THE ROLE OF COMMUNITY BASED ORGANIZATIONS IN THE PROMOTION OF SOCIAL ACCOUNTABILITY. CASE STUDY OF SELECTED CBOs IN CHAWAMA WARD 2, LUSAKA.

Conference ID: CFP/901/2018

By: Alex Mwila

Master of Arts in Development Studies,

Information and Communications University, Lusaka, Zambia

Email: alexmwila2000@yahoo.co.uk

ABSTRACT

The aim of the study was to determine the role of Community Based Organizations in the promotion of Social Accountability. Methods of data collection included questionnaires from members of the community as well as interviews from CBOs involved in Social Accountability. Data was analyzed using excel as well as SPSS. Ethical consideration was undertaken including informed consent as well as confidentiality. Key results of this study were that there are six (6) major CBOs that are involved in carrying out social accountability activities in Chawama Ward 2, on the other hand, there are a number of offices or service providers that are accountable to people including local council offices, office of the councilor, WDC and Market committees. These carry out a number of activities such as community mobilization, civic engage

engagement, sensitization, Advocacy as well as empowerment-based accountability such as trainings. These activities are proven to be very effective in the sense that they have influenced positive change such as road improvement, drainage improvement as well as entire service delivery in the area. There are a number of opportunities for effective operations of CBOs such as legal, policy and institutional framework. The NGO Act of 2009 coordinates the operations of NGOs and CBOs although it was highly criticized thereby giving way to self-regulatory NGO code of Conduct. Others are programmes for NGOs on TV and Radio. The major challenge by CBOs is lack of funding and capacity. It is therefore recommended that a comprehensive accountability strategy should be developed by CBOs. CBOs should be trained in Social Accountability.

1.0 INTRODUCTION

1.1 BACKGROUND

Zambia is one of Sub-Saharan Africa's most highly urbanized countries. About one and half of the country's 16 million people are concentrated in a few urban zones strung along the major transportation corridors, while rural areas are under-populated. As of 2015, the GDP per capita stands at $4,300. Zambia is one of the fastest growing economies in Africa and its capital, Lusaka is one of the fastest growing cities in the SADC region. According to the IMF (2017), GDP projections for Zambia stood at USD 20.9 billion (2017, estimate) while GDP Per capita for 2016 prices stood at USD 1,213.4 (2017), estimate.[1]

The shift in political dispensation has seen the need for a more democratic and community-oriented governance approach. With the increase in Zambia's population[2], a more community-oriented governance approach has been a desirable phenomenon. One of the tenets of democracy is Decentralization whose strategies the country has been working on since independence but these practices of governance have been a day to day approach.

During the early 1970s, increasing world prices for Zambia's main export commodity, copper, resulted in high export earnings and macroeconomic policies were generally aimed at maintaining consumption levels and standards of living based on the assumption that favourable world copper markets would continue to generate export revenues.

In 1991, more players in the provision of social services came on board and were allowed to take up various roles that included community mobilization, increasing and empowering the community to participate freely in the delivery of goods and services. Non-Governmental Organizations freely began social accountability activities such as ensuring that providers of social services to the recipients in the communities. At the community or ward level, there are community-based organizations that perform the task of social accountability.[3]

In the quest to provide Social services to the communities, Government of the Republic of Zambia through the Registrar of Societies, Ministries of Community Development and Social Services as well as the Patents and

---

[1] The World Bank (2015). Economy of Zambia. http//www.worldbank.org

[2] Central Statistical Office (2011) Census of Population and Housing. Lusaka.

[3] TWUR (1993) Zambia in 1980s. A Historical review of Social Policy, Working Paper, Lusaka

Registrar of Societies provide for the Registration of various societies including community-based organizations. These have a clear mandate to ensure that there is social accountability in the communities. This is done in two ways. TWUR (1993) notes that one of the ways in which they provide social accountability is through the provision of these social services to the neediest in the communities. They also do this by providing advocacy to government institutions in order to ensure that all services are provided to the community as it is supposed to be done.

Social accountability can be defined as an approach towards building accountability that relies on civic engagement, i.e. in which it is ordinary citizens and/or civil society organizations who participate directly or indirectly in exacting accountability (World Bank, 2015). The aim of this civic engagement is to stimulate demand from citizens and thus put pressure on the state or private sector to meet their obligations to provide quality services. The supply side of this equation is about building state capability and responsiveness.

1.2 STATEMENT OF THE PROBLEM

According to Saharj (2008), the purpose of CBOs is to plan, implement, and monitor social and economic development programs and provide technical and financial help to the communities. CBOs positively affects the process of rural change i.e. increase in income, improvement in health, nutrition and literacy status of the populations. It is therefore established that the presence of CBOs brings about effective delivery of goods and services in the community because of the interventions they carry out such as monitoring the operations of the service providers in the community. Most of the places that have Community Based Organizations are recording development and effective delivery of goods and services. Fisher (2003)[4] notes that many international nongovernmental organizations are increasingly relying on CBOs to access the community, hence, in most cases partnering with them for greater developmental outreach. Therefore, in areas or developed countries where effectiveness is realized in terms of the delivery of goods and services, there are strong community-based organizations that are doing their work very well.

---

[4] What do Non-Governmental Organizations Do?
Harvard Business School, Harvard.

However, one gap noted in the delivery of goods and services in Chawama ward 2 is that there is no effectiveness. This can be attributed to the fact that local service providers are not challenged to do their work. In spite of the presence of Community Based Organizations in Chawama Ward 2, there are still lapses in the provision of community services in terms of water, drainages, market spaces and other community sections. It is not known whether Community Based Organizations are very functional or not in promoting issues of Social Accountability. Moreover, it is difficult to make decisions in the community if uncertainty grips the Community Based Organizations role of promoting community operations in the delivery of various services. According to community members, there are lapses in the provision of goods and services in the community. Others base their arguments on what they heard. They claim that Community Based Organizations are not functional. This can also be seen from a number of issues in the ward such as poor drainage system, floods during rainy season as well as long queues at the local hospital. The Central Statistical Office (2010) affirms that the area is gripped with social and health problems. Therefore, it is important to ascertain the role of Community Based Organizations in the promotion of Social Accountability.

1.3 AIM

To determine the role of Community Based Organizations in the promotion of Social Accountability

1.3.1 OBJECTIVES

1. To identify key players and Community Based Organizations involved in the promotion of Social Accountability in Chawama Ward 2.
2. To determine key social accountability programme activities carried out by Community Based Organizations in Chawama ward 2.
3. To measure the effectiveness of Social Accountability programmes carried out by the community-based organizations in Chawama Ward 2.
4. To identify opportunities for effective operations of Community Based Organizations in the promotion of Social Accountability.

1.4 CONCEPTUAL FRAME-WORK

For this research, a number of variables are identified. These include both independent and dependant variables. One independent variable is the role or effectiveness of Community Based Organizations. The role or effectiveness depends on a number of factors. In this case, four (4) factors are identified which include involvement of players and Community Based Organizations. The other factor that affects the

4

role of Community Based Organizations in the promotion of Social Accountability is the size and number of activities carried out. It is also important to note that opportunities that are available determine the role or effectiveness of these community-based organizations. These variables are presented using the diagram below:
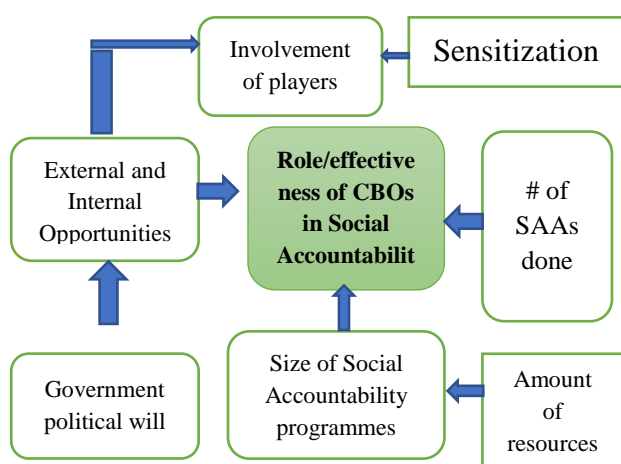

Figure 1. Conceptual framework

1.5 THEORETICAL FRAME-WORK

This study identifies two theories as important and related to the topic under study. These are contingency theory of accountability and Accountability has recently become synonymous with punishment, or sanctions, thus marginalizing the traditional definition of accountability as giving an account and justifying one's actions to those to whom one is responsible. A contingency theory of

accountability stresses crafting the mix of forms of accountability to fit the requirements and capacities of the context as stated by Jane Mansbridge. (Bovens et al.2014). To this study, the Contingency theory of Social Accountability is very important as it brings in a combination of ideas on how to arrive at Social Accountability in the community or society. As explained by Vance et.al (2015)[5], this theory was originally developed by Tetlock, Lerner, and colleagues and has been effectively applied in organizational research.[6]

Another theory of great importance is the Social Accountability Theory. This is as a result of contributions by a number of scholars. *"In joint actions between them, people constitute background situations in which they are accountable to each other in terms related to those situations. Indeed, it is in being accountable to each other in their situation's terms that they sustain it in existence. In this case, Social Accountability theory is important in this study as it explains the interaction processes and the importance of each and every person in making interactions on what they have done in contributing to the sustainability of projects.*[7]

[5] Vance et.al (2015) A new approach to the problem of accessing policy violations. Increasing perceptions of accountability through user interface.MIS Quarterly (MISQ), Vol. 39(2), pp.345-366

[6] Bovens, M (2014). Oxford Handbook of Public Accountability. Oxford University Press, Oxford.

[7] *Rose-Ackerman (1995). Social Accountability in public Sector. World Bank Group.*

1.6 RATIONALE AND RELEVANCE

The study outcomes will add to the knowledge pool in the area of Development Studies as well as a solution to academic studies. Academicians could use the findings in improving administration and encouraging local community-based organizations to take up their role in the promotion of social accountability. This study is very important because findings may be used by the Community to improve operations. In addition, the Ministry of Community Development and Social Services may use the findings to improve the operations of Community Based Organizations in the country.

2.0 METHODOLOGY

2.1 RESEARCH PARADIGM

This research is centered on both positivist and post-positivist approaches. It is based on mixed methodology. The diagram below shows the methodological paradigm which will be used for this study survey.
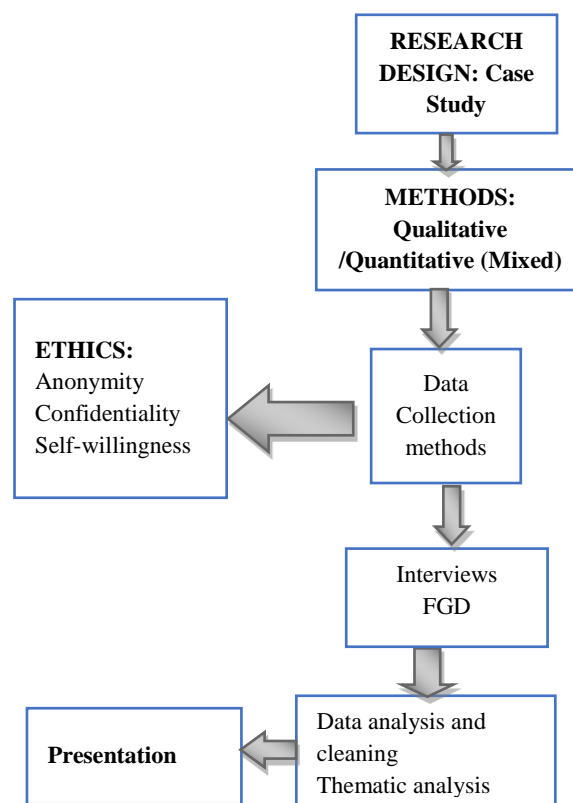

Figure2: Survey Methodological paradigm

2.2 RESEARCH DESIGN

This research employed the use of a case study.This was done by specifically looking at Chawama ward 2 as well as the main community based organizations that operate from that area. A case study consists of intensive observation of a single subject in a particular setting. The reason for using this research design in order to get in-depth information about the problem at hand. In this case, both quantitative and qualitative methods was applied in the collection and generation of data in order to reduce on the biases as the two complement each other.

6

2.3 SCOPE OF THE STUDY

This study was carried out in Chawama Ward; this area was purposively chosen because of high level of community activities. Moreover, people in the area are engage in business and other activities. The topic of Ward Development Committees has been chosen because it is currently an important issue and there is need to know more about it as well as clarify whether or not ward committees are effective or not.

2.4 SAMPLING PROCEDURE

All the different areas of the Chawama Ward had a representation in the research through random type of sampling. The expected sample size was 100 for questionnaires, 1 person for interviews from each local organization and a total of 4 organizations are expected to be interviewed. In addition, there was 100% representation of the Community Based Organizations to take part in the research. A random approach was utilised.

2.5 RESEARCH METHODS

The researcher used both qualitative and quantitative research methods for data collection. In order to have full information, the researchers used specific suitable data collection tools such as non-participant observation, in-depth interviews, document analysis and questionnaires. In-depth interviews were employed and selected personnel from certain organizations were asked questions. Some of these are the LCC Ward Committees, Water and market groups. Questionnaires were also used in the actual field, especially from members of the community who needed to submit information for this research.

The researcher went through various parts of the Chawama while observing whatever activities were taking place. Through non-participant observation, vital data will be collected for this research. The data which will be collected through non-participant observation will help to consolidate the data from questionnaires and interviews.

2.6 DATA ANALYSIS

Simple statistical tools were used to analyse the data in terms of the frequencies, percentages, charts and graphs using Microsoft excel and SPSS. Coding was also used to analyse the data. This made make it easier for categorization of the data to be done and information to be easily understood.

3.0 PRESENTATION OF FINDINGS
3.1 SOCIAL-DEMOGRAPHICS OF LOCAL PEOPLE

There are various social-Demographics and other characteristics among the people of Chawama ward 2. This is representative of various groups of people in the area.

3.1.1 GENDER OF RESPONDENTS

There were a number of male and female respondents that took part in the research as shown in the graph below:
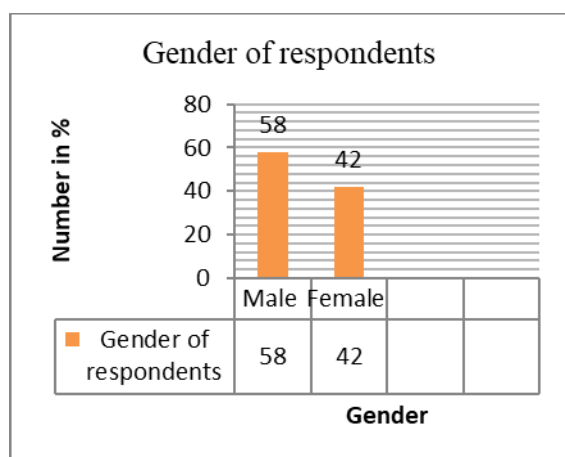

Figure 3: Gender of respondents.

From a total number of people who participated, 58% were male while 42% are female. This therefore means that there were more male than female respondents. Since, this was sampled from all the corners of the area; this could represent the true picture of the entire area.

3.1.2 AGE GROUP

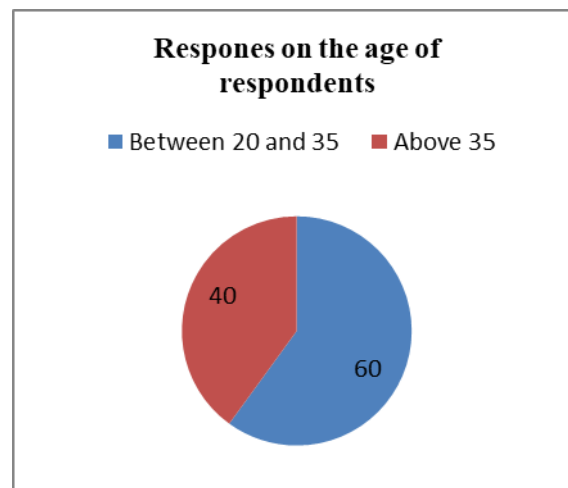The char below shows the number of respondents in terms of the age group.

Figure 4: Age of respondents.

From a total of 100% of people who took part in responding to the questions, 30 or 60% were aged between 20 and 35 while 40% were above the age of 35.

3.1.3 MARITAL STATUS

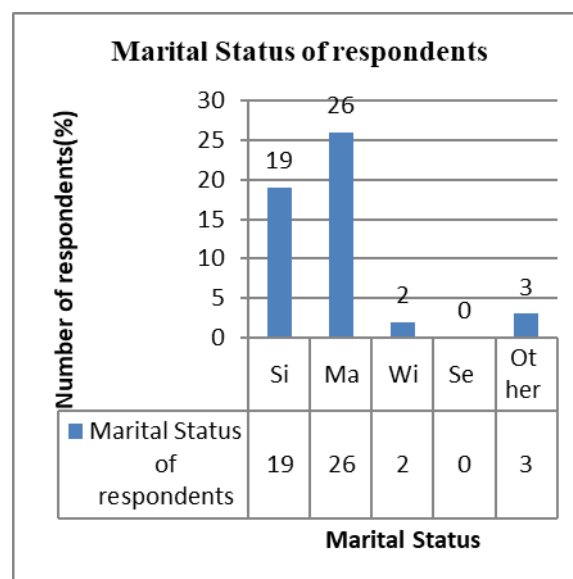The diagram below shows the marital status of respondents:

Figure 5: Marital Status of respondents

The Chart above shows information regarding marital status of respondents. From a total of 100%, 19 were single, 26 were married, 2 were widowed and the remaining were 3.

3.1.4 HOW LONG A RESPONDENT HAS LIVED IN THE WARD

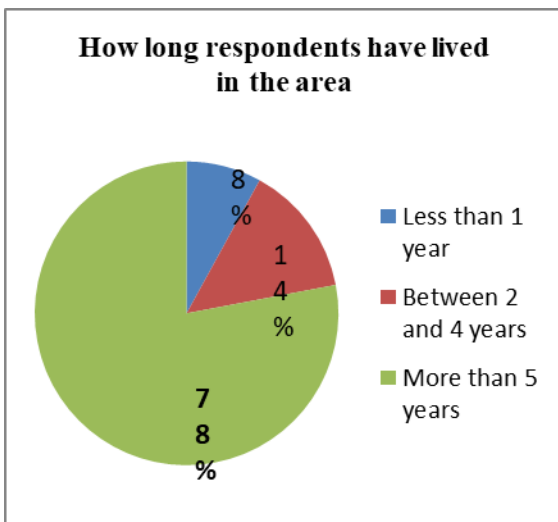The pie chart below shows how long respondents have lived in their community. (Chawama).

Figure 6: How long a respondent has lived in Chawama Ward.

From a total of 50 respondents which is represented by 100%, 4(8%) have lived in the area for less than a year, 7(14%) have lived in the area between 2 and 4 years while 39(78%) have lived in the area for more than 5 years.

3.1.5 KNOWLEDGE OF RESPONDENTS ON EXISTENCE OF CBOs

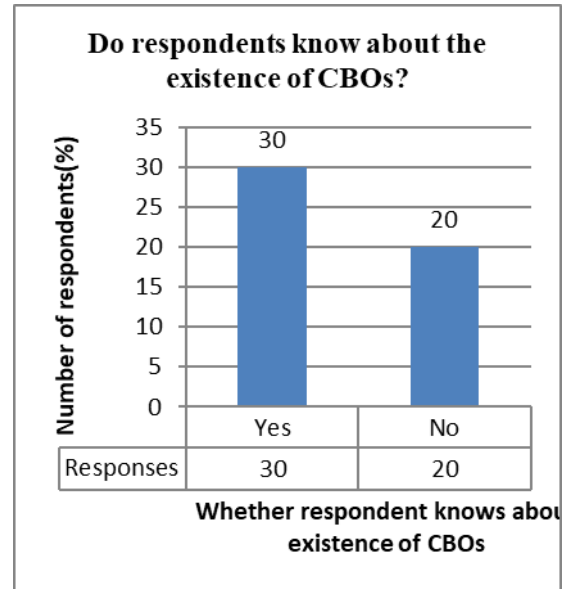The chart below shows response on the existence of CBOs.

Figure 7: Knowledge of respondents on existence of CBOs

From a total of 100 respondents, 60 were aware of the existence of the CBOs while 40 were not aware of this community Based Organizations.

3.1.6 BEEN TO THE OFFICES OF CBOS

The chart below shows responses on the attendance of CBO offices:
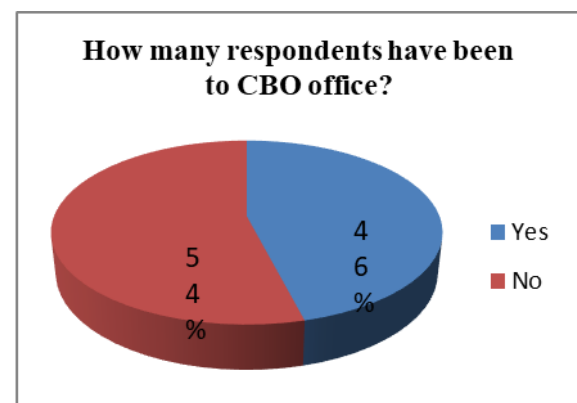

Figure 8: Number of respondents

From a total of 100 respondents, 46% have been to CBO offices while 54 have never been to the offices.

3.1.7 COMMUNITY RELATED SERVICES AVAILABLE IN CHAWAMA COMMUNITY.

The chart below shows some of the services provided by the Community Based Organizations.
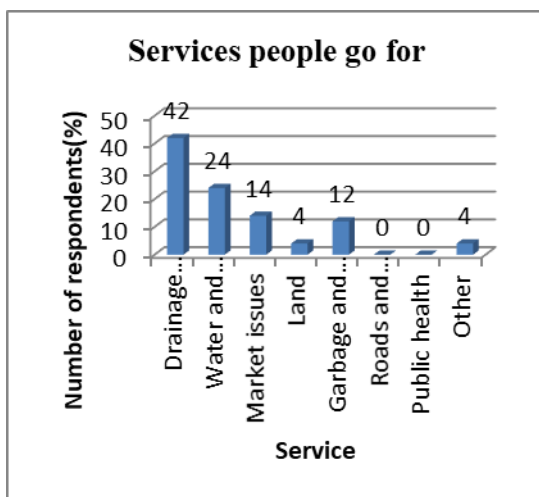

Figure 9: Satisfaction by members of the ward with services offered by CBOs.

From the total number of respondents which is 100%, , 42 people go for drainage issues, 24 go for water issues, 14 for market issues, 4 for land, 12 people for garbage and refuse, none for roads and transport and public health while 4 go for other services.

3.1.8 WHO PROVIDES THESE SERVICES

The chart below shows the level of satisfaction by residents on services provided.

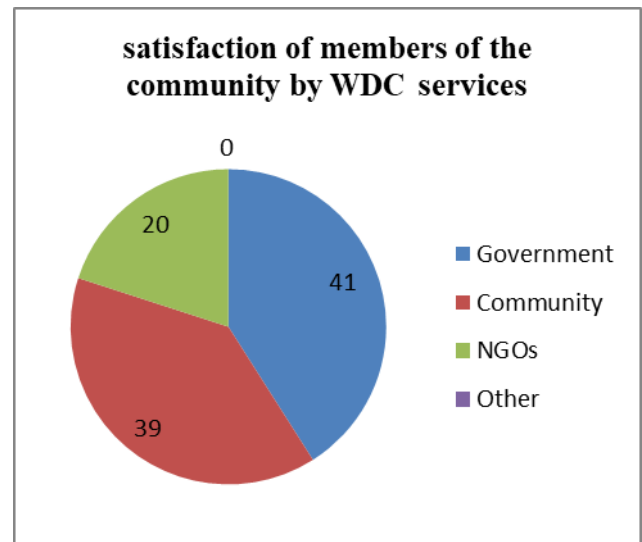Figure 10: Service providers

From a total number of community services represented by 100%, 39% were provided by the community itself, 20% were provided by NGOs while 41% were provided by the Government.

3.1.9 QUALITY OF THE SERVICES OFFERED

The following chart shows some of the challenges faced by the local people and the non-Governmental organizations in the provision of social services.

Figure 11: Quality of services.

From the total of 100%, 22% of the respondents mentioned drainage construction and repairing as a quality service, 14 people said water and sanitation services, 15 people cited market services, 6 people mentioned land, 31% of people cited garbage collection while 7 mentioned public health.

3.2.0 CHALLENGES FACED BY SERVICE PROVIDERS

The following are the challenges faced by the service providers in the provision of their services. From the total number of respondents which is represented by 100%, 20% of the CBOs and other service providers face the problem of lack of skills, 25% lack finances, 9% face lack of office space, 27 face lack of machinery while 19% face shortage of man power.

3.2.1 ORGANIZATIONS INVOLVED IN SOCIAL ACCOUNTABILITY

The table below shows some of the key organizations that are involved in the promotion of Social Accountability.

Table 1: Types of organizations that are involved in the promotion of social accountability

No.	Name	Type
1	Hope Worldwide Zambia	NGO/CBO
2	Chawama Parliamentary office	Legislative office
3	CCJP-Chawama Catholic Church	Faith based
4	Chawama Youth Project	Youth
5	Community Youth Concern	Youth
6	Ministry of Community Development	Government
7	Child Fund	Childs Rights/Edu

From the table above, seven (7) organizations were sampled as they hold some of the activities in Chawama Ward 2. It is noted that these organizations are involved in the provision of social services to members of the community. At the same time, these organizations are very much involved in the provision of advocacy services on behalf of the members of the community regarding their social welfare as well as their contributions to the society.

11

3.2.2 PARTICIPATION IN SOCIAL ACCOUNTABILITY PROGRAMMES

The table below shows the number of people who participate in Social Accountability programmes.

Table 2: Participating in Social Accountability activities.

	Response	Number (%)
1	Yes	45%
2	No	55%

From the table above, 45% of respondents participate in Social Accountability activities. On the other hand, 55% of people do not participate in Social Accountability activities.

3.2.3 ACTIVITIES IN WHICH PEOPLE PARTICIPATE

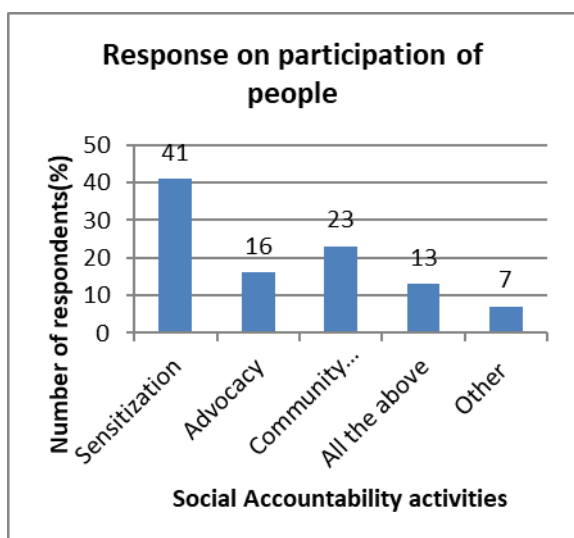The chart below shows key social accountability activities in which people participate

Figure 12: Social Accountability activities

From the figure shown above, there are four (4) major types of social accountability methods used and these are sensitization used by 41% of people, Advocacy is used by 16%, Community mobilization is used by 23%, all the classes of people and community-based organizations use 13% while others use 13%.

3.2.4 EFFECTIVENESS OF SOCIAL ACCOUNTABILITY PROGRAMMES

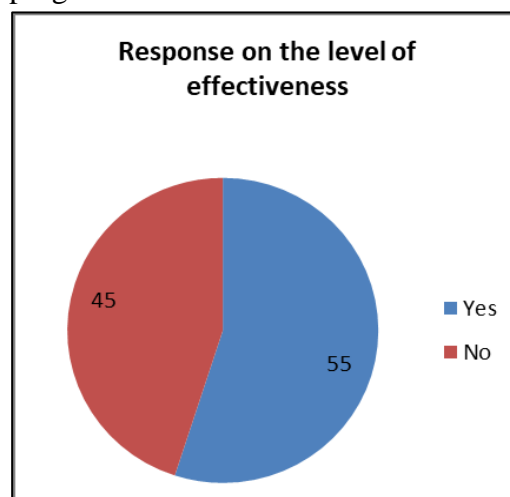The chart below shows statistics on the effectiveness of social accountability programmes.

Figure 13: Effectiveness of Social Accountability programmes

From the chart shown above, it is very clear that 55% of the respondents note that social accountability programmes are very effective while 45% note that these programmes are not very effective.

3.2.5 LEVEL OF EFFECTIVENES OF SOCIAL ACCOUNTABILITY PROGRAMME

From the total which is 100%, 15% of respondents note that Social Accountability programmes are slightly effective, 47% note that SAPs are effective while 38% note that SAPs are very effective.

3.2.6 IMPACT OF SOCIAL ACCOUNTABILITY PROGRAMMES

The figure below shows the impact of Social Accountability Programmes.
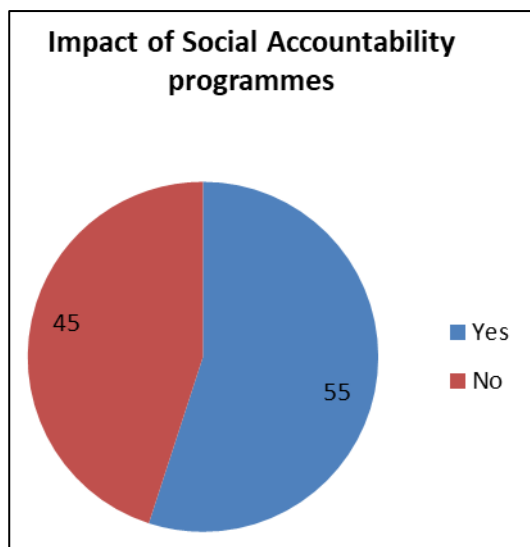

Figure 14: Impact of Social Accountability Programmes

The table above shows responses on the impact of accountability programmes. Social Accountability programmes did not have any positive impact on the 45% of the sampled population while it had a great impact on the 55% of the population.

3.2.7 CHALLENGES ON SOCIAL ACCOUNTABILITY PROGRAMMES

The chart below shows challenges faced by individuals and Community Based organizations in the promotion of social accountability.

The majority of individuals and Community Based Organizations lack resources for their social accountability programmes while 22% lack skills for their programmes. On the other hand, 2% fall in the category of others.

4.0 DISCUSSION OF FINDINGS

4.1 INTRODUCTION

The following are the responses to the four (4) specific objectives:

4.1.1 Key players and Community Based Organizations involved in the promotion of Social Accountability.

4.1.1.1 Hope Worldwide Zambia

HOPE *worldwide* Zambia (HwwZ) is a Christian Charitable Organization that has been supporting HIV-affected children and caregivers in the poorest areas of Lusaka Zambia since 1999. The organizations deliver programs in 4 impoverished districts of Lusaka: Mtendere, Kalingalinga, Kanyama and Chawama, where operates Women's Economic Empowerment (WEE) programs, Safe Motherhood Action Groups, Youth Groups, After-School Clubs for girls, an

Early Childhood Development program and Kids Clubs for Orphans and Vulnerable Children (OVCs) aged 2 to 18 years.[8]

At the age of 18 years, the institution helps to place youths into vocational training. At Kids Clubs, the organizations educate approximately **2000** OVCs annually about HIV, Sexual Reproductive Health and Family Planning. HwwZ has a close working relationship with Lusaka City Council. The organization partnered with the Council to construct 2 new buildings in the poor communities of Chawama and Kanyama as well as the renovation and refurbishment of the Mtendere Preschool in Mtendere Lusaka. The institution also opened a new preschool in Kabulonga, Lusaka called The Learning Tree that is fully operated by HwwZ. (Ibid:2018).

4.1.1.2 CATHOLIC COMMISSION FOR JUSTICE AND PEACE

According to Zambia Land Alliance (2018), Catholic Commission for Justice and Peace is a coalition of individuals and groups, working for the emergence of just social structures in the society, whose work is animated by Caritas Zambia. It works as an integral part of the Church at the service of the world and especially of the victims of injustice. It has the following aims:

- To act in solidarity with poor, deprived and oppressed people in the struggle for justice and peace.
- To bring a Catholic dimension to that struggle.
- To assist and challenge all Catholics to work for justice and peace by establishing opportunities for reflection, dialogue and service.
- To work within the Catholic Church for a more inclusive, participatory and just Church.
- To work in collaboration with counterparts.

4.1.1.3 Child Fund

The vision of Child Fund is a world in which children realize their rights and achieve their potential. The vision is to **HELP** the deprived, excluded and vulnerable children have the capacity to improve their lives and the opportunity to become young adults, parents and leaders who bring lasting and positive change in their communities. The organization also promotes soci**e**ties whose individuals and institutions participate in valuing, protecting and advancing the worth and rights of children. It unreached supporters' lives through their support of our cause. According to Child Fund, all children including those 570 million have rights to the support, protection and care they need to grow up healthy and strong. As a child-

---

[8] Hope World Wide (2018). Hope Worldwide Zambia. Hopewwzambia.org

focused international development organization, Child Fund exists to change underlying factors that prevent children from fully experiencing these rights.[9]

4.1.1.4 COMMUNITY YOUTH CONCERN

Community Youth Concern Is a Community Based Non-Governmental Organization that solely Exist for the Welfare of youths. The organization has contributed to the betterment of Chawama ward 2 through provision of programmes to do with education. The organization has been sponsoring Children for their education. This is great empowerment as it helps Children be empowered and realise what they are able to do in the society.

For the Institution, knowledge is power as such need to impact it to those that lack it should be a priority. The Institution receives very serious cases of people who are helpless in the Community. Apart from helping school children with school fees, the organization also helps to provide these school children with clothing as well as uniforms.

4.1.2 Social accountability programme activities carried out by CBOS.

It is very important to note that there are a number of Community Based Organizations that are involved in the promotion of Social Accountability using various activities. The Social Accountability activities used by the above organizations include:

4.1.2.1 Community mobilization

Community mobilization for preventive Action (2013) notes that one of the programmes carried out by the Community Based Organizations for the promotion of Social Accountability involves the use of community mobilization. This involves bringing together various types of people and engaging them so as to inform the service providers on the need to be accountable to the local community. This activity. Too ot method of Civic engagement is used by Hope Worldwide Zambia which runs various programs. Other organizations also rely on their activity or too to realize a community that is able to hold service providers accountable of their action.[10]

4.1.2.2 Empowerment

Empowerment as an activity done by most of the Community Based Organizations helps to bring about the internal capability of the citizens or members of the community in order to promote social accountability. Sometimes, it starts with community mobilization. This goes

---

[9] Child Fund (2017). Our Vision and Mission, Child Fund. www.childfund.org

[10] Community mobilization for preventive Action (2013)

hand in hand with training workshops and awareness sessions which enable these Community Based Organizations to allow the local people be empowered so as to make them understand social accountability process. This type of social accountability activity is mainly used by Catholic Commission for Justice and Peace. In addition, there is reflection which involves a critical analysis of the problem and investigative research into root causes of the problem. When this is done, the community goes to service providers with complete information for action. For examples when there is a water problem in the area, the Catholic Commission for Justice and Peace (CCJP) does not only report or chant slogans to the Media regarding action to be taken. Instead, the organization involves local members of the community and quickly orients them on how to effectively carry out a research or root causes analysis in order to determine the defect point. When the findings are gathered, they are taken to the relevant authorities for action. This makes the process of solving the problem very easy because people to sort out the problem have complete findings that need immediate attention.

4.1.2.3 Dialogue

Dialogue is an important activity and too that is used by Community Based Organizations in the promotion of Social Accountability (Das:2013). At often times, Community Based Organizations and members of the Community have called upon various members of the community have called upon service providers into a dialogue process so as to settle some issues. This is itself is a higher level of social accountability because service providers give feedback to members of the Community on what they will do about the problem. In addition, they share some of the challenges which they face with members of the community in order to find out alternative ways of finding a solution.[11]

4.1.2.4 Offices mostly held accountable

When there is a problem in the communities, members of the community carry out door to door or community meetings/sensitization to alert members of the community who come forward and begin to take up various roles in order to solve problems. The two types of offices in the community that are mostly held accountable for their actions are the Councilors office, Ward Development Committee, Market Committees, Ministry of Community Development.

In order to get feedback from the office of the Ward Councilor on issues which affect the

---

[11] Das (2017). Can Social Accountability Strengthen Family Planning? Lessons from small scale efforts. COPASAH, India

lives of people in the local community, Community Based organizations as well as members of the Community engage the councilor through various meetings. In addition to engagement, CBOs and Members of the community easily walk to the office of the councilor and take with them a number of issues. Lack of or poor education or health system is also reported to the councilor who, on behalf of the members of the community. When the Councilor receives these issues, he or she takes them up to higher offices. For education complaints, the councilor takes it up to District Education Offices who later issue an order for the schools in the community to settle those issues raised. The Councilor then gives feedback to members of the community on what he was able to do. A similar approach is taken on health problems; the ward councilor facilitates meetings or audience with the Ministry of Health District Offices in order to find out about the problems or challenges pertaining to health in the community and later on reports to the members of the community.

It is interesting to note that when issues being faced are at community level such as at a school or a clinic, the councilor easily walks into schools or clinics to seek audience with members of staff to find a solution such as poor health/education services. It is also interesting to note that members of the community also and easily walk into these health and education institutions to find out or ascertain what the problem is.

Members of the Community or CBOs also use the Ward Development Committee when carrying out Social Accountability activities (Das:2013). One of the ways is storming their offices with an issue in order to find common ground for operations. These meetings also take place in order to find out what the target of the Ward Development Committee for a certain period of time are, and if the committee has been able to meet these targets within that planned period of time. In this case, there is proper feedback from ward development committee as far as their work is concerned in terms of what they are able to do for members of the community.

4.1.2.5 The use of civic engagement

Civic engagement is an activity much used in common with social accountability, but is not synonymous with it. Both are related to the idea of collective action by citizens that "involve people in the economic, social, cultural and political processes that affect their lives". Civic engagement is a broad concept, encompassing a number of different mechanisms through which citizens or their representatives engage with and seek to influence public processes in order to achieve civic objectives and goals. Social accountability has an element of demanding

responsiveness and accountability from the state, which is not necessarily present in all forms of civic engagement. Thus, actions by citizens to promote social accountability constitute one form of civic engagement but not all civic engagement contributes to social accountability. (Ibid:2013).

Community approach and mobilization is very important (Community mobilization for preventive Action: 2013). Members of the Community and CBOs engage the local parliamentary office and approach parliament issues using civic engagement. One of the parliamentary reform processes involves the construction of constituency offices around the country in all the parliamentary constituencies. A number of successes have been scored under the Parliamentary Reform Programme. These include the following: (a) establishment of Parliament Radio; (b) establishment of Constituency Offices in all 156 constituencies; (c) construction of the new Committee Building; (d) construction of a Media and Visitors Centre; (e) enhanced public participation in the legislative process.

There are 156 Constituency offices across Zambia. A constituency office is a place where an elected Member of Parliament carries out his/her duties. These offices are public offices as such belong to all the Constituents for a particular Constituency. Parliament of Zambia underscores the importance of constituency office.

Chawama constituency office is a meeting place for Chawama MP and Constituents or people in his constituency. It is a location for people in the constituency to share ideas and information that empowers the MP to carry out his/her duties as their representative. This happens between the MP and the community through exchange of information and constant reception of feedback. It is a place where the MP can undertake outreach activities of the constituency and members of the community can participate in these activities. In other words, parliament achieves efficiency through the use of constituency offices. It is important to note that Chawama constituency office is a community link to parliament as it stores informative literature on Parliamentary debates, Government Departments, Annual Reports and other information which is made available to the public. Therefore, the constituency office is a Mechanism for effective and regular link between parliament and the Constituency. (Ibid:2013).

Participation the concept of participation is also closely linked to voice, social accountability and civic engagement. There are multiple understandings of participation, even within UNDP, and no corporate definition. In general terms, many view participations as a process whereby people

take part and contribute towards policy development and implementation.15 However; there are many different levels and types of participation, and different typologies to describe them. One approach is to consider the following levels of participation.[12]

- Information & awareness: At this level, actual participation" is minimal and includes information sharing, public awareness campaigns & educational initiatives.

- Consultation: Consultation engages citizens and stakeholders in dialogue and networking, and involves stakeholder analyses and issue mapping.

- Representation: At this level, stakeholder preferences are represented in public policy forums, through citizen and/or community advocacy groups.

- Partnerships: At this level, consultation is turned into actual collaboration, where citizen forums take initiative in policy development & implementation.

- Oversight & audits: At this level, stakeholders „own" initiatives for policy development and service delivery, and provide the necessary monitoring and evaluation as full owners over the process.

4.1.2.6 Social Accountability activities by other organizations

Women in Law and Development in Africa GBV activities are centered on advocacy, awareness creation and providing free legal advice to the victims (WILDAF has three lawyers to do this). The organization has been implementing a Plan Zambia funded Child Rights and Protection Programme in Chadiza focusing on advocacy and awareness creation for the last three years. They also have a program to sensitize duty bearers in their responsibilities and provisions of the Anti GBV Act of 2011, and an advocacy and awareness creation program on reproductive health rights. Staff spends 75% of their time on GBV related activities. Most of the cases they have handled are caused by petty disputes between husband and wife.

Women and Law in Southern Africa For WLSA (2017), GBV activities are equally centred on advocacy, awareness creation and providing free legal services and advice to the victims. Details on their expenditures are given in the table below. Young Women's Christian Association GBV service provision has been YWCA's core mandate since the early 1970s. Through its Women's Human Rights programme components, YWCA provides

---

[12] Arnstein, S. (1969) 'A ladder of citizen participation'*, Journal of the American Institute of Planners* 35.4: 216–224.

Drop-in Centres, advocacy and outreach, shelters for battered women and Child in Crisis Centres. Other services include: counseling, legal advice, shelter, support towards payment of medical fees, transport for clients and repatriation of clients.

For YWCA (2016), their primary focus is counseling and provision of shelter for victims and survivors. Below is the budget allocation over a period of five years with counseling receiving the highest allocation both annually and cumulatively at ZMW 6,619,374, accounting for 59.4% of the total budget of ZMW 11,126, 816. Next come shelter (including food) at ZMW 4,440,000, legal services and other non-specified services. 8.4 National Legal Aid Clinic for Women the National Legal Aid Clinic for Women (NLACW) was

established in 1990 as a project under the Women's Rights Committee of the Law Association of Zambia. The project was established to provide affordable legal aid to women and children from marginalised social sectors. This it does through legal redress, arbitration, mediation and advocacy through law reform.

4.1.2.7 The use of community services and mass media as a social accountability

Community Based Organizations use Community outreach and mobilization which encompass a range of interventions and approaches, including: community meetings; training or sensitization sessions with traditional authorities, community or religious leaders; street theatre and other cultural activities and marches and demonstrations. Mass media campaigns normally use radio, television, billboards or other media to reach a wide segment of a community. It also offers individuals, especially young people, anonymous access to valuable information and resources without having to go through others they may not trust (e.g. doctors, teachers, etc.).

Entertainment-education or 'edutainment', is a particularly useful strategy that entails the "process of purposely designing and implementing a media message to both entertain and educate, in order to increase audience members' knowledge about an educational issue, create favourable attitudes, shift social norms, and change overt behaviour" (Singhal et al., 2004). Edutainment may have a particular appeal to young people and thus may present a special opportunity to affect norms before they are fully set.

Other innovative approaches that can be effective in reaching diverse audiences

20

include: games, electronic technologies (mobile phones and computers), street theatre, art, music and cultural activities. Together, communication and social marketing campaigns are some of the most popular means for engaging society in primary prevention. Evidence shows that these mediums can produce positive change in the attitudes and behaviours associated with men's perpetration of violence against women (Donovan and Vlais 2005). Though community outreach strategies and mass media campaigns are two distinct strategies, the most effective examples of such approaches tend to combine mass media intervention with community-based action.

4.1.3 Effectiveness of Social Accountability programmes

From the information that is presented above, a number of social accountabilities programmes and activities are very effective while others are not very effective. This is because of a number of factors that are around for the implementation of these activities.

Camargo (2016) notes that It is very important to note that community mobilization as a form of social accountability is one of the most effective ways of ensuring that there is

promotion of social accountability in the community. It is a known factor now that when people in the community are called upon for various programmes that have to do with social accountability, they easily manage to come.[13] This has resulted in effective operations as well as holding public officers responsible for various roles or problems which they have. One example that can be given is when the community faces various water problems, people come together in form of a drama group to provide information to the office bearers that they are not very happy with the services being provided by office bears, this has in the recent past led to an improvement in the provision of goods and services in the community.

Programmes by the Catholic Commission for Justice and Peace have in the community led to the accountability of the members of the community. Through its research programme or the formation training, the institution brings together various members leaders and service providers in the community in order for them to explain to members of the community on some of the activities which they are able to do in the community. One of the most effective activities which were undertaken by social accountability activities in the community was an intervention on the behavior of bus

---

[13] MCDSS (2017) Social Cash Transfer and Community Development.

conductors in terms of harassing members of the community when they are getting on public buses. In undertaking this issue, the organization had to do a background study on the problem in Chawama in the year 2012. The findings of the study were disseminated to the meeting which was composed of the local ward councilor, local council offices, representatives from RTSA and many others. In this case, members of the community demanded for sanity on the roads in order for members of the community to freely enjoy their activities of boarding buses without any form of harassment.

Some of the key information given to local leaders to demands made by members of the community where that the authorities needed to eradicate call-boys from the roads to allow for smooth movement of buses as well as passengers as they get on and off buses. The other issue was that service providers where to take action quickly and inform members of the community about the action which they would have taken as a result of the appeal by members of the community. The result was that service providers were able to do as promised and communicated the action to members of the community through meetings as well as letter writing. This is the attainment of social accountability (Camargo:2016).

Production of brochures, EIC materials and Policy briefs has been a very successful methods to carry out social accountability. Camargo (2016) notes that when Community Based Organizations produce these materials, they distribute them with specific content demanding certain issues to be addressed. In the end, service providers or the government has been responding to these publications through speeches as well as through newspaper articles. Not only in Chawama but also in other parts of the country because of social accountability programmes. Through reporting to the ward councilor, who later took people's concerns to the District Education Board Secretary, there has been an improvement in the delivery of education systems in most of the schools. This has not only been seen but also been reported to various members of the community. At several times, the District Education Board Secretary has ordered school heads to take up various challenges faced by schools and these were addressed as directed.

4.1.4 Opportunities for effective operations of Community Based Organizations in the promotion of Social Accountability.

There are a number of opportunities for the effective operations of Community Based Organizations in the promotion of Social Accountability. These are legal, policy and

22

Institutional arrangements which are explained below as follows:

4.1.4.1 Institutional arrangements

One government institution which is available for the effective operations of the Community Based Organizations in the promotion of Social Accountability is the Ministry of Community Development and Social Services. The Ministry has a very special department for the Registration of Non-Governmental Organizations which registers all the Community Based Organizations which operate in the communities. (Ministry of Community Development and Social Services:2017). In addition to the above role of the above department, it is vital to note that the department is very useful as it also calls on annual general meetings for all the Community Based Organizations.[14]

The above platform provided by the registrar of Non-Governmental Organizations is very effective in linking all the CBOs for working together in the achieving Social Accountability. This is a very good platform for networking of these organizations because the Ministry also comes up with a directory which shows the names of all the CBOs, their addresses and where they operate. Apart from interacting physically, CBOs can use these addresses or details to arrange for one on one

meeting for improvement of their work. (Ibid:2017). It is very important to note that most of the organizations are very much involved in issues of social accountability. Based on this area of operation, it is easy to for various CBOs to come together based on this area of operation and do a number of activities that are tailored at improving the welfare of the community. The Ministry of Community Development also facilitates these social protection activities together with a number of community-based organizations which are vital in these processes. Apart from Government, there are also non-Governmental Organizations that are involved in the promotion of social accountability and help to provide a proper working platform for other organizations. One of these organizations in the Non-Governmental Organizations Coordinating Council (NGOCC:2017) which is a network organization with a number of members. Most of the CBOs from the community are members of the NGOCC which is a proper networking platform for various operations; the platform provides an opportunity for various NGOs to interact through meetings. It is also important to note that Non-Governmental Organization has a number of grant platforms for other member organizations. These are provided on the condition that an organization becomes a

---

[14] Ministry of Community Development and Social Services(2017)

member of NGOCC within the stipulated time and its key members or leadership trains in specific areas as specified by the Council. In this case, this provides a very good platform for Community Based Organizations to interact with other organizations and access grants for their operations.[15]

4.1.4.2 Legal and policy

There are a number of policies that have to do with Non-Governmental Organizations as well as the concept of social accountability. These are the following:

One of the legal instruments is the NGO act number 16 of 2009 which was formulated by parliament. This Act provides for the registration and coordination of Non-Governmental Organizations and to establish the Non-Governmental organizations. The act also provides for the enhancement of transparency and accountability. This Act is a platform for the coordination of all organizations including Community Based Organizations. However, it must be mentioned that the Act was rejected by most of the NGOs and CBOs in Zambia citing non-participation of organizations in contributing to its content.

Therefore, NGOs as well as CBOs opted to create their own self-regulatory mechanism to guide their activities. Therefore, the Non-

Governmental Organizations Coordinating Council (NGOCC;2017) as well as the Zambia Council for Social Development were tasked to spearhead the development of the Non-Governmental Organizations Code of Conduct which has been completed for use as a self-regulatory mechanism.

4.1.4.3 Media and Internet Platforms

It is important to notes that there are a number of programmes that are covered on both public and private media on the importance of social accountability in the community, these have in the past and some are still being carried out on Public and Private Media. One example is promoting accountability through the media which is collaboration between the Zambia National Broadcasting

Corporation (2018) as well as the British Broadcasting Corporation. In addition to this there are specific programme which are done depending on the events, one of them is Road to Parliament, and this is a special programme which is conducted to help citizens understand the role of their MP and what he or she is doing for the community.[16] Other programmes feature the ward councillor who speaks about developmental issues in his or her ward. Chawama ward 2 councillor has featured on such a programme.

---

[15] Non-Governmental Organizations Coordinating Council (NGOCC:2017).

[16] National Assembly (2017). Parliament embarks on the production of media contentment in Local Languages.

One of the best internet network platforms for the enhancement of Social Accountability is the one run by the Zambia Governance Foundation called Social Accountability and You. This is an internet platform which explains some of the key elements and processes about the concept of Governance. The platform has a variety of resources. The website is called SAY-ZAMBIA and participants of this page can easily request for various resources for the enhancement of social accountability. (Zambia Governance Foundation:2018). The platform is centred on three (3) aspects which are: Know your rights, claim your rights and protect your rights.[17]

5.0 CONCLUSION AND RECOMMENDATIONS
5.1 CONCLUSION

This paper has looked at a number of issues pertaining to social accountability and the role of Community Based organizations in this undertaking. It is noted that there are a number of organizations that are fully involved in the promotion of Social Accountability, some of these at Ward level are Hope Worldwide, Catholic Commission for Justice and Peace (CCJP), Child Fund, Chawama Youth Project. These provide platforms that bring together various members of the community as well as leaders so that they explain to people about developmental issues in the area. Some of

these offices which are held accountable are the Ward Councillor, Local Council office, ward Development Committee as well as local Constituency office. Community Based Organizations as well as individuals use various methods to carry out social accountability programmes such as Civic Engagement, Community Mobilization, Advocacy and Community empowerment such as training, education and sensitization to help local people know or demand quality services in their community. All these interventions are very effective especially in the delivery of social accountability.

As a result of these interventions, leaders have been seen making an impact in the lives of the local people as well as reporting back to members of the community. There have been constructions of drainages in Chawama Ward 2 and other areas as a result of advocacy and other media programmes on the state of the area in terms of poor sanitation. In addition, roads have been constructed leading to further development. Other changes that have been seen are in terms of education and health service delivery. There has been an improvement although due to the ever-increasing population, there are a lot of people still queuing for medical attention at the local clinic. There are number of platforms that are there for the improvement of social

---

[17] Zambia Governance Foundation (2018). Social Accountability and You.

accountability programmes. These are legal and policy framework which include the NGO Act which was passed in 2013 although the Act has been rejected by most of the NGOs paving way for the introduction of self-regulatory mechanism which is the NGO code of conduct. Others are programmes on both National and local programmes on radio and TV programmes.

5.2 RECOMMENDATIONS

In line with what has been presented above, the following are the recommendations:

1. Most of the CBOs depend on the international Donors for funding their social accountability programmes. This is posing a challenge because CBO/NGO space is shrinking in terms of both CBO/NGOs operations and funds. Therefore, there is need to come up with local CBO accountability funds. This will enhance the works of these CBOs in terms of their operations.

2. It is noted that most of the CBOs lack skills in order to carry out Social Accountability programmes. Therefore, there is need to empower CBOs with more skills so as to improve their work in Social Accountability. This can be done by coming up with a generic social accountability skills development centre as well as programmes. This will help organizations both small and large to acquire more skills in specific areas such as strategy development as well as implementation.

3. It is noted that most of the CBOs are fragmented in terms of their operations. There is need to build a network of Social Accountability Organizations and individuals so as to enable them carry out social accountability programmes.

4. It is noted that there is no clear strategy for attainment of accountability programmes. This means that most of the CBOs depend on one-time strategies, there is no clear strategy but CBOs depend on the way they perceive things. Therefore, there is need to develop an integrated social accountability strategy for delivery of programmes.

5. Social Accountability interventions are specific community centred approach which leads to the impact on the community. The community itself is a major centred stakeholder. When the community does not know these programmes, it does not appreciate these programmes. Therefore, there is need to come up with community sensitization approach which will help empower members of the community. This can be done through coming up with brochures and ICT materials even in the local languages. This will help empower these members of the community and appreciate these programmes.

6.0 PROPOSED SOCIAL ACCOUNTABILITY MODEL FOR CBOS IN ZAMBIA.

Apart from the recommendations that have been presented, the researcher has developed a Social Accountability model that has never existed before and can be utilised by CBOS, Government or any other stakeholder to improve Social Accountability in Zambia.
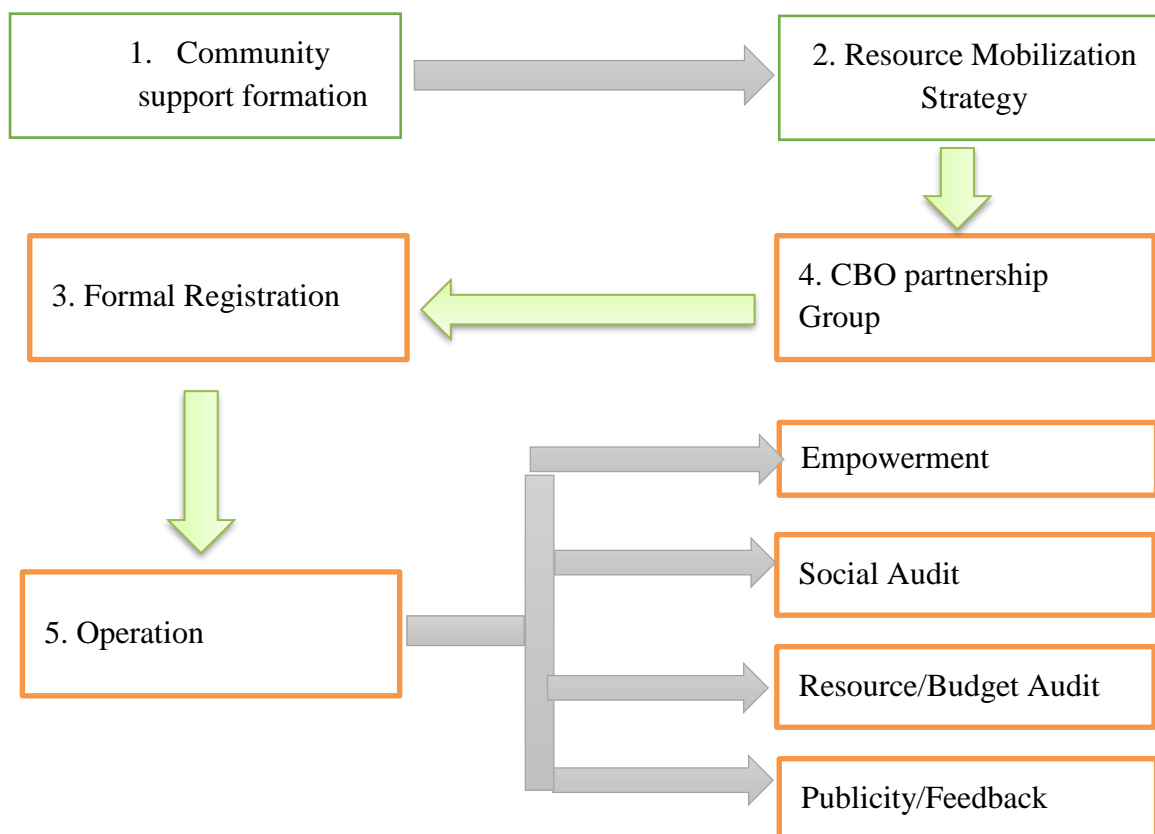

Figure 15: Proposed CBO Social Accountability model

The model above shows five stages which a Community Based Organization (CBO) must go through for it to be effective in carrying out its Social Accountability Roles. Most of the CBOs formed in Zambia are not taking up a centre stage in promoting social Accountability, its either they go into oblivion or remain irrelevant to social Accountability issues. However, by passing through the stages below from formation to operational stage, CBOs will be able to contribute significantly resulting into a social accountable society.

1. Community Support formation:

Initially, or prior to formation of a CBOs, there must be support to a cause or a problem being pronounced as perpetually occurring or affecting negatively the lives of people. Community mobilization to declare the problem can be pioneered by between 2 and 5 people who can explain to members of the community on the need to address the issue. For the sake of this process, the law can allow people to gather

for the sake of allowing people to sort out their problems.

2. *Resource mobilization Strategy:*

Most of the CBOs are slowly going into oblivion in Zambia owing to poor funding Sources. Therefore, prior to the formation of a CBO, there must already been a Business plan on how an a CBO will be raising resources for the sustainability of its programme activities as well as implementation. These resource mobilization strategies must be community oriented to allow community participation.

3. *CBO Partnership Group/Platform*

It is important for CBOs to form one Partnership Group for all the CBOs. This is very important as it brings on together a common platform for interaction and peer review of social accountability programmes by various member CBOs. Like NGOs have Non-Governmental Organizations Coordinating Council and Zambia Council for Social Development, CBOs at community or ward level must also have a peer group to belong to. This will help to CBOs to intervene in most needy areas not tackled by other CBOs due to cooperation or common strategic interventions. A common partnership group can also allow individuals or those with the intention of forming a CBO to be part of it so as to learn the strategies.

4. *Formal registration*

Registering a CBO which has community support (Step1), Resource mobilization Strategy (Step 2), whose individuals belong to a partnership (Step 3) in an indication

that the CBO once registered will remain relevant in issues of social accountability.

5. *Operation*

Empowerment: Every CBO in the community must first of all begin by empowering itself with all that it needed to successfully carry out Social Accountability effectively. This is done through effective trainings, workshops and knowledge café. CBOs must also transform the community in which it is operating through simple training approaches such as road sensitization, drama, peer education and many other interventions. This makes the community ready to receive and respond to the social accountability programmes by the CBOs. In addition, strategic thinking or planning is key and this strategic direction must be shared with members of the community.

Social Audit: This involves CBOs or people operating in the community to take a register of organizations or institutions involved in providing services to members of the community. It is important to take note of the following: what services are needed by the Community? Who provides these services? When are these services supposed to be provided? Who are the recipients of these services? When services such as water, education, Health and others are provided, CBOs should record them in the social audit register and members of the community must be consulted on whether these have been done to their satisfaction. Depending on the service, CBOs with members of the community can schedule the audit as weekly, monthly or quarterly. A summarised table below can be used:

28

	Service											
	Water				Electricity				Education			
Service provider												
	Week											
	1	2	3	4	1	2	3	4	1	2	3	4
	🟩			🟧				🟥		🟩		
			🟥				🟧				🟧	🟥
	🟧				🟩							🟥

Good

🟩

Very Good

🟧

Poor

🟥

The advantage with the above register is that it is very easy to use, it can be utilised by both people with some or even those with low level of education.

Resource use Audit: In addition to the above, it is important for CBOs to be able to calculate who how resources have been allocated to the community for a project, how much has been utilised and how much is the remaining and the variance. CBOs should also be able to monitor budget allocation as well as spending.

Publicity/Feedback: CBOs should be able to get back to the community on how their social accountability programmes are going weekly, monthly or any suitable schedule. It is also very important for CBOs to compel service providers to be able to report directly to the community members on the services they provide. In addition, Community members should also be compelled to speak to members of the community regularly or just to have an interaction on what is happening. Methods of publicity or giving feedback to members of the community include brochures, Radio, Drama. Door to door campaigns. Television programmes, Social Media and many other ways.

REFERENCES

[1] The World Bank (2015). Economy of Zambia. http//www.worldbank.org

[2] Central Statistical Office (2011) Census of Population and Housing. Lusaka.

[3] TWUR (1993) Zambia in 1980s. A Historical review of Social Policy, Working Paper, Lusaka.

[4] What do Non-Governmental Organizations Do? Harvard Business School, Harvard,

[5] Vance et.al (2015) A new approach to the problem of accessing policy violations. Increasing perceptions of accountability through user interface. MIS Quarterly (MISQ), Vol. 39(2), pp.345-366

[6] Bovens, M (2014). Oxford Handbook of Public Accountability. Oxford University Press, Oxford.

[7] Rose-Ackerman (1995). Social Accountability in public Sector. World Bank Group.

[8] Hope World Wide (2018). Hope Worldwide Zambia. Hopewwzambia.org.

[9] Child Fund (2017). Our Vision and Mission, Child Fund. www.childfund.org

[10] Community Mobilization for Preventive Action (2013) https:// www.popcouncil.org/uploads/pdfs/**2013**HIV_ZambiaCOMPACT

[11] Das (2017). Can Social Accountability Strengthen Family Planning? Lessons from small scale efforts. COPASAH, India

[12] Arnstein, S. (1969) 'A ladder of citizen participation', Journal of the American Institute of Planners 35.4: 216–224.

[13] Ministry of Community Development and Social Services:2017

[14] Ministry of Community Development and Social Services:2017

[15] Non-Governmental Organizations Coordinating Council (NGOCC:2017).

[16] National Assembly (2017). Parliament embarks on the production of media contentment in Local Languages. Lusaka.

[17] Zambia Governance Foundation (2018). Social Accountability and You.