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ActionAid International Zimbabwe

Annual Report 2012



Who We Are

Our Vision

“A Zimbabwe without poverty and injustice in which every person enjoys their right to a life of dignity”

Our Mission

“To work with people living in poverty to eradicate poverty and injustice”

Our values

AAI Zimbabwe lives by the following values:

Mutual Respect: requiring us to recognise the innate worth of all people and the value of diversity

Equity and Justice: requiring us to work to ensure equal opportunity to everyone, irrespective of race, age, gender, sexual orientation, HIV status, colour, class, ethnicity, disability, location and religion

Honesty and transparency: being accountable at all levels for the effectiveness of our actions and open in our judgments and communications with others

Solidarity: with the poor powerless and excluded will be the only bias in our commitment to the fight against poverty and injustice

Courage of conviction: requiring us to be creative and radical, bold and innovative—without fear of failure – in pursuit of making the greatest possible impact on the causes of poverty

Independence: from any religious or party political affiliation

Humility: in our presentation and behaviour recognizing that we are part of a wider alliance against poverty and injustice.

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Acronyms

AAI	ActionAid International	MWAGCD	Ministry of Women Affairs, Gender and Community Development
AAI Zimbabwe	ActionAid International Zimbabwe	MURRA	Masvingo Residents and Ratepayers Association
AIDs	Acquired Immuno Deficiency Syndrome	NANGO	National Association of Non-Governmental Association
Agritex	Agricultural Technical and Extension Services	NGO	Non-Governmental Organisation
AMA	Agricultural Marketing Authority	NYDT	National Youth Development Trust
AU	African Union	OVC	Orphans and Vulnerable Children
BEAM	Basic Education Assistance Module	P4C	People for Change
CAADP	Comprehensive Africa Agriculture Programme	PQE	Programme Quality and Effectiveness
CCMT	Centre for Conflict Management Transformation	PRRPS	Participatory, Review and Reflection Processes
CHRA	Combined Harare Residents Association	RDC	Rural District Council
CMC	Cotton Marketing Technical Committees	RLDP	Regional Local Development Programme
CP	Country Programme	RWA	Rural Women Assembly
CPCs	Child Protection Committees	STAR	Societies Tackling AIDs Through Rights
CRSA	Climate Resilient Sustainable Agriculture	SDC	School Development Committee
DAs	District Administrators	SADC	Southern African Development Community
DOMCCP	Diocese of Mutare Community Care Programme	SRHBC	Seke Rural Home Based Care
DVA	Domestic Violence Act	SRHR	Sexual Reproductive and Health Rights
EC	European Commission	TWT	The Women's Trust
FACT	Family AIDS Caring Trust	USD	United States Dollar
FAO	Food and Agriculture Organisation	WCoZ	Women's Coalition of Zimbabwe
FCTZ	Farm Community Trust of Zimbabwe	WLZ	Women and Land in Zimbabwe
GBV	Gender based Violence	WiPSU	Women in Politics Support Unit
GMB	Grain Marketing Board	WLR	Women's Land Rights
HIV	Human Immune Virus	ZWLA	Zimbabwe Women Lawyers' Association
HRBA	Human Rights Based Approach	ZELA	Zimbabwe Environment Law Association
HEFO	Health Education and Food Security Organisation	ZESA	Zimbabwe Electricity Supply Authority
IGAs	Income Generating Activities	ZFU	Zimbabwe Farmers' Union
IPS	Input Purchasing Scheme	ZIMCODD	Zimbabwe Coalition on Debt and Development
IT	Information Technology	ZIMVAC	Zimbabwe Vulnerability Assessment Committee
KCP	Key Change Promise	ZWRCN	Zimbabwe Women's Resource and Networking
LDP	Local Development Programme		
LGDA	Lower Guruve Development Association		
MoU	Memorandum of Understanding		
MoESC	Ministry of Education, Sport and culture		

1. Political and socio-economic context

The delayed resolution of the Constitutional making process in 2012, resulted in the political situation in Zimbabwe being tense and uncertain. This has in turn resulted in further delays on the holding of the Referendum and General elections. It is anticipated that the General elections would be held by October 2013. A lot depends on the extent to which the SADC guidelines on the holding of free and fair elections are respected by the political parties. It also depends on whether the SADC and the AU as the guarantors of the existing Global Political Agreement would hold the political parties accountable for their actions.

Although the economy has stabilised due to the use of the multi-currency system, it remained stagnant in 2012 mainly due to limited growth and low capacity utilisation (below 50%) in key sectors such as agriculture and manufacturing. The economy continued to depend on imports from South Africa. Youth and women are mostly affected by the limited opportunities and performance of the formal economy. Majority of them are employed in the informal sector. The stagnation in the economy has also resulted in reduced capacity of the public sector to raise adequate revenue to provide quality services (health, education, water and sanitation etc.) to communities in both rural and urban areas.



School children and teachers taking notes during a behaviour change training session for school youth in Makoni District.

According to ZimVAC Report of 2012, 1.47 million people were in need of food assistance during the 2012. Majority of these people live mainly in Southern areas of Zimbabwe¹. The production of maize (the main staple cereal) decreased by 33% during the 2011/12 agricultural season as a result of drought and poor rainfall distribution. It has been estimated that about 1 million children under the age of five years were at risk of malnutrition. As a result of lack of safe drinking water, Zimbabwe experienced typhoid and cholera outbreaks in the main urban centres and rural districts mainly due to breakdowns in water and sewerage systems.

¹ZimVAC Post Harvest Assessment May-July 2012

2. Summary of programmes work implemented in 2012

In its Operational Plan for 2012, AAI Zimbabwe Country Programme prioritised the following three strategic objectives i.e. in relation to the current challenges in Zimbabwe's political and socio-economic context and AAI global strategy mission objectives.

- a. Promote **sustainable agriculture and control over natural resources** for people living in poverty.
- b. Advance the influence of people living in poverty to hold governments and corporates accountable
- c. Ensure that **women and girls can break the cycle of poverty and violence**, build economic alternatives and claim control over their bodies.

Main Justification for the chosen strategic objectives and priorities

a. Sustainable Agriculture

- Zimbabwe's economy is mainly agro-based. About 80% of the rural populace are women and they supply at least 80% of the agricultural labour.
- Although the Zimbabwean women are tillers of the land, they lack the knowledge, exposure, assertiveness and confidence to demand their rights to land similar to that of men. Women in Zimbabwe still have limited access to ownership and control over land and related resources.
- Small-scale farmers are organised into a number of farmer associations and groups which have limited capacity to influence the production and marketing regulations. Private buyers are still exploiting the poor farmers who rely on very expensive inputs for production.
- Agricultural support services are inadequate and at times do not meet the needs of the smallholder farmers. Zimbabwe's agriculture policy is being aligned to the CAADP's four pillars, of Land and Water management, Market Access, Food supply and Hunger and Agricultural research.



Women farmers attending to their chickens.

b. **Holding governments and corporates accountable**

- Weak local government institutions in Zimbabwe are failing to deliver quality, equity and gender sensitive basic services to women, children, youth and other people living in poverty in both rural and urban areas.
- The weak capacity is a result of limited revenue being generated by local councils, high level of corruption, centralisation of the budgeting process and the weak economy.
- This situation has further impoverished women, girls, children, youth and their communities.

c. **Women's Rights Context**

- Although the Government of Zimbabwe has ratified several regional and international instruments and put in place laws which recognize the importance of promoting women's rights and the elimination of Gender Based Violence (GBV), these laws are not being effectively utilized to protect women from various forms of violence and abuse in the public and private/domestic spheres.
- Women are also failing to access their legal rights due to a centralized legal system, overly complicated legalistic language and cumbersome court procedures. In addition, the responsible government institutions, health, police and judiciary have limited capacity and resources to provide women with the required support effectively and efficiently.
- Early marriages and childbearing are common among young women because they have limited opportunities for employment, education and access to decision making processes.



Women during community meetings in Ntabazinduna Umguzu District - Matabeleland North province.

3. Main Programme Achievements, Impact, Challenges and Lessons

This section gives an outline of the main programme achievements, impact and lessons that are linked to the respective strategic objectives and key change promises (KCPs).

3.1. Strategic Objective 1

Promote sustainable agriculture and control over natural resources for people living in poverty

3.1.1 Key Change Promise (KCP) 1

By 2017, AAI Zimbabwe will have organized and supported 20,000 rural women living in poverty to claim access to and control over land and natural resources leading to enhanced rights and improved livelihoods for themselves and their households.

Expected Outcomes for KCP 1

The main expected outcome under KCP1 is that women will secure improved access to, ownership and control over land and natural resources. It is expected that women will utilize the resources productively to secure sustainable livelihoods for their households. Women will also organize themselves and engage with policy makers on access, control and governance of land and natural resources at all levels.

a. Partnerships

AAI Zimbabwe Country Programme (CP) worked with three National partners i.e. Women and Land in Zimbabwe, Zimbabwe Women's Resource Centre Network (ZWRCN) and Women's Coalition of Zimbabwe (WCoZ) to implement planned activities and support women farmers in different rural districts. The CP also worked with six Local Development Programme (LDP) partners namely Family AIDS



Woman in her garden

Caring Trust (FACT) Rusape in Makoni LDP, FACT Nyanga in Nyanga LDP, Seke Rural Home Based Care Programme in Hwedza LDP, Health Education and Food Security Organisation (HEFO) in Nkayi LDP, Farm Community Trust of Zimbabwe (FCTZ) in Chiendambuya LDP and Batsiranayi Programme in Nyazura LDP. AAI Zimbabwe and its partners also collaborated with stakeholders including Rural District Councils (RDCs), Village Heads, Chiefs and relevant Government ministries (i.e. Ministry of Women's Affairs, Gender and Community Development, Ministry of Agriculture, Mechanization and Irrigation Development, Ministry of Lands and Rural Resettlement, Ministry of Health and Child Welfare, Ministry of Youth Development, Indigenisation and Empowerment and Ministry of Local Government and Urban and Rural Development).

b. People reached through AAI Zimbabwe supported partnership activities

At least 1,550 women were assisted directly by AAI Zimbabwe and three national partners in owning, controlling and accessing land particularly through the project *"Empowering women through land rights project,"* funded by the European Commission (EC).

c. Main achievements and impact

- Women in selected rural communities where AAI Zimbabwe and partners are operating have managed to acquire land in their own right. Some of the women have land permits registered in their names or they are co-registered in their names and their spouses.
- Local Leaders are now also aware of women's land rights and they now approve autonomous land ownership by women.
- The acquisition of land by women has resulted in increased yields, better nutrition and more children especially girls attending school.
- Women have been empowered to confront an entrenched patriarchal system where women could neither own land nor control earnings from their agricultural labour.
- At policy level, the *"Empowering women through land rights project,"* contributed to multi-partner collective lobbying efforts which contributed to the inclusion of a clause in the Draft Constitution of Zimbabwe which promoted women's land rights. The clause calls for equality of land ownership between women and men.
- AAI Zimbabwe and partners such as ZWRCN were able to jointly mobilise women farmers through the Rural Women's Assembly (RWA) and create an advocacy platform for women's rights to own land. For example, the workshop that was organised by ZWRCN in March 2012 brought together women farmers from five rural districts of Makoni (Manicaland Province), Hwedza (Mashonaland East Province), Gweru (Midlands Province), Bubi (Matabeleland North Province) and Chinhoyi (Mashonaland West Province). They engaged with Members of Parliament from relevant Parliamentary Portfolio Committees (i.e. Agriculture, Water, Lands and Resettlement, Women's Affairs and Youth), representatives from Government, Civil society and the Media on issues and challenges that they are face with regard to land rights.
- The acquisition of land by women has resulted in increased yields, better nutrition and more children especially girls attending school.

d. Challenges and lessons for KCP 1

- i. The deepening poverty is increasing the vulnerability of women and girls.
- ii. Some men are becoming jealous of women's empowerment and are beginning to portray a negative attitude.
- iii. Men should be involved especially in community meetings so that they understand the women's land rights issues and become more supportive.
- iv. Adult women's groups should be separated from young women's groups as their needs and approaches are different.
- v. There should be specific strategies to reach and support young women to access and control land and other natural resources.
- vi. The policy advocacy component should be strengthened to ensure that local level changes are complimented by a policy framework that supports women's ownership, access and control of land and other natural resources

- vii. There is need for AAI Zimbabwe and partners to strengthen networking and coordination with like-minded institutions focusing on women's rights to land and natural resources.

e. **Story of Change for KCP 1**

Quotable quotes from the Women farmers participating in the "Empowering Women through Land Rights Project"

Compiled by Wadzanai Mudzongo, AAI Zimbabwe volunteer

The year 2008 marked the commencement of the implementation of the four year project "Empowering Women through Land Rights" (WLR). The project funded by the EC was initiated by AAI Zimbabwe. The objective of the project was to increase poor women's access to and control over and ownership of land as a means of improving their livelihoods and that of their families. During the course of the project women in various districts received training from AAI Zimbabwe on conservation farming, advocacy and lobbying, records keeping, business management and budgets development.

i. **Nyaladzi Nkomo, Bubi District**

"Before the conservation farming project, our yields were very low, but of late we realise huge harvests through inexpensive inputs. We learnt to make planting basins and applying mulching so that we can trap as much water as possible since this is a dry region," said Nyaladzi Nkomo Bubi District in Matabeleland North Province.



Nyaladzi Nkomo (in blue top) working with other members of her community in her conservation farming field

ii. **Benania Jeché, Makoni district**

Starting with just two chickens bought from the proceeds realised from the conservation farming project, Benania Jeché, a single mother from Makoni District, Manicaland Province had this to say: *"After my chickens hatched, I sold some and bought a goat and thereafter bought two more goats. The chickens and goats even more reproduced and from these proceeds, I bought two calves. I currently have 45 chickens, 56 chicks and 13 goats."*



Benania Jeché feeding her cow

iii. **Nomsa Ndlovu, Gwanda District**

AAI Zimbabwe gave 50 goats to women in Matabeleland for them to start a goat pass on project during the implementation of the WLR project. Nomsa Ndlovu a farmer from Datata ward, Gwanda, Matabeleland South Province who participated in the WLR project said: *"My life has improved a lot since receiving goats and through the conservation farming project. I did not own any livestock. As it is, the goats have reproduced and we milk them. Now the children can have a meal before going to school."*

3.1.2 Key Change Promise 2 (KCP2)– under Strategic Objective 1

At least 25,000 smallholder farmers (including at least 60 % women farmers) in 7 LRPs and eight (8) Project areas have secured knowledge and skills on sustainable crop and livestock production, marketing and advocacy. This will contribute to improved food security among the smallholder farmers.

KCP2 Expected Outcomes

It is expected that Small scale farmers would be able to demand their right to food by actively engaging policy makers and non-state actors in agriculture policy reviews at local, national and regional levels. They will be able to practice climate resilient sustainable agriculture methods. This will contribute to improved support services, productivity, food security, economic security and nutrition among small-scale farmers, especially women farmers and their families.

a. Partnerships

To achieve the KCP2 objective, AAI Zimbabwe worked through four (4) LDP partners namely, FCTZ, HEFO (Nkayi LDP), Seke Rural Home Based Care (Hwedza LDP), FACT Rusape and (Makoni LDP). AAI Zimbabwe also worked through project partners i.e. Lower Guruve Development Organisation (LGDA) and Zimbabwe Coalition on Debt and Development (ZIMCODD) which implemented programmes in Guruve, Mbire (for LGDA) and Chipinge (Manicaland Province) and Gokwe South in Midlands Province (for ZIMCODD). The AAI Zimbabwe partners collaborated with key stakeholders to support small scale farmers in different communities. The key stakeholders include: District Administrators (DAs) in respective districts, Rural District Councils (RDCs), Cotton Ginners Association, Farmer Associations, Ministry of Environment and Natural Resources, Agricultural Technical and Extension services (Agritex), Ministry of Lands and Rural Resettlement, Ministry of Agriculture, Mechanisation and Irrigation Development, Agriculture Marketing Authority, Department of Civil Protection, Meteorological Department, Agriculture Coordination working Group, Food and Agriculture Association (FAO), various members of parliament (MPs) and the Livestock Production Department.

b. People reached through AAI Zimbabwe supported partnership activities

AAI Zimbabwe and its partners reached a total of 23,903 people (59% women and 41 % men) as indicated in the table below. It is important to note that only 2% of the people who participated in the programme were youths. More efforts should be put to involve the youths in agriculture and disaster risk reduction activities.

Age Group	Females	Males	Total
0-14 years (children)	78	33	111
15-30 years (youth)	943	798	1 741
Above 31 years	14 341	7 711	22 052
Total	15 362	8 542	23 904

c. Main achievements and impact

- Women farmers practising Climate Resilient Sustainable Agriculture (CRSA) have been empowered with relevant production, leadership and business management skills and are making claims for resources. They also have the authority to make production decisions on the household farms.
- Women and men farmers are now practicing conservation farming and able to blend in traditional knowledge with modern scientific knowledge and also understanding the impact of climate change on production.
- There has been increased agricultural productivity among small scale farmers i.e. following the adoption of conservation farming methods. For example, communal farmers who used to produce five (5)bags of maize on one acre, have increase their yields to 25 bags since they started using conservation farming. Yields have increased between 20 and 100% depending on the size of the agricultural land.

- Small scale farmers are experiencing increased agricultural productivity in a more sustainable manner as they are assured of producing on the same piece of land for many years as they are practising conservation farming which saves the soil.
- Small holder and marginal farmers are now organised into self-help groups/cooperatives and are making claims upon Government authorities for entitlements and services. For example, in Chipinge Rural District (Manicaland Province), Guruve and Mbire (Mashonaland Central Province), farmers are demanding veterinary, agricultural extension and farmer financing services from government through their Associations.
- At national level, small scale farming communities are benefitting from favourable government policies through their representation and participation in national agriculture related boards such as the Agricultural Marketing Authority (AMA), Grain Marketing Board and the Cotton Marketing Technical Committee (CMTC). Small scale farmers are influencing decisions that meet their own interests.
- Small scale farmers are now able to negotiate better prices for their produce through their associations. In 2012, cotton small scale farmers withheld their cotton crop in order to push Cotton Companies to increase the price of cotton which was at 30 USD cents per kilogramme compared to 80 USD cents they realised in 2011. Although the government of Zimbabwe responded to the farmers' grievances by gazetting the cotton price at USD70 cents/kg, cotton companies still offered prices lower than the USD 70 cents due to an international cotton price fall in 2012.



Rural women in a garden

d. **Challenges and lessons for KCP 2**

- The capacity of partners to work on and support communities on Climate Resilient Sustainable Agriculture (CRSA) appears to be still low. Most partners are used to the conventional agriculture systems.
- Communities and partners need to be empowered to be able to practice CRSA in totality as it has benefitted a number of households through increased productivity.
- Economic challenges facing the country tend to limit investment in agriculture. Most of the agricultural extension workers have limited mobility in communities due to limited resources.
- The limited resources on the part of government have also negatively affected the availability of inputs for farmers and investment in agricultural related infrastructure. There is an urgent need for

- relevant government agencies involved in agricultural development to be well-resourced so that they effectively respond to farmers' needs.
- v. There is need to work closely with government structures at the local level in order to influence the thinking at the National level. Issues coming from the grassroots tend to be listened to more as government sees it as an opportunity to get support and gain confidence in the people.
- vi. Government extension staff in AAI Zimbabwe operational areas tend to have limited knowledge of CRSA. This makes it difficult for them to implement and monitor CRSA practice. There is need to lobby government to incorporate CRSA in the training of extension workers. This will help in terms of cascading the skills to small scale farmers. AAI Zimbabwe should also help by developing a toolkit on CRSA that can be used in training partners and other key stakeholders.
- vii. Farmers need to actively engage with relevant authorities and key stakeholders in agriculture during off-season in order to avoid disruptions and low attendance during the farming season.

e. **Story of change for KCP 2**

Chipinge cotton farmers in marketing breakthrough

By Rumbidzai Mashayahanya, ZIMCODD Information and Communications Intern

Farmers of cotton are often disheartened by the problems bedeviling the industry such as high prices of inputs compared to returns, price conflicts, recurrent droughts and an unstable economy, that affect their production and output. With some of the farmers in other regions reverting to farming tobacco and small grains such as soya beans, the Chipinge farming community, Manicaland Province, Zimbabwe has stood the test of time and shown their resilience in standing for trade justice when it comes to cotton.

About 75% of household income in Chipinge is from cotton. Farmers in the area have limited options because cotton is the only crop that can sustain low rainfalls and hot temperatures as Chipinge is in the semi-arid region of Zimbabwe. There are also limited value addition options for the small-scale farmers in the area because they cannot afford to the value addition equipment.

Cotton farmers in Chipinge have successfully been able to break free from the shackles of contract farming and formed an Inputs Purchasing Scheme (IPS) under the Chipinge South Small Scale Cotton Growers Association, which has empowered hundreds of farmers in the region. The IPS allows the farmers to be self-organized, purchase their agricultural inputs and negotiate the prices for inputs and their produce. The IPS is different from contract farming as prices for both inputs and the prices for the produce are dictated by the cotton buyers.

Farmers are mobilized through the IPS structures which are at both ward and district levels. In each ward there are nine committee members and there are 10 wards in Chipinge, making a total of 90 members who form the ward structures. The ward IPS committees hold fortnightly meetings to discuss issues and update members on new developments on input and commodity prices. The ward committees then report to the district committee which has nine members. The district committee members feed into national cotton marketing bodies.

The story of Chipinge is inspired by Naison Mutsananguro, a cotton farmer who led farmers from contract farming to free farmers in October 2012. Mutsananguro recalled the yester-years when farmers were forced into contract farming because they had no way out. He said: "In 2008, we realized that we were being ripped off because the contractors would take money for the credit loans we would have acquired from inputs they provided, they would inflate the prices for seed to USD38.00 per 15kg as opposed to USD25.00 per 15kg and then pay us so little money for the end products, USD0.30 to USD0.35 per kg of cotton, leaving us with large deficits and no money to meet other basic needs."

The Chipinge farmers are taking a learning leaf from Gokwe (Midlands Province of Zimbabwe) communal farmers, who since 2010, broke away from contract farming through the Zimbabwe Coalition on Debt and Development (ZIMCODD), a partner to Action Aid International Zimbabwe. At the national level ZIMCODD, has facilitated in linking farmers with the Agricultural Marketing Authority (AMA)-which regulates the cotton sector in Zimbabwe. The Chipinge farmers have been able to

negotiate with AMA for the cotton seed to be available on the open market. ZIMCODD has facilitated national stakeholder meetings which bring together the small-scale cotton farmers, the Federation of Cotton Producers Association, the Zimbabwe Commercial Farmers' Union (ZCFU), Lower Guruve Development Association (LGDA), Ministry of Agriculture and AMA.

A total of 170 farmers (135 men and 35 women) are now accessing inputs from the open market. Other benefits of the IPS programme include recognition by AMA on price negotiation and representation of their issues by AMA at the nationally-based Cotton Marketing Technical Committee-where small-scale farmers are not adequately represented. Indications were likely that the small scale- farmers would break even when they sell their produce in 2013 particularly if they make use of alternative markets-at local level which offer better prices.

The IPS programme is run under a broader trade justice programme which aims at empowering small-scale farmers to break away from market monopolies, promote self-reliance among the farmers, linking them with alternative markets which are fair and just and overallly to improve the income and livelihoods of the farmers.

A total of 170 (135 men and 35 women) small-scale farmers in Chipinge have directly benefitted and 17 000 small-scale farmers who are members of the Chipinge South Small Scale Cotton Growers Association have indirectly benefitted from the ZIMCODD interventions.

AAI Zimbabwe has provided capacity building to ZIMCODD in the areas of advocacy and lobby, market capacity building, negotiation skills, farming as a business, entrepreneurship, diversification, financial management and documentation.



Small-scale farmers delivering cotton at a local buying point

3.2. Strategic Objective 2

Advance the influence of 350,000 adult women, young women and men, children and other people living in poverty in Zimbabwe to hold governments and corporates accountable

3.2.1 Key Change Promise 3 (KCP3)

By 2017, through holding central, local governments and corporate to account, AAI Zimbabwe will facilitate improvements in the quality, equity and gender responsiveness of public services for 350,000 adult women, young women and men, children and other people living in poverty in selected rural, peri-urban and urban communities in Zimbabwe. Expected

Expected Outcomes for KCP 3

- Platforms effectively represent the interests of people living in poverty and their claims for the equitable delivery of quality services from duty bearers.
- Empowered poor people are using learnt social audit techniques and are demanding accountability from service providers and participate in social audits
- Duty bearers become more responsive to the needs of women, youth and children in the provision of quality services among women, youth and children. They provide relevant information to residents on their policies, plans and budgets.
- Decisions are being made through participatory processes.

a. Partnerships

AAI Zimbabwe worked with eight (8) LDP partners (as indicated in KCP 1 above) and 15 Project partners in the implementation of the KCP 3 activities during the year under review. The Project Partners are grouped as follows:

i. Promotion of local government and corporate accountability

Basilwizi Trust, Habakkuk Trust, Masvingo United Residents and Ratepayers Association (MURRA), National Association of NGOs (NANGO), Combined Harare Residents Association (CHRA), Zimbabwe Election Support Network and Zimbabwe Environment Law Association (ZELA),

ii. Women's empowerment

Women in Politics Support Unit (WiPSU), Musasa and The Women's Trust

iii. Youth empowerment

Environment Africa, National Youth Development Trust (NYDT) and Youth Agenda Trust.

iv. Conflict Management and Peace Building

Centre for Conflict Management and Transformation (CCMT) and Zimbabwe Human Rights Association (Zimrights)

b. People reached through AAI Zimbabwe supported partnership activities

AAI Zimbabwe and its partners were able to reach out to a total 32,664 people directly and indirectly through the activities carried out under this programme in 2012. Women constitute 60% of the people reached as indicated in the table below.

Age Group	Females	Males	Total
0-14 years (children)	3,525	1,838	5,363
15-30 years (youth)	1,726	3,510	5,236
Above 31 years	14,189	7,876	22,065
Total	19,440	13,224	32,664

c. **Main achievements/impact**

- The activities implemented in 2012 by partners that are engaged in the promotion of accountability of local government and corporates resulted in approximately 10,550 people benefiting directly and indirectly from improved access to basic services such as water, and education. The people also benefited from non-tangible improvements in terms of being able to voice their concerns and to demand accountable governance.
- A total of 6,450 (4,345 women and 2,105 men) marginalised people in nine urban councils (Bulawayo, Harare, Gwanda in Matabeleland South, Kariba and Kadoma in Mashonaland West, Bindura in Mashonaland Central, Mutare in Manicaland, Gweru in Midlands and Chitungwiza in Harare Metropolitan area) took part in consultative meetings focusing on the amendment of the Urban Councils Act. The aim was to make local authorities and Minister of Local Government and Urban and Rural Development more responsive and accountable to demands by residents. The views of the marginalized people in the nine local authorities were consolidated into a position paper that was presented to the Local Government Parliamentary Portfolio Committee on Local Government to influence debates in Parliament. This work was spearheaded by the Combined Harare Residents Association. Other partners such as MURRA and Habakkuk Trust have facilitated participation of residents from their communities.
- The Zimbabwe Law Association (ZELA) and other NGOs successfully campaigned for the inclusion of Environment, Economic Social and Cultural Rights in the Bill of Rights in the Zimbabwe Draft Constitution. Their continued advocacy and lobbying has led to the development of the Diamond Policy by the Zimbabwean Government, which is now taking serious steps to regulate issues of transparency and accountability in the mining sector.
- The women's empowerment activities have resulted in approximately 4,300 women enjoying gender sensitive service delivery in four (4) districts. Partners have successfully engaged local council authorities who are now prioritising the provision of services that are responding to the needs of women i.e. refuse collection and safe water. Young women have started participating actively in women-led initiatives and constitute about 20% of the membership in different platforms.



Demonstrations organised in Harare by Zimrights, one of AAI Zimbabwe Partners

- Partners such as WiPSU and The Women's Trust (TWT) have initiated Campaigns aimed at increasing women's representation in decision making process in local and central government institutions and political parties. As a result, 200 aspiring women candidates who want to contest in the upcoming local government elections in 2013 have been supported with leadership skills. Women have shown keen interest to take up leadership positions in local government and 25 women have already developed and distributed their campaign strategies. A total of 40 young women have broken the cultural boundaries and have come up with strategies for young women participation in politics. A total of 22 women are leading School Development Committees in 10 schools.
- Approximately 9,457 youths have benefited from specifically targeted youth initiatives which have given them the voice to demand spaces from which they can influence and make decisions on local governance, health, education and environmental concerns. This is a result of the work being carried out by the three (3) partners engaged in youth empowerment activities. Youths have engaged decision makers through policy dialogue meetings and submitted their recommendations on policy changes that cater for the inclusion of youth in processes such as the Constitution making process, the Referendum and elections.
- A total of 7,823 people in marginalised rural and urban communities (including 5,535 women and 2,298 men) are enjoying peace in their communities due to increased police monitoring. Violence in communities is reported to have been reduced by 40%. They are able to participate in civic issues including the Constitution making process. They are conscious of their Human rights and are reporting incidents of violence to police and community leaders. They are independently managing peace building initiatives in their communities. Women constitute 70% of the membership of peace committees.
- Through the support offered by Musasa, 400 women and 100 men from Bulawayo and Matabeleland North Provinces benefited from counselling and shelter services offered to survivors of gender based violence during the year under review.
- A total of 3,500 (60% being girls) school children have benefited from learning in Tonga language (their mother tongue) after Basilwizi Trust successfully lobbied the Ministry of Education on the teaching of minority languages such as Tonga in the marginalized community in the Zambezi valley. Institutions of higher learning have also committed themselves to taking deliberate affirmative action by enrolling Tonga language speakers e.g. in teachers' colleges.
- The "Girls not Brides" Campaign aimed at encouraging retention of girls in school resulted 18 girls who had dropped out of school going back to school in selected wards in Makoni District. The reasons for dropping out mainly include early marriages and teenage pregnancies. The campaign was spearheaded by FACT Rusape. Although AAI Zimbabwe and FACT Rusape had initially paid the school fees for these girls, parents and guardians eventually took over the payment of the fees.
- A total of 1,424 girls and 1,138 boys have benefited from the improved learning environment in schools following support by AAI Zimbabwe and three (3) LDP partners to selected communities through block grants that have been used in the building of classroom blocks, toilets rehabilitation and payment of school fees.

d. **Challenges and lessons for KCP 3**

- i. The political and socio-economic environment in Zimbabwe has continued to inhibit youth participation due to high unemployment levels. This makes youth more vulnerable to political and sexual exploitation. Low participation of young women in programme activities continues to be one of the challenges for the youth focused programmes.
- ii. LDP partners appear not confident to address governance and Human Rights Based Approach (HRBA) issues in communities due to fear of being victimised by authorities and politicians.
- iii. Youth organisations have noted the difficulty in championing youth issues without involvement of the elders due to cultural norms and beliefs hence the need to have Adult partnerships.
- iv. Targeting advocacy on political parties is also crucial as they are an entry point for youth and women in to leadership positions.
- v. It has been relatively easy for women's movement and women from different political parties to

- come together at the national level and have a collective and strong voice on strategic issues e.g in the Constitution making process.
- vi. There is need for AAI Zimbabwe to support partners in developing effective risk management plans that respond to the changing and fragile political and economic context.

e. Story of Change 1 for KCP3

Masvingo residents demand their rights

By Brenda Muronda, Masvingo Resident and Ratepayers Association (MURRA)

Masvingo residents are counting the gains on why it is important to involve themselves in issues affecting them as the demands they are making to service delivery institutions are being heeded. For the first time in the history of Masvingo in December 2011 residents rejected a 2012 Masvingo Municipal capital expenditure budget presented to them citing that it was beyond the reach of many residents.

About 1 800 residents of Masvingo signed a petition rejecting the proposed budget of USD10 662 000, which had an increase of 80% from the 2011 budget. MURRA representatives presented the petitions to the Town Clerk, copied to the Mayor, the local Member of Parliament and to The Minister of Local Government, Rural and Urban Development.

Residents argued that the expenditure budget was beyond the reach of many residents. Some of the vulnerable groups in Masvingo are child headed households and the widowed and these groups survive mostly on street vending and cross border trading. The street vendors are always engaged in running battles with council officials as street vending is considered illegal.

The approval of the budget was to see an 80% increase in rates for municipal services such as water, refuse collection and sewerage. Residents also castigated the budget saying it did not address the needs of women and youths. Youths required recreational facilities for theatres, movie houses and sporting. Increasing the budget expenditure meant that the council maternity fees, would skyrocket from USD24 to USD50. In addition, women who want to deliver would provide supplementary basics used during delivery, services which are supposed to be provided by council clinics.

The proposed 2012 budget however sailed through and was approved by the Ministry of Local Government on a technicality that the petitions did not exceed 30 signed papers as per existing regulations. The petitions signed by residents were 1 800, way above the 30, but were not signed on separate papers. The petition was viewed as one signed paper.

Gilbert Sibanda, a MURRA member: "Although the proposed budget was later approved, as residents of Masvingo, we feel that we have influenced changes. Over the years we let budgets go and without us saying something and tariffs were increased without our say. We feel that we have also impacted on the budget process as the Municipal Budget for 2013 was not increased on the basis that residents had objected to the 2012 budget."

MURRA, a partner to ActionAid International Zimbabwe, has since 2009 organised conscientisation workshops on budget tracking, participatory democracy and the rights of residents on community development in Masvingo where residents participated. Masvingo residents, through MURRA facilitation, have participated in municipal budget consultative meetings where residents have aired their views. MURRA members are mobilised through ward committee and board structures which conduct regular community meetings on issues affecting the community and they come up with viable solutions. These structures act as community watchdogs who engage service providers on issues.

In another breakthrough, Masvingo residents of Mucheke suburb's Ward 3 in 2012 celebrated the fruits of their work when the Zimbabwe Electricity Supply Authority (ZESA) installed a new breaker and transformer in their area, replacing a faulty one which had been giving them trouble for over 4 years.

Over 200 households had been affected. Residents had to endure long periods without electricity with women bearing the brunt of all the suffering.

“It is the women who are critically affected by ZESA power outages, having to do domestic chores like cooking, ironing and assisting children with homework becomes increasingly difficult” said Lucia Masekesa MURRA outgoing (2012) board secretary. She noted that some women had been robbed in 2011 at a Craft Centre in Masvingo while looking for firewood and there was a high risk of rape cases in the forests where women got wood and the town was under threat of deforestation.

A total of 717 residents benefited from MURRA trainings in 2011 (512 women and 205 men). Some of the trainings include leadership training skills, lobby and advocacy, municipal budgeting, women empowerment and socio- economic rights training. Due to the work being done by MURRA as an association in Masvingo, stakeholders in the area such as ZESA, council and government departments now recognised the role being played by MURRA and its members are being invited for the stakeholder consultative meetings.

“We successfully lobbied council to repair our roads which were now full of potholes, said Robert Makhado, a member of MURRA.

Since 2009, AAI Zimbabwe has built MURRA's capacity in accountability, citizen empowerment, information, advocacy, budget tracking and financial management.



Masvingo Residents Shamiso Siyavezva (in red) and Beula Gwayu stand near a ZESA plant

3.3 Strategic Objective 3

Ensure that 300,000 women and girls in Zimbabwe can break the cycle of violence and claim control over their bodies.

Key Change Promise (KCP) 4

By 2017 we will have organized over 300,000 women and girls in rural, peri-urban and urban areas in Zimbabwe to challenge and reject gender-based violence (GBV) that would have denied them control over their bodies and sexuality and made them vulnerable to HIV and AIDS.

Expected Outcomes for KCP 4

The main expected outcomes for KCP4 are to see women, girls and GBV survivors empowered on issues to do with their sexual and reproductive health rights and GBV and to enable them to claim access to sexual and reproductive legal and health care services from duty bearers and service providers at local, national and international level.

a. Partnerships

Activities were implemented in eight (8) LDPs as indicated in KCP 1.

b. People reached through AAI Zimbabwe supported partnership activities

In all, 69196 people were reached in the eight (8) LDPs under KCP4 in 2012. As indicated in the table below, women constitute about 60% of people reached through activities implemented in the LDPs.

Age Group	Females	Males	Total
0-14 years (children)	22,709	17,403	40,112
15-30 years (youth)	3,849	2,165	6,014
Above 31 years	13,895	9,175	23,070
Total	40,453	28,743	69,196

c. Main achievements and impact

- Women and girls have an increased understanding of the negative impacts of harmful traditional practices from a human rights perspective and are organised to monitor attitudinal and systemic blockages and find local solutions.
- As a result of awareness raising and capacity building programmes as well as campaigns carried out, women and girls in the LDPs now have a realization of societal values that have been nurtured and cherished over years among the rights holders which are inclined towards overshadowing the transformation of woman. Their consciousness has been raised to a level where they can think critically about gender based violence and other harmful traditional practices. They now realize the ills of patriarchy and the need to change their situation. They now realize the need to speak out and to abandon the culture of silence. Women are no longer shy as they speak freely about such issues.
- Communities are increasingly becoming aware of domestic violence issues and the need to protect women and girls. There is also a realization of the need to build up alliances among the rights holders in form of RWA groups to advocate and lobby for gender issues within the LDPs.
- Women have plans to create local groups that will monitor the delivery of essential services that protect them. In Zimbabwe there is a challenge of service providers like law enforcement agents who take GBV casually or even perpetuate it by not prosecuting the perpetrators.
- There is evidence of increased capacity among women and girls in LDPs in taking initiatives to negotiating with and lobbying duty bearers in different public and private spheres at all levels using STAR circles as dialogue platforms. The STAR approach facilitates communities to address integrated responses to HIV using the tri-focal lens of gender, human rights and HIV and AIDS, facilitating the link with poverty, vulnerability and injustice.



Commemorations against Gender Based Violence in Gutu, Masvingo Province

- STAR circles have been formed in several LDPs and are being used by women to share information and dialogue on sexual and reproductive health rights, harmful traditional practices and family laws. In some LDPs service provision is improving as a result of the STAR circles. In one LDP, the STAR members advocated for a mobile clinic to their area, and this was deliberated in the Rural District Development Committee meeting and efforts are in place to introduce the mobile clinic. STAR circle members discuss issues that are affecting them and their communities and present their demands to the relevant authorities. Most of the child abuse cases that are being reported are brought out through the STAR circles.
- Orphans and Vulnerable Children (OVCs) and elderly-headed households are also benefitting from a health and skills development programme implemented by FCTZ in Chiendambuya LDP in Manicaland Province. A total of 348 OVCs, 206 males and 142 females attended workshops on income generating activities where they acquired skills on how to start and manage businesses. Equipment and raw materials to enable them to start a variety of businesses such as peanut butter processing, candle making and borehole maintenance projects were provided. Some of these children started some businesses and are feeding for their families using the income from the activities.
- A total of 488 OVCs (255 males and 233 females) OVCs also participated in HIV and AIDS awareness and behaviour change training programmes and gained knowledge and skills on HIV prevention, treatment, care and support. They also learned about their sexual and reproductive health rights. The OVCs participated in adolescent club and leadership training workshops. A total of 202 youths (120 males and 82 females) were trained on how to set up adolescent clubs. A total of



Children living with disabilities are also part of CPC support groups in Chiendambuya and Makoni. Sinikiwe Kademaunga (17) of St Faith High School in Makoni was one of the children living with disability invited to give testimonies during the Commemorations of the Day of the African Child in Chiendambuya.

332 orphans (188 males and 144 females) also participated in the leadership workshops. As a result of these workshops, 21 youth clubs were formed and the young people meet and give each other social and economic support. They meet on a monthly basis.

- A total of 250 children on anti-retroviral treatment received a highly nutritious corn soya blend for improved nutrition during the year under review. The parents/guardians appreciated the gesture which however was short-lived as the budget got exhausted.

d. **Challenges and lessons for KCP 4**

- i. The restrictive political environment in 2012 made it difficult for AAI Zimbabwe and partners to achieve all set goals.
- ii. Deepening poverty is increasing the vulnerability of women and girls.
- iii. In some communities, there is conflict developing between men and women as a result of the empowerment of women.
- iv. Religion is very powerful and the doctrine followed by some religious sects is oppressive and contradictory to the HRBA standards and it can be a real challenge to break the barriers, penetrate and effect the changes in such sects. More effective strategies need to be designed in order to influence positive change among religious sects that have oppressive beliefs and systems.
- v. Men should be involved in most of our activities. It takes collective effort in the communities to fight social ills and violations of women's rights. If they are not informed, men may actually block changes thereby slowing down the process of change
- vi. Elderly women, young women and girls should be treated separately as their challenges in GBV and Sexual and Reproductive Health Rights tend to be different.
- vii. It is also evident that among the OVC programmes, females participated more than males. This is probably due to the burden of care young female OVCs carry which is much higher than that of males. In future the aspect of the burden of care has to be taken into consideration to ensure that more females benefit from the programmes without over-burdening them further.



Elderly women soon after buying goats from livestock fairs in Chiendambuya

e. **Story of Change for KCP4**
Rural girls break chains of bondage

Girls in Makoni District in Manicaland Province, Zimbabwe, who over the years were scorned by society and their lives doomed due to early marriages or teenage pregnancies, have reclaimed their right to education and are living a life of dignity in a society that stigmatises girls for falling pregnant at school.

A total of 18 girls between 12 and 19 from four wards in Makoni, who had dropped out of school between 2009 and 2011, are back at school forging a new life of hope- courtesy of a Family AIDS Caring Trust (FACT) Rusape "Girls not Brides Campaign". The girls had dropped out of school due to teenage pregnancies and early marriages. FACT Rusape is a Local Development Programme (LDP) partner to AAI Zimbabwe.

A research done by FACT Rusape in Makoni in 2010 in conjunction with the Ministries of Education, Sport and Culture (MoESC) and Women Affairs Gender and Community Development (MWAGCD) and funded by ActionAid International Zimbabwe (AAI Zimbabwe) revealed girls dropped out of school due to economic hardships, harmful cultural and religious practices such as arranged marriages and girl pledging and teenage pregnancies. Out of an estimated number of 2160 girls from Grade 7 to Form 4 in the four wards in Makoni in 2010, 500 had dropped out of school due to various reasons and 170 had dropped out of school due to early marriages and teenage pregnancies according to the research. School drop outs were mainly coming from Grade 7 to Form 4.

The "Girls not Brides Campaign", whose objective is to reduce early marriages and teenage pregnancies and to encourage the retention of girls in school, is running in Makoni from April 2012 to 2013. .

Initially in 2012, FACT Rusape picked up 12 girls who had dropped out of school and started paying school fees for them in 2012. By end of 2012, FACT Rusape was paying fees for five girls only from the 12 while seven had their fees paid by their parents or guardians- a sign showing the community had accepted responsibility for their children. In addition, six more girls who had been impregnated were back at school by end of 2012 with parents paying the school fees, making a total of 18 girls now back at school due to the campaign.

KudzaiNdove (19 and not real name) of Ward 7 from Makoni District, had dropped out of school in 2010 due to teenage pregnancy said: "I am so happy to be back in school after I was home for 2 years. My dream of becoming an accountant can now be achieved", Janet said.

Another pupil, Maria Gaba (18 and not real name) and a rape victim who had fallen pregnant said: "My dream of being a medical doctor can now be achieved as I am now going to school."

Tendai Chimuti (13 and not real name) from Ward 17 in Makoni District in 2011 was forced to drop out of school to get married to appease the dead spirit (kuripangozi in Shona). Tendai went back to school to start Grade 7 in 2012 through the campaign". Out of the 18 girls who are back at school, only three are said to have remained married while the rest are staying with their parents or guardians.

FACT Rusape, in conjunction with school development committees (SDCs), have conducted sensitisation workshops on dangers associated with early marriages and encouraged communities to take back to school girls who had been impregnated or married early. SDCs and child led- Child Protection Committees (CPCs) helped in identifying the targeted children although there was resistance from in-laws who wanted the young mothers' husbands to be part of the programme as well.

To promote sustainability of the "Girls not Bride Campaign" and other school fees payments programmes being implemented by LDPs, SDCs link the children whose parents are not able to pay for their schools fees to the BEAM facility being provided through Ministry of Education Sport and Culture.

Child-Led CPCs are responsible for the initial identification of children and they monitor any other violations perpetrated against children.

*Seven other AAI Zimbabwe LDPs have been running similar programmes to promote the welfare of girls and boys in areas of Back to School Campaigns, building of classrooms, formation of child protection committees, child rights sensitisation and school fees payment. A total of 14,710 children comprising **8293** girls and **6417** boys benefitted from the AAI Zimbabwe LDP initiatives nationwide in 2012.*

There is a government policy under the MoESC which allows children who have been impregnated to go back to school but implementation of it has been lacking as society gives up on the girls who marry early or are impregnated. There is need for civic society to continue advocating SDCs to implement the policy.



*Kudzai Ndove (19) (Centre and not real name) from Handina Secondary School, now a mother but is back at school and living with parents. Kudzai is with other school pupils in her class who were not identified. Kudzai was doing form 3 in 2012.
NB: Kudzai's face is covered to protect her from stigmatisation.*

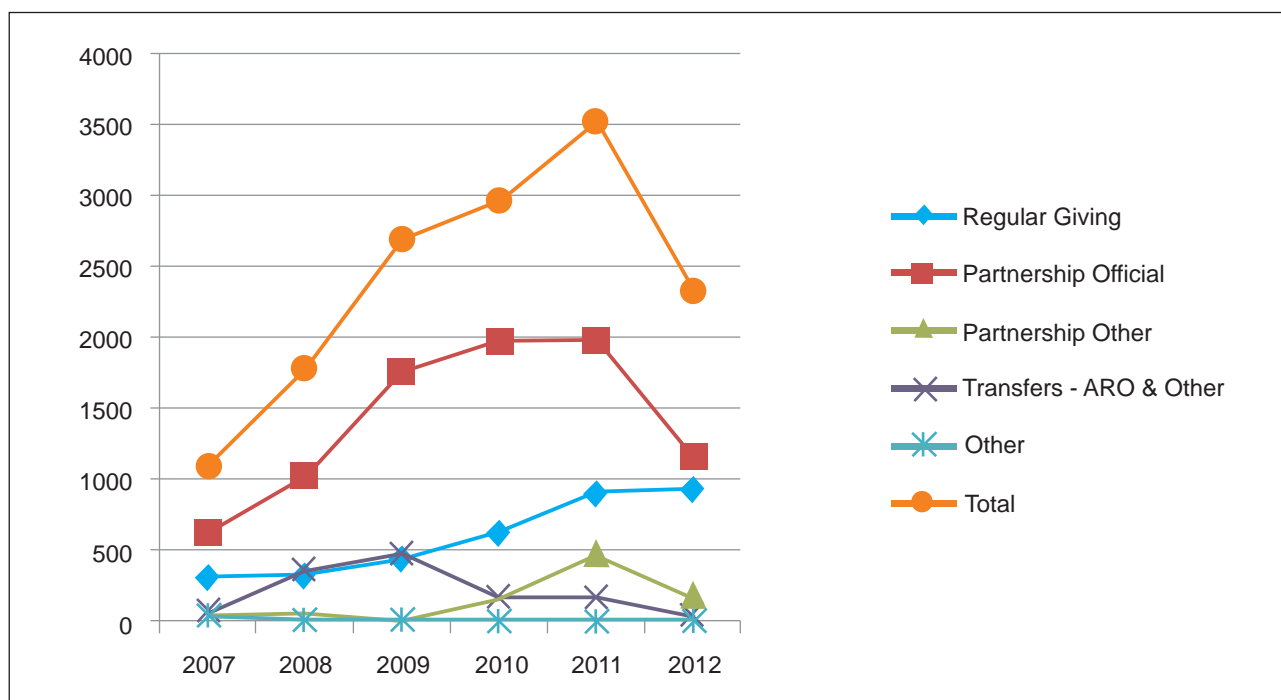
4. Finance Report for 2012

Movement in Income

Movement in Income over the Years

Since 2007, the CP's overall income has been on the increase. In 2012, however, the CP received less income than plan by **6 %** with the major variance being on regular giving which was 15% less than planned which may be attributed to challenges in the Eurozone and supporter withdrawals. More partnership income was received with partnership official recording 43% more than the plan whilst other partnership income was 55% less than plan due to phasing out of some projects. Increase in official partnership income was due to People Force Change grant which was not part of the plan, which was disbursed by Danida in Q4 2012. Other income decreased by **75%** due to interest earned on funds held by the Reserve Bank, which constituted the bulk of 2011 other income, but was not received in 2012. Transfers – In decreased by **76%** as a result of cuts in transfers from the regional office, from **£172k** in 2011 to **£42k** in 2012.

Figure 1: 2012 Actual Income vs. Prior Years



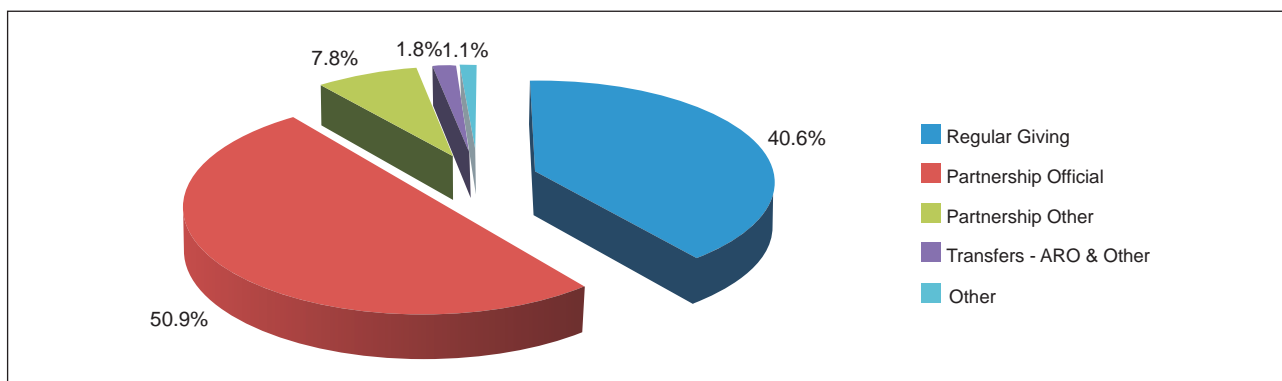
Note: Regular Giving income is net of Transfers Out

Income by Category

Partnership income continues to constitute the bulk of the CP's income at **50.9%** of total income. The Regular giving income portion increased, from **25%** in 2011 to **40.6%** mainly due to the increase sponsorship links and case history allocations.

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Fig 2 Income by Category

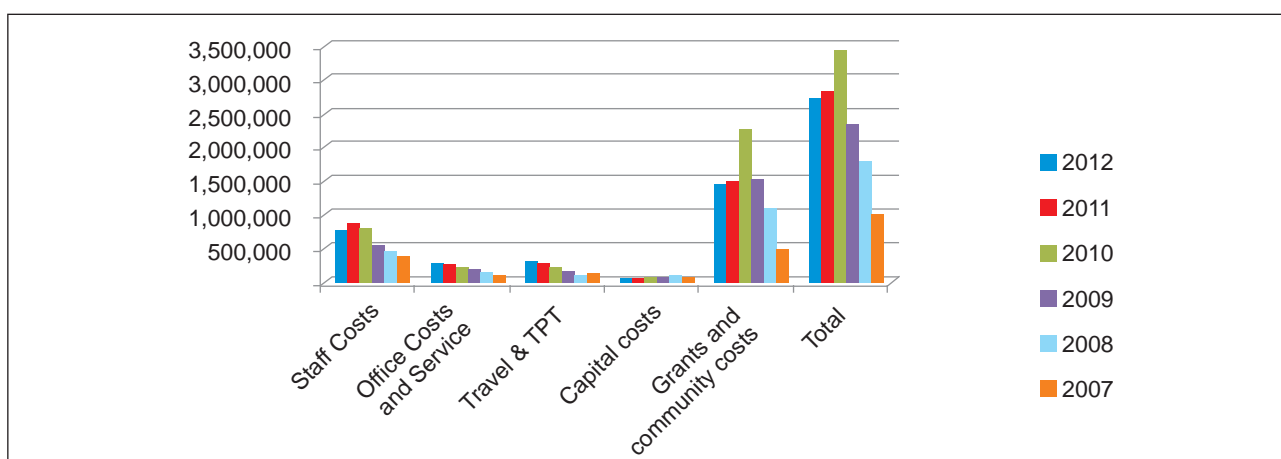


Movement in Expenditure

In line with decrease in income compared to the last year, there was a corresponding decrease in expenditure which actually fell by **7%**. The Year 2010 has recorded the highest expenditure so far. Figure 3 below shows a significant fall in expenditure particularly on grants and community inputs with a **4%** fall, capital expenditure **7% fall** and staff **11% fall**. The major reasons for the fall in the three categories are:

- Low budget utilization** – Low absorption on grants and community inputs mainly due to delays in receipt of funds from some donors, delays in finalisation of the planning and budgeting process with Danida partners and terminated partnerships.
- Closed Projects** -There are a number of closed projects which were running in 2012 namely projects funded by EC, Charitable Foundation.
- Projects in Phased Out** – Two of the major projects (PRPII and WLR), funded by EC was phased out hence there was a low level of programme activities as focus was more on winding up and exiting.
- Staff costs went down due to reduction of staff following restructuring and non-renewal of some Staff Contracts.

Figure 3: 2012 Actual Expenditure Vs. Prior Years by Natural Classification



Contrary to the fall in grants and community inputs, there were significant increases in office and travel costs compared to the same period last year with **5%** and **3%** increases respectively. Related to travel costs, the major reason is the increase in the number of trips in the current year as the CP had to take part in a number of regional and international workshops organised by the International Office. On office costs, the increase is due to high cost of doing business and the additional audit requirements on Danida funded partners.

5. Human Resources and Organizational Development Report for 2012

The year 2012 was in many respects a year of review and preparation for implementation of the new 2013 – 2017 country strategy. Much time was spent in discussing human resource systems, policies, procedures and practices through the medium of external and peer review exercises. The involvement of external consultants and peers from other country programmes within ActionAid International family facilitated opportunities for review and reflection of our work in the past five years.

The time devoted to the external reviews was very productive in outlining key areas of human resources practices that the Country Programme needed to address in order to align the human resource capital of the organization to deliver on the AAI Zimbabwe strategy for 2013 – 2017. Detailed analysis in the form of staff surveys, one-on-one and focus group discussions were undertaken to explore outstanding employee concerns and grievances and recommendations on the way forward. A detailed action plan with accompanying costings was put in place to address these issues. Where staff concerns were found to be valid, resources were mobilized to allow the organization to settle outstanding obligations and to win over staff confidence and allow them to “buy into” the new strategy and ways of working for the upcoming year.

In May 2012 our new Country Director Ronnie Murungu joined our operations, a much welcomed development after a long recruitment process. Unfortunately 2012, also witnessed the departure of valuable team members like



Part of the AAI Zimbabwe staff as at December 2012

the Head of Finance, programme, administration and sponsorship team members due to various reasons. Some individuals made career decisions to explore new challenges elsewhere, some projects ended and some left as AAI Zimbabwe sought to align skills with the new strategy.

In 2012 AAI Zimbabwe continued to demonstrate its commitment to staff development by facilitating the participation of team members at international and regional workshops and meetings addressing Finance, Human Resources, Programme and Sponsorship capacity building needs. In addition all staff members were invited to attend the annual planning and budgeting exercise held during the year under review. This joint approach to planning fostered not only a spirit of team building but also a shared sense of responsibility and accountability for achievement of the organizations intended objectives going forward.

The year 2012 was very instrumental in highlighting the importance of getting the people aspect of the organization right in order to deliver on the organization's mandate. Much time was spent in communication, negotiation, discussing lessons learnt and determining more effective ways of motivating staff and creation of platforms for free exchange of information both from staff and management of AAI Zimbabwe. The platforms included quarterly all staff meetings, circulation of question and answer sheets on recommendations to re-aligning AAI Zimbabwe with the new strategy, weekly e-mail updates on change process and engagement of an external counselor to provide psycho-social support to staff on effects of the strategy realignment process.

It was a very exciting year from the point of envisioning new developments to propel the organization forward in its fight against poverty. It was also a very sad year as contracts ended and staff competed for limited new positions. All jobs in the new structure were evaluated using the Mercer job evaluation system, a new and transparent salary structure was introduced and the new organogram was staffed and rolled out in preparation for 2013 with a staff complement of 28 people.

AAI ZIMBABWE PARTNERS

DANIDA Partners

Basilwizi Trust	Habakuk Trust
MURRA	NANGO
WIPSU	
The Women Trust	E Africa
NYDT	Zimrights
ZPP	CCMT
Musasa	ZIMCODD
ZELA	ZESN
YAT	LGDA

LDP Partners

FACT Rusape
 FACT Nyanga
 HEFO
 Batsiranayi Programme
 FCTZ
 SRHBC
 Simukai Child Protection Programme
 DOMCCP

Women and Land Rights Partners

Women and land in Zimbabwe
 ZWCRN
 WCoZ
 ZFU

Geographic Spread of AAI Zimbabwe activities

Manicaland Province (Chiendambuya, Makoni, Nyanga)
 Mashonaland East Province (Hwedza)
 Mashonaland West Province Chinhoyi, Makonde, Kariba)
 Masvingo Province (Masvingo and Zaka)
 Midlands Province (Gweru, Gokwe, Zhombe, Zvishavane, Shurugwi)
 Bulawayo Province (Nketa, Pumula, Magwegwe)
 Chitungwiza (St Marys and Zengeza 4)
 Matabeleland North and South Provinces (Bubi, Gwanda, Bulilima, Mangwe, Nkayi, Hwange, Binga and Victoria Falls)

AAI Zimbabwe Staff 2012

Name	Title
Abraham Antonio	Administration Assistant
Adele Manuel	Head of HROD
Beauty Jonga	Internal Auditor
Betty Sithole	Programme and Policy Manager (Women's Rights)
Charity Hodzi	Project Manager -Governance
Chipo Maruza	Sponsorship Officer
Eben Tombo	PQE Manager
EnockMuzaka	Driver
Evans Gomera	Finance Officer (Projects)
Farirayi Gumbu	Sponsorship Officer
Felistas Murungu	RLDP Intern
Glen Mapfumo	RLDP Intern
Gladys Ndoro	Accountant (Projects)
Gracious Madyira	P4C Officer
Isobel Sinosi	Administration Officer (HROD)
Joel Musarurwa	Programme and Policy Manager (Sustainable Livelihoods and Emergencies)
Joyce Mapfumo	Office Assistant
Julia Penias	Finance Officer (Financial)
Lillian Matsika	Programme and Policy Manager (Governance)
Linda Motsi	Finance & Admin Intern
Mary Makuku	Administration Assistant
Maxwell Mudyariwa	Office Assistant
Nigel Kanengoni	IT Coordinator
Nsandula Sinchuke	Accountant (Financial)
Paddington Makovere	Finance Assistant
Peter Matimati	RLDP Manager
PhilemonMatsotso Jazi	Head of Programmes and Policy
Ronnie James Murungu	Country Director
Rumbidzayi Tagwirei	Administration Officer (Logistics)
Sikululekile Mkandla	Project Manager (Governance)
Takaitei Bote	Communications Officer
Tsuro Bore	Child Sponsorship Manager
Zvichapera Nyamuzhanje	Office Assistant

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