

# Making Achievements Last: Evidence and experiences from Western Province, Zambia



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**Cover image:** Agatha Akakandelwa working in her tomato field in Nambinji Village, Mongu District, Western Province, Zambia. Photo by Gareth Bentley, 2014.



## Acknowledgements

This publication draws on 15 years of experience from Concern Worldwide's programming in Western Province, Zambia. The success of our programmes is largely due to the invaluable insights and commitment of thousands of programme participants, community leaders, local government officials and other community members. It is our great honour and privilege to partner with local organisations, communities and ministries in tackling extreme poverty. We would also like to acknowledge Concern's dedicated field staff, who have devoted countless hours ensuring that our programmes are constantly striving to reach the most vulnerable with the highest quality of programming possible. Special thanks are due to devoted teams leaders, programme managers, advisers and country directors that have championed Concern's work in Zambia.

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## Timelines and interventions in Western Province

Time line	Interventions
2005 - 2007	The Positive Living Intervention Project
2005 - 2013	Disaster Risk Management Project
2007	Emergency Flood Response Project
2008 - 2012	HIV and AIDS Programme
2007 - 2011	Building Livelihoods Assets for Rural Households (BLARH) Programme
2011 - 2012	Community Led Disaster and Natural Resource Management Project
2010 - 2012	The Electric Aid Livelihood Projects
2012 - 2013	Integrated Food Security and Risk Management Project (INFORM)
2011 - 2013	The Reducing Vulnerability for Orphans and Vulnerable Children through Livelihoods and Education Project (REVOLVE)
2013 - 2014	HIV and AIDS Project
2013 - 2016	Conservation Agriculture Project
2014 - 2017	The Local Integration Project (LIP)
2016 - 2017	The Female Youth Nutrition and Livelihoods Enhancement Project (FYNEP)
2016	Nutrition Sensitive Conservation Agriculture - Research Project
2015 - 2016	The Recovery Support Project (RSP)
2012 - 2017	Integrated Poverty Reduction and Women's Empowerment Project (IPRWEF)
2016 - 2017	The Direct Response to Emergency Cash Transfer Project (DiRECT)

## Partners and Donors in Western Province

- |   |   |
|---|---|
| <ul style="list-style-type: none"> <li>• Sananga District Agricultural and Commercial Show society</li> <li>• Mumwa Crafts</li> <li>• Keepers Foundation</li> <li>• DAAP</li> <li>• Adolescent Reproductive Health Advocates</li> <li>• Young Women in Action</li> <li>• Mongu District Farmers Association</li> <li>• Kalabo District Farmers Association</li> <li>• Kaoma District Farmers Association</li> <li>• World Fish</li> <li>• District AIDS Task Forces</li> <li>• People's Population Services</li> <li>• Treatment Advocacy and Literacy Campaign</li> <li>• Young Women's Christian Association</li> </ul> | <ul style="list-style-type: none"> <li>• UKaid</li> <li>• Food and Agriculture Organisation of the United Nations (FAO)</li> <li>• Office of U.S. Foreign Disaster Assistance (OFDA)</li> <li>• Comic Relief</li> <li>• Concern US</li> <li>• Irish Aid</li> <li>• Electric Aid</li> <li>• Gilead</li> <li>• World Fish</li> <li>• Accenture</li> <li>• People in Need</li> <li>• United Nations High Commissioner for Refugees (UNHCR)</li> <li>• Greg Haylin</li> <li>• Japanese Social Development Fund through World Bank</li> <li>• USAID Technical and Operational Performance Support (TOPS)</li> <li>• Start Network</li> </ul> |
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## Introduction

Concern Worldwide is an international humanitarian organisation committed to eliminating extreme poverty and reducing suffering<sup>1</sup>. It provides emergency support and long-term development to over 20 countries and has been present in Zambia since 2002. After 15 years working in Zambia, Concern is now in the process of exiting as part of a strategic organisational shift to focus on the most fragile and vulnerable countries in the world.

This paper focuses on Concern's work in the Western Province of Zambia. It draws heavily on final evaluations, mid-term reviews and interviews with key staff, involved over many years working with the poorest in Western Province. Like most contexts where Concern operates, there have been opportunities and challenges, natural shocks and emergencies. This paper tells the story of this journey. The paper also seeks to capture the legacy of Concern's work in Western Province. It describes a shift from emergency projects that grew out of humanitarian crisis (in the early 2000s) towards longer-term development programmes (2007 to 2016).

Concern started its work in Zambia in Western Province with an emergency response to the Southern African food security crisis<sup>2</sup>. Over the years, Concern expanded the interventions and has been present in Mongu, Limulunga, Nkeyema, Kaoma, Kalobo, Sesheke, Senanga, Sioma, Luampa and Lukulu Districts with an investment of over €24 million euros<sup>3</sup>. Over that period it has worked with hundreds of thousands of the most vulnerable people in emergency response and promoting long-term development and resilience programming.

Western Province continues to rank amongst the poorest within Zambia. Development challenges are numerous and include: a low density and disbursed population, challenging agro-ecological conditions which make agriculture based livelihoods vulnerable to climate change, low yields and weak service provision. Despite challenges, Western Province is underserved and continued support is needed to:

- Develop appropriate agricultural livelihoods and markets that are adapted to thrive in Western Province.
- Ensure that the extreme poor are supported with social protection and with interventions that enable them to graduate away from chronic poverty.
- Ensure service delivery can function effectively even with low population densities and poor infrastructure.
- Support women and men, girls and boys and local leadership to work towards greater gender equality.

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1. [www.concern.net](http://www.concern.net)

2. Report on assessment visit to Zambia by Paul Sherlock and Paul Harvey, 2002.

3. Please note. This figure only covers the period 2007-2017. Data pre 2007 is difficult to ascertain.

# Programming Milestones

## Emergency response

Through responding to the 2001-02 Southern Africa regional food crisis, Concern's entry into Western Province in 2002 was driven by the humanitarian imperative to save lives. Concern's initial assessment noted that *"The current food crisis has the potential to turn into a full-scale nutritional emergency."*<sup>4</sup> From a relatively small initial operation, by the mid-2000s the country team was in a position to effectively respond to the damage caused by severe flooding in 2007. As a staff member noted, 'Back in 2002 we had a small team. There was only so much we can do. By 2007 we were better equipped to respond to emergencies.'

When mounting effective emergency responses, gaining the trust and confidence of communities is crucial. It is also important to work within government structures to ensure coherence and avoid duplication of efforts. The 2007 emergency in Senanga gave Concern an opportunity to demonstrate these qualities. Concern had not previously worked in Senanga District. The team worked hard to develop partnerships with the District Disaster Management Committee (DDMC), with the traditional local leadership and with other organisations working in the district. As a result, the Concern team implemented their first cash transfer project in Zambia in an efficient and cost-effective way<sup>5,6</sup>.

During its time in Western Province, Concern continued to effectively respond to the various emergencies that impacted the province. This gave the organisation credibility in the eyes of the local communities, peers, and partners. Having a presence in the community ensured good early warning data. It enabled the development and implementation of interventions that were appropriate to the context.

The Direct Response to Emergency Cash Transfers (DiRECT) built on previous experiences with in-kind responses and a knowledge of local markets<sup>7</sup>. DiRECT demonstrated the feasibility of cash-based responses, using existing systems put in place for delivery of the national Social Cash Transfer programme. DiRECT included Cash Action Learning Partnership (CaLP) training for key staff at Province and National level in planning and delivering cash based responses to disaster situations, embedding knowledge to build skills within institutions to support future responses.

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4. P.3 Report on assessment visit to Zambia by Paul Sherlock and Paul Harvey, 2002.

5. Cash Transfers as a response to Disaster. Lessons from Oxfam GB and Concern Worldwide responses in Western Zambia (2007)

6. External evaluation of the 2007 Flood Response, p.1.

7. <https://www.concern.net/insights/lessons-direct-response-emergency-cash-transfer-project>



Concern has over the years invested significantly in the areas of Disaster Risk Reduction (DRR) and Community Resilience. The DRR work has centred on building the capacity of government disaster management at local community levels, through supporting Satellite Disaster Management Committees (SDMC) and District Disaster Management Committees (DDMCs). The work of the SDMCs and DDMCs directly targeted some of the most pressing risks including flooding, drought and fires through mobilising for emergency response, clearing canals to reduce flood hazards and constructing fire-breaks. The wealth of knowledge and learning with respect to DRR was codified in a SDMC training manual developed in conjunction with Mulungushi University and the Disaster Management and Mitigation Unit (DMMU)<sup>8</sup>.

Concern's contribution to making Western Province a more resilient habitat was recognised in 2011 when the Office of U.S. Foreign Disaster Assistance (OFDA) gave an award for excellence in DRR to the organisation for its work in Western Province.

## **Supporting sustainable change**

From the outset a concerted effort was made to transition from emergency response to more development-oriented programming. The initial emergency assessment alluded to the pivotal role of development programming in addressing structural poverty. "Through longer-term livelihood and HIV/AIDS programming, Concern could make a meaningful contribution to alleviating poverty in Zambia. Programmes aimed at increasing conservation farming techniques and winter cropping and income generation would improve the livelihood options for the poorest."<sup>9</sup>

Concern did design, implement, manage and evaluate a multitude of projects that were development focused in their intent. These ranged from the Rural Livelihoods project that ran from 2004-2006, the Positive Living Intervention (2005-2007) to the Building Livelihoods Assets for Rural Households which was implemented between 2007 and 2011. An examination of these projects indicates a clear drive towards development interventions with strong linkages to the market as a prerequisite for improved off farm and on farm incomes. However, the real shift in thinking and practice occurred in 2012.

In 2012, in preparation for the first round of Irish Aid Programme Funding (IAPF), Concern Zambia conducted a detailed contextual analysis for Western Province based on a new framework of How Concern Understands Extreme Poverty<sup>10</sup>. Concern understands extreme poverty as having three dimensions; at the heart is a lack of assets

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<sup>8</sup>. Satellite Disaster Management Committee Training Manual. Facilitators Guide

<sup>9</sup>. Report on assessment visit to Zambia by Paul Sherlock and Paul Harvey, 2002, p4.

<sup>10</sup>. <https://www.concern.net/insights/how-concern-understands-extreme-poverty>



be they physical or financial (cash or farm tools) or human (health or skills). However, acute vulnerability to certain hazards and risks (climate change or HIV) and inequality (gender or geography) are considered the other dimensions of poverty, preventing poor households taking advantage of opportunities or sustaining gains they have made.

The contextual analysis took the extreme poor as the starting point. Identifying that many of these households were female headed led to interventions that supported; women's empowerment, very small scale farmers operating at subsistence level, the prevention of Gender Based Violence and a reduction in vulnerability to HIV and improved food and nutrition security. The geographical focus was also fine-tuned. The outcome was the Integrated Poverty Reduction and Women's Empowerment Programme (IPRWEF) that ran from 2012-2016.

The final evaluation found that the programme responded well to the needs of the extreme poor. It noted that 'Households are now having a higher household asset index score, and an increase in the number of livelihood options'<sup>11</sup>. The final evaluation also noted that the intervention was 'a good example of an integrated programme'<sup>12</sup> that addressed poverty and inequality. The programme was ambitious in its drive to address structural poverty within Western Province. In doing so, it did face challenges, most notably in working with local partners. It gradually became apparent that Concern's extreme poor target group did not fit within the mission and constituency of some long-term local partners and as a result partnerships did change over time to better meet the needs of the extreme poor.

## Supporting innovative practice

### **Exhibit A: Promoting Conservation Agriculture to combat the effects of climate change**

With changing climatic conditions, rising energy and input prices and increased demand on land for food and biofuel production, it has become increasingly evident that marginal and smallholder farmers need sustainable agricultural solutions that meet their demands and are relevant to their contexts. It is against this background that Concern undertook Conservation Agriculture (CA) programming in Zambia.

Conservation Agriculture (CA) is a farming approach which can sustainably increase yields, build resilience and protect the soil. The approach has been adapted to address the challenges of the agro-ecology of Western Province where farmers experience low

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<sup>11</sup>. End of programme evaluation, p.2

<sup>12</sup>. End of programme evaluation, p.30



yields due to the poor soil. Conservation Agriculture has three key principles: a) do not disturb the soil; b) keep the soil covered (using crop residues as mulch); and c) and rotate the crops. Together, these simple techniques maintain the natural soil structure, help avoid excessive depletion of nutrients and maximise the benefits (while minimising the cost of fertiliser).

Concern believes Conservation Agriculture can support marginal and smallholder farmers to address their poor production outcomes and prevent environmental degradation, whilst recognising their resource constraints.

The final evaluation of the 'Effecting Improvements in Livelihoods through Conservation Agriculture Project' indicated that a lasting change has been made in the lives of project participants. CA farmers had increased their per hectare yields as compared to non-CA farmers and also increased their harvest per day of labour. Most notably, the success of the farmers that mulched during the 2015 dry spell when others lost their harvest, has spurred numerous farmers to engage in a similar practice. This demonstrates the multiplier effects of the projects which will outlast Concern's presence in the province.

The cost-effectiveness of the project is another encouraging aspect, with evidence showing that there was an average of 286 kg of additional grain produced per family through CA in 2016. The project cost of production of that additional grain was only USD 0.58 per Kg<sup>13</sup>. These are impressive results given that in 2014/2015 the districts of Mongu and Senanga suffered from the devastating effects of a severe dry spell during the rainy growing season.

The projects also invested in piloting e-vouchers (highly problematic due to poor mobile infrastructure) and paper seed vouchers (very promising, providing farmer's choice and strengthening links to agro-dealers). There was a pilot providing cash transfers during the farming season to allow farmers to invest in their own land, during the critical planting and growing seasons, rather than selling labour to others to meet immediate food needs. The planting and growing seasons tend to be the hunger months. Hence, poor farmers would offer their labour in order to access food. The consumption support in this small pilot was found to enhance farmer's own production.

Despite successes, however, the project found large scale adoption challenging. Most success was amongst the small scale, largely female, farmers who have a strong reliance on manual labour. The project also presented at 'Cracking the Nut' in 2015<sup>14</sup>, to try and unpack the social, environmental, cultural and other factors that are influential in the

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<sup>13</sup>. Zambia Programme Update 2016, p.8.

<sup>14</sup>. [www.weebly.com/uploads/5/3/7/2/5372278/cracking\\_the\\_nut\\_2015\\_publication\\_final.pdf](http://www.weebly.com/uploads/5/3/7/2/5372278/cracking_the_nut_2015_publication_final.pdf),



Loveness Zelelengwe was a programme participant on the Conservation Agriculture (CA) programme. She lives on her farm with her husband, seven children and 12 grandchildren in the district of Mongu in Western Province, Zambia. Photo by Jennifer Nolan, 2014.

adoption of a specific practice. In addition a study was undertaken to determine how best CA could be made more nutrition sensitive<sup>15</sup>. The study found some promising practice, especially within the legume rotation. Finally, the project promoted the replication and certification of seed at the local level to promote the production of crops that are more nutritious and/or contribute to soil quality. This proved successful at small scale.

There is no silver bullet to ending rural poverty and creating food security. However, the evidence presented from Western Province reveals that marginal and smallholder farmers can increase and stabilise yields on very poor soils. Moreover, this can be done under more extreme climatic conditions, where draught power and landholding sizes for fertile land are limited and where labour is in short supply due to old age, ill health or migration.

## **Exhibit B: Graduation from Extreme Poverty**

Graduation, for Concern refers to the move of individuals and households away from chronic poverty to food security and sustainable livelihoods. Under the IPRWEP programme a graduation project was piloted in Mongu district.

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<sup>15</sup> <https://www.concern.net/insights/potential-nutrition-sensitive-conservation-agriculture-zambia>

The pilot was composed of five parts: **comprehensive targeting** that made sure extremely poor households were included as programme participants; **consumption support** in the form of a regular cash transfer to support participants to meet their basic needs; provision of **skills training** and **regular coaching** focused on human capital ( practical, short, trainings as well as routine coaching and mentoring visits); facilitating **access to financial services** (for savings and credit) and finally, **capital investment** in order to develop a new or expand an existing economic activity.

In the case of Western Province, following targeting and registration, participants received consumption support of 120 Kwacha (ZMW), approximately US\$13, every two months over a 12-month period <sup>16</sup>.The value was aligned with the value, at the time, of the national Social Cash Transfer (SCT) programme.

A market assessment supported participants in identifying and selecting viable income generating activities. While the majority of participants continued to engage in existing activities; the capital investment provided enabled participants to further expand and diversify. The value of the investment was ZMW 500 (approximately USD \$48). It was conditional on participants having attended business skills training sessions and developing a plan for how the money would be spent.



David Ndona Kazhila outside the brick house he has built since participating in the Graduation programme, Nalunembwe – Upper Lealui, Zambia. Photo by Jenny Swatton, 2016.

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<sup>16</sup> More information can be found in the paper 'Graduating from extreme poverty in Zambia's Western Province What have we learnt?'



In addition to formal business skills training, participants received coaching from Case Managers, who visited households regularly and worked with and sensitised household members on a range of things including: spending and saving plans; household decision-making, nutrition, hygiene, HIV & AIDs and how to use the Complaints Response Mechanism (CRM).

An end of project evaluation noted that the project had made significant inroads in tackling the web of factors that trap people in extreme poverty including: increased ownership of productive assets; improved land fertility; and reduced reliance on low paid, ad-hoc daily labour.

The evaluation uncovered 'positive wealth/wellbeing trajectories and an increased average daily rate being earned'<sup>17</sup>. The evaluation also made reference to the non-material benefits that the project cultivated. Project participants reported higher levels of self-esteem, confidence and motivation. The general increase in wellbeing is one of the lasting legacies of the project. From the review of documentation and discussions held, it is clear that the graduation project has also had a lasting impact on the policy discourse within Zambia and has seen other actors start working on similar graduation approaches.

## **Exhibit C: Promoting Gender Equality, Women's Empowerment and the Adolescent Girl**

Western Province has the highest percentage of Female Headed Households in Zambia<sup>18</sup> and the highest rates of teenage pregnancy<sup>19</sup>. Gender inequality clearly contributes to the chronic nature of poverty in Western Province and women are under-represented at all levels of decision making. While Concern recognises that working with women directly is important, it is also vital to tackle the social norms that, for example, prevent women making decisions at the household level over finances or agriculture.

Starting with the IPRWEP programme, Concern has placed greater gender equality and women's empowerment at the centre of development efforts. Under IPRWEP, work on gender equality, included training programme participants in gender and leadership skills, as well as working with the wider community. Several radio programmes were aired focusing on gender and Gender Based Violence (GBV) and a booklet on the anti-GBV act in Lozi was developed and shared. Stakeholders including: community leaders, government departments, civil society organisations and traditional structures were trained and sensitised to promote women's participation in decision making and prevent GBV.

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<sup>17</sup> End of project evaluation, p.23.

<sup>18</sup> IAPRI 2013/2014 Post-Harvest survey. Note some Western Province Districts have over 30% households headed by a female

<sup>19</sup> Population Council, UNFPA, and Government of the Republic of Zambia. 2017. "Child Marriage in Zambia." Lusaka, Zambia. Date from the ZDHS 2014-2015



The photo shows Pelekelo Mwanalushi showing the steering committee members, Mable Beene Nedziwe, James Chileshe and Paul Mboshya, the nutritious food types she and her club members have grown. Photo by Danny Harvey, Kaoma District, 2016.

The evaluation of IPRWEP found<sup>20</sup> 'a clear change in gender roles with men helping with household chores and women more involved in decision making. There are also a growing number of women actively engaging in community and area level meetings. That both women and men feel they gained from the empowerment of women in the communities is a remarkable outcome of the programme'. The evaluation found that critical to the success of IPRWEP was the targeting of men and women, youth and the elderly, community and district level actors. This created mutual understanding in relation to the benefits of having women playing a stronger role at household and community level.

Empowerment is a central theme of the Female Youth Nutrition and Livelihoods Enhancement Programme (FYNEP). Funded by the Japanese Government through the World Bank and running up to June 2018, the approach is to build the skills, knowledge and confidence of 7,000 girls and young women. They will be participating in Girls clubs and receiving training on life skills, nutrition and health. At the same time the project engages men and influential people in the community (including the traditional leadership and initiation mothers) to build support for the empowerment of young women in the economic and social spheres. This is to ensure that they are able to make safe and informed life choices with the full support of their communities and families.

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<sup>20</sup> Integrated Poverty Reduction and Women's Empowerment Programme Final Evaluation, 2012-2015 Irish Aid Programme Evaluation, Regine Kopplov and Anne-Marie Coonan (2016)

## Lessons

In the 15 years of operational presence and programming in Western Province, Concern has learnt some important lessons about effective work in this underserved region of Zambia.

### **The need to work with the poorest to address extreme poverty**

Concern has maintained a consistent presence in Western province, believing that engagement with the poorest communities is critical to understanding their needs and perspectives. This has informed all of Concern's work. It has led to the development of highly adaptive and responsive interventions such as the graduation model, Conservation Agriculture and the focus on gender and women's empowerment. A long term presence has enabled Concern to innovate, adapt and assess interventions (such as the use of mobile money or e-vouchers) in terms of their appropriateness for low density rural populations with very poor access to infrastructure. As such, recommended ways of working include, for example, the mobilisation of local volunteers for community outreach and mentoring, paper (rather than electronic payments) seed vouchers that create links between farmers and agro-dealers and direct cash payments (rather than mobile money) in response to climate related disasters. Documentation of learning and advocacy at the National level has underpinned all of the work in Western Province, as one means to bring attention to the needs of the poorest.

### **Cultivate ownership and engagement by all partners**

As Concern closes down its operations in Western Province the need to create a sense of ownership and engagement within the local community has never been greater. The closure illustrates the importance of working with government structures to ensure that development efforts are sustainable and replicable. The country programme team has endeavoured to cultivate a collective sense of ownership over the years through various practices:

- Letting government take the lead; chairing steering committees and delivering training.
- Constant trust building through the cultivation of strong relationships
- Focusing capacity-building efforts on institutions, not individuals, and inclusion of national, provincial and district officials in project implementation
- Creating linkages between district structures and communities to allow for an active and responsive government machine
- Documenting and disseminating good practice to relevant agencies
- Having in place a complaints response mechanism
- Promoting community consultation, involvement and feedback.

## Work towards resilience but be prepared to respond to emergency

As a dual mandate organisation, Concern has been able to respond to flood and food security related emergencies, while continuing to increase the resilience of households and communities to climate and other hazards present in Western Province. In the face of climate change, where households are rendered vulnerable by chronic poverty, poor infrastructure and a marginal environment for farming, increasing household resilience to shocks must go hand in hand with a capacity to respond to disasters quickly and protect household livelihoods. Concern has therefore had a long term engagement with the Disaster Mitigation and Management infrastructure at all levels.<sup>21</sup>



Indunas Ilubonda Yutanga and Katusingi at the launch of the Female Youth Nutrition and Livelihoods Enhancement Programme. Photo by Danny Harvey, 2015.

<sup>21</sup>. <https://www.concern.net/insights/lessons-direct-response-emergency-cash-transfer-project>



## **Government Service Provision is critical for wellbeing and livelihoods**

Concern has always worked with civil society organisations and government partners, to support access to services in agriculture and health for people in Western Province. Over the years this focus has shifted from direct service provision to support for government to provide properly funded and appropriate services, with Concern supporting the creation of bottom-up accountability, development of more effective models and tools and some higher level advocacy to encourage improvements of services in Western Province. The adolescent girls project, FYNEP, has highlighted the importance of this approach, as weak service provision impacts so many areas in the lives of young women. Lack of resources affects health service provision, agricultural extension, victim support services for those who survive GBV and support for girls who need to move outside the home in order to attend school beyond grade 9. FYNEP has brought Steering Committee members from the relevant Ministries in Lusaka to see the situation on the ground. It continues to lobby at District and Provincial level for better service provision.

## **Flexible funding creates the space for innovation**

Inevitably, the design and implementation of projects in a participatory manner raises expectations, and requests may be made that are beyond the scope of the original project. Some flexibility, within well-set limits and procedures, allows an organisation to address emergent and urgent needs. The Irish Aid funding stream has allowed the Zambia team to pilot innovative initiatives such as the graduation model which has gone on to influence national policy.

## **The centrality of markets in maintaining livelihoods**

The experience of Concern's development programming in Western Province has highlighted the centrality of improved markets, as a prerequisite for increasing off farm and on farm incomes for the extreme poor. This drove a shift in emergency programming to engage with local markets as a means to respond to food security emergencies through the provision of cash, rather than providing in-kind or food support, which might undermine the weak market infrastructure in Western Province. The DiRECT project evaluation showed that markets were able to meet local needs and that prices didn't inflate in response to the cash injection.



## Conclusions

Over the last 15 years, Concern's work in Western Province has reflected the changing environment in the country as well as changes in Concern's own global approaches. Concern's experience in Western Province has showed the importance of regular, long-term, flexible and predictable funding. The support received from various donors has been essential in ensuring that poor households escape the worst manifestations of extreme poverty. Ultimately, both Concern's emergency and development programming in Western Province has sought to reduce levels of risk and vulnerability amongst programme participants.

Taking the time to work with government has ensured that policy influence, sustainability and legitimacy issues have not been barriers to Concern's work. However, operating in Western Province has not been without its challenges, including finding suitable partners to implement projects with the extreme poor.

Based on the review of documentation and interviews undertaken to produce this paper, it is clear that Concern is viewed as a reliable partner, implementing evidence-driven projects that have fostered innovative approaches, particularly when it comes to addressing the ravages of climate change that have led to humanitarian crises as well as undertaking long-term development interventions. The organisation can rightly be proud of its legacy in Western Province.



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