

2010 annualreport

ActionAid International Zimbabwe

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List of acronyms

AAI Zimbabwe	ActionAid International Zimbabwe	FACT Nyanga	Family AIDS Caring Trust Nyanga	PRP	Protracted Relief Programme
ACPDT	African Community Publishing Development	FACT Rusape	Family AIDS Caring Trust Rusape	REFLECT	Regenerated Freirean Literacy Through Empowering Community
ADRA	Adventist Development and Relief Agency	FR	Food Rights		
AIDS	Acquired Immune Deficiency Syndrome	GMF	Global Monitoring Framework	RTF	Right to Food
AIPPA	Access to Information and Protection of Privacy Act	GNU	Government of National Unity	SDC	School Development Committee
Agritex	Agricultural Technical and Extension Services	Gov	Government	SMT	Senior Management Team
ALPS	Accountability, Learning and Planning System	GPA	Global Political Agreement	SPO	Social Protection Officer
ART	Anti Retroviral Treatment	HBRA	Human Rights Based Approach	STAR	Societies Tracking AIDS Through Rights
BUIYSAP	Bulawayo Integrated Youth Survival Alternative	HIV	Human Immuno deficiency Virus	SUN	An accounting software
CAADP	Comprehensive African Agriculture Development Programme	IGA	Income Generating Activity	TWT	The Women's Trust
CBO	Community Based Organisation	IOM	International Organisation for Migration	UNICEF	United Nations International Children's Emergency Fund
CCMT	Centre for Conflict Management Transformation	IPD	International Partnership Development	UN OCHA	United Nations Office for Coordination of Humanitarian Affairs
CHCS	Christian Health Care Services	IT	Information Technology	WCoZ	Women's Coalition of Zimbabwe
CP	Country Programme	KPIs	Key Performance Indicators	WIPSU	Women in Politics Support Trust
CSP	Country Strategy Plan	LDGA	Lower Guruve Development Association	WOLAR	Women's Land Rights
CSO	Civil Society Organisation	LIG	Low Input Garden	WR	Women's Rights
CWGH	Community Working Group on Health	LIME	Longitudinal Impact Monitoring and Evaluation	YAZ	Youth Ahead Zimbabwe
DA	Development Area	MDC	Movement for Democratic Change	YWCA	Young Women Christian Association
DFID	Department for International Development	M & E	Monitoring and Evaluation	ZANU PF	Zimbabwe African National Union Patriotic Front
EA	Environment Africa	MEDRA	Methodist Development Relief Agency	ZELA	Zimbabwe Environment Law Association
EC	European Commission	MS	Danish Association for International Cooperation	ZCC	Zinyangeni Christian Church
ESMT	Expanded Senior Management Team	MURRA	Masvingo United Residents and Ratepayers' Association	ZIMCODD	Zimbabwe Coalition o Debt and Development
HBC	Home Based Care	NANGO	National Association of NGOs	ZPP	Zimbabwe Peace Project
HROD	Human Resources and Organisational Development	NGOs	Non Governmental Organizations	ZWRCN	Zimbabwe Women's Resource Centre Network
FACHIG	Farmers Association of Community Self Help Investment	NIZA	Netherlands Institute for Southern Africa		
		NYDT	National Youth Development Trust		
		OVC	Orphans and Vulnerable Children		
		PRRPs	Participatory Review and Reflection Processes		
		P4C	People for Change		

Context and Justification

Political and social context

There was some relative peace and stability in the political situation in Zimbabwe during 2010 following the formation of the Government of National Unity (GNU) in early 2009. The stability enabled the AAI Zimbabwe Country Programme (CP), its partners to mobilise communities and implement most of the planned activities in the different focus areas. The last quarter of 2010 was characterised by increasing political tension among the main political parties (ZANU PF and MDC). This is mainly due to the limited progress in the implementation of critical institutional and legal reforms outlined in the Global Political Agreement (GPA), sharp differences on the Content of the new Constitution and the timing of the Referendum and next general elections. Overall, as noted by The Afrobarometer, the majority of Zimbabweans (72% as of October 2010) have remained broadly supportive of the power sharing in the GNU as a mode of governance and solution to the political crisis. At the same time, citizens in Zimbabwe (42 % as of October 2010) also regard power sharing as a compromise or second-best solution that falls short of their preferred method of choosing government.

There has been some stability in the economy of Zimbabwe mainly due to the adoption of multiple hard currencies (e.g. Rand, US Dollar, and Pound). Access to basic commodities has also improved and the prices have remained relatively stable. However, the rate of economic recovery and growth has been slow. Capacity utilisation in the productive sector remains low at about 35-40% mainly due to limited access to credit and the prevailing high interest rates. This has led to low productivity in the local industry and the agricultural sector. As a result, the unemployment level in Zimbabwe still remains relatively high particularly among young men and more so women.

During 2010, the GNU significantly improved the operational environment of Non-Governmental Organisations (NGOs) that are involved in humanitarian support i.e. including AAIZ Zimbabwe. There were some improvements in the delivery of basic services such as health and education services by the public sector and NGOs. However, in some communities the leadership of different political affiliations hindered the swift implementation of programmes due to the politicization of aid.

Nobuhle Sibanda AAIZ PRP Project Assistant (HBC) (right) and AAIZ Country Director, Dr. Tsitsi Choruma (left) during a handover of biosand filters supplied to health centres and vulnerable households in AAIZ operational areas. The biosand filters were to enable communities to access clean and safe water in the face of cholera outbreaks in Zimbabwe.



¹For details, refer to Afrobarometer Briefing Paper no. 97, December 2010: Zimbabwe: The Evolving Public Mood

The national and local governments are still struggling to provide quality basic services to communities. There has been inconsistent and erratic supply of water and electricity in the urban areas which impacts negatively on the performance of local industry, as well as the informal sector. The high taxation of employees has resulted in less disposable income for workers, thereby affecting their livelihoods and increasing their vulnerability. The cost of goods and services also remains high compared to those paid in the region.

The social safety nets are coming into place but the disbursements are still low to meet basic needs for the communities. The cost of social services is still high for communities in both rural and urban areas, where some people still live on less than a dollar per day. The water and sanitation infrastructure in the communities is pathetic with old infrastructure still in place. This has been compounded by the slow economic recovery in Zimbabwe.

Food insecurity remains a challenge in 50% of the country due to the poor agricultural season leading to poor harvests and income among households. The gap between rich and poor people is expected to continue to increase as long as no concrete political and economic measures are taken to reduce the inequality.

Internal displacements and expulsions are increasing due to socio-political issues but also due to the struggles related to access of Natural Resources – especially minerals, land, and wildlife conservancies. Access to water sources has also become an issue as the Government grapples with enhancing the provision of water supplies for urban dwellers.

Looking ahead, Civil society fear that the Constitution making process in Zimbabwe may result in a heavily compromised constitution, with it likely to reflect the key positions of the main political parties that are in the current GNU. CSOs also feared that if General elections were to be held early 2011, the likelihood of them free and fair was very slim, hence the need for electoral reform laws and putting in place legal structures that will avert a situation like that of 2008 that was violent and allowed the losing party to run away with the results.

The increasing political tension that emerged in the last Quarter of 2010 it was felt may reduce the operating space for Civil society particularly in rural and poor urban communities. The participation of women and youth in politics may also be reduced due to increased intimidation and violence. Youths may be forced by political parties to perpetrate violence among communities.

Sustainable economic recovery in Zimbabwe would take a long time to achieve mainly because of the uncertain political and policy environment. Foreign sanctions/ restrictive measures imposed by the USA and the EU may be reviewed in 2011, depending on the implementation of the GPA and/or the outcome of the Constitutional Referendum and General elections. If the restrictive measures are removed, new economic opportunities could emerge. A limited multiplier-effect could be realised from increased cash-injection from the sale of natural resources. However, the case of the diamond trade indicates that benefits for society at large may be limited. The Indigenisation Act is likely to create a non-conducive investment environment for Foreign investment.



Children are the future. Unstable political and economic policies affect them.

Background and justification for action

Activities that are indicated in the 2010 Annual Plan for AAI Zimbabwe are based on priorities and concerns expressed by DA communities and Strategic Partners in the 2009 PRRPs. They are also a response to the emerging political and social context in Zimbabwe outlined above. The activities also reflect the AAI Zimbabwe draft CSP and AAI Global priorities in different focus areas. The expected outcomes and achievements for the respective themes and functions are highlighted below. Information for the Annual Report 2010 has mainly been drawn from Partners' Annual Reports, PRRPs and Impact Stories and External reviews and evaluations for specific projects.

Programme Against Strategy and plans

Right to Just and Democratic Governance

Strategic focus

1. Strengthening capacity of women and poor and excluded people to organise themselves to claim rights, participate in decision-making processes and influence public policy.
2. Promoting monitoring of the states delivery of social, political and economic rights.
3. Working with national legislators, policymakers and law enforcement agencies to ensure democratic decision-making and respect for the rule of law
4. Supporting CSOs and social movements working to achieve accountable government and democratic institutions.

Achievements

National Policy and Advocacy Work

AAI Zimbabwe facilitated High Level National Multi-stakeholder Dialogue Meeting at the request of NANGO and the SADC Council of Non-Government Organisations (SADC-CNGO). The main theme of the meeting was on *"Taking stock, exploring new directions and rethinking the role of SADC and AU in moving Zimbabwe forward."* The meeting provided an opportunity for participants to reflect on the progress, challenges and lessons learnt on roles and responsibilities of SADC and AU as well as on implementation of the Global Political Agreement. Participants also came up with recommendations particularly on the creation of a conducive environment for free and fair elections and governance reforms.

AAI Zimbabwe further hosted a Civic Society Consultation Meeting focusing on the theme entitled *"Pushing the Transitional and Democratisation processes forward: How should Donors engage with the inclusive Government and Zimbabwean Civil Society?"*

The meeting was a build up to similar consultation meetings organised by Zimbabwe Electoral Network in March and June 2010. The meeting came up with a draft position paper with recommendations that were submitted to the Zimbabwe Europe Network (ZEN) and its membership. 3 AAIZ partner representatives were able to participate at the Civil Society Conference held in Copenhagen in December who in different platforms were able to present Zimbabwe CSO positions on the prevailing political context and way forward.

Building Local Democracy

Accountability

Partners working under the Accountability sub theme have managed to engage with local authorities to facilitate budget Consultations with the communities before gazetting the budget so that citizens have their views reflected in the budget. For example, four partners being jointly supported by AAI Zimbabwe and AAI Denmark have reported on the following main changes resulting from their interventions:

“Local authorities are now involving residents in local planning and budgeting processes. The authorities are responding to the demands from residents. The platforms that have been set up by partners have enabled residents to participate effectively in local development plans, have made considerable progress in demanding quality service delivery from local authorities and some are demanding to know how proceeds from natural resources are being ploughed back to benefit their communities. Communities are now empowered to know that the local authorities are there to service them and are accountable to them and are now aware of their rights to participate in local administration. Due to the empowerment they have received, some members of the communities were willing and able to participate in the Constitutional Outreach Process although participation was limited and hampered by high level intimidation. There has been change in gender roles as women especially in rural areas are being elected into leadership positions in Ward Committees or Ward Action Teams.”²

²Based on comments from partners who participated at the Building Local Democracy Annual Thematic Reflection Workshop, 02-03 February, 2011.

Women empowerment

Three Women's organisations being supported by AAI Zimbabwe and AAI Denmark have reported the following key changes resulting from their civic empowerment activities:

- Women Councillors have been empowered and their level of participation in council meetings has increased. Some trained Councillors have been appointed into Council Committees. A Councillor in Masvingo district (Nemanwa Council) has been able to mobilise other women to demanded access to clean water and health facilities. The Council gave them an account of how the council budget was utilised.
- Women issues have been discussed at Constitutional Outreach meetings and it is highly likely that they will be incorporated in the final draft.
- Women in communities have platforms to discuss gender dimensions of service delivery and demand their rights.

Youth empowerment

With support from AAI Zimbabwe and AA Denmark four Youth organisations have facilitated civic empowerment and leadership training and the setting up of platforms for youths in poor urban and rural areas. The Youth organisations have noted the following changes resulting from their activities:

“There is strong evidence of youth initiating actions to claim their rights to basic services from local government. Youths in Harare, Masvingo and Matabeleland have also started conducting shadow governments as a way of empowering each other on how the government runs. Members of

communities have been influenced by the youth's initiatives leading to them being able to voice on some issues that affect them on a daily basis such as electricity and water supplies. The challenge that is still being faced is that of few young women accessing basic services compared to men.”³

Conflict Management and Peace Building

Platforms such as Peace Committees that have been set up in various districts by AAIZ partners have facilitated the participation of women and other community members. For example, the Peace Committees set up by ZIMRIGHTS in Matabeleland region have led to increased women's participation in the community activities from less than 10% to over 80%. The peace committees have enabled the communities to initiate and conduct peace building activities. They have also improved local ownership of programmes. The Committees are now confident to report on violence cases. The Committees also serve as watchdogs on domestic abuses. Some of them have also carried out mediations between conflicting parties. Women in these Committees are now being recognized and respected in communities. The platforms and meetings being organised by MUSASA have enabled communities to discuss policy issues and how to handle abuse cases. Negotiations with perpetrators of abuses have been initiated locally. Local leaders are now prepared to defend the rights of women. Following support by Zimbabwe Peace Project, communities are now able to report on the different types of violence occurring, including sexual harassment cases.

Challenges

1. The political environment in Zimbabwe is still very unstable and violence is always breaking out and this hinders the

carrying out of Governance programs by implementing partners.

2. The constitution making process was highly polarized and the hidden power remains in the power of the few who may ultimately make the final decisions on what comes out in the constitution.
3. The merger resulted in late disbursements of grants to partners hence delaying implementation around DANIDA funded projects.
4. Most partners under the DANIDA frame and OD still struggle with issues of accountability and transparency of resources.

Lessons learnt

1. There is need for partners to constantly monitor activities in order to be able to measure impact accurately and comprehensively.
2. There is need to take a deliberate bias towards young women as they are seemingly marginalised and not participating much in all programmes.
3. Social Change is a process and takes time to achieve. It has taken time for women to be effectively represented in decision making due to various social dynamics.
4. It is critical for AAI Zimbabwe to create more opportunities for partner to partner support/exchanges and building of synergies.
5. Strong community structures e.g. Community Based Organisations are important in sustaining local democracy.
6. Political polarisation tends to hamper the effective participation of youth in development activities.
7. The empowerment of girls and young women remains a key challenge that needs to be addressed effectively e.g. through

³Ibid

continuous engagement with local leaders, including traditional leaders.

Youth demand for opportunities to transform their lives

Nozipho Moyo also known as “Zypo” (23), a Youth Councillor for Ward 2, Bulawayo Central, has big dreams for the youth in her constituency. She was elected in November 2010 as a Youth Councillor under the National Youth Development Trust (NYDT) Youth Council programme where out of school youths have been elected as Councillors to represent other youths in Bulawayo and Lupane districts. The Youth Council structures were developed by NYDT working together with Bulawayo and Lupane communities. NYDT is one of the AAI Zimbabwe partners facilitating youth empowerment activities.

“Prior to being elected as Youth Councillor, I always wanted to do something for the out of the school youth who did not have a voice,” says Zypo in an interview in January 2011. Driven by the need to assist out of school youths and to do something for her career, Nozipho, at the tender age of 17 in 2006, teamed up with five other out of school youth to start a vocational training organization focusing on leadership skills, life skills, career guidance, team building, motivational speaking and psycho social support. Zypo had completed her A Levels in 2005 and could not continue with her tertiary education due to lack of funds when she teamed up with her friends to start the training organisation.

Zypo is now the Director for the training organisation named Zypo Zone. The organisation is registered under the Ministry of Education, Sport and Culture.

“I would like to plough back to my community through Zypo Zone and to effect positive change in the lives of the youth during my term of office as Youth Councillor for Ward 2. At Zypo Zone we believe that every child has the potential of realizing their lifelong dream if they are given the opportunity to reach for it,” Zypo says. She says she would soon be conducting workshops on child abuse and protection in her constituency through Zypo Zone, free of charge.

Zypo and her Zypo Zone team have conducted awareness workshops on children’s rights and child protection in schools and churches in Bulawayo. Zypo and her team have so far conducted workshops in 45 schools and four churches in Bulawayo according to Zypo.

Zypo says her interaction with NYDT since 2009 has seen her participating in youth conventions where youth meet to discuss issues affecting them. Through NYDT, she said she had become a Councillor to represent the out of school youth, having been an out of school youth herself. “The NYDT trainings on advocacy and leadership skills have built my self esteem and ability to manage Zypo Zone,” Zypo said. Since becoming a Youth Councillor, she said she had an opportunity to meet the Mayor of Bulawayo and a local government Councillor in her ward. She attended youth discussion forums where she brought to their attention problems facing her constituency.

In 2010, NYDT facilitated the election of 29 Youth Councillors (27 men and 8 women) between the ages of 18 and 30 in 29 wards in Bulawayo and Lupane where NYDT has been operating since 2009. The Youth Councillors conduct various activities which seek to promote the rights and voices of the youth in their respective wards. They work with the youth between the ages of 15 and 35. The Youth Council activities mirror the adult local government council structures. They hold full council meetings every two months where they deliberate

issues affecting the youth. The issues are forwarded to local authorities, central government and other stakeholders through youth policy position papers that are compiled after several consultative or policy dialogue meetings with youths. In 2009, 42 men and 29 females from Lupane and Bulawayo including Youth Councillors received trainings on leadership and community participation, lobbying and advocacy, conflict transformation and peace building, human rights, monitoring and documentation and local governance (institutional and legislative frameworks). The trainings were conducted by NYDT. In 2010, 22 youths (12 women and 10 men) were trained in Bulawayo on gender mainstreaming which was facilitated by a Gender and Empowerment Advisor from AAI Zimbabwe.

Women's Rights

Strategic focus:

The strategic focus of the programme for 2010 was on four major areas namely:

1. Raising awareness and consciousness on Violence Against Women and providing support to survivors.
2. Strengthen women's organisations to mainstream HIV and AIDS in their programmes.
3. Support the campaign for women's empowerment through land rights.
4. Support efforts to increase women's participation in politics and decision-making.
5. Strengthen partners' and AAI Zimbabwe capacity to mainstream women's rights in their programmes and organisations.



Nozipho Moyo (right) shares a joke with Nhlonipo Moyo another youth Councillor (centre) trained by NYDT and an unidentified woman.



Women provide the bulk of farm labour in Zimbabwe. They therefore have a right to control and access productive resources

The most significant change being observed is the growth in confidence and self-esteem by the mobilised Women farmers. This has resulted in increased agency in demand for access, rights and voice at household, community and national levels.

1. Community meetings, Ward level commemorations of International Women's Day and International Rural Women's Day and the 16 Days of Activism Against Gender Based Violence have contributed to an increase in the level of awareness and consciousness among women and girls on their legal rights. This would in turn contribute to reduced violence against them.
2. There is an increase in the level of participation of women/girls in leadership and decision making structures at household and community level as a result of the lobbying for constitutional, legal, policy changes by AAI Zimbabwe and its partners. .
3. Activities focusing on the revival of the Zimbabwe Farmer's Union women structures and the formation of the Rural Women Assembly in 8 provinces have contributed to an increase in the number of Civil society networks that are actively lobbying for women's access, control and ownership of land and related resources.

The direct Support to Women Farmers through training in business management and agricultural inputs is contributing to improvements in household livelihood options for women farmers

Prouds

Most programmes at community level now being organised and implemented by the women. Also proud of the national advocacy work on women's rights which has reached the highest levels e.g. Deputy Prime Minister's office.

Sorries

Programme has not been able to adequately harness the media as a partner in the quest to mobilise and empower poor and excluded women to demand positive change in their condition and position at household, community and national level.

Women's rights empowerment initiatives continue to be overshadowed by service work as communities still struggle to make linkages between rights work and access to immediate needs.

Hunger averted for hundreds of Hwedza families as women access land and farm inputs

For 56 year old Hwedza rural woman, Mrs. Roselyn Goto, it had never occurred to her that she will own a piece of land in her lifetime.

In her 35 years of marriage with her husband Morgan Goto, Roselyn helped her husband in the fields owned by Morgan who every year marketed the produce as "head of the family". Mrs. Goto says her life has never been the same again ever since she became a member of Conservation Women Farming Project, operating from Gonese area (Ward 12) in Hwedza District in Manicaland Province. The Project is a brainchild of AAI Zimbabwe introduced in six provinces in Zimbabwe whose focus is to increase poor women's access and control over land ownership as a means of improving their livelihoods





Mrs. Goto (right) in her cowpeas field, shares ideas with Mrs. Kamupira, who is also a member of the Conservation Farming Group

and those of their families. The Provinces include Manicaland, Mashonaland East, Mashonaland West, Matabeleland North, Matabeleland South and Midlands.

Mrs. Goto joined Goneso Conservation Women Farming project, which comprised 153 women farmers in 2008 at the height of a drought affecting the Goneso area. The area falls under natural region 4 which is prone to droughts. Mrs. Goto negotiated for a piece of land from her husband and was able to plant her crops on after receiving seed from AAI Zimbabwe and training on conservation farming. "We kicked hunger out of the house following my first harvest in 2009 from the conservation project. We increased our meals from one to three times a day. From the 2009 harvests, I sold maize and got \$40 which I used to buy two goats." In addition, Mrs. Goto was selected the best farmer in her area under the Conservation Farming Project in 2010 and a field day was hosted on her farm in the same year.

Mrs. Goto says from her harvests in 2009, she managed to pass on seed to one woman farmer, Mrs. Mutemerere as is required by the project. Mrs. Goto has sold her excess seed at subsidized prices to other women in the community who are not part of the project resulting in more women accessing seed in the Goneso community.

"In 2010, I started a broiler chicken project together with five other women from Conservation Project. We use stock feed from Conservation Project for the chicken project. As at February 2011, we had 50 chickens which we are selling locally," says Mrs. Goto. They are selling a bird for \$6. "We have also started a garden project where we are producing onions and sugar beans which we also sell locally. Our biggest challenge however has been that we do not have markets for our produce and the chickens," says Mrs. Goto.

About 700 women farmers, comprising married, widowed and single women between the ages of 25 and 60 own pieces of land passed on to them through negotiations with their husbands or village heads under the Conservation Farming project in Hwedza District. They plant various crops such as maize, sunflower, cowpeas, sugar beans and pumpkin seed under the project. The women receive

open pollinated seeds which can be recycled and planted for in the following three years. Recycled seed will be readily available within communities. The seed is also drought resistant and can survive in difficult conditions compared to hybrid seed. The women who receive seed pass on their seed from their produce when they harvest to another group of farmers who become members of the Conservation farming project.

The first group of women to benefit from the Conservation farming project in Hwedza were 153 in the 2008 and 2009 farming season. These passed on seed to another 153 farmers in the 2009-2010 farming season. In the 2009-2010 season AAI ZIMBABWE gave another 100 farmers seed and these passed on the seed to another 100 farmers in the 2010-2011 farming season. AAI ZIMBABWE also made available seed to 200 more farmers in the 2010-2011 farming season and these are expected to pass on the seed to another 100 farmers in the 2011-2012 farming season.

"The health status of people has improved as they now eat various healthy food stuff such as peanut butter, beans and cowpea leaves. Communication with husbands has improved because the women are now bringing food on the table for the families. About seven groups of women are now running garden projects and six groups are running chicken projects using seed money and stock feed from the conservation farming project," says Mrs. Matorwa, chairperson of the Conservation Farming Project at Gonese.

Right to Food

Strategic focus:

The strategic focus of the programme for 2010 was on five major areas namely:

1. Improving livelihoods of poor and vulnerable people
2. Campaigning for improved women's access to and control over land and related resources.
3. Strengthening networks of food and food related organisations to lobby for agricultural development.
4. Lobbying for legal, policy and practice reform to uphold small-scale farmers' rights at local, national and international level.
5. Supporting community-driven research on climate change.

Achievements

1. Awareness raising meetings and the training of Small scale farmers in negotiation and advocacy skills has contributed to increased consciousness of small scale farmers on their food rights and trade justice issues. Small scale farmers and their representative organisations/associations are gaining confidence in engaging with policy makers and private traders of agricultural commodities such as cotton. For example, three Trade Justice partners that are being jointly supported by AAI Zimbabwe and AAI Denmark have reported the following notable changes during the Annual Reflection Workshop held in early February 2011:

"Farmers, through their associations and representatives are now actively negotiating with and engaging crop traders/buyers, private and relevant government authorities in at least 7 districts. The main policy change effect is reflected in the Cotton campaign which is now on the national policy agenda. Cotton farmers through the FCPA (Federal Cotton Producers Association) have lobbied

for changes in statutory instrument 142 of 2009 which governs the growing and marketing of cotton in Zimbabwe. The FCPA reviewed the statutory instrument and made recommendations on the changes required. These changes were submitted through the Zimbabwe Commercial Farmers Union (ZCFU). Indications so far are that the contributions were well received and will be considered when the adjustments are being made. The FCPA also made contributions on how a fair contract should look like. The Cotton marketing technical committee (CMTC) accepted the submissions and assured the members that these will be considered when they review the contracts. Individual farmers are now more confident and articulate in negotiations, resulting in changes in the contents of farming contracts they are entering into with agricultural traders/private buyers. There have been changes in attitudes and improved cooperation by local and national leaders."

2. The capacity building of Small scale farmers' Associations such as Commodity Associations and Cotton Producers Association by AAI Zimbabwe and its partners has contributed to the formation of stronger farmer's organisations that are effectively mobilising a broader membership of small scale farmers. This has also led to the emergence of stronger food and agriculture-related networks that are actively lobbying for progressive agricultural development policies.
3. There is a positive change in agricultural productivity and improved livelihoods among Small scale farmers, including

women and men being supported by AAI Zimbabwe and its partners.

The support has been in form of facilitation of farmers' access to agricultural inputs and markets and capacity building in agriculture competency and agri-business for women and men producers.

Lessons learnt

1. There is need to continue engaging with Small scale farmers organisations and stakeholder organisations to strengthen lobbying and advocacy work.
2. There is need to consolidate the current gender awareness work to ensure effective participation of women.
3. Empowerment dimensions are closely linked i.e. economic empowerment is critical for social and political empowerment.
4. It is important for partners and AAI Zimbabwe staff to have skills and capacity in how to manage the backlashes/ risks and conflicts arising from the empowerment of Small scale farmers. Skills include how to engagement/dialogue with elites, powerful men and politicians at local and national levels i.e. influencing them to understand the rights of farmers and the need for and benefits of promoting these rights.
5. There is need for broad based capacity building and leadership skills development among the membership of farmers (men and women) in given communities. Broad based confidence building would ensure that there is a wider pool of potential leaders in communities. Investment in adult education for small scale farmers particularly women farmers is therefore critical.

Prouds

- Cotton campaign catalysed by Trade Justice partners is now on the national policy agenda,
- there have been changes in attitudes and improved cooperation by local and national leaders,
- farmers have been mobilised and organised to be confident in negotiations, enhanced information dissemination.

Sorries

- Delays in engaging with the country level Comprehensive African Agriculture Development Programme (CAADP) process,
- National efforts to lobby for a National Food Security Policy seem to have stalled.
- There is still need to scale up work around mitigation of climate change.

AAIZ Zimbabwe late discovery of Fair Trade Africa which could have assisted in the process of developing commodity associations for scale farmers.

Now we eat every day

Behind the homemade fences the pigs are grunting happily in the shade. Ngonidzashe Gombero and his group of six small scale pig farmers do not have much to do today. In fact, everything is going just fine for Ngonidzashe and his group. But it has not been always so in the past.



Ngonidzashe Gombero (3rd from right) and other members of the group in the pig sty

"Before we got help to start this project we often couldn't afford food and sometimes went hungry while we were working in the fields. It was hard times, but today at least we always have food," says Ngonidzashe with a smile.

He and the 5 other poor small scale farmers have worked together for more than ten years, but it wasn't until 2007 that the focus shifted from maize to pigs. It was a shift that made a life-changing difference to the group.

Although the income from the piggery project is roughly the same for the farmers as it was when they were growing maize, there are two important differences. This project grows day by day and this is much more secure. With pigs, there are no bad harvests.

"We sell our pigs every three months and along with our chickens this provides for a much better and more secure life than we used to have," says Ngonidzashe Gombero.

"The difference is that now we eat every day."

To get to this place without help was not an option. The pigs are relatively expensive and for a small holder farmer, buying only one hardly ever leaves the stage of a dream. But it did for Ngonidzashe and his friends.

The intervention by FACHIG, one of the AAI Zimbabwe partners supporting small scale farmers made the difference for Ngonidzashe

and his co-workers in the small rural district of Mt. Darwin in northern Zimbabwe. Besides the input support for pigs and chickens, the organization also provides training in leadership and business management in order to capacitate the group to strengthen their business.

Although Ngonidzashe and his group already see the project as a success, this does not mean they are resting. The ambition is to get even more pigs and to make enough money in the group to buy a grinding mill for maize to help the farmers in the community who are still depending on maize. FACHIG intends to expand the support to more farmers so that they diversify from maize to a wider range of crops and livestock. In Mt. Darwin the two pigs that started the whole thing for Ngonidzashe have turned into 49. Of these, 20 have been sold and 6 have been given to three other groups who are now benefitting from the project. When the new pig families begin to breed, they too will spread their offspring to new groups with the help of FACHIG.

FACHIG has trained 241 members (172 female and 69 male) in various skills including leadership skills, lobby and advocacy, financial skills market access, business and negotiation skills from its operational districts. The trained members cascaded the training to 10723 members. Other trainings on specific crop husbandry benefited 172 women and 65 men from the FACHIG operational districts.



Every child has a right to education

Right to Education

Strategic focus:

The strategic focus of the Education programme for 2010 was on three major areas namely:

1. Strengthen the capacities of education networks and coalitions to be able to engage in impactful advocacy work

2. Strengthen the capacity of communities through REFLECT to be able to monitor the implementation of national development plans around education.
3. Support educations coalitions to launch the education financing campaign in Zimbabwe.

Achievements

a. Impact of STAR Circles in children's participation

All DA partners were trained on child participation and STAR and the result was the formation of 125 STAR circles in schools. The STAR circles are enhancing child participation in education, HIV and AIDS activities and other development activities. These had a huge impact on the children as evidenced in the voices of children in the caption below. The voices were collected as part of the End of Project Evaluation of the OVC project in October-November 2010.

"The leadership trainings have guided us in running our pig project. We have developed a constitution and a code of conduct. If a member absconds duty without reasonable grounds, they are asked to pay \$5. I am happy to say no member has been asked to pay a fine."

Voices from children, primary caregivers and community on the impact of STAR circles

The STAR circle meetings have boosted our confidence and taught us to stand up for our rights. We are able to stand up to child abuse and have the courage to tell our headmaster to address child abuse at the school. *(Focus Group with children, Swazi high and primary)*

Star circle meetings have taught us the importance of love. It has boosted our confidence such that we participate and learn with others with no fear. *(Focus Group with children, Chiendambuya)*

STAR circle has a different way of teaching as that from schools and it has allowed us to learn a lot more about how we should live as children.

(Focus Group with children, Sikhoveni)

Through effective communication (facilitated in STAR circles) my peers and I get encouraged to discuss our problems and see how to deal with them. *(Focus group discussion with children, Old Magwegwe)*

There is good behaviour change amongst the members of STAR circles. *(Focus Group discussion, Community leaders, Lobengula)*

Since attending STAR Circles my child has now become obedient.
(Care giver, Makoni ward 5)

My child now cares for me more than they did before. She knows I am HIV positive and encourages me to take my pills as well as help with the house chores, things she never used to do.
(Care giver, Glenview)

It is amazing to see a 9 year old know their rights. This is a privilege we never had when we were young.
(Primary care giver, Chiendambuya)

- b. The Back to school campaign carried out in the 5 DAs ensured the re-enrolment in school of 3000 children who had stopped going to school mostly due to lack of money for school fees. These children received school fees assistance, stationery and in some cases uniforms. The school feeding programs in the schools, done by our Partners, also motivated the children to continue going to school.

The renovation of school infrastructure, purchasing of school furniture and teaching and learning material raised the morale for both teachers and children. In a period where teachers' strikes were rampant, in cases mentioned above, the teachers continued to teach normally due to a conducive environment, and this had a positive impact on the education of the children.

Voices from children, primary caregivers and community on the impact of STAR circles

- c. AAI Zimbabwe, the Education Coalition of Zimbabwe and the Teachers' Unions joined forces in lobbying the Ministry of Education and the Portfolio Committee on Education on the need for an increased Education budget for 2011. At an organised Education financing workshop in 2010 the Minister of Education pledged that he was going to lobby for the increment of the budget and indeed, the education budget was increased by a wide margin in 2011, from 15% to 22%.

Challenges

1. The continued teachers' strike due to low remuneration and poor conditions of service, unless addressed by the government, will continue to hamper progress on education for all and quality education.
2. Our rights based work will have to continue to be linked service work needed to address immediate needs. Dwindling government support to has resulted in the need to rehabilitate dilapidated school infrastructure.
3. Trainings on Reflect, Education financing and CREST could not gather momentum due to absence of a budget to ensure immediate implementation. A lot of fundraising therefore needs to be done.
4. Access to education continues to be a challenge especially for children from poor families, children with disabilities and OVCs.
5. Our Partners need continuous capacity building for them to confidently engage in policy work.



Children chant songs of happiness after the opening of a classroom block built through the support of AAIZ at Mupururu Primary School in Chiendambuya



Prouds

1. AAI Zimbabwe and Partners have been implementing STAR since 2005. Though the STAR approach has Reflect components, there had never been a full training on Reflect hence in 2010 the full Reflect was introduced in Zimbabwe and all our DA Partners were trained for two weeks by DVV.
2. All DA partners organized events during the global action week of Education. Ministry of Education officials were invited to the events for advocacy and lobbying purposes. The events emphasised the importance of education and the need for the government to reinvest in education and solve the challenges bedevilling the sector.
3. AAI Zimbabwe was a key partner with the Education Coalition of Zimbabwe and the Teachers' Unions in spearheading the national Training of Trainers on Education financing.

Child abuse exposed as children take control of their lives

For a long time, children in rural Makoni District in Zimbabwe have let adults take leading roles in activities that they could take control of. Although there have been initiatives such as Child Protection Committees (CPCs) formed at both community and school levels to deal with challenges facing children, these structures have been falling short as there is too much involvement of adults. Some cases of child abuse have been swept under the carpet by adults who claim to be child rights watchdogs. St David Gunda Primary School Child Led Child Protection Committee has scored a first for the community for becoming both a child abuse whistle blower as well as an environment protection advocate.

The Child-led CPC at Gunda Primary School has assisted the school in identifying 59 school drop-out children in 2010 and 20 (seven girls and 13 boys) of these were enrolled back into the school under the Back to School Campaign funded by AAI ZIMBABWE partner, Family AIDS Caring Trust (FACT Rusape). In the four FACT Rusape operational wards in Makoni District, child-led CPCs have helped in the identification of 200 drop-out children and out of this 200, 98 (43 girls and 55 boys) went back to school under the Back to School Campaign and were from 21 primary schools in 2010. An agreement was reached with the government Basic Education Assistance Module (BEAM) selection committee at affected schools that the remaining 102 school drop-outs would be incorporated into the BEAM programme in following years to come.

Gunda Primary School Child-led CPC chairperson Caroline Rugombiro (12) said her committee had exposed two child abuse cases within their community. One sexual abuse case involving a child from the school had been reported and was said to be under police investigation. There was also a report of a child who was being bullied by fellow pupils and had dropped out of school. The matter is reported to have been rectified and the child who was being bullied is back to school.

"Members of the committee have shown concern to other children, for example, recently, one of the members of the CPC, Doit Masotho has donated clothes to Mercy Marume, who is an orphan," says Caroline. She said her committee had reported a case of children who were notoriously known for writing foul language on bamboo trees in the area. Culprits in the bamboo tree case have been brought to book.



The Gunda Primary School Child led child protection committee during one of their meetings at their school

"The children have unearthed cases which if investigated by the police or any other adult, could not be known by many. Children are opening up to other children and identifying the needs of other children," Teacher and Patron of the Child Led- CPC at Gunda Primary School, Mrs. Beauty Kundishora said in an interview.

In 2007, FACT Rusape trained 90 women and 30 men from four wards in Makoni District to facilitate the formation of community based-CPCs. A committee of seven was selected from the trained people. Twenty one primary schools in Makoni sent one patron and two children (a boy and a girl) for the CPC training, which included training on children's rights and responsibilities. In 2010, after realizing that child abuse cases were not being tackled well under the community based CPCs, Fact Rusape trained 60 children (30 boys and 30 girls) from two wards in Makoni District to facilitate the formation of child led CPCs.

Right to a life of dignity in the face of HIV and AIDS

The strategic focus of the HIV and AIDS programme for 2010 was on three major areas namely:

1. *Enhance the livelihoods of people living with HIV and AIDS through productive and redistributive social protection initiatives*
2. *Support policy and advocacy initiatives that facilitate access to comprehensive treatment and care for the poor and excluded especially women, girls, and children*
3. *Support and strengthen the capacities of networks for of positive people to promote protect the rights of people affected and infected with HIV and AIDS and enhance their participation in decision making*

Achievements

1. 2600 PLWHA benefited from cash transfers, food baskets and CSB as part of the Social protection activities under the PRP project. 192 people received treatment vouchers. The OVC project also had a focus on social transfers in the form of school fees payments for vulnerable children. PLWHA and OVC greatly appreciated the social protection activities.
2. Income generating projects for PLWHA in all the DAs had a huge impact on the livelihoods of PLWHA. The projects cushioned them and enabled them to live a life of dignity in the face of HIV and AIDS. Projects done included poultry, goat projects and in a few cases, carpentry and piggery projects.

3. The Facilitation of Doctors' outreach programmes in all the DAs helped 10 000+ people in rural areas to have access to treatment in areas within their reach. This has been greatly appreciated because most PLWHA often lack the money for bus fares to go to the nearest District hospitals.
4. The HIV workplace programs which were initiated by the HIV theme in 2010 were appreciated by the Partners and their staff and the effect has been the putting in place of HIV and AIDS policies in cases where they were not in place and the revision of policies after going through them with the staff. This will go a long way in ensuring that HIV and AIDS issues affecting staff are dealt with well.

“

The projects cushioned them and enabled them to live a life of dignity in the face of HIV and AIDS.

”

5. Internationally commemorated days such as the Global AIDS Week of Action (GAWA); World AIDS Day and 16 days of Activism against gender-based violence were used as platforms for advocacy and lobbying for access to treatment. Working with networks was also meant to push the agenda on comprehensive treatment and care for PLWHA, OVC and other excluded social groups.
6. AAI Zimbabwe was a key partner with the National AIDS Council (NAC) in institutionalising Resource tracking for HIV/AIDS in the country. We therefore participated in the coalition meetings composed of UNAIDS, NAC, ZAN and ourselves. NAC had started this activity with only a focus on final resource tracking without looking at the programmatic issues pertaining to which activities were most funded, the participation of PLWHA in decision making, and the impact of interventions on PLWHA etc.

Challenges

Das partners still need training in treatment literacy, advocacy and lobbying and the HRBA approach used by AAIZ in order for

- a. them to be able to cascade information to the grassroots from an informed position.
- b. There is generally limited male and young people's involvement in HIV and AIDS programs and this need to be scaled up in 2011.

Lessons Learned

1. The interventions need to combine both immediate, quick relief and the long term empowerment issues. The reason why a lot of effort has been put at institutionalising STAR



Makoni Support Group for people living with HIV and AIDS

was because it ensured that our projects and programs were sustainable at local levels. Further the communities are put at the forefront of the activities and this meant to inculcate a sense of ownership and belonging. However because of the critical hunger and the harsh economic environment that the country has and is still experiencing the need to do direct service delivery work which will help communities to graduate from their poverty and then use these experiences to initiate lobbying and advocacy at national and local levels.

2. As a small country program with limited funding, there is need for a resource allocation framework that prioritises rights work/capacity building of communities [*in terms of percentage allocation*] so that the overwhelming service demands to not take the bulk of grants given to DA partners.

Prouds

- a. AAIZ has been operating without an HIV and AIDS policy. 2010 saw the HIV programme spearheading the domestication of the International HIV and AIDS policy. Various changes were made to the policy for it to suit our needs and context. Sensitization of our partners was done through sessions with staff and this was greatly appreciated.
- b. The DFID funded Protracted Relief Program and OVC projects adopted STAR as a tool for mobilisation of rights holders.

Sorries

- HIV and AIDS programming in the workplace is still low and needs to be geared up.
- Specific HIV and AIDs initiatives tailored for young people/youths are still not in place
- Best practices like the creation of women's shelters have not been replicated in other Das
- Studies carried out by AAIZ in urban areas show that young people are still not well informed and are indeed a group that is highly vulnerable to infection due to lack of knowledge

Community unites to save lives, fights stigma and discrimination

Tracey Bhodho, a Grade Seven pupil at Nyamazira Primary in Chiendambuya, Makoni North District believes that getting infected with HIV is not a death sentence. At the tender age of 12, Tracey, who was born HIV positive, says she has learnt that information is power and understands that her parents could not protect her because of

lack of information on HIV and AIDS. She says knowing her HIV status has enabled her together with the help of her peers and the community to face HIV head on. "I am happy I know my status, if I did not know it, I could have died a long time ago," Tracey said, attributing her renewed life to the school's Society Tackling HIV Through Rights (STAR) Circle support group, a school based grouping working with children and communities to deal with HIV and AIDS in a positive manner.

Tracey is a member of the Nyamazira Primary Society STAR Circle support group, the community based initiative, which has pooled resources together to fight stigma and discrimination on HIV and AIDS while promoting the right to life for orphans and vulnerable children and adults infected and affected by HIV and AIDS. The Nyamazira STAR Circle Support Group whose membership is drawn from HIV infected adults and children and supporters affected by HIV and AIDS was initiated in 2008 with support from ADRA Zimbabwe, AAI ZIMBABWE partner in Makoni District.

Tracey was tested for HIV in 2009. She has had her share of sickness prior to knowing her status. She suffered from meningitis, ulcers all over her body and persistent diarrhoea. She missed classes on several times due to her deteriorating health status. Tracey's father died when she was a toddler while her mother, who lives in Bingaguru Village in the same district, is terminally ill and is HIV positive.

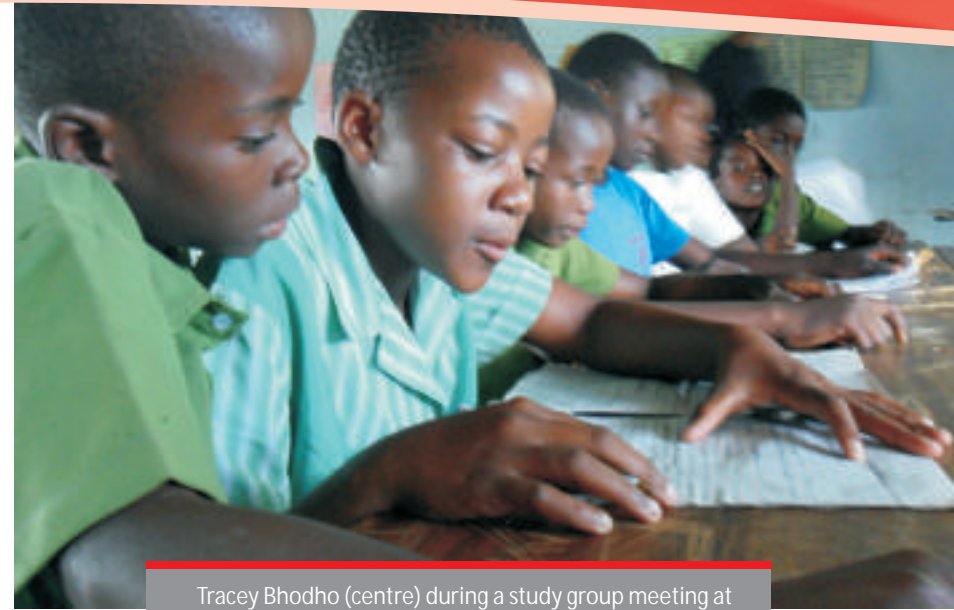
Nyamazira Primary School teacher facilitator for STAR Circle Support Group for children, Mrs. Nakai Makoverere said Tracey's grandmother who she lives with allowed the support group to facilitate Tracey's testing for HIV. She went for testing at Murewa Hospital, which is about 75km away from Nzamazira Primary

School. Nyamazira STAR Circle Support Group used money from its farming activities to go towards Tracey's bus fare to and from Murewa Hospital and for food for the journey. Tracey is now taking antiretroviral (ARV) tablets and costs associated with collecting the ARVs from the nearest clinic are met by the Nyamazira STAR Circle Support Group. The Nyamazira Star Circle is currently paying for Tracey's school fees and 11 other orphans. Food from the farming projects is also benefiting orphans and terminally ill persons within the community.

Despite her status, Tracey is actively involved in the school athlete activities, drama and cooks during major school events, and is positive about life. She wants to be a nurse when she completes her secondary education. "

Since its formation in 2008, the Nyamazira STAR Circle Support Group for adults, with a membership of 94 HIV positive men and women and 30 supporters have organised 17 children to go for HIV testing. From these children two (Tracey and another child doing grade 1 at the same school) were found to be HIV positive and have come open about their status. "Nyamazira communities are now open about their status because they now understand the benefits of knowing one's status," says Mrs. Makorere. Fifty seven (57) children are members of the STAR Circle support group. "

ADRA Zimbabwe has since 2008 facilitated the establishment of 12 STAR Circle support groups in Makoni District. Some of the groups have established income generating activities such as nutrition gardens, maize, cowpeas, groundnuts and sorghum farming projects to help communities cushion against HIV and AIDS. Trainings conducted in Makoni include those on income generating activities, health harvest, home based care, lobbying and advocacy and children's rights.



Tracey Bhodho (centre) during a study group meeting at Nyamazira's school.

Right to Human Security in Conflicts and Emergencies

Strategic Focus

The focus for Human Security during 2010 was,

1. Empowerment of communities to be prepared , respond to , mitigate and build resilience in areas of conflict and emergencies'
2. Supporting communities in Disaster Risk Reduction
3. Improved Health and Hygiene knowledge and practices among communities
4. Improved emergency response , preparedness , mitigation coordination among local and national actors
5. Building community capacity to develop and use Participatory Vulnerability Assessment in disaster management at local level

Achievements

Within the communities where AAI Zimbabwe implemented its programmes on Human Security there was reduced vulnerability of 20,000 people to water borne diseases as they were able to access clean, portable water meeting the WHO standards'. The communities were also able to sustainably manage water points through the creation of water point committees for each water point. A total of 93 Water Point Committees were activated / formed. Through trainings in Participatory Health and Hygiene we were able to reduce the incidences of water borne diseases and Cholera in the project areas. A total of 1646 people were trained on PHHE. 220 Partners and communities had an increased knowledge on Conflict and Emergencies which occur within their areas and the various coping mechanisms available to them. The thematic area also helped in ensuring that the poor and vulnerable communities were empowered and had the capacity to take an active role in all its programmes with a total of 32,250 people having been empowered through awareness and trainings. Women and girls rights awareness during emergencies ensured that their needs and issues were taken on board, resulting in Women and Girls being empowered in Conflict and Emergencies issues in our operational areas. The organisations participation in Cluster meetings resulted in lobbying for a WASH Country Strategic document which has now been drafted and under discussion for 2011.

Challenges

- Inadequate resources to implement work as initially planned
- Availability of borehole rehabilitation components on time due to parts not locally available



St Mary Makanda Primary school in Makoni toilet hand over

- Delays in staff hiring as policies not adapted to emergency situations
- Unstable and unpredictable political, social and economic environment in the operational areas.
- The absence of warehousing facilities and effective logistical support for emergency work

Lessons learnt

There are a lot of localised disasters in our operational areas and the Country Contingency Plan might not be able to capture these. There is therefore need to develop contingency plans for the different operational areas capturing the context with the people.

There is need to do water quality tests regularly for water sources, i.e. once every year to check on contamination of the sources as water may be contaminated in a number of ways easily and this may have an impact on people. This process requires local capacity building of communities and local institutions to minimise costs and ensure regular monitoring.

The borehole rehabilitation project had made life easier for women who spend hours looking for water but now had to spend less time leaving them with time for their children and other household chores. This has also improved livelihoods as this saved time is now being used to do gardening and other household projects.



Borehole rehabilitation at one of the AAI Zimbabwe Local Development Programmes (LDPs). The objective of the borehole rehabilitation programme is to promote access to safe, clean and portable water for poor communities

Child Sponsorship and IPD

Key strategic focus areas:

- a. To share information between sponsors and AAI Zimbabwe according to communication plan.
- b. To carry out DA appraisal in Seke, Chinhoyi and Nyatate and submit reports.
- c. To lead in the work with partners to carry out child sponsorship processes.
- d. To work with Programmes to ensure that DA work thrives according to agreements with communities and AAI Zimbabwe and FA.
- e. To diversify the funding portfolio and increase the threshold for official funding

Achievements

1. For Nyanga and Chiendambuya DAs we collected and dispatched to Supporters 863 and 554 photos updates from children. The remaining DAs ' photo updates will be done in 2011
2. To increase the participation of community members in the Sponsorship work, we trained 40 Community Representative Persons (CRPs) and 60 Teacher Facilitators in each of the DAs in Nyanga and Chiendambuya Manicaland. These community representatives work with AAI Zimbabwe staff, teachers and children during message collection and help follow up and submit to AAI Zimbabwe any additional information that Sponsors may request from time to time. The CRPs also mobilise children and community stakeholders for child photo updates and children's events soon after child message collection. The other CRPs for the other DAs will be trained in 2011. It is on plan to subsequently include CRP program planning, prioritisation, implementation and report writing.
3. AAI Zimbabwe withdrew the Sponsorship communication function from the four implementing partners so that it solely becomes AAI Zimbabwe's core mandate. This will be the case in subsequent DAs that AAI Zimbabwe will establish in the future. The implementing partners will continue to do the Sponsorship programming part
4. The CP decided to consolidate its DA activities in order for increased impact for the communities and greater visibility. To this end, instead of opening up new DAs in Chinhoyi, Seke and Nyatate, the CP opened the Nyazura DA which will be linked to Profile delivery schedule – The CP delivered on time the profiles allocated from Italy, Greece UK and Australia. A new DA was established in Nyazura. The relevant phase-in documents like DA Appraisal Report, Profile verifiable Questionnaires were submitted on time to Australia.
5. Staff were trained in resource mobilisation and a resource mobilisation committee was formed with clear terms of reference to enhance the efforts to mobilise resources but also to transform the CP's funding plan into a living document.
6. The CP was able to sign new contracts with official funders which includes a one year contract of \$100 000 for water and sanitation initiatives from The Charitable Foundation. The merger with Zimbabwe was able to bring in Euro 1,5 million. A further \$250 000 was received from EC as add on funds to the DFID funded PRP) funded by the DFID Protracted Relief Program, and lastly £20 000 was also received from IECT for cholera prevention activities under Human securities.

Challenges

- The CP has noticed a slowing down in the linking of profiles especially for Italy and UK funded DA s which could be attributed to the global economic crisis. It is hoped that the link rate will soon pick up.
- Some communities in the DA s still view the Sponsorship Communication and Sponsorship Program as two separate activities.
- Volunteers like Community Representative Persons, although they show and demonstrate commitment to delivering quality Sponsorship Communication outputs, continue to raise the issue of incentives.
- 3 Children from DA4 Nyanga died of malaria and HIV related diseases. This calls for us to develop and integrated approach to health issues
- Lack of interest and the unwillingness of program staff to proactively engage in resource mobilisation

Lessons Learnt

- If AAI Zimbabwe implements the Sponsorship communication function, it increases our accountability to Supporters and reaction to Supporter queries will be swift.
- Given the effects of global recession, the donor domain seems to be having less and less funds. It is therefore paramount that the CP manages conscientiously the

grant agreements won with donors. It is also important that the CP continues to diversify its funding base in order to meet the myriad of demands from rights holders.

Managing Financial Resources

Strategic Focus:

Per the 2010 finance hygiene plan, finance had the following four broad objectives:

- i. Planning – To support the CP's planning process by providing the necessary financial information, assessing the organisation's financial performance and advising staff on the same.
- ii. Performance & standards - Develop and review internal control systems and procedures and which comply with International policies as well as adapt to the local environment and regulations.
- iii. Treasury - Manage and monitor the organizations resources and reserves ensuring that they are in line with recommended levels.
- iv. Reporting - Produce and present on timely, analytical and accurate financial and management reports.

Major Achievements:

- a) Grants Management - number of changes were made to the CP's grants managed system resulting in an improvement in the grant management processes. These include

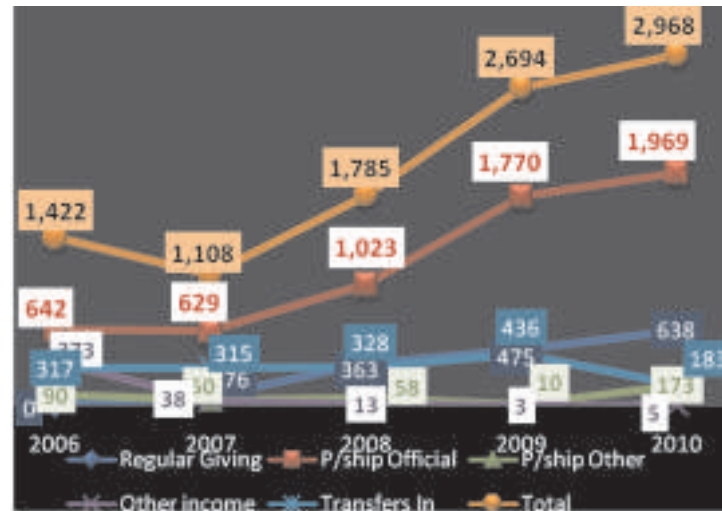
- A financial management workshop conducted for partners in December and partners had the opportunity to share experiences and network.
 - Standard partners' templates were either developing or reviewed for reporting, disbursements requests, pre-grant award assessments and compliance visits.
 - Hybrid' partners' financial management guidelines were developed incorporating good practices from MS following the merger.
- a) Staff training
- The Financial Accountant was sent for a shared learning visit to Kenya
 - Conducted an in-house training on accounting systems, tables and codes.
 - One staff member went for SUN training in Zambia.
- b) Donor contracts Management - The CP got a rating of 91% from UNICEF on financial management, 97% from DFID's consultants on Institutional Capacity Assessments and a B rating from EC on on relevance and quality of design, efficiency of implementation to date, effectiveness to date, impact prospects and potential sustainability.
- c) The Finance Hygiene plan was used as a model in AAI during the HoF conference held in November.
- d) Compliance with KPIs – The CP was compliant with all key cost ratios except Grants and Community inputs which are just 1% below recommended levels.

Table 2: Cost Ratios

Cost Category	2010 Actual
Grants and community input	66%
Staff costs	22%
Office and service costs	5%
Travel and Transport	6%
Capital costs	1%
Support costs	12%
Central costs	15%

- a) Growth in Income base - Total income increased by more than 100% from the 2006 position when the CP was established.

Figure 1: Movement in Income - Actual 2010 vs. Prior Years



The increase in regular giving income is a result of the growth in the CP's Child Sponsorship Programme (from no supporters in 2006 to 5,401 in 2010). Official funding increased as a result of the increase in the number and size of donor funded projects as well as the merger with MS (from one major donor in 2006 to six in 2010).

Key Challenges

- a) Appreciation of the GBP affecting planned programme implementation:

Zimbabwe's exchange rate, interest rate and money supply, which are presently unknown, are all "exogenously" determined owing to the country's use of the multi-currency regime. The CP closed with an average exchange rate of 1.54 compared to a revised plan rate of 1.50 but against the original plan rate of 1.65.

- b) High cost of doing business with dollarization of the economy and inflation:

Zimbabwe's annual inflation rate was 3, 2% at 31 December 2010 up from a deflation of -7.7% in 2009. The extensive importation particularly from South Africa is impacting on the pricing configurations in local retail outlets as the strengthening of the rand against the United States dollar drives up the cost of importing products into Zimbabwe. This is further buttressed by the fact that the country is using a multi-currency

system that is mainly supported by the United States dollar.

- c) High staff turnover especially within the finance section
The staff turnover for 2010 was high (the highest compared to all the years). The CP lost 11 staff (6 resignations and the remaining 5 either had projects funding their positions ending or contracts were not renewed). The Finance unit was the worst affected with 3 resignations from putting a lot of pressure on the unit as time was spent covering up for the gaps or training new staff.
- d) Risk and uncertainties resulting from political instability with NGO regulations getting tighter and aid being politicized.
- e) Though the CP's reserves position improved in 2010 (0.8 months), it remained below the recommended levels due to the high cost of doing business and limited resources.

Lessons Learnt:

- Funds permitting, there is need to include Directors and programme staff in future partners' financial management workshops.
- There is need for training of partner boards not only on financial management but also on internal governance.
- It is important for finance, programmes and M&E units to conduct joint partner reviews and monitoring visits to ensure comprehensive reviews.

Managing Human Resources and organisational development

AAI Zimbabwe employee numbers have continued to grow. In 2008 there were 30 employees, 40 in 2009 and this rose to 47 in 2010. The merger between MS Zimbabwe and AAI Zimbabwe was the main reason for the growth in the CP. As the table below shows, staff turnover remained high at 25.5% in 2010

Staff Categories	Totals in (2009)	Recruitments	Resignations/Dismissals/Transfer	Total 2010
Senior Management - Female*	4	0	2	2
Senior Management - Male	3	1	1	3
Total Senior Management	7	1	3	5
Middle Management - Female	3	5	2	6
Middle Management - Male	1	1	-	2
Total Middle Management	4	6	2	8
Other Staff - Female	15	8	2	21
Other Staff - Male	14	4	5	13
Total Other Staff	29	12	7	34
Total Staff - Female	22	13	6	30
Total Staff - Male	18	6	6	17
Total Staff	40	19	12	47
<i>% Female staff in Senior Management</i>	57.14%	0.00%	66.67%	40.00%
<i>% Female staff in Middle Management</i>	75.00%	83.33%	100.00%	75.00%
<i>% Female staff in Other Staff</i>	51.72%	66.67%	28.57%	61.76%
<i>% Female staff in Total Staff</i>	55.00%	68.42%	50.00%	63.83%

Following the merger with MS Zimbabwe a decision was made to reconstitute the CP's SMT. Thematic coordinators who had earlier been members of SMT were moved to a middle management level and the new SMT is now comprised of the CD and Heads Finance, HROD, Programs and Child sponsorship & Fundraising. MS Zimbabwe brought to AAI Zimbabwe new staff that that have strengthened the CP, particularly in Finance and Governance teams.

Achievements

Plan target	Achievement in 2010	Impact if any
1. Improve human resources management & strategy	Results of the job evaluation exercise were implemented & a new organogram & salary scale were developed and approved by ID-EASA.	AAIZ Salary levels remain below the market rates
2. To ensure all policies & guidelines are implemented in compliance with global standards & meeting the requirements of national laws	<ul style="list-style-type: none"> ● A payroll software was purchased & is now in use. Staff data have been captured using this software. ● A local HROD framework has been finalised & shared all staff. 	Payment of salaries has now improved
3. Improve people management	<ul style="list-style-type: none"> ● Performance management was introduced in the CP & all staff reviewed. Teams have been supported in the implementation of this. ● All staff contract have been reviewed and practises are now standardised. 	There is still low buy- in of this performance management policy.
4. Improve consultation and communication in the CP	<ul style="list-style-type: none"> ● Policies were developed and shred with both staff and partners ● Schedules for all meetings in the CP were developed & these meetings have been held as planned, most times 	<ul style="list-style-type: none"> ● Improved understanding of AAIZ at all levels. ● Communication has improved ● Recruitment turn-around time has improved

Plan target	Achievement in 2010	Impact if any
5. Improve employee recruitment & selection	Employment turnaround time has been shortened.	AAIZ Salary levels remain below the market rates
6. Improve employee health, safety and security.	All staff are on a comprehensive health care scheme. And they also have funeral assurance	Staff security has improved
7. Improve organisational systems and systems	While this is on going there has been a significant improvement in organisational systems in the CP.	Organisational systems and processes continued to improve

Challenges

There are still many challenges in this CP. Among them are:

- Inadequate resources to fund HR & admin projects
- High staff turnover
- Low staff morale
- Poor understanding of admin requirements by program staff

Going forward

- The CP shall continue to improve organisational systems and processes for greater effectiveness.
- The CP will also continue to build capacity of both staff and partners



ACTIONAID INTERNATIONAL ZIMBABWE PARTNERS

Community level partners

Development Areas:

FACT Rusape
FACT Nyanga
Students Partnership World Wide
ADRA
Zinyangeni Christian Church

DFID Protracted Relief Program:

New Dawn of Hope
Chiedza Home of Hope
Mavambo Trust
Padare
Christian Health Care Services
Matabeleland AIDS Council
Midlands AIDS Service Organisation

UNICEF/OVC Program:

Rugare Orphan Care Ministry
New Dawn; Chiedza
CHCS
Umzingwane AIDS Network
ADRA
MEDRA
Padare
Child Protection Society

Women and Land Rights Project:

Women and Land in Zimbabwe
Women's Coalition
Women's Land and Water Rights in Southern Africa
Zimbabwe Women's Resource Centre and Network)

Building Local Democracy (DANIDA)

Basilwizi Trust
Habakkuk Trust
MURRA
CWGH
ACPDT
NANGO
YWCA

Conflict Management and Peace Building (DANIDA)

CCMT
ZPP
Zimrights

Youth Empowerment (DANIDA)

NYDT
Environment Africa
BUIYASP
YAZ

Women Empowerment (DANIDA)

Women's Trust
WIPSU
Msasa Project



Trade Justice (DANIDA)

FACHIG
LGDA
ZIMCODD

INGRAMS Project:

ADRA
FACT-Rusape
Zinyangeni Christian Church

National level strategic partners

Women's Rights/Food Rights (Women's Land Rights partners;
WCoZ, Women Won't Wait Coalition, WIPSU, The Women's Trust)
HIV/AIDS (SAFAIDS, WLSA, UNICEF)
Food Rights (FOSENET, Zimbabwe Farmers Union)
Governance (NANGO, WCoZ, ZimSocial Forum, ZIMCODD, ZELA)
Emergencies (UNICEF, UN OCHA, Oxfam, PSI)

Geographical spread of AAIZ Activities

Manicaland (Chiendambuya, Makoni, Nyanga)
Mashonaland East (Wedza)
Mashonaland West (Chinhoyi, Makonde, Kariba)
Mashonaland Central (Guruve, Bindura, Mount Darwin)
Masvingo (Masvingo, Zaka)
Midlands (Gweru, Gokwe, Zhombe, Zvishavane, Shurugwi)
Bulawayo (Nketa, Pumula, Magwegwe)
Harare (Glen View, Mufakose, Mabvuku, Tafara, Highfield, Kambuzuma, Rugare, Budiriro, Epworth)
Chitungwiza (St Mary's & Zengeza 4)
Matabeleland N & S (Bubi and Gwanda, Bulilima, Mangwe, Nkayi, Hwange, Binga, Victoria Falls)

Annex 1- People Reached out in 2010					
Programme/ project	Theme	Activity	Total Number of People reached in 2010	Number of females	Number of Men
Development Areas [5 partners]					
	RTF	Hunger Free campaign, food and s seed distribution, exchange visits, farming skills training, climate change	5,230	3629	1601
	WR	Awareness raising [16 days of activism against gender based violence] 2300;Land use training[agricultural shows, field days, exchange visits and business management] 779, Lobbying and advocacy and facilitation of lobbying of policy makers 304; leadership training of women farmers 301, Held GAD talks 100+ agricultural input support/OPV pass on 1,000	4,784	3 709	75
	Education	Back to school campaign; school fees payment; supplementary school wet feeding; child participation; school refurbishments; capacity building and advocacy and lobbying.	8,230	4 938	3 292
	HIV and AIDS	Facilitating access to treatment; awareness raising; trainings; social mobilisation through STAR; IGP for PLWHA; Home based care; advocacy and lobbying	9,480	7 584	1 896
	Human Security (see breakdown below)	Health and Hygiene awareness, NFI distribution, Bio-sand filter distribution, awareness using drama, & capacity building of communities	52,470	35,705	16,765
	Governance	Training of SDCs, Training of Local authorities, training of community members	3,512	2315	1197
		TOTAL	82,706	57,880 (70%)	24,826 (30%)
Rights to Just and Democratic Governance (15 partners+)					
	Building Local Democracy	Accountability (4 partners)	2704	1681	1023
		Women Empowerment (3 partners)	2250	1857	293
		Youth Empowerment (4 partners)	1420	717	703
	Conflict Management and Peace Building	Conflict Management and Peace Building (4 partners)	2227	1399	828

		TOTAL	8,501	5,654 (66%)	2,847 (32%)
Women's Land Rights					
	RTF/WR	National Constitutional Conference on Women's Access to land and Natural Resources	175	150	25
	WR	District validation of women's land rights research	232	226	6
	Gov	Leadership of women farmers	332	325	7
	Gov	Lobbying and advocacy training-Lobbying national and local level policymakers in project districts	348	341	7
	RTF/WR/HIV	Land use training [agricultural shows, exchange visits, field days and business management training]	2,210	2,175	35
	WR/HIV	Awareness raising[16 days of activism, IWD, RWD]	2,078	2,028	50
		TOTAL	5,375	5,245 (98%)	130 (2%)
Right to Food					
		Trade Justice (3 partners)	26,700	17,355	9,345
		Other Projects (Covered under Women's rights-	-	-	-
		TOTAL	26,700	17,355 (65%)	9,345 (35%)
Right to a life of dignity in face of HIV and AIDS					
Protracted Relief Project [8 Partners]	RTF	Monthly food distribution	10,435	5 861	4 574
	HIV	Monthly cash transfers through banks	10,547	5 925	4 622
	RTF	Supported low input gardens among beneficiaries	8,303	4 692	3 611
	RTF	Seed packs (maize, cowpeas) and fertiliser distribution	4,140	3 910	230
	WR	Trainings on women's rights; STAR, IGPs and ISAL	1,440	1 296	144
	HIV	HBC including Treatment vouchers	3,441	2 789	652
		TOTAL	38,306	24,473 (64%)	13,883 (36%)

Right to Education					
Orphans and Vulnerable Children [7Partners]	RTF	Supplementary school wet feeding	7,000	3,640	3,360
	Education	Child participation (Through STAR circles, child-led initiatives and participation in Child Protection Committees)	1,846	1,000	846
		Basic primary education (Fees and stationery)	5,000	4,800	200
	Gov	Assistance with birth registration	1,777	977	800
	WR/Gov	Life skills training	6,000	3,120	2,880
	RTF	Distribution of summer seeds	7,000	4,250	2,750
Staff capacity building	HIV	Women's rights programming for OVC	210	168	42
		TOTAL	28,833	17,955 (62%)	10,878 (38%)
Right to Human Security in Conflicts and Emergencies					
		The Charitable Foundation	20,000	13,000	7,000
		Greece Hellas Projects	32,250	22,575	9,675
		IECT Support for Capacity Building	220	130	90
		TOTAL	52,470	35,705	16,765
National Campaigns					
	Gov	Citizen Empowerment on Constitution making process	572	324 (57%)	248 (43%)
Human Resources and Organisational Development	Administrati on	Performance Appraisal training	47	30 (63%)	17 (37%)

Cost effectiveness in service delivery and capacity building

	TOTAL COST/THEME	SERVICE DELIVERY	PEOPLE REACHED	COST PER PERSON	CAPACITY BUILDING	PEOPLE REACHED	COST PER PERSON
THEME	€	€		£	£		£
RIGHT TO EDUCATION	118,381	-			118381	37063	3.19
RIGHT TO HUMAN SECURITY	203,676	132,758	52,250	2.54	70918	52,250	1.36
RIGHT TO FOOD	53,597	-			53597	31930	1.68
RIGHT TO DEMOCRATIC GOVERNANCE	113,131	-			113131	12585	8.99
RIGHT TO A LIFE OF DIGNITY IN FACE OF HIV & AIDS	1,758,319	1,522,223	22,291	68.29	236097	4637	50.92
WOMEN'S RIGHTS	220,591	43,647	1,200	36.37	176944	10159	17.42
Totals	2,467,695	1,698,628			769,067		

From the analysis above it is clear that service delivery cost per unit is higher than for capacity building. Within service delivery HIV/AIDS cost per unit is higher than other themes. Under the same theme in the cost related to capacity building was also high due to out sourcing of technical skills. This also mirrors the capacity higher capacity building costs were directly implementing. The costs of capacity building however showed to be lower when done by partners in the field. It is also important to note that HIV/AIDS involved high human capital outlays to implement activities compared to other themes such as education, right to food and governance.

ANNEX 2: Gender Score Analysis

Zimbabwe				
Project	Theme	Actual 2010		Details of actual work
		Value	Score	
Chiendambuya	HIV/AIDS	105	2	Women and girls are capacited to question the status quo around power relations
Hwedza	HIV/AIDS	105	2	The target group for all the work being done in Hwedza is women and the girl child. Women are being sensitised on their rights and given resources like seeds, fertilisers and income for IGPs.
Makoni	Women's Rights	150	3	Targets to positioning women in strategic positions, lobbying for representation of women in leadership positions, awareness raising on women's rights
Nkayi	HIV/AIDS	11	3	The programmes in the DA are mainly focussing at the empowerment of women and girls in various ways. Most of the themes - food rights, women's rights, emergencies and conflict and HIV and AIDS all have a special bias in their targeting. The majority of t
Nyanga	HIV/AIDS	98	3	Targets to positioning women in strategic positions, lobbying for representation of women in positions, awareness raising on women's rights
Emergency Support for Zimbabwe	Human Security	14	3	Ensuring women's specific needs are addressed before, during and after emergencies and conflict
Priority Projects in Zimbabwe	Education	12	3	The target group for the IGA support are women and girls
Empowering Women Through Land Rights	Women's Rights	97	3	leadership training to enable women to take up leadership position, lobbying of policy makers for women representation in decision making structures, training women in lobbying and advocacy so that they can lobby for their rights to land, train policy making
Protracted relief Programme II	HIV/AIDS	978	2	The PRP project is ensuring that women have access to cash transfers, food vouchers, seeds for gardens, treatment vouchers etc, but it does not address the issues position and power of women hence it is not at score 3.
Responding & strengthening future of Orphans and Vulnerable Children	HIV/AIDS	582	2	Targeting orphans and vulnerable children with support for practical and strategic needs
SCP (Greece) - Cholera Response in Zimbabwe	Human Security	57	1	Ensuring women's specific needs are addressed before, during and after emergencies and conflict

Women's Land Rights in Zimbabwe (WOLAR)	Women's Rights	7		
Gender, Governance and Access to and Control over Land	Women's Rights	33	3	leadership training to enable women to take up leadership position, lobbying of policy makers for women representation in decision making structures, training women in lobbying and advocacy so that they can lobby for their rights to land, train policy making
Women's land rights in Zimbabwe (AAI)	Women's Rights	2	3	leadership training to enable women to take up leadership position, lobbying of policy makers for women representation in decision making structures, training women in lobbying and advocacy so that they can lobby for their rights to land, train policy making
Rehabilitation and construction of water points in Zimbabwe	Human Security	54	2	Ensuring women's specific needs are addressed before, during and after emergencies and conflict
Protracted relief Programme - II	HIV/AIDS	66	2	The PRP project is ensuring that women have access to cash transfers, food vouchers, seeds for gardens, treatment vouchers etc, but it does not address the issues position and power of women hence it is not at score 3.
MCP: Frame grant in Zimbabwe	Governance	437	3	The theme seeks to redress the gender inequality and equity problems by lobbying and advocating for the effective participation of women and girls in local decision making structures and processes. The theme will undertake political empowerment campaigns
MCP: Operation one days work in Zimbabwe	Governance	98	2	This is a youth programme with an emphasis on girls educating them on their rights and the need for them to collectively discuss issues that affect them and demand accountability from office bearers.
National Office Expenditure	Education	20	2	Covers all themes and the main focus in 2010 was Education
NGO HR Zimbabwe YR2	Human Security	1	1	Ensuring women's specific needs are addressed before, during and after emergencies and conflict
MCP: Women's Lands rights in Zimbabwe	Women's Rights	3	3	leadership training to enable women to take up leadership position, lobbying of policy makers for women representation in decision making structures, training women in lobbying and advocacy so that they can lobby for their rights to land, train policy making
Total		2,930		
Classification				
Priority - programme directly addresses the position, power and rights of women		3		
Enabling - women gaining resources and confidence		2		
Participation - women and girls are involved		1		
Not Addressed - Women's rights not addressed		0		

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The ActionAid International Zimbabwe Team 2010

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Admin/HR/Logistics/IT		
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3	Isobel Sinosi	Admin Officer
4	Tinashe Ngirandi	IT Coordinator
5	Wadzanayi Gwini	Personal Assistant
6	Mary Makuku	Admin Assistant
7	Abraham Antonio	Admin Assistant
8	Joyce Mapfumo	Office Orderly
9	Zvichapera Nyamuzhanje	Office Orderly
10	Enock Muzaka	Office Orderly
11	Maxwell Mudyariwa	Office Orderly
12	Esau Mushunje	Caretaker-Rusape
13	Martin Nyabonda	Driver
Finance		
14	Evyline Chingono	Head of Finance
15	Nsandula Sinchuke	Accountant
16	Gladys Ndoro	Accountant
17	Matilda Madzinga	Finance Officer, Grants
18	Jonah Mabvuta	Finance Officer, Projects
19	Julia Penias	Finance Assistant
20	Evans Gomera	Finance Assistant
21	Beauty Jonga	Internal Auditor
Programme		
22	Tsitsi Choruma	Country Director
23	Philemon Jazi	Deputy Country Director
24	Joel Musarurwa	National Emergencies Coordinator
25	Virginia Muwanigwa	WR Coordinator
26	Lucina Machanzi	Coordinator - HIV/AIDS & Education
27	Lillian Matsika	Coordinator - Governance
28	Beatrice Ndlovu	Coordinator - FR
29	Charity Hodzi	Project Manager - Governance
30	Tsuro Bore	Child Sponsorship Manager
31	Peter Matimati	Regional DA Manager
32	Chipo Chimwanda	Regional DA Project Officer
33	Chipo Maruza	Sponsorship Assistant
34	Ebenezer Tombo	M&E Coordinator
35	Gracious Madyira	P4C Facilitator
36	Takaitei Bote	Information Officer



Some of the ActionAid Zimbabwe team members in 2010

Projects

37	Emilia Hatendi	Project Manager-OVC	45	Aldrian Mungani	Project Officer - Longitudinal Impact Monitoring and Evaluation (LIME)
38	Frank Mashapa	Project Officer-OVC	46	Brighton Muzavazi	Project Officer - Longitudinal Impact Monitoring and Evaluation (LIME)
39	Vicent Ncube	Project Officer-OVC	47	Admire Nyereyemhuka	Project Officer - Monitoring & Evaluation (M&E)
40	Jane Maponga	Project Manager PRP	48	Zvisineyi Chimwere	Project Assistant - HBC
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42	Sharon Chikara	Project Officer - SPO	50	Nobuhle Sibanda	Project Assistant - HBC
43	Victor Makoveré	Project Officer - LIG	51	Thandiwe Chidavarume	Project Manager-WLR
44	Caroline Mudara	Project Officer - M&E	52	Roselina Muzerengi	Project Officer-WLR
			53	Nanganidzai Makoho	Project Officer-WLR