



CIVIC FORUM ON HUMAN DEVELOPMENT

Annual Report 2014

FEBRUARY 2015

BACKGROUND

Civic Forum on Human Development (CFHD) was established in 1995 and has been going through an interesting curve of growth and development. Over the years, CFHD has been working and advocating for people centred housing solutions, inclusive human development policies, citizen participation in local governance, participatory service delivery, local economic development, collaborative peace building and conflict mitigation, community based approaches to livelihoods transformation and governance of natural resources.

Our transition agenda from a focus on housing to human development has been successful over the past three years. Through our targeted interventions in civic education and awareness, local governance capacity building, community based planning and people centred service delivery and participatory peace building processes, we have learnt that the human development approach can expand and strengthen local capabilities to transform their social, cultural, economic and development systems to improve their well-being, innovativeness and adaptability to change.

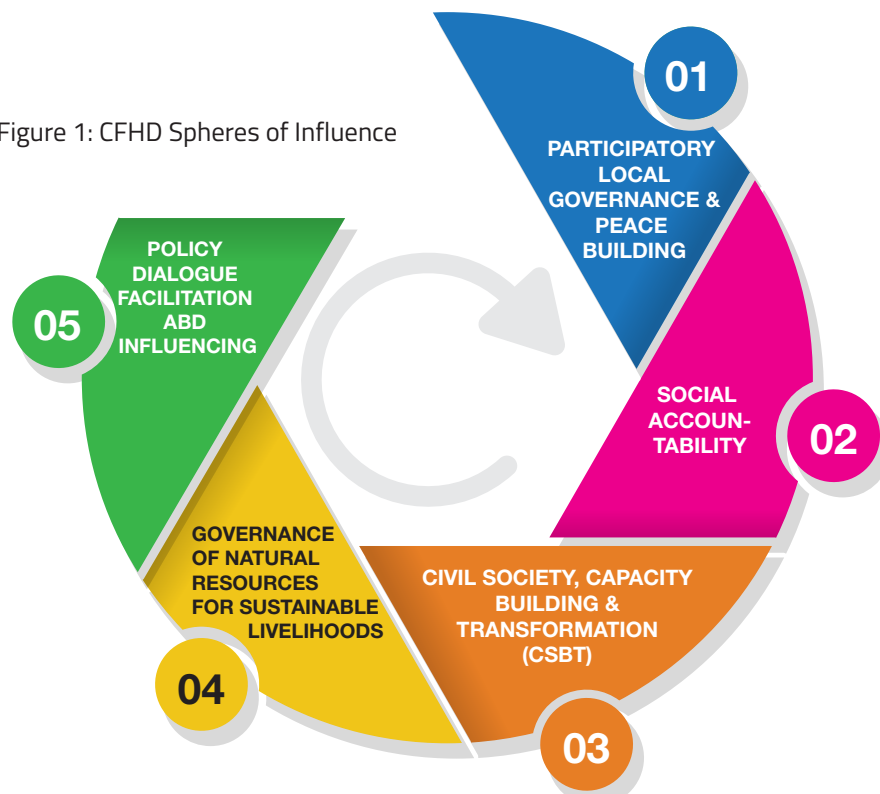
The Civic Forum on Human Development puts emphasis on fostering dialogue, positive communication and advocating for inclusive policies and equitable development practices in collaboration with network members, development partners, local authorities and relevant government departments.

The organisation has developed partnerships with relevant stakeholders in the development sector as a way of ensuring effective citizen participation in decision making processes that have an effect on sustainable use of resources and local governance. We have also been forging national level linkages especially with the Ministry of Local Government, Public Works and National Housing to co-host dialogue workshops with stakeholders on issues of national importance such as housing and infrastructure development, social service delivery and accountability and promoting community based planning towards decentralized governance of service delivery in Zimbabwe.

As a result of our collaborative initiatives and dialogue processes, we have demonstrated competences in five broad areas we will use to trigger our future growth and development.

This is illustrated in Figure 1, below:

Figure 1: CFHD Spheres of Influence



WHO WE ARE



Our Vision

Inclusive societies where the rights of citizens are recognized and local institutions are empowered to drive their own development.



Our Mission

To transform all systems and processes that contribute positively to human development based on respect for people's participation, human rights, empowerment, service delivery and responsible policies.



Our Values

Fairness
Accountability
Innovation and Quality Oriented
Responsiveness and Timely Action
Network Driven
Environmentally-Sensitive
Socially Responsible
Sustainability Focused



CFHD THEMATIC AREAS

Over the years the CFHD has been working in 5 thematic areas that are highlighted in figure 2. Table 1 below illustrates progress made in the organization's thematic areas.

Table 1: CFHD Thematic Areas

Theme	What we have been doing
1. Local Governance and Peace Building	■ The implementation of the EU funded project titled "Strengthening Local Governance and Citizen Participation" (LGCPP) (2010-2015) which is being implemented in Nyaminyami, Tsholotsho, Mutoko and Chipinge is now in its fifth year. Page 7 highlights the progress that the project has made. ■ The CFHD is now in the 2nd year of implementing the USAID funded project titled "Promoting Peace Building for Sustainable Development in Rural Areas of Zimbabwe". The main activities under the period under review were on the establishment of peace building and income generation groups.
2. Civil Society Capacity Building	■ The CFHD has revitalized updating its membership database which consists of Civil Society Organisations (CSOs) and community based organizations that are affiliated to the Forum. As for the period before the year under review letters were sent to over 50 civic organizations
3. Local Economic Development and Sustainable Livelihoods	■ The CFHD has been supporting 12 income generation projects in Mutoko, Nyaminyami and Tsholotsho. The projects are being implemented by members of community who were identified by the ward development committees (WADCs) of the respective beneficial wards. The identified income generation projects are on: piggery, poultry and buying and selling of school uniforms.
4. Social Accountability	■ The CFHD has revitalized its relationship with the Public Social Accountability Monitor (PSAM) which over the years, the relationship has enabled CFHD members of staff to undergo training on issues of Social Accountability.



Some of the beneficiaries receiving chicks through CFHD initiatives on Local Economic Development

POLITICAL AND SOCIO-ECONOMIC CONTEXT

After securing a two thirds majority in the July 31 elections 2013, the ruling party has prioritized economic revival anchored on indigenization and mining amid a myriad of challenges. In terms of the economy, economic growth slowed down to around 3% in 2014 and this means that there was no improvement on employment and industries will continue to close down, consequently leading to de-industrialization and the growth of the informal sector will be persistent.

The manufacturing sector saw a drop in activity between 2011 and 2014: at least 4 610 companies closed down, resulting in a loss of 55 443 jobs. The Minister of Finance Patrick Chinamasa acknowledged that the Government of Zimbabwe was aware that systematic engagement with all nations will be key to unlocking funding and dealing with the country's tight liquidity problem (The Herald, May 2014). Thus there is a need to continue implementation of structural reforms to improve the business environment and make economic growth more inclusive.

The challenge for civil society organizations should also be viewed in the context of the economic meltdown in the country. The emerging discourse centres on civil society as a catalyst for development interventions that can help reverse the economic meltdown by working in collaboration with government, private sector and community based initiatives. The civil society sector is still largely fragmented in tackling some of the key challenges faced by the economy in Zimbabwe.

Rather than taking a back seat, the CFHD has resolved to focus on strategic engagement and dialogue with government, local authorities and other stakeholders to design more responsive and collaborative development programmes. We therefore take a lot of interest in building models of excellence in sustainable human development at the local level and use our knowledge and experience to influence change at Provincial and National level. We are keen to promote solutions that enhance sustainable human development.

CFHD has now observed that the economy is drifting towards the informal sector where there are multiple actors with different interests and priorities. Against a declining economy, the demands for CFHD support by stakeholders and communities have been increasing tremendously in the past year and CFHD will be compelled to come up with more innovative working models in the future.

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PROJECT HIGHLIGHTS IN 2014

The focus of this section is on the update on how far Civic Forum on Human Development (CFHD) has endeavoured to fulfil its mandate as well as its strategic objectives in the financial year 2014. The report will focus on two projects under the ambits of the Forum, namely the Peace for Sustainable Development in Rural Areas of Zimbabwe (PPSDRAZ) and Strengthening Local Governance and Citizen Participation in Rural District Councils of Zimbabwe (LGCPP).

CFHD implemented two major projects in the year 2014 in partnership with the Association of Rural District Councils (ARDC) and Centre for Community Development Solutions (CCDS). The LGCPP is in its final year and the PSDRAZ is in its second year. Both projects have shown a lot of progress towards achieving their objectives in the four local authorities they are being implemented. The CFHD uses the light touch model which emphasizes participatory learning, action and reflection with local actors taking a lead in the implementation process. The two projects have made progress in the stimulation of citizen participation in development by creating ways for innovative development.

Table 2: Projects Implemented in 2014

Project	Area of Operation	Duration
Strengthening Local Governance and Citizen Participation in Rural Areas of Zimbabwe (LGCPP)	Chipinge, Mutoko, Nyaminyami and Tsholotsho	2010-2015
Promoting Peace Building for Sustainable Development in Rural Areas of Zimbabwe (PPSDRZ)	Chipinge, Mutoko, Nyaminyami and Tsholotsho	2013-2016

STRENGTHENING LOCAL GOVERNANCE AND CITIZEN PARTICIPATION IN RURAL AREAS OF ZIMBABWE (LGCPP)

Civic Forum on Human Development in partnership with the Association of Rural District Councils of Zimbabwe (ARDCZ) and Centre for Community Development Solutions (CCDS) are implementing the Local Governance and Citizen Participation Project in four Rural District Councils of Zimbabwe ; Chipinge, Mutoko, Nyaminyami and Tsholotsho from 2010 to 2015. The Centre for Community Development Solutions (CCDS) is an associate which is responsible for technical support and guidance to sound project management, learning, monitoring and evaluation. The overall objective of the project is to promote democratic, effective, transparent and accountable local governance in Rural Districts Councils (RDCs) of Zimbabwe.

5.1 Main Programme Achievements

The specific objective for LGCPP is to strengthen the capacity of elected councillors, council officials, traditional and local leaders to internalize democratic values and principles so as to increase their responsiveness to community and stakeholder concerns and inputs in their facilitation of local governance. This objective is increasingly being met as shown by the results recorded over the year under review.

5.2 Programme Achievements

- Continuous uploading of information and programme updates on ARDC and CFHD websites in order to disseminate and share project knowledge products with a wider audience to influence up scaling of the project to other Rural District Councils.
- The project has enabled the CFHD to develop a comprehensive membership database comprising of over 20 key Community Based Organizations (CBOs), Civil Society Organizations (CSOs), NGOs and INGOs that need systematic engagement and inclusion in participatory local governance processes in the scaling up of the project in Zimbabwe. The process is still on-going as many organizations are continuing to express their willingness to work with the Forum.
- The successful launch of a resource website <http://www.ardcz.org> and <http://civicforum.co.zw> by the CFHD and the project partner ARDC which is being used to share project knowledge products with a wider audience to influence uptake of emerging best practices by other rural districts councils.
- Continuous monitoring of media reports and analytical surveys taking place in the country through the Service Delivery and Governance Watch Programme. The programme informs the CFHD about key issues that are of interest to the Forum's programming.
- The CFHD successfully conducted a mapping exercise of Local Governance institutions and actors in the Mashonaland East development corridor who have the potential to participate and contribute to the emerging Alliance for Good Governance in Rural Areas of Zimbabwe (AGGRAZIM). The process resulted in 5 RDCs from Mashonaland East and 30 CSOs and CBOS committing themselves to participate in the AGGRAZIM initiative that is being spearheaded by the CFHD.
- A national reflection workshop was successfully conducted in Harare at Cresta Oasis Hotel where presentations were made by CFHD and the participating four districts who shared their experiences, lessons and challenges on project implementation.

STRENGTHENING LOCAL GOVERNANCE AND CITIZEN PARTICIPATION IN RURAL AREAS OF ZIMBABWE (LGCPP)

Table 3: Beneficiaries of the LGCPP in 2014

Type of beneficiaries	Mutoko	Nyaminyami	Tsholotsho
District Action Team	15	13	14
Traditional leaders	981	491	907
Ward facilitators	700	529	648
Councillors	29	0	0
Total	1725	1033	1569



5.3 Programme Impact, Lessons and Challenges

The implementation of the LGCPP has resulted in the CFHD and its implementing partners recording some positive impacts and lessons and in some instances also facing challenges. Below is an illustration of some of the impacts, lessons and challenges that have emerged as a result of the LGCPP.

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Table 4: Emerging Impacts of the Project

- Chipinge, district now has the capacity to conduct participatory budgeting consultation meetings. The district has been able to cover all the 30 wards and has been submitting its draft budget to the Ministry of Local Government, Public Works and National Housing on time.
- In Nyaminyami members of the community now have knowledge on the processes involved in acquiring stands. Previously, councillors used to allocate stands for people who required commercial and residential stands. Now due to LGCPP both councillors and the community at large are now aware of the procedures involved and incidences of unprocedural allocation of stands have declined.
- Mutoko Rural District Council budget for 2015 was done through a participatory budgeting process, whereby all the wards in the district were consulted on the proposed budget. This development led to Mutoko district being amongst the first districts to have its budget approved by the Ministry of Local Government.
- All the districts testified that they were now receiving improved revenue flows, village heads are now more aware of their role in revenue collection for the RDCC. In Tsholotsho the RDC has further empowered the Village Head to collect revenue whenever cattle is sold to private buyers. The arrangement is that the RDC will collect \$20, Village Head will collect \$5 and \$5 will be banked in the ward development account.
- Institutionalization of the Participatory Budgeting process has boosted the confidence levels of the citizens in the operations of the council in all the four districts.
- The project model of letting the DATs be in the forefront of the planning process and implementation of activities on the ground makes it flexible for the districts to prioritize their needs.
- There is improved dialogue and engagement between communities, RDC's and other stakeholders. In Mutoko improved dialogue with stakeholders led to the introduction of innovative revenue generation mechanisms such as use of grain (maize) as a payment of Development Levy due to council. 300 Mutoko farmers took part in the exercise which resulted in council realizing \$17 000 from the GMB.
- There is now gender equity in CAMPFIRE committees in Tsholotsho and Nyaminyami, which is a positive sign for CFHD's programming since gender equality and women's empowerment are key also to sustainable development. Thus there is growing evidence of the synergies between gender equality and social justice.
- There is increased knowledge on understanding the development structures of local governance and skills of conflict management and peace building initiatives in their communities.
- According to the DAT from the targeted 4 districts there is now enhanced citizen participation in local governance decision making as was reflected in the attendance to the 2015 participatory budgeting processes.

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5.4 Lessons Learnt

The CFHD has learnt a number of lessons during the year which include:

- The light touch model that the CFHD uses in implementing the local governance project has promoted ownership of its actions by its targeted beneficiaries and has strengthened the institutionalization of emerging best practices at District Level. Under the LGCPP the CFHD facilitated the establishment of District Action Teams (DAT) in each district which comprises of staff members from the targeted local authorities, representatives of CSOs resident in the district, and also representatives of Government ministries that are resident in the district. The DAT is responsible for cascading issues of local governance and citizen participation to the communities and lower governance development structures. Thus the approach has enabled the targeted districts in the project to take ownership and take control of the direction of the project processes.
- The CFHD learnt that it is critical to engage and manage the expectations of various stakeholders, partners and targeted beneficiaries. The LGCPP project was aimed at increasing knowledge and creating positive attitude and perceptions in local governance and decision making processes which is different to other projects that are aimed at benefiting targeted beneficiaries with material benefits. Therefore, it was critical to create a shared understanding with all the key stakeholders so as to avoid conflicts.
- Future local governance projects should be embedded with livelihoods initiatives as a point of entry strategy for women, youths and other vulnerable groups in society.
- The partnership with ARDC has enabled the CFHD to effectively manage relationships with stakeholders and to operate in politically contested territories. The ARDC played an important role in managing misunderstandings/conflicts with some key local government officials who did not have a clear understanding of the project and whose actions had the potential to hamper the implementation of the project.

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It is important for programmes that involve citizen participation to work with both the demand and supply side of the governance equation. Under the LGCPP the supply side was capacitated on how to process and institutionalize emerging needs and priorities from the demand side. The demand side was capacitated on how to engage the supply side in demanding their rights to entitlement in manner that results to the progressive realization of their needs and priorities.

5.5 Challenges

The year under review had a number of challenges that include the following:

- **Expectations of stakeholders:** Some of the stakeholders of the LGCPP at community level thought there were to materially benefit from the implementation of the project. It was therefore, a tantamount task to explain and articulate to stakeholders and beneficiaries on how they were going to benefit from the project through acquiring knowledge and skills.
- **National events:** National events such as elections and census resulted in some of the scheduled activities to be suspended since members of the DAT had also to participate in such important events.
- **Economic challenges:** The country is currently facing economic challenges and this has resulted in limited financial resources for supporting the response of the organization to emerging programming and institutional needs.
- **Resources to meet community and stakeholder demands:** There has been overwhelming demand for CFHD initiatives than what can be supported by available projects resources. This has been the situation especially in the 12 wards that CFHD is supporting pilot peace building and income generation projects that can only support 30 people per ward.
- **Marginalization of women in local government decision-making processes:** Women have shunned participating in local governance and decision making processes due to cultural norms and values. Traditionally men have been dominating discussions and deliberations of local level participatory development structures such as the village and ward development committees.
- **Poor infrastructure (road, communication network):** Some of the areas that the CFHD operates in like Nyaminyami have a poor road network and are very difficult to access especially during the raining season. This has negatively affected planning and mobility during implementation of project activities.

5.6 Future Growth Priorities for CFHD under the LGCPP

- Packaging and documentation of emerging knowledge products and best practice models from the LGCPP for wider sharing through the ARDC and CFHD website and, the Organizational Resource Centre.
- Resource mobilization for the 2nd phase of the LGCPP which would be based on Social Accountability and AGGRAZIM.
- Profiling and updating the database of local authorities, CBOs and CSOs that need systematic engagement and inclusion in participatory local governance processes in the scaling up of the project in Zimbabwe.

PROMOTING PEACE FOR SUSTAINABLE DEVELOPMENT IN RURAL AREAS OF ZIMBABWE (PPSDRZ)

This USAID funded project complements efforts and impacts gained in the EU funded LGCPP. It is being implemented in the four districts of Chipinge, Mutoko, Nyaminyami and Tsholotsho. The project is implemented in partnership with the Association of Rural District Councils of Zimbabwe (ARDCZ) and the Centre for Community Development Solutions (CCDS). The targeted results for the action are as follows:

- Local leaders have increased knowledge on peace building, conflict mitigation and reconciliation.
- Local level institutions for effective peace building, conflict management and Local Economic Development (LED) are strengthened.
- District and sub-district political leadership structures' capacity to respond to peace building and conflict management needs of the communities and local civic organizations strengthened.
- Effective documentation of the project processes to ensure knowledge sharing on peace building and conflict management issues and replication of best practices.

The project makes use of two key project implementation strategies, the Do No Harm and People to People Approaches to peace building and sustainable rural development. CFHD is implementing this peace building project complementary to its earlier effort on the governance intervention in the same geographical area. The already capacitated clients and leaders in the governance project are further capacitated through the implementation of the peace building project.

6.1 Main Programme Achievements, Impact and Lessons

The project has managed to make the following impacts in the four targeted districts and to date the project has achieved the following:

Table 6: Emerging Impacts of the Project

- The DAT now have requisite skills in peace building and conflict management concepts. This was demonstrated by their capacity in effectively train local leaders, peace ambassadors and income generation groups under the mentorship of the CFHD technical team. The DATs effectively implemented the training and their facilitation skills were highly commendable as they showed a higher level of understanding peace building and conflict management concepts.
- Members of the community are now able to separate development issues from politics. Previously asking the communities to pay their rates was perceived as a way of undermining the ruling party and government but the council is now able to push for the council agenda without any resistance or interference.
- Traditional leaders (Village Heads) used to receive a lot of proceeds from the fines they charged on the people who would have committed minor crimes. Due to the peace building project people are now resorting to talking to each other first before they seek the intervention of a traditional leader. Chief Nengande of Ward 6 in Nyaminyami pointed out that he now handles few cases of conflicts in his court and he attributed this to the trainings in peace building that were conducted in his district.
- In Tsholotsho RDC ward 9 there was a conflict as to where to build a new school in the ward. The case was well known in the district and during the roll-out training on Conflict Management the DAT continuously used the issue as an example of some of the conflicts that exist at ward level. The ward leadership soon called for a meeting that resolved the impasse and the school was built at central position. To reflect that the training had a strong impact on the ward, the community contributed immensely to the building of the school.

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- In Tsholotsho RDC ward 2 there was a conflict pertaining to the building of a clinic. The outgoing councilor was trying to fight and undermine the newly elected councilor. His strategy was to mobilize a section of the community to have a clinic that was about to be built at central position of the ward to be built at the border of the district with Plumtree. The DAT was able to mediate over the issue using their newly acquired skills and convinced the community that the clinic was supposed to be built at a central position.



Inputs that were distributed to peace building and income generating groups in Mutoko (chicks and feeds) and Nyaminyami (school uniforms)

Table 7: Clients reached in 2014 by the peace building project

Type of beneficiaries	Mutoko	Nyaminyami	Tsholotsho	Chipinga
Peace ambassadors	-	529	-	648
Traditional leaders	-	-	324	-
Peace building and income generation groups	6	3	-	3
Number of beneficiaries in the Peace building and income generating groups	61	83	-	73

NB: The training of peace ambassadors in Mutoko and Chipinga was carried out in 2013.

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Tsholotsho DAT Mr Gumbo facilitating a training workshop for the peace ambassadors in ward 17

6.2 Lessons Learnt

- The CFHD has learnt a number of lessons during the year which include:
- Peer learning is important amongst the project partners in the four participating districts since it is a platform for districts to share their best practices and challenges.
- Governance of natural resources was seen as a major source of conflict especially in Campfire districts like Nyaminyami and Tsholotsho whereby communities feel short changed when they do not benefit from their natural resources.
- Bottling of grievances can also cause manifestation of conflicts thus the CFHD's tools for Conflict Management and Mitigation need to be enhanced and continuously monitored so that communication channels can be opened up as an avenue to air grievances and disputes.
- There is still more room and opportunities for the Forum to learn innovative strategies and models on peace building and reconciliation as reflected in the National Reflection Workshop.
- It was also discovered that more capacity building of local leadership structures is needed in regards to gender mainstreaming. This is to ensure that woman have a role to play in decision making processes of the 4 districts given their low participation in project activities.
- Lastly the project should strengthen models and strategies that have proven to be working such as the light touch model, participatory local governance and peace building, stakeholder engagement and community ownership of resources and projects.

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6.3 Future Priorities for PPSDRZ

- Through reflective meetings and dialogue with stakeholders, the following priorities for enhancing peace building in Zimbabwe emerged:
- Stakeholder engagement – there is need to engage all stakeholders both at the top and bottom levels so as to tap their views concerning the project.
- Conferring of ownership to the community for instance Community Ownership Schemes will benefit the districts as the resources found in the communities can help develop their communities.
- The CFHD should continue to use the Light Touch Facilitation Model given its proven success on the project. The model would be strategic in enabling the CFHD to spread its influence in politically contested territories.
- The CFHD should spearhead the development of a community handbook on local governance and peace building which should be in English, Ndebele, Shona and Tonga. The handbook would go a long way in closing the knowledge gap that exists in local governance and peace building.
- There is need to scale up the Peace Building initiatives to other rural and urban local authorities given the demand in conflict transformation mechanisms in these areas.

CFHD OTHER INITIATIVES

- During the period under review the CFHD managed to implement other activities outside its two main projects that were being funded by the EU and USAID. Below is a list of such activities:
- The CFHD promotes the use of partnerships in its operational plan as this enhances effectiveness, efficiency, quality and impact of development interventions. At regional level CFHD is now collaborating with the Centre for Social Accountability at Rhodes University, South Africa to promote the use of the concept of Social Accountability in Local Governance Systems in Zimbabwe.
- The CFHD managed to engage with funding and technical development partners in order to map out potential areas of collaboration and fund raising strategies.
- Updating of CFHD membership database of Community Based Organizations (CBOs), Civil Society Organizations (CSOs), NGOs and INGOs that the CFHD will be working with during the lifespan of its current Strategic Plan (2014-2018).

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CORPORATE GOVERNANCE

9.1 Executive Committee Meetings

The executive committee met once every quarter of the calendar year to discuss the operations of the organisation and give necessary guidance and direction for the operations of the Forum. It reflects on issues that are pertinent such as field operations update, fundraising initiatives, partnerships, human resources planning and all other matters associated with corporate governance including policy and oversight.

9.2 Human Resources and Staff Compliment

The Forum has eight full time staff members that include the Chief Technical Director, Project Coordinator, Peace Building and Local Governance Facilitator, Monitoring, Evaluation and Learning Officer, Finance Officer, Administrator, Driver and two students on attachment. The Director and the Coordinator form part of the Management team whilst the, Peace Building and Local Governance Facilitator, the M & E Officer and the driver constitute the Field Technical Team.

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