

act:onaid

Zimbabwe

Annual Report 2014



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

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 judgements and communications with others.

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

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, recognising that we are part of a wider alliance against poverty.

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AAI	ActionAid International
AAI IS	ActionAid International Secretariat
AAZ	ActionAid Zimbabwe
ACT	AIDS Counselling Trust
BEM	Boys Empowerment clubs
BPRA	Bulawayo Progressive Residents Association
CHRA	Combined Harare Residents Association
CP	Country Programme
CRSA	Climate Resilient Sustainable Agriculture
CSO	Civil Society Organisation
CSP	Country Strategy Plan
CST	Comprehensive Sexuality Training
DFID	Department for International Development
DOMCCP	Diocese of Mutare Community Care
DRR	Disaster Risk Reduction
EESCR	Economic, Environmental Social and Cultural rights
ELBAC	Economic Literacy and Budget Accountability in Governance
FACE	Family Action for Community Empowerment
FACT	Family Aids Caring Trust
FCTZ	Farm Community Trust of Zimbabwe
GBV	Gender Based Violence
GEM	Girls Empowerment clubs
GMO	Genetically Modified Organisms
HEFO	Health Education and Food Programme
HRBA	Human Rights Based Approach
HTP	Harmful cultural and traditional practises
ISALS	Internal Savings and Lending Schemes
IYWD	Institute For Young Women Development
KCP	Key Change Programme
LDP	Local Development Programme
LGDA	Lower Gurusu Development Association
MURRA	Masvingo Residents Rate Payers Association
NGO	Non-Governmental Organisation
POP	Programme Objective Plan
RWA	Rural Women Assembly
SADC	Southern Africa Development Committee
SDC	School Development Committee
SRHR	Sexual Reproductive Health Rights
STI	Sexually Transmitted Infections
UNICEF	United Nations Children's Funds
VS&L	Village Savings and Lending
WILD	Women Institute in Leadership & Development

ZELA	Zimbabwe Environmental Lawyers Association
ZESA	Zimbabwe Electricity Supply Authority
ZIMASSET	Zimbabwe Agenda for Sustainable Socio-economic Transformation
ZIMVAC	Zimbabwe Vulnerability Assessment Committee
ZINWA	Zimbabwe National Water Authority
ZYWNP	Zimbabwe Young Women's Network for Peace Building

1. Development Context

The current stabilisation of the political situation following the July 2013 general elections and the new progressive Constitution that was adopted through referendum in May 2013 give opportunities for Civil Society (including AAZ and its partners) to scale up engagement and advocacy work on the expanded Bill of human rights. The current government is reviewing existing legislation in order to align it to the new Constitution and National development policy framework i.e. the Zimbabwe Agenda for Sustainable Socio-Economic Transformation (ZIMASSET). The government has invited Civil Society and other stakeholders (Non-State Actors) to participate in the policy reform processes.

The new government has made efforts to re-engage with Civil Society, other Non-State Actors and Donors (including the EU & its members e.g. Denmark, Netherlands, Germany and the United Kingdom etc.). Since 2013, CSOs have been invited to various government initiated policy platforms e.g. including the Zimbabwe Universal Periodic Review process (on-going validation of mid-term report). In 2014 (July-August) Zimbabwean CSOs also joined other SADC CSOs at the People's Summit held in Bulawayo (Zimbabwe) and submitted their key demands on good governance, inclusive development process transparency in the management of natural resources to the SADC Heads of State Summit.

Overall, according to the Zimbabwe Vulnerability Assessment Committee's (ZimVac) Report of 2014, the maintenance of the multi-currency policy and pursuit of other economic stabilisation and growth policies have ensured macro-economic stability. Inflation has remained below 5% over the past 3 years. The Zimbabwean economy is in recession and may take long to achieve sustainable recovery and growth. The economic growth target for 2014 has been revised downwards from about 6% to 3%. The economy is facing challenges such as high unemployment (85%) in the formal sector, liquidity constraints and low capacity utilisation (currently at 35%) in the domestic industry.

As a result of the above, the economy largely depends on imports from China, South Africa, and other neighbouring countries. This tends to increase the cost of living for the majority of Zimbabweans. The high unemployment level has meant that majority of people have resorted to informal employment. The slow economic growth and the informalisation of the economy tends to undermine the capacity of government to broaden its domestic revenue base which in turn undermines the ability of government to provide quality services to its people.

In the ZimVac (2014) report, it is noted that the prevalence of poverty in Zimbabwe stands at about 63%. The proportion of extremely poor rural households is currently 22.9%. Poverty is more widespread in rural households (76%) compared to the 38% in the urban areas. ZimVac further notes that a total of 30% of the rural people are extremely poor compared to 6% in urban areas. Nationally, the average household income for April 2014 was US\$111, an increase from last year's average of US\$95. Privatisation of social services particularly education, health and water is on the increase in Zimbabwe and this may make it difficult for ordinary citizens to enjoy their rights to basic services due to the increasing poverty and unemployment.

2. Strategic objectives and key change promises for 2014

With support from the AAI IS, ActionAid Zimbabwe (AAZ) has successfully developed Programme Objective Plans POPs (detailed operational plans) for three objectives highlighted in its CSP for 2014-2018. Since mid-2014, the CP has supported 8 LDP partners to develop LDP strategic plans that are aligned to the CSP and POPs i.e. based on the HRBA framework of AAI. This forms a good foundation for the CP to strengthen Programme-Led funding initiatives and to organise participatory baselines in the LDPs.

In its operational plan for 2014, AAZ implemented the following three strategic objectives in relation to the development and socio-economic context overleaf, AAZ Country Strategy Plan for 2014-2018 and the AAI global strategy for 2012-2017:

- a. Promote improved livelihoods and enhanced rights to land and natural resources for at least 40,000 rural smallholder producers (25,000 being women and 15,000 being men) and their households.
- b. Assist people living in poverty being 153,000 adult women, young women and men, children to engage the government and corporates for improved social service delivery
- c. Ensure that 300,000 women and girls can break the cycle of poverty and violence, build economic alternatives and claim control over their bodies.

AAZ used three key change promises (KCPs) 1, 2 and 3 for the three strategic objectives above respectively. The KCPs which in other words mean impact objectives, will be elaborated in the main programme achievements. In 2014 alone, AAZ interventions countrywide reached a total of 29216 people comprising 17233 females (which include girls, young and adult women) and 11983 males which included boys, young and older men.



Melody Murwira of Nyanga

3. Strategic Objective 1: Achievements, Challenges and Lessons

Objective

Promote improved livelihoods and enhanced rights to land and natural resources for at least 40,000 rural smallholder producers (25,000 being women and 15,000 being men) and their households

Key Change Promise (Impact objective) 1

Sustainable livelihoods, food and nutrition security for 40,000 smallholder producers (at least 25,000 being women) by 2018

2.1 Achievements in 2014

A total of 26 420 people were reached by Strategic Objective 1 Climate Resilient Sustainable Agriculture (CRSA), Water Sanitation and Hygiene (WASH) and Emergency Response activities during the year under review.

AAZ supported smallholder farmers in Climate Resilient Sustainable Agriculture (CRSA) through the following:

- Use of indigenous seeds through seed banks (The work on agro-biodiversity preservation and seed banks began in June 2014 in Nkayi Development Programme (LDP).
- Encouraged farmers to practice conservation agriculture (sustainable water management and soil fertility management)
- Supported livestock and farm animals rearing using sustainable methods like non-chemical feeding and use of fodder
- Supported livelihood diversification
- Promoted farmer access to markets
- Strengthened farmer organisations (through setting up of rural women's assembly chapters and commodity associations in all the 8 AAZ LDPs.

In January 2014, AAZ and LGDA began implementation of a livestock project in Mbire District. A total of 3,708 (2,506 men and 1,202 women) farmers reported that their incomes had improved through adopting sustainable livestock production practices, improved access to markets, exploring alternative group financing models and enhanced farmer organisation.

These farmers are at various stages of constructing standard farm structures and



Cattle sales pens developed under the Mbire Livestock Programme

adopting routine management practices such as supplementary feeding (using fodder which they are now growing), castration, deworming and dehorning as a result of the trainings by AAZ and LGDA. In addition to realigning their livestock production practices, 28 farmer groups have ventured into Village Savings and Lending (VS &L), 4 groups have begun pen fattening and 5 882 farmers registered as members of the 15 livestock commodity associations, of which 57.6% (3385) are women. The commodity associations included the following:

- Cattle commodity (2421 members; 1483 men 938 women),
- Sheep and goats commodity (2196 members; 864 men, 1332 women)
- Poultry commodity (1265 members (150 men, 1115 women).

Out of the 105 ward commodity committee members, 55 are women, (52%) of whom are in key decision making positions.

After empowerment in crop diversification, agro-biodiversity management and seed banking from AAZ partner Health Education and Food Organisation (HEFO) and AAZ, farmers in Nkayi District renovated Manomano seed bank and have begun preparations for the construction of two more seed banks (i.e. 1 at ward and another at village level). 100 households set up 2 demonstration plots to support their seed multiplication and agro-biodiversity management activities. In Nkayi, AAZ also supported community members to produce ward maps showing settlement patterns and the natural resource endowments in the 5 wards covered by AAZ.



Chibika Community Seed Bank

Nutrition and food security training was done in wards 16 and 21 of Nkayi District benefitting 117 women farmers. The training was facilitated by a dietician from Nkayi District hospital using locally produced traditional and organic foods as samples. 52 farmers (49 women; 3 men) were trained on the procedures of establishing a seed bank. 2 agricultural demonstration plots were set up in Nkayi to showcase sustainable farming techniques. To strengthen farmer appreciation of the importance of keeping healthy ecosystems and preserving agro-biodiversity; AAZ organised an exchange visit for HEFO and rural women farmers to Chibika Community Seed Bank in Uzumba Maramba Pfungwe.

In Chiendambuya (Northern part of Makoni District), 352 women and 249 male farmers received training in conservation agriculture, soil fertility management and water conservation. Farm Community Trust of Zimbabwe (FCTZ) trained 39 smallholder women farmers and 3 male farmers on agricultural marketing and farming as a business. FCTZ also organised women smallholder farmers to set up 67 groups and engage in economic empowerment activities supported by ISAL activities.

To date 22 groups have successfully graduated and are involved in various agricultural related income generating activities.

AAZ responded to three emergencies in Tokwe Mukorsi (floods), Masvingo Province, Mbire District (floods), Mashonaland Central Province and in Nyanga District (typhoid), Manicaland Provinces. Following floods in February 2014 in Tokwe Mukosi which resulted in 2230 households being displaced to Chingwizi in Mwenezi District, Masvingo AAZ and its Partner, MURRA responded by providing 20 tonnes food and non-food items which benefited 11450 people. All donated items were received and collectively stored in makeshift warehouses for collective distribution at the relocation site in Chingwizi and each household received a basket of food and non-food items, as they disembarked from the transport trucks from Tokwe Mukorsi.



An identified man and woman from Mbire preparing a calf for dosing as part of the Mbire livestock programme

In the same month of February 2014, incessant rains hit Mbire District and floods caused river levels to rise and damage settlements and crops, affecting 1,499 households (6,895 people) in Mbire, Zimbabwe. A total of 750 vulnerable households (this includes female-headed, those caring for disabled people/orphans, and the elderly) were each provided with 10kg maize seeds, reaching 2163 people (1345 women). A total of 18 veterinary kits were also purchased and distributed to fifteen wards, the Livestock Production Department and the Veterinary Department, to assist in curbing the spread of diseases caused by the incessant rains. AAZ distributed items in Mbire in partnership with LGDA, a project partner.

In September 2014, a typhoid outbreak hit Nyanga LDPs namely Nyamaropa and Nyanga. AAZ in partnership with DOMCCP and FACT Nyanga facilitated the distribution of IEC materials (posters and flyers) from UNICEF and Ministry of Health and Child Care with messages on water, sanitation and hygiene to communities in Nyanga and Nyamaropa LDPs. Water guard (for purifying drinking water); soap (for hand washing



Communities from Nyanga receiving buckets from AAZ following a typhoid outbreak in the area in 2014

and improved sanitation practices) and water buckets with lids for water storage were also distributed and benefitted 2700 households and approximately 13,500 people. AAZ also supported a Health and Hygiene Promotion Training for 30 Village Health Workers from the affected wards. AAZ's direct interventions will assist 2700 households.

Since September 2014, AAZ is implementing a Small Towns Water, Sanitation and Hygiene project in Mvurwi Town in partnership with the Mvurwi Town Council, ZINWA, the Private Sector, Government Departments, Residents and other stakeholders. AAZ in 2014 conducted awareness programme on WASH, facilitated training of 16 (7 male and 9 female) hygiene focal persons who will cascade the information to Mvurwi town which has a population of 10941 people and total of 63 (11 Female and 52 Male) staff members from Mvurwi Town Council and ZINWA were trained on Hygiene promotion. By December 2014, AAZ had reached 1668 people with various activities under this programme.

2.2 Challenges and lessons

The challenges experienced during the implementation of strategic objective 1 activities were as follows:

- Climate change, which has increased the incidence of drought and floods continued to affect AAZ which forced the organisation to respond to two floods in Mbire and Chingwizi during the year under review.
- There are many CRSA strategies at national level and therefore resourcing these strategies remain a challenge.
- Traditional and cultural barriers to the promotion of women's rights to land still exist and increased competition for financial resources at national and global levels among NGOs continue to affect the implementation of CRSA programmes.
- Inadequate staff to deliver and support effective rollout and implementation of the programme activities affected the implementation of the CRSA programme.
- Agriculture imports are threatening domestic production while policy incongruence e.g. on farmer's seed rights and genetically modified organisms (GMOs) remain a threat to the implementation of CRSA programmes.

The lessons picked from the implementation of strategic objective 1 activities included:

- Strengthening smallholder farmers and growing them to facilitates enhanced advocacy and lobby for competitive market pricing
- Mainstreaming of sustainable livelihoods programmes in RWAs, children's groups



Magauri Muzara from Mbire had her crops wiped by floods in 2014. She received seed from AAZ in March and by June 2014 her crop was thriving

- and community leaders through governance programmes works well when these structures are also strengthened through the accountability programme
- Fostering DRR into all programmes enables communities to be well prepared for disasters and emergencies
- Value addition initiatives have proved to be useful in fighting poverty among marginalised groups and individuals

2.3 Story of Change

Livestock programme changes the fortunes of women in Mbire

Emma Chengeta couldn't hold her joy and laughter when AAZ communications team visited her in December 2014. Emma is a 55 year old wife to Robert Chengeta and mother of four adults, two boys and two girls.

She lives in Chirunya B village in Ward 7 of Mbire district and is currently is the Vice Chairlady for the Chirunya Cattle Sales Pens. She said, "Now I have a home that I have always desired for a long time. I can proudly invite visitors without being ashamed."

Emma said in her life she had always desired a home that is orderly with good structures but she could not manage to have it. Her husband couldn't listen to her ideas to improve their homestead. Their poultry were living in a fowl run that was made of an old wheelbarrow and their cattle kraal consisted of mere poles with thorny branches around it. Their goats had nowhere to sleep. This used to embarrass her so much.

Emma had registered as a livestock production project member in March 2014 and with the learning she received from the workshops on livestock production, nothing happened at home even though she tried to explain to her husband about what she had learnt during the workshops that were conducted locally.

Everything turned round from June 2014 when she attended the livestock production project meeting at the Chirunya cattle sales pens in Mbire District. She said, "I volunteered to be the Vice Chairperson for the sales pens and the community unanimously accepted me but at the back of my mind I knew I still had a mountain to climb for me to become a successful and appreciated leader. I knew that as a leader I had to be exemplary. The challenge was how to convince my husband to support me."

She shared her challenge with the other members of the committee who committed to assist her. When she reported to her husband that she had been elected into a ward committee, his initial reaction was anger and lack of interest. The committee members visited Emma's homestead one day and her husband was there. They congratulated him for the position that her wife now held in the ward. He showed his displeasure at first but the members told him of the advantages of such a venture. After this dialogue the members continued to visit the homestead and invited her husband to see how they were progressing with their farm structures.

Bit by bit Emma's husband began to support her. They began to construct improved housing for their livestock. At the time of the visit they had constructed an improved fowl run, a three

phase cattle kraal and an elevated goat pen. This has brought joy to the family including their livestock as they are now reasoning together towards a common goal. They have promised that next year they will preserve a lot of stover (leaves and stalks of field crops, such as corn, sorghum or soya bean that are commonly left in a field after harvesting the grain) for supplementary feeding. Both of them appreciate the knowledge they received through the Mbire livestock Production Project.



Emma Chengeta standing near her improved cattle kraal



Women too have been actively involved in the Mbire Livestock Project although men still dominate

4. Strategic Objective 2: Achievements, Challenges and Lessons

Objective

Assist people living in poverty being 153,000 adult women, young women and men, children to engage the government and corporates for improved social service delivery

Key Change Promise (Impact objective) 2

By 2018, through holding central government, local governments and corporates to account, AAZ and its partners will facilitate improvements in the quality, equity and gender responsiveness of public services for 340,000 adult women and young women and men, children and other people living in poverty in selected rural, peri-urban and urban communities in Zimbabwe.

3.1 Achievements in 2014

A total of 13046 people comprising 7746 females and 5300 males were reached by strategic objective 2 activities during the year under review. Residents engagements with local authorities have seen the Ruwa Local Board (Town Board) - responding to community demands for improved waste management and provided bins at Musasa shopping centre. Masvingo urban municipality-created public spaces for engagement with communities through the establishment of Mayor Accountability meetings. This has resulted in the rehabilitation of the main sewer trunk. Refuse collection is now being done weekly and there is no more dumping of waste in the communities.

AAZ partners, Bulawayo Progressive Residents Association (BPRA) and Women in Leadership Development (WILD) mobilised residents and facilitated campaign by communities against the installation of pre-paid water meters which violate the right to water for the poor. Regrettably, the City Council is forging ahead with the project in spite of spirited resistance mainly from residents with the support of BPRA and other civil society organizations. The council has rehabilitated 20 toilets in Makokoba high density urban suburb. Due to demands from residents for improved water supply, Bulawayo City Council budgeted \$18 million for water provision in 2015 budget.

AAZ partner (Combined Harare Residents Association) facilitated use of scorecards where residents and Harare City Council assessed service delivery. This led to 70% of councillors holding quarterly feedback meetings before and after full council meetings. Council is sharing budget consultation timetables with communities.



Anti PrePaid Water Demonstrations in Bulawayo facilitated by AAZ partners BPRA and WILD

Council has also prioritised the rehabilitation of maternity wards in 2015.

A total of 30 Schools in four LDPs, namely Nyamaropa (Nyanga), Nyazura (in Makoni) Nyamaropa, Saunyama (Nyanga) and Chiendambuya (Makoni) have experienced improved school infrastructure i.e. furniture, rehabilitation of classrooms and provision of stationery through block granting in child sponsorship programmes. The 30 schools have availed better materials and learning environment for children through provision of school infrastructure and stationery, respecting the rights of children to education.



Two unidentified girls finding their way over raw sewage flow at their house in Glen Norah B, Harare

Access fees to clinics were abolished in Buhera and Damafalls which makes health services more accessible to the poor. Provision of waste bins in Ruwa and increased collection of refuse in Masvingo, rehabilitation of water works in Harare has improved water supply as residents get piped water at least four days a week. Rehabilitation of toilets in Makokoba Bulawayo followed residents' engagements with local authorities.

Decentralisation of Harare City Council service teams to district offices has made them to operate near communities, as they have become more responsive to the needs of the communities. Provision for health water and sanitation has reduced the burden of unpaid care work on women who usually suffer when service delivery is inadequate. Accessibility of service teams in the communities enhances the response rate of service providers e.g burst water and sewer pipes are repaired within a period of 7 days at most and refuse is collected weekly.

A total of 230 girls in Child led SDCs have been trained in Children's Rights and Rights Respecting School. Trained Child led SDCs have successfully demanded provision of better infrastructure in schools and selected schools have been rehabilitated, stationery provided in 5 schools.

A total of 10 National partners trained community platforms on Social Accountability, Reflection Action, Constitutionalism and service delivery, Transparency and Accountability, Participatory Budgeting. A total of 18 community based platforms which are women led established have engaged with various service providers in education, health and local government through accountability meetings and budget consultations and other National Advocacy meetings.

Women are now aware of the right to quality service provision, accountability of duty bearers and right to information and they are making demands to councils for provision of these services. 300 women in Harare have led an empty bucket water campaign in Harare, 335 women protested against ineffective service delivery in Masvingo and 1650 women in Bulawayo campaigned successfully against installation of pre-paid water meters which saw council

stopping the installations. Women study circles in Harare have demanded formulation of Gender sensitive budget and council is now prioritising maternity ward rehabilitation in council clinics. Empowered communities are now monitoring service delivery.

Communities in mining areas are monitoring the operations of mining corporates and government line and agencies demanding.

Women community monitors in mining areas have been trained on social accountability, tax justice and Economic, Environmental Social and cultural rights (EESCR) in the mining sector. The Women Community monitors in Marange have reported pollution of Save river by mining companies and have filed litigation against the corporates. Women who are part of Mutoko Development Trust and Mutoko Community Monitors protested against Black Granite miners who are destroying their environments demanding government to take action. These women are also demanding that proceeds from mining operations be used to fund service delivery in their respective areas. Provincial and National Mining Indabas communities presented papers and petitions to government and corporates for funds that are coming from mining to be invested in service delivery.



An open pit created by mining activities in Mutoko Human being and animals are at risk of drowning into the pit

AAZ through its partners engaged in coalitions that seek to push local authorities and the establishment of community level platforms at the local level in LDPs and project based partnerships and this has resulted in a more coordinated approach towards spearheading advocacy for increased demand for accountability in the provision of gender responsive public services. To date 95 platforms (56 Child Led SDCs, 31 Gender Watch Groups, 7 Economic Literacy & Budget Accountability in Governance (ELBAG) groups, 10 Ward Advocacy Committees and 9 Reflection Action Groups) have been constituted and strengthened by AAZ and its partners.

With support from AA Denmark, the AAZ Accountability programme successfully carried out research work on Social Accountability within the Zimbabwean context. The findings of the research have been shared with relevant stakeholders including relevant government departments, parliamentarians and civil society. AAZ conducted a mapping research of important players in tax justice work in Zimbabwe and review of the tax system in Zimbabwe. The research revealed the weakness in the capacity of Zimbabwe Revenue Authority in monitoring operations on corporates, inconsistencies of laws of the country to effectively mobilise domestic resources and lack of public awareness of Tax Justice issues. The research also enabled AAZ to jointly host the Regional Illicit Financial Flows with AFRODAD and has also generated public debates on how Zimbabwe is losing mining revenue through corruption, Tax Avoidance and Evasions. Meetings have been held with members of the

Parliament Portfolio Committee on Mines and Energy who still need to be capacitated on how to effectively lobby and legislate laws to stop Illicit Financial Flows in the country.

3.2 Challenges and lessons

The challenges experienced during the implementation of strategic objective 2 activities were as follows:

- a. Communities are in dire need for safe spaces to engage with their policy makers to ensure development and improve their livelihoods and have access to quality service delivery to the extent that there has been demand from other wards and districts for partners to establish gender watch groups and bring the training and awareness to areas where partners are not working at present.
- b. Despite the overwhelming Yes vote for the Constitution during the referendum, the knowledge levels on the contents of the Constitution and rights and gains for women thereof are very low and for the Constitution to be operationalised and make sense to the ordinary citizens, it has to be incorporated in the work and unpacked gradually.
- c. There is need to instill confidence in women to demand accountability and this takes a gradual process that requires continual training and capacitating, creation of safe spaces and depoliticising the development agenda as well as rigorous monitoring.



A girl from Mabvuku collecting water from an open ditch near Tafara High School along Manresa Way

The lessons realised during the implementation of strategic objective 2 activities were as follows:

- a. AAZ and its partners need to make efforts to reach out to the younger generation especially young women because their voices are often unheard at meetings. Programmes that are specifically geared towards them can be designed in order to capture their sentiments about service delivery.
- b. Though there is a call for adoption of Results Based Management in government's outlook on issues, a lot needs to be done on how to effectively embrace this strategy within local government structures. Therefore,



Nyabeze Primary school pupils who are members of the SCD performing drama to educate others on children's rights

empowerment of RDC on social accountability becomes vital especially given the change in office bearers through retirements and transfers.

- c. Policy makers are appreciative of accountability platforms as forums where they can listen and interact with women on how they can be effective in a neutral and open manner viz a vis the realities obtaining regarding the state of the economy.
- d. Continuous engagement with policy makers removes suspicions and allows for constructive and sustained dialogue in order to solve service delivery challenges in most communities. Conducting exercises like Community Score Cards together with duty bearers create platforms for discussing causes of the problems and come up with solutions collectively.
- e. There is need to create safe spaces for women like Women Indabas or study circles where women can freely discuss issues that affect them and come up with plan of action as was shown by Empty basket campaign by Harare women.



Myness Matanda at a demonstration during the Alternative Mining Indaba in Cape Town February 2015

3.3 Story of change

Local artist in community service delivery initiatives **By Isobel Sinosi, ActionAid**

Fifty year old, Lesley Kagoro, of ward 21 in Mabvuku, east of the Harare province in Zimbabwe has played an active role in challenging local service providers in his community. This follows failure by responsible authorities to manage refuse collection that had resulted in environmental pollution in his area.

According to Lesley, Harare city council ideally should have been collecting litter once every week. In addition the council should have been providing each household with rubbish bins which were included in the total amount of their monthly payments. However Lesley recalls that since the beginning of 2002 there was no refuse collection, forcing



Former dump site, now a hive of activity. Lesley Kagoro (left) at Kanyai Tsiko's workshop situated at the former dump site

residents to find alternative means of disposing their rubbish.

This led to formation of illegal dump sites around the ward and particularly near shopping centres. With his house being at the end of his street of residence, he was directly affected. Waste disposed of by his neighbours began to spill over into his yard and his children would play in the dump site. As a result some of his children were frequently injured by pieces of glass and metal lying around, diarrhoea and coughing became the order of the day.

"The eyesore dumpsite had spilled into my yard and my children were always suffering from diarrhoea. They would pick whatever waste they could come across with while playing and hurt themselves. Flies and cockroaches were all over my house because the dumpsite was just a few meters away," he said.

Ward 21 of Mabvuku houses about 5 656 households and 70% of these were susceptible to a cholera outbreaks as dump sites were scattered everywhere. As the Combined Harare Residents Association (CHRA) Coordinator in his ward, Lesley raised his concerns to other CHRA members and through the organisation they tried to link other stakeholders working within the area. CHRA called for meetings with stakeholders which included Councillors, local businesses, City Council, other NGO's and the community at large. A guideline was developed as a result of the meetings that pointed out the role of the council and community in line with service delivery. CHRA is a partner ActionAid Zimbabwe.

As an actor by profession Lesley played a crucial role in educating the stakeholders through dramas presented during workshops and community meetings. Lesley also played a role in organising committees to carry out more than 10 clean up exercises in his community between 2002 and 2006. This resulted in the clearing of dump sites around Kamunhu and Matongo Shopping Centres, which are now being used as income generating centres in wards 19, 20, 21 and 46.

One of the beneficiaries of the cleared dumpsite, Kanyayi Tsiko 64, operates a small carpentry workshop in an open space craft market that used to be a dumping site in ward 21 Mabvuku. He said, "At my age, I would be wasting away with nothing to do but thanks to the initiative of clearing dump sites I have this space to do what my hands can do."

Such community efforts as described by Lesley have placed considerable pressure on the Local council to resume services and compliment the community efforts that had already been started. To date, Mabvuku Council has taken up its duties in collecting waste every Monday and even though they are still struggling to maintain the frequency of collections there is a notable change.



Girls fetch water at night as there is no water supply at home in Seke, Chitungwiza exposing them to abuse

5. Strategic Objective 3: Achievements, Challenges and Lessons.

Objective

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

Key Change Promise (Impact objective) 3

By 2018, 300,000 Women and Girls living in poverty have control over their bodies and sexuality, through challenging and rejecting Gender Based Violence and securing access to comprehensive care and quality support services including Sexual and Reproductive Health and Rights and other socio-economic as well as legal rights.

4.1 Achievements in 2014

A total of 7061 people comprising 5458 females and 1603 males were reached by strategic objective 3 activities during the year under review. A total of 2552 women and girls were exposed to Sexual and Reproductive Health and Rights (SRHR) information through sensitizations and capacity building programmes. Teachers and mentors were trained in Comprehensive Sexuality Education. In some areas they (teachers and mentors) used existing Girls Empowerment Clubs (GEM) and Boys Empowerment Clubs (BEM) to cascade the SRHR information. In other cases they formed clubs in churches, in communities and schools to educate young people on their SRHR.

One of the AAZ LRP partners, Family Aids Caring Trust (FACT) worked on cancer screening, making it available to rural women living in poverty and 670 women were reached. Women who had Sexually Transmitted Infections (STI) were treated. Another AAZ partner, Batsiranayi renovated a waiting mothers' shelter, which is benefitting expectant mothers. Most of the women reached are members of Rural Women's Assemblies (RWAs) in their communities. One partner, DOMCCP trained RWA members and other support groups on SRHR.

A total of 4 Community dialogues were held by one of the LDP partners of AAZ i.e. Family Action for Community Empowerment (FACE) Zimbabwe and were attended by 200 people, 188 females and 12 males. The topics under discussions included early marriages teenage pregnancies and early sexual debut. Four Community Watch group committees for the four wards were formed as a mechanism to curb Harmful Cultural and Traditional Practices (HTP) like Child marriages. Each watch group committee comprises 10 members of which 5 women were from RWAs. The committee helped to stop a case of child marriage which had taken place in the Apostolic Faith Churches where child marriages are the norm.

Another AAZ partner, Seke Rural Home Based Care held 10 workshops on HTPs. These were attended by 207 females and 69 males bringing the total to 276 participants. The participants gained a deeper understanding of HTPs. Watch groups were formed to monitor the situation and report cases of HTP as well as Gender Based Violence. In one of the meetings organised by Seke Rural Home Based Care, the traditional leaders agreed to move from appeasing spirits by using young girls who are pledged to using domestic animals like cattle.

Discussions were also conducted on issues of virginity testing.

Four LDPs namely Nyanga, Makoni Zimbabwe, Hwedza and Nyamaropa have formed watch groups and dialogue platforms as community based structures to address GBV. The watch group committees are present in each ward in which the partner is operating and mainly consist of RWA members. In some wards, like those of FACE, RWA and existing structures like Child Protection Committees and Neighbourhood watch committees were combined to form the structures to reduce GBV. In cases where they combine with other existing structures, they ensure that 50% of the members belong to RWA.

Dialogue platforms have also been used as mechanisms to reduce GBV. For instance FACT Nyanga held 10 dialogue meetings where police were questioned by the community on how they were responding to specific GBV issues raised in the area.

AAZ facilitated the conducting of a Safe Cities Campaign baseline survey in two areas; Dzivarasekwa in Harare and Chitungwiza. The survey was followed by a validation workshop which brought participants from the areas in a central place to discuss the challenges women and girls face in relation to their safety in public spaces. The survey revealed that the violence in the public is a real challenge which women and girls are motivated to act on. A global five year ActionAid International initiative being implemented from 2014 to 2018, the Safe Cities Campaign in Zimbabwe's primary focus is fighting violence in public spaces perpetrated against women and girls.

4.2. Challenges and lessons

The challenges experienced during the implementation of strategic objective 3 activities were as follows:

- Young people are being given Comprehensive Sexuality Training (CSE) but it has not been properly established where they can get the services when they require them. In some areas, the services are not available and in



A woman during the Silent March against GBV in December 2014



Anna Kachibade marching against GBV

other areas the health staff have not been trained to provide youth friendly services. After training on CSE, some young people are failing to access the services.

- One major challenge regarding Violence Against Women and Girls is that local leaders are not aware of their roles and responsibilities. A village head for instance is not allowed to pass judgement on rape issues, but in some areas they are doing it. This is a gap which needs to be addressed urgently.
- Another challenge is resistance of parents and other community members to CSE. CSE is viewed as a programme which will encourage young people to engage in sexual activities at an early age yet a lot of young people are facing challenges as a result of lack of information.

The lessons realised during the implementation of strategic objective 3 activities were as follows:

- The importance of continuously capacitating parents on their CSE communication skills with their children encourages children to reduce their sexual risk behaviours.
- The involvement of community leaders and local authorities during the community trainings for example the trainings on the Domestic Violence Act and Women Rights aspects in the Constitution and the presence of the police was helpful as they also advised and explained to the community the importance of reporting cases of violation of rights.
- The sensitization meetings with pastors from different churches helped to explain myths around teaching sexuality education to young people as well as encouraging them to introduce CSE education in their churches so as to reduce teenage pregnancies and STI's.

4.3 Story of change

Dreams of brighter days for women and girls in the city

By Tsauroi Kambunda, ActionAid Zimbabwe Volunteer WR, and Peter Kamusiya, AIDS Counselling Trust (ACT) Programme Officer

Alice Kasinamunda, aged 47 from Ward 39, Dzivaresekwa, Harare Province in Zimbabwe, has survived some traumatic experiences due to poor water and electricity supply in the high density suburb. In May 2013 her 16 year old daughter was molested while fetching water at night at a nearby borehole which is close to a beer hall in the community.



Alice reflecting on traumatic past experiences caused by poor service delivery

The Harare City Council has for a long time been

failing to provide consistent water supplies due to a budget crunch facing Zimbabwe. Communities have resorted to fetching water at boreholes installed by non-governmental organisations in liaison with the City Council. Unfortunately the boreholes are limited and this has forced women and girls to fetch water even at night due to queues, exposing them to all forms of public violence.

Alice has reported the matter (her daughter's case) to the police whom she suspects did not do thorough investigations resulting in the perpetrator being given an entirely suspended sentence. To this day, her daughter who is now 18 is afraid to be outside their home after 7 pm. Alice said: "I felt so hopeless; I thought if I reported the case to the police I would get justice for my daughter. The police let me down. If they cannot protect my daughter who are they here to protect?"

Alice's other ordeal came in July 2014 when she left the house to buy a candle at 9pm and was arrested for being suspected to be a prostitute and loitering at night. She was detained overnight and released in the morning without any charges levelled against her. The Zimbabwe Electricity Supply Authority (ZESA) has failed to provide consistent power supplies in Dzivarasekwa and nationally. For many years the company has failed to produce enough energy to meet demands. Zimbabwe's difficult economic situation causes part of the problems, as coal for power stations is not being produced in sufficient amounts.

According to a baseline study conducted by the Ministry of Women's Affairs, Gender and Community Development in 2013, 68% of women in Zimbabwe have reported that they had experienced some form of violence during their life time. Zimbabwe has a population of 13 million and of this 52% are women. Another study conducted by ActionAid Zimbabwe in Epworth (a peri-urban area) in 2014, indicated that in poor peri-urban areas close to Harare women and girls suffer a lot of violence in public spaces and there is a close linkage between the level of violence and the state of infrastructure in the area and service delivery.

Dzivarasekwa is a high density area experiencing extreme poverty levels. The township was created in the colonial Zimbabwe as an area to accommodate maids and gardeners who worked in nearby low density suburbs. These houses were not meant for families but single domestic workers. However, they now house huge families. Facilities are inadequate, and violence against women and girls is rife.

ActionAid Zimbabwe conducted a Safe Cities Campaign community sensitization meeting in December 2014 in Dzivarasekwa in which Alice attended along with 300 other women and girls. Issues regarding women's sexual health and gender based violence in public spaces were discussed. The sensitization



A moment of silence as Dzivarasekwa community remember women who were murdered in domestic violence

meeting enabled her to analyze her environment with regards to gender based violence in public spaces.

Alice said "I have been jeered for dressing improperly by unemployed youth sitting by the road side as well as touts at the bus terminus." Most girls and women are subjected to gender based violence in high density suburbs like Dzivarasekwa due to a number of factors. Firstly the erratic supply of municipal water has forced women and girls to queue for hours to get a turn to fetch water. Some succumb to sexual advances from men in exchange for first preference to fetch water. Some girls are raped when they go to fetch water at night. There are no street lights making women and girls more vulnerable especially when walking at night.

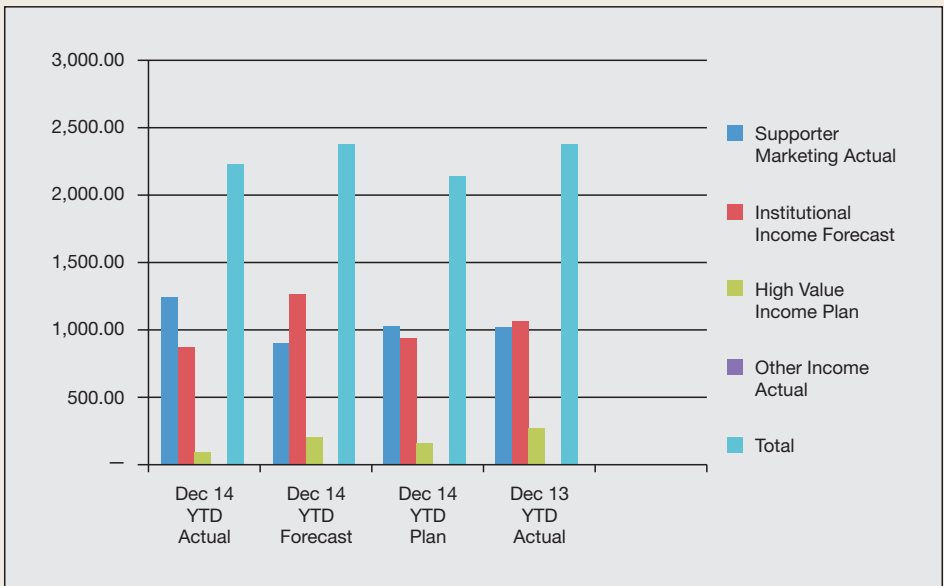
Alice has volunteered to become a peer educator for the AIDS Counselling Trust (ACT), an ActionAid Zimbabwe partner along with 29 other women and four men as part of her efforts to contribute change to her situation under the Safe Cities Campaign. She hopes that through participation on community watch groups for violation of women rights, she will learn to defend her rights and also bring peace of mind to women and girls in her community. She hopes that women will feel free to walk after hours in public spaces with no fear of harassment from touts. Her vision is that water sources will be safe to access at any time of the day, ZESA will provide consistent power supplies and the police will be more responsive to issues that affect women and girls in Dzivaresekwa.

6. Finance Report for 2014

Movement in Income

The CP's overall income has been on the increase since 2007. In 2014 the Country programme received 6.4% less income that received in 2013. In 2014 the CP received GBP2,238k which is 4% more income than the planned GBP2,146k. The CP received more income than plan by 4% with the major variance being on partnership income which was % less than planned whilst High Value Income was also 42% less than planned due to phase out of the HRP and delayed coming on board of the Best Seller Fund support to the Mbire Livestock project. Less FGG funds were received in 2014. Regular Giving/Supporter Marketing income received was more than plan by 24% due to additional new links from Brazil. Other income decreased by 98% when compared to 2013.

Figure 1: 2014 Actual Income Vs. Plan & Prior Year



Income by Category

The Regular giving/Supporter Marketing income portion constitutes 56% of CP income and increased by a further 10% from previous year. Total Institutional income constitutes 39% of total income whilst High Value income accounts for 4% of the received funds by December 2014. Partnership Income (Institutional and High Value), however, constitutes 43% of CP Income.

Figure 2: 2014 Actual Income by Category Vs Prior Years

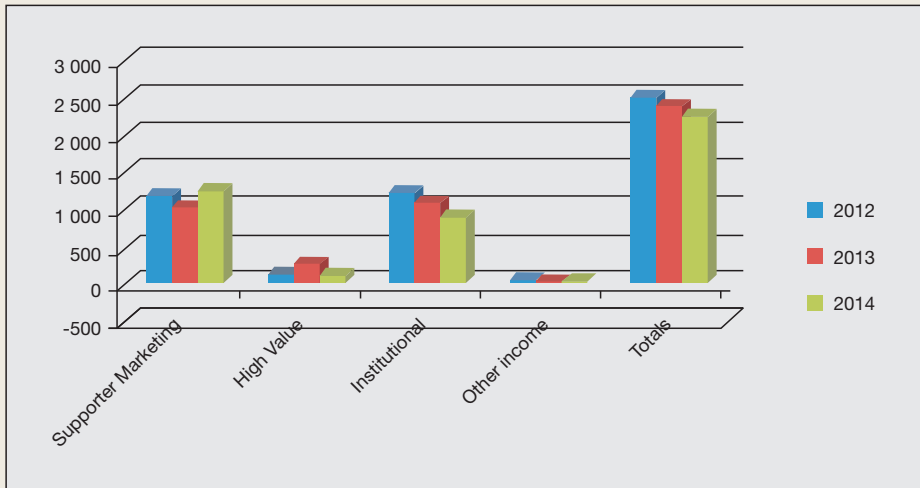
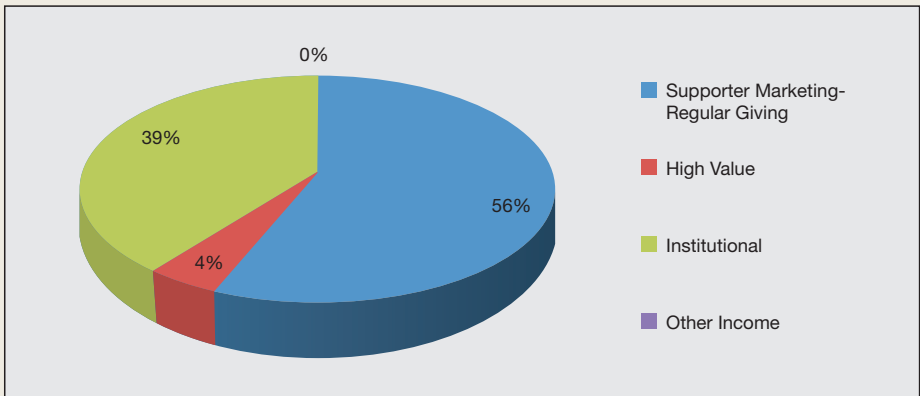


Figure 2b: % Of Actual Income by Category

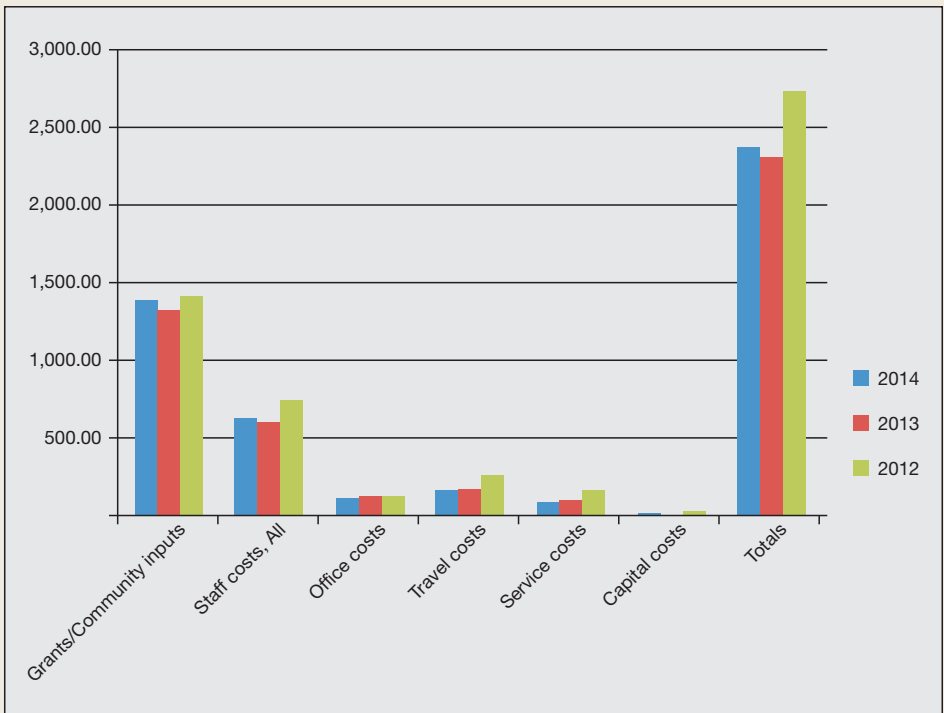


Movement in Expenditure

In terms of expenditure by natural classification, when compared to the year 2013, CP expenditure was 2% more in 2014. Figure 3 below shows that Grants and community inputs were 5% more than same period in 2013. Staff costs were 5% more than 2013 expenditure due to marginal salary adjustments. Capital Costs also increased by 242% due to procurement of heavy duty generator. The major reasons for the fall in the two categories are:

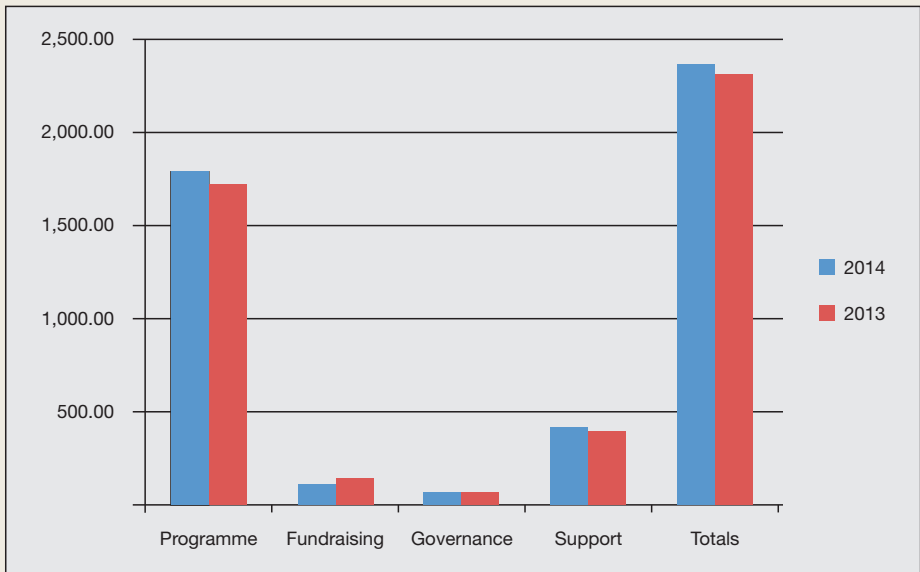
- a) **Office costs** - 22% reduction in office costs is a result of failure to fully recover administration levies due to utilisation of 89% of the annual budget for 2014.
- b) **Travel costs** - 8% reduction in travel costs results from conscious decision to have units' joint visits to partners to improve on efficiency and effectiveness.
- c) **Service costs** - These went down by 7% due to introduction of online banking system which resulted in reduction in bank charges.

Figure 3: 2013 Actual Expenditure Vs. Prior Years by Natural Classification



Comparison of 2014 expenditure by statutory costs classification with the year 2013 reflects that there was a 2% increase in 2014. In Figure 4, Program costs increased by 4% due to improved programme work and implementation of new Country Strategy. Governance costs increased by 6% in 2014. Fundraising costs decreased by 25% due to utilization of internal skills for fundraising in most instances in addition to flexible funds for the purpose. Consultants were also engaged to develop some proposals at negotiated rates. Support costs increased by 6% due to bank charges costs and purchase of new generator also contributed to the increase.

Figure 4: Q4 2014 Actual Expenditure Vs. Q4 2013 by Statutory Classification



7. Human Resources and organisational Development Report for 2014

2014 was largely a stable year for AAZ with regards to staff turnover. AAZ started the year with a staff compliment of 37 and added two additional members during the course of the year after successfully winning a UNICEF WASH funding. The year ended with two volunteer employees moving on to more substantive roles within the employment market after having received good work experience with AAZ. The experience provided them with competitive advantage over other job seekers and is testament to our graduate volunteer programme yielding the desired results.

Every three years AAI commissions a global engagement survey across the Federation of 42 countries in which AA operates. Employee engagement" is about how we create the conditions in which employees offer more of their capability and potential. You may wonder if employee engagement is something new or simply a fancy management term for motivation and other similar terms. Whilst the concept of engagement is not totally new, there are crucial differences between engagement and other terms such as motivation, commitment and organizational citizenship. In particular, engagement is two way: organizations must work to engage the employee, who in turn has a choice about the level of engagement to offer the employer. Each reinforces the other. An engaged employee experiences a blend of job satisfaction, organizational commitment, job involvement and feelings of empowerment.

The overall Employee engagement score for AAZ is 67% and this score represents a significant percentage increase from the last survey which was carried out in 2010 where the overall Employee engagement score was 25%. With a score of 67%, AAZ falls into the Moderate Zone whose operational results can still be improved by fine tuning HR practices. In terms of particular areas of engagement, staff scored AAZ well for having developed a good and safe working environment (86%) and having provided enriching work where they are strongly aligned to the mission of working with the poor and excluded to eradicate poverty and injustice in Zimbabwe (83%). Staff feel the organization honours its values (86%), they indicated that they enjoy good working relationships with colleagues (81%), that they are able to participate freely in processes across the organization and enjoy a feeling of inclusiveness (81%). Staff are happy that the organization has a positive image (83%). With such good scores one is left wondering why the organization does not enjoy more positive engagement levels with staff. The reason is simple, staff feel that the organization still has work to do in the areas of pay and recognition with the organization scoring low (22%) in terms of percentage of staff who were happy with their current salaries. A low percentage of staff (33%) are satisfied with the career opportunities being offered by AAZ. Staff are also dissatisfied with the organizations efforts to recognize high performing employees (44%) and the work life balance that current workloads afford (56%). Initiatives to address these low scoring areas where most staff do not feel engaged will be strongly profiled in human resource action plans for 2015 - 2018.

Some of the key human rights highlights of 2014 include the celebration of Women's Day. Linda Motsi (Graduate Trainee - Accounts) shared a recital of Maya Angelou's Phenomenal Woman:

*It's the fire in my eyes'
And the flash of my teeth
The swing in my waist,
And the joy in my feet.
I am a woman
Phenomenally.*

AAZ continues to value female staff by introducing and maintaining female friendly policies such as financing the travel of infants (24 months and below) to accompany their mothers to the field, flexible working arrangements so that parents are able to pick up children from school.

ActionAid worldwide is well known for providing challenging work schedules, "*you are not an ActionAider if you don't do more than one job*" (Deputy AAI CEO Chris Kinyanjui, during a Workshop). "*Work hard, play hard*" was the theme of our 2014 teambuilding intervention held at Tree Lodge just outside Harare. Staff challenged themselves to a day of gruelling but fun physical and mental agility exercises designed to value differences and build on the powerful synergies created by 40 qualified and talented team members working together to achieve a common mission. The day of exertion and year of hard but rewarding work, culminated in much deserved Christmas party. Staff participated in a 'secret santa' initiative, buying gifts for each other, dancing and socializing till the wee hours of the next morning.



AAZ staff during a staff retreat at Tree of Life in Acturus, Harare

8. AAZ donors and partners 2014

Donors

Best Seller Foundation
Danida
Elizabeth Friss Foundation
Action Aid Netherlands
Sally foundation
ECHO
Operation Day's Work
UNICEF
DFID

Partners

FACE
FACT NYANGA
HEFO
ZIMRIGHTS
Basilwizi
Masvingo Residents Association

Women's Trust
Nat. Youth Dev. Trust
Musasa Project
Lower Guruve Development Association
ZELLA
Farm Community Trust of Zimbabwe
Seke Rural HBC Trust
Batsiranai Program
Youth Agenda Trust
DOMCAPP
Simukai Child Protection
Combined Harare Residents Association
ZYWNP
WILD
BUPRA
IYWD
Young Voices Network

9. Geographic spread of AAZ activities 2014

Harare Province and Metropolitan areas: Dzivarasekwa, Mabvuku, Tafara, Ruwa, Chitungwiza

Mashonaland East Province: Mutoko, Hwedza, Goromonzi, Murehwa

Manicaland Province: Buhera, Makoni, Nyanga, Mutare, Chipinge, Chimanimani

Mashonaland Central Province: Mbire, Guruve, Bindura, Mazowe (Mvurwi), Shamva

Masvingo Province: Masvingo urban, Gutu

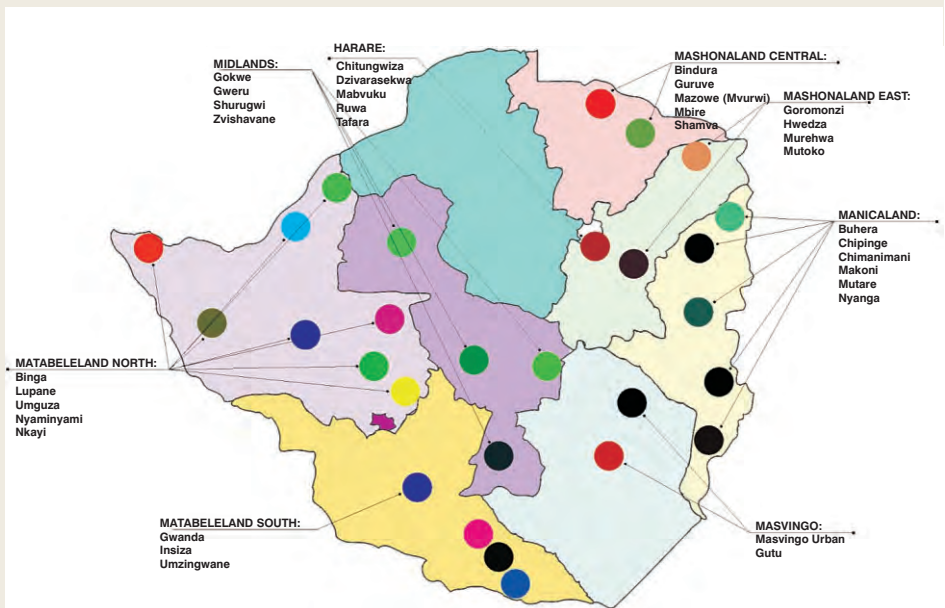
Midlands Province: Gweru, Shurugwi, Zvishavane, Gokwe

Bulawayo Province: Bulawayo Urban

Matabeleland North Province: Binga, Nkayi, Lupane, Umuza, Nyaminyami

Matabeleland South Province: Gwanda, Umzingwane, Insiza

ACTIONAID ZIMBABWE OPERATIONAL DISTRICTS



10. AAZ staff 2014

Name

Adele Manuel
 Beauty Jonga
 Betty Sithole
 Blessing Muyambo
 Chipso Maruza
 Eben Tombo
 Ellen Mukonde
 Elvis Augustin
 Enock Muzaka
 Esau Mushunje
 Evans Gomera
 Farirayi Gumbu
 Fiona Tinarwo
 George Matonhodze
 Godfrey Mandinde
 Gracious Madyira
 Isobel Sinosi
 Joseph Mugaiwa
 Joyce Mapfumo
 Lillian Matsika
 Linda Motsi
 Mary Makuku
 Nigel Kanengoni
 Paddington Makovere
 Peter Matimati
 Philemon Jazi
 Precious Gombera
 Ronnie Murungu
 Selina Pasirayi
 Takaitei Bote
 Tanyaradzwa Johnson
 Tinashe Chidawayo
 Tsuru Bore

Position

Head of HROD
 Internal Auditor
 Program & Policy Manager - WR
 Project Officer - WR (She Can Project)
 Child Sponsorship Officer
 PQE Manager
 Graduate Trainee - Child Sponsorship
 Graduate Trainee - Child Sponsorship
 Driver/External Liaison
 Caretaker
 Accountant
 Child Sponsorship Officer
 Graduate Trainee - PQE (WASH project)
 Project Officer - WASH project
 Head of Finance
 People for Change (P4C) Facilitator
 HROD & Administration Officer
 Graduate Trainee - Governance
 Office Orderly
 Program & Policy Manager - Governance
 Graduate Trainee - finance
 Admin. Assistant
 IT Coordinator
 Finance Officer
 LRP Manager
 Head of Programs & Policy
 Program & Policy Officer - governance
 Country Director
 Program & Policy Manager - DRR & CRSA
 Communications Officer
 Graduate Trainee - IT
 Graduate Trainee - Finance & Admin (LRP Office)
 Child Sponsorship Manager

Paid Volunteers

Miriam Kandishaya
 Michelle Chikumbirike
 Tanatswa Chinenero
 Wadzana Mudzongo

Volunteer - Communications
 Volunteer - Finance
 Volunteer - Admin
 Volunteer - DRR & CRSA

People For Change Personnel

Simanchal Pattnaik
 Sarah Karani
 Anna Mukudi
 Prestone Ambasa
 Jennifer Harrison

Advisor - Emergencies
 Inspirator
 Inspirator
 Inspirator
 Advisor - Communications



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