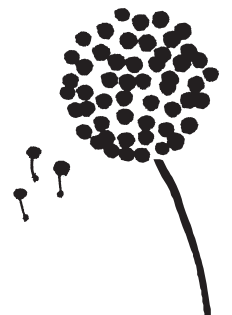


Footsteps

No.64 SEPTEMBER 2005

PLANNING FOR SUSTAINABILITY



TEARFUND

Planning for sustainability

by Karim Sahyoun

The idea of development is to bring about positive, sustainable change. Development should not be seen as something new to a community, brought in by outside organisations. Rather, it is an ongoing process which may lead to improvements in physical, emotional and spiritual wellbeing and which gives people encouragement and confidence to realise their potential.

Communities and their environment are constantly changing through:

- long-term trends such as increasing population or decreasing soil fertility

- shocks such as natural disasters, economic changes and conflict
- seasonal agricultural production, prices and employment opportunities.



Photo: Jim Loring, Tearfund

Sharing skills increases the capacity of a community.

Without constantly adapting to change, communities would not survive

Without constantly adapting to change, communities would not survive. God has created us in his image, allowing individuals and communities to be creative and adaptable.

What is sustainability?

There are different ways of understanding *sustainability*. It can mean the ability of a community to continue to use and maintain a new idea, such as a credit scheme, water supply, health facility, grain mill or improved variety of maize. The focus is on **maintaining** something. Another way to understand sustainability is when a community has an increased capacity to cope with change. For example, the community may grow

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Footsteps

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Footsteps is a quarterly paper, linking health and development workers worldwide. Tearfund, publisher of *Footsteps*, hopes that it will provide the stimulus of new ideas and enthusiasm. It is a way of encouraging Christians of all nations as they work together towards creating wholeness in our communities.

Footsteps is free of charge to individuals working to promote health and development. It is available in English, French, Portuguese and Spanish. Donations are welcomed.

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an improved variety of maize but then, if soil fertility decreases or there is less rain, the community is able either to adapt their way of farming or find another, more appropriate variety. The focus is on the **potential of the community to adapt**.

Outside help

Many communities want to strengthen or speed up their development. Outside help is not essential. Community members can meet and talk about their dreams for the community. They can discuss the skills and resources they have available and decide what action is needed. Development plans based on their own resources and capacities will be more sustainable. If outside help is available, they may use it to achieve their plans within a shorter time.

Help from outside is usually only available for a limited time. Sometimes it can damage a community's development process by making them dependent. For change to be sustainable, the community must have the capacity to take over the work of any outside helpers.

Attitudes of dependency

The picture below shows what can happen in the relationship between *helper* (such as an NGO) and *beneficiary* (such as a community). Both have strengths and weaknesses. An outside helper may see only the weaknesses of the beneficiary and think they can use their own strengths to help. The beneficiary shows their weaknesses

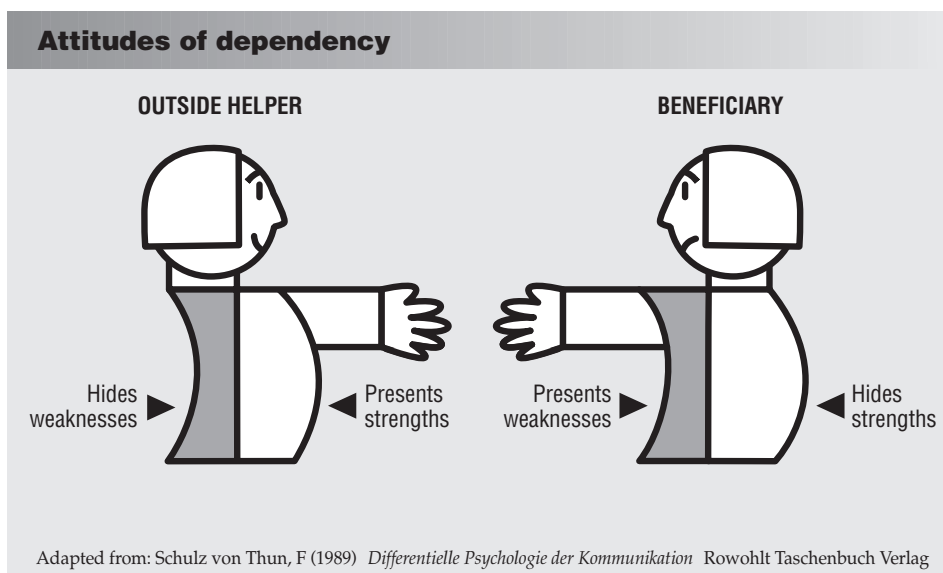
and may hide their strengths to get more help. Helpers may believe that communities need them and so take over work that community members could do themselves. Although communities often have the capacity and resources to bring about sustainable change themselves, they may start to believe they need outside help or that development work should be done **for** them. This pattern is called *dependency*.

Planning for change should always avoid dependency. Participatory tools such as SWOT analysis (see *Footsteps* 42) can be used to identify local strengths. Talking about previous community success can be a helpful starting point to identify local capacity and resources. It will help people gain confidence that they can bring about changes themselves.

An NGO working with a community should discuss the issue of dependency from the start in order to agree this is not the best form of relationship. The adapted role play, 'Crossing the river' (see page 4) can provide a good way of starting this discussion.

Transfer of responsibilities

When outsiders get involved in a community's development process they often take on certain responsibilities. These can include organising training, providing funds, seeds and transport, book-keeping and networking with other organisations. But how long will outside help last? It usually depends on availability of funds and organisational



policies. Often, it is only when outsiders leave that the vital roles they play are realised. There should be careful planning to ensure all these responsibilities are taken over by someone in the community **before** the outside helper leaves. This transfer of responsibilities should be considered and agreed at the beginning. Community members know their own capacity and resources best. They should agree on who will be responsible for taking over this work in the future. They should consider:

- what responsibilities need to be handed over
- who will take over each responsibility and when
- how the handover will be achieved
- what capacity needs to be developed.

A helpful tool is the Transfer of Responsibilities chart (see below).

Capacity development

Realistic capacity development is a long-term process. It should begin right from the start of any development project. It is helpful to understand the difference between *capacity* and *skill*:

- Skills are gained by individuals

EDITORIAL

I have recently joined Tearfund and work with Isabel Carter editing *Footsteps*. This issue focuses on the topic of sustainability. We are looking at planning for the long term; to ensure that development can bring real and lasting transformation to a community, that will continue beyond a limited period of funding or external input. Sustainability should be thought about not just in terms of funding but also in terms of ideas, attitudes, motivation, faith, relationships, and ability to organise. It is about empowering people.



The idea of 'phase out', when outside support is withdrawn from a local project or partner, is often a difficult subject to look at. If badly planned, local communities and partners can feel hurt and abandoned. This means that the subject is often ignored, or tackled only at the last minute. But if development is to be sustainable and bring lasting change, it must be 'owned' by the community and able to continue without depending on external help or finance. Planning for sustainability should be an integral part of the development process and project design.

Future issues will look at adding value to food, and human rights.

Maggie

Maggie Sandilands, Sub Editor

- Capacity is developed in groups or communities.

When an individual community member is the only person able to facilitate meetings, this is a skill. It will be lost if that individual moves away. But when several different members have this skill, then the community has the capacity.

Meetings can still be facilitated, even if one or two skilled members leave.

People with skills should be trained as trainers so that they can pass their skills on to others. This will develop the capacity of their community or even neighbouring communities. For example, in Tanzania a community that had received training in using contour mounds to reduce soil

Transfer of Responsibilities chart

In this row, use the names of the people and organisations involved	2005			2007			2009		
	NGO	Church development office	Community leaders	NGO	Church development office	Community leaders	NGO	Church development office	Community leaders
Produce annual report	XXXXX			XXX	XX			XXXX	X
Manage annual budget	XXXXX			XX	XX	X		XXX	XX
Activities for transferring responsibility: <ul style="list-style-type: none"> • Training of specific staff • Attend workshops on report writing and budgeting • Equipping staff with guideline procedures 			Capacities that need to be built: <ul style="list-style-type: none"> • Report writing skills • Accounting skills • Management skills 						

This sample Transfer of Responsibilities chart shows two areas of responsibility – the annual report and the budget – that will be transferred. The crosses show that the NGO does all the work

in 2005, but will gradually hand over responsibility during the following years. Similar charts should be made for all responsibilities currently run by outsiders that may include

organising training, fund raising, provision of transport and networking. More columns can be added for additional years. The chart can also be used to help with monitoring and evaluation.

PLANNING FOR SUSTAINABILITY

erosion (see *Footsteps 15*) was invited by a neighbouring community to teach them this new skill.

Links with other communities, institutions or organisations that can provide help in skills training and developing capacity can contribute to sustainable development.

Networking

Networking and cooperation can increase the capacity of community groups. Groups can join together to form networks or regional associations. Government institutions and politicians are more likely to respond to requests from larger associations. This networking also means that groups with different skills and capacities can help each other.

Knowing one's rights

One of the many reasons why some communities are poor and marginalised is that they are ignorant of their rights. For example, they may have rights to certain services, education or land.

'Crossing the river' – role-play

This is an adapted version of a widely used role-play, which helps to focus on the topic of dependency. It encourages communities to see the need to develop their capacity and not rely on outsiders. Allow participants time to prepare the role-play.

Role-play one

Samuel wants to cross a river but doesn't know how. John comes along and offers to help. He takes Samuel on his back and carries him across. Soon, Samuel needs to go back and cross the river again. He looks for John who agrees to carry him back. They repeat this a third time. One day, John says that he cannot help anymore because he is moving away. Samuel gets very upset. How will he manage alone? He is left crying and complaining about his situation.

Role-play two

Esther wants to cross the river and doesn't know how. James comes along and offers to help. He takes Esther by the hand and shows how to cross using hidden stones. Later, Esther wants to go back across the

Dependency on outside help

A new chicken breed is introduced that produces better eggs and meat than local chickens. However, the new breed needs vaccination to resist diseases. The vaccine has to be kept at low temperature and is only available in a town, eight hours drive away. The NGO development worker takes on this responsibility. No-one in the community has transport or a fridge and cool box, so no-one will be able to take over this responsibility from him. Families relying on income from the new breed will be in trouble as soon as the development worker leaves. The community members are dependent on the development worker, so this development is not sustainable.



Knowing and claiming these rights will increase the capacities and resources of a community. Associations can be very effective in claiming these rights for their members.

In conclusion, a community's development process does not need to depend on outside help, but it can make a positive contribution. However, it is important to plan for sustainability. The community needs to participate, and to make sure that there are clear

commitments and a time frame for taking over responsibilities and developing capacity, so that development will not create dependency.

Karim Sahyoun is at the Humbolt University of Berlin writing a PhD on the topic of 'Phasing out external aid'. This article comes from his research. He organises an annual Christian Community Development Conference (www.ccd-network.net).

E-mail: karimsahyoun@yahoo.com



Photo: Karim Sahyoun

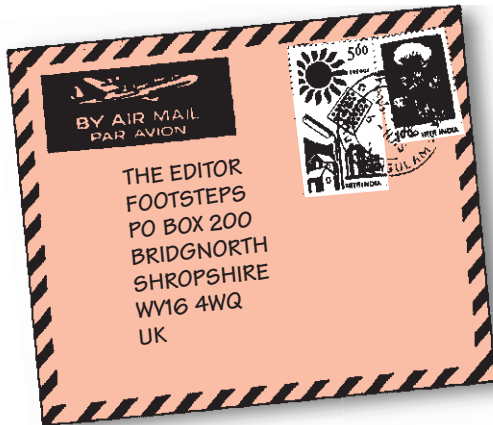
river. She tries to remember but is not really sure how to do it. This time James still gives a little help, but less than before. The next time Esther wants to cross she does it without any help. When James moves away, Esther is sad but she will remember his kind help, and now she can manage by herself. Later, Esther meets Moses wanting to cross the river. Moses does not know how to cross. So Esther helps him in the same way that James has helped her.

After each role-play, ask people what they have seen to make sure everyone has understood. At the end, divide everyone into groups to discuss these questions:

- What differences did you notice between the two role-plays?

- What did you learn from these role-plays?
- Can you share some experiences of your life or your community that can be compared with what you saw, heard or learnt from the play?
- Suppose you did not know how to cross the river. Which of the two people would you choose to help you to cross – the first or the second? Why?

This role-play was adapted by staff of the Diocese of Mount Kilimanjaro, Tanzania.



Support for deaf people

I am a specialised teacher and am also deaf. I have six children but was abandoned by their father a long time ago. I am also a tutor for two little deaf and dumb boys.

Deaf women in poor countries often face particular problems. It is almost impossible for them to find a job, and if they do, it is impossible to succeed in it. Social barriers and people's attitudes mean that deaf women often find there is no place for them in society. That is my situation today.

I set up a school called Ephphata for deaf children, where they could stay long-term. We have excellent results in the Primary Studies Certificate, though many problems with funding remain.

The school gives deaf children the opportunity of education and helps them to realise their potential.

I long for a Centre where deaf Christians can make friends and find support and spiritual counselling. In the future I hope to set up literacy training for deaf adults and a Sunday school for those who are deaf or deaf and dumb. I would appreciate ideas and support from other readers.

Mme Solange Pale
Directrice École Ephphata pour les Sourds
01 BP 02 Gaoua, Province du Poni
Burkina Faso

HIV and AIDS and mental disability

People with mental disabilities are human beings, like all others. Amani Centre works with parents to make sure the rights and needs of children and

adults with mental disabilities are respected. Like other people they have the right to form relationships and marry.

However, people with mental disabilities could be more vulnerable to HIV as they rarely have the ability to decide and to choose when and how to have sex. They are often forced to have unprotected sex, sometimes against their will. Amani Centre has often had to deal with serious cases of rape. Many more cases are not revealed.

Amani Centre tries to mobilise and support families of people with mental disabilities to help protect their rights.

Magnus Mahenge
Amani Centre, Morogoro
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Liquid waste pollution

The illegal dumping of refuse and toxic waste has many serious impacts on health and on the environment. In our rapidly growing towns the councils and some NGOs work hard to limit this pollution. However, there is still a lot to do.

In urban areas many houses have no drainage for dirty water, due to lack of

space. Dirty water from washing and food preparation is often poured onto the street. Any existing drainage system is usually just for rainwater. There is often no working service to empty septic tanks or deal with dirty liquid from small local industries and workshops. In these situations, dirty, smelly and dangerous water runs into the streets and causes pollution. It pollutes supplies of household water and causes a risk to public health.



Do any readers have ideas and advice on appropriate and low-cost drainage systems and methods of collecting household waste liquid?

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A nose for danger

A Belgian man, Bart Weetjens, has always loved rodents. As a boy, he kept rats and mice and bred them. He is now involved in a new way of detecting landmines using rats. There are millions of unexploded land mines left in many countries, which injure or kill thousands of people every year. Detecting them is very dangerous and costly.

Weetjens saw the potential of training rats to do this work. Initially no-one would give him support, but after three years the Belgian government gave him some funding and he was able to register APOPO* as an NGO. He uses the African giant pouched species. They live for up to eight years (much longer than other species) and are the size of cats, making them easy to see. They also have a very sensitive sense of smell. APOPO trains the rats, who wear harnesses, to smell explosive and react by scratching the ground to indicate the presence of a land mine. It took a number of years before he could prove that his ideas could work. Now 20 rats are working in Mozambique, with another 240 in training.

APOPO has offices and a field-testing site in Tanzania. Funding has come in from several sources.

Weetjens and his colleagues believe their training can be modified to enable the rats to detect disease in laboratory samples through smell. They could also be used to find earthquake victims and to search for drugs or weapons.

Website: www.apopo.org

Adapted from an article by Rich Cookson, Independent newspaper.

*Anti-personnel Mines Demining Product Development



Principles and practices of sustainable community development

by Emelita Santos Goddard



Photo: Geoff Crawford, Tearfund

The community should share and own the vision.

For community development work to be sustainable, it is important to have a vision and plan for this from the start. Partnership and local participation are key, as sustainability is achieved when the development process is owned and managed by the local community itself, and not dependent on outside help.

Vision for sustainability

SAO (Southeast Asian Outreach) Cambodia, a member of International Cooperation Cambodia (ICC), works to encourage and strengthen Cambodian communities through development projects or church involvement. It focuses on developing the capacity of local partners, such as churches or community groups, for future management.

If a project or partnership is to be sustainable then it needs to be appropriate to the local situation and resources. The ability of local staff and the presence of local skills should be carefully considered, rather than bringing in outside funding or staff. Sustainability will be difficult to achieve if a project requires a lot of funding, or special skills, such as an eye health care project requiring an ophthalmologist. A

Partnership
is key to
successful
and sustainable
development

small and simple project is more likely to be sustainable.

It is important that the local staff and community share and contribute to the vision from the start as this encourages local ownership of the project. Involve the community in the initial design and planning of the whole project cycle and in decision-making to make sure that planning is relevant to the local situation.

Partnership approach

A partnership approach is key to successful and sustainable development. It is important to value relationships, as a good relationship will promote cooperation and trust. In a culture like Cambodia, where young people are not given as much respect as

Partnership relations

Cambodians like to use pictures to describe situations. We use these models of relationships between an outside helper and local partner group to help discuss and define the meaning of partnership.

HORSE AND HORSE RIDER Does the helper act like a rider on a horse (partner), controlling the horse with much force?

TAXI DRIVER AND PASSENGER Does the helper act like a passenger in a taxi, where the partner drives but the passenger gives directions and the driver is paid to go where the passenger wants?

OXEN IN AN OX-CART Do the helper and partner act like oxen yoked together by a common vision and being driven by the 'Heavenly Farmer' to achieve his purposes for his field?

older people, it can be challenging for younger staff to work with community leadership of mostly older people. However, when they approach the community leadership with respect they gain respect and cooperation in return.

Good communication and time spent listening to each other will help build positive relationships and better understanding. Clear communication, regular reviews and feedback help to clarify expectations and make sure that any problems that come up are dealt with quickly.

It is helpful for local groups to meet up with other similar groups to share experiences, learn from each other and address issues together.

Clear plans for local handover

Make clear the conditions and timing of the partnership or project at the start. This helps provide a sense of security and direction for the future. Set out and agree a time frame for the handover of roles and responsibilities to local staff.

Develop the capacity of local staff in leadership and management skills. SAO Cambodia has found that training in managing finances is particularly important in a context where people

FAITH

FAITH (which stands for Food security And Income generation, Training and Health project) is a pilot project run by SAO Cambodia – ICC. The FAITH Project aims to mobilise the local church in Cambodia for sustainable community development. It focuses on developing the capacity of a key group of committed Christian men and women to facilitate the process of development in their own community.

Community participation is key to the success and sustainability of local initiatives. FAITH staff help key groups of Christians to bring local people together to discuss and identify the needs of their community. The ideas for initiatives should come from the people themselves and should benefit the whole community. Projects might include: rice banks, wells, toilets, home gardens, irrigation system, waste recycling, health education, income generation and teaching children. The community participates in the decision-making process and implementation. Local people contribute cash, produce, labour, materials or time. This helps to share some of the total costs and facilitate ownership and accountability.

The development initiative is therefore owned by local people, and is managed by them and for them.

The capacity of the key group is built up and strengthened through the FAITH Project until they are able to facilitate and manage other development initiatives in their community. When this is achieved, FAITH staff slowly withdraw, but remain available to advise, if necessary.



may have little previous experience of handling even small sums of money.

To help encourage financial sustainability, local groups could link with other groups and networks and research other potential sources of income, as well as learning to write project proposals, communicate with supporters and plan budgets.

Financial accountability and an effective management committee or governing board will help local organisations to maintain the respect and trust of supporters.

Continued encouragement

If the development process is a partnership, the relationship doesn't need to end when the funding ends. Support can continue through networking, encouragement, promotion, prayer, and sharing ideas and learning.

This article is adapted, with permission, from a presentation given at the Christian Community Development conference in Mosbach, Germany, March 2005.

Dr Emelita Santos Goddard was the founder of FAITH Project. She is now helping other Tearfund partners in Cambodia develop their capacity for transformational development. Her address is: No 12, Street 606, Phnom Penh, Cambodia.

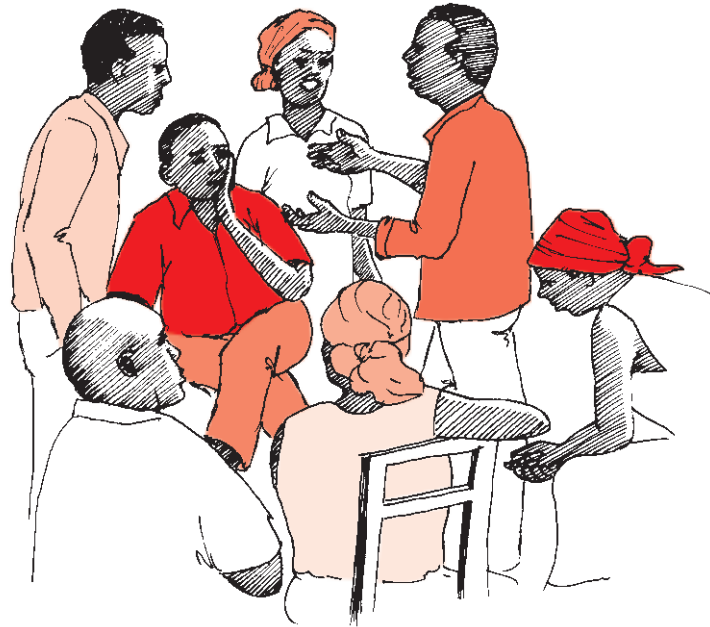
E-mail: efc_om@online.com.kh



Take time to celebrate community achievement.

TOOL 1 Listening

Ask questions to find out what people are hopeful, worried, sad, happy or angry about. Listen carefully and explore people's answers to gain the best understanding of needs.



Needs assessment

by Rachel Blackman

Many development projects are not sustainable because they are not 'owned' by the people they seek to help.

Sometimes a project starts when one influential person in the community, or an outsider, looks at the community and identifies the issues that they think need to be addressed. For example, they may think that a community needs better access to water.

The problem with this is that the community members themselves may not think their water supply is a problem. Even if they do agree that they need better access to water, they may think that access to education and healthcare are higher priorities. If there is no demand for an improved water supply, people will not necessarily use it or maintain it.

The best way to find out demand is to ask community members what change they want the most in their community. This is called a *needs assessment*. A development project may then be set up to respond to this demand.

On these pages are a number of tools that can be used to carry out a needs assessment. It should involve as many people as possible, as issues will affect people differently. For example, lack of access to clean water may affect women more than men. Poorer or more isolated members of the community should be involved. Carry out the needs assessment with a cross-section of the community according to gender, age, ethnicity, ability, wealth, and religion.

With some issues, such as hygiene promotion or HIV and AIDS prevention, the community may not be fully aware of the need. The facilitator should raise and discuss these issues.

Rachel Blackman is a Sub Editor at Tearfund. This article is adapted from ROOTS Project Cycle Management. Her address is Tearfund, 100 Church Road, Teddington, TW11 8QE. E-mail: roots@tearfund.org

TOOL 4 Focus groups



A focus group consists of 10–20 people and enables them to discuss their different views and come to a collective understanding of the needs of the community. By exploring issues together from the start, communities start to own the project. Ask questions such as:

- What are the main pressures that people in this community face?
- If you could change only one thing in this community, what would it be? Why?

TOOL 2 Interviewing

Talk to key people in the community about their knowledge, experience and understanding of important issues. These people may include health workers, traders, religious leaders, village chiefs and teachers. Ask questions such as:

- What are the main problems you face?
- What are the main pressures that people in the community face?
- What could we do ourselves to improve the situation?
- What changes would you like to see in the future?



TOOL 3 Community mapping

Ask a group of community members to draw a map of their community to tell their story together. They can draw on paper or on the ground, using whatever resources are available. Don't give too much guidance of what to include, but the map might show the natural and physical resources in the area, or important people and organisations. Once the map has been drawn, encourage discussion by asking questions such as:

- How did you decide what to include? What was excluded?
- Which are the most important parts?
- What were the areas of disagreement? Why?
- What can we learn from the map about the needs of the community?



TOOL 5 Identifying the priority need

Once the needs have been identified, community members should be given the opportunity to say which needs they feel are a priority. Write or draw the needs on separate paper bags. Give each person six seeds, stones, beads or bottle tops to use as counters. Each person in turn puts their counters into the relevant bags, according to their priorities. They should put three counters for their first priority, two for their second and one for their third. The counters in each bag are then counted and the results announced.



Strengthening churches through good stewardship

ACK Kamatakimo, Kenya

by John Mwaniki

During the 1980s and 1990s, a lot of outside funding was available for church development in Kenya. Fourteen new dioceses were formed to benefit from this extra funding. However, growth in numbers does not represent growth in maturity. A well-known saying is that the African church is 2km long and 2cm deep. 80% of Kenyans are Christians but there is a very shallow commitment to service. The church needs to be sure of its purpose, call and mandate.

ACK Kamatakimo coordinates the development work of five dioceses in Central and Eastern Kenya. (Its name comes from combining the first two letters of each diocese – Kajiado, Machakos, Taita, Kitui and Mombasa.) Local churches are always expected to support their pastor, in both good times – when the stomach is full – and during bad times.

Church officials often consider that the main function of any church development department is to obtain outside funding for the work of the church. Community development is usually seen as something separate from the local church. It is added on only if funds become available from outside. I want to see each local church taking

responsibility for development work within their community.

Training and teaching

When I visited Canada I was amazed at the giving of Christians. I realised that it was not just rich people, but also poor people who were giving sacrificially. For the first time I realised that the outside funding so many Kenyans had benefited from represented costly and sometimes sacrificial giving from Christians in the North. This was a real challenge, and it encouraged me to share this vision of local churches taking responsibility for their own development.

We developed a training manual based on participatory approaches. Training is provided for two weekends every year for all the churches involved. We aim to train five pastors in each diocese and provide support for them, including preaching about giving in their churches. The training includes the following topics:

- What is the role of the church?
- What biblical teaching is there about stewardship?
- What resources do we have available to us?
- How can we make these resources available for God's work?
- How are we disobedient in our stewardship of resources?
- Why should we give our resources to the church?
- How can we plan strategically?



Photo: Jim Leiring, Tearfund

Churches need to develop a vision for social action.

Available resources

Money is just one of several different types of resource. Just because people lack money does not mean they lack other resources. These resources include:

- **our time** – how we use it
- **our talents** – our skills and gifts
- **natural resources** – everything we have access to, including trees and land
- **our bodies** – these should be temples for the Lord and a resource for him.

We teach people about the biblical principle of tithing – giving 10% of what we have to God. Someone may say that they have no money to give to the church, but if they own ten cows then one belongs to God through tithing. If they have 100 coconut trees, then the fruit of ten of these trees belongs to God. If they have 10kg of sorghum, then 1kg belongs to God.

Our dioceses cover very poor areas of Kenya. 60% of the population live on less than \$1 a day. But poverty is always relative – you can feel poor until you meet a poorer person. What might happen if all church members gave 10% of what they earn or own? We always encourage people to tithe to their local church – the church where they worship. Each church should develop a vision to meet the needs of the community and work towards it. It doesn't matter how long it takes, the important thing is to move along the way. Sometimes outside friends or donors may help, sometimes they may not. But the responsibility belongs to the church, not to outsiders.

In addition to tithes, there are also offerings. If work is going well we encourage people to consider giving a further 1% of income as an offering. We ask that people don't think about their offering just as the offering basket approaches. Instead, we encourage them to pray about this beforehand and come prepared. Giving is a part of our worship. We can give thanks for safe travel, safe delivery of a new baby, or a promotion and express this in our offerings. People can bring produce, such as maize or eggs, instead of money.

As a result of this teaching we have seen a wonderful response. We find that usually about 20% of church members are willing to give in this way and actively support the church. The church leadership have now asked Kamatakimo to develop a national training programme and to make this programme part of the curriculum in Bible colleges.

It is very important that all money given is used wisely. Our training includes teaching on strategic planning. Needs are prioritised and solutions to problems considered. We ask church leaders to prepare a budget each year that shows their income and how much has come through tithes and offerings. The budget should include an outline of their plans on how to use the money. Churches need to develop a vision for social action. For example:

- Who can we help in our own community?
- Is there a widow whose house has a leaking roof?
- Are orphans able to attend school?

Where generous giving is seen in a community, it may encourage other churches to become involved in social action too.

Kamatakimo has now trained leaders and works with 70 churches. Eventually we hope to work with all 200 churches in our area. Sometimes we find that pastors are reluctant to give money away if their own salaries are low. In areas where pastors are not doing good work it is



Photo: Jim Loring, Tearfund

Who needs help in our community?

very hard to encourage giving. Pastors do need to be role models, both in their ministry and in their tithing and offerings. Churches that have benefited from our training are encouraged to train other churches.

John Mwaniki works as a coordinator for ACK Kamatakimo in Kenya. Address: PO Box 163, Voi 80300, Kenya.

E-mail: kamatakimo@yahoo.com

Challenges

Kamatakimo has found a number of challenges:

- Changing attitudes takes a long time!
- Pastors can find it difficult to challenge their own church on money, so we encourage the exchange of pastors to preach in another church on money
- Problems of accountability. We have an accountant who visits the churches to train treasurers and church leaders
- Frequent transfer of clergy. We have now agreed with the bishops to keep pastors in the same church for at least five years.
- Too few pastors. If pastors have to look after several local churches then most of their time is used for giving communion and taking baptisms, weddings and funerals.
- Local pastors and churches shouldn't get involved in business activities.
- Stewardship needs to be seen as a spiritual battle.

Lessons learned in phasing out

by Amanda Comish



Photo: Richard Hanson, Tearfund

Be open and transparent in discussion.

Phasing out sounds such a strange thing for an organisation to do. The term *phase out* refers to an organisation withdrawing their support from a project, partner, community or country.

What is the best way to do this? Ending a long-term partnership can be very sad and difficult for both sides. It is particularly hard if a group has become reliant on the support provided, and faces the additional stress of finding alternative funding. Tearfund is in the process of refocusing its work and phasing out of some countries over a three-year period. Here is some of the initial learning and feedback that Tearfund has received from partners in this process:

- Negotiate an end date to the partnership. Leave enough time to find alternative support arrangements for the project.
- Ask for the decision in writing, clearly stating the reasons for phase out. This will help when explaining the changes to staff later on.
- Create a joint exit plan, including a timetable, and stick to it.
- Ask for a letter of recommendation or a reference to give to other potential supporters. It helps others interested

in your work to know that you have a well-run project.

- Think about long-term sustainability from the start. At the beginning of the partnership discuss capacity development requirements for your organisation or group. These might include training in project cycle management, financial management, and fundraising.

- Be open and transparent in your communication.
- Link into local, regional, national and international networks that will assist your work and keep your organisation up-to-date with the latest information in your area of work. For example, the Micah Network is a network of Christian relief and development agencies from around the world which cooperate to share good practice and learning (<http://micahnetwork.org>).
- Develop a website. This can provide vital information to others around the world and can be a useful source of income.
- Think about alternative sources of funding, such as local government.
- What resources can you get for your organisation or group? For example, Tearfund produces useful publications including *Footsteps*, *ROOTS* and *PILLARS*.
- Think about planning a celebratory event (meal, gathering, worship) that will formally acknowledge the successes of the partnership and end the relationship well.

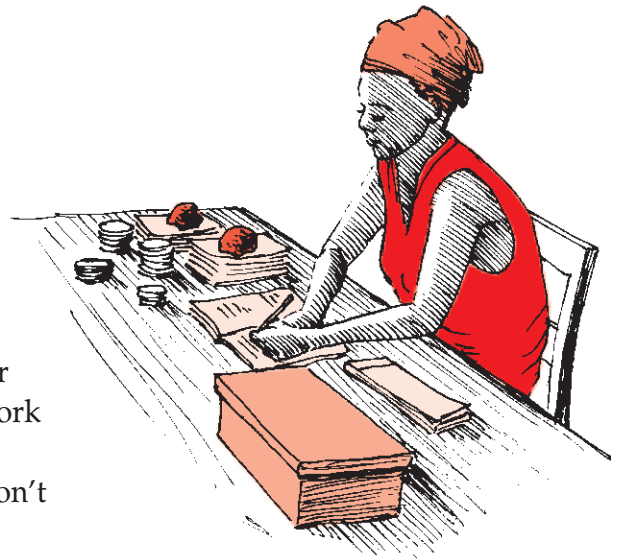
Amanda Comish is a Programme Development Officer for Tearfund. Her address is: Tearfund, 100 Church Road, Teddington, TW11 8QE, UK.

Website: www.tearfund.org



Photo: Jim Loring, Tearfund

Some tips for Financial sustainability



Planning is important for financial sustainability. Start with your organisation's vision and aims, and then look to see how that work could be funded. Stay focused on work that uses the skills, experience and knowledge you have within the organisation. Don't plan your work or change your aims just to get easy funding.

Make a budget

When you are planning a project, note down all the funding that will be needed to achieve your objectives. Remember to look beyond the basic project costs:

- Include administrative costs, staffing and office space.
- Budget for fundraising costs – you usually have to spend money to raise it.
- Put aside some money each year to provide for building repairs, renewal of equipment or unforeseen difficulties.

Be realistic

Look back at budgets and spending in previous years to provide a picture of actual costs. Think about trends such as annual salary increases.

Efficiency

Before thinking about how to raise new funds, check that you are using the resources you already have in the best way possible. Can you improve how you spend your money and time, to make your resources go further? When making an annual budget, think about the following questions:

- Is money being wasted on projects that are unsustainable?
- Are you learning from past projects, and making changes to improve new projects?
- How can you improve the quality and cost-effectiveness of projects?

- Do you waste money on administration, such as unnecessary telephone calls and paper? Do you make unnecessary journeys in the organisation's vehicle?
- How do you decide what is a valuable use of your time? Do you spend enough time in prayer at work?

Only consider changes that will not affect the quality of the work you do.

Diversify your sources of income

Look at where your organisation gets its income from. There are many possible sources such as:

- individual donors, local people
- local churches
- income generation by selling goods or services
- business
- trusts or foundations
- local government
- national government
- funding from other countries such as government funding agencies and international NGOs.

If an organisation gets all its income from just one source or donor, then it is very vulnerable. If that source of income stops, the organisation will have no income, and would have to close. When an organisation has funding from several different sources, it is less vulnerable. If one source dries up, the organisation will be able to continue work because it has

other sources to rely on. However, many different sources also mean higher administration costs in raising the funds and keeping track.

Volunteers

Volunteers are a valuable resource for development organisations. They do not require wages but can help with administrative tasks, fundraising events, and carry out tasks that support other staff in their work, such as maintenance of the office building and driving vehicles. Sometimes volunteers can offer useful technical expertise. Volunteers should be valued and treated as well as paid staff. New volunteers should be interviewed and references taken up to ensure they are suitable.

More fundraising ideas

Join a fundraising network Are there other organisations in the country doing similar work? Can you join together to share ideas and news about funding opportunities?

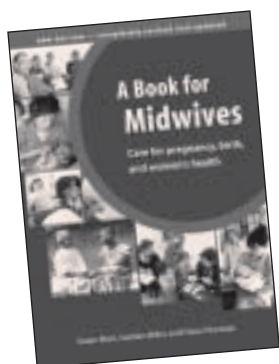
Hold a fundraising event Be creative. Raising awareness is key to raising funds from individuals and churches. Remember that a successful event needs lots of thinking and planning.

Adapted from ROOTS Fundraising by Rachel Blackman

Books Newsletters Training materials

A Book for Midwives: care for pregnancy, birth and women's health

by Susan Klein, Suellen Miller and
Fiona Thomson



The Hesperian Foundation has released a new, revised edition of *A Book for Midwives*. It aims to support care of women during labour. It gives information on managing obstetric emergencies, and is expanded to include lifesaving reproductive health information. Midwives are essential caregivers in the worldwide struggle for maternal and child health. Appropriate information and training empower midwives and other health workers to provide the care needed to reduce dangers in childbirth.

This easy-to-use book also includes information on HIV and AIDS in pregnancy and birth, breastfeeding,

family planning, and preventing infection. It was developed with the participation of dozens of community-based midwives and medical specialists. It is equally useful in a rural or urban clinic, as a training manual or as a reference book for midwives.

Sample chapters can be viewed at:
www.hesperian.org/midwives_chapters.htm

The book costs US \$25 and can be ordered by e-mailing:
bookorders@hesperian.org

Riches of the Forest: fruits, remedies and handicrafts

by C López, P Shanley and AC Fantini



There are two editions of this book – one for Latin America and one for Africa. Both contain a collection of stories and case studies on unusual forest plants, each with different uses. There are chapters detailing plants with useful fruits, leaves, seeds, roots, bark and medicinal products. They are well illustrated and reinforce the value of traditional knowledge.

The books are produced by CIFOR – the Centre for International Forestry Research. They are available in English

and Spanish and cost US \$15. The book can be ordered from:

Jalan CIFOR
Situ Gede, Sindang Barang
Bogor Barat 16680
Indonesia

E-mail: cifor@cgiar.org
Website: www.cifor.cgiar.org

TALC CD Roms

Issue seven of the e-TALC CD Rom is now available. This series of CD Roms contains up-to-date health information for healthcare workers from a number of different sources, including UNICEF, WHO, the Hesperian Foundation, Child-to-Child, and many NGOs. *Footsteps* is one of the newsletters included. The CD Rom is produced two or three times a year and is available free of charge to those working in health. Please contact:



TALC
PO Box 49, St Albans
AL1 5TX
UK

E-mail: info@talcuk.org

KiSwahili PILLARS publication

A new KiSwahili translation of the PILLARS guide on *Responding more effectively to HIV and AIDS* has just been produced by Trans World Radio, Nairobi. Please contact them directly if you would like to order more copies. Each copy costs Ksh 350/= with discounts available for large orders. You can also pay using dollars or sterling. Please contact:

Maria Kanini
Trans World Radio
PO Box 21514, Nairobi 00505
Kenya

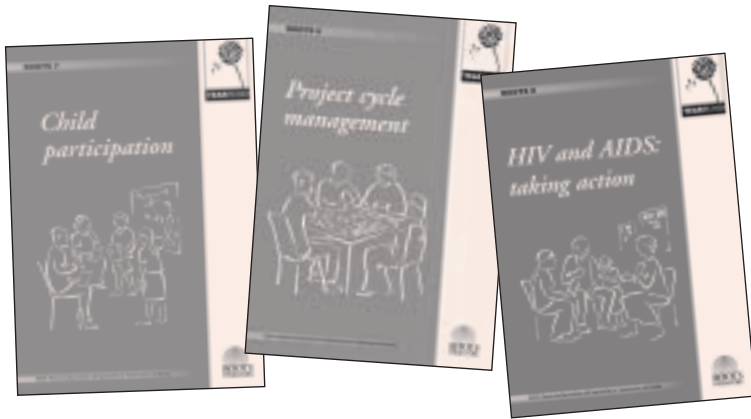
E-mail: mkanini@yahoo.com

Translations of this guide will shortly be available in other languages, including Amharic, Chinese, Hindi and Kinyarwanda. Please see www.tearfund.org/tilz for up-to-date information.

PILLARS CD Rom v3.0

This is a completely new CD Rom. It is easy to use and full of useful information about how to use PILLARS guides for discussion-based learning in small groups. It provides full details about how to train people in facilitation skills and how to translate and print PILLARS guides. It contains the PDFs of all PILLARS guides, the *Facilitation Skills Workbook* and *PILLARS Workbook*. It also has all the necessary design files and illustrations for organisations wanting to produce their own translations. All information on the CD Rom is available in English, French, Spanish and Portuguese. The CD costs £15 (US \$28 or €22) including airmail postage, and can be ordered from: Resources Development, PO Box 200, Bridgnorth, Shropshire, WV16 4WQ, UK. Email: roots@tearfund.org





Child participation

This book in the ROOTS series for organisational development looks at the importance of including children in project planning, implementation and evaluation. It is full of ideas and tools to help organisations integrate child participation into their planning within a project cycle framework.

Project cycle management

Project cycle management (PCM) is the term given to the process of planning and managing projects, programmes and organisations. This ROOTS book describes the project cycle and the use of planning tools such as needs and capacity assessments and stakeholder analysis. It shows clearly how to develop a logical framework.

HIV and AIDS: taking action

This new ROOTS book looks at how Christian development organisations can respond to the challenges brought by HIV and AIDS, such as reducing their impact, preventing the spread of HIV and addressing HIV and AIDS issues within organisations.

The ROOTS books cost £10 (US \$18, €14.50) each, and are available in English, French, Spanish and Portuguese. They can be ordered from:

Tearfund Resources Development
PO Box 200
Bridgnorth, Shropshire
WV16 4WQ
UK

E-mail: roots@tearfund.org

Setting up Community Health Programmes – in Hindi

VHAI (Voluntary Health Association of India) have published an English version of *Setting up Community Health Programmes* at low cost and are about to produce a Hindi version. This excellent book encourages community ownership of healthcare. It contains 21 well-illustrated and practical chapters designed to equip and empower community health workers, doctors and health managers. The book costs 200 Rupees including postage and packing within India.

Voluntary Health Association of India
B-40, Qutab Institutional Area
New Delhi – 110016
India

E-mail: vhai@vsnl.com
Website: www.vhai.org

Footsteps on the web!

Tearfund now has a new international website. You will find past issues of *Footsteps* together with other Tearfund publications online. It is easy and quick to search for particular topics and to print and use the information.

www.tearfund.org/tilz

BIBLE STUDY

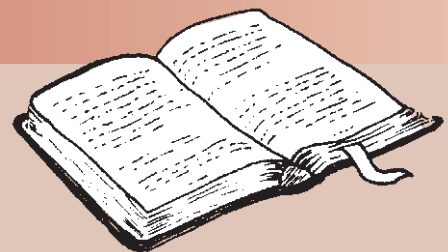
Our attitude towards money *by Rachel Blackman*

God has created and provided us with everything we have, therefore we have a responsibility to look after the resources he has given us. What we have should be viewed as a gift from God and not as something that we have a right to. A common worldview is that having wealth is important. However, riches and blessing are not necessarily linked. Many people in the Bible who served God faithfully and were blessed by him were materially poor.

The way we handle our money and possessions is an indication of our commitment to God. God focuses on our attitudes towards what we have, not on how much we have. Only when our attitude is right will we use money in a way that best serves God and those around us.

Read Matthew 6:19-34

This passage is part of the 'Sermon on the Mount', where Jesus is speaking about the Kingdom of God. It challenges our attitudes towards money and possessions.



- What does it mean to store up treasures in heaven?
- How do Kingdom of God attitudes differ from the attitudes of the world?
- Verse 24 says that we can serve either God or money but not both. What practical steps can we take so that we are not tempted to serve money?
- What do verses 25-34 tell us about the security we find in God? How does that compare to the security we find in money?
- How does this passage challenge us as we consider how we use our money: individually? as an organisation?

Strengthening communities for sustainable change

by Vannesa Lovera Hidalgo

The Asociación San Lucas (Saint Luke's Association) works to develop communities by providing training in planning and negotiation skills, and by encouraging networking with the local government and other organisations.

We have worked with three communities: Las Palmeras, Nuevo Milagro and Guillermo in the San Martin Region of Peru. These communities, like many others, had problems because their leaders lacked confidence, skills and capacity. They were unable to take action in advocacy and promoting development. There was also a need to improve relationships with local government and other organisations.

Asociación San Lucas, together with the town council, arranged training in human rights, community participation and rural development. We worked to strengthen existing development programmes and make them more sustainable. We encouraged communities to participate fully in planning, helping them to prioritise their needs, agree possible solutions and set goals. Other organisations also joined in this work, which helped to develop positive relationships.

Asociación San Lucas believes that all training efforts should be accompanied by action. Communities took part in the

local government budgeting process to make sure their priorities were included. Community members set aside work days to gather information, identify ideas and plan projects.

Once the planning stage was over, the three communities and Asociación San Lucas monitored the result of their work. Everyone appreciated the value of this networking and accountability. It strengthens local leadership and helps to build sustainability into community processes. Community leaders are now more confident, have improved unity and trust, and are better organised and able to manage existing and new projects. They can identify their own responsibilities and solve any conflicts which might arise in the community.

Here are some of the lessons learned:

- We learned the importance of valuing local people's knowledge and building up community knowledge.
- We learned that complex situations challenge us to be creative, and think of new ways to do things.



Photo: Martin Bone, Asociación San Lucas-San Martin

Training leaders from Nuevo Milagro community in planning and managing projects.

- We learned how to build closer relationships with people, understanding their thinking and fears.
- We learned to work together better, to accept each other with our differences, and to overcome difficulties within the Asociación San Lucas.
- We learned to believe that anything can change, however big the problems may seem.

We give thanks to God for helping us to get over the barriers. We continue to trust in his help as we seek to extend his Kingdom of abundant life, peace, love and justice.

Nurse Vannesa Lovera Hidalgo is Director of Community Development for Asociación San Lucas, Apdo 2, Moyobamba, San Martín, Peru.

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Editor: Dr Isabel Carter, PO Box 200, Bridgnorth, Shropshire, WV16 4WQ, UK

Tearfund staff spend considerable time dealing with many thousands of funding requests that we are unable to support. This is taking them away from their work of bringing good news to the poor through current partnerships. **Please note** that all funding proposals will be rejected unless they are from current Tearfund partners.

Learning to work together

Luis Llamo Torres is a community representative to the local government for Las Palmeras. He says that before the Asociación San Lucas began working in his community, they were unable to get any support from the government. They used to argue a lot and didn't know how to work together. Luis says, 'Now we know that we have the right to ask the local government for information, and they have to give it to us. The local people have learned that if we don't work together there will be no progress in Las Palmeras. Now when there is a problem we get together and talk about it.' His community now has government support for their water project.

