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Civil Society Organizations in Zambia:  
An Analysis of External Funding in a Volatile Market

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### *ABSTRACT*

Zambia faces many issues in the contemporary sense, whether it be political, economic, or health-related. As a result, an aggregate of non-governmental organizations known as civil society has risen in order to fill in gaps and assist citizens within areas that the public and private sector fail to reach. In order to achieve this, civil society in Zambia needs to have adequate support, but there appears to be a lack in funding and its subsequent sustainability. To determine how civil society organizations (CSOs) are funded and whether this funding is sustainable, we created and distributed an online survey to hundreds of CSOs in Zambia. Preliminary data revealed that CSOs are both understaffed and underfunded. Beyond this, the data showed that CSOs are receiving much of their funding through grants and resources from large multinational organizations. This funding relationship is undesirable because it creates dependency on external support as opposed to fiscal sovereignty from within. Based on the findings, CSOs also are unable to serve their target populations. This data suggests that CSOs should adopt domestic resource mobilization—a technique that will put funding in the hands of CSOs, encouraging monetary and resource sufficiency within Zambia without reliance on volatile support networks.

## *ACRONYMS*

CSO, Civil Society Organization

DFID, Department for International Development

EU, European Union

GEF, Global Environment Facility

IMF, International Monetary Fund

NGO, Non-Governmental Organization

ODA, Official Development Aid

PSI, Private Sector Investment

SDG, Sustainable Development Goal

UN, United Nations

USAID, United States Agency for International Development

WB, World Bank

ZGF, Zambia Governance Foundation

ZMW, Zambian kwacha (currency)

## *INTRODUCTION*

Civil society is often referred to as the “third sector” of society, utilizing collective activity from citizens in order to advocate for human rights (State of Civil Society Report 2018). From this definition, individuals come together on a grassroots level to resolve issues with a locally based mindset. More specifically, civil society serves to address the three core civic freedoms: expression, peaceful assembly, and association (State of Civil Society Report 2018). These three broad civic freedoms represent a compartmentalization of the hundreds of fundamental human rights within society. Nearly all societal freedoms (speech, religion, peaceful protest, etc.) fit into the three broad freedoms stated above. Thus, civil society is important in that it encourages people to strive for societal progress. It has developed the primary purpose of filling resource gaps and challenging existing structures, policies, and systems. Civil society helps to give people the fundamental human rights discussed above, as well as help them to develop into a self-sufficient community (i.e. without external dependency). Advocating for progressivism is difficult to do in a world where power dynamics are largely hierarchical, which is why the purpose of civil society is to challenge the current state of political power distribution. There are hundreds, if not thousands, of concerns that civil society faces, including sustainable agriculture, access to information, water/sanitation issues, and constitutional rights. A more situational example might include looking at violence in Yemen and how CSOs stepped up to mitigate these issues in order to protect the populace (State of Civil Society Report 2018). Furthermore, civil society organizations rose up in catastrophes such as Hurricane Maria, which hit a sub-portion of the Caribbean (State of Civil Society Report 2018), causing otherwise unreliable recovery and advocacy for support.

Civil society faces opposition from political and economic elites because it undermines their reputation and challenges the status quo. As stated previously, the politico-economic hierarchy in place benefits select socioeconomic classes (i.e. those in power). Money, influence, and power are easily—but not inexhaustibly—examples of issues that will face opposition when challenged. In fact, a 2017 study highlighted numerous infringements on civic space when people protested peacefully (The State of

Civil Society Report 2018).<sup>1</sup> Collectively, the same source reported that, in over half of the world's countries, civic freedoms have been infringed upon in one way or another. This is a growing trend; similar infringements on civil rights have occurred in countries where previously they have been absent. Unfortunately, this is hurtful to protesters and discourages people from fighting for their rights and protections in the future.

Because Zambia is subject to numerous human-wellbeing issues, there are a large number of civil society organizations present throughout the country. There is difficulty in finding an official statistic since there are numerous mediums in which these organizations can register (Societies Act, Companies Act, etc.). Estimates suggest that there are approximately 12,000 CSOs in Zambia. At the beginning of 2017, there was a positive outlook on the economy and also within civil society organizations. Throughout the year, deteriorating collaboration with the IMF caused debt issues to shift the allocation of funds away from non-priority endeavors in the country. This resulted in the shifting of funding away from civil society organizations and toward other financial responsibilities (i.e. paying back debts). Funding initially shifted from long-term solutions and implementations to short-term projects. Under this new model, employees would immediately be laid off following the conclusion of a project, resulting in the dissipation of continuous progress. As a result, organizations failed to retain qualified staff because they were forced to restart projects. Dwindling funds result in CSOs' inability to pay long-term contracts, making it difficult for these organizations to compete for labor on the market.

There has also been a structural evolution within the civil society sector. The sphere of support has shifted away from advocacy toward service-based organizations (State of Civil Society Report 2018). Beyond Zambia, funding toward civil society organizations is shifting broadly across the globe. The amount of funding aimed at organizations classified as CSOs has dwindled commensurately with increasing economic issues in the country. This has led CSOs in Zambia to seek alternative funding through methods such as domestic resource mobilization, lobbying from large development agencies, private interests, the government, etc. However, it is difficult for CSOs to receive international development

<sup>1</sup> This includes the detention of activists, an attack on journalism, censorship, excessive force, protest disruption, harassment, intimidation, prevention of protests, and bureaucratic restriction.

funding due to the shift from official development aid (ODA) toward private sector investment (PSI). Due to the fact that money travels through a state-regulated economic system, the government can implement effective restrictions toward certain organizations that do not promote what the government considers appropriate (Civil Society and the Private Sector). Generally speaking, the government approves of CSOs that are service-related because their actions align with government credibility and effectiveness.

Ultimately, one of the government's largest goals is to take care of its citizens by providing education, healthcare, etc. In terms of its relationship with CSOs, the government has two main options. On the one hand, it could attempt to singlehandedly provide for its citizens without the support of the non-profit sector. On the other hand, it could partner up with the non-profit sector by allocating a portion of the annual budget to civil society. By doing so, the government can engage in a mutualistic relationship with CSOs in which both parties profit. Advocacy CSOs operate in a such a way that serves to critique the shortcomings of the government. They have the ability to raise opposition in the political sphere, so it is in the government's best interest to suppress these organizations. They can do so through attacks on civil society which, according to the 2017 State of Civil Society Report, were demonstrably increasing. Due to dwindling funding and opposition from powerful actors, including but not limited to the government, CSOs in Zambia must adapt to the new development environment. Through service provision and advocacy, their goal is to protect the three core civic freedoms that can be categorized broadly as promoting and advancing human rights. Due to the lack of funding information about CSOs in Zambia, there is little that can be done in the development sphere to promote the proliferation of CSO success.

The continent of Africa spans 54 countries and over 6,000 miles of terrain. Not only are there drastic differences across the continent regionally, but no two countries are alike. For this reason, filling information gaps—in regards to academic research—within African nations is an important form of data collection in that it encourages cross-national comparisons throughout a culturally diverse continent. With that in mind, the goal of our research was to fill the information gap concerning CSO financing and sustainability in Zambia. In order to do this, we surveyed 200 local CSOs to collect information on their Sustainable Development Goals (SDGs), current overall annual budget and primary sources



of funding. With this information, we were able to conduct a preliminary assessment as to whether CSOs in Zambia are adequately funded and, therefore, sustainable for future development.

### *LITERATURE REVIEW*

While trends in the civil society industry have been widely pronounced, especially with regards to geopolitical influences, there is still an information gap concerning the current state of civil society financing in Zambia. Because current data on civil society operations in Zambia is currently lacking, there are various financial implications we can gain from understanding CSOs—how they are needed, how they are funded, etc. For the purposes of simplicity, we will use the terms non-governmental organization (NGO) and civil society organization (CSO) interchangeably.

As mentioned previously, CSOs help protect individuals' core civic freedoms, but their scope of influence goes beyond that. They are essential in sustaining “democratic governance,” which is why the two dominant bodies in the development sphere, the World Bank (WB) and the United Nations (UN), tout civil society as a leading force that promotes a more global society (Johnson and Prakash 2007). Civil society organizations use collective action and require “scarce resources to survive” yet, with their influential status, they require ample resources (Johnson and Prakash 2007). With this being the case, CSOs were forced to tap into the most readily available funding sources, stemming from development-oriented sources that enforce a neo-liberal agenda (Klinken 1998). Unfortunately, this resource mobilization moves CSOs away from their stated objectives and normalized orientations. Thus, a great way to understand the funding situation in Zambia is to recognize that it has been heavily influenced by the current political agenda of the West, in terms of imperialist development, and has received funds through this framework.

Beyond instances of intergovernmental organizations (IGOs) and international development aid, corporations also generate funding for CSOs. In recent years, the term “corporate social responsibility” has permeated the funding conversation, with many companies forcing their way into the CSO sphere. In a study looking at the arrival of CSR in the mainstream funding landscape, researchers found that this source is being dominated by OECD-NGOs, among other things (Kivuitu et al 2005). This gives us reason to believe

that CSOs are gaining a significant portion of money from this source, in tandem with governmental aid. Keeping in mind that structural adjustment and funding influences control NGO behavior, contingent funding might indicate a problem with CSO behavior—leading to unhealthy dependency—because they cannot receive funding if they do not engage in behaviors regulated by the state, IGOs, powerful actors, corporate entities, etc. When looking at funding at large, we see that both structural adjustment and funding influences crowd out other competing funding sources, due to their status within large, powerful organizations.

Lastly, we must look at information on the dynamics of CSO funding, which constitutes a much deeper relationship that dictates the climate of the funding information in Zambia. To begin with, CSOs do not receive much funding, and it is possible that CSOs in Zambia receive even less due to governmental restrictions and limited access to CSR. This causes CSOs to become resource dependent, resulting in goal displacement, reduced organization autonomy and top-down accountability (Khieng and Dahles 2015). This occurs in tandem with some of the themes previously discussed with these large official funding sources, but ultimately exposes a power hierarchy between funding sources and local NGOs (Khieng and Dahles 2015). This all points toward the idea of structural adjustment and shows that CSOs have become entrenched in a dependency-oriented regimen. Another study verified this by stating that NGOs that receive funding are simply promoting the status quo and reinforcing the suspicions of critics (Brown et al 2007). It seems to be that of a feedback loop; once CSOs accept aid, they continue to request the very sources of aid that will sink them further into the system of financial dependency. Another study exemplifies this, explaining that NGOs in general may be in peril from relying on U.S. government funding—which happens to be the bulk of official development aid as well (Keck 2015).

With mounting calls for accountability and domestic resource mobilization at a minimum, there must be more information regarding the specific funding climate in order to help CSOs move towards independence and better functionality (Murtaza 2012). Recent studies show that “worldwide, civil society and philanthropy are facing a concerning trend towards heightened control and excessive, unwarranted restrictions on funding, both locally and internationally” (WINGS 2017). This further implies the pressing need for CSOs

to develop domestic resources and philanthropy infrastructure in order to sustain local civil societies and counter the negative narratives that arise from foreign funding.

### *METHODOLOGY*

Our study made use of the Zambian Governance Foundation’s relationships with partner organizations in order to compile a representative list of small, local CSOs in Zambia. Our list composed of approximately 200 organizations, and we used a multilevel approach to extract funding data. Using a comprehensive survey comprised of 32 questions, collaboratively created with ZGF staff, we sent out emails to the organizations and followed up with phone calls. We requested that a single individual, preferably the executive director or head of finance, complete the survey in order to ensure accuracy and consistency within the results. We utilized the written survey approach because it was more efficient both economically and logistically. Given the quantitative nature of the requested data, traveling to each individual organization—whether that be within Lusaka or beyond the city limits—would not be as intuitive as distributing the survey online. Furthermore, a written survey allowed for a greater degree of privacy; CSOs had the option to take the survey anonymously and skip questions they preferred not to answer. Following the data collection process, we used SurveyMonkey to group and interpret the data through graphs, charts, etc. A quantitative method was used because the results provided the most accurate and readable representation of the funding climate in Zambia. A complete version of the survey sent to organizations is attached in the annex, as well as a list of survey respondents.

### *FINDINGS*

As mentioned previously, ZGF sent the CSO financing survey to approximately 200 organizations and received 75 responses. Due to various limitations, this was a successful response rate. Limitations included load shedding, resource constraints and time. Due to load shedding, a power-rationing schedule used to relieve stress on the nation’s primary energy supply, organizations did not have consistent access to Wi-Fi or electric equipment—a requirement for completion of the online survey. Beyond this, nearly all of the CSOs selected to complete the survey were small (i.e. 10 or fewer employees) and faced

various resource limitations. Not all organizations had access to internet, email, technological equipment, or even a centralized headquarters for their operations. This goes to show that the shifting reliance of field research toward technological data collection methods is not always conducive to local projects.

Additionally, time in itself was a limitation. Our research project—consisting of literature review, data collection, and final reports—was confined within a six-week period. The survey was administered during the week of an extended holiday, so results were delayed over the course of a long weekend. Our time spend researching could have been expanded into a larger project encapsulating concrete data through the production of a more detailed online survey. We did not have the opportunity to conduct qualitative interviews, a method that would have balanced out the broad, but extensive, quantitative results of the online survey. In-person interviews with experts would have allowed us to receive an in-depth perspective on the CSO financing climate in Zambia. These interviews would have provided us the opportunity to delve into the preliminary information gathered from the survey. Though we have currently received 75 responses, the survey is ongoing. We have left the questionnaire open so that CSOs may continue to contribute to our data collection. Therefore, the results are preliminary and represent a developing body of information. Due to the comprehensive nature of the survey, the results are best displayed through recounting individual responses.

## I. Registration

Most CSOs are registered under the Societies Act (47.30%) and the NGO Act (35.14%). Only four percent of CSOs interviewed were not registered whatsoever. This suggests that the Zambian government is well aware of CSOs and their efforts to provide services and resources where the state is lacking. According to the Sustainability Index (2018), CSOs felt that the NGO Act, passed in 2009, opened the door to the exercise of arbitrary governmental authority. Professor Muna Ndulo, director of Cornell University’s Institute of African Development, stated that the government should repeal the law due to its lack of compliance with the Zambian constitution. He stated that the Act “without doubt belongs to the pre democratization era and completely fails to see NGOs as partners in the good

governance project.” (Zambia Reports, 2013).” This suggests that the process of registration itself is an obstacle in that it prevents CSOs from working toward the national interest (i.e. providing resources to impoverished communities).

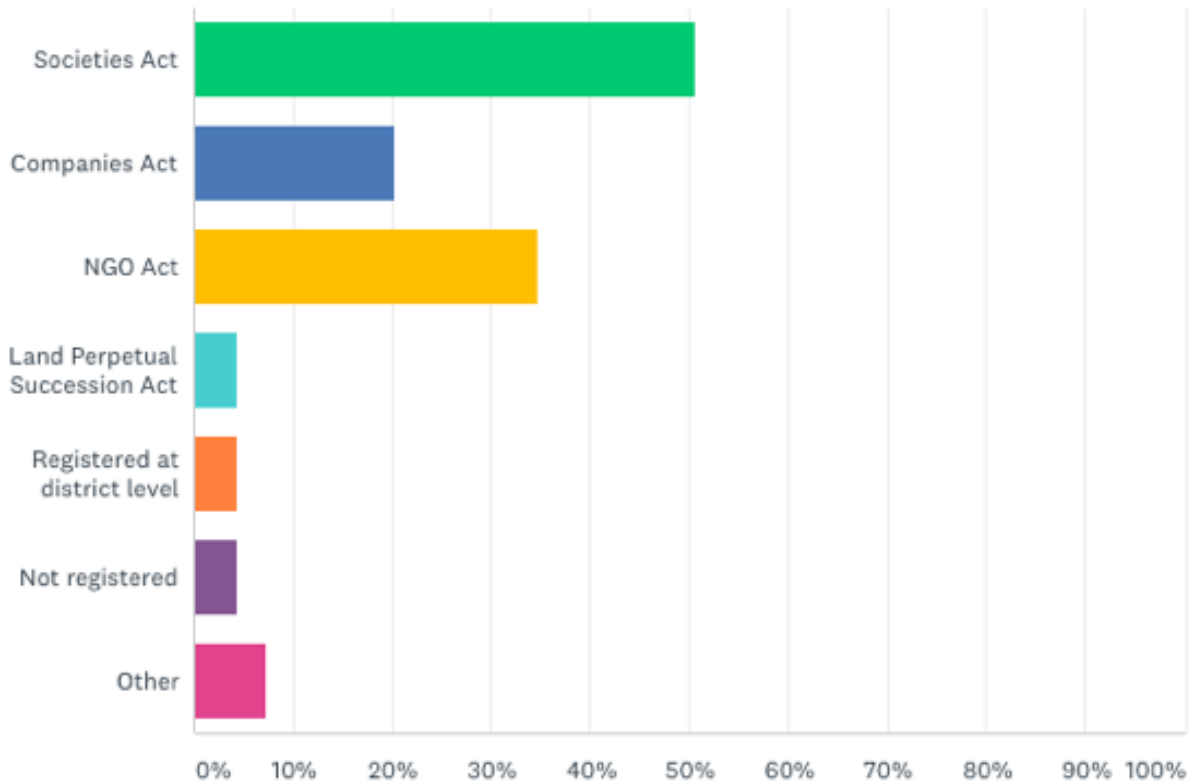


Figure 1) State under which Act your organisation is registered (please select all that apply).

## II. Staffing and Reach

More than half of CSOs interviewed (61.33%) have 10 or fewer employees. At the same time, 66.67% of these CSOs serve more than 1,000 beneficiaries. This confirms that the job of CSOs is no small task. Organizations of 10 or fewer serve populations ranging from 100 to 10,000 times their size, if not more. It is important to note that more than half of the population in Zambia lives in rural communities, and many of these CSOs aim to serve the rural populations. With a population of over 17 million individuals, it follows that each CSO interviewed serves over 1,000 beneficiaries. These results suggest that the government is leaving out large segments of society and, based on the focus area of the CSO, it can be inferred that the government neglects to adequately serve rural communities. Beyond this,

CSOs were asked how many beneficiaries they hope to serve in the future and the numbers increased drastically. While many CSOs currently serve between 1,000 to 3,000 beneficiaries, they hope to expand their base tenfold (i.e. 10,000 to 30,000) or more.

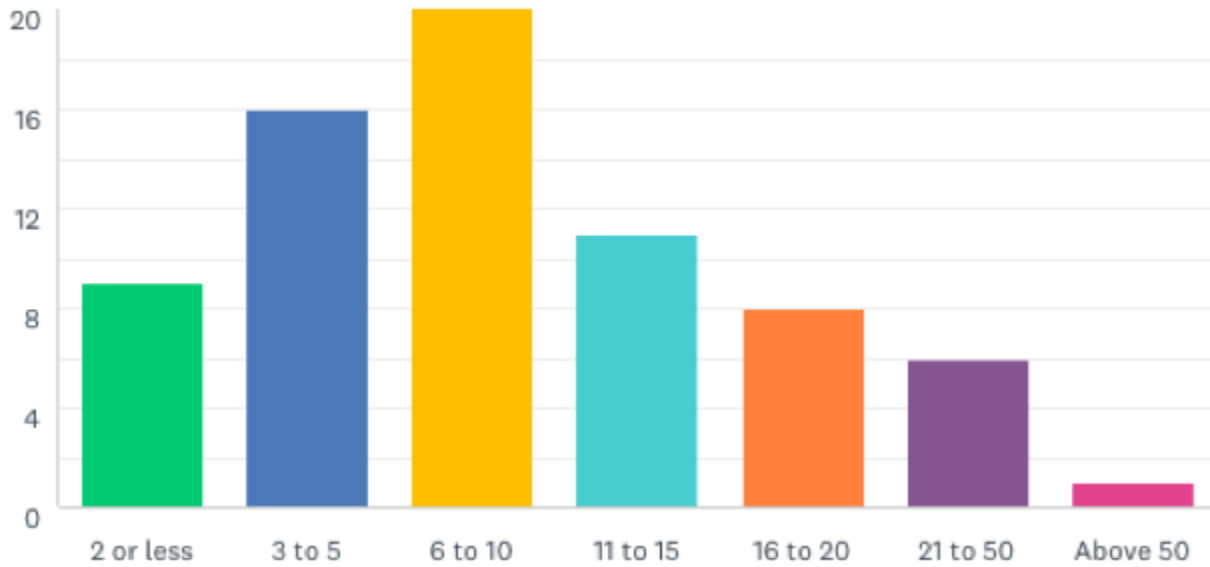


Figure 2) How many staff are in your organisation?

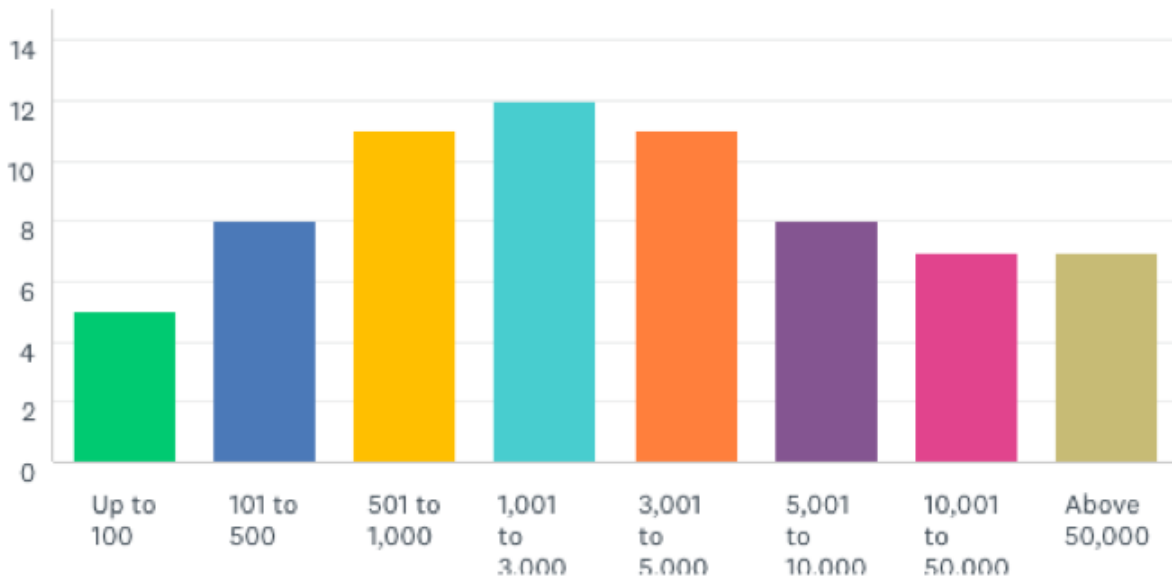


Figure 3) Approximately how many beneficiaries do you currently serve?

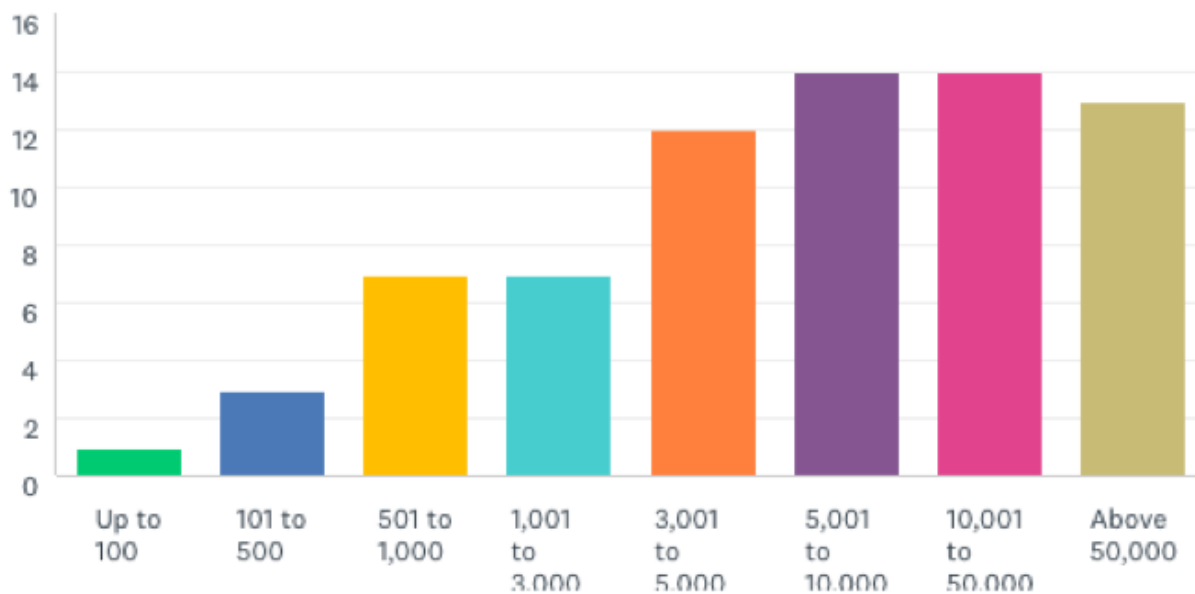


Figure 4) Approximately how many beneficiaries do you hope to serve?

### III. Annual Budgets

Most CSOs' annual budget fell between ZMW500,000 and ZMW5,000,000.<sup>2</sup> This range suggests that the average budget for a local CSO in Zambia varies greatly. There are various costs that CSOs must take into account when allocating their annual budget, including employee salaries, training, utilities, building maintenance, transport to beneficiary sites, etc. After allocating these costs, CSOs are not left with adequate funding to build and sustain their own operations. Given that most of the CSOs interviewed serve populations greater than 1,000, there is not enough funding to distribute across their beneficiary base.

<sup>2</sup> Approximately \$40,000 to \$400,000.

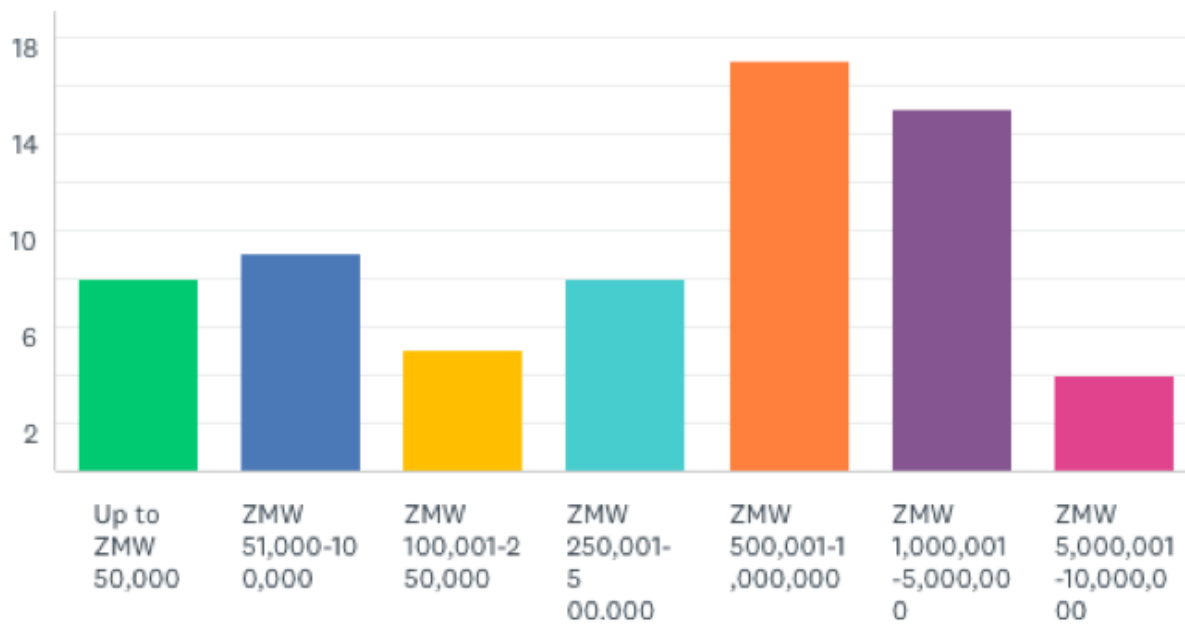


Figure 5) What is your organisation's current overall annual budget (i.e. funds actually received)?

#### IV. Sustainable Development Goals

We questioned CSOs on the Sustainable Development Goals (SDGs) they aim to address. Nearly all respondents (89.33%) claimed to address poverty reduction. After that, gender equality (68.00%), reduced inequalities (65.33%) and climate action (57.33%) were the most targeted SDGs. Ultimately, many of the SDGs are achievable only once poverty reduction is in progress.



ANSWER CHOICES	RESPONSES	
▼ Reducing poverty	90.14%	64
▼ Zero hunger	33.80%	24
▼ Health and well-being	56.34%	40
▼ Quality education	56.34%	40
▼ Gender equality	67.61%	48
▼ Clean water and sanitation	38.03%	27
▼ Affordable and clean energy	19.72%	14
▼ Decent work and economic growth	18.31%	13
▼ Industry, innovation, and infrastructure	9.86%	7
▼ Reduced inequalities	64.79%	46
▼ Sustainable cities and communities	28.17%	20
▼ Responsible consumption and production	15.49%	11
▼ Climate action	57.75%	41
▼ Life below water	5.63%	4
▼ Life on land	21.13%	15
▼ Peace, justice and strong institutions	30.99%	22
▼ Partnerships for the goals	35.21%	25
<b>Total Respondents: 71</b>		

Figure 6) What Sustainable Development Goals (SDGs) does your organisation address (please select all that apply?)

## V. Types of Funding

CSOs receive both monetary (85.14%) and non-monetary (56.76%) forms of funding. This finding is important because it shows that CSOs are not solely receiving financial support, but also support in the form of volunteering (77.78%), training/education (65.08%), etc. Often, society does not view these invaluable assets as “funding” per se but, in reality, they do contribute to the success and growth of CSOs across the country. If we had more time to explore different aspects of the study, we could have attempted to place a value on these non-monetary items and subsequently conducted a comparative analysis of monetary versus non-monetary support of CSOs. This may have allowed us to determine what form of funding provides a more sustainable means of support, which would contribute to data on overall CSO sustainability and the role of CSOs in the political sphere.

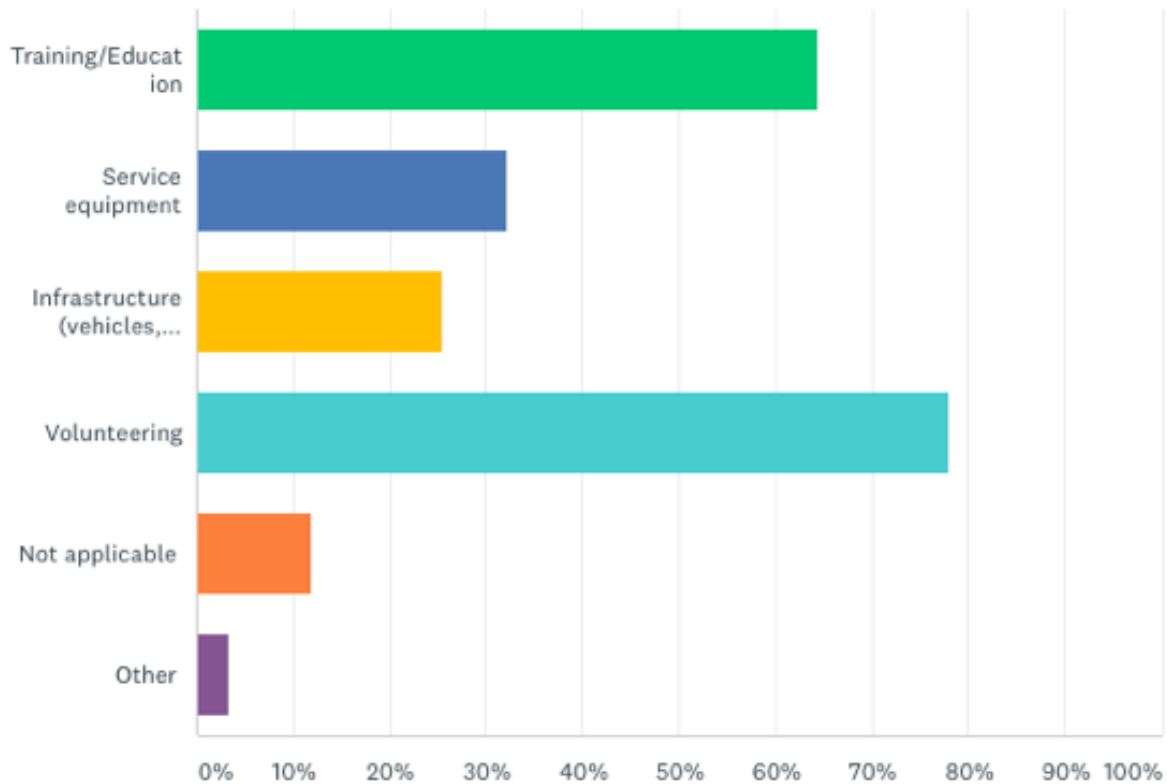


Figure 7) If applicable, please specify your non-monetary forms of funding.

## VI. Financing Data

Most CSOs receive their income through grants (67.57%). Just over half of CSOs (52.70%) rely on self-generated income, such as service fees, rental income, and membership fees.

ANSWER CHOICES	RESPONSES	
▼ Grants	67.57%	50
▼ Self-generated income (e.g. service fees, rental income, membership fees, etc.)	52.70%	39
▼ Income from investments (e.g. endowment fund earnings, fixed deposit earnings, etc.)	4.05%	3
▼ Income from fundraising campaigns (e.g. marathons, charity dinners, etc.)	12.16%	9
▼ Donations from individuals based in Zambia	32.43%	24
▼ Donations from individual members of the diaspora	17.57%	13
▼ Group giving (e.g. crowd funding, giving circles, etc.)	2.70%	2
▼ Private sector giving (e.g. money, services, in kind gifts, etc.)	21.62%	16
▼ Government (e.g. service contracts, etc.)	13.51%	10
▼ Volunteers	37.84%	28
▼ In kind giving	18.92%	14
<b>Total Respondents: 74</b>		

Figure 8) Indicate your organisation's current revenue sources (please select all that apply).

## VII. Internal Money Generation

CSO income is primarily generated through membership fees (60.00%). Membership fees are dues that staff within CSOs pay to the organization in which they work, suggesting that a great deal of funding is coming from within the CSO. This is an issue; CSOs need to be funded externally so they are not taking funds from the same pot in which they receive their money.

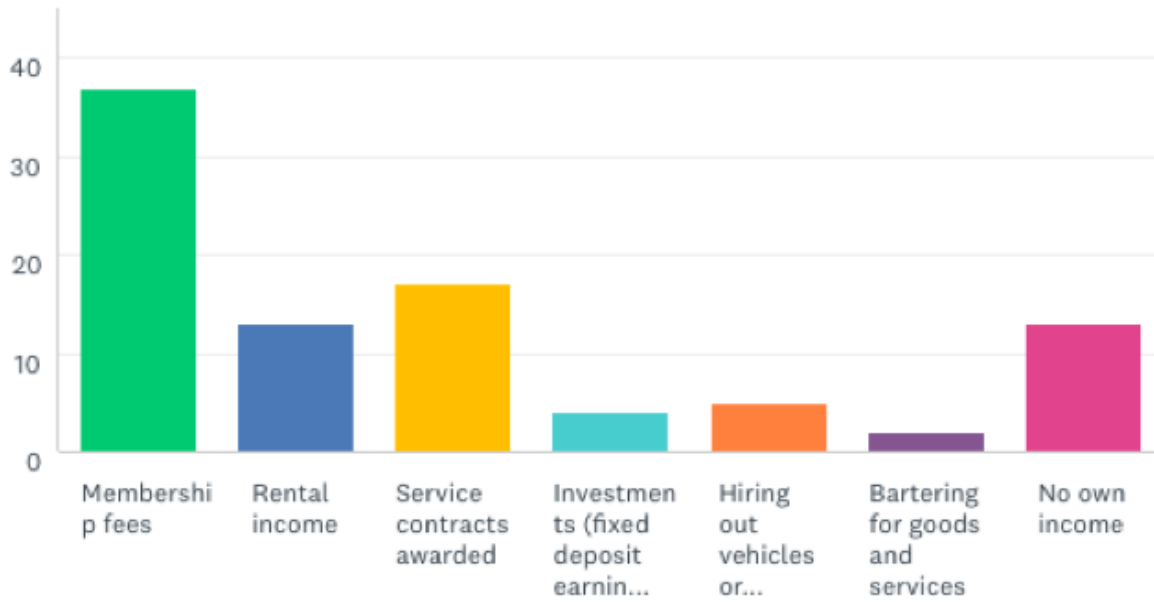


Figure 9) How do you generate your own income (please select all that apply)?

### VIII. Donation Information

CSO Donations come primarily from individuals based in Zambia (62.32%), while non-monetary resources come from outside Zambia (45.59% of respondents claimed that more than ¾ of these resources come from outside the country).

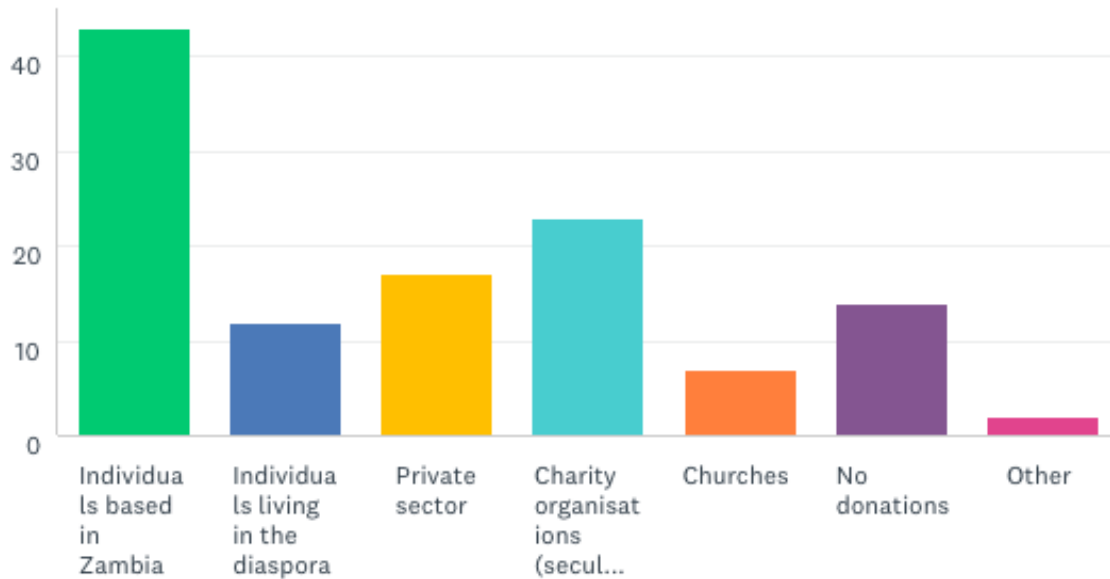


Figure 10) If you receive donations (money, in kind, volunteer time), where do they come from (please select all that apply)?

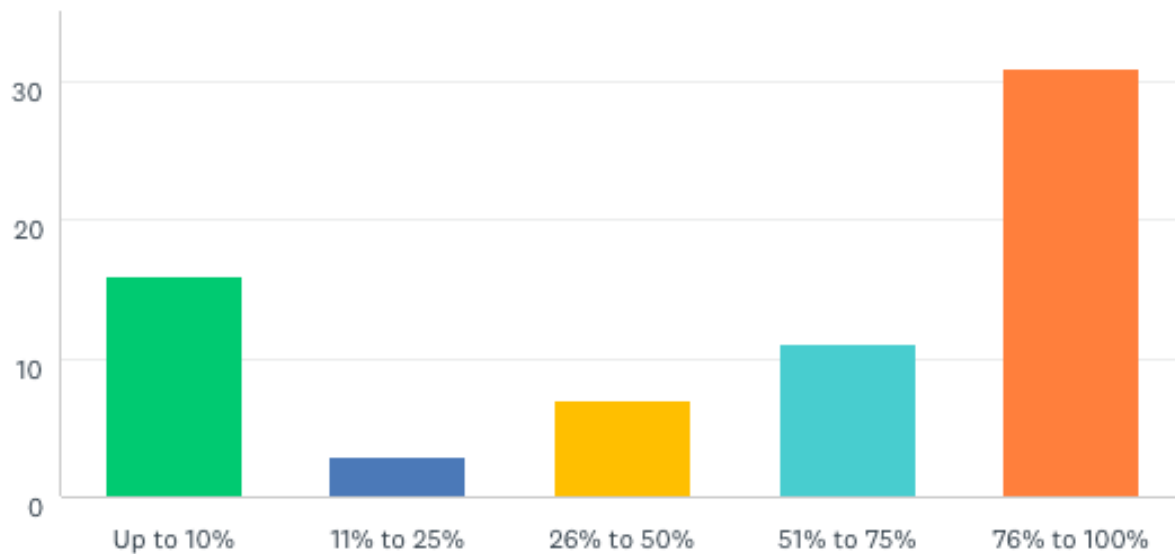


Figure 11) What percentage of your organisation's resources come from outside Zambia?

## DISCUSSION

Most of our findings revolved around the tools, funding, infrastructure and resources that civil society organizations use to keep their organizations running afloat.

These data are coupled with information about how sustainable these approaches are in running their establishments.

CSOs in Zambia are understaffed and under-resourced. In terms of employee structure and funding, CSOs in our survey indicated that the average amount of staff ranged from 6-10 individuals. When contrasting this with the average number of people they wish to reach (1,000-5,000) and their average annual budget (ZMW500,000-ZMW5,000,000), it is evident that there is not enough money to be used for allocation. The funding that these organizations receive must be allocated for salaries, building maintenance, utilities, debts, outreach, website maintenance, reaching their desired populations, etc. Once these costs are dealt with, there would be minimal funding left for the target populations to be served. An analysis of the staff to population ratio demonstrates that there are far more beneficiary populations to be served than there are service providers. Roughly, the ratio could range from 100:1 to 600:1 (beneficiaries: staff), demonstrating that the outreach portion of CSO endeavors may not be able to come to fruition due to a lack of staff. The labor structure in CSOs is usually hierarchical. The elite staff are often entrenched in administrative tasks while the remainder of employees are those who participate in grassroots fieldwork. This could cause a handful of staff to be responsible for supporting and maintaining anywhere from one hundred to one thousand people. The results showed that 90% of the CSOs hoped to address poverty reduction, suggesting that many of the other SDGs are innately tied to poverty. This issue is extremely complex and, because the majority of CSOs target multiple issues, it is hard to hold a precise focus with a commensurate meaningful impact.

In relation to direct funding and resource acceptance, there are stark dependencies that have developed involving intra-Zambian support networks. Grants make up the largest single source of resources while grant writing manifested as the largest method of resource mobilization. Furthermore, private sector giving supported 33% of CSOs. Given that grants constitute the backbone of CSO support in Zambia, we can pose a question of dependency in relation to how these organizations are funded. Generally, grants in the CSO sphere come from development agencies, foundations, or trusts that donate to certain key players in order to solve specific issues on the donor's agenda. The same holds for private sector giving, defined as giving from corporations and businesses as part of their philanthropic endeavors to look good, earn customer support, and earn profits. Because these grants and

private sector giving initiatives have masked motives, there may be certain conditions that CSOs must meet in order to obtain this funding. For example, they might have to narrow their focus toward particular issues, implement certain types of interventions, or interact with specific populations. Furthermore, some of the primary donors are motivated by their own profits. Often, companies or foundations give money for publicity stunts in order to boost their public image or promote a charitable facade that will attract support—thereby increasing sales and influence. Lastly, depending on a variety of factors—the whim of the market, the success of a company or donor organization, government/industry regulations—funding could be cut immediately from these sources, and CSOs do not have ability to retaliate. When looking at this case holistically, it may not be appropriate to rely on funds that are subject to volatility, ulterior motives, and potential exhaustion.

Direct funding is important, but our research indicated that over half of all CSOs receive endowments through non-monetary sources. Examples include training, education, service equipment, infrastructure, and volunteer work. Although we did not quantify the non-monetary funding sources, an indication toward further research, they are invaluable to CSOs both in Zambia and abroad. Because trained staff are needed, education in the form of workshops and university certificates can increase the efficiency and outward production of a CSO by multiplying its staff's productivity. Beyond education, service equipment additionally is a valuable asset to CSOs. HIV testing kits, water supplies, and clean washing tools are essential for conducting health-related interventions in the CSO sphere. Without the necessary supplies, a CSO's entire endeavor could be undermined. Infrastructure goes hand in hand with service equipment, because most CSOs will need a central headquarters, reliable transportation to reach beneficiary sites, and operational communications systems. These factor into CSO effectiveness by enabling them to carry out their mission. We cannot discount the importance of volunteers and interns. As earlier mentioned, the lack of funding and inability to provide salaries for large quantities of staff forces us to recognize the value of unpaid labor. Volunteers increase productivity by providing a CSO with more labor power (i.e. physical work, creative capacity). Volunteers are unpaid; their motive in engaging with CSOs is not financial, but rather interest-based. For this reason, they generally are willing to put forth higher levels of effort for the purpose of benefitting target populations. Volunteers frequently come from outside sources and

thus face the same funding issues that the CSO itself will face. For this reason, volunteers contribute to the volatility that impacts the donation and solicitation of resources. Furthermore, volunteers tend to come from developed nations, offering their services passionately but also within the bounds of their own interests. This may pose as a limitation because, sometimes, volunteers are only seeking the professional stamp associated with international non-profit work.

It is important to note that there is not much financial support coming from within Zambia. Two important giving groups measured in terms of donations were individuals from within Zambia and members of the Zambian diaspora. The percentage of CSOs receiving funding from these two groups are 33% and 19%, respectively. These percentages are significant and could make an impact on the CSO financing sphere in Zambia, but not nearly as much as does grant aid. Although Zambians giving towards the cause could face some of the same issues that grant aid does, such as motives or working on certain issues, it is better that Zambian donations come from those involved on a grassroots level. As a result, beneficiaries will feel a greater impact due to their relationship to the local setting as compared to foreign aid.

To crystalize these issues, we can see how the government and local Zambian context play into our results. Government funding only supported about 10% of CSOs in Zambia, and it is safe to assume that this funding was not adequate. Based on the fact that the government is not going to support advocacy-based CSOs, it is expected that a large portion of CSOs do not receive any government support. Whether today in contemporary democratic standards, or in the past with brutal regimes and empires, no system of authority is going to support organized endeavors to criticize and change them. However, it would make sense that the government would support initiatives that align with their own—namely service-based delivery.

In Zambia, there are many health concerns that need to be addressed by the government. One key issue is the HIV/AIDS epidemic. In the contemporary sense, 15% of the Zambian population is affected by HIV/AIDS. This is one of the highest rates in the world, ranking it at number 7 (this falls within the 3<sup>rd</sup> to 4<sup>th</sup> percentile). Generally, the CDC considers cases of a disease along the magnitude of dozens, or even hundreds to be a severe outbreak, and Zambia received an astonishing 48,000 new outbreaks of HIV in 2017.



In response to this, the government has worked in collaboration with international health agencies to provide free HIV testing (compulsory in some settings) and free HIV treatment (i.e. ARTs, PreP, and PEP). This would lead us to expect that a large portion of organizations would receive funding from the government because many are service-based. However, the data suggests the opposite. There needs to be research conducted as to why government funding to CSOs is not occurring. A few routes that could be taken include an analysis of CSOs' relationships with the government and whether they receive funding, an in-depth study of the government's budget to see where the money is going (maybe there are ways they are supporting CSOs that are not obvious), or an inquiry into whether CSOs are requesting adequate funding from the government. The government cannot claim to be unaware of the efforts of CSOs, as over 90% are officially registered in Zambia.

The last part of the findings details specifics about CSOs can learn how to mobilize their own resources. Just under half (49%) of CSOs generate their own income. This finding suggests that income generation tactics are generally sustainable due to them being based within the organization. Some methods that CSOs use to generate their own income include membership fees, rental income, service contracts, investments, and bartering. While only half of CSOs use these income-generating methods, it might be safe to assume that organizations using these tactics are able to generate a sizeable amount of income. The proliferation of these tactics may ease some of the uncertainty and underfunding cases that CSOs are facing in the current financing market in Zambia. CSOs are not going to thrive solely on funding from within; their success hinges on the financial support of Zambians in local contexts. According to professionals consulted at the Zambian Governance Foundation, there is money in Zambia that is being outwardly remitted, but not utilized in philanthropic efforts to CSOs. CSOs need to find ways to connect with individuals harboring this money and engage them with the industry so that they can offer support. It will help get the population of Zambia involved in building a better community and, by extension, a better nation.

In conglomerate, all these issues lead to the recommendation of domestic resource mobilization. Based on the data, CSOs have been shown to be inadequately funded, staffed, and supported. They are dealing with a population that is too large for their small staffing issues. There is a lack of funding needed to allocate effectively to the various outlets they

serve and are facing support streams that are unsustainable or subject to change. There is hope; about half the CSOs surveyed generate their own income, suggesting that they are already practicing financial self-sufficiency. Ultimately, this statistic should increase across the board so that income generation from within becomes standard practice. CSOs need stable funding and support to address the issues in society that are not fixed by the public and private sectors. Generating their own income will decrease dependency and shift the power into their own hands in order to enact change. CSOs must utilize the talent and resources that exist in an attempt to limit the outward flow of highly qualified officials from Zambia (i.e. the “brain drain”). There are many educated individuals in Zambia that seek work elsewhere, but CSOs need to make efforts to retain these people so that they can support their own nation. They are better equipped in the local context to combat issues because they are connected to the population. There is a greater degree of satisfaction reaped within local efforts that cannot be paralleled by foreign “experts” and “trained” professionals. There is also the possibility of obtaining support from the local Zambian diaspora.

Our research could branch into many different possible routes. The two that are important from the entire study are putting a value on non-monetary assets (1) and evaluating the potential for CSO success with a case study comparing their prosperity under the few political administrations that have governed Zambia since its independence (2). Our research did highlight the importance of non-monetary funding and we discussed how it could manifest in helpful ways, but we did not quantify the value of non-monetary funding in CSO organizations. A further study magnifying the proportion of CSOs’ reliance on the different types of funding could be helpful because it is not yet clear which form of funding (i.e. non-monetary or monetary) maximizes long-term CSO sustainability. We could put a value to non-monetary resources provided to CSOs to serve as a comparison with monetary funding. This would give us more insight into the nature of what CSOs need in order to undertake their tasks as well as the value of those necessities. For example, it may be possible for a CSO to have a model in which they receive no funding but still operate at a high level. Second, the case study of CSO success under different government structures presents another direction in which the research can expand. Political climate can change the impact of CSOs, but two examples are easy to focus on: funding and regulations. If an

administration is sympathetic towards CSOs, it can fund them while setting up laws and policies synonymous with their desired goals. If a regime enters into power that is not in coalition with the mission of the civil society industry, or even finds them threatening, they can cut off all funding streams while denying access to bank accounts, using harsh regulations that regulate their activities.

The research conducted is still preliminary and the results represent an initial attempt to fill the information gap with regards to CSO financing in Zambia. CSOs are both underfunded and understaffed, a direct obstacle combating their future success. The CSO industry must work to reject foreign aid and encourage individuals within Zambia to donate for the betterment of their own nation as well as stay and contribute in ways that are meaningful and not necessarily monetary. Ultimately, progress will rely on the shifting of power in such a way that beneficiary communities are self-sufficient.

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## ANNEX

### Annex 1 - Survey Respondents<sup>3</sup>

*Zambia Land Alliance, Lusaka Branch*

*Rising Foundations Development Programme*

*Mazumwaka Construction and Financial Solutions*

*COLUC Farmers Support*

*Participatory Education and Action for Community Empowerment*

*Young Women's Christian Association (YWCA), Mongu*

*Alliance For Sustainable Development*

*Twikatane Community Foundation*

*Charity Centre for Children and Youth Development*

*Zambia Education and Development Advocacy Organization (ZEDAO)*

*Wildlife and Environmental Conservation Society of Zambia*

*Twatasha Disabled and OVCs*

*Rural Community Development Initiatives*

*Action for Development*

*Action for Water*

*Youth and Child Care Foundation*

*Action for Positive Change*

*Catholic Diocese of Solwezi*

*Young Christian Education Club of Zambia (YCECZ)*

*Catholic Commission for Justice & Peace (CCJP)*

*Caritas Mpika*

*Zambia Orphan Aid*

*Zambia Chamber of Small and Medium Business Associations (ZCSMBA)*

*Green Education Foundation*

*Alliance for Community Action*

*CUTS*

<sup>3</sup> Note: some organizations preferred to complete the CSO Financing Survey anonymously.

*Wetland Action Zambia*  
*Gilgal Orphanage*  
*Foundation for Development of Children in Chibombo*  
*ESAFF Zambia*  
*Chiboyla Education and Health Organization, Zambia*  
*Foundation for Democratic Process*  
*Petuake District Land Alliance*  
*Community Technology Development Trust (CTDT)*  
*Itezhi-Tezhi Candlelight Community Response Organization*  
*Shiwangandu Development Trust*  
*Zambia Land Alliance*  
*Centre for Trade Policy and Development*  
*Caritas Zambia*  
*Zambia Alliance for Agroecology and Biodiversity*  
*NOWSPAR*  
*Society for Women and Aids Zambia (SWAAZ), Isoka District*  
*Civil Society Scaling Up Nutrition*  
*CCDA*  
*Individual Activist*  
*Lobby and Advocacy Youth Program 2050*  
*Development Organization For People's Empowerment*  
*Child Life Aid Centre (CLAC)*  
*Educating Girls and Young Women for Development (EGYD)*  
*CBTA*  
*NewZambian Innovations*  
*Youth Care and Community Prevention Programs (YCCPP)*  
*Zambian Rainbow Development Foundation (ZRDF)*  
*ACRA CCS Zambia*  
*Save Environment and People Agency SEPA*  
*Keepers Zambia Foundation*  
*EduSport Foundation*

*Katete District Women Development Association*

*Musenga Youth Club*

*Western Region Community Resources Boards Association*

*ZLA, Nyimba Office*

*Support for Poverty Reduction in Zambia*

*Conservation Lower Zambezi*

*Environmental Protection and Sustainable Energy Advocates (EPSEA)*

*Harvest Help Zambia*

*Legal Resources Foundation Ltd*

*Macroeconomic and Financial Management Institute of Eastern and Southern Africa*

*Gem North Mining & Lapidary (CBO)*



## Annex 2 - Survey Questionnaire

The **Zambian Governance Foundation (ZGF)**, an organisation that provides grants, supports capacity development and promotes local philanthropy in Zambia (<http://www.zgf.org.zm/>), is carrying out a survey to understand civil society sustainability mechanisms in Zambia. This survey will help ZGF gain insights on how CSOs in Zambia generate financial and other resources to implement their activities. It will also help ZGF to understand the broader issue of CSO sustainability and how we can work with CSOs to explore alternative and more sustainable ways of supporting their work.

The survey will take approximately 10 minutes to complete.

**Note:** This survey is meant to be completed by a single individual (preferably Executive Director, Head of Finance, etc.) on behalf of your organisation.

1. Name of organisation (optional):

2. Your function within your organisation:

\* 3. Contact telephone number:

\* 4. Email address:

5. State under which Act your organisation is registered:

*(please select all that apply)*

- Societies Act
- Companies Act
- NGO Act
- Land Perpetual Succession Act
- Registered at district level
- Not registered
- Other

If other, please specify:

6. Year of registration:

7. Type of organisation:

- Individual
- Network

8. Location of headquarters/main office:

Province

District

9. How many staff are in your organisation?

- 2 or less
- 3 to 5
- 6 to 10
- 11 to 15
- 16 to 20
- 21 to 50
- Above 50

10. Select the types of staffing your organisation relies on heavily:

*(please select all that apply)*

- Full time employees
- Part time employees
- Interns
- Volunteers
- Consultants
- Volunteer expert advisors/mentors
- Other

If other, please specify:

11. What is your organisation's focus area?

*(please select all that apply)*

- Advocacy/watchdog function
- Service delivery
- Community development

12. What is your level/scope of operation?

*(please select all that apply)*

- National
- Provincial
- District or community

If other, please specify:

13. What Sustainable Development Goals (SDGs) does your organisation address?

*(please select all that apply)*

- Reducing poverty
- Zero hunger
- Health and well-being
- Quality education
- Gender equality
- Clean water and sanitation
- Affordable and clean energy
- Decent work and economic growth
- Industry, innovation, and infrastructure
- Reduced inequalities
- Sustainable cities and communities
- Responsible consumption and production
- Climate action
- Life below water
- Life on land
- Peace, justice and strong institutions
- Partnerships for the goals

14. In what form do you receive your funding / resources?

- Monetary
- Non-monetary

15. If applicable, please specify 'non-monetary':

*(please select all that apply)*

- |   |   |
|---|---|
| <input type="checkbox"/> Training/Education                         | <input type="checkbox"/> Volunteering   |
| <input type="checkbox"/> Service equipment                          | <input type="checkbox"/> Not applicable |
| <input type="checkbox"/> Infrastructure (vehicles, buildings, etc.) | <input type="checkbox"/> Other          |

If other, please specify:

---

16. What is your organisation's current overall annual budget? (i.e. funds actually received)

- Up to ZMW 50,000
- ZMW 51,000-100,000
- ZMW 100,001-250,000
- ZMW 250,001-500,000
- ZMW 500,001-1,000,000
- ZMW 1,000,001-5,000,000
- ZMW 5,000,001-10,000,000

Other (please specify)

17. What are your primary source(s) of funding?

*(please select all that apply)*

- Philanthropic Foundations (e.g. Ford Foundation, Open Society of Southern Africa, Roger Federer Foundation, etc.)
- Multilateral organizations (e.g. UN, EU, etc.)
- Global vertical funds (e.g. Global Fund to fight AIDS, Tuberculosis and Malaria, GEF, etc.)
- International NGOs
- Donor pool funds/programs (e.g. DFID funded Zambia Accountability Program implemented by DFID, USAID funded FACT implemented by Counterpart, etc.)
- Government
- Individual private donors
- Individuals of the diaspora community
- Self-generated income

If other, please specify:

18. How does your organisation mobilise resources?

(please select all that apply)

- Proposal writing (e.g. corporations, foundations, charities, impact investors, international NGOs, aid agencies, etc.)
- Self-generated income (e.g. fees for services, rental income, membership fees, etc.)
- Income from investments (e.g. endowment funds, fixed deposit earnings, etc.)
- Fundraising campaigns (e.g. fun marathons/runs, charity dinners, etc.)
- Giving by individuals based in Zambia
- Giving by individual members of the diaspora
- Group giving (e.g. crowd funding, giving circles, etc.)
- Private sector giving (e.g. money, services, in kind gifts, etc.)
- Government (e.g. service contracts, etc.)
- Volunteers
- In kind giving
- Other

If other, please specify:

19. Approximately how many beneficiaries do you currently serve?

- |                                      |  |
|--------------------------------------|--|
| <input type="radio"/> Up to 100      | <input type="radio"/> 3,001 to 5,000   |
| <input type="radio"/> 101 to 500     | <input type="radio"/> 5,001 to 10,000  |
| <input type="radio"/> 501 to 1,000   | <input type="radio"/> 10,001 to 50,000 |
| <input type="radio"/> 1,001 to 3,000 | <input type="radio"/> Above 50,000     |

20. Approximately how many beneficiaries do you hope to serve?

- |                                      |  |
|--------------------------------------|--|
| <input type="radio"/> Up to 100      | <input type="radio"/> 3,001 to 5,000   |
| <input type="radio"/> 101 to 500     | <input type="radio"/> 5,001 to 10,000  |
| <input type="radio"/> 501 to 1,000   | <input type="radio"/> 10,001 to 50,000 |
| <input type="radio"/> 1,001 to 3,000 | <input type="radio"/> Above 50,000     |

21. Indicate your organisation's current revenue sources.

*(please select all that apply)*

- Grants
- Self-generated income (e.g. service fees, rental income, membership fees, etc.)
- Income from investments (e.g. endowment fund earnings, fixed deposit earnings, etc.)
- Income from fundraising campaigns (e.g. marathons, charity dinners, etc.)
- Donations from individuals based in Zambia
- Donations from individual members of the diaspora
- Group giving (e.g. crowd funding, giving circles, etc.)
- Private sector giving (e.g. money, services, in kind gifts, etc.)
- Government (e.g. service contracts, etc.)
- Volunteers
- In kind giving

If other, please specify:

22. Please list the revenue sources you have selected above in order of importance to your organisation (1 = most important, etc; for instance, grants = 1 (if it is most important); multilateral organisations = 2; self-generated income = 3; etc.)

23. Indicate your organisation's revenue sources **five years ago**.

*(please select all that apply)*

- Grants
- Self-generated income (e.g. service fees, rental income, membership fees, etc.)
- Income from investments (e.g. endowment fund earnings, fixed deposit earnings, etc.)
- Income from fundraising campaigns (e.g. marathons, charity dinners, etc.)
- Donations from individuals based in Zambia
- Donations from individual members of the diaspora
- Group giving (e.g. crowd funding, giving circles, etc.)
- Private sector giving (e.g. money, services, in kind gifts, etc.)
- Government (e.g. service contracts, etc.)
- Volunteers
- In kind giving
- Other

If other, please specify:

24. Please list the revenue sources you have selected above in order of importance to your organisation (1 = most important, etc; for instance, grants = 1 (if it is most important); multilateral organisations = 2; self-generated income = 3; etc.)



25. How do you generate your own income?

*(please select all that apply)*

- Membership fees
- Rental income
- Service contracts awarded
- Investments (fixed deposit earnings, etc.)
- Hiring out vehicles or equipment
- Bartering for goods and services
- No own income

If other, please specify:

26. If you receive donations (money, in kind, volunteer time), where do they come from?

*(please select all that apply)*

- Individuals based in Zambia
- Individuals living in the diaspora
- Private sector
- Charity organisations (secular/not faith-based)
- Churches
- No donations
- Other

If other, please specify:

27. What percentage of your organisation's resources come from within Zambia?

- Up to 10%
- 11% to 25%
- 26% to 50%
- 51% to 75%
- 76% to 100%

28. What percentage of your organisation's resources come from outside Zambia?

- Up to 10%
- 11% to 25%
- 26% to 50%
- 51% to 75%
- 76% to 100%

29. What percentage of your organisation's resources came from within Zambia five years ago?

- Up to 10%
- 11% to 25%
- 26% to 50%
- 51% to 75%
- 76% to 100%

30. What percentage of your organisation's resources came from outside Zambia five years ago?

- Up to 10%
- 11% to 25%
- 26% to 50%
- 51% to 75%
- 76% to 100%

31. On a scale from 1-10, to what extent do you agree with the following statements?

(1 = strongly disagree / 10 = strongly agree )

	1	2	3	4	5	6	7	8	9	10
There overall civil society financing landscape globally has been changing.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
There are fewer international funding agencies based in Zambia.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
There are new funding agencies in Zambia we are not familiar with.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Current funding agencies based in Zambia are not accessible to us.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Overall, funding agencies keep on changing their programme focus.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Funding access criteria by funding agencies have become more stringent.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

	1	2	3	4	5	6	7	8	9	10
Core budget support / unrestricted funding is no longer available.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
There is a preference for project/ activity budgets.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Some donors only provide activity funds but do not fund staff and operational costs.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
There are many international funding sources based outside Zambia we are not familiar with.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
We have difficulties gaining access to international funding sources based outside Zambia.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The private sector provides an opportunity for funding civil society activities.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Civil society is too dependent on external/foreign funding.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Local resources available within Zambia can finance civil society operations.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Civil society does not tap into local resources available within Zambia.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Civil society could do without external/foreign funding.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

32. Would you be available for a follow-up conversation on civil society financing and sustainability?

Yes

No

We are grateful for your inputs!