

# Interrogating NGO Intervention in Poverty Alleviation and Community Empowerment for Sustainable Rural Livelihoods: Case of Ward 22, Bikita District (Zimbabwe)

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## Abstract

Generally, NGO intervention have sought to addressing humanitarian gaps through various livelihood intervention programmes. This paper focuses on the interventions of the selected NGOs in ward 22 of Bikita District. Both qualitative and quantitative research methods were used to gather data. Major livelihood interventions included conservation farming, agriculture extension and training, small grain production, asset creation, vegetable gardens and food assistance. The research findings revealed that the livelihoods of the beneficiaries were enhanced through improved access to food, employment opportunities, increased yields, and increased access to water for livestock and small irrigations. Against this, the research confirmed that the interventions have not fully addressed livelihood challenges of many people in ward 22 owing to climatic variability. High rates of evaporation, premature farming seasons and drought have compromised the effectiveness of the interventions. The research recommends that NGOs should focus on longer-term projects that are community-driven to build resilience and adaptive capacity among the vulnerable people. This would ensure the attainment of better livelihood outcomes for sustainable rural livelihoods.

**Keywords:** Interventions, Livelihoods, Beneficiaries

## Introduction

The rapid increase in the number of people living in chronic poverty in rural areas of Zimbabwe has become a central point of discussion. Limited livelihood strategies for the rural poor are among the chief catalytic processes that perpetuate rural poverty in Zimbabwe. Agriculture production as the nation's major economic driver as well as the rural economy's viable livelihood strategy is failing to provide for the wellbeing of many rural people since the beginning of the new millennium. Rural areas of Zimbabwe are resource poor to support prominent livelihood activities such as agriculture. This finding has been corroborated by Chitongo (2013) who argued that in many years between 25% and 60% of farming families failed to produce food for their own basic requirements. Basely and Cord (2007) propounded that around the world, mass poverty is found in rural areas which constitutes 75% of the people living in rural areas where they depend directly or indirectly on agriculture. Poor soils coupled with erratic rains received annually that are below (350mm) in regions IV and V of the country are among chief causes of food insecurity in Bikita District. Food security in the country has drastically fell due to a reduction in agricultural production, gross lack of farming inputs, erratic rains as well as poor farming practices in some parts of semi-arid regions of the country inclusive of the study area. The government and civic organizations have engaged in variety rural developmental activities to improve the rural livelihoods. The severity of poverty in rural areas of Zimbabwe has attracted many NGOs to undertake various livelihood intervention programmes.

Many humanitarian actors have been tirelessly working with the Government of Zimbabwe (GoZ) to address humanitarian gaps. The donor community and local NGOs have played a commendable role in improving the livelihoods of the rural people of Zimbabwe through various clusters such as food security, health, WASH and social protection. The top priority livelihood needs of many people in rural areas of Zimbabwe are food and water. Lewis and Kanji (2009) contented that NGOs can be seen as development actors who can contribute to the fostering of cross-cutting social ties and networks that might form the basis for collective action and increased levels of democratic participation. This implies that NGOs promote active participation of the rural poor through involvement in decision-making, project implementation and collective beneficitation. The success of rural development programmes depends upon participation of beneficiaries and other stakeholders. In the long term, the aim of NGOs is to promote sustainable community development through activities that promote capacity building and self-reliance. The study would be guided by the following research questions which constitute the basic research problems.

- i) What are major livelihoods of the people in ward 22?
- ii) Which major NGOs livelihood intervention programmes are in ward 22?
- iii) What are the impacts of SAT and CARE interventions on livelihoods of the people in ward 22?
- iv) To what extent has the livelihoods of the people in ward 22 improved owing to SAT and CARE livelihood

interventions?

### **Study area**

Bikita District is located in the Southern East of Masvingo province with ward 22 being on the western side of the district. Ward 22 is within the district's western part of Bikita District. The ward is located 6km away from Nyika Growth point, a nearby district growth point that offers services such as informal and formal business enterprises, transport, government ministries, department offices and health services. The total population of people in ward 22 is 5783 people (ZimStats, 2012). There are six primary schools and one secondary school that are almost located in all corners of the ward. These schools provide a market for vegetables and other commodities to locals. With respect to ecology, ward 22 is in the Agro ecological farming region in the natural farming regions IV and V, receiving less annual rainfall (350mm or below) just like many other parts of the district that makes rain-fed agriculture a challenge in the ward forcing the inhabitants to grow small grains. This has influenced the nature of livelihoods available for the people in the district and the ward in question. The soils are sandy/loam subject to rapid evaporation rates and poor plant growth. These conditions have resulted in chronic food insecurity in the ward attracting various livelihood interventions from NGOs.

### **Gap in Literature and Contribution to Existing knowledge**

The study sought to assess on how NGOs have improved livelihoods of the rural people in ward 22 of Bikita District. The research will fill the knowledge gap on livelihoods and coping strategies of the people of ward 22. Previous literature used to generalize the impacts of NGOs in rural livelihoods. Through the use of case study survey methods, this research employed questionnaire surveys, focus group discussions and direct observation to identify the actual impacts of NGOs in improving the livelihoods of the people in ward 22.

### **Research methodology**

#### *Research design*

A case study research design in assessing the contributions of NGOs in improving the livelihoods of people in ward 22 of Bikita District was used. The researcher chose to use the case study survey design since the study was confined to a single entity that is ward 22 of Bikita District. In agreement to this, Bell (1995) maintained that a case study design is focused on enquiry around an instance that is, a study of a particular phenomenon. Data was primarily extracted from primary sources through questionnaires, focus group discussions with a sample of respondents and key informants selected from ward 22. Data needed was basing on a five year period of work of NGOs in ward 22 that is from 2008 to 2013.

#### *Population, Sample Size and Sampling technique*

A population of 250 project beneficiaries of SAT and CARE projects in was used in the present study. A sample size of 40 respondents was selected from the population using a random stratified and proportional sampling technique. A set of 40 questionnaires were prepared and administers to the sample of 40 respondents in ward 22. This sample became critical in assessing the impacts of SAT and CARE in improving livelihoods of the people in ward 22 of Bikita District over a period of five years that is from 2008 to 2013.

#### *Methods of data collection*

Research data was sourced from both primary and secondary sources. Primary data was sourced through questionnaires, interviews focus group discussions with the sample of respondents, key informants and personal observations. However, secondary data was extracted from internet material, journals, articles, NGO records for ward 22, and District agricultural records from local Extension workers and local newspapers.

#### *Validity and Reliability of Research instrument*

The most commonly used research instrument in the present study was a questionnaire. To ensure content validity and consistency of the instrument, the researcher compared the items raised in the questionnaire with the major research questions. This ensured its validity and reliability with respect to the demands of the study. A pilot study was also undertaken before the actual field research to test the instrument. This is supported by Hassan, Schattner and Mazza (2006) who maintained that pilot study is a small study to test research protocols, data collection instruments, sample recruitment strategies, and other research techniques in preparation for a larger study.

#### *Methods of Data Analysis*

Data from questionnaires administered is presented in graphical form, pictures and tables forms. A brief discussion follows these presentation styles. Simple statistical methods are used in discussing research findings from questionnaires. Data from interviews, focus group discussions and personal observations is also incorporated in the discussion to support questionnaire findings.

### **Data Presentation, Analysis and Discussion**

Data presented, analyzed and discussed in this section was extracted from questionnaires administered to 40 respondents who are also beneficiaries of the SAT and CARE livelihood interventions in ward 22 of Bikita District.

Interviews and focus group discussions also supply research data in other areas of this present study.

### 4.3 Demographic characteristics of the respondents

The research made use of 40 respondents who are beneficiaries of SAT and CARE drawn from five villages in ward 22 of Bikita District. Table 1 shows Demographic characteristics of respondents (N=40) (Source: Field study data)

Gender	Frequency	Cumulative Percent
Male	21	52.5
Female	19	47.5
Total	40	100

As illustrated in table 1, this research study made use of 40 respondents composed of 19 females and 21 males. It is illustrated that there are more males than females.

### Major livelihood of people in ward 22

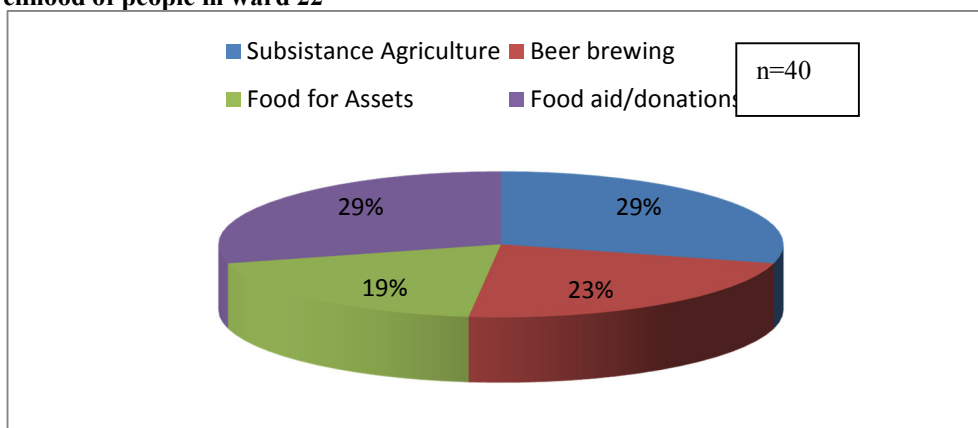


Figure 1 Livelihoods of the people of ward 22 (Source; Research data)

Livelihoods are assets, processes, policies and institutions that determine the living standards of people. In the same view, Chambers and Conway (1992) reiterated that livelihood comprises capabilities assets (stores, resources, claims and access) and activities that are required for a means of living. The people in ward 22 of Bikita District have few livelihoods with most of them derived from natural resources. From the pie chart in Fig 1, the main livelihoods for the people of ward 22 are food aid and subsistence agricultural production.

### Major livelihood intervention programmes of SAT and CARE in ward 22

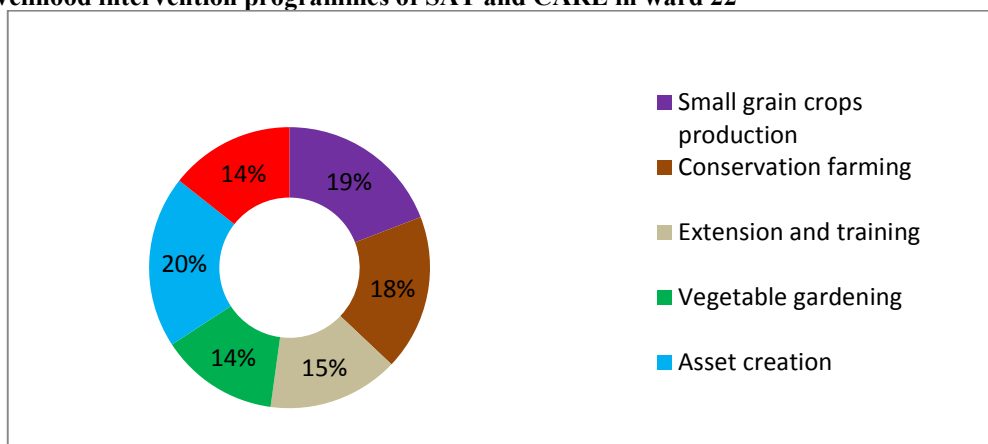


Figure 2. Major livelihood for SAT and CARE in ward 22 (Source: Primary data)

SAT and CARE have been undertaking a number of livelihood intervention programmes in ward 22 since 2008. This research found that the two are into agricultural intensification and livelihood diversification as major rural livelihood strategies in ward 22. SAT introduced the small grain production programme in ward in 22 as a measure against drought-induced food insecurity. The research findings confirm that small grain production programme is one of the major SAT interventions. The researcher observed that ward 22 receives little rainfall that justifies the need to grow drought-tolerant crops. This observation is in tandem agreement with Mushore, Mudavanhu and Makovere (2013) who posited that farmers should have access to drought resistant crops since

they sustain in drought prone areas than maize. In the same view, Gukurume (2013) also argued that crops like finger millet are more drought-tolerant and therefore, insensitive to temperature rise that makes them attractive in drought prone areas like Bikita. As shown in the graph in Fig 2, free input schemes is one of the common agricultural interventions done by CARE in ward 22. During focus group discussions with farmers (beneficiaries of the programme), it was highlighted that CARE has been providing them with seeds and fertilizers during farming seasons for the past five years.

Additionally, the research findings reveal that CARE introduced conservation farming in ward 22 in 2006 as a measure to contain food insecurity and promote better livelihoods. The prevalence of aridity climatic conditions in ward 22 often culminates to premature farming seasons. This observation has been corroborated by Gukurume (2013) who noted that conservation farming has been embraced as the antidote to the impact of climate change and variability on agriculture in drought prone areas like Bikita. This involved an integrated approach that aimed at sustainably utilizing arable land for the benefits of present and future generations. Conservation farming is locally known as “*dhiga udye*” as it involves digging of small holes that are then filled with mulch. These basins will tap water during the rainy season that can sustain plant growth during dry spells. Empirical evidence from the field study reveals that conservation farming has gained much acceptance by most rural people as a coping strategy against recurrent droughts.

Data gathered during the research study reveals that Extension and training is among on-going SAT agricultural programmes in ward 22. During the interviews with SAT field officers, it was confirmed that Extension and Training is meant to cascade agricultural information and knowledge to extension agents and farmers at all levels and thus improving agricultural productivity. The programme (extension and training) involves training of all extension agents such as Agritex, Veterinary services, Mechanization and Irrigation departments from district to ward levels. These agents would also cascade this agricultural information to farmers through training workshops, and master farmer training programmes. In support of this, Mutambara et al (2013) coined that agricultural education is an integral part of human capital development that can improve the quality of human resources and enhances human productivity and prosperity.

Vegetable gardening is one of the major livelihood interventions of SAT in ward 22. Official records from SAT indicated that the organization provided fencing materials for two gardens in ward 22. During the field study, the researcher visited these gardens in an effort to validate findings and to assess their sustainability in terms of livelihoods.

**The impacts of SAT and CARE interventions on livelihoods of the people of ward 22.**

This research used the Sustainable Livelihood Framework to assess on the impact of SAT and CARE livelihood interventions in ward 22. Impact assessment was based on livelihood assets that were brought by the two selected NGOs in ward 22. DFID (1999) noted that assets are the building blocks of a sustainable livelihood. By building livelihood assets, individuals and households develop their capacity to cope with the challenges they encounter and to meet their needs on a sustained basis. The major livelihood interventions conducted in ward 22 by the two NGOs had various impacts on livelihoods of the beneficiaries.

**Asset creation programme**

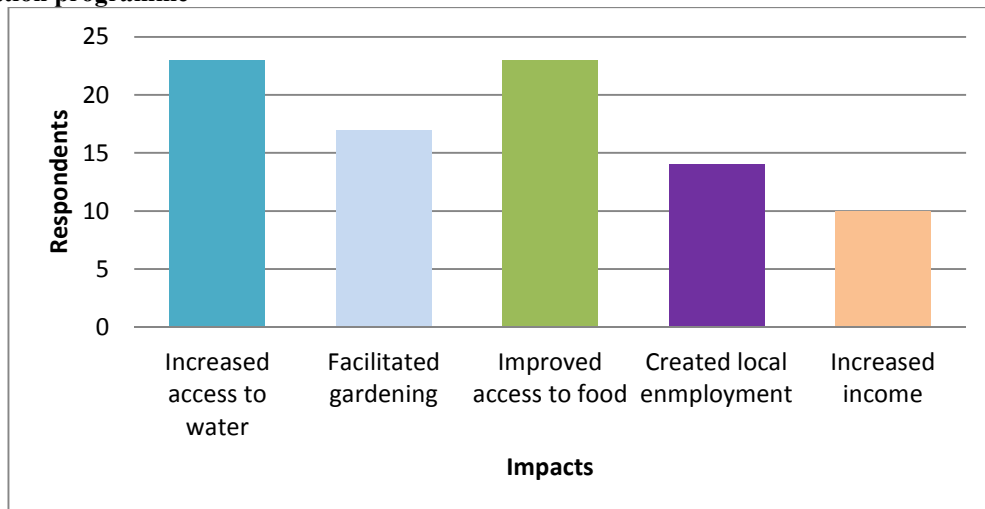


Figure 3 Impacts of asset creation programme on livelihoods in ward 22 (Source: Primary data)

Official records from SAT indicated that direct Asset creation programme beneficiaries in ward 22 are 550 people. During a focus group discussion with the beneficiaries of the SAT projects, the bulk of respondents

acknowledged the intervention has resulted in the increased access to water and food. The creation and rehabilitation of weir and dams has eased water challenges in ward 22. In addition, the research findings confirm that the programme was providing food to beneficiaries as a payment for working in various project sites that increased their access to food for better livelihoods. It is illustrated in Fig 3 that the intervention has facilitated gardening that is an important source food and income for many people in ward 22. Interviews conducted with SAT field officers established that the intervention enhanced skills of local builders through trainings. This eventually created them employment opportunities in various project sites in ward 22. Interviews conducted with SAT field officers established that, more than 1200 households are indirectly benefiting from utilizing assets created for them. Spillover benefits are extending to other inhabitants of ward 22 as they can now dip their cattle, practicing vegetable production utilizing these assets.

### Small grains production programme

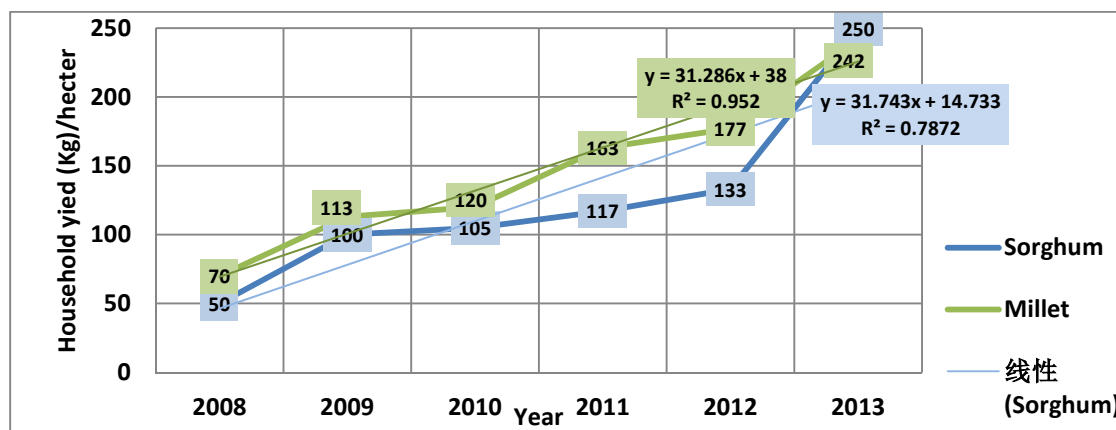


Figure 4. Impacts of SAT Small grain production on yields in ward 22 (Source: Primary data)

The reintroduction of small grain crops by SAT in ward 22 resulted in the increase in the number of small grain growers and yields per hecter from 2011/12 to 2013. Records on crop yields from Agritex extension workers in ward 22 indicated that the implementation of the small grain programme by SAT in 2012 resulted in the increase in yields. It is illustrated in Fig 4 that between 2011-2013 harvesting period sorghum yield rose by 53.2 % ( 117kg-250kg). During the same period, the millet yields also rose by 31.6% (163kg-242kg) due to SAT small grain production intervention in ward 22. Further analysis on the impact of the intervention over a large scale was also done using linear regression model as summarized below.

#### Sorghum yields

$$y = 31.286x + 38$$

$$R^2 = 0.952$$

#### Millet yields

$$y = 31.743x + 14.733$$

$$R^2 = 0.7872$$

The above calculations implies that the impact of SAT small grains production on sorghum yields in ward 22 is significant as the correlation ( $R^2$ ) is less than 1 by only 0.048. It is also illustrated that the interventions on millet yields have a 0.7872 significance that is also less than 1 by 0.2128. Over and above, further calculations of the two results (sorghum and millet coefficients) produced are significant at 99% confidence interval. Thus, the SAT small grain intervention programme resulted in a significant increase in yields for small grains in ward 22. However, it can be noted that although the intervention was significant, there has been a general increase in the production of small grains from 2008 to 2013 as many people were adopting small grains due to successive droughts in the ward. This general increase can also be attributed to economic recovery that took effect from 2009 that resulted in improved access to farming inputs and other agricultural necessities such as extension services.

Agritex officers highlighted that the small grain production programme also involved trainings and field days that attracted both direct and indirect project beneficiaries. Training sessions and exhibitions were conducted during field days and this cascaded agricultural extension information particularly on small grain production to other secondary project beneficiaries in ward 22 and thus adding value to human asset in terms of knowledge and skills. Official records from SAT indicated that the organization awarded two small grain-grinding millers (dehullers) for the project beneficiaries.

### Conservation farming programme

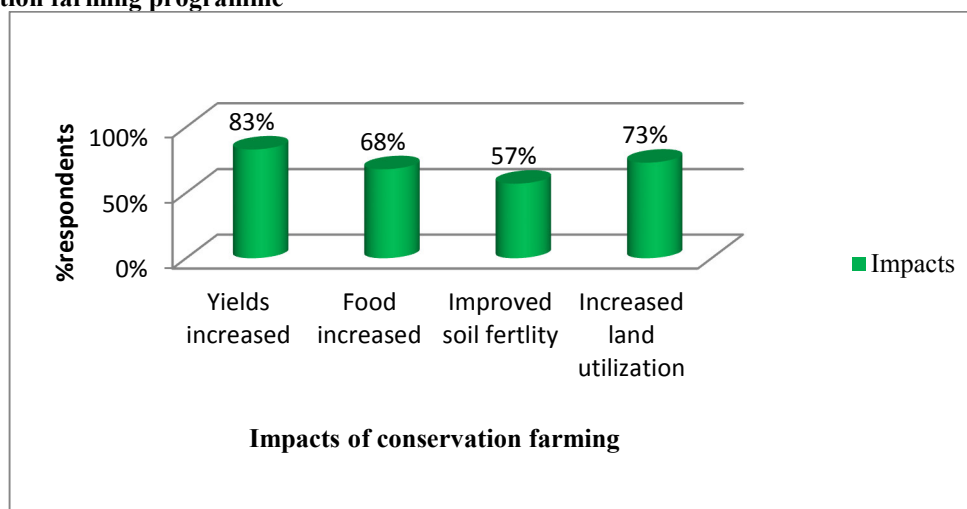


Figure 5. Impacts of conservation farming on livelihoods in ward 22. (Primary data)

Data gathered from household questionnaire survey and focus group discussions with beneficiaries reveals that conservation farming has resulted in a substantial increase in the crop yields as people gained more knowledge on sustainable agricultural intensification methods. During an interview with one Agritex officer in ward 22 it was highlighted that ward 22 receives less annual rainfall that makes cropping difficult. Focus group discussions conducted with beneficiaries established that conservation-farming practices are affordable to the poor and have resulted in the increase in yields, thus ensuring household food security. Smallholder farmers also pointed out that the programme has improved soil fertility and drainage as it involves the application of inorganic manure.

### Extension and Training

The research found that SAT implemented the Extension and Training programme in ward 22. Interviews conducted with Agritex officers established that the programme has resulted in capacity development for both extension agents and local farmers in ward 22. In support to this, an interview conducted with SAT field officers established that the programme targets all interested smallholder farmers and local extension agents. During focus group discussions with a sample of project beneficiaries (respondents), it was argued that the programme has broadened their knowledge base and skills on better agricultural practices. A household questionnaire survey established that at least 85% of female respondents indicated that although the intervention is effective to agriculture, they have fewer stakes owing to discrimination against ownership and access to agricultural land.

### Vegetable gardens

During the field research, data obtained from SAT indicated that the organization donated fencing material for three gardens in ward 22 with an average perimeter of 210m that is approximately 0.2 hectares. The researcher observed that each of these gardens accommodated 65 people with each individual owning eight seedbeds. The project has 195 direct beneficiaries who also received vegetable seed packs and tools comprising of garden rakes, forks, watering canes during the initial stages of the project. The project beneficiaries are growing different kinds of vegetables such as rape, cabbages, butternuts, onions and tomatoes for household consumption and income from sales. During focus group discussions with project beneficiaries at Mutora Community Garden, beneficiaries indicated that the intervention has ensured availability of nutritious relish for their families. More female respondents revealed that the project brought them kitchen utensils through credit rotating schemes.

In addition to that one female respondent uttered that:

*“Vegetable garden production has become my major livelihood since I was married. I am managing eight seedbeds with onions, tomatoes, rape and carrots in this garden. From these little beds, I managed to buy a wheelbarrow from tomatoes sales in 2013” (Respondent 8).*

SAT field officers confirmed that all project beneficiaries accessed garden implements that they can use at their homes as well as at project sites. This increased their livelihood physical assets that they can use in various activities for sustainable livelihoods. The research findings also reveal that the intervention has increased income levels from vegetable sales in local markets such as schools and business centers.

### Seasonal Targeted Assistance

The prevalence of drought conditions in ward 22 usually results in perennial food shortages among vulnerable people such as the elderly, physically challenged and female-headed households. CARE field officers indicated

that free food handouts are given to vulnerable households to address immediate food needs especially during lean periods. More than 1200 households have been benefiting from this programme since 2008. The intervention managed to meet immediate food needs hence addressing food insecurity. Interviews conducted with STA beneficiaries established that the intervention has managed to improve food and nutrition security among vulnerable households in ward 22. In the same view, DCD (2013) argued that STA was established to protect lives and livelihoods and enhance the self-reliance of vulnerable households in response to seasonal food shortages.

### **The extent of livelihood improvement through NGO interventions in ward 22.**

CARE and SAT have played a significant role in addressing the humanitarian needs of the people in ward 22. However, it is also necessary to examine the extent to which the livelihoods of the people have improved. The Sustainable Livelihood Framework approach was used to link NGO interventions with livelihood outcomes and status of the people in ward 22. The SLF shows the interplay of factors such as vulnerability context, the poor people, their assets, processes; policies and structures that can determine the living standards of people (livelihood outcomes).

### **Asset creation programme**

The asset creation programme resulted in the construction of weirs and dip tanks in ward 22. The research findings confirm that livelihoods of the people have been improved through utilizing assets created by SAT for various livelihood activities such as gardening and livestock production. It was also found that the intervention was providing food for beneficiaries working on different project sites in ward 22. In an interview with local Agritex extension workers in ward 22 it was however noted that harsh weather conditions prevailing in the area have resulted in increased evaporation rates on water bodies such as weirs and dams created in the ward during the PAC intervention. This implies that the weirs cannot supply water for livelihood uses over a long time as they quickly run dry. Compounded with erratic rains the challenge has become more intense as little amount of water can be harnessed by the dams and weirs. The researcher observed that stream bank cultivation practices within streams impounded by the weirs and dams have also aggravated siltation. This has seriously resulted in reduced water holding capacity on weirs and dams hence compromising their functionality. With regards to the SLF, it can be noted that although SAT created livelihood assets in ward 22, the above factors have reduced their sustainability in terms of supporting the livelihoods of the present and future generations.

Additionally, SAT repaired two dip tanks in ward 22 as a livelihood intervention on livestock production against zoonotics; the benefits are not evenly distributed across all groups in the ward. The researcher observed that poor people without cattle derive no direct benefits from the asset (dip tank). General observations from the study established that 65% of the beneficiaries contended that they have not fully benefited from the dams and weir created for them due to lack of livelihood strategies and capacity.

### **Vegetable gardening**

Gardens have promised to be viable livelihood sources in ward 22. Research findings confirm that vegetable gardening has since been a major livelihood of many people in ward 22. Research findings reveal the interventions of SAT into gardening boosted output and benefits such as income from sales, improved nutrition and social integration. However, the researcher observed that the gardens donated to beneficiaries were established at temporal water sources such as boreholes. During an interview with the Local councilor of ward 22, it was highlighted that the boreholes are too old and malfunctioned such that they are no longer suitable for community gardens. Data from FDGs with respondents established that the boreholes support gardening for a short period as they quickly run dry. This implies that gardening is not feasible in some periods that make life difficult for direct dependences of the project.

Additionally respondents highlighted that market to support garden products is too small and overcrowded. Thus, the researcher observed that many NGOs in ward 22 donated gardens that therefore imply that many people are into gardening. It was noted that due to insufficient water and pesticides, the quality of vegetable products produced in these gardens is poor which reduce their competitiveness in bigger markets such as Nyika growth point. Agritex workers argued that flooding of vegetable production in ward 22 has reduced its profitability in terms of income generation for better livelihoods.

### **Small grains production**

Small grain production programme has improved the food security of many households in ward 22. Revelations from the study portray that more than 70% respondents indicated that the small grain production programme has improved yields for small grain crops. The prevalence of drought conditions in ward 22 has undermined the successfulness of the programme. Although small grain yields have been improved since 2012, it can be underscored that the yields are insufficient to support food requirements of the people. Agritex officers confirmed that small grain yields have significantly improved to an average 250 kg per hectare. Focus group discussions

conducted with respondents established that on average the household with about 5 people need maximum of 50kgs of cereal per month. Basing on this analysis it can be noted that the current grain harvest cannot sustain livelihoods for a long time that culminates to chronic food insecurity in ward 22 leading to higher levels of food aid dependency.

### **Conservation farming**

Research findings acknowledge that conservation farming programme improved the food and nutrition security of the people in ward 22. However, the prevalence of aridity conditions in ward 22 has undermined rain-fed agriculture owing to recurrent food insecurity. It was also noted that the lack of funds to purchase certified seeds has undermined the potential of conservation farming as a measure to contain drought-induced famine.

### **Seasonal Targeted Assistance (Food aid)**

More than 80% respondents argued that in the short-run, the intervention resulted in improved food security among hungry households in the ward but at the same time increased household food aid dependency syndrome. During Focus group discussion with STA beneficiaries, respondents mentioned that they heavily rely on free food donations from any NGO. Research findings confirm that the food aid programme is short lived which means food insecure households are at risk of hunger and malnutrition.

### **Conclusions and Recommendations**

The main thrust of this research study was to investigate into major livelihood interventions of NGOs in ward 22 of Bikita District. More than 60% of the respondents argued that NGOs played significant role in improving the livelihoods of the people in ward 22 of Bikita District. Most of their interventions were inclined to livelihood provisioning. According to FAO (2008) livelihood, provisioning aims to meet immediate basic needs and protect people's lives through interventions. Such interventions included free food distribution that is often carried out for livelihood provisioning; as well as meeting immediate food needs and serves also as a form of income support. Only a few livelihood promotion interventions were conducted in ward 22. Livelihood promotion interventions involve programmes aimed at improving livelihood strategies and assets and to support key policies and institutions that can boost livelihoods (FAO, 2008). Agriculture extension and training programs have transformed the agricultural sector of ward 22. It was found that the small grain production programme brought by SAT in ward 22 gained much adoption and resulted in improvements in yields owing to trainings, conservation farming practices and access to certified seed. Evidence from the field study reveals that ward 22 is agro-based and heavily relies on rain-fed agriculture.

The research concludes that the interventions of NGOs in fostering rural development in ward 22 have improved the livelihoods of the people than before. Efforts to revive the agricultural were however less effective due to the prevalence of aridity conditions. Climate variability has affected the agricultural sector as the rainfall patterns have become unreliable and erratic. This has resulted in the area continually facing acute food shortages almost every year. The fragility of the national economy has also played devastating role in weakening the productivity of the smallholder farmers of ward 22 regardless of the efforts of NGOs. Liquidity problems that crippled the national economy since the dollarization have exacerbated poverty in ward 22. Poor smallholder farmers with limited and unreliable social capital have suffered greatly despite livelihood interventions brought by SAT and CARE.

The research findings confirm that most of NGO interventions in ward 22 are targeted at improving agricultural productivity. In order to realize unending gains from these interventions there is need for linking the farmers to a variety of service providers and markets. A market linkage is one of the most necessary modern day interventions that have the potential to improve the livelihoods of the people. Beneficiaries of agricultural projects such as vegetable producers lack information on proper timing and viable markets for their produce. Linking them to major markets will stimulate project activities and outcomes hence achieving sustainable livelihoods.

There is strong need for local NGOs to shift from free aid and other short-term interventions and focus on longer term interventions. Longer-term interventions are sustainable as they address community needs through reducing vulnerabilities and widening coping capacities with greater emphasis on building resilient communities.

The researcher recommends the need for NGOs to closely monitor their projects right from the implementation stage until the community starts realizing the benefits. The research found out that in some instances NGOs undertake some projects and leave before they are completed. It was confirmed that some projects have become white elephants due to community ignorance and negligence. It is highly recommended that NGOs should undertake trainings for local people especially project beneficiaries on project goals, and proper management of activities so ensure continuity of the projects. Community Based Management (CBM) trainings are essential to equip the communities with necessary skills and knowledge to manage projects created for them sustainably. CBM trainings are important as they empower local people to manage their projects.



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