

## Background

Research by Khanya on "Institutional Support for Sustainable Livelihoods in Southern Africa" in 2000 has shown that if livelihoods of poor people are to improve, it is critical to improve the linkages between micro level (community) and meso level (local government and district service providers). Much participatory work has exposed how poor people actually depend on community-based services, ranging from traditional healers, local creches, local shops, rather than government services. The one notable exception is the primary school, which is ubiquitous.

Decentralisation is being advocated as one of the answers to pro-poor service delivery. However one of the limiting factors is that work on strengthening local government and other government agencies has often not succeeded in strengthening the links between these agencies and citizens. Similarly attempts at sectoral reform have often not resulted in services reaching communities, except in innovative approaches adopted by some NGOs. Increasingly alternative service models are being adopted in sectors such as HIV, where conventional models cannot cope with the scale of the need.

The Community-Based Worker (CBW) project focuses on promoting dispersed, active and locally accountable community workers, who can work in a range of sectors, addressing services which are needed very frequently and so are best delivered locally. Current examples include paravets, community health workers, paralegals, home-based care workers, tutor farmers. These may work from 3-20 hours per week, and range from volunteers to paid staff. They form part of a system and the CBWs need to be supported by a facilitating agent providing support and supervision, who could be from government, NGOs or the private sector, as well as specialist service providers. Typically the system may be funded by government, although in some cases it can be privately funded (as with paravets in some cases).

## Project Purpose

This project is learning from best practice in the use of community based services, notably community workers, as a model for the delivery of public services, and to take this forward in regions where there is an interest in implementing such an approach.

The purpose is that "Organisations in SA, Uganda, Lesotho and Kenya have adapted and implemented a community-based worker system for service provision in the Natural Resource/HIV sectors, and policy makers and practitioners in the region have increased awareness and interest in the use of CBW models for pro-poor service delivery".

## Approach & Methodology

An action-research project will be implemented (funded by DFID) to learn lessons from best practice in the world, linked to countries in Africa where there is an active interest in implementing such a system. Partner organisations will exchange experience with each other and with places with successful experience of implementing such a programme. Partners will learn and reflect on how this could be applied and implemented most effectively. This will be piloted, evaluated and mainstreamed. This builds on the experience of a successful 4 country action-learning project also funded by DFID looking at another aspect of local governance, community-based planning.

The partners in each country include key Government departments and NGOs where improved CBW systems are being implemented. A national government partner is involved assisting with cross-cutting lessons about service delivery. National Steering Committees will be established in each country.

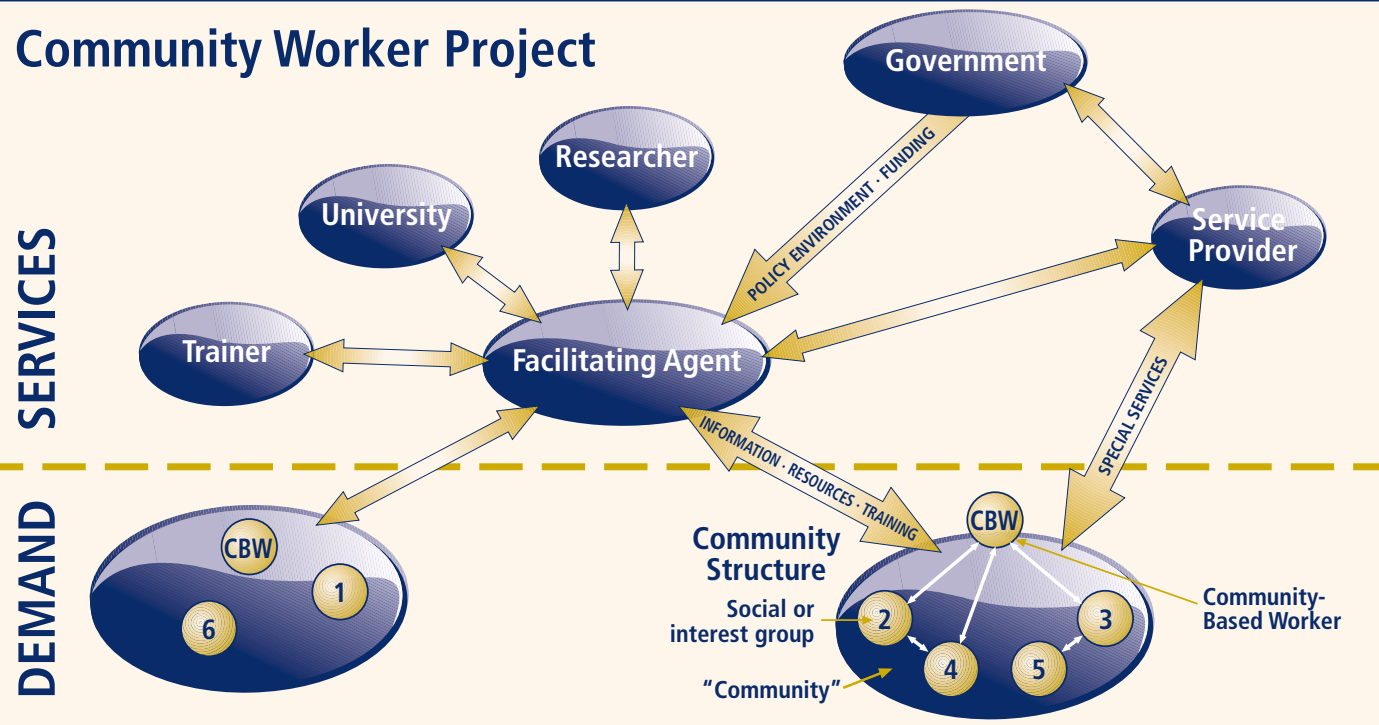
The project will be managed in a decentralised manner, supporting the emergence in each country of a national process to mainstream community-based services.

## Key Activities

These will include:

- Review and report on the use of community based workers in each country (March-June 2004)
- National workshops to share experience with wider stakeholders (July 2004)
- Cross-country workshop in South Africa to share learnings (August 2004)
- Development of core methodology and approach (August/September 2004)
- Adaptation of approach in each country (September/October 2004)
- Piloting in each country (Sept 04-March 05)
- Visits to other countries to learn from their experience (February/March 2005)
- Evaluation in each country (April 2005)
- Partners review learnings (June 2005)
- 4 country workshop to share learnings (June/July 2005)
- Revised implementation (September 2005+)
- Dissemination of findings in country and internationally (on-going)
- Exchanges between facilitators across countries
- Proposals for changes to methods, systems and policies (on-going)

## Community Worker Project



## Progress

The project started in February 2004. Launch meetings have been held in each country, bringing together different partners to explore how their activities build into the CBW framework. Steering Committees have been set-up to take forward the CBW project in-country; adapt and implement CBW system for service provision in the NR and HIV sectors; and to link with policy makers and practitioners in their country. In-country reviews have started and planning for the national workshops in July.

## Relevant Documents

Carnegie, J, F Kafeero and P Chivumbi (2002): *“Community-based Service Delivery: a review to develop guidelines for the Forest Sector in Uganda”*, Kampala, Forest Sector Coordination Secretariat.

Concern Worldwide Uganda (2002): *“Community Based Home Care Model Best Practice for HIV/AIDS Infected and Affected People in Poor-Resource Communities”*. Concern Kampala, Uganda.

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Khanya (2002a) *“Cost Effectiveness of Community-based Worker Systems – examples from Lesotho”*, Maseru, CARE SA/Lesotho.

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Martin M, E Mathias and C McCorkle (2001): *“Ethnoveterinary Medicine – an annotated bibliography of community animal health-care”*, London, ITDG Publishing.

Scarborough, V., Killough, S. Johnson, D and J Farrington, (1997): *“Farmer-led Extension. Concepts and practices”*. Intermediate Technology Publications, London.

WHO (2002): *“Community-home-based care in resource limited settings: a framework for action”*, Geneva, World Health Organisation.

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Kenya AIDS Consortium (KANCO)

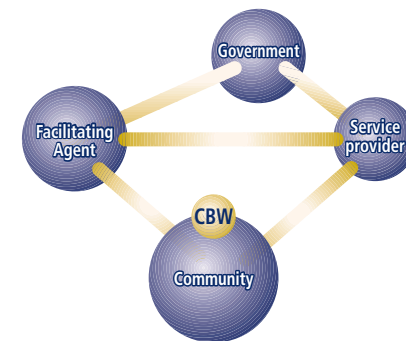
Kenyatta University (HIV)

National Council for Population Development

The Department of Livestock Production

The Veterinary Department

Wajir South Development Association (WASDA)



# community-based worker project

Making the Link between Micro and Meso:

Action-Learning on Community-Based

Workers as a mechanism for

pro-poor service delivery

A 4 COUNTRY ACTION RESEARCH PROJECT IN  
SOUTH AFRICA, LESOTHO, UGANDA AND KENYA

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