 | 18 |

A brief description of targeted practices and interventions is provided under **Interventions** in the main menu which includes illustrations in the **photo gallery**.

5 DESCRIPTION OF PROJECT ACTIVITIES

5.1 Activity Plan

5.1.1 Health Project

Most of the health activities will be done in the first and second year. Third year's activities will mainly be refresher courses for training and orientation done in the first and second year. End of project evaluation will be done in the third year.

- Purchase of capital equipment
- Training of community health committee members
- Shop owners training in drug management
- Training of TBA agents
- Training of DRF committee members
- School teachers' training in health promotion
- HSA initial training
- Quarterly reports
- Baseline survey
- Construction of maternity units

Most of the year one's activities will continue in year two except for HSA training, construction of under-5, family planning shelters and maternity units.

5.1.2 Water and Sanitation Project

Most water project activities will be replicated over the three years. However the following major activities will be replicated over each water point.

- Purchase relevant capital equipment
- Community mobilization in terms of setting up responsible water committees
- Digging and construction of wells.

The Synod of Livingstonia is currently in partnership with Water Aid Malawi in a sanitation programme, and has hired a full time Sanitation Coordinator. A pilot project is underway at Embangweni, Mzimba. The Field Officer of the TECS / Synod of Nkhoma water programme will be visiting this pilot project and will be in contact with the Sanitation Coordinator throughout the programme. The Field Officer is expected to help in developing a similar project within the target communities of Dwangwa and Ngala on the basis of the findings of the Embangweni pilot project.

5.1.3 Education Project

Three activities of the Education Project will run through the three years and these are community sensitisation, supervision of community-based initiatives, school-based teacher in-service sessions, field worker review and re-planning, monitoring and assessment and mass communication. In addition to these activities the following are first year activities:

- Purchase of all capital equipment
- Orientation of appropriate CRECCOM staff
- Briefing meetings for the district team
- Baseline data collection

- Theatre For Development (TFD) orientation
- Field/Ministry worker training
- Field worker facilitated funded activities
- Estate and farm management staff training
- SIP procurement and distribution

In addition to the list of activities given earlier in this section, the following activities will be done in the second year:

- Special group training (Gule Wamkulu)
- Introduction of community friendly technical education in post-primary institutions
- Analysis of performance data
- Mid term performance data collection and analysis

Finally, third year activities will, in addition to the activities cited earlier in this section include the following:

- Analysis of performance data
- End of project evaluation and report writing

5.1.4 Food Security and Agro forestry Project

The following activities will be replicated in the second and third years, each year targeting different beneficiaries/villages.

- Contour ridging
- Gully control
- Vetiver nurseries
- Contour vetiver hedgerows
- Tree seedlings
- Under sowing Tephrosia
- Dispersed systematic interplanting
- Homestead/woodlot/boundary planting
- Roadside tree planting
- Small-scale irrigation

6 PROJECT ORGANISATION

TECS Board of Trustees will have the leadership and governance role for the organisation with the Executive Project Director providing leadership and management of the day-to-day operations of TECS. Primarily the TECS Board will focus on the organisation's mission, goals, values, and policies by:

- Supporting the Executive Director and assessing his performance,
- Reviewing and authorizing plans and commitments,
- Ensuring compliance with legal and contract requirements,
- And evaluating the organization's work.

The Director on the other hand will focus on operations:

- Planning,
- Organizing,
- Leading,
- Assessing progress,
- Managing partnerships, personnel and finances,
- And achieving project goals

As most of TECS projects will be implemented through partnerships, the organisation will initially have a small number of staff. The basic organisational structure for TECS (see organisational structure illustrated in Fig. 1 below) includes:

- 7 Board of Trustees,
- 1 Chairperson,
- 1 Project Director,
- 1 Project Manager,
- 1 Accountant, and
- 1 Personal Assistant/Office Manager

In addition, the structure described above will be augmented with the setting up of two committees through which TECS, all implementing partner organisations and beneficiary communities will have representation, namely,

- Project Management Committee
- Project Implementation Committee

The committees, through regular meetings, will provide a forum for collaborative resolutions and decision making in relation to the project design, management and operational issues.

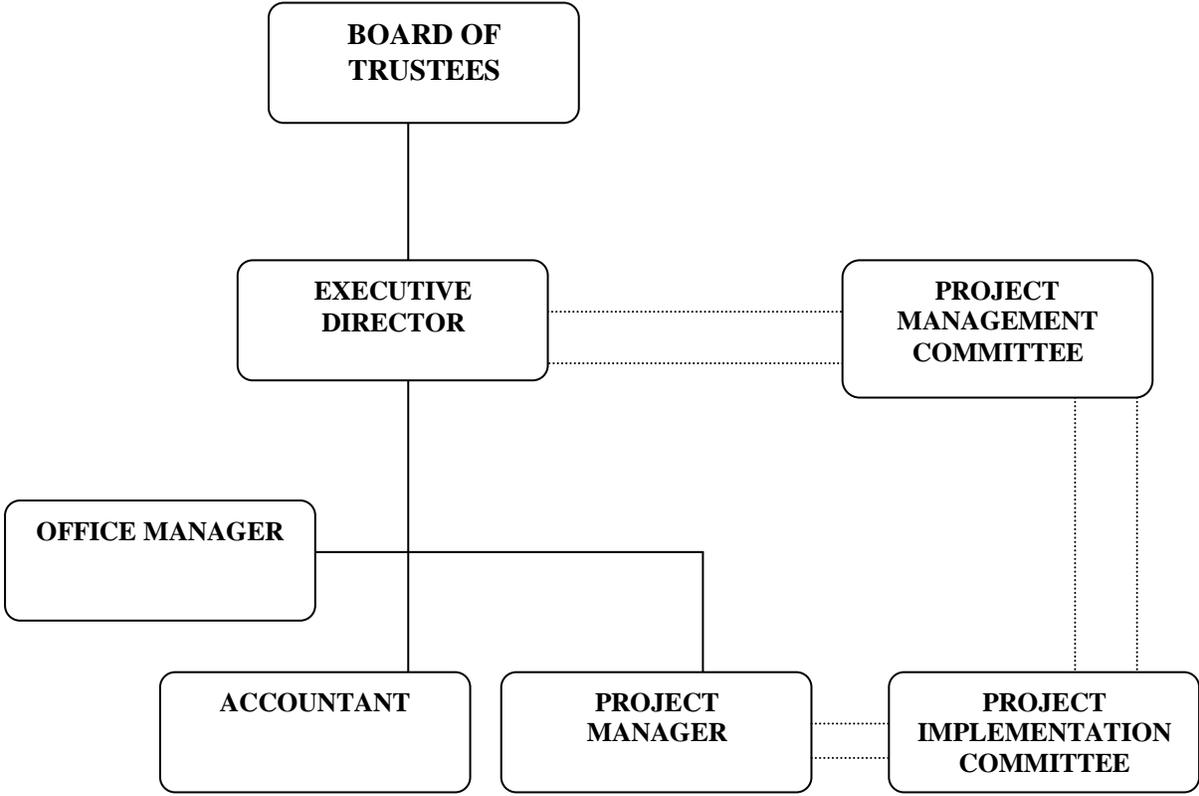
The proposal envisages that direct partnership agreements will be drafted and signed between TECS and each one of its partners in the form of a Memorandum of Understanding (MOU). The MOU's will incorporate clearly defined roles, objectives and targets over a 3-year period with financial inputs committed on an annual basis contingent on results, in line with the proposals that the partners submitted, which are also the basis for this project proposal.

The criteria for TECS in choosing its partnerships are based on:

- Specialist areas with a track record and credibility
- Willingness of the partner to embrace the governing principles of TECS
- Mission compatibility
- Willingness to be accountable

- Community based approach
- Capacity to meet agreed objectives
- Commitment to resolve issues of conflict

Fig. 1 TECS PROJECT ORGANISATIONAL STRUCTURE



7 SUMMARIZED ASSUMPTIONS AND RISKS

It is acknowledged that development initiatives everywhere often face risks. Although effort has been made to consider all possible risks in the programme design, the following assumptions are being made for the anticipated project outputs and outcomes to be realized.

- Both TECS and the partners will honour their commitment as outlined in the Memorandum of Understanding (MOU).
- Funding mechanism will be recipient friendly and in line with submitted TECS and partners cash flow requirements.
- The prevailing enabling political climate will continue throughout the project duration.
- There will be no devastating natural disaster to disrupt the project implementation process.
- The anticipated community participation will be available throughout the project duration.
- There will be good collaboration among partners.

8 MONITORING AND EVALUATION

Monitoring and Evaluation (M&E) will play a vital role by ensuring continuous stocktaking and readjustments as and when necessary. Through the Results-Based Management Model (RBM), all activities will continuously be monitored in terms of their overall contribution to the key result areas. Results in any reporting period will be compared to the benchmark indicators to assess programme progress towards meeting the clearly defined targets. All problems hindering project progress will be addressed as soon as possible and if they cannot be humanly be solved; project implementation alternatives will be sought.

The field level project implementation committee through regular reporting mechanism will primarily be responsible for reporting project operational problems and challenges to management and the programme implementation committee for appropriate response and advice.

All monitoring and evaluation data will be collected through monthly activity reports, supervision visits, biannual, annual, midterm reviews and final evaluation reports. All reports except the final evaluation will be used to appropriately if necessary adjust the project. The final evaluation will mainly be used to assess overall programme success in meeting the defined targets and depending on the results, it could also be used as a justification for programme extension. While allowing for innovativeness, evaluation reports will generally take the following format.

- A brief discussion of project objectives during the reporting period, significant project developments during the reporting period, and a description of problems encountered with proposed solutions. For the annual report, a statement of projected accomplishments for the coming year.
- Project financial resources used towards achieving the objectives during the reporting period.

In addition, selected unique interventions will be tracked from inception for the development of case studies illustrative of the diverse nature of community-based interventions. All interventions directly related to government policy issues will be noted and tracked specifically for the purposes of influencing of development, implementation, and/or change in policy dialogue and action.

9 SUSTAINABILITY

9.1 Water Project

Maintenance personnel will assist the communities by reminding them of their annual contribution and coordinating its collection. Five per cent of the contribution will then be paid to the maintenance person responsible for the wells. For example, if a maintenance person is responsible for 10 wells, when the contract fees of 20 bags of maize, or its equivalent, have been collected, the maintenance personnel will be paid the equivalent of one bag for their effort.

9.2 Food Security And Agro Forestry Project

The program will be implemented in a way that leads to a transfer of skills and knowledge among participating farmers and communities, which will improve their agricultural, managerial skills and resource base, thereby benefiting them individually over the long term.

9.3 Health Project

The programme is focused on using the community members to provide health services as volunteers because there is lack of trained health staff in the areas. Given adequate training and enough time to master the community health skills, these volunteers will be able to continue providing the services within their communities with support from the DHOs.

The two government HSAs currently working at Dwangwa and Ngala areas will be provided with training on programme interventions together with HSAs who may be contracted. At the end of the project, the project staff will have transferred skills to both government HSAs and community volunteers who will continue to provide community health services. In addition the government HSAs will be expected to continue to be responsible for supporting, monitoring and supervising community health interventions introduced by TECS with support from the district health management team.

9.4 Quality Education Project

The sustainability of the Social Mobilization Campaign interventions, which will be used for the Education Project as well as supporting the other components being implemented by the other partners, is interwoven throughout the project. The issues to be resolved have been and will continue to be surfaced by the target groups themselves; the projects communities suggest and implement the remedial interventions. Hence become the owners of the project. Ownership is considered a major factor to the sustainability of a development intervention involving outside assistance.

The essence of ownership will be reinforced by engaging existing support structures both government and traditional/cultural within the project implementation process. Unless these structures own the interventions and perceive them as operating in their interest, they may not effectively provide the moral and professional support the communities will always need.

10 REGIONAL EXPANSION STRATEGY

10 Regional Strategy Framework

10.1 Motivation

- A jointly coordinated (TECS and ECLT) regional strategy for the Elimination of child labour.
- The Child Labour problem exists throughout the tobacco industry in the South Central Africa region
- Tobacco Exporters operate on a country and regional structure basis
- Optimize resource allocation through learned best practice
- Extends TECS influence throughout the region
- Increase ECLT impact and profile

10.2 Expansion strategies

➤ New initiatives:

- Discussion with regional tobacco exporters directors
- Identify a link person within each country
- Create awareness of Child Labour
- Assist in the formulating country strategy
- Assist in a child labour appraisal
- Assist in formulation of a project proposal
- Establish a TECS/ECLT team
- Existing social responsibility programme

➤ Coordinate regional programmes:

- Provide consultancy Services to existing tobacco community based development projects
- Assessment of the sustainability of community projects
- Determine which projects can be refocused towards addressing Child Labour issues
- MOU to refocus existing projects to the child labour issue
- Determine plan of action
- Implementation
- Evaluation

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