



Final Evaluation and Systematisation Report

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Acronyms

A.1	AP Sector of implementation “Youth Civic Education Development”
A.2	AP Sector of implementation “Citizenship Education & Social Involvement Development”
A.3	AP Sector of implementation “Local Communities Radio Services Development”
A.4	AP Sector of implementation “Local Communities Inclusion Development”
A.5	AP Sector of implementation “Art & Communication Social Development”
ACPD	African Community Publishing & Development Trust (AP Partner)
AIPPA	Access to Information and Privacy Protection Act
AP	Action Program (the Award Granted External Action object of the present Evaluation Report)
BAZ	Broadcasting Authority for Zimbabwe
BNF	Beneficiary
CCMT	Centre for Conflict Management and Transformation
COPAC	Constitution Parliamentary (select) Committee
COSV	Comitato di Coordinamento delle Organizzazioni per il Servizio Volontario (AP Coordinator)
CRI(s)	Community Radio & Information committees (for LCRs)
CSO(s)	Civil Society Organization(s)
ERC	Election Resources Centre (of Zimbabwe)
EU	European Union
EUD	European Union Delegation to the Republic of Zimbabwe
GTH	Grace To Heal [Healing & Pacification network]
GNU	Government of National Unity
GPA	Global Political Agreement
ICT	Information and communication technologies
JOMIC	Joint Monitoring and Implementation Commission
CRI	Community Radio Initiative
MCPA	Ministry of Constitutional and Parliamentary Affairs Zimbabwe
MDC	Movement for Democratic Change
MGWA	Ministry of Gender and Women’s Affairs Zimbabwe
MISA	Media Institute of Southern Africa (AP Partner)
MYZIM	Ministry of Youth development Zimbabwe
NANGO	National Association of Non Governmental Organizations
NGO	Non Governmental Organization
NYDT	National Youth Development Trust (AP Partner)
OVI(s)	Objectively Verifiable Indicator(s) of achievement <i>[source: Logical Framework]</i>
PAMBERI (or)	Pamberi Trust for Arts & Culture (AP Partner)
PT	Public Order and Security Act
POSA	Rural District Council
RDC	<i>Registrar General</i>
RG SADC	Southern Africa Development Community
SOM	Sistaz Open Mic
ZACRAS	Zimbabwe Association of Community Radio Stations (AP Partner)
ZANU – PF	Zimbabwean African National Union – Patriotic Front
ZEC	Zimbabwe Electoral Commission
ZESN	Zimbabwe Electoral Support Network
ZPRA	Zimbabwe People’s Revolutionary Army Veteran Trust (AP Partner)
ZWB	Zimbabwe Women’s Bureau
ZWC	Zimbabwe Women Coalition

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1. Executive summary

The 28,5 months program *Empowerment of civil society and CSOs role to strengthen participation and national processes in Zimbabwe*, was funded by the EUD in Zimbabwe and implemented by the International NGO COSV in partnership with the Zimbabwean CSOs NYDT (National Youth Development Trust), ACPDT (African Community Publishing & Development Trust), ZPRA (Zimbabwe People Revolutionary Army) Veteran Trust, MISA-ZACRAS (Media Institute of Southern Africa – Zimbabwe Association of Community Radio Stations) and Pamberi Trust in all 10 Provinces of Zimbabwe from 19th March 2012 until 30th November 2014. The Program was aimed at promoting a democratic and conducive environment to civil society's active participation and contribution in democratic processes. These were promoted as follows: fostering the youths' capacities and opportunities improvements to actively participate in national processes and pro-actively contribute to them; promoting the citizens' and key networks' stakeholders' improvements of capacities and opportunities to participate, produce and access civic education support materials in line with the Institutional national processes and procedures; fostering radio initiatives committees' capacities and opportunities creation/reinforcement of community mobilisation, of production and dissemination of community news, while also boosting community access to national and international discourse and information. The Action Program also promoted communities lasting conflict transformation and healing mechanisms improvements, and fostered community of communicators', artists' and CSOs' activists' competences' reinforcement and the creation of opportunities of adequate exposure to audiences and to participatory techniques of information, dialogue and exchange promotion. Moreover, the AP promoted opportunities creation for strategic linkages with other key Sectors, Sectors partner CSOs' Operations Coordination's structures' improvements and Sectors CSOs' inclusive and participatory exchanges and interaction with other Sectors CSOs.

All these were pursued **throughout an integrated multi-stakeholders approach** that promoted the development and actualisation of an **endogenously driven partnership model grounded on the centrality of the ownership principle** and on the **promotion** of the partner Sectors CSOs' **empowerment processes and mechanisms**.

The **conception of the intervention was relevant** to State, CSOs' and Donor's priorities, to CSOs' organisational strategies and action plans, and it responded to beneficiaries' urgent and priority needs as perceived and identified by partner Sectors CSOs. Its **design is straightforward** and pertinent to identified needs and to the grounding ownership principle. Also, its conception and **strategic implant permitted its prompt adjustment** to the transitional and changing institutional environment. However, the freedom left to partner CSOs in the identification of results and in the implementation of historically rooted methodologies and of planned activities could have contributed to partly limit program's efficiency and effectiveness, and perspective sustainability and impact of achieved results and produced benefices. **Beneficiaries and stakeholders are satisfied** of the intervention and of achieved results and benefices, **although only a minority** of consulted BNFs and stakeholders **is aware of the AP**. In fact, the **AP's visibility could be discretionally adopted** by partner CSOs following special EUD's derogations to usual mandatory requirements. CSOs of Sectors 2 and 5 were able to adopt AP's visibility to wider extents than other Sectors partners.

The AP did not develop its own **identification, mobilisation, inclusion, IEC and gender mainstreaming strategies** as it mainly **relied on the partner CSOs' ones**, although it provided the means and opportunities to eventually critically revise and improve these. **Achieved extents and quality** of BNFs' and stakeholders' **mobilisation, inclusion, and participation differs among Sectors CSOs**, also **following the different degrees of willingness and capacity of partner CSOs in engaging in the promoted capacity-building and empowerment endeavour**, fostered throughout the endogenously driven partnership model. The composite range of qualitative achievements of the partner CSOs also derives from their representativeness

mechanisms, which in their turn affected and were affected by the set of above-mentioned strategies and approaches.

Evaluation and systematisation approach and methodology adapted to the AP's strategic implant, and to field and beneficiaries' characteristics. Careful attention was paid in assessing the partners CSOs' and beneficiaries' perception and understanding of encountered processes, and of achieved results and produced benefices. Interviews to beneficiaries and stakeholders were carried out adapting the evaluation methodology to the contexts, to the BNFs' characteristics and to time requirements. Main challenges encountered throughout the field component of the Final Evaluation Systematisation were appropriately tackled thanks to the tireless collaboration of AP' key staff, stakeholders and BNFs, ultimately resulting in a **smooth evaluation and systematisation process**.

The **AP successfully accomplished all pursued operative results despite encountered delays**, which were observed especially during its initial stages and the electoral period. In addition, intervention implemented **larger number of activities and targeted wider number of beneficiaries** than the ones initially planned. However, observed **differences in the quality of attained results and produced benefices** (in terms of efficiency, effectiveness, sustainability and impact) seemed directly **related to the extent of willingness and capacity of partner CSOs'** of actually engaging **in the central AP's capacity-building endeavour**. This in its turn directly affected the extent of partner CSOs' achievements boosted throughout the series of processes aimed at fostering their empowerment. Some **of the partners CSOs' challenges deriving from their identification, mobilisation, participation and follow up approaches and methodologies could have been minimised** if their **full acceptance and engagement in the AP's central capacity-building endeavour would** have permitted and **fostered mentioned approaches' and methodologies' critical revision and consequent aimed improvement**. Those partner CSOs that understood, accepted, and were able to endeavour to the empowerment process were also able to engage in such revision processes and achieve more sustainable quality results than those who could or would not endeavour in it. **Promising multiplier effects were also observed** with regard to results attained and benefices produced by some of the Sectors CSOs.

Widened opportunities of youths' access to information and civic education opportunities strongly contributed to **raise youths' access to and awareness on key institutional processes and discourse**, and **their willingness and capacity to participate** in key democratic processes. All these was fostered both in urban and in rural areas throughout the promotion of voters' registration first and of active participation to constitutional referendum and political elections after, with edutainment activities and study groups fostering reflection and dialogue on democracy and institutional issues, with the promotion of debates on key democratic and socio-economic subjects, the creation and support to youths' leadership and youth peace ambassadors competences, throughout a peer-to-peer approach also leveraging on the adoption of social media and ITs, and promoting the active involvement of academic stakeholders. Resistances and disturbances from local administrators and security forces, violence, apathy and low literacy of youths especially in rural areas, limited access to ITs' network and limited or absent economic opportunities are the main challenges encountered by *Sector 1 CSO*.

Citizens' awareness, access to information and capacity to participate in national processes was **successfully fostered throughout the Community publishing methodology** together with the **participatory training of communities and communities' stakeholders, education organisations, key Sector partners** in the production and use of civic education materials, while also successfully fostering conflict transformation and peace-building skills. Logistic capacity to capillary reach and follow up BNFs living in remote and scattered settings, difficulties of BNFs in reading also vernacular languages, the need to tackle emerging peculiar communities' issues and

the limited capacity to respond to the actual large demand for *Sector 2* CSO's publications are the main challenges encountered by this CSO.

Communities' awareness and access to information increased through the set up and the enhancement of community radio initiatives' capacity of community mobilisation and of creation and dissemination of national and local information. All these were promoted with **community meetings, training workshops on basic broadcasting and supporting CRIs' informative supports' development and distribution**. The instances of active involvement of traditional leaders and local administrators proved affective. Advocacy and lobbying endeavours to boost the obtainment of CRI's licenses and radio waves' liberalisation could not achieve set targets, although it contributed to improve the institutional awareness and acceptance of these aimed objectives, which are presently more likely to find positive solution. Misperceptions from local leaders and administrators resulting in activities' disturbances and enhanced communities' sense of fear, poor electricity supply services and limited mobile network coverage, limited access of rural BNFs to ITs, limited logistic means to reach remote and scattered communities, limited accomplishment and/or follow up of the training and equipment efforts and dependence of rural CRIs from *Sector 3* CSOs are the main challenges reported by consulted BNFs and/or encountered by these CSOs.

Increased traditional and local leaders' awareness and capacity of actively boost community peace-building, reconciliation and healing processes was positively fostered throughout the active **involvement of traditional leaders and war veterans** in conflict transformation and community healing, the **capacity building of war veterans and traditional leaders in conflict transformation techniques and practice**, the **organisation of community meetings and healing sessions**, and the **promotion of Peace Committees' creation**. Dependency on financial resources' availability and on *Sector 4* CSO's central staff's presence to implement any activity, misperceptions and misunderstandings from local administrators and security forces resulting in activities' disturbances, limited competences of Sector's local focal points, socio-economic structural, traditional and logistic factors are among the main challenges reported by consulted BNFs and/or encountered by this CSO. Some of the Traditional Leaders' personal attitudes, political affiliation, limited awareness on their roles and functions and limited interaction with their communities were also indicated as encountered challenges jeopardising the wide achievement of aimed results. BNFs' expectations were created at mobilisation phases.

The **citizen's engagement in public discussions and national processes** was steadily **enhanced throughout** the development and implementation of **cultural activities promoting free and diverse cultural and artistic expression covering** wide ranges of key national issues and topics **such as, among others, peace-building, national healing processes, freedom of expression, and human rights, with the provision and availability of facilities for the promotion and development of the arts, and promoting training facilities and opportunities for the emerging artists**. Audience of citizen **widely participated and benefited** from the enhanced staging opportunities provided to the artists, from the reinforced artists' competences in delivering sensitive messages and in fostering **tolerant discussions and reflections** and in promoting dialogue and democratic participation. The promotion of the **access and participation of youths and women artists was particularly successful**. 5 sub-grants were granted to key actors of the art Sector. **All sub-granted set of actions successfully achieved aimed results**. Main limiting factors to the effectiveness of *Sector 5* CSO were identified in the limited outreach opportunities, the late ownership of sub-grants, the Country's economic contraction and in socio-economic structural factors.

The AP grounding ownership strategy guiding the AP's Management's endeavour under Sector 6 resulted being particularly innovative and effective although it challenged Partners CSOs to **rethink historical/rooted ways of working** while **strengthening AP's Partners'**

technical expertise and management skills throughout the promotion of an endogenously driven partnership model grounded on the agreed Partnership Agreement, governed by the AP Partnership Steering Committee (PSC) and supported by the AP Sectors' general joint coordination and administration body coordinating operational and administrative activities. Sectors CSOs improved management and coordination capacities, and administrative and financial accountability competences to different extents, mirroring sector partners' willingness and capacity of endeavouring in the capacity-building process. Additional limiting factors were indicated in the AP General Administrators' turn-over and in the peculiar process of approval that the AP encountered, which resulted in partner CSOs' misperceptions and confusion with respect to the fostered results and to the promoted endogenous processes. Acquaintance among Sectors' CSOs and information sharing, among and within Sectors' CSOs, improved, although opportunities of joint inter-Sector actions' development and implementation could have been further explored and exploited.

The AP efficiently and effectively created and reinforced aimed results and benefices throughout the enhanced capacities, competences and opportunities of involved partners CSOs with respect to civil society and community engagement, democratisation and advocacy. The AP's implant was able to respond and promptly adapt to the changing external institutional environment throughout the AP's life while also fostering homologue capacities for those partner CSOs that welcomed the learning endeavour. The extent of sustainability and impact of achieved results and benefices also partly depend on the above-mentioned extent of partner CSOs' willingness and capacities of engaging in the empowerment processes. In fact, main limitations to the efficiency, effectiveness, sustainability and impact of achieved results and benefices can be mainly related to the willingness and capacity of sector partners in fully endeavouring in the capacity-building processes, and therefore in critically revising and adjusting those challenges emerging from their historical identification, mobilisation, participation and representativeness approaches and methodologies, besides management, monitoring and accountability ones, throughout the capacity-building's and systematisation processes' actualisation.

Main internal methodological challenges that might have contributed to limit the extent of results' and benefices' sustainability and lasting impact are as follows: some of the implemented outreach, mobilisation and participation modalities in rural areas did not respond to continuity manners and did not conceive a robust follow up implant; some of the partner CSOs fostered limited mobilisation of local administrators, security forces and stakeholders, therefore limiting their understanding and involvement while often resulting in activities' disturbances. Main external challenges to the promising sustainability of achieved results and impact of produced benefices are: the structural socio-economic environment characterised by economic stagnation, poverty and high unemployment rates; the existing gap among provisions of the New Constitution and the previous juridical framework; the still persistent security forces', institutional stakeholders' and local administrators' limited awareness of the New Constitution's provisions and ongoing policy dialectic, and their resistances in fully actualising these; the traditional socio-cultural structure of communities, which especially in rural settings is characterised by a patriarchal and quite rigid character; the availability of funds and reported Donors' aid modalities to Zimbabwean CSOs that could remain inconsistent with the aims of the promoted capacity-building's objectives.

Lessons learnt and best practices were systematised throughout the AP by its Management, and AP's main strategies, approaches and methodologies are being fostered by those partner CSOs that fully engaged in and benefited from the capacity-building empowering endeavour, and by COSV in another action presently implemented in Mashonaland West in the realm of sexual and reproductive health.

The list of recommendations is long and varied and it differs according to the Sector CSO it is addressed. Main recommendation presented in this Executive Summary comprises and implies all others and is presented considering the whole AP: **a second phase of this AP would be highly desirable in order to further foster and strengthen the significant learning processes and achievements promoted with the coherent actualisation of the endogenously driven partnership model.** This would allow the **promotion of renewed opportunities for reinforcement, critical revision and improvement of strategies, approaches and methodologies, for mutual learning and to develop and implement genuinely joint inter-Sector actions** throughout the further strengthening of partner CSO's management, monitoring and accountability competences. This would foster the widening and reinforcement of achieved results' effectiveness and sustainability and of produced benefices' impact. Particular attention should be given in the implementation of coherent capacity-building processes throughout the dynamics of identification of key HRs and the development of sound handover mechanisms. Finally, **adequate resources could be possibly made available by Donors to implement a second phase of this AP**, as its achievements were impressive although they still need to be strengthened to become more homogenous and more likely resulting in sustainable results and lasting benefices.

2. Introduction

2.1. Background and status of the Action Program

The program *Empowerment of civil society and CSOs role to strengthen participation and national processes in Zimbabwe* was co-funded by the Delegation of the European Union to the Republic of Zimbabwe and implemented by COSV in partnership with NYDT (National Youth Development Trust), ACPDT (African Community Publishing & Development Trust), ZPRA (Zimbabwe People Revolutionary Army) Veteran Trust, MISA-ZACRAS (Media Institute of Southern Africa – Zimbabwe Association of Community Radio Stations) and Pamberi Trust.

Zimbabwe is characterised by ethnic divisions, political polarisation and often by defective democratic processes since its independence¹. Recurrent demonstrations and strikes, violent internal conflicts, deterioration of the health and education services, and the beginning of the farms' invasions characterised the 90s. All these, together with the widespread resources' and institutions' untoward management and corruption, contributed to result in the followings:

- steady economic contraction since 2000 and rampant unemployment rates,
- pervasive and lasting food insecurity especially in rural areas,
- deterioration of infrastructures,
- deterioration of basic services, and in particular of the health and education ones,
- further political upheaval and divisions, and recurrent politically grounded harassments and intimidations, massive resettlements and violence,
- unclear rule of law.

Controversial presidential and political elections held in March 2008 represent a significant benchmark in Zimbabwean socio-political history. In fact, controversies over the elections' results flew the Country into a violent political crisis that shed its harmful effects on all Zimbabwean society. Negotiations fostered by international actors and the mediation of the SADC, with a prominent role played by South Africa, fostered the overcoming of that stalemate between the ruling party ZANU-PF and the two factions of the MDC, which signed the GPA on 15th September 2008 and agreed to form a Government of National Unity. The *inclusive* Government was officially formed in February 2009, with Robert Mugabe as President and Morgan Tsvangirai from MDC as Prime Minister. The parties agreed to engage for two years to fulfil the roadmap traced by the GPA, which mainly indicated the following priority issues:

- implementation of essential institutional and legal reforms: in particular Constitution's and Constitutional processes' revision to create a conducive environment for the holding of free and fair elections,
- reforms aimed at fostering economic stabilisation and recovery;
- promotion of positive political transformation, conflict reconciliation, tolerance, and democratisation.

The inclusive Government immediately found resistances by ZCTU, out of which the MDC was originally born. The difficult collaboration among the involved parties was the Unity government's main feature, together with its unsteady pace in pursuing and/or promoting aimed objectives. Unity Government managed to attain some important achievements:

- the halt of hyperinflation with the adoption of the USD based economy²;
- slow economic stabilisation and reform to tax policy;
- signs of greater judicial independence, although a number of contested appointments were made;
- decrease in political violence;
- initiation of consultations on the draft new constitution.

¹ Former Zimbabwe Rhodesia gained official independence as Zimbabwe on 18th April 1980.

² Legalised use of foreign currencies was ratified in January 2009; the Zimbabwean Dollar was officially abandoned in April 2009 for the adoption of the USD.

On the other hand, the Country was still facing the following main challenges:

- poor infrastructures;
- declining services;
- unsustainable fiscal position;
- vulnerable bank sector;
- high unemployment rates (up to 90%);
- still limited political cooperation, often characterised by recurrent tensions especially on key appointments made by President Mugabe.

The GPA had no legal status under the law of Zimbabwe, and its set of objectives and recommendations were not binding. The implementation of essential reforms was often put off also because of this. In particular, the desired amendments to repressive laws such as the Access to Information and Protection of Privacy Act (AIPPA) of 2002 and the Public Order and Security Act (POSA) of 2007 were never discussed. The Government failed to hold accountable those responsible for past human rights abuses, including those committed during the 2008 electoral violence.

The Inclusive Government could not reach an agreement also with regard to ministerial powers and duties, to the appointment of provincial governors and to the media liberalisation. Intimidation and harassment of MDC supporters continued, as well as repeated internal conflicts and divisions within the parties. Farms' expropriations and forced resettlement continued without any implementation of the "land audit" as foreseen in the GPA.

ZANU-PF's indigenisation commitment contributed to keep potential foreign investors far away. EU restrictive measures were allegedly appointed as exacerbating the economic stagnation, although they were mainly imposed on key individuals from the ruling party. Moreover, suspension of Zimbabwe from the Kimberly Process Certificate Scheme halted diamonds' exports for a few months between the end of 2009 and the half of 2010, and was then partly lifted, and violated as well. Zimbabwe knew increasing high vulnerability to epidemics and diseases, U5 chronicle malnutrition and one of lowest life expectancy in Africa (around 44 years). Western governments' humanitarian aid improved during that period, reportedly addressing in particular health, education and food security sectors.

"Civil society was deeply embedded in this confrontational environment. Relations between the State and CSOs were constrained due mainly to mutual mistrust and hostility, in a context where civil society was often regarded by the State as an extension of opposition parties and therefore antagonistic to the government, driven by donor agendas and availability of funding, weakly linked to the citizens' constituency and highly political". "(..) while the GNU period was distinguished by an atmosphere of mistrust that manifested itself in continued surveillance, threats, and victimization of CSOs, especially those working in the areas of governance, human rights and democracy, *since elections 2013 ZANU-PF has so far displayed some gestures towards tolerance and disposition to engage with CSOs, as well as the international community.* For instance, Zimbabwean CSOs were



consulted in the process of preparation of the Zimbabwe Agenda for Sustainable Socio-Economic Transformation (Zim Asset) in the last quarter of 2013³.

This program *Empowerment of civil society and CSOs role to strengthen participation and national processes in Zimbabwe* coherently fitted in and responded to the socio-political situation of Zimbabwe at that time. It aimed at contributing *to the establishment of a participatory and inclusive environment in Zimbabwe through the strengthening of Zimbabwean civil society and CSOs, promoting the effective implementation of the democratic provisions expressed in the 2008 Global Political Agreement (GPA), first, and New Constitution, after, fostering a conducive democratic environment, particularly relating to participation, information and education, and national healing.* The approach to these medium and short-term objectives was promoted pursuing the following expected results:

R.1 Informed and engaged youth enabled to participate in national processes as responsible citizens;

R.2 Citizens informed and involved in civil participation and aware of citizenship responsibilities;

R.3 Community information generated and disseminated at multiple levels about community news, issues and concerns about national events and processes;

R.4 Traditional and local leaders involved in community peace-building, reconciliation and healing processes;

R.5 Citizen engagement promoted through artistic expression and cultural activities;

R.6 Involved networking partners empowered and strengthened with respect to civil society and community engagement, democratisation and advocacy.

The program promoted a democratic and conducive environment to civil society's active participation and contribution in democratic processes in all 10 Provinces of Zimbabwe: Bulawayo, Harare, Manicaland, Midlands, Mashonaland Central/East/West, Masvingo, Matabeleland North and South. This has been carried out with the followings:

1. Youth civic education and social participation development, with the facilitation of Youth clubs encouraging access to documents, generating peer to peer and community outreach on citizen participation.

2. Citizenship education and social involvement (Adult education) development, with the production and dissemination of community generated citizen and national events education materials by trained interagency and multilevel facilitators,

3. Development of Local Community Radio Information Services, with the generation and distribution of alternative community media and news about local national and international issues through multi-level channels and networks.

4. Local Community Social Inclusion development, supporting the training for traditional leaders, key community stakeholders on healing process and management, promoting a culture of peace.

5. Arts & Communication social development, fostering the training and linking of CSO activists and creative artists on collaborative strategies to develop and distribute artistic expression and communication on democracy and rights.

6. Gather, systematise and share a set of best practices about civil society and community engagement, democratisation and advocacy.

The program aimed at targeting the beneficiaries listed as follows: Youth in Matabeleland North and South, Bulawayo and Midlands (members of NYDT community groups, youth peer educators); rural communities developing community radio initiatives, with special focus on Matabeleland North, Mashonaland West, Central and East, Midlands; the national community of communicators, artists and CSO members; citizens of urban and rural communities and key networks of education organisations. The program estimated to reach the abovementioned beneficiaries as follows:

- 250,000 community individuals through civic education materials,

³ EU Country Roadmap for Engagement with Civil Society 2014 - 2017 ZIMBABWE

- 45,000 people through community radio/news,
- 120,000 youths through education in national processes,
- 15,000 audience to artistic action and education,
- 4000 people from communities in which healing was required.

The action started on 19th March 2012 and initial end was set on 19th March 2014, planning a duration of 24 Months. Overall project funding was EU 1.535.433,95 financed at 87.92% by the European Union. The AP/CSO asked a no-cost extension of the first year of 3 (three) additional months together with a budget revision and activities' re-planning on 18th December 2013, which was positively approved by the Donor with official communication dated 13th February 2014. The first Year newly approved length was from 19th March 2012 to 18th June 2013, with the Second Year starting from 19th June 2014 and ending on 31st July 2014. The overall length of the AP/CSO therefore became 28.5 months. The no-cost extension budget revision and activities' re-planning was necessary to adapt the AP/CSO's strategy to the changed Institutional and Legal environment and coherently adjust its technical and financial structure accordingly. Moreover, the NCE was necessary to make up for the delays encountered by the AP in the initial stages of negotiations with, and then approval by, the EUD⁴. The AP also met delays at its starting stages as the process of development, approval and actualisation of its decision-making mechanisms and system took some time to be accomplished.

In fact, the AP/CSO was originally grounded on the road map traced by the Global Political Agreement (GPA) between the Zimbabwe African National Union (Patriotic Front) and the Two Movement of Democratic Change Formation. The period of actualisation of the GPA ended in March 2013, fostering political stability and dialogue that permitted the preparation and finally the approval of the new National Constitution. The largest majority of Zimbabwean electors approved the New Constitution at the National Referendum held on 16th March 2013. The New Constitution was enforced on 22nd May 2013, when President Mugabe signed it and upon publication in the Government Gazette on the same day. Election of the legislative and executive bodies of the Country was then held on 31st July 2013. The new national Constitution's provisions therefore substituted the roadmap previously traced by the GPA's provisions. It offered a more defined institutional framework of action as well as roles and functions of the Sectors' target groups and Beneficiaries (Youth, War Veterans, Traditional Leaders, Local Communities, as well as Media and Local Communities' Radios, Civic Education, Healing and Pacification Process, Electoral education, Arts and Culture Operators, thus the whole of AP's identified beneficiaries and target groups)⁵. Moreover, the New Constitution offered a new space of synergetic commitment between CSOs and State Authorities with its Chapter 1, article 7⁶.

The process of approval and enactment of the new Constitution resulted at the AP's level in implementation delays deriving from the necessity of adjusting the AP strategy and re-plan its activities accordingly, as anticipated above. The AP promptly proceeded to re-focus its strategy grounding it on the renewed and changing institutional environment as expressed and fostered in the New Constitution. The revised AP's strategy and approach shifted to the centrality of the needed citizens' "capacity building" process aimed at fostering awareness with regard to the New Constitution's provisions, to the officially recognised constitutional rights, together with a "culture of constitutionalism" aimed at improving the willingness and opportunities of citizens' inclusion and participation in the democratic processes and to the democratisation of institutions. AP's promoted

⁴ The contract between COSV and the EUD was signed on 12/06/2012, and the official date of commencement of the AP was retroactively set at 19/03/2012.

⁵ AP Interim Report.

⁶ "1.7 - Promotion of public awareness of the Constitution:

The State must promote public awareness of this Constitution by translating and distributing it widely, teaching it in schools, and in training of members of security services and the civil servants, **and encouraging all persons and organisations to spread awareness of this Constitution throughout society"**

strategic and operative adjustments resulted in the augmentation of the number of total Activities from 545 to 628 and in major coherent revisions of publications' and visibility's products and contents. Revised overall Intervention Logic and Intervention Methodology were adjusted across all Sectors following the new institutional and legal environment.

Finally, AP asked for a last non-cost extension of four additional months on 16th June 2014. This was deemed necessary to foster the implementation of a number of activities of CSOs of Sectors 1, 3 and 4 that were delayed, cancelled or blocked mainly by those Local Authorities that were not yet ready to adjust to the emerging improved Institutional attitude of positive interaction and dialogue with CSOs, and to fulfil the New Constitution's provisions. Encountered implementation delays were also motivated by the process of strategies' adjustment and activities' re-planning fostered by the AP with the previous NCE, as described in the previous paragraphs. Finally, request for Budget's adjustments also accompanied the last NCE. Main adjustments resulted from decreased average of activities' unit costs deriving from the activities' re-planning that followed the first NCE which permitted to easily cover the enhanced AP's budget lines that covered the expenses of human resources and office-related structural and operational expenses for the additional fourth months. The NCE and related budget revision promptly received formal approval on 15th July 2014 by the EUD. New AP's end was set to 30th November 2014.

The evaluated action is presently ended, and achieved results and benefices could perhaps been taken over and possibly further widened and strengthened throughout a second phase of this AP: project proposal for this wished following phase was in the process of being developed while this report was being developed. *The second phase of the AP would be aimed at strengthening and widening achieved results and benefices, and at fostering adequate methodological adjustments to enhance their perspective sustainability and aimed lasting impact.* Second AP phase would keep its priority to the same Sectors of the first AP while also focusing on technical assistance to local communities in support to the development and implementation of community-led socio-economic micro-projects. Moreover, second phase AP's founding principles would shift the focus from "participation – information – security" to "sustainability - awareness - understanding – universality", which were deemed more likely to promote "integrated and synergic processes"⁷. Multi-sector synergies would become one of the practices actively *promoted* rather than *encouraged* as in the first AP.

2.2. Methodology of the evaluation and systematisation

The evaluation and systematisation endeavours were aimed at assessing Program's outcomes, achieved results, and systematisation of lessons learnt and best practices, in quantitative and qualitative terms, according to relevance, efficiency, effectiveness, sustainability, and impact criteria. Particular attention was paid in assessing the strengths and weaknesses, in the identification of successes and shortcomings, with a special focus on prospective impact and sustainability of attained benefices, in order to attempt possible recommendations for forthcoming and/or homologue programs. Moreover, the evaluation and systematisation aimed at appreciating the methodologies and approaches adopted throughout the project, in order to draw conclusions from the systematisation endeavour fostered throughout the entire AP by the AP's Management.

The evaluation and systematisation were both carried out in September-October 2014 by a single consultant. Evaluation and systematisation methodology adopted a variety of techniques, combining **documents and data review and analysis, open and semi-structured interviews, field visits, and direct observation**. Interviews were carried out individually or in-group, adapting

⁷ "Framework and basis for Strategic Plan for the Action Program Partnership (2014 – 2016)", document of the AP's Management shared at the PSC held on 05/03/2014.

the technique to the time available, to the settings and to contingent factors (e.g. required translation).

Initial review and analysis of project's main documents started at the evaluation and systematisation initial phase in Italy. Then, it was carried out in Zimbabwe at COSV AP/CSO Office and at COSV HQ Office in Harare on an ongoing basis. Reviewed data and documents permitted to gather and update information on main State development policies and strategies, as well as on partner organisations, on the intervention, on its achievements, on its main challenges and successes.

The majority of interviews with key actors, stakeholders and beneficiaries⁸ were conducted in Harare, Bulawayo and in the Midlands, in Matebeleland North and South, Mashonaland east, individually and mainly in-group. **Interviews** were paramount in order to: 1) gather first-hand insight on project's perceived benefices; 2) assess the extent of achieved results' effectiveness and sustainability; 3) identify possible gaps or major weaknesses of the project and/or of its components; 4) appreciate and foster the systematisation of its successes, best practices and lessons learnt; 5) identify main recommendations, in order to strengthen and widen achieved benefices, as well as to improve/tackle assessed weaknesses in the framework of future homologue interventions; 6) appreciate the impact of achieved benefices wherever possible; 7) identify gaps or strengths for results' and benefices' sustainability in the medium term.

A number of **field visits** was carried out⁹, in order to directly appreciate the extent and quality of achieved results and benefices. Field visits were also conducted to meet key stakeholders and beneficiaries directly in their living and working environment.

Debriefing and exchanges with COSV AP Manager were carried out on a daily basis. Presentation of initial findings and conclusions, as well as of provisional recommendations, was carried out at the AP Steering Committee of 9th October 2014. Final evaluation and systematisation findings, results, conclusions, and recommendations were then fully discussed in this report.

2.3. Limitations and challenges of the evaluation and systematisation

The final evaluation and systematisation encountered a number of challenges. Main ones are listed as follows.

Language and translation

The consultant did not require the assistance of a translator during planned field visits following the acknowledgment of the wide literacy rate of Zimbabwean population and the AP's Management's advice. The majority of field interviews did not require translation, as the majority of interlocutors was able to easily communicate in English as expected. However, some translation was required during the group interviews carried out with some of the BNFs of Sector 1 in Lupane, of Sector 2 in Mashonaland East and South, of Sector 3 and of Sector 4 in Matebeleland North. Translation respectively to/from Ndebele, Tonga, and Shona allowed for complete understanding of all participants/BNFs as some of them could not fully understand and speak English. A group member acknowledged for her/his linguistic competences served as translator during these group interviews. This might have resulted in **lack of complete control on the interviewing process** and dynamics. Some information provided during these interviews might have been lost along the translation process or distorted. Some of those interviews required long time to gather limited information, as the interviewing process often resulted slower than planned.

⁸ Please, refer to Attachment N. 29 – List of consulted persons (in chronological order) and Attachment N. 30 – Consulted persons in group interviews.

⁹ Please, refer to Attachment N. 29 – Itinerary and Field Visits.

Questions were initially developed in a non-directive manner, in order to avoid suggestions to the interviewees. The sensitiveness of covered subjects in some areas (e.g. conflict transformation and community healing) also required such approach. Questions had therefore a quite abstract character. The consultant had to adjust questions during the interviews with some interlocutor, especially in rural areas, as **abstract and generic questions were not often fully understood**. The consultant believes that these adjustments were appropriately carried out, carefully avoiding the suggestion of the answers to the interlocutors. However, some distortion or suggestion in the interviewing process might have occurred. The results of interviews were generally satisfying at the end of that process in terms of quantity and quality of information provided.

Logistic and communication challenges

Some delays in initiating planned interviews occurred in rural areas, mainly because of the followings. It seems that some stakeholder and BNFs' group was contacted with short notice by relevant Sector CSOs and/or Coordination to plan the interviews, probably because of communication challenges. Also, some logistic difficulties in estimating actual time to cover distances also occurred, contributing to the abovementioned delays. This normally resulted in limited time available for the interviews and some delays in the field program. Also, some BNFs' group claimed it had to wait hours before the arrival of the consultant, as it was informed on different appointment schedule from the planned one. Finally, part of the expected BNFs was not able to reach the interview venue for the group interview that was planned with Sector 1's BNFs in Gwende.

Staff turn over

The role of AP General Administrator underwent major turnovers during the project life. Last AP Administrator suddenly left before the consultant's arrival in the Country. No direct feedback could therefore be gathered from that key human resource that was not available for interview anymore. Moreover, two out five AP/CSO's Partners' Admin Focal Point positions encountered staff turnover during the AP's life. The present partner CSOs' Admin Focal Points were all available and were interviewed, although one of them only lately took that position. On the other hand, the majority of necessary data, reports and statistics were available, as AP's Management fostered the implementation of a systematic monitoring system in the framework of the capacity-building endeavour as part of pursued results in line with the AP's logic and strategy.

Relevant Documents' availability

The AP's archive of Activity Reports and visibility products submitted by the AP Sectors Coordinators to the AP Management was fully organised and all collected documents were available. On the other hand, PSCs' minutes and minutes' attachments were only lately and partially provided to the Consultant. In addition, no minutes were developed in the joint coordination meetings and therefore the traceability of that process was based on the analysis of the lists of presences and eventual attachments to these, besides the feedback from field interviews and study of PSC minutes where administrative and financial issues were sometimes discussed. Immediate feedback and explanations with regard to this could not be gathered as the key human resource responsible for administrative and accountability components already left the Country, as already explained in the previous part *Staff turnover*. Available results of post-monitoring were provided to the Consultant; the extent of their application across sectors was deemed limited to fully ground the basis for the evaluation and systematisation.

Security challenges

Some of Partners CSOs were worrying for their BNFs to encounter security challenges because of the planned meeting with the consultant, following past issues of security clearance to program's activities and occurred disturbances and arrests during some of the AP's activities. Some of the interviews were then organised at Chiefs' palaces or in private houses to avoid the eventual raising

of security challenges. No challenge or disturbances occurred during field visits and meeting carried out in the framework of this evaluation and systematisation endeavour.

AP/CSO Visibility challenges

AP/CSO encountered some visibility challenge related to the nature of the action and to some Partner CSOs' concern with regard to security and BNF's perception. Visibility of the AP, of the actions of the different Partners CSOs, and of the AP's partnership among Sectors was implemented differently at different AP's stages and within the different activities. EUD agreed to this unusual flexible visibility strategy as the AP was implemented while the New Constitution was in the process of being finalised and in the framework of the electoral period¹⁰ that was perceived as a particularly critic and crucial turn point to the Country political and social life. Moreover, the EU's sanctions to key Zimbabwean political and economic stakeholders were in place¹¹, therefore leading to the persistence of some of the Partner CSOs' concerns in adopting the AP visibility, and the EU Logo, in such context. All these resulted in poor or absent awareness of the majority of encountered BNFs with regard to the AP and to the AP's different partner CSOs, and ultimately in some difficulties in "locating" the framework in which the FES (Final Evaluation and Systematisation) interviews were carried out. Obviously, this might have hampered the full appreciation of achieved benefices

The evaluator could interview only a limited sample of Partners CSOs' BNFs because of the large number of BNFs reached by partner CSOs in the framework of the AP. The majority of partner CSOs' key staff, including a significant sample of Partners' facilitators and trainers was available and collection of relevant data and information was sufficient to accomplish this evaluation and systematisation.

This evaluation and systematisation effort resulted particularly challenging because of the innovative approach and strategies that the AP put in place in actualising/boosting pursued ownership principle and empowerment endeavour. The assessment of achieved results and benefices had to adjust to abovementioned approaches and strategies in order to adequately assess processes and dynamics.

This FES report did not adopt the implemented Post Monitoring efforts' results in all its Sections (e.g. in the Relevance Section) because of the uneven adoption of the methodology by the partner CSOs, which could have otherwise easily resulted in a partial and distorted overall picture. In fact, this report is the fruit of all documents and reports produced throughout the AP and of the information gathered by the consultant during the field mission. Post Monitoring results partly grounded the presentation of achievements, challenges and lessons learnt discussed for each Sector in each specific sub-Section.

Final evaluation and systematisation findings were then fully discussed in this report.

The development of recommendations was particularly challenging in order to coherently adhere to the AP's embedded strategy and approaches grounded on the promotion of partner CSOs' ownership of the overall AP's processes and dynamics, while at the same time fulfilling the final evaluation and systematisation's mandate.

Main evaluation and systematisation challenges were promptly overcome because of the tireless collaboration of COSV Management and of the majority of partners CSOs.

¹⁰ Constitutional Referendum occurred on 16th March 2013, enactment of the New Constitution on 22nd May 2013, followed by political elections of the new Parliament which occurred on 31st July 2013.

¹¹ The EU imposed sanctions to key Institutional stakeholders and to firms directly connected to them on 18th February 2002. Travel restriction and assets freezes were imposed to President Mugabe and to his family, to his political associates and senior government officials after allegations of rights abuses by the Zimbabwean administration. Sanctions against 81 officials and 8 firms were lifted in March 2013 after the Constitutional Referendum was fulfilled. The majority of EU's remaining sanctions were then recently lifted (October 2014).

3. Findings of the Evaluation and Systematisation

3.1 Action Program design

Project **design's choice of results** pursued throughout the implementation of identified activities proved to be **pertinent**. Main observations with regard to this are presented as follows:

- The AP/CSO responded to an appropriate correspondence between identified and perceived needs/problems and pursued objectives. In some instances, objectives responded to BNFs' needs *as perceived* by the Sector Partner, and the needs identification strategy adopted by some of the Sector Partner¹² to represent and identify those needs resulted somehow vague.
- The AP/CSO appropriately responded to the Sector Partners' empowerment needs in terms of capacity-building processes aimed at actualising Sector Partners' ownership.
- The AP/CSO was adequately framed in the ongoing Institutional environment and priorities, endorsing the Global Political Agreement (GPA) as its main framework of action. The Specific objective of the AP/CSO precisely aimed at pursuing the *Empowerment of civil society and CSOs role to strengthen participation and national processes in Zimbabwe, strengthening Zimbabwean civil society and CSOs to promote the effective implementation of the democratic provisions expressed in the 2008 Global Political Agreement (GPA)*. Moreover, AP/CSO's design promptly adjusted to the Institutional framework's changes that occurred during the AP/CSO's life. The approval and enactment of the New Constitution of the Republic of Zimbabwe encountered the prompt revision of the AP's design which actualised the coherent re-alignment of the pursued objectives and consequent adjustment of activities and strategies.
- The AP was adequately framed in the ongoing EU's strategy in the Country, aimed at strengthening Zimbabwean civil society in order to foster a "democratic, inclusive, conducive, open and fair environment where Zimbabweans can participate freely in national events and programmes"¹³.

Project design is straightforward and is grounded on the implementation of appropriate activities responding to perceived urgent and priority needs identified by each Sector in its field and by COSV with regard to partner CSOs' management and monitoring required standards, namely:

- 1) youths' needs of support and capacity-building to pro-actively participate in national processes, overcoming the tradition of apathy and neglect that characterised this key civil society component in the last years;
- 2) community of citizens' and education organisations' needs to further participate, produce and access civic education support materials in line with the democratic and institutional processes;
- 3) radio initiatives committees' needs of adequate community mobilisation and technical production skills of community news and of the most viable ways of information distribution;
- 4) polarised communities' needs for the implementation of lasting conflict transformation and healing mechanisms;
- 5) community of communicators', artists' and CSO activists' needs for adequate exposure to audiences and participatory techniques of information, dialogue and exchange promotion; improved access and opportunities for strategic linkages with other key Sectors;
- 6) Sector CSOs' needs for management, monitoring and administrative/financial capacity-building; Sectors' needs of inclusive and participatory exchanges and interaction with other Sectors to build new inter-sectors synergies.

The AP/CSO was entirely conceived and developed as a **multi-stakeholder structure** among engaged Zimbabwean civil society organisations aimed at fostering the actualisation of the grounding *ownership* principle. All these were aimed at strengthening and developing the Sectors

¹² Please, refer to following sections 3.3.2, 3.3.3, 3.3.4, 3.3.5, and 3.3.6 where the specificities of each Sector Partner are presented and analysed in terms of approaches, methodologies, resistance and/or collaboration and organizational capacity, relating these to the different degrees of efficiency and effectiveness achieved/fostered by each Sector in the framework of this AP.

¹³ APCSO Grant Application Form.

CSOs' opportunities and competences for information sharing, training, education and national healing activities. This was pursued to foster the ultimate goal of civil society's **robust empowerment** as a key stakeholder in enabling and maintaining a participatory and inclusive democratic and institutional environment in Zimbabwe.

Awareness promotion and capacity-building addressed to the various targeted groups (youths, rural communities and stakeholders, local/traditional leaders, artists and audience, other local NGOs, community radio initiatives) in the framework of this AP mirrored the GPA's provisions first, and the New Constitution's ones after. All these were boosted and supported focusing on targeted groups' roles as active and responsible citizens and on their potentials in contributing to the development of a conducive environment of tolerance in which civil society participation and engagement are respected and promoted.

OVIs were set at **Results' level**, and were not set at **Activities' level**. This was purposely chosen to allow adequate freedom and flexibility at Sectors' level. In fact, Sectors were left free to set their targets and choose the activities, to develop their implementation strategy and plans, while being supported in their Operations Coordination structures. This was deemed essential to **allow the named actualisation of Sectors' empowerment** through the **ownership** mechanisms' support **within the conditional set of procedures**, as required by the EUD. The design of the AP/CSO therefore accompanied the innovative actualisation of the ownership principle fostered by the AP. Also, Sectors were left free to choose whether to mainstream their gender strategy, to collaborate among them, and to identify and develop the agreed modalities to pursue all these.

The absence of OVI

s at activities' level might have partly hampered the full appreciation of achieved results, as some Sector CSO confused freedom of Sectors CSOs' choices with flexibility within an approved AP and set of procedural standards; also some Sector CSO did not fully apply promoted strategies of monitoring, management and post-monitoring, and/or did not fully mainstream gender in its strategies and activities. On the other hand, abovementioned *freedom of choice* was certainly in line with the *principles of ownership and empowerment* that were promoted and actively fostered with this AP.

3.2 Action Program relevance

The **intervention initially aimed at increasing and improving the degree of effective participation of civil society, as key and composite stakeholder, in the achievement of main GPA's objectives**. In particular, GPA's Articles VII-VIII-XIV-XV-XVIII-XIX were directly addressed by the AP, which precisely aimed at:

- promoting equality, national healing, cohesion and unity (Article VII),
- fostering the fulfilment of the acknowledged right to benefit from and participate in all national programmes and events without discriminations based on race, ethnicity, gender, political affiliation or religion (Article VIII),
- encouraging the officially acknowledged role of traditional leaders, their political neutrality and functions' actualisation (Article XIV),
- supporting the actualisation of the National Youth Training Programme as per Article XIV,
- endorsing the values and practices of tolerance, respect, non-violence and dialogue promoted by the GPA's Article XVIII, which also acknowledges the importance of all CSOs' engagement to positively approach these desired objectives,
- promoting freedom of expression and communication and the role of free media for the development of a free and pro-active public opinion (Article XIX).

The AP was then **able to promptly adjust its implant to the changed Institutional environment**, as already detailed in the previous Parts 2.1 and 3.1, when the draft New Constitution was in the process of being discussed, then ratified with the Constitutional

Referendum and finally enacted by President Mugabe. The AP promoted the critical revision and adaptation of its strategies and activities promptly responding to the ongoing Institutional changes while remaining adherent to the initial founding logic of promotion of a democratic and inclusive environment throughout the active involvement and capacity-building of key CSOs' actors.

The AP is relevant to national priorities, and the **pursued objectives respond to State and CSOs' priorities**, as expressed in Institutional political and socio-economic Roadmaps and in the New Constitution¹⁴, and confirmed by all consulted stakeholders. Intervention's priorities and strategies combined State and Sectors CSOs' ones, and major Institutional stakeholders' ones, which confirmed the relevance of AP's intervention, and the adherence of its priorities to the acknowledged and perceived needs. In addition, territorial choice was pertinent, as AP's partners located their activities according to the identified and/or perceived local needs, and obviously according to their capacity of action.

The AP reportedly **responded to involved Sectors CSOs' plans and strategies**, as it was originally developed stemming from Sectors CSOs' distinct Sector-specific proposals. **AP's relevance to partner CSOs was also intrinsically stemming from the AP's funding ownership principle**, aimed at boosting the Sector's CSOs' full appropriation of AP's strategies, approaches, plans, and achievements. The actualisation of the capacity-building process was implemented to foster Sectors CSOs' empowerment and to strengthen the necessary competences to actualise the ownership into practice: all these also found Sectors CSOs' resistances.

The AP was fully in line with the EUD's strategies in the Country aimed at fostering conflict-prevention and mitigation in the framework of a robust promotion of the rule of law.

Pursued objectives and implemented activities reportedly responded and adapted to perceived priority needs of beneficiaries and of the majority of concerned stakeholders. All implemented actions were judged as equally important by all consulted stakeholders, except for some of the actions promoted in the framework of the AP's capacity-building component which encountered some partner CSO's resistances, as it will be fully discerned and discussed in the following sections of this report¹⁵.

AP's multi-stakeholders **strategy** was fairly successful. It fairly promoted the information-sharing, mutual learning in the framework of the capacity-building process, and embryonic development of synergies among the Partners CSOs and therefore prospects of mutual reinforcement among intervention's results. The integration of civic education approach with the participatory, mobilisation, community publishing, art and creative communication with gender-sensitive approach was fair, although the effectiveness of the action could have been wider if synergies' creations attempts of some Sector CSO would have found less resistances and wider willingness among the rest of partner CSOs¹⁶.

The intervention pursued aimed results throughout **communities and community leaders' mobilisation, stakeholders' mobilisation** and promotion of their active participation to decision-making processes and activities' development and implementation. The Action Program encouraged, but did not impose, the adoption of participative mobilisation methodologies, although complete freedom of choice was left to the Sector Partner CSOs. Fair communities' and stakeholders' sense of **ownership** with regard to achieved results and benefices was observed.

¹⁴ Please, see Attachment N. 32 for the complete list of consulted documents.

¹⁵ Please, refer to following sections 3.3.2, 3.3.3, 3.3.4, 3.3.5, and 3.3.6 where the specificities of each Sector Partner are presented and analysed in terms of approaches, methodologies, resistance and/or collaboration and organizational capacity, relating these to the different degrees of efficiency and effectiveness achieved/fostered by each Sector in the framework of this AP.

¹⁶ Sector Partners 5 and 2 particularly attempted to foster synergic collaborations with other partner CSOs. Please, also refer to following sections 3.3.2, 3.3.3, 3.3.4, 3.3.5, and 3.3.6 where the specificities of each Sector Partner are presented.

However, additional efforts in terms of participatory approaches and techniques are required to enhance community participation and ownership in the majority of targeted communities, where it appeared still weak and potentially undermining the impact and sustainability of achieved result.

Moreover, **mobilisation and participation methodologies** implemented by some of the Sector Partners **resulted only partly effective in anticipating and avoiding the occurrence of reported local administrators' and security forces' resistances** to the planned/implemented activities, which sometimes resulted in activities' cancellation, disturbances, and even in arrests of Sector CSOs' personnel or BNFs/members.

The AP did not impose or develop its own **IEC strategies**¹⁷, and left the Partners CSOs free to use, and eventually adapt and/or improve, their own IEC strategies, in line with the endorsed ownership principle. Also, it must be highlighted that the majority of Sectors' CSOs has long-term experience and competences in their own realm of action, with their own structured IEC strategies. The AP engaged in facilitating a process of Sectors' CSOs' self-led improvement and adaptation to the changing institutional environment: this process was grounded on the ownership principle and on the capacity-building effort aimed at boosting a self-led revision of the historical and rooted methodologies of work, among which the IEC was one of the ones. Partners CSOs that understood, accepted and appreciated this effort underwent aimed rethinking of rooted methodologies, and started a process of critical analysis and revision of methodologies and strategies. Partners CSOs that lived this approach as an imposition, and that perceived aimed revision and capacity-building process as a burden rather than an opportunity of growth, engaged to a less extent in the entire process and achieved results and benefices, also in the IEC realm, to a lesser extent¹⁸.

Similarly, the AP did not impose or develop any BNFs' **identification approach**, and relied on the partners CSOs' presumed representativeness of their base and experience for the appropriate identification of AP's BNFs, stakeholders, facilitators, and geographic areas of intervention. Identification approaches were appropriately developed and implemented according to the *perceived* needs and priorities acknowledged throughout some of the partners CSOs' long-term relationship with communities and relevant stakeholders. However, the Sectors' CSOs' processes and methodologies of needs identification and of assessment of and adjustment to the changing environment still remain largely unclear: robust M/E of Sectors' CSOs' strategies, approaches, and activities to nourish and adjust them on ongoing basis is quite absent in some of the Sectors CSOs, while other CSOs seemed engaged in such processes to different extents. Certainly, some partners CSOs' resistances in revising rooted historical ways of approaching BNFs and stakeholders are physiological¹⁹. Moreover, Sectors CSOs' capacity to directly cover all provinces or all potential BNFs in an area, especially in rural and scattered settings, is intrinsically limited. The majority of Sectors CSOs, stakeholders and BNFs seemed still partly anchored to a top-down approach, although robust efforts in reversing it to a bottom up one were in place. Moreover, Sectors' CSOs showed different degrees of experience in terms of mobilisation, ownership promotion and empowerment capacities with regard to their BNFs. In addition, the majority of Sectors' CSOs seemed more anchored to identification and mobilisation methodologies more adequate to urban settings or anyway not fully adequate in rural ones. Finally, the majority of Sectors' CSOs seemed still anchored to unclear methodological definition of direct, indirect and/or

¹⁷ The AP tried to develop its own visibility strategy, which can also be included in the IEC strategy. However, we are here referring to IEC strategy adopting a wider definition which comprises visibility and also the set of strategies for information, education, training and communication. Visibility strategy was foreseen and regulated by the Partnership agreement and grant contract with the Donor and among partner. Observations on AP's visibility are presented separately in the following Part 3.3.1.

¹⁸ Sectors 1 and 3 found particularly difficult to emancipate from their historically rooted IEC approaches and strategies. Please, refer to following sections 3.3.2, 3.3.3, 3.3.4, 3.3.5, and 3.3.6 where the specificities of each Sector Partner are presented and analysed in terms of approaches, methodologies, resistance and/or collaboration and organizational capacity.

¹⁹ Please, refer to following sections 3.3.2, 3.3.3, 3.3.4, 3.3.5, and 3.3.6 where the specificities of each Sector Partner are presented and analysed in terms of approaches, methodologies, resistance and/or collaboration and organizational capacity, relating these to the different degrees of efficiency and effectiveness achieved/fostered by each Sector in the framework of this AP.

intermediate BNFs, and of community: this seems having largely contributed to limit the potential effectiveness of their action. The same observations apply to the Sectors' CSOs' identification of facilitators, trainers and focal points, which was fairly adequate. Especially in rural areas, identification of those key human resources could have been more tailored to BNFs' mobilisation and empowerment's needs, with more focus on perspective sustainability and impact of the aimed results and benefices. Again, same observations apply to the Sectors' CSOs' mobilisation and participatory approaches, strategies, and methodologies, that were certainly fairly effective, but that could have created more sustainable opportunities throughout a more robust critical analysis and M/E of their strategies as promoted by the AP's capacity-building effort.

Gender equity was promoted by the majority of AP partner CSOs:

- with capacity building and/or ad hoc activities targeting female human resources/BNFs;
- fostering the participation of female BNFs adjusting adequate mobilisation strategies (e.g. timing of activities) and the key involved human resources (e.g. female facilitators, gender activists, female mentors);
- fostering public attention and awareness with regard to gender-related issues, while also promoting gender equity and equality.

All these fostered strategies, approaches and activities were aimed at fostering the **identification and response to female BNFs' priority concerns** within the framework of AP's logic and target, while also encouraging the access and active participation of female BNFs to implemented activities.

All consulted stakeholders and partners expressed appreciation of AP's action, of all activities, strategies and approaches, and of achieved results, although the majority of consulted BNFs and local stakeholders were not aware that these were embedded in the AP as whole.

Beneficiaries' satisfaction for the program and its results and benefices are remarkable. In fact, all stakeholders and beneficiaries deemed AP's action essential because of the followings:

- it fostered the enhancement of partners CSOs' complex management, monitoring and accountability competences;
- it boosted partners CSOs' critical assessment and revision of rooted strategies, approaches and methodologies in order to foster the relevance, efficiency, effectiveness, sustainability and impact of their actions;
- it supported the partners CSOs in pursuing sound results with coherent implementation strategies;
- it actively fostered the successful achievement of aimed results throughout its strategies and activities;
- it contributed to foster positive interactions and relation-building among civil society, CSOs and the Institutions;
- ultimately, it contributed to the "establishment of a participative and inclusive environment in Zimbabwe".

All interviewed partners, stakeholders and beneficiaries expressed their appreciation of achieved results and willingness to engage in a wished second phase of the AP. This was deemed paramount in order to further strengthen the achievements and extend in scope its actions, in order to widen and reinforce results, to reach wider numbers of BNFs, and to possibly widen the capacities of inter-Sector joint action. Also, all these commitments seemed combined to the willingness to further engage in the capacity building effort, both by BNFs and the majority of Sectors CSOs that have appreciated, or have started appreciating, the results achieved with that difficult although rewarding effort.

3.3 Action Program implementation and performance

3.3.1. Efficiency and effectiveness

Intervention created desired benefices in terms of:

- improved youths' capacities and opportunities to actively participate in national processes and pro-actively contribute to them;
- improved citizens' and key networks' stakeholders' capacities and opportunities to participate, produce and access civic education support materials in line with the Institutional national processes and procedures;
- fairly improved radio initiatives committees' capacities and opportunities of community mobilisation, of production and dissemination of community news, and improved community access to national and international discourse and information;
- improved communities lasting conflict transformation and healing mechanisms;
- improved community of communicators', artists' and CSOs' activists' capacities and opportunities of adequate exposure to audiences and to participatory techniques of information, dialogue and exchange promotion;
- fairly improved opportunities for strategic linkages with other key Sectors;
- improved Sectors partner CSOs' Operations Coordination's structures;
- fairly improved Sectors CSOs' inclusive and participatory exchanges and interaction with other Sectors CSOs.

The total number of targeted beneficiaries and achieved outcomes is wider than the planned one for activities N. 2.1, 5.3, 5.4, 5.6, 5.7, 6.1, 6.2, 6.3, and 6.4. Activities N. 1.2, 1.3, 1.5, 2.2, 2.3, 2.4, 2.5, 2.6, 2.7, 2.8, 3.4, 4.3, 5.1, 5.2, and 5.5 achieved pursued targets. Activities 1.1, 1.4, 3.1, 3.2, 3.3, 3.4, 4.2, 4.4, and 4.5 partly achieved set targets and outcomes²⁰. The phase of implementation of ordinary activities was over, while this FES was in the process of being carried out. Extraordinary²¹ activities were in the process of being implemented or developed respectively by Sector 5 PT and by Sector 2 ACPDT.

Quantitative achievements of all Sector CSOs attained the planned quantities; on the other hand, observed quality of results is quite varied and diverse. These results' qualitative differences seem directly related to the different degrees of partner CSOs' engagement in the capacity-building process, as it will be fully discussed in Part 3.3.7. In addition, outreach to rural areas was reportedly more difficult for some partner CSOs that are historically based in and/or targeting urban areas.

The AP founded its entire implant on the principle of ownership, in terms of objectives, results, activities and the operational and capacity-building strategies. The AP robustly fostered Sectors partner CSOs' appropriation of the Action throughout a restless effort aimed at fostering partners CSOs' empowerment. This was pursued throughout the capacity-building processes put in place at management level, fostering the appropriation of the necessary management, monitoring, accounting, reporting, and post-monitoring techniques mainstreamed throughout the development, implementation, and M/E of the AP. The centrality of the ownership principle, and the effort in vigorously actualising it, often clashed with efficiency and effectiveness principles, as the pursuing of the first often hampered the full achievement of the latter. In fact, it is not surprising that uneven efficiency and effectiveness were observed in the use of resources by the different Sectors CSOs, together with uneven efficiency observed with regard to communication dynamics (within sectors CSOs, of sectors CSOs' with their base/BNFs). It was

²⁰ The dynamics and factors that have contributed to all these are fully discussed in the following paragraphs and in the *Detailed presentation of efficiency and effectiveness for each project component according to LF's OVIs*.

²¹ AP's semantic referred to the set of original project proposal's planned activities as *ordinary activities* and indicated the activities introduced with last NCE as *extraordinary activities*.

claimed that the AP's number of planned activities was excessively wide from its inception to allow for adequate effectiveness of its results: it must be stressed that Sectors' CSOs were left free to develop and implement their plans, in line with the ownership principle at the root of this AP. Moreover, Sectors' CSOs also had opportunities and appropriate tools for adjusting and revising their plans.

Financial efficiency was fostered throughout the entire AP, and in particular with coordination and on-the-job capacity building activities implemented to pursue Result N. 6²². Certainly, AP's Management efforts aimed at boosting AP's compliance to Donor's financial, administrative and procurement procedures resulted in increased Sectors' understanding of admin/financial procedures and in enhanced capacities to adequately comply with EU and International standards. However, the **capacity-building and ownership processes** actively endorsed by the AP also **resulted in delays and hiccupping course of the financial/admin component**, directly related to the capacity-building dynamic endorsed as structural and essential part of the AP.

All allocated financial resources were appropriately spent. Nearly all planned and re-planned activities were carried out. Additional activities were added following approved NCEs and budget reallocations: this permitted to widen the scope of activities and therefore widen the extent of achieved results and benefices. In particular, activities encountered activities' re-planning instances three times during the AP's life:

- first activities' re-planning²³ was carried out when the shift of focus from the GPA to the development of New Constitution and new institutional environment occurred;
- second re-planning occurred in the framework of the 1st NCE;
- third and last re-planning occurred in the framework of the 2nd NCE, when additional activities, appointed in official documents as extra-ordinary activities, were also approved for Sector 2 ACPDT and Sector 5 Pamberi Trust.

The AP certainly resulted in improved capacity of BNFs' participation in the democratic process, thanks to:

- the increased citizens' awareness of their rights,
- the increased citizens' awareness of the appropriate channels to exert their rights,
- the increased citizens' willingness to participate in the democratic processes,
- the increased citizens' access to and knowledge of main constitutional discourse and ongoing institutional changes and processes,
- the increased citizens' knowledge of main constitutional and institutional challenges,
- the improved technical skills of key Sectors' stakeholders and BNFs (from information collection, recording, organisation and dissemination skills to artistic forms of expression aimed at fostering dialogue and tolerance);
- the improved citizens' sense of ownership of the national democratic and Institutional processes.

All these was pursued throughout, and resulted in:

- wider participation opportunities and capacities (in national democratic processes, in community decision making),
- wider information sharing opportunities and capacities,
- wider civic education opportunities and capacities,
- improved healing processes opportunities and capacities,
- wider opportunities and capacities of expression and freedom of expression's actualisation.

²² "Involved partners empowered and strengthened with respect to civil society and community engagement, democratisation and advocacy".

²³ Please, note that re-planning is here referred to in terms of participated revision of the plan of activities, which might not necessarily coincide with a NCE.

The AP **allowed the Sector CSOs to outreach wider geographic areas and numbers of BNFs, and implement wider number of activities** than previously feasible by each single CSO. This was possible because of:

- funds made available with the AP, which allowed partner CSOs to widen the coverage of their actions, increasing geographic coverage capacity as well as the opportunity of reaching wider numbers of BNFs;
- development of intra-sector synergies by some of the partner CSOs: strategies, methodologies and tools promoted and adopted in the framework of the AP were also promoted within Sectors CSOs across different Sector's programs resulting in positive synergies for those Sectors CSOs that fully engaged in the AP and its logic²⁴.
- inter-sector synergies in AP permitted to CSOs to exchange competences and knowledge, best practices and experiences²⁵, interact in certain geographic areas and jointly target some of the beneficiaries²⁶.

All these positively contributed to the efficiency and effectiveness of the action. However, degrees of efficiency and effectiveness could have been wider if Sector CSOs would have developed wider and more robust methodologies and practices of joint work.

These sets of interaction were very limited at operative level because of the followings:

- the majority of partners CSOs resisted to the aimed development of joint operative plans as promoted throughout the AP²⁷;
- some Sector CSO was probably still improving its CSO's competences to be ready to fully engage in joint actions;
- previous experiences of genuinely joint CSOs' work are quite rare for Zimbabwean CSOs, which are accustomed to conceive collaborations more in terms of mutual invitations to activities and events rather than in terms of joint endeavour in all phases of an action, from its development to its evaluation;
- attempts of some of the partner CSOs found deaf ears or limited responses from the other partner CSOs²⁸.

The **effectiveness of the AP clearly emerged from the direct appreciation of the multiplier effects it was able to create**. Instances of BNFs' or CSOs' partner organisations' initiatives were observed. Those initiatives ranged from the activation of IGAs and IGA groups to the implementation of a revolving fund, from the diversification of the variety of covered information by CRIs to the careers development of some of the targeted artists and/or artists' own development and implementation of viable entrepreneurial plans. All these were partly stemming from achieved results and benefices created throughout the processes fostered by the AP and its partner CSOs. Moreover, some of the partners CSOs' key management reported that they are widely benefiting from the improved management, monitoring and accountability competences, from the AP's fostered methodologies and approaches, and from their learning experience within the AP as CSO and in other programs implemented by the CSO. For instance, Sector 2 ACPDT's Community Publishing Coordinator reported that improved management, monitoring and accountability competences allowed to widen the extent and quality of the CSO's evaluation of its achieved results and produced benefices; the results are then actively adopted for the CSO's organisational learning and actions' improvement, to lobby and advocate in the framework of ACPDT's

²⁴ For instance, Sector CSOs 2 particularly benefited from its active engagement in the capacity-building process, both in administrative/financial and technical terms, resulting in improved management competences positively affecting other CSO's programs. Please, refer to following sections 3.3.2, 3.3.3, 3.3.4, 3.3.5, and 3.3.6 where the specificities of each Sector Partner are presented and analysed in terms of approaches, methodologies, resistance and/or collaboration and organizational capacity, relating these to the different degrees of efficiency and effectiveness achieved/fostered by each Sector in the framework of this AP.

²⁵ This was particularly fostered at Steering Committee level and throughout the implemented shared communication mechanism.

²⁶ This observation particularly applies to interactions between Sectors 1, 2 and 4 implemented in the western regions of the Country.

²⁷ Sector Partner 5 in particular attempted to foster joint operative plans at Steering Committee level.

²⁸ Ibidem.

interactions with institutional actors, and to account on the CSO's competences with perspective donors.

The **procedures of recruitment** were directly managed by Sector CSOs. These **contributed to the effectiveness and sustainability** of the action. On the other hand, **identification of facilitators and human resources in rural areas has not always responded to a clear sustainability strategy**, especially with regard to those partner CSOs that partly or totally rely on deployment of personnel from the HQ at every activity implementation instead of focusing on the capacity-building and follow up of key human resources based in the targeted communities²⁹.

Generally speaking, interviewed human resources showed **technical competence**, communication skills, and fair motivation. **Acquired competences are applied**, although to different degrees by the different Partner CSOs. **Heterogeneity emerged in the degree of acquired and applied competences among the consulted Partner CSOs' key staff**. In fact, it clearly emerged that the observed differences in terms of achieved capacities is directly related to the degrees of Partner CSOs' and its key human resources' willingness, and for some sector CSO also the maturity, in fully engaging in the capacity-building process and in the radical Sector's approach's revision as promoted by this AP. Certainly, AP's General Administrator turnover partly negatively affected this process in terms of provided coherence and continuity. However, it seems that those Partner CSOs that robustly engaged in the overall process were not particularly affected by the mentioned turnover.

Gender equity and gender balanced identification and participation of key stakeholders and BNFs to implemented activities were **transversally promoted** throughout the entire AP within its strategy and methodology and the Sector CSOs' ones. Specific gender-related activities were also implemented in the framework of the AP by its partner CSOs. In particular, **gender equity was directly promoted** with capacity-building activities and/or activities directly promoting awareness on gender issues in the framework of activities under A1.4 (young women's Constitution meetings) by Sector 1 CSO, transversally in all activities by Sector 2 CSO and Sector 5 CSO, which also directly targeted gender-related BNFs priority concerns and needs under A5.1 (with Gender Art Workshops – SOM, among others), A5.2 (with the 16 Days of Activism Against Gender Based Violence, among others), A5.3 (with Gender Platforms, among others), A5.4 (with public discussions on gender, among others), A5.5 (with Gender Performances, among others), and A5.7 with the sub-granting of gender-focused actions³⁰. All these certainly contributed to effectively target stakeholders and BNFs throughout a gendered perspective, at least for the majority of the Sectors CSOs. On the other hand, it must be noted that **Zimbabwean rural society is still quite rigid** in terms of **family and gender roles** intertwined with a number of cultural and traditional believes and practices: all these tended to hamper the full gender mainstreaming of the program and its achievements, especially in rural areas. Consequently, it does not surprise that limits to the gendered balance identification and participation of key stakeholders and BNFs were mainly encountered by Sector 4 CSO, as its main aims and adopted strategy of targeting traditional leaders intrinsically limited the access and effective participation of female BNFs to its activities, although female BNFs could access some of the activities. In fact, traditional leadership and rural communities are mainly anchored to patriarchal characteristics and parameters, where the roles and functions of women are generally structured on conservative and traditional social norms.

Punctuality of planned activities encountered a variety of **challenges**, listed as follows. Activities' delays and cancellations obviously hampered the efficiency and effectiveness of the action.

²⁹ This observation particularly refers to Partner CSO 4, and to a less extent to Partner CSOs 1 and 3. Please, also refer to following sections 3.3.2, 3.3.3, 3.3.4, 3.3.5, and 3.3.6 where the specificities of each Sector Partner are presented.

³⁰ The "you and I" exhibition organised by Delta Gallery under its sub-grant purposely targeted 12 female artists; the portion of sub-grant to the Book Café which supported the ZASF's exhibition at the EU Day 2014 also directly targeted female artists.

- Delays occurred at the AP's start up stages to accomplish the EUD's approval of the action and official signature of the contract. The slightly late identification of the AP's Manager and the previous COSV Country Representative's resistance to engage in the AP contributed to the occurrence of these initial delays, then followed by the technical time to obtain formal authorisation to the AP and to the expatriate staff from concerned national Institutions. In fact, the AP did search and obtained the formal approval from key Ministries³¹, which reportedly were involved for the first time in such process that normally international NGOs tend to by-pass. All these delays created some frustration in the partner CSOs and might have partly contributed to the partner CSOs' resistances to the implemented capacity-building processes. Delays also occurred throughout the AP's life because of:

- Staff's **turnover**, and especially AP General Administrators' and some Partner's Administrator Focal Point's turnover, affected the punctuality of activities from the inward organisational point of view.

- Robust overall resistances of partner CSOs to the AP's capacity-building effort's actualisation in the initial phase of the AP were reported and emerged from the document review³².

- Some of the partner CSOs' staff resistances to and/or difficulties encountered in the capacity-building process and delays in fully accepting and accomplishing required monitoring and administrative procedures occurred throughout the AP's life. AP's Management's allocation of funds to the partner CSOs had to follow the successful accomplishment of required procedures, therefore resulting in delays in activities' implementation.

- Activities' planning (and re-planning) implementation was fully accomplished by Sector 2 and Sector 5 CSOs, while the other Sectors CSOs did not fully and coherently reflected their activities' planning/re-planning in the actual activities' implementation. Re-planning and implemented adjustments seemed more responding to encountered contingencies rather than to a strategic revision grounded on bottom-up and horizontal participatory learning processes. All these seem directly related to some of the partner CSOs' resistances or limited experience, on the one hand, and to the unclear representativeness mechanisms of the majority of Sector CSOs, on the other.

- Changing political and institutional environment (debate on new Constitution, Constitutional Referendum and enactment of the new Constitution, cessation of GPA's institutional framework, political elections of new Parliament and appointment of new Government) resulted in some months of uncertainties, with some of the Sectors CSOs preventing from activities' implementation, and others concentrating their activities in that period (E.g. Sector 1 obviously focussed its activities of voters' education during that period), and was followed by the necessary reframing of the AP to the changed implementing environment.

- Local administrators and security forces often cancelled or blocked activities, or did not provide the necessary permissions to implement them³³, sometimes also arresting CSOs' members and/or BNFs. Encountered challenges contributed, on the one hand, to limit the efficiency and effectiveness of those blocked or denied activities, and on the other to contribute to reproduce communities' and BNFs' sense of insecurity and fear to "get involved" in CSOs' activities.

- Logistic organisation was often challenging for those partner CSOs targeting remote areas ultimately resulting in delays in project implementation.

Encountered logistic challenges can be categorised into three main types:

- external factors that could not be fully anticipated and/or controlled by the CSOs, as the occurrence of cars' break-down or car accidents or the sudden flooding of crucial roads;

- factors that could have been anticipated by the CSO and probably partly avoided, as the logistic difficulties of some BNFs to reach in time (or to reach at all) the activities' venues;

³¹ The Ministry of Foreign Affairs, the Ministry of Internal Affairs, the Ministry for the Regional development and International Cooperation and the Ministry for Constitutional and Parliamentary Affairs were approached and favorably welcomed the AP. The Ministry of Justice was also approached although no formal feedback was received from that Ministry.

³² Details are presented in Part 3.3.7.

³³ Official permissions should be obtained by mentioned authorities to organise activities in public spaces, according to POSA's provisions.

- factors directly stemming from the partners CSOs' mobilisation strategies and communication methodologies. The limited attendances which were reported in some activity were encountered because of the limited awareness of community members on the activity's occurrence, or because of previously planned engagements of participants (farming periods, attendance to meetings or activities promoted by other actors), or because of the excessive distance to be covered by some BNFs to be able to attend the activity.

All these often resulted in:

- activities' cancellations;
 - delayed starting of activities, often forcing to implement shorter activities;
 - limited number of participants/BNFs;
- ultimately resulting in fewer efficiency and effectiveness of implemented actions.

Challenges emerged at **human resources'** level, in addition to those already mentioned in the previous paragraphs.

- Turnover of some of the Partners CSOs' key human resources could have contributed to limit the potential effectiveness of achieved results;

- It seemed that some of the Partner CSOs had a fairly redundant human resources structure at central level and an inadequate or not fully efficient structure at field level, consequently contributing to limit the efficiency and effectiveness of the action.

Finally, the operative coordination at human resources level among partner CSOs could have improved actions' efficiency and potential effectiveness and impact. In fact, partners CSOs could have jointly identified, trained, and worked with a unique local referent and/or facilitator: this could have reduced the incidence of expenses to pay that human resource, enhanced the administrative efficiency, provided more resources to logistic of BNFs or contributed to a more capillary organisation of activities.

Some data and report was missing or incomplete, mainly because of the progressive nature of the capacity-building process, and consequently to its results, and also because of some Sector CSO's resistances in fully accomplishing monitoring requirements. Reporting capacities of some Sector CSO are still showing some weakness in terms of quantity and quality of information provided. Finally, some activity was still ongoing during the final evaluation and systematisation period and the details of these were not available yet. A number of implemented activities' details and beneficiaries' characteristics could not be fully assessed because of all these.

Project's monitoring and reporting forms seemed not fully or correctly filled by some Sector CSO. This led to some concern on the reliability of reported statistics. This is also one of the main factors that challenged AP's efficiency, and consequently also its potential effectiveness: some Sector CSO particularly resisted to fully and adequately adopt the agreed reporting and accountability system. This created contradictions and discrepancies in reporting results, leading to delays in funds' disbursements, in delays in activities implementation and often in rushed activities. All these contributed to limit the AP's efficiency and effectiveness.

Visibility of the AP was often limited as already anticipated in part 2.2 and agreed with the EUD. Limited BNFs' and communities' awareness of the Sectors' engagement in the AP and with other Partners CSOs emerged. At first, partner CSOs resisted in implementing usually required visibility mechanisms because of the transitional phase the AP was initially overlapping with. In particular, Sector CSOs expressed their hesitations in displaying the EU logo: those concerns were promptly understood and endorsed by the AP management and by the EUD, allowing for Sector CSOs' discretionary choice in adopting the EU and AP logos and visibility choice of wording. The development of the AP's visibility strategy was object of discussion and exchanges throughout the entire AP; however, agreed decisions were not fully implemented. Visibility of the AP was fostered in the framework of the sub-grants under Sector 5 and generally improved throughout the second

phase of the action³⁴, but substantially remained limited especially with regard to some of the Sector CSOs³⁵ even when the changed institutional environment and the extent of activities would have allowed clearer visibility of the AP and the funds' source. This seems directly related to some of the Sector CSOs' resistances in allowing and boosting an internal rethinking of visibility strategies. Also, these resistances seem somehow related to the different Sector CSOs' willingness and capacity of engaging in the capacity-building process, to the different ways of conceiving "joint work", and to the unclear representativeness mechanism of some Sector CSOs³⁶. In fact, the fear of scaring the BNFs or creating suspicion in the local authorities with the adoption of the EU logo was often presented as the main reason for not adopting a clear visibility of the AP. On the one hand, CSOs are supposed to represent the civil society, therefore their BNFs are their base: the alleged BNFs' fears would therefore represent the CSOs' fear, or, reversely, those CSOs do not have a clear communication and decision-making mechanisms to allow their base having a robust role in the CSOs' work. On the other hand, the CSOs' methodology of interaction and dialogue with the local administrators could have fostered a clearer understanding of the AP's aims and pursued objectives, instead of creating additional fears and eventually obstacles. The majority of partners CSOs' dialogue approach with local administrators and Institutional stakeholders seemed to walk along polarisation and conflicting discourse rather than pro-actively positively responding to it. The presence of all these seem to appoint the need for a revision of some of the Sector CSOs' methodologies of approach and dialogue with local administrators, and of communication and interaction with their base.

The AP boosted attitudinal and behavioural positive changes, contributing to improve communities' awareness and capacities in terms of access and participation in the democratic discourse and processes. Therefore, it contributed to decrease tensions at community level improving dialogue willingness and capacity as well as capacity of action; it fostered access to resources (information, capacities, economic); BNF's awareness on aims and objectives of AP/sectors fairly improved throughout the AP's life, although unevenly among and within sectors.

The extent of aimed achievements was limited by the followings:

- **Sector CSOs' limits** in terms of available resources and opportunities³⁷,
- **Sector CSOs' resistances** in revising strategies, approaches and procedures, although Sectors' resistances emerged to different extents³⁸;
- **Cultural boundaries**;
- External limiting factors³⁹.

Important **external positive changes** and/or factors occurred during the lifetime of this AP:

- The new Constitution was developed, with the fairly active participation of involved population; the Constitutional referendum smoothly occurred, followed by the immediate institutional shift to the new Constitution. This resulted in a **clearer Institutional framework** that found in the AP punctual response and adaptability: **AP's focus was promptly broadened to the new Constitution** and adjusted to the new institutional environment.
- The **new Government was elected with peaceful/monitored elections**, followed by Ministerial and related human resources readjustment and changes.
- Awareness of AP and AP's Sector CSOs engagement progressively improved at the Institutions' eyes also thanks to the AP's engagement in Constitutional refocusing. However, Institutions' awareness and involvement could have been wider if above-mentioned visibility challenges would

³⁴ This observation particularly applies to Sectors 2 and 5.

³⁵ This observation particularly applies to Sectors 1, 3 and 4.

³⁶ Please, refer to following sections 3.3.2, 3.3.3, 3.3.4, 3.3.5, and 3.3.6 where the specificities of each Sector Partner are presented.

³⁷ AP's resources and opportunities obviously did not allow Sector CSOs to widen their action in all Zimbabwe and to cover all population.

³⁸ Please, refer to following sections 3.3.2, 3.3.3, 3.3.4, 3.3.5, and 3.3.6 where the specificities of each Sector Partner are presented.

³⁹ External factors are listed in the following paragraphs.

have been overcome by all partner CSOs to homologue extents, rather than only by some of partner CSOs.

- **Changing Institutional environment provided more spaces and opportunities of dialogue with the Sectors CSOs.** Further opportunities of collaboration among CSOs and Institutions also occurred during the lifetime of the AP. For instance, ZEC formally engaged NYDT for Civic and constitutional education; ACPDT was formally engaged by the National Police to be trained on and provided with the Simplified New Constitution booklet.

- **The role of traditional leaderships was formally acknowledged in the new Constitution,** creating positive formal constitutional environment to boost the process of clear definition of roles and functions, of polarities' overcoming in favour of dialogue and positive healing, among others.

- Communities, facilitators, BNFs, all met stakeholders showed eagerness to participate in the AP, and to be engaged in eventually forthcoming stages.

External factors that contributed to limit project's achievements are listed as follows:

- **Electoral period created some fear** among sectors CSOs and BNFs, was perceived as potentially threatening and resulted in overwhelming sense of uncertainty. All these resulted in activity delays during that period for some of the Partner CSOs; some sectors on the contrary concentrated activities in that period, especially NYDT as it was engaged in voters' and civic education.

- **Disturbances of activities sometimes occurred**, mainly due to activities' misperceptions from local authorities or to incomplete fulfilment of security clearance procedures, resulting in delayed or denied activities.

- Radical changes in the institutional and legal framework, with the shift from the GPA to the approval and enactment of the New Constitution, required coherent adjustments and re-planning from the AP, resulting in delays in spite of the prompt response put in place.

- Changes of and in Ministries occurred during the AP's life, obviously affecting the institutional strategy and relations of the AP that saw its referents and reference system changing. These factors were of minimal weight as the AP and Partner CSOs promptly and appropriately related to these changes with adequate advocacy and communication strategies with institutional interlocutors.

- **A gap between the enacted New Constitution and the legal framework** that still refers to the antecedent constitutional framework has emerged. This creates some contradiction at legal and operational administrative levels. Also, a number of constitutional provisions are still to be enacted, as the institution of the Reconciliation Committee. All this might have contributed to a certain degree of incertitude.

- **A gap between official roadmaps' provisions**, as ZimAsset⁴⁰, **and resources'/capacities' availability** has also been indicated as source of incertitude and limit to the potential effectiveness of the action. For instance, prompt actualisation of mentioned Reconciliation Commission could have probably boosted conflict transformation and community healing activities' effectiveness.

- The socio-economic environment is characterised by economic stagnation, uneven and inadequate access to resources, uneven and inadequate access to infrastructures and services, vast unemployment and youths' mobility, patriarchal societies, cultural fragmentation, and still political polarisation. Communities are accustomed to top-down approaches and tend to find innovative and more sustainable approaches quite challenging. Rural communities are particularly affected by all these. The extent of aimed changes is therefore partly limited by environmental and cultural factors.

Detailed presentation of efficiency and effectiveness for each project component according to LF's OVs⁴¹ is presented in the following sub-Sections.

⁴⁰ ZimAsset stands for Zimbabwe Agenda for Sustainable Socio-economic transformation: it is the economic blueprint which was developed by the newly elected Government following the political elections of July 2013.

⁴¹ Data from: Individual and group interviews; field visits; AP Proposal, AP Budget and AP Budget reallocations; AP NCEs; Narrative Progress Report (Interim Report) and Pre-final Report; Sectors CSOs' Reports of Activities; AP Partnership declaration, AP Partnership Agreement and its Annexes; AP Grant Contract and its Annexes; ROM Report (Visit of 04-15/11/2013); PSCs' available Minutes.

3.3.2 Efficiency and effectiveness' details for Result 1

Result 1: Increased youths' civic education, awareness, access to information and capacity to participate in national processes

The Action Program Partner NYDT (National Youth Development Trust) targeted approximately 120,000 youths with awareness and education activities on national processes mainly in Matabeleland North and South, Bulawayo and the Midlands.

All activities were carried out and all targets are fully achieved except for OVIs of activities 1.1, as 36 youth groups were fostered instead of 38.

PROJECT DESCRIPTION	INDICATORS	OVI TARGET	OVI at Final Evaluation	OBSERVATIONS
R1. <i>Informed and engaged youth enabled to participate in national processes as responsible citizens</i>	<p><i>Youth are informed on the new Constitution and engaged to promote the awareness of it, thanks to the distribution of information materials (preparatory books and leaflets –specifically on the Constitution⁴², 4,000 monthly newsletters, emails and sms) and specifically proposed opportunities of public debate, dialogue, discussion</i></p> <p><i>Youth awareness of the Constitution enabled to better access processes due to their own initiative and show a proven higher level of understanding of national processes, ensuing the achievement as shown by questionnaires and success of provincial training workshops for members from each of 38 constituencies</i></p> <p><i>Linking up of events reach a proven number of participants, by on-going of over 6 sports festivals, 3 art festivals, 3 theatre events, 3 public debates and 38 mobile cinema events reaching 120,000 people</i></p>	<p><i>Workshops and meetings</i> <i>attendance lists</i> <i>Sector Coordination</i> <i>Monthly reports</i> <i>Field visits</i> <i>Post- monitoring analysis: Surveys and interviews to beneficiaries</i> <i>Output produced (newsletters, pamphlets, CDs, manuals, posters, etc.)</i> <i>Public events attendance</i></p>		Result widely achieved.

⁴² This result was modified with the 1st NCE presented in 18/12/2013 and approved on 13/02/2014. Main adjustments mainly consisted in the inclusion of specific focus on the New Constitution.

PROJECT DESCRIPTION	INDICATORS	OVI's TARGET	OVI's at Final Evaluation	OBSERVATIONS
A.1.1. Constitution of 38 constituency youth clubs			This activity and related OVI's were revised with the enforcement of the New Constitution that previewed Youth Councils, resulting in necessary methodology revision at Sector level as <i>youth clubs</i> could become to be perceived as unconstitutional. 36 constituency youth clubs were founded at the initial stages of the AP. Their adaptation to the Youth Council formula was then fostered.	Target adjusted to the New Constitutional framework and partly achieved. Number of founded youth clubs is not accounted for in monitoring documents.
A.1.2. Production and distribution of monthly information materials			8 newsletters were released (4.000 copies) and distributed. 48 different messages were sent by sms, reaching a total of 7609 youths.	Target achieved. 7609 youths were reached with sms messages. Number of youths reached with distributed newsletters was not clearly accounted for.
A.1.3. Conduct 6 provincial training workshops for 6 members of the youth clubs.			6 provincial training workshops in civic education and in electoral processes and voters registration accomplished reaching 187 participants in total: 1 in Bulawayo on 15/08/2012, 1 on 10/01/2013 and 1 on 22/05/2013; 1 in Lupane on 15/08/2012 and 1 on 31/01/2013; 1 in Beitbridge on 18/01/2013.	Target achieved. 3 out of 6 activities were not fully monitored.

PROJECT DESCRIPTION	INDICATORS	OVI TARGET	OVI at Final Evaluation	OBSERVATIONS
A.1.4. Organization and conduction of youth participation builder events		6 sports festivals, 6 theatre events, 38 mobile cinema events, 6 public debates on youth participation at tertiary academic institutions, 6 youth arts festivals	6 Sports festivals, 23 Mobile Cinemas, 11 Arts festivals, 5 Public debates, 5 Constitutional Feedback Meetings, 4 Young Women's Constitution Meetings, 4 Policy Dialogue meetings, 1 civic education activity, 1 training in peace, and 1 Constitutional Conference were implemented	Target fairly achieved. 56 activities were implemented in total, instead of the 62 initially planned. Main challenges encountered were related to the election period, when tensions and fear were quite widespread among civil society and institutions. Some cancellation and activities' blockage therefore occurred.
A.1.5. Facilitation of youth participation through public debates and by enabling the presence of Registrar General staff at all events				Target achieved. Activity transversally implemented in the framework of activities A1.3 and A1.4.

NYDT built its AP's Action on its existing operational structures, namely local youth councils and ward committees that were already present and functioning. NYDT focused on their strengthening and also fostered the creation of new ones, especially in rural areas. NYDT's network in rural areas with churches, LINGOs, and youth development officers was also exploited to identify and/or widen targeted youths. NYDT adopted the following methodology:

- **creation of and support to constituency youth citizenship clubs**, conceived as catalyst youths groups aimed at fostering youths' mobilisation in national processes and events, with a particular focus in electoral and constitutional ones, through peer-to-peer approach's actualisation.
- Implementation of **youth-friendly platforms** including arts festivals, sport activities, street theatre and mobile cinema aimed at boosting youths' participation, voters' registration as well as serving as M/E opportunities.
- **Relationship development** with RG office and other relevant authorities.
- Establishment of a direct relationship with the Zimbabwe Electoral Commission (ZEC⁴³) was also fostered and achieved.
- An **ICT based strategy of information dissemination** was adopted, using conventional printed messages in the form of newsletters together with a 24 hour toll free line, a bulk short message service (SMS), and exploiting new ITs and social media channels as emails, Facebook posts and groups, what's up, twitter.

The **AP's objectives and strategies** were judged largely in line with NYDT's ones. NYDT's **key management confirmed the effective improvement of management and coordination capacities**, the **reinforced NYDT's sustainability opportunities** thanks to the improved

⁴³ ZEC is the only body formally appointed to deliver vote/voter related training and education in Zimbabwe according to the Zimbabwe Electoral Act.

competences, the attained achievements, the **enhanced collaboration among the AP's partner CSOs**, the **improved NYDT's visibility** to other Sectors' CSOs, in terms of its members, BNFs, and as CSO, leading to mutual empowerment among Sectors CSOs.

The Sector 1 NYDT encountered some **delays in the implementation of activities**, mainly at the initial stages of the AP, when some difficulties in fully applying fostered procedures were observed, besides the **limited adoption of visibility measures** with respect to the AP and the AP's Donor. The **limited geographic rotations of the PSCs** and joint coordination meetings, which were mainly organised in Harare⁴⁴, was lamented, together with the necessity to mainly recur to skype/phone/mail interactions with the AP's Management or General Administrator when management/monitoring/accountability doubts and/or issues raised. Monitoring procedures were fairly implemented, although some resistances in fully applying the promoted monitoring and post-monitoring system emerged. Monitoring reports often failed to fully specify some of the required essential information and were sometimes poorly indicating and explaining adopted approaches and methodologies, while post-monitoring was applied to a quite limited extent. Both the **fairly indication of essential information and the limited post-monitoring engagement resulted in partial feedback's gathering from the BNFs**, especially from those living in rural areas and who have limited direct interaction with the Sector CSO. For instance, feedback that emerged at activities implementation, and in particular those edutainment activities aimed at fostering discussion and participation, was not clearly indicated and presented in the monitoring process. This shed some doubt on the CSO's mechanism to effectively assess youths' input and enhance its representativeness, especially with regard to youths living in rural settings.

The **initially adopted methodology** grounded on the youth clubs **was promptly revised** and adjusted following the constitutional debate and the enactment of the New Constitution, where Youth as specific constitutional target group was officially recognised, and Youths Councils formally identified as acknowledged youths organisms. The AP's implementing environment's shift from the GPA to the New Constitution also forced to realign the aimed results and related activities. NYDT initially focused on fostering voters' club and voters' registration: these activities found wide resistances, especially in the periods approaching elections and because all electoral-related activities had to be related to and officially approved by ZEC. This situation forced a strategy revision that resulted in more spaces provided to the individual action of youth team leaders⁴⁵ and to core groups for information sharing, in order to foster aimed youth's access to information, their participation and youth voters' registration as well, while also minimising the opportunities of institutional stakeholders' resistances and harassments. Moreover, **constitutional study groups** were fostered in the framework of this strategy revision. This allowed for a broader focus and exposure of youths to constitutional and institutional aspects and processes, and in particular to create **improved opportunities of youths' inputs provision in the constitutional debate first, and in the policy debate and the ZimAsset** in particular after. The **adoption of Sector 2 ACPDT's publications**, and in particular the simplified version of the Constitution in vernacular languages, was deemed particularly useful and effective in rural settings⁴⁶, although number of available copies was deemed insufficient to cover the demand. **No follow up** was put in place for those study groups, as these resulted from the activities' re-planning put in place by the Sector CSO and follow up was not previewed and budgeted for.

The adoption of **social media platforms and instruments** together with the adopted per-to-peer approach allegedly contributed to **improve youths' opportunities of access to information**, of active participation in constitutional and policy debates, of contribution to form the basis of new programs and advocacy actions. Also, NYDT has an information centre at its friendly premises

⁴⁴ NYDT's office is based in Bulawayo, while the AP's office was based in Harare, at TOT km from Bulawayo.

⁴⁵ Peer-to-peer and door-to-door approaches were mainly fostered.

⁴⁶ The adoption of the simplified version of the New Constitution was not robustly fostered in urban settings, where reportedly the youths' average education level is normally allowing less simplified support documents and form of discussion.

facilitating the access of youths to information and networking. However, the extent of the adoption of social media platforms' actual results is difficult to assess, especially in qualitative terms. Certainly, the **extent of access** to these is reportedly quite **limited in rural areas**, because of inadequate economic and education resources, only partial mobile and internet networks as well as radios' coverage, and limited access to electricity.

The changing political and institutional environment also created significant challenges in terms of **degrees of uncertainty and fear throughout the electoral period**⁴⁷. The process of obtainment of security forces' clearance to carry out public activities was often difficult and unsuccessful, and NYDT's members were sometimes arrested while carrying out youths' mobilisation and awareness activities. The abovementioned change of strategy, from the youths' clubs to the Youths Councils through the voters' registration and constitutional study groups, also wanted to respond to mentioned encountered challenges. Additional revision of youths' mobilisation approaches and communication modalities with local institutional stakeholders could have contributed to partly avoid those challenges.

The aimed active involvement of Registrar General in AP's relevant activities was not possible. On the other hand, **NYDT's relations with ZEC strongly improved** in the framework of the AP. In fact, ZEC registered NYDT as official Education Facilitator and monitoring actor for the constitutional referendum and the elections, therefore allowing improved smoothness in the implementation of partner CSOs' constitutional awareness activities in the period prior to constitutional referendum first, and to harmonised elections after.

Both the **Election Resource Centre (ERC)** and the **Zimbabwe Election Support Network (ZESN)** provided support respectively in being actively involved during the electoral training activities and in training some NYDT's staff. Tertiary education institutions reportedly acknowledged the appropriateness and effectiveness of NYDT's action, being accessible to opportunities of collaboration, both in terms of provision of facilitators and spaces of debate to NYDT, and in terms of looking for NYDT's contribution in lectures.

The adoption of ERC's, ZESN's and especially ZEC's and ACPDT's training resources greatly contributed to the coherence and relevance of the action to national democratic discourse and processes.

Activities aimed at fostering voters' registration were mainly organised in venues nearby the registration offices, in order to encourage immediate registration and avoid relaxation of intents after the end of these activities. Awareness creation on pools locations and positive participation of youths of different political parties were encouraged in the period approaching the elections.

Sector 1 successfully achieved aimed results, as youths' exposure to national processes improved, resulting in enhanced youths' awareness and participation to the constitutional and democratic debate, together with youths' improved attendance⁴⁸ **to the constitutional referendum and to the harmonised elections.** Youths were trained in leadership skills, contributing to the establishment of a grassroots' leadership; youth were trained as peace ambassadors, contributing to foster the culture of peace and to decrease intolerance and the incidence of youths' violence in targeted communities; youths' awareness on the electoral process and requirements and on youths' and citizens' rights was improved; targeted youths' confidence, dignity, self-esteem and sense of responsibility raised, together with the capacities to foster youths'

⁴⁷ Last 2008 political elections were characterised by violence and political unrest. It does not surprise that the electoral period was lived with concern and fear.

⁴⁸ Official electors' breakdown could not be directly assessed, as these data uniquely belong to ZEC, which could not be directly approached by the Consultant. Sector 1 CSO estimated that youths' participation in last harmonised election rose from 22% to 25% (estimated percentage of youth voters with respect to the total electors).

roles and visions as active citizens; opportunities of youths' active civic participation and contribution to the national debates were improved; topics that responded to youths' needs and priority concern (e.g. from voters' registration to employment, from marriage rights to children's custody) were covered, contributing to enhance youths' participation while also fostering youths' attention for local and national issues. All these resulted in observed youths' apathy's decrease and in the improved youths' interest and commitment in participating to the democratic process, which culminated in youths who registered as candidates during the electoral period and being elected as Ward Councillors. It is probably worth noting that this latter precisely occurred in Lupane, where the encountered challenges in activities' implementation were particularly recurrent. The **need to implement robust follow up** activities was reported, as youths tend to "lose hope" in the electoral process. Finally, **significant multiplier effects** resulting from mentioned attained results were observed, especially **with regard to entrepreneurial self-led plans** and commitments that some of the consulted youths explained to the consultant. These initiatives reportedly stemmed from the enhanced confidence and self-esteem, from the acquired leadership competences and improved capacity of taking responsibilities in positively fulfilling the reinforced youths' roles and functions.

70 Activities approximately reached a total of 6.290 direct beneficiaries⁴⁹.

- 6 provincial training workshops were implemented covering civic education, electoral processes and voters registration, reaching a total of 187 participants in total.
- 6 Sports festival activities were carried out in Nyaki (11/09/2012, 23/11/2012 and 13/04/2013), Bulawayo (22/03/2013), Umzingwane (09/11/2013) and Zinyangeni (17/04/2014). 5 out of the 6 activities accounted for a total of 648 participants
- 23 Mobile Cinema activities were carried out in Lupane (18/08/2012, 29/11/2012; 25/06/2013, 13/10/2013), in Nkayi (17/08/2012, 13/10/2012), in Bulawayo (25/08/2012, 09/11/2012, 23/03/2013, 20/04/2013, 15/06/2013), in Beitbridge (08/02/2013), in Hwange (05/02/2013, 24/05/2013, 25/05/2013), in Matopo (13/03/2013), in Ntabazinduna (14/03/2013), in Tsholotsho (15/03/2013), in Umzingwane (27/03/2013), in Mpopoma (13/04/2013), in Matobo (25/04/2013), in Entumbane (21/05/2013), in Gwanda (13/04/2013), in Pelandaba (22/05/2013) approximately reaching a total of 1.177 participants. 6 of these Mobile Cinema activities also served as platform of constitutional feedback; the activity carried out in Bulawayo on 20/04/2013 was converted to Arts Festival.
- 11 Arts festivals were implemented, beside the one converted from Mobile Cinema in Bulawayo as mentioned above, in Hwange (25/01/2013), in Magwegwe (20/07/2013), in Makokoba (20/07/2013), in Bulawayo (14/09/2012, 15/12/2012, 26/01/2013, 29/07/2013, 08/03/2014, 16/06/2014), in Nkulumane (25/07/2013), and in non-reported place (20/04/2013). These Arts Festivals reached a total of 2.533 participants.
- 5 Constitutional Feedback Meetings were implemented in Makokoba (12/10/2013), in Sinzinda (18/10/2013), in Bulawayo (23/10/2013), in Plumtree (25/04/2014), in Gwanda (27/11/2013), and 1 constitutional feedback meeting planned in Tsholotsho (17/07/2013) was cancelled by police. Approximately 171 participants attended the meetings.
- 4 Young Women's Constitution Meetings were implemented in Nkayi (24/01/2014), in Plumtree (23/05/2013), in Tokwe (12/03/2014) and in Gwanda (12/03/2014), approximately reaching a total of 132 participants.
- 4 Policy Dialogue meetings were implemented in Bulawayo (04-05/12/2013), in Plumtree (25/04/2014), in Nkayi (08/02/2014), in Gwanda (07/06/2014) 1 Policy Dialogue meetings planned in Matopo (20-21/12/2013) was cancelled by police. Approximately 144 participants attended the meetings.
- 5 Public debates were implemented in Bulawayo (06/9/2013), at NUST⁵⁰ (04/09/2012, 07/12/2012, 22/5/14), and at Hillside Teachers College (22/03/2014) approximately reaching 1.108 participants.

⁴⁹ Report of one Sport festival activity did not account for attendants, and other activities' reports indicated approximate attendances.

⁵⁰ National University of Science and Technology.

- 1 civic education workshop in Lupane ((31/01/2013) approximately reaching 30 participants.
- 1 security training for NYDT Secretariat in Bulawayo (09/03/2013) approximately reaching 12 participants.
- 2 Capacity building workshops in Bulawayo (N. 2 and N.3) approximately reaching 25 participants.
- 1 Constitutional Conference was implemented in Bulawayo (16/05/2014), reaching 102 participants.
- 1 training in peace was implemented in Malepe (25/04/2013) reaching 21 participants: this activity fostered the capacity-building of peace ambassadors, following the strategy revision mentioned above and responding to the need to foster grass-root facilitator, in order to boost results' and benefices' lasting impact and sustainability.

*Edutainment*⁵¹ activities were mainly adopted to foster voters' registration and informed participation to election. Some of the planned Mobile Cinema activities were then converted to foster Constitutional feedback, as it was felt as a newly emerged priority after the New Constitution was enacted.

Main challenges were encountered in rural areas, where the access to information is still limited, the interpersonal exchanges are more visible and subject to direct control and the degree of violence and fear quite widespread. The degree of violence partly decreased because of the partner CSOs' activities that were fostered in the framework of the AP. However, occurrence of violence still represents a perspective challenge. Policy meetings particularly found difficulties in being smoothly implemented. In fact, their clearance was particularly difficult to obtain, as they were often reportedly subject to misperception and misunderstandings from the security and administrative stakeholders. On the other hand, policy meetings were also particularly effective in fostering youths' understanding and participation in the democratic processes.

AP's visibility implementation was quite limited, mainly because of the Sector CSO's fear of encountering above-mentioned local administrators' and police forces' resistances and obstacles to promoted activities. Again, some revision of the Sector CSOs' modalities of interaction and dialogue with those key institutional stakeholders could have partly contributed to minimise the occurrence of fear and/or of resistances from those actors, while also permitting to foster wider CSOs' members' and BNFs' awareness of the AP and of the AP Sectors partners.

Ignorance and lack of interest are reportedly still partly hampering the lasting achievement of attained results, **besides the structural socio-economic situation**. Some youth leaders were also caught in campaigning for political parties in their Wards during the electoral period: this certainly did not positively contribute to promote the activities' acceptance from security forces or to facilitate the process of clearance from them. Also, some backwards motion was observed since the occurrence of elections. It was claimed that youths' interest has fallen again since then. Also, the need to implement more capillary activities, at least at Ward level, was also acknowledged.

Voters' registration encountered a number of challenges besides the ones that were already mentioned above. In particular, new voters have to present a valid ID to be registered, and the possession of that identification document is not obvious in rural areas. The proof of residence was the alternative requirement to the ID's possession: this was reported as a hindering factor that hampered the potential effectiveness of these activities. In fact, the provision of that proof had often to pass by landlords and/or elderly, creating potential frictions, especially with the landlords that were seeing with suspicion such declaration and documentation's provision.

⁵¹ The word "edutainment" refers to those activities that resulted from the combination of leisure activities with educational aims.

Identification of training facilitators was mainly addressed to key stakeholders in **tertiary education institutions and local NGOs**, contributing to the positive achievement of results. Consulted facilitators showed wide professionalism and mobilisation capacities. NYDT core staff and/or involved artists were reportedly the main facilitators of awareness creation and of discussion promotion at the large gatherings activities, like the guerrilla Arts Festivals and the Mobile Cinema.

Outreach in rural areas also faced structural logistic and structural limitations that tended to limit the potential effectiveness of the action, as youths' unemployment and youths' wide mobility. In fact, some of the youths that were trained in 2012⁵² already left their area or the Country following their search for employment and education opportunities. Youths in rural areas have less access to education opportunities, and illiteracy and lack of knowledge of English was often challenging during activities. For instance, language challenges were particularly reported with regard to Mobile Cinema activities in rural areas.

Available resources were deemed insufficient to capillary foster outreach in remote rural areas. This was perceived by consulted youths living in these kinds of settings in terms of long periods without "seeing" NYDT. In general, **implemented follow up creates some doubts with respect to the prospective sustainability and impact of achieved results and benefices in those rural areas.**

In general, the **mobilisation and participation model implemented** by Sector 1 NYDT seemed mainly **grounded on an educational approach** rather than genuinely participative one aimed at fostering youths' active contribution to the identification of priorities, and generation and development of change processes. **NYDT acknowledged that some dependency is present among the youths in terms of impact and sustainability of achieved results**, and that some methodological revision could improve these. For instance, promotion of communities' contribution and identification and training of youth facilitators based in rural areas could have partly responded to this.

Gender was mainstreamed throughout the action, fostering and improving the participation of girl and young women at every stage and level of the action. **Women-only** (e.g. women network implementation) **and women focused activities** were also **deliberately implemented** to foster young women constituencies and when gender sensitive aspects were covered: **the need to specifically foster female participation was acknowledged since the beginning of activities.** These activities saw the active participation of female facilitators and activists and ward councillors, as well as of the Officials from the Ministry of Women's Affairs, Gender and Community Development. This reportedly contributed to the effectiveness of actions, as adopted language, covered subjects and communication forms were particularly adequate to reach targeted beneficiaries. Women in rural areas tended to be more interested in practical socio-economic aspects close to their personal experiences rather than larger policy matters. Need of follow up was particularly acknowledged with regard to these women-groups, as women tend to have less access to information and participation opportunities than their male counterparts. **The need to identify a focal point in each village** was also acknowledged to foster the autonomous mobilisation initiatives in villages and wards. The organisation of time was also acknowledged as factor that partly limited female participation, as some activities were deemed too long to allow women and girl to fully participate. Some difficulties in communications prior to the activities were also reported, resulting in limited attendance to those activities. The need to create additional platforms that would allow young women to interface with policy makers would boost their access to policy discourse. The need to link up with locally based women organisation was also reported.

⁵² For instance, the NYDT's member that was trained by ZEC was not in the Trust anymore.

Wider and/or livelier participation was observed in the framework of activities carried out at tertiary education institutions and outdoor/sport/youth-friendly activities. These latter were particularly strategic to foster voter registration during the electoral period. Also, youth-friendly initiative proved effective to foster mobilisation and to target large groups with a variety of messages, and to jointly target youths belonging to different parties, creating strategic platforms of discussion that fostered the active participation and reflection of composite audiences. The potentials of artists as peer-to-peer facilitators were also acknowledged in the promotion of youths' attitudinal and behavioural changes. Less attendance was observed at the activities organised at mid-week. Attendance was reportedly attracted by artists' performances. The need for the artists to develop more ad hoc performances according to the covered topic was indicated as factor that could have improved attendants' wider participation. The participatory methodologies used in the framework of these activities was mentioned but not clearly explained in the Sector CSO's reports. The need to encourage greater participation of political leaders to those platforms was acknowledged.

Mobile Cinema fairly achieved aimed participation in spite of mentioned language barriers which were often encountered and could have partly limited the degree of understanding and participation. The shooting of documentaries about elections in other Countries (Zambia, Ghana) **succeeded in fostering attendants' interest and their active participation to the discussion throughout a comparative and critical approach.** Also, Mobile Cinema encountered high interest as it was the first time that such kind of activity was conducted in certain targeted areas, and especially the most rural and isolated ones.

Constitutional training and feedback activities were judged particularly effective in fostering constitutional awareness and knowledge. **Adoption of peer-to-peer approach** was also judged effective. The presence of different types of barriers partly hampering the full effectiveness of those activities was also acknowledged by consulted youths, mainly consisting in the followings:

- **Use of English language particularly challenging in rural settings.** The adoption of some of ACPDT's books in vernacular language and the p-2-p approach partly responded to this challenge although it was not sufficient to cover all themes, areas, and targeted communities' spoken languages.
- **Use of technical language** in constitutional and policy debates and in institutional documents/laws, difficult to grasp for both urban and rural youths, but, again, particularly difficult in rural settings and with BNFs with low or no education.
- Font adopted in the New Constitution official printing was also judged excessively small, and not facilitating its access.

Activities carried out at tertiary education institutions, and/or with the support of facilitators coming from these institutions, certainly provided platforms of critical and very advanced discernment of policy and institutional debates. **Training and facilitation methodologies were judged appropriate and effective** by consulted youths. These activities' lively participation provided the ground for further debates and academic research. Moreover, these activities created opportunities of direct dialogue with the institutions and stakeholders, including candidates, which were invited and often positively attended. All these contributed to **improve youths' awareness on and participation to the democratic and constitutional process**, as well as to result in **enhanced youths' advocacy capacities and experiences.** Institutions' awareness on the Sector CSO's engagement and methodologies of action was also raised, while also reducing their resistances and improving their openness to policy and institutional debates activities through these opportunities of policy dialogue, advocacy and accountability. On the other hand, **these activities seemed particularly limited to the urban and/or highly educated youth**, leaving wide concern of accessibility for the rural and/or less educated youth to find adequate spaces to engage for informed positions.

NYDT actively collaborates with other NGOs/CSOs working in the same thematic and geographical areas. Interaction with other partners CSOs was only fairly fostered, grounding it on the coverage of common thematic areas and homologue target groups. In particular, the adoption of ACPDT's books in the framework of the constitutional feedback and constitutional study groups' activities, and the Intergenerational dialogue activity implemented with the participation of ZPRA Veteran Trust can be indicated as main interactions. Interaction with Sector 3 and Sector 5, also addressing youths, was mentioned, although the extent of its actual implementation was limited to the Youth Forum with S5. Limits to the aimed interaction among partners CSOs were indicated in the followings:

- geographical distance;
- number of ACPDT's books were not sufficient to cover the demand;
- dissimilar expertise and organisational culture of partners CSOs, limiting the extent of potential collaboration.

Certainly, the **narrow extent of inter-agency collaboration with Sectors' partners limited the potential efficiency and effectiveness of the action.**

Elderly often resisted and/or created obstacles to the implemented activities. It was reported that both youths' families and communities' elderly often resisted to the aimed changes, as they were "not taking youths seriously"⁵³. Young leaders claimed they are not easily understood, as families and elders are used to youths' roles characterised by tradition, therefore fostering submissive attitudes or to youths' attitudes, anchored to the recent history, characterised by violence and/or apathy. It was reported that degrees of families' and elders' understanding of youth leaders' efforts rose with the opportunity to directly observe youth's positive examples and with daily experience of youths' efforts and improved skills and attitudes. The **active understanding and involvement of adults and community leaders in the promoted voters' registration, constitutional feedback, and youth leadership promotion was indicated as important factor to boost both efficiency and effectiveness** of the action while also contributing to reduce security forces potential resistances.

Mentioned structural factors mainly challenging youths are indicated as follows:

- lack of employment opportunities;
- unfair employment conditions (individuals from outside the ward or the province often found privileged employment channels, as in the mines, rather than those living in the area);
- widespread drop-out from school;
- poor access to essential services (education, health, water and sanitation).

NYDT's capacity of prompt response to youths' requests was mentioned by consulted youths (e.g. trainings carried out upon demand, identification and provision of women facilitators to boost girls' participation).

Examples from the field

Some youths lamented they found difficult "to be a group". It seemed that they found hard to mobilise and facilitate group activities because of public order related restrictions they encountered. Fear for activities' implementation and personal threat were also reported. Fear of registration or to vote is allegedly still present among youths.

NYDT's consulted youths, girls and boys, declared they are now feeling they "own the process", that their sense of confidence and leadership's capacities have risen both as activists and as entrepreneurs.

⁵³ Quote from an interview with a Sector 1 CSOs' BNF.

3.3.3 Efficiency and effectiveness' details for Result 2

Result 2: Increased citizens' awareness, access to information and capacity to participate in national processes

The Action Program Partner ACPDT – African Community Development and Development Trust aimed at reaching 250.000 community individuals. ACPDT's direct action targeted 3 districts of Mashonaland Central and Mashonaland East; the action also aimed at indirectly fostering civic education in the areas where AP's partner CSOs and ACPDT's civic education networks' partner, especially including the Women's Coalition, work.

All ordinary activities were implemented and all targets are fully achieved. A set of approved extraordinary activities was in the process of being developed while the FES was in the process of being carried out.

PROJECT DESCRIPTION	INDICATORS	OVI's TARGET	OVI's at Final Evaluation	OBSERVATIONS
<i>R.2 Citizens informed and involved in civil participation and aware of citizenship responsibilities</i>	<i>Citizens show a high level of understanding of national processes and procedures through the publication and distribution of 50,000 copies of the civic education manual and 20,000 posters, and 60,000 copies of the manuals on the new Constitution⁵⁴, carrying out of 100 ward level workshops and 3 district level workshops on civic education, two trainings in civic education for participation in national events and processes for 25 women and 25 staff of Ministry of Constitutional and Parliamentary affairs, 6 TOT workshop for district facilitators reaching 250,000 people</i>	<i>Workshops and meetings attendance lists Sector Coordination Monthly reports Field visits Post-monitoring analysis: Surveys and interviews to beneficiaries Output produced (newsletters, pamphlets, CDs, manuals, posters, etc.) Public events attendance</i>		Result widely achieved.

⁵⁴ This result was modified with the 1st NCE presented in 18/12/2013 and approved on 13/02/2014. Main adjustments mainly consisted in the inclusion of specific focus on the New Constitution.

PROJECT DESCRIPTION	INDICATORS	OVI TARGET	OVI at Final Evaluation	OBSERVATIONS
A.2.1. Production and distribution of manuals for civic education for participation in national events and processes			<p>20.000 sets of posters (19 poster each set) were published and distributed</p> <p>50.000 copies of the Civic Education Manuals <i>Crossroads</i> and 60,000 copies of the manual on the simplified version of the new Constitution <i>Our country, our home</i> were published and distributed. Training and distribution were fostered and supported with 63 among events and activities, directly targeting approximately 1.932 participants⁵⁵.</p> <p>50.000 “visibility & disclaimer bookmarks” were printed and distributed with the books</p>	Target widely achieved.
A.2.2. Training and equipment in suitable skills facilitators to organise, utilise and distribute civic education, information and artistic expression			<p>1 national planning and 5 provincial interagency ToT workshops were organised.</p> <p>175 facilitators from Mashonaland Central, Manicaland, the Midlands, Bulawayo and Masvingo were reached.</p>	Target achieved. Workshops fostered facilitators' competences in distributing and adopting the civic education materials
A.2.3 Training on civic education and participation for 25 women and 25 staff of Ministry of Constitutional and Parliamentary affairs			33 participants benefited from Civic education training in Bindura	Target achieved as a workshop Activity in line with the AP's logic and addressing Ministries' staff was implemented by the Sector CSO although not in the framework of the AP.
A.2.4. Planning, training and organisation district and ward civic education for participation in national events in 3 districts, and 100 wards, in Mashonaland Central			<p>42 Workshops targeted 1.358 BNFs in total, as follows:</p> <p>1 District workshop in Mt. Darwin (15/06/2013) targeted 32 participants;</p> <p>11 Ward Workshops in Mt Darwin (18-22/05/2013) targeted 451 participants;</p> <p>30 ward workshops in Mutoko District (19-22/06/2013) targeted 875 participants.</p>	Target achieved.
A.2.5. Organisation of one national and			3 Ward War veterans' workshops in Shamva, Mutoko and Bindura (3-	Target achieved.

⁵⁵ Workshops' participants and distributions' BNFs were not fully accounted for. Indicated figures are only indicative and partial.

PROJECT DESCRIPTION	INDICATORS	OVI TARGET	OVI at Final Evaluation	OBSERVATIONS
two provincial 'leadership for peaceful' workshops for war veterans.			4/02/2014) targeted 94 BNFs in total.	
A.2.6. Carrying out 3 review workshops on the process of civic education, one general, one with women, and one with war veterans			3 Review Ward workshops in Shamva, Mutoko and Bindura (06-08/02/2014) targeted 92 BNFs in total. Last workshop was specifically addressed to War Veterans.	Target achieved.
A.2.7. Organisation of one Community publishing capacity Building retreat			1 Community Publishing workshop on the Constitution Book in Harare (01-02/06/2013) targeted 41 participants.	Target achieved.
A.2.8. Organisation of an inter-district TOT workshop for 30 interagency district facilitators			1 Inter-district ToT workshop targeted 32 district facilitators.	Target achieved.

ACPD built on its long-term experience in participatory production of generative materials and participatory experience-based training for facilitators. ACPDT adopted its consolidated methodologies listed as follows:

- **Civic education material production through community publishing**, defined as an “internally driven process of change, rooted in community wisdom and creativity”. In Community publishing the process has the same importance of the final product, the books, “and both are used for capacity enhancement and advocacy”.
- **Civic education** is fostered throughout the Community publishing methodology, aimed at enabling vulnerable and marginal component of communities to express their views and experiences, “concerns and aspirations and communicate effectively, using the constructive power of persuasion and organisation”.
- **The participatory methodology**, including the fostering of focus groups and women focus groups, obviously is the foundation of both civic education and community publishing.
- **Participatory training of communities and communities’ stakeholders, education organisations, key Sector partners** in the production and use of civic education materials.
- **Distribution** of civic education publications in English and three local languages (Shona, Ndebele and Tonga) and **Coordination of the networking activities** of the national **community of citizens and education organisations**.
- Promotion of conflict transformation and peace-building throughout the entire process.

The **AP’s objectives and strategies were judged in line** with ACPDT’s ones. ACPDT’s key management confirmed the **effective improvement of management and coordination capacities**, the **reinforced ACPDT’s sustainability opportunities** thanks to the improved competences, the attained achievements, the enhanced collaboration among the AP’s partner CSOs, the improved ACPDT’s visibility to other Sectors’ CSOs and to the Institutions, the exchanges of experiences and mutual empowerment among Sectors CSOs fostered by the AP.

ACPD particularly appreciated the capacity-building process and mechanisms put in place in the framework of the AP, its outcomes and results, the innovative concepts and tools introduced and fostered by the AP. ACPDT valued the PSC’s decisional and coordination structure fostering

Sectors' joint ownership of the AP, and the presence of EUD in it as a relevant added value. Moreover, the promoted coordination, monitoring and post-monitoring, administrative and financial accountability procedures and results assessment tools, all were deemed as adequate and useful, although initial approaches to the new methodologies, procedures and tools were deemed challenging. In particular, the **value of post-monitoring was strongly endorsed by this Sector CSO**, which acknowledged the detailed and qualitative response it fosters from BNFs.

ACPDT fully absorbed the enhanced management and admin/finance techniques in its own work as it acknowledged the improvements that these brought to it. However, the full endorsement of the post-monitoring tool was partly hampered by the scarce feedback of the results of the entire process of monitoring and post-monitoring that in principle should be provided to the BNFs.

Certainly, initial resistances to promoted changes in the management, coordination and operational mechanisms were present in this Sector CSO as in all other Sectors. ACPDT's key management was able to overcome these resistances and fully engage in the process of capacity building, partly endeavouring also in a painful process of critical rethinking of its methodologies of coordination and M/E. Internal resistances to the ongoing promoted changes, also related to the difficulties in transmitting the endorsed capacity-building process to the entire CSO, were reported as well as difficulties in fully developing joint action with other Sector CSOs.

The following Manuals were published and distributed: "Crossroads - A People's Guide to Elections and Leadership", "Our Country our Home" [on the new Constitution], translated into 4 national languages: Shona, Tonga, Ndebele and English. In addition, Sector 2 CSO's complementary actions also continued fostering the adoption of other CSO's key relevant Manuals, as "Soft strength" [Conflicts management].

The training on and distribution of Manuals and the simplified and translated New Constitution were fostered and supported with the following activities:

- 1 District Workshop in Mt Darwin (15/06/2013) reaching 32 leaders;
- 5 Ward events were organised in Chiredzi, Vhurumuka, Mutare, Mutoko, Mudzi, Bindura, Mt. Darwin, Shamwa, Kweke, and Gokwe for the distribution of "Our country our home" (01-10/03/2013);
- 1 Planning workshop for training interagency facilitators on Peace Building for Mashonaland Central and Mashonaland West was organised in Harare (03/07/2013) reaching 32 facilitators;
- 1 Workshop on Promoting Constitutional Awareness through State - Civil Society Cooperation. was organised in Harare (12/7/2013) reaching 36 participants;
- 55 Strengthening skills on Peace Building - Ward workshops approximately⁵⁶ targeted 1.832 participants and were organised as follows:
 - 7 in Bindura (17- 20/10/2013) targeted a total of 274 participants;
 - 6 in Shamva (21-26/11/2013) targeted a total of 222 participants;
 - 7 in Bindura Shamva and Mutoko (no dates and no number of participants accounted for);
 - 5 in Mutoko (20-22-23-24-25/01/2014) targeted a total of 199 participants;
 - 1 in Bindura (09/02/2014) targeted a total of 31 participants;
 - 7 in Mutoko (01-07/06/2014) targeted a total of 283 participants;
 - 7 in Shamva (5-7-8-9-10-11-12/04/2014) targeted a total of 253 participants;
 - 7 in Bindura (6-12/05/2014) targeted a total of 245 participants;
 - 7 in Mutoko (01-07/06/2014) targeted a total of 285 participants;
 - 1 Ward workshop in Bindura Shamva and Mutoko targeted a total of 40 participants.

In addition, a set of extraordinary activities was reportedly approved at the PSC's of April 2014⁵⁷, in the framework of the second NCE budget reallocation. These activities previewed the reprinting of the simplified New Constitution booklet, which was added in the framework of the 1st NCE, and its

⁵⁶ The CSO did not account for the number of participants to the 7 workshops organised in Bindura Shamva and Mutoko, and therefore those BNFs are not compounded in the total.

⁵⁷ Minutes of this PSC were not made available to the Consultant.

distribution. A handover ceremony of part of the required booklets to the Police Forces was also part of this set of extraordinary activities, which was in the process of being developed while the FES was in its field phase. Partner CSO's difficulties in fully and quickly adhering to publications' procurement procedures were reported.

- Facilitators were trained through ToT workshops:

1 national planning (20/06/2013) and 5 provincial (27-29/06/2013, 05/07/2013, 10/07/2013, 11/07/2013, 21-23/07/2013) interagency ToT workshops were implemented, 5 in Harare and 1 in Bulawayo, addressing in total 175 facilitators from Mashoneland Central, Manicaland, the Midlands, Bulawayo and Masvingo.

Consulted facilitators showed a high level of competence, professionalism and engagement, together with rooted relationship with the targeted communities.

Some activities were not fully accounted for, in terms of implementation dates and participants attending workshops. Also, **activities' implementation periods seem concentrated in certain periods of action and activities were organised with short time-lengths**. This might have limited their potential effectiveness. Specificities of implemented activities are not expressed in monitoring reports, therefore limiting the potential learning value of named reports.

AP's visibility was fostered by this partner CSO as follows:

- including **"visibility bookmarks"** into its publications when the implemented distribution was not creating concerns with regard to this;
- **adopting post-monitoring questionnaires with heading of the AP** and the clear indication of the main Donor;
- promoting the adoption of evident AP's visibility in the development of the distribution ceremony of the People simplified New Constitution to the police forces that was in the process of being planned as part of the approved CSO's extraordinary activities.

ACPDt capitalised on the relationship with ZESN, ZED and the Zimbabwe Electoral Commission in order to boost the process of institutional recognition of the value of community publishing process and results. Moreover, ACPDT acknowledged the boosting character that the AP had in promoting the active collaboration of Sectors CSOs with Institutions, which strongly fostered the progressive mutual opening facilitating viable opportunities for interaction and collaboration. ACPDT **closely collaborated with the Ministry of Constitutional Affairs** during the period of development of the New Constitution, fostering the actualisation of citizens' active participation and contribution to this crucial process. **ACPDt's direct interaction with key Institutions** continued and further strengthened after the harmonised elections moving to the **direct collaboration with the Ministry of Justice**, which requested to the CSO to develop a publication aimed at introducing the New Constitutional Provisions to the children. The Permanent Secretary to the Department of Gender reportedly asked to ACPDT to train all offices around the country. Finally, the official request of 50.000 copies of the People simplified New Constitution in English, 20.000 in Shona and Ndebele and 5.000 in other languages from the Legal Department of the Police gives evidence of the **positive collaborative relations of the Sector CSO with the Institutions**, to which the AP also positively contributed, and of the **effectiveness and promising impact of achieved results and benefices**.

ACPDt normally relies on its consolidated experience with regard to the perspective usage of publications: each publication is estimated to reach a large number of persons – between 5 and 10 – and by its nature remain usable for a potentially long period of time.

ACPDt consistently capitalises on its long-term effort, adopting a **long-term strategy** that fosters each program to build up on previous ones, while also widening and adapting its endeavour to the changing institutional environment, in order to achieve durable and sustainable results and

benefices. The capacity of the AP to promptly adjust to the changing institutional setting was also in line with the modus operandi of and appreciated by the Sector 2 CSO.

Trained facilitators were identified among long-term education partners of ACPDT and especially by the Women's Coalition among the member organisations of the Coalition, **resulting in a significant multiplier effect⁵⁸ of improved facilitation and civic education skills and opportunities**. Trained facilitators were also identified among communities' war veterans and communities' stakeholders (Traditional Leaders, Councillors, Women Departments, Youth leaders) in order to boost reconciliation, peace-building and the communities' perception of the value of change, and positive conflict and roles transformation. **Facilitators reportedly found very helpful the promoted tools and methodologies** to effectively reach the communities they work with. Information sharing and messages delivery were judged particularly effective in rural settings, which are hardly reached by official and public media and information networks. Other CSOs facilitators also reported that they use ACPDT's publications in events and festivals, displaying them, and therefore potentially reaching large numbers of BNFs. War Veterans coming from the AP partner CSO the War Veteran Trust also took part in these activities.

ACPDT constantly promotes gender mainstreaming in every component of its work. This certainly contributed to boost gender equity and gender attentiveness throughout the AP⁵⁹.

ACPDT engaged in directly mobilising all categories of stakeholders, from police to traditional chiefs and headmen, from councillors to MPs and Ministries, from churches and schools to youth leaders, people living with disabilities and elders, besides the facilitators of the civic education networks of CSOs, in order **to ensure the effectiveness and potential impact and sustainability of pursued results and benefices**. Initial approaches were always carried out with traditional leaders and administrative authorities, in order to fully explain the aims and objectives of the action before proceeding to actually implement it. **This approach strongly contributed to leaders and local administrators' acceptance and endorsement of the promoted action, and to limit the encountered resistances⁶⁰**. Also, BNFs and facilitators reported that publications and workshops contributed to foster peace-building and to reduce violence in their communities.

The **adoption of simple language and simplified institutional/juridical jargon** in ACPDT's publications together with main **local languages⁶¹ fostered communities' understanding of civic education and their active participation** in the activities. It permitted actual communities' contribution in the constitutional development period and in the constitutional feedback activities, and **promoted active involvement of citizens' in the democratic and institutional processes**, including electors' encouragement at the constitutional referendum and harmonised elections. These processes were implemented jointly by Government/Ministries and CSOs stakeholders⁶², ensuring their fairness. This approach strongly fostered the active involvement of both traditional and administrative leaders in the processes of understanding the new Constitutional provision, of gaining clearer picture of their leaders' roles, functions and responsibilities, and therefore boosting the process of awareness rising and peace-building. The **use of "codes" in ACPDT's publications was judged particularly effective in stimulating active participation, discussion and reflection, especially in rural settings**. On the other hand, the presence of a trained facilitator was deemed necessary to foster the publications' adequate interpretation and reflections in the communities.

⁵⁸ For instance, three consulted CSOs that benefited from ACPDT publications' distribution and ToT trainings are reportedly adopting ACPDT's publications and approach throughout their programs implemented all over Matebeleland, in the Midlands and in the Province of Bulawayo.

⁵⁹ ACPDT also shared its publications on gender and GBV during AP's Partners Steering Committees.

⁶⁰ Resistances were encountered especially at the initial phases.

⁶¹ Named key Manuals were translated from English and published in Shona, Ndebele and Tonga.

⁶² COPAC teams did collect stakeholders' views and input through the drafting period of the New Constitution.

It seems that activities implemented around ACPDT publications, including the implementation of reading groups/study circles aimed at fostering books' understanding and discussions especially for those community members that are illiterate or with low education levels, are encouraging communities' member to read, and therefore potentially resulting in collateral positive results. However, technical wording and low literacy levels in some community or of some community member partly hampered the effectiveness of these activities. Translations of publications and simplification of the New Constitution partly, although not totally, responded to abovementioned challenges. In particular, it was claimed that **some community members have difficulties in reading local languages as well: reading groups** were purposely founded to respond to this challenge.

BNFs reported that at the beginning mobilisation was not immediately grasped and communities did not perceive that actions were "for them". They then managed to **progressively own the processes** with time, in terms of conflict transformation, active participation, pro-active identification of priority challenges and their solutions. For instance, in some areas communities are taking care of the road maintenance by themselves; some communities autonomously started clubs that are promoting income generating activities or livelihood support activities (e.g. embroidery club, one goat for each HH at Bindura, gardening).

Some activities encountered significant delays or limited attendance mainly because of the occurrence of one or more of the following factors:

- **long distances** to be covered by participants;
- **poor road conditions** forcing the facilitator to take an alternative road leading to the delayed arrival and start up of the activity;
- **occurrence of a concurrent activity** (e.g. fertilisers' distribution, children's vaccinations) deemed a priority by potential attendants.

All these might have partly limited the efficiency and potential effectiveness of those actions.

Consulted **BNFs** witnessed **enhanced participation to the 2013 elections** and to democratic processes of all community members, remarked **enhanced freedom of expression** in their communities and **wider communities' member opportunities and willingness to discuss community issues and concerns**. General awareness on existing laws and rights (including women's and children's ones) did find robust improvements together with the enhanced awareness of local administrators on their roles and functions. Communities' members' perception of belonging to the Country robustly rose. **More equitable gender relations were fostered** and reportedly achieved, in terms of women leadership, and of more equitable resources' sharing among men and women, resulting in economic improvements of families.

Cases related with violence were more and more reported, and then started to decrease following their progressive positive resolution. Youths' protection from abuse was fostered, together with approaches to decrease conflict within and among families, also throughout promotion of fair leadership. **Early child marriage, youths' protection from abuse, families' conflicts**, were, among others, the issues that emerged in the different communities following their enhanced capacities to express their views and pro-actively tackle the challenges they are mostly concerned of, with the active involvement of traditional leaders.

Main challenge encountered was reportedly the **insufficient resources to respond to the high demand for publications**, and especially for the simplified version of the New Constitution, coming from communities, institutions and other CSOs. It seems that the limited number of distributed publication might sometimes create some conflict in some community.

Initial resistances were positively overcome with meetings and workshops, **resulting in enhanced capacity of joint work among the community members thanks to the enhanced**

skills and to the widened opportunities of participation and dialogue. Also, the following positive achievements were reported:

- communities' members' interest rose with their enhanced participation to the activities which allowed them expressing their different views;
- community leaders' interest also rose, together with their active participation and support following their improved awareness and knowledge on the New Constitution and its provisions;
- political leaders' resistances reduced;
- the gap between community leaders and communities reduced as the opportunities and capacities of dialogue were improved;
- gender and age balance was fostered in implemented community activities;

Perspective sustainability of achieved results and benefices seems promising according to consulted stakeholders and BNFs, as **communities' sense of ownership and belonging has reportedly strongly risen** with regard to attained results and benefices. Youths' participation could be further fostered according to BNFs. Funds to foster IGAs could be appropriate to "fight poverty and consequently increase peace". **Attendance of BNFs from remote areas was often reportedly hampered** by long distances and insufficient funds for logistics. Participation of those BNFs **could be further fostered with methodological revision** of the implemented mobilisation approach and related methodologies.

Also, communities' members claimed they would need **more ToT and facilitators training in order to widen and strengthen the achieved results and benefices**, especially in large and/or scattered communities. In fact, the need to capillary implement activities not only at Ward but also at village level was acknowledged, as it was reported that program activities touched some components of villages. In fact, villages placed in very remote or isolated areas are normally more difficult to be fully targeted. Also, community members of other villages, especially from remote settings, are reportedly requesting to ACPDT and its partners to participate to their activities. It was observed that results' and benefices' widening would foster reconciliation more widely.

Acquired and/or **enhanced facilitation competences were judged useful although not always sufficient to respond to communities' changing priority issues.** For instance, domestic violence, especially related to infidelity issues, and children's protection issues were also emerging as priority issues beside democratic ones. Moreover conflicts over land and inheritance rights were mentioned as recurrent issues that could be tackled in forthcoming activities.

All workshops were implemented with the support of Sector CSO's financial resources to cover expenses, especially transport, but also food and stationary.

Main reported **external challenges** are the **presence of corruption** among leaders and administrators and the **structural inadequacy of services** (from roads to school and health services).

Case studies

The high demand for ACPDT's books and for civic education, and for the simplified New Constitution in vernacular languages in particular, demonstrates the relevance of this Sector's CSOs' endeavour and the effectiveness of its results. Also, this demand has increased since the harmonised elections, showing the capacity of response of the AP and the AP's Sector CSOs to effectively respond to the changing institutional environment.

Some women created a net-ball group in the area of Bindura. This fostered their opportunities of

gathering together and the sense of sharing a common sense in life. Moreover, it was reported that “it is better to have something to do” in order to do “good”.

A group in a community of the Bindura area managed to revive an irrigation implant that was left unused since a long time. The group managed to mobilise sufficient funds to restore the implant's functioning. Another group put in place a revolving fund (“Mukando” in local traditional terms).

In Mutoko the local association that partners with ACPDT has put in place a revolving fund since 2010, which financed, among others, a poultry project and a revolving fund for women BNFs⁶³. Market study and marketing efforts are now becoming priorities for these BNFs, as their production is improved but the market demand is not sufficient to sell all their products and/or to sell their products at an appropriate price. Also, a local referral system was put in place to positively respond to various issues, challenges and demands rising in the community, as well as to those communities' members that often tend to row against the positive pursued results. Protection mechanisms were developed to ensure the rights of all are fulfilled, and especially of those that are more marginalised (women, widows, children, people living with disabilities). Priority emerging issues are as follows: gender, peace and security, SRH and GBV, economic survival, resources mobilisation, sustainable management of resources, market analysis and products marketing. In general, the majority of consulted stakeholders and BNFs agreed with the following recurrent statement “poverty is the key enemy here”.

Local leaders in Mutoko positively responded to the activities and achievements, acknowledging these platforms of engagement as they saw the communities' members' vibrant participation in expressing their views and expectations. As a direct consequence, BNFs deemed that local leaders' accountability has risen, together with the transparency of their decisions, more and more resulting in a “democratic consultative leadership”.

The adoption of internal evaluation methodologies is reportedly adopted by the different involved partners, e.g. youths with national youth council, other trusts, reports from police, therefore contributing to the ACPDT's monitoring endeavour in general, and to locally-driven specific learning exercises. P-M exercises⁶⁴ were reportedly very appreciated at communities' level, deemed very useful and appreciated for their capacity of fostering stakeholders and BNFs' sense of ownership and responsibility.

Some communities were expecting “restorative justice” at initial stages of activities fostering reconciliation within communities, and ACPDT's facilitators did not have any actual mandate to deal with this. Often they had to engage as mediators although they reported they had no resources or skills to deal with these issues. Then, community members progressively understood they could and had to recur to judicial bodies and/or to traditional leaders to solve those matters. Lack or insufficient resources are reportedly still partly hampering the capacity of security and judicial actors in fully tackling and solving all these. For instance, it was reported that local police forces often do not have sufficient resources to pay for fuel and promptly reach the areas where their intervention would be required.

⁶³ The revolving fund is reportedly mainly financing IGAs, school fees and health-related expenses. Repayments “in kind” are allowed, especially for those BNFs that have very limited resources.

⁶⁴ It was reported by some local facilitator that ACPDT had its own post-monitoring format prior to the AP, and that model was deemed too long by communities. AP's promoted post-monitoring format reportedly improved the outcomes resulting from the promotion of the appropriation of strategies, results and benefices from the BNFs'

3.3.4 Efficiency and effectiveness' details for Result 3

Result 3: Increased communities' awareness and access to information through enhanced community radio initiatives' capacity of creation and dissemination of national and local information

The Action Program Partner MISA (Media Institute of Southern Africa) and ZACRAS (Zimbabwe Association of Community Radios) Consortium targeted approximately 45,000 communities' members throughout the direct support to 8 local rural community radio initiatives mainly in Matabeleland North and South, in Manicaland, in Mashoneland East and the Midlands.

All targets and outcomes were fairly achieved except for targets set in activity N. 3.4, which were reportedly fully achieved.

PROJECT DESCRIPTION	INDICATORS	OVI TARGET	OVI at Final Evaluation	OBSERVATIONS
<i>R.3. Community information generated and disseminated at multiple level about community news, issues and concerns about national events and processes</i>	<i>Community rural radio licenses are granted and 8 community radio stations are trained, equipped and broadcasting</i> <i>Alternative methods of sharing and dissemination such as 1000 monthly CDs and 5000 newsletters pm reach 45,000 people in total</i>	<i>Workshops and meetings attendance lists</i> <i>Sector Coordination</i> <i>Monthly reports</i> <i>Field visits</i> <i>Post- monitoring analysis: Surveys and interviews to beneficiaries</i> <i>Output produced (newsletters, pamphlets, CDs, manuals, posters, etc.)</i> <i>Public events attendance</i>	The 8 Community Radios could not be licensed. They were trained and some of them equipped. 1000 monthly CDs and 5000 newsletters were reportedly produced and distributed, reaching an estimated 45,000 BNFs in total	Result partially achieved. The pursued grant of CRI's licenses was not achieved because BAZ did not launch the call for community radio licensing as expected. Target reportedly achieved. Evidence not available in the AP's archive, except for administrative evidence of encountered expenses.
A.3.1. Establishment and start up of 8 rural community radio			8 CRIs were established and partly started up. 2 among the 8 established CRIs were not part of the original plan and substituted failed initiatives.	Target partly achieved. Ntepe CRI already existed and was reinforced in the framework of this AP. Radio Mutoko's members were identified and no other activity was carried out, therefore the start up of this CRI is at its embryonic stage.
A.3.2. Training and equipment of 8 rural community radio committees in production of local community media			6 Technical Training Courses were organised as follows: - 1 in Harare (dates not accounted for), reached 38 CR activists - 1 in Harare (12/12/2012), reached 15 participants in total - 1 in Bulawayo (6/02/2013), reached 4 participants of Radio of Ntepe that could not attend the Harare training course - 1 in Harare (24/07/	Target partly achieved. The CRIs participating to these technical trainings are not fully reported, in terms of dates and places of trainings. The doubt that targeted CRIs are not always those that should have been targeted in the framework of this AP raised. The equipment of the 8 targeted CRIs was not entirely accomplished, according to direct observation and collected

PROJECT DESCRIPTION	INDICATORS	OVI TARGET	OVI at Final Evaluation	OBSERVATIONS
			2013) on election reporting for community radios reached 17 participants in total - 1 in unreported place (11/11/2013), reached 25 participants. - 1 in Binga (dates not accounted for), reached 5 participants	information during field visits.
A.3.3. Engagement and support for community radio committees and local media products			3 road-shows were organised in Mabhikwa, Ntepe, and at Tsholotsho/Silobela Crossroads, reaching approximately 260 participants in total. 18 Public Meetings/Debates were organized, targeting approximately 838 participants.	Target partly achieved. 2 out of 18 Public meetings did not have their participants accounted for in the reports. 2 of 3 meetings held for Radio of Chipinge accounted the same date and number of BNFs with two different accounting codes: those BNFs were therefore counted only one time in this section.
A.3.4. Production and distribution of community materials: news audio CDs, printed newsletters			4.000 "visibility T-shirts" were produced according to the monitoring reports: - 2.000 t-shirts with the message "we demand community radios" and "Community broadcasting remains an outstanding issue" were produced by MISA and ZACRAS in April 2013 and distributed during May-November 2013 - Publicity statements published in the Standard, Observer and Newsday in May 2013 in occasion of the Independence and World Press Freedom Days - 1.000 t-shirts with the message "we demand community radios" were reportedly also produced by MISA in April 2013 and distributed during May and June 2013. - 1.000 t-shirts were produced by MISA and ZACRAS in April 2014 and distributed to each CRI - 1 newsletter was produced in October 2013 and 4 newsletters were produced in April 2014 - 8 CRIs had CDs produced, each 300, producing a total of 2.400	Target achieved.

PROJECT DESCRIPTION	INDICATORS	OVI TARGET	OVI at Final Evaluation	OBSERVATIONS
			CDs	
A.3.5. Campaigning (with media partners) for licensing of community radio broadcasting			4 Targeted meeting were organised reaching an approximate number of 106 participants.	Target partly achieved as the involvement of Media partners is unclear, and because the licensing of CRIs was not accomplished. The number of participants for one of the meetings was not accounted for.

MISA Zimbabwe is the national branch of the Media Institute of Southern Africa, which has a Regional character. Its main aims are the promotion of **free, independent and diverse pluralistic media, mainly through the encouragement of information-sharing and co-operation** among media workers in order to **foster democracy and respect of human rights**. Its main role in the AP Sector 3 was as follows:

- to **foster the identification of communities interested and/or in need of a CRI** in those areas that were not directly supervised by ZACRAS;
- to **provide technical training (advocacy, journalism and recording)** to the CRI's Committees;
- to **follow up** those CRIs that were not directly supervised by ZACRAS.

ZACRAS is the Zimbabwe Association of Community Radios. It mainly aims at **fostering the development of "an informed and participatory citizenry through the establishment of strong, autonomous and functioning community radio stations"**. Its main role in the AP Sector 3 was as follows:

- to **foster the identification of communities interested and/or in need of a CRI** in those areas that were not directly supervised by MISA;
- to **promote the participatory and community identification of CRI's Committees' members**;
- to **train CRI's Committees' members in community mobilisation** and other subjects not covered by MISA;
- to **develop CRI's Committees' capacities** to produce and distribute relevant information to and for their communities;
- to **support CRI's Committees in printing newsletters, pamphlets and cds/dvds**, in preparation to the radio licensing and broadcasting;
- to **follow up** those CRIs that were not directly supervised by MISA.

Sector 3 CSOs' methodologies adopted the implementation of **community meetings, training workshops on basic broadcasting and the development of informative supports** (community newsletters, pamphlets, dvd/cd), **advocacy actions** aimed at raising public and institutional awareness on the existence of rural based community radio stations and at lobbying to **actualise community radios' licensing and radio frequencies' liberalisation**. **Community road-shows organisation and visibility t-shirts and posters** production and distribution were also implemented as component of mentioned methodology. Finally, the promotion of participatory community assessments was also planned to gather communities' feedback.

The **AP's objectives and strategies were judged in line** with the Sector's ones, as it **supported the set up of rural radios, it aimed at improving national representation and the participation in national processes**. AP was also judged particularly adequate in terms of timing, as it **fostered a prompt response to the changing institutional and constitutional environment** and to the evolving institutional discourse, making available resources to target areas where gaps were identified⁶⁵. **In particular, the changing institutional discourse with regard to the aimed**

⁶⁵ Matebeleland and the Midlands were appointed as areas with major gaps in terms of community radio initiatives.

diversification of media, as previewed in the New Constitution, is reportedly positively **contributing to a more tolerant institutional framework** with regard to the Sector, creating the premises for a debate that can prospectively be carried out in positively manners. The Ministry of Information is reportedly increasingly aware on the rural communities' needs in terms of access to information sources and generative mechanisms.

The **multi-stakeholders approach was also deemed adequate**, as it reportedly boosted the joint work within a program, the adoption of joined budgets, consequently resulting in inter-Sectors' enhanced information sharing, in fostered joint assessment mechanism and ultimately in mutual benefices. **On-the-job capacity-building was particularly appreciated**, as it was deemed focused, based on results, and fostering mutual learning. Administrative and financial competences were reportedly improved.

The Sector 3 CSOs **MISA and ZACRAS positively judged the Sector 3 CSOs' joint work promoted** in the framework of the AP: they reportedly further learned to work together and the communication mechanism among them was reinforced. They also affirmed they are **willing to continue in the intra-Sector collaboration** because they acknowledged the benefices of working together, as well as the benefices of participating as partners in the AP, because of the benefices deriving from the AP's broader strategy.

On the other hand, Sector 3 CSOs **criticised the adoption of a joint budget** for the two Sector CSOs, judging the process of accounting the encountered expenses as excessively time-consuming, especially considering that both CSOs were targeting the same BNFs. Sector CSOs claimed that the AP did not acknowledged at budget's level that the Sector 3 had two CSOs, with two administrative and coordination offices. Required documents to support procurement processes were judged excessive. It clearly emerged that **Sector 3 CSOs resisted in fully applying the required procedures, therefore resulting in delays and/or gaps in activities' implementation, and in results' monitoring and evaluation**. Moreover, "paper work" for PSCs was judged necessary but also tedious; in addition, Sector CSOs would have preferred PSCs at bi- or three-monthly frequencies rather than at monthly ones. It seems that this Sector's critics and resistances are more related to Sector 3 CSOs' **limited engagement in the capacity-building process** rather than to actual AP's shortcomings. Mentioned Sector's limited engagement directly resulted in limited availability of required information and data in the reporting documents, in activities' delays, which seem directly due to the inadequacy of the provided monitoring and accountability support documents, resulting in long periods of activities' halt due to the insufficient and/or inadequate provision of essential information. All these **consequently resulted in limited efficiency and effectiveness** of the Sector's action.

Sector 3 CSOs proceeded to adopt two different monitoring and reporting formats: the one promoted by the AP and another independently developed. Reported activities were indicating discordant data in the two formats and discrepancies found no clear explication. In particular, **places and names of fostered CRIs partly differed from the planned ones**. It is not clear whether this is due to deliberate change of places accompanied by no accuracy in indicating adequate justification of those changes, or if this resulted from inaccurate reporting and monitoring. Also, **post-monitoring was judged "difficult" for the Sector**, as it was deemed "too complex for the BNFs" and not adequate because of the "sensitiveness" of the Sector's work. Again, this seemed more related to the Sector's resistances to the capacity-building process rather than to actual challenges encountered in the communities. However, this could not be fully assessed, as the efforts put in place by the sector in post-monitoring were not sufficient to actually discern these factors.

Targeted communities and CRIs were reportedly selected according to pre-identification processes deriving from pre-existing interactions of the Sector CSOs in those targeted

communities. ZACRAS had reportedly direct connections with communities since the time it was based in Bulawayo, and was waiting for available funds to proceed in fostering CRIs in those communities that already contacted the CSO for this. MISA counted on local focal points with which it already had direct connections as these were members of its Advocacy Committee. **This pre-existing relation did not always emerge from the field visits interviews.** Presence of these focal points was reported, although no focal point was available to meet the Consultant. Also, CRIs' focal points were not available during the FES exercise, and the Consultant had the impression that only some among those focal points were strongly engaged in the CRIs' efforts⁶⁶. Also, communities' demand for CRIs did not emerge in bottom-up terms. Consulted CRIs reported they were contacted by the Sector's CSOs and informed and convinced on the importance of having a CRI in their community. **Reported identification approaches seemed more CSOs' rather than community-driven.**

Communities were reportedly "eager to participate" in order to also fill the existing gaps of information coverage. **The marginalised communities' capacity to "create conversations" on national issues and to use alternative means of communications was enhanced** according to the Sector's CSOs. CRIs were also made "more visible" to the national and institutional media discourse. **Direct involvement of communities reportedly fostered "local ways" of information** that seemingly proved effective in reaching communities' members. However, some challenges were also identified by the Sector CSOs in the **possible risk of CRI's messages' misinterpretation and/or distorted forms of messages' delivery**. This was reportedly the main reason for the failure of Radio Gokwe initiative.

Some of the consulted CRIs resulted quite detached from the communities they should be representing and are reportedly not sufficiently sharing information as they would be expected. All these resulted from field visits and interviews and from Sector's assessments as well.

Establishment and start-up of the followings CRI were organised as follows:

- Radio of Ntepe - Matabeleland South (1/03/2012 and 23/02/2013): registration of deed document and establishment and start-up, establishment of the deeds documentation;
- Radio of Tsholotsho - Matabeleland North (27/11/2012);
- Radio of Lupane - Matabeleland North (27/11/2012);
- Radio of Binga - Matabeleland North (April 2013);
- Radio of Nyanga – Manicaland (09/11/2012);
- Radio of Chicomedzi – Masvingo presumably⁶⁷ failed and reassumed in Chipinge - Manicaland (31/3/2012);
- Radio of Gokwe/Njelele – Midlands (24/11/2013) failed to reach agreement on deed of trustees and was reassumed in Silobela - Midlands (23/3/2013);
- Radio of Mutoko - Mashonaland East. The Consultant met Mutoko CRI during a field visit, and it emerged that this CRI met its initial start up a few months before the arrival of the Consultant. No training activities were carried out and the efficiency and effectiveness of these spot activities create a certain degree of concern.

Number of participants was not accounted for 2 of the above-mentioned activities.

Three road-shows were organised as follows:

- 1 road-show in Mabhikwa (49 Km from Lupane) for Radio of Lupane - Matabeleland North (13/12/2013), 1 in Ntepe (Chisumbanje) for Radio of Chipinge – Manicaland (25/01/2014), and 1 in Tsholotsho/Silobela Crossroads B.C for (instead of) Radio of Gokwe (21/02/2014).

⁶⁶ For instance, the CRI's members at Mutoko were still waiting the focal point's feedback on his attendance to a CRIs' conference held in Harare. That person was not available during the interviews occurrence. The Consultant had the strong impression that this alleged focal point person was quite detached by the CRI in object, according to the feedback received from consulted CRI's members. Instead, CRI's members of Radio of Ntepe seemed having a quite closer interaction with its focal point person.

⁶⁷ Names and places of this CRI differ in different reporting formats. The Consultant therefore presumed what stated in that observation.

The number of organised road-shows was less than the planned one as the Sector CSOs decided they were not particularly effective and preferred to organise instead meetings, which they deemed potentially resulting in more results and benefices.

18 Public Meetings/Debates were organised as follows:

- 2 for Radio of Lupane, the second was held on 06/3/2014;
- 1 for Radio of Nyanga (10/04/2013);
- 3 for Radio of Chipinge: 1 for Radio of Chipinge in Chipinge instead of those for Radio of Tsholotsho (05/04/2013); the second in Chibuwe commemorated the World Press Freedom Day (04/5/2013); and the last for Radio of Chipinge (05/04/2014);
- 2 for Radio of Mutoko: the first (22/9/2012); the second for Radio of Mutoko in Esigodini (26/10/2013). Water-shortages and advocacy to traditional leaders were mentioned as subjects of this meeting according to the reports. No clear connection with the CRI was reported;
- 5 for Radio of Ntepe: presumably the third⁶⁸ for Radio of Ntepe instead of those for Radio of Silobela (27/10/2013); presumably the fourth was held on 06/3/2014 and the fifth on 24/5/2014;
- 1 for Radio of Tsholotsho (17/5/2014);
- 2 for Radio of Binga (October 2013 and 08/04/2014);
- 2 consequent meetings for Radio of Silobela instead of those for Radio of Gokwe (04/04/2014 and 05/04/2014).

Number of participants was not accounted for 2 of the above-mentioned activities and date was not indicated in three activities.

One of the main priorities pursued by Sector 3 CSOs, namely the **CRIs' licensing priority, had to be reframed and revised during the AP's life**. In fact, the Broadcasting Authority of Zimbabwe (BAZ) did not allow the accomplishment of aimed licensing of existent CRIs in the framework of the call for applications and related process of approval of commercial radios licenses that was launched in October 2013. Sector 3 CSOs had to consequently adjust the initial strategy, therefore **refocusing on the reinforcement of the CRIs' competences and modalities of generating local information with alternative means**. These adjustments reportedly resulted in a lighter pressure felt by the public structure and consequently in positive psychological impact on the **institutions which seem to progressively open dialogue rooms with the concerned CSOs**. In fact, Ministry of Information, Media and Broadcasting services made official declarations stating the Ministry's willingness to facilitate the licensing of community radios by the end of year 2014, and also that "government was considering licensing community radio stations in the 11 centres that did not receive applications for provincial commercial radios". However, it was also claimed by BAZ's chairperson Tafataona Mahoso that government has to provide "the requisite transmission infrastructure for the licensing of community radios before BAZ (can) proceed to community radio licensing"⁶⁹. In addition, the Commission that would be responsible to decide on this has still to be appointed by the Ministry.

Some of the CRIs that were identified at the initial AP's stages were then substituted during the AP's life. This seems to confirm that initial identification was not always implemented following actual community-led demands. On the other hand, **Radio Committees' members' identification was implemented on a voluntary basis throughout a public validation process** once communities were identified and accepted to engage in the CRIs.

ZACRAS accompanied the following phases of CRIs' basic training, of Deed of Trust development and actualisation, and of formalisation of the CRIs' membership to ZACRAS. ZACRAS' training reportedly covered community mobilisation, CRI's non-discriminatory action, fostered no political affiliation of the CRI and its neutrality in collecting and presenting information. **MISA mainly implemented technical courses in journalism and technical aspects** (as tape

⁶⁸ It is assumed from reporting documents, but could not be assessed because of limited relevant data's availability.

⁶⁹ <http://www.radiovop.com/index.php/national-news/11153-misa-zimbabwe-dismayed-with-community-radio-licence-delays.html>

recording, and CD production). **Main training contents were judged appropriate, but not sufficient** to effectively act as CRI in the respective communities, because they were judged **excessively short and with no or limited follow up**. In particular, training on information recording was judged too short, also considering that some CRIs did not receive the recording machine and did not have the opportunity to apply the newly acquired competences. A consulted BNF reported that newly acquired skills “already faded”. A ZACRAS’ planned training session was cancelled because of an unfortunate accident that ZACRAS’ team had on the way to the CRI. Mentioned training was never rescheduled.

4 Targeted meeting were organised as follows:

- 1 Traditional Leaders Conference (April 2014) reached 48 participants, place of the meeting was not accounted for;
- 1 meeting in Chipinge (04/04/2014) reached 22 participants;
- 1 meeting in Lupane (09/05/2014) reached 36 participants;
- 1 meeting in Mandiwanzira (June 2014), number of participants was not accounted for.

Meetings fostered the participation of Traditional Leaders, the Minister of Information, Media and Broadcasting Services, MP and Councillors.

Main reported achievements are as follows:

- **Community radio movements improved, especially in rural areas:** 8 CRIs (Mawabeni, Jotsholo, Chikombedzi, Ntepe, Chipinge, Tsholotsho, Silobela replacing the Gokwe initiative, Mhondoro) had their Trust of Deed registered, with the support of Zimbabwe Media Lawyers Network members; CRI of Lupane improved its visibility to the rest of the community and to the leaders;
- **Ministry of Information’s awareness on existing Community radio movements and demands was enhanced;**
- **Communities’ capacities and opportunities to create awareness and foster discussion on basic policy discussion were raised;**
- **Traditional Leaders of targeted communities were sensitised** on the aims and objectives of the CRIs, and **their necessary active involvement** in these initiatives was **strongly encouraged**; their support to lobby at the Chief’s and Rural District Councils in order to foster the Ministry of Information’s awareness on the need of CRIs to find adequate licensing processes was granted with the **accomplishment of a resolution among the traditional leaders attending the Traditional Leaders Conference in April 2014.**
- CRIs **promoted community platforms** that are challenging community leaders, therefore contributing to foster their accountability;
- Communities’ awareness of Sector CSOs’ joint work was improved;
- **Communities’ capacities to organise themselves were improved.**

The active contribution and participation to the national discourse was fostered with development and promotion of the website <http://www.zimcitizenbuzz.com> by MISA. However, the limited access to internet and internet facilities by rural communities sheds some doubts on the degree of utilisation of that platform.

Main challenges reported by met CRIs’ members and by monitoring reports are as follows:

- **poor or lack of mobile and internet network hampers the promoted use of alternative means of information**, as the sms, and therefore also the communities’ access to CRIs’ generated information, and the CRIs’ adequate access to national and international information;
- **poor or lack of electricity supply in rural settings hamper the communities’ access to information** as well as the potential of CRIs once the licensing and broadcasting authorisations will be achieved, as electricity is necessary for a radio to function;

- **poor or lack of communities' members access to basic technologies** also hamper their access to CRIs' generated information, as the CDs/DVDs⁷⁰, which for the moment are distributed only to those communities' members that have the means to actually listen to them;
- **long distances to access scattered and isolated communities**, and to participate to the Sector' initiatives, and poor or lack of adequate resources for logistics, were lamented as main obstacles⁷¹;
- **initial resistance from community's members during the information-gathering phases** was reported, although resistances also seemingly diminished with the progressive community's understanding of the CRI's endeavour. It was reported that after overcoming these initial resistances, community's members are now directly referring to the CRIs' members to report information.
- **inadequacy or lack of equipment** was also observed and/or reported;
- **inadequacy of some of the CRIs' members' competences** emerged, especially in community journalism and technical competences (recording, production, fund-raising, M/E, juridical, internet and websites' development/updating);
- inadequacy of CRIs' funds and **dependence of the CRIs with respect to the Sector CSOs** to produce information materials (newsletters, pamphlets, DVD/CD, and also sms as often CRI's members do not have funds to buy sufficient airtime). Some CRIs also reported that the Sector CSOs made funds available quite lately compared to the planned timing and then requested the CRI to "rush" activities in order to quickly receive their activities' reports.
- **Lack of successful achievement of the licensing efforts** was lamented as a major obstacle to the achievement of aimed results. Lack of official radio licensing was also highlighted as negatively contributing to the fostered local authorities' acceptance of the Radio Initiatives.

Some CRIs found difficulties in producing their own programs. Sector 5 CSOs acknowledge then the need to pair those younger CRIs with older mature ones, in order to boost the capacities of the younger initiatives. The aimed forthcoming pairing methodology was not clearly described.

Monitoring reports also indicated the following **encountered challenges** that limited activities' attendance and/or participation:

- **overlapping of implemented activities with other concurrent activities** in the same area and promoted by different actors;
- rainy season;
- **gender roles** culturally acknowledging limited room of expression for women;
- **distance among CRI's members and leaders and the rest of the community** they are supposed to represent with their CRI.

Two among the four consulted CRIs reportedly relied on an "educated" member to write their pieces of information, which also seemed to coincide with the focal person mentioned above. This resulted in a strong impression of "dependency" of the CRI on that focal person, leading to some concern in terms of sustainability of the achieved results.

Some **local authorities' misconception** on the fostered CRIs was reported, together with some local authorities' **misunderstanding** on the CRIs' endeavour. This was reportedly related to the presence of private radios in those communities where mentioned challenges occurred, that **resulted in arrests, in difficulties in obtaining security clearance for meetings, and ultimately in limited community mobilisation opportunities** and in **enhanced fears of communities** in participating to the CRIs. Also, possible political affiliation of some of the CRIs' activists was mentioned as factor negatively affecting the CRIs' development in some of the targeted communities.

⁷⁰ This obstacle was reported by some CRIs' members and by MISA's Director.

⁷¹ This was directly related by some of the consulted CRIs' to the Sector CSOs' urban-biased approach.

On the other hand, it seemed that **those CRIs that found the active involvement of local leaders and authorities from their inception did not encounter above-mentioned challenges.** In general, all consulted CRIs stated their traditional leaders are supporting them and are appreciating the results at community level of the CRIs' efforts. The CRIs that reported no direct support from its traditional leaders claimed that resources to mobilise leaders are not available⁷², as apparently traditional leaders cannot be approached if financial resources are not ready available.

Some of the **consulted CRIs lamented that “things are not moving on”** and that the interaction with the Sector CSOs were not frequent or regular as they initially expected. As already highlighted, the majority of CRIs is completely relying on Sector CSOs to get support for their informative documents' development and production and for community mobilisation, besides obviously for additional CRIs' members' training, which was reportedly still highly needed.

Met CRIs showed **very different degrees of maturity.** Some of them seemed at a very embryonic stage, while others seemed more mature and organised. Those that seemed at more mature stages also reportedly put in place self-led initiative: for instance, the inclusion of a health worker in a radio committee was fostered and valued because of the angle and contribution this member was adding to the group and potentially to the quality of generated information.

Clear definition of community was a crucial and still pending factor for the Sector CSOs. In fact, different definitions were reportedly adopted by the relevant stakeholders and in particular by the Broadcasting authority and the Ministry of Information. **Sector CSOs were in the process of revising their definition of community**, in order to effectively and promptly contribute to this ongoing debate.

The lack of a clear Institutional roadmap for CRIs' application submission for broadcasting licensing was indicated as the main persisting obstacle to the licensing process of existing CRIs in particular and to the development of CRIs in general. In principle, the end of 2014 is set as deadline for presenting applications for broadcasting licenses and for the adjudication of radio frequencies, and the absence of mentioned roadmap was perceived with great concern.

Both **AP visibility and Sector 3 CSOs' interaction with the other Sectors Partners resulted quite limited.** Visibility was reason of concern since the AP's inception phase, especially with regard to the safety and security of the communities and the CSOs' staff during outreach activities in rural areas⁷³. AP's visibility was adopted in the t-shirts and posters that were produced and distributed, while no visibility measures were observed in the limited number of newsletters and pamphlets that were made available for consultation to the consultant. Moreover, interaction of Sector 3 CSOs with other AP partners was very limited. All these contributed to the observed low degree of BNFs' awareness with regard to the AP and to the AP's involved partner CSOs.

Interaction of Sector 3 CSOs with other AP partner CSOs was limited to the followings:

- adoption of previous NYDT's officers to organise meetings that were then facilitated directly by Sectors 3 CSOs' core staff;
- “Music for peace” event at the Book Café organised in collaboration with Sector 5 Pamberi Trust (July 2013) to promote peaceful elections. The event was recorded together with some interviews to the artists: then, this material was produced in a CD that was reportedly distributed to the CRIs.

⁷² Radio Committee of Mutoko reported that it could not robustly approach the local Traditional Leaders because of insufficient funds. Its limited start-up might be directly related to this crucial factor and to the reportedly late inclusion in the Sector CSOs activities implemented in the framework of the AP.

⁷³ The EUD was the main donor of this AP. Visible EU logo was considered reason of concern, as EU was, and partly still is, perceived as antagonist to the ruling party and Mugabe's leadership.

Case Study

The radio Committee of Ntepe confirmed its very good relationship with Traditional Leaders, Local Authorities and administrators, which were involved in the development of this radio and related committee since its inception. This certainly contributed to avoid the occurrence of misperceptions and consequent resistances to the CRI's initiatives and actions. All these confirms that appropriate communication and dialogue modalities with local authorities and appropriate mobilisation strategies strongly contribute to the local authorities' understanding, acceptance and even support to the CRIs and their efforts.

3.3.5 Efficiency and effectiveness' details for Result 4

Result 4: Increased traditional and local leaders' awareness and capacity of actively boost community peace-building, reconciliation and healing processes

The Action Program Partner ZPRA Veteran Trust aimed at reaching 4,000 community members in those communities particularly in need of conflict transformation and healing processes. ZPRA Veteran Trust targeted 12 districts of Matabeleland North, the Midlands, and Mashonaland West.

All activities were implemented under A4.1 and A4.3, nearly all activities were implemented under A4.2, and partly under A4.4 and A4.5. Targets were fairly achieved.

PROJECT DESCRIPTION	INDICATORS	OVI's TARGET	OVI's at Final Evaluation	OBSERVATIONS
<i>R.4. Traditional and local leaders involved in community peace-building, reconciliation and healing processes</i>	<i>4000 Traditional chiefs, former combatants and community leaders participate in community healing over 36 training workshops, 36 community meeting and 36 healing workshops, one national and two provincial 'leadership for peaceful national events' workshops organised for war veterans</i>	<i>Workshops and meetings attendance lists Sector Coordination Monthly reports Field visits Post- monitoring analysis: Surveys and interviews to beneficiaries Output produced (newsletters, pamphlets, CDs, manuals, posters, etc.) Public events attendance</i>		Result fairly achieved.
A.4.1. Organisation and conduction of 3 healing and			3 Healing and training workshops of two days each were organised in Mashonaland West (16-	Target achieved.

PROJECT DESCRIPTION	INDICATORS	OVI's TARGET	OVI's at Final Evaluation	OBSERVATIONS
training workshops each for 30 members of the ZPRA veterans			18/7/2013, 28 participants) in Gweru – Midlands (27-29/7/ 2013; 26 participants) and in Matabeleland North (21-23/9/ 2013; 26 participants), targeting a total of 80 participants.	
A.4.2. Organisation and conduction of 36 one day workshops for local traditional and community leaders on community and national healing			34 workshops were organised. Only 11 activities found their number of participants accounted for a total number of 1.231 participants.	Target nearly achieved.
A.4.3. Organisation and conduction 36 community meetings led by local traditional and community leaders, on community and national healing			34 Community meeting were organised as ordinary activities. Only 7 activities found their number of participants accounted for a total number of 245 participants. 4 Community meeting were organised as re-planned activities. Participants were not accounted for.	Target achieved.
A.4.4. Organisation and conduction 36 community healing sessions to bring together members of the communities divided by conflict or violence			20 community healing sessions were implemented as ordinary activities, 4 sessions were blocked or cancelled. Only 4 activities found their number of participants accounted for a total number of 73 participants. 1 community healing session was organised as re-planned activity. Participants were not accounted for.	Target partly achieved.
A.4.5. Conduct three healing memorialisation ceremonies, one in each province, at identified grave sites			1 Memorialisation ceremony was implemented in Matabeleland - Heroes Day celebrations – Nkulumane Heroes Acre, Bulawayo (14/08/2012)	Target partly achieved.

Sector 4 ZPRA Veteran Trust engaged in leveraging on the war veterans' history and roles in communities in order to foster community healing and reconciliation processes, with the

active involvement and assistance of traditional chiefs, headmen and community leaders. Sector 4 CSO **also** aimed at actively involving community members and **youths**, who are acknowledged as **particularly vulnerable** community members which are often targeted by political parties to foster violence and divisions in their communities.

Methodologies adopted by Sector 4 ZPRA Veteran Trust are as follows:

- **Capacity building of the war veterans in conflict transformation techniques and practice.**

This process started from the own trauma processing of the war veterans as fundamental step to then became facilitators in their area/Ward. Methods included tools of conflict analysis and conflict mapping, and tools aimed at supporting the identification of opportunities for dialogue and relations-building.

- **Active involvement** and orientation of **traditional chiefs and headmen** in this process of conflict transformation.

- Organisation of **community meetings directly facilitated by traditional and community leaders** with the assistance of those War veterans who are members of the targeted community.

- Organisation of **community healing sessions** with the assistance of LNGOs, partner CSOs and of those War veterans who are members of the targeted community.

The **AP's objectives and strategies were judged largely in line** with ZPRA Veteran Trust's ones. ZPRA Veteran Trust's key management confirmed the effective **improvement of management, coordination, monitoring, reporting and administrative/financial capacities**, and the improved **exposure** of ZPRA Veteran Trust **to a broader framework of action** as well as the **ZPRA Veteran Trust's members' conflict transformation's enhanced competences**. Sector 4 ZPRA Veteran Trust also acknowledged the **difficulties** that were encountered along the capacity-building path, especially with regard to the AP's structure and modalities of work, to the monitoring and reporting indispensable mechanisms, including the pursued compliance to the required administrative procedures. These often resulted in a **slow learning process**, on the one hand, and in **activities' cancellations and/or delays**, on the implementation side.

Resistances reportedly occurred with regard to the capacity-building process and to the pursued changes, which allegedly found gradual acceptance. Difficulties encountered in the capacity-building process were reportedly **related to the limited competences and experience of Sector 4 ZPRA Veteran Trust, to the internal structure of the Trust**, often resisting to the promoted changes, and also to the geographical distance of the Trust's office to the Harare AP's one, partly limiting the extent of aimed achievements. The recent changes in the structure of the Sector 4 ZPRA Veteran Trust⁷⁴ were also appointed, besides the already mentioned internal structural resistances, as possible challenging factor to the promoted CSO's changes in terms of coordination, monitoring and reporting capacities. In fact, Sector 4 ZPRA Veteran Trust openly claimed it would have appreciated additional assistance from AP's management in fostering the Trust's leadership information at the beginning of the program, as met Trust's stakeholders declared they were not feeling sufficiently confident to adequately train and inform the Trust's Leadership's and members with regard to the AP and its requirements. This sense of inadequacy seemed still present during the evaluation exercise. Also, direct engagement of the AP's management in the intra-sector's dynamics, including restitution of the information and capacity-building to the sectors' leadership/base, was not planned in the framework of the Action and was also judged in conflict with the grounding ownership and capacity-building principles.

Monitoring procedures were fairly implemented, although monitoring reports **often failed to fully indicate a number of required essential information**. Monitoring reports did not clearly differentiate one from the other, therefore hampering the implementation of an effective monitoring and prompt adjustments. Post-monitoring was fairly implemented. Both the limited indication of

⁷⁴ The ZPRA Veteran Trust's Chairperson was recently changed.

essential information and the limited post-monitoring engagement resulted in limited feedback's gathering from the **BNFs**, who also **showed limited awareness of the AP and of AP's partner CSOs** because of the **limited implementation of visibility tools** in the framework of the Sector 4 CSO's activities implementation.

The Sector CSO acknowledged the improved ZPRA Veteran Trust's visibility to other Sectors' CSOs and the **enhanced collaboration** among the AP's partner CSOs, which **contributed to widen the Sector's vision** beyond its own one and resulted in the **creation of positive interactions**. The Sector CSO also acknowledged the improved **opportunities of dialogue with the Institutions** which were **fostered by the AP**.

ZPRA Veteran Trust's **identification and mobilisation strategies** are **grounded** on the respect for **communities' traditional structures**, leveraging on traditional leaders and headmen, besides war veterans living in the targeted communities. Also, the principles guiding the identification of targeted communities lay on the followings aspects:

- targeted communities were historically touched by the liberation struggle;
- those communities were in particular need of healing actions because they are
- communities characterised by relevant incidence of violence, conflict and polarisation.

ZPRA Veteran Trust committed to implement a bottom-up intervention approach driven by community needs, and aimed at fostering ownership and capacity-building of communities to independently support the self-driven process of conflict transformation. Field officers were selected and trained in order to lever on their capacities to effectively communicate in their respective communities, and also foster sustainable and repeatable results.

However, **Sector 4 ZPRA Veteran Trust also acknowledged that its efforts were not always successful although results seem promising**. Met leaders and communities expressed concern for the long periods of absence of the ZPRA Veteran Trust from their areas, implying a sort of dependency from the Trust to advance and foster results in their communities. The inadequacy of the Sector's focal point in their area was also expressed by one of the consulted Chiefs. The impression is that activities were directly facilitated by the central staff of the Sector CSO with a somehow "educational" approach, and that **limited effort was fostered in strongly sustaining local capacities to autonomously foster the achieved results**.

Also, it seems that all activities with the chiefs need to find adequate financial support to be implemented, even for a simple meeting⁷⁵. This **dependency on available per diem and refreshments to carry out each and every activity** was also reported for Peace Committees' efforts. **Such widespread mentality strongly hampers the sustainability of results**, as for other Sector CSOs' achievements.

Moreover, it clearly emerged during field visits and interviews that **implemented communities' mobilisation levered since the beginning on the possibility of development actions to be prospectively implemented** in targeted communities. Basically, the achievement of conflict transformation aimed results was presented as pre-requisite to then become recipients of development interventions. This obviously created **strong expectations in the targeted communities** and potential challenging factors that could reduce potential impact and sustainability of achieved benefices, if those expectations will not find prompt, and at least partial, satisfaction.

Sector 4 ZPRA Veteran Trust is a relatively new CSO in the Zimbabwean panorama of civil society organisations, and the AP was the main one it participated in. The Trust underwent, and to a

⁷⁵ These customs were confirmed in the framework of interviews with BNFs and stakeholders of other partner CSOs.

certain extent is still undergoing, a significant effort to rewrite the history of Zimbabwean war veterans in the framework of its restructuring, internal CSO's capacity-building and reorganisation process, as well as in its work with the communities, where the Trust also aims at boosting a positive revision of the role of war veterans.

In fact, Sector 4 ZPRA Veteran Trust's key staff confirmed that **war veterans often have a violent attitude and behaviour in their communities**, and are therefore active part of that fear that the Sector CSO aims at tackling and reducing in the communities. War veterans might also be directly connected or appointed to political parties in some of the communities, again contributing to foster violence and polarisation. All these were directly tackled by Sector 4 ZPRA Veteran Trust, which **directly addressed war veterans in the targeted communities besides the traditional leaders**.

34 workshops for local traditional and community leaders on community and national healing were organised as follows:

- 1 Traditional leaders meeting in Nkayi on the Role of traditional leaders in peace building (20/04/2012);
- 1 One day workshop in Mashonaland West - Hurungwe (17/10/2013) and 1 in Binga district (17/07/2012);
- 3 One day workshops in Matabeleland North to launch the AP in Hwange (9-11/01/2013), Binga (13-14/01/2013) and Nyaki (16-17/01/2013); 2 One day workshops in the Midlands to launch the AP in Chireya and Malisa (8-9 & 13/03/2013); 3 One day workshops in Mashonaland West in Sanyati (11/03/2013), Hurungwe (12/03/2013), Kariba (14/03/2013) and Zvimba North (15 & 16/03/2013).
- 1 recap Training workshops in Bulawayo (08/01/2013).
- 2 strategic planning Training workshops in Bulawayo (31/01/2013 and 21/03/2013).
- 2 Workshops addressing traditional leaders in Matabeleland North were organised to foster strategic planning towards peaceful elections: one in Hwange (28/04/2013) and one in Nkayi (30/04/2013).
- 18 Workshops with traditional leaders organised: in Matabeleland North at Nkayi (22/05/2013), Hwange (31/05/2013), at Mabale (23/05/2013 and 20/06/2013), and at Binga (08/06/2013); in the Midlands at at Ngungumbane (10/04/2013), Chief Gambiza hall (13/04/2013), at Gokwe North (13/05/2013), at Kwekwe (20/06/2013), at Sogwala - Lower Gweru (21/06/2013 and 28/06/2013), at Mkoba (22/06/2013), and at Mantshalala Zhombe (28/06/2013); in Mashonaland West at Hurungwe (15/06/2013 and 27/06/2013), Kariba (23/06/2013), and at Chitindiwa (26/06/2013) in unreported place.

Only 11 activities found their number of participants accounted for a total number of 1.231 participants. Number of participants to each workshop ranged from a minimum of 1 to a maximum of 1.000. This is leading to the concern that workshops achieving only 1 participant purely served as introduction to and/or discussion with the concerned traditional leader, while workshops addressing 1.000 participants are raising concerns of dispersion of the message and unclear participation mechanisms of participants. This obviously shed some doubts on the efficiency and effectiveness of the implemented actions, as observed differences seem excessive to respond to a purposely developed plan of target.

34 Community meetings led by local traditional and community leaders on community and national healing were organised as follows:

- 3 Community engagement meetings in Matopo Njelele (30/03/2012, 06/04/2012 and 05/04/2012)
- 16 among community meetings and program launch were organised in Matabeleland North: 5 in Binga (11/03/2013, 22/06/2013, two in 20/07/2013, 17/10/2013), 5 among Dinde and Hwange (10/03/2013, 18/10/2013, 19/10/2013, 12/12/2013, 24/01/2014), 5 in Nkayi (26/04/201, 15/01/2013, 12/03/2013, 11/04/2013 and 1 in unreported date), and 1 Launch in unreported place (15/01/2013).
- 8 among community meetings and program launch were organised in Mashonaland West: 3 in Sanyati (12/06/2013; 19/9/2013 and 1 in unreported date); 2 in Nyamunga (13/06/2013,

18/9/2013); 2 in Hurungwe (17/9/2013, 05/12/2013), and 1 Launch in unreported place (14/03/2013).

- 7 among community meetings and program launch were organised in the Midlands: 2 in Lower Gweru (1 in 25/10/2013); 2 in Gokwe; 1 in Kwekwe; 2 in unreported places (14/03/2013 and 1 in unreported date) 1 of which with chief Ngungumbane (21/04/2013).

Only 7 activities found their number of participants accounted for a total number 245 of participants.

20 community healing sessions fostering reconciliation among communities' members divided by conflict or violence were implemented as follows:

- 2 Healing sessions - healing the wounds of Gukurahundi without an apology (Both on 10/05/2012)

- 1 Training workshop - capacity building - ZPRA Headquarters Bulawayo (16/10/2012)

- 5 Community healing sessions in Mashonaland West: in Hurungwe (District N.3, 17/01/2014), in Hwange (District N.5, 25/01/2014), in Nyanhunga (District N.9, 19/02/2014); in Sanyati (District N.7, 20/02/2014), and in Kariba (District N.2).

- 3 Community healing session in the Midlands in Lower Gweru/Sogwala (District N.8, 28/02/2014; District N.10 at Chief Gambiza, 30/6/2014; District N. 4, 20/02/2014)

- 9 Community healing sessions in Matabeleland North: 5 among Binga/Saba and Manjolo (14/02/2014, 13/3/2014, 22/3/2014, 24/4/2014, 25/4/2014), and 4 in Hwange (District N. 2, 25/01/2014, 15/02/2014, 25/4/2014 and 1 in unreported date).

Only 4 activities found their number of participants accounted for a total number of 73 participants.

4 sessions were reportedly blocked or cancelled, while some other activity was functional to the actual organisation of a forthcoming healing session.

13 among meetings and workshops were organised as re-planned activities as follows:

- 2 Consultations, one with NANGO on problems of CSOs in Matabeleland (26/03/2012) and one with GTH on trauma processing and grave refurbishment (27/07/2012);

- 3 community events, one discussion on the GPA and its implications (17/05/2012), one on civil society demands in draft constitution (18/05/2012), and one at ZPRA Head Quarters in Bulawayo;

- 4 Training meetings/capacity building, one on the Role of veterans in peace building (20/03/2012), one on violence prevention (10/04/2012), one on perspectives of peace and development (22/05/2012) and one on community healing and reconciliation (12/06/2012):

- 2 Training workshops, one recap & planning for the year 2013 and one strategic planning (31/12/2013);

- 1 End of year review and strategic planning at ZPRA Head quarters in Bulawayo (09/12/2013);

- 1 Provincial teams meeting at ZPRA Head quarters in Bulawayo (27/01/2013)

Only 6 activities found their number of participants accounted for a total number of 98 participants.

Venues of implemented activities were rarely indicated in monitoring reports.

Results of conflicts mapping implemented in targeted communities in the framework of conflict transformation activities could not be assessed as they were not made available to the consultant.

Tolerance and acceptance of diversity and differing visions was fostered and political tensions were decreased in targeted communities. Understanding of peace-building and **positive changes in attitudes and behaviours** more oriented to unity than divisions were fostered and resulted in positive achievements, among which the peacefulness of the last elections was the most evident outcome. Also, the communities' members' capacity of positively expressing their views was fostered, together with the relation-building within and with the communities. Some communities implemented **Peace Committees**, aimed at fostering community healing and at tackling problems and priority issues emerging in their communities. Those Committees comprise the active membership and involvement of traditional leaders and of influential community members of all categories (women, youths). Met Peace Committees' members showed wide

understanding of conflict analysis and conflict transformation main concepts and techniques. Peace Committees' **capacities of adequately identifying and mobilising community's members** (e.g. through church leaders, addressing BNFs at water points and/or at other meeting venues) also emerged. All these reportedly **contributed to improve the democratic processes in the targeted communities**. Unfortunately, Peace Committees were **not implemented in each targeted community**⁷⁶.

Consulted BNFs lamented that implemented activities were not numerous, and that they would expect and welcome additional ones. For instance, one met community claimed they interacted with the Sector only one time, and that the FES was the only occasion after months to have a feedback from the Sector. Moreover, it was reported that feedback from the Sector's District Coordinator and from the sector in general was quite irregular in Matebelaland North. It seems that community's Leaders and members and Peace Committees' members tend to rely on the presence of Sector 4 ZPRA Veteran Trust to proceed with conflict transformation and other peace-building related activities. **Low degrees of independent initiative were observed**, and probably were not robustly fostered, although communities already identified the interventions that for them are a priority. For instance, leisure initiatives were indicated in one community as relevant actions that could potentially promote youths' participation and active involvement. Priority issues were also already identified by met communities, which mentioned GBV, domestic violence, inheritance rights and dynamics, as aspects to be tackled in order to boost peace in their areas.

Limited independency of BNFs' action as mentioned in the previous paragraph was further affected by Sector 4 CSO's reported logistic challenges, which partly hampered the efficient and effective implementation of some activity. **Negative factors** that often forced to rush the activities, and therefore limited their potential efficiency and effectiveness, were indicated as follows:

- ZPTA Veteran trust's **vehicle issues** which often led to late arrival of the CSO's team in the targeted community;
- organisation of some of the activities in reportedly **inadequate venues** (e.g. Chiefs' Hall resulting too hot in certain periods);
- **difficult participation or late arrival of BNFs during rainy season**, both for mobility difficulties related to the seasonality or for their engagement in priority seasonal tasks, as cultivation of their lands;
- **communication breakdown** among Sector CSO, CSO's focal point, and traditional leaders/communities.

Expectations with respect to perspective development initiatives were created in all consulted communities as already mentioned above. Priority development actions mentioned by consulted communities are as follows:

- water-related interventions (dams, boreholes, pipelines) aimed at fostering food security and sanitation;
- interventions aimed at improving the access to health and education services;
- income generating activities, e.g. the utilisation of a spring of hot water in one community was potentially identified as location to develop a SPA. Certainly, marketing studies and appropriate development of viable business plans should further confirm the feasibility of this, and all other, plan/s.

However, these represent consulted communities' indicated priorities, and wider needs' assessment would be required to develop a more comprehensive mapping of needs and opportunities. In addition, accurate feasibility studies should possibly ground the identification of the most appropriate and feasible development actions from the efficiency, effectiveness, sustainability and impact points of view.

⁷⁶ Presence of Peace Committees were not reported or mentioned by all met BNFs, and therefore the overall Peace Committees' implementation extent is presumably not homogenous.

Some of the consulted BNFs mentioned that the **lack of CSO's registration to the Local Administrators**, and therefore the limited interaction and communication of the Sector 4 CSO with those stakeholders, **contributed to their suspicion and resistances**, and therefore to the cancellation or refusal of activities in their administrative area. CSO's registration at Local Administrations is not mandatory according to the legal framework presently in force. However, it seems it could have positively contributed to enhance Local Administrators' and security forces' understanding of the AP and Sector CSO's aims. This could have also partly contributed to limit the occurrence of activities' halt and/or cancellation.

Sector 4 ZPRA Veteran Trust mentioned it would foster the implementation of exchange visits among community members to boost the mutual learning among different communities' experiences.

The changes encountered by the Institutional framework during the AP's life, and the **enactment of the New Constitution**, on the one hand positively contributed to processes and methodologies fostered and implemented by Sector 4 in the framework of the AP, as it **officially recognised and appointed the roles and functions of Traditional Leaders**. On the other hand, the provisions of the New Constitutions still found an important gap in terms of their actualisation: in particular, the **lack of implementation of the previewed Committee for Reconciliation** is partly hampering the achievement of lasting results and benefices, which this central body could in principle guarantee and/or robustly foster.

Interaction with other AP's partner CSOs was circumscribed to the followings:

- Participation of the war veterans to the Intergenerational dialogue Activity implemented by Sector 1 NYDT;
- Participation of the ZPRA war veterans to the National training of War Veterans in facilitation of civic education implemented by Sector 2 ACPDT. Also the People's Guide to the Constitution was adopted by Sector 4 CSO: this reportedly supported the implemented activities and positively boosted the pursued results and benefices;
- 1 interaction with Sector 5 Pamberi Trust in the framework of the "Imaginalisation through culture" activity.

No interaction was put in place with Sector 3 CSOs, although both Sectors CSOs were mainly targeting the same geographic areas and communities.

Sector 4 ZPRA Veteran Trust is reportedly fostering its contribution in educational institutions, as Universities, in the framework of its **effort aimed at re-writing the war veterans' history** and at promoting the positive role that war veterans could and should play in their communities. ZPRA Veteran Trust claimed that only few documents are available on the war veterans' history, and that ZPRA's experience is not well documented yet: educational bodies' interest in the liberation struggle and history are therefore boosted by the Trust in order to foster opportunities' creation for analysis and documentation development.

Sector 4 ZPRA Veteran Trust searched the support of the CSO Grace to Hill and from NANGO **for the capacity-building of its members** in conflict transformation, **and to supervise the implementation of initial healing activities**, as the Trust was not feeling sufficiently confident to proceed in that sensitive realm completely by itself. The collaboration with Grace to Hill was grounded on pre-existing relations and built on positive learning interactions that preceded the AP. This choice shows a positive and pro-active attitude of Sector 4 ZPRA Veteran Trust with regard to the acknowledged capacity-building needs of the Trust. Also, key Sector 4 ZPRA Veteran Trust's **consulted stakeholders declared they would welcome capacity-building and re-training** in management and coordination, in international cooperation mechanisms, support in sharing achievements within the Trust's structure and contribution of external facilitators, as the Trust is not yet feeling adequately comfortable with regard to achieved capacity-building results.

It must be highlighted that the path to trauma processing and effective healing is a long and difficult one, as also confirmed by Grace to Hill's facilitator. The degree of endemic violence of the targeted communities is reportedly quite high, in terms of physic and political violence but also economic and social violence these communities have been exposed to since the Independence. Trauma healing and peace-building require the active and progressive involvement of all key communities' actors, from traditional to Administrative Leaders, form religious leaders to political parties and peer mediators in order to also avoid that social conflict would be drawn to political confrontation⁷⁷. It also requires the creation of opportunities for affected communities' members to "heal the dead" and secure the graves of the ancestors who still have not found adequate mourning.

Implemented activities fairly encountered aimed attendance and understanding, and the active involvement of Paramount Chiefs, Traditional Leaders and Village Heads. Quality messages were allegedly developed and delivered with attention to sustainability components. Members of the National Security reportedly attended the workshops implemented under Activities 4.1, therefore fostering their positive perception and understanding of the Sector 4 ZPRA Veteran Trust's activities and pursued objectives while training them, and partly contributing to the effectiveness of these activities.

Initial resistances and suspicion by those community members that were not initially and directly involved in the activities were encountered. These **resistances tended to disappear** when the aims and objectives of implemented activities became clearer with time and direct exposure to implemented activities. **General acceptance of the Sector 4 ZPRA Veteran Trust rose** during the AP's life throughout the implemented activities. It must be stressed that Sector 4 ZPRA Veteran Trust **is still partly perceived as politically affiliated**, although this is progressively changing. **Consulted BNFs declared they feel less free to talk at the presence of the Sector's members**, while they also claimed they still need ZPRA Veteran Trust to assist in the **facilitation of discussions and in the implementation of peace-building activities**. Also, **vetting of new members often emerged** as one of the sector's activities' objectives, although this was not planned in the AP: this was **reportedly often perceived by communities in political terms** rather than functional to the Sector 4 CSO's conflict transformation work in targeted communities.

Limited post-monitoring implementation resulted in unclear assessment mechanisms with regard to implemented methodologies, achieved results and BNFs' degrees of understanding and achievements in terms of attitudinal and behavioural changes. In fact, the extent of Peace Committees implementation and their functioning is still unclear.

BNFs identified the following main constraints to the effectiveness of implemented activities and to the lasting impact of achieved results and benefices:

- **lack of food security** of communities, strongly affecting their degree of vulnerability;
- **communities' youths** are reportedly more difficult to involve and slower in the promoted learning process, also because of their low education level;
- **lack of financial resources**.

Challenging factors to the implemented activities were also identified in the followings:

- **patriarchal character of communities and gender discrimination**. Also, traditional leaders are male, as their headmen: the active involvement of the female component was reportedly quite limited, therefore leading to **low degrees of inclusion of female BNFs' perspectives**;
- **lack of unity** among communities and traditional leaders;
- **dependency on external aid**;
- widespread **alcohol abuse and corruption**;

⁷⁷ This instance occurred in one community, where rivalry between two Traditional Leaders with regard to a woman was drawn in political confrontation, as reported by Grace to Hill's facilitator.

- **access to grazing land and to water** often becoming conflicting issues among communities' members and communities;
- **marginalisation** of some areas;
- **lack or poor education infrastructure** and poor education and literacy levels of communities' members;
- **youths' recurrent attitude of poor respect to elderly, mirrored by elderly recurrent attitude of poorly empowering new generations.**

Electoral period was appointed as a difficult one for Sector 4 ZPRA Veteran Trust, which resulted in a temporary halt of activities and in the cancellations of some planned meeting. Also, some interference hampering the planned implementation of activities was also reported as follows:

- **security forces sometimes halted activities or refused to provide security clearance;** the Department of Museums and Monuments and the Central Intelligence Organisation were also often indicated as hampering activities' implementation in some of the monitoring reports;
- **community members occasionally disturbed** the implemented activities, especially those who did not initially understand the aims and objectives of the actions, as already mentioned above;
- some community members **also feared the possibility of being persecuted** because of the sensitive activities that were implemented by the Sector;
- **language barriers** sometimes limited the potential effectiveness of activities: this was often reported in Tonga-speaking areas;
- the **concurrent presence of other NGOs' activities** sometimes challenged the community's participation to the planned activity;
- electricity shortages hampered the utilisation of prepared PowerPoint presentations in the framework of an implemented workshop.

It was acknowledged that challenges encountered with Administrators and security forces were partly due to the insufficient bureaucratic effort put in place by the Sector 4 CSO: administrative procedures to register the CSO in the targeted provinces was not always fully followed up, as well as procedures to fulfil the required process to obtain permissions to implement public meetings and activities.

Different perceptions of the sector CSO and of the traditional leaders emerged with regard to some of the encountered activities' cancellations. These might result from a presumably hiccupping interaction of the Trust with its BNFs, which led to the development of these discordant visions. In fact, the communication processes through which the Sector 4 CSO did identify and share with its BNFs the objectives and targets of activities appeared quite unclear. The impression is that the achieved attendance to an activity was deemed as a benefice itself. Also, reported attendants to implemented activities did range from 1 to more than 1.000. It seems that Sector 4 CSO limited its action in approaching and training the Traditional Leaders, while **communities' awareness and training was left to the traditional Leaders' will and choice without a clearly defined follow-up plan.**

Sector 4 ZPRA Veteran Trust stressed that only some of the areas of targeted Districts were covered, leaving some needs unmet. Main community concerns and security issues were positively tackled and mainly solved in the targeted communities in the Midlands and Matebeleland North, according to Sector 4 ZPRA Veteran Trust. On the other hand, war veterans' history and recurrent behaviours in Matebeleland West contributed to partly hamper the positive achievements fostered in that area with this action. Consulted Sector 4 ZPRA Veteran Trust's stakeholders affirmed that the implementation of development interventions would positively contribute to reverse the present challenging situation.

Following reported attitudes tended to partly hamper the efficiency and effectiveness of activities.

- Sector 4 ZPRA Veteran Trust reported that **war veterans tend to consider themselves as BNFs**, therefore partly hampering the efficiency and effectiveness of the action.
- Traditional Leaders might often let the individuals who have appointments, here including meetings, with them waiting for long time. This attitude reportedly resulted in activities partly cancelled and/or delayed⁷⁸. Challenges encountered because of that attitude could probably be partly avoided revising the strategy underlying the interaction with Leaders.
- **Some Traditional Leader served political parties' interests**, although traditional leaders' role should be neutral and apolitical.
- **Some of the targeted communities do not follow or do not listen to their Traditional Leaders**. The reasons for that are not clear, and they should be carefully investigated in order to identify the best way forward in approaching those communities.

3.3.6 Efficiency and effectiveness' details for Result 5

Result 5: Increased Citizen's engagement through artistic expression and cultural activities

The Action Program Partner Pamberi Trust aimed at reaching 500 artists and more than 20.000 audience's individuals. Pamberi Trust's direct action mainly targeted Harare's and Bulawayo's audiences both with directly implemented activities and with activities implemented under the sub-grants. Pamberi Trust endeavours to target artists from all the Country in order to foster safe venues allowing freedom of expression, to boost opportunities of professional development and competences' enhancement, to positively target the cultural fragmentation and limited opportunities of artists from outside the capital. However, accessible artists are still those who manage to recurrently reach Harare, where the Trust and its main operational arm the Book Café are based and mainly operating.

All activities were implemented and all targets are largely achieved. 6 extraordinary activities were in the process of being implemented while the FES was in the process of being carried out.

PROJECT DESCRIPTION	INDICATORS	OVI's TARGET	OVI's at Final Evaluation	OBSERVATIONS
<i>R.5. Citizen engagement promoted through artistic expression and cultural activities</i>	<i>audience of 15,000 people involved in the 72 arts and culture platforms, 30 workshops, 8 high visibility arts and democracy events and 28 public discussions finally reaching indirectly a media/web audience of 20,000 plus, thanks to the multiplier effects of medias and dedicated web</i>	<i>Workshops and meetings attendance lists Sector Coordination Monthly reports Field visits Post- monitoring analysis: Surveys and interviews to beneficiaries Output produced (newsletters, pamphlets, CDs, manuals, posters, etc.) Public events attendance</i>		Result widely achieved.

⁷⁸ Headmen cannot attend an activity if their Chief is absent.

PROJECT DESCRIPTION	INDICATORS	OVI TARGET	OVI at Final Evaluation	OBSERVATIONS
	<i>sites</i>			
A.5.1. Carrying out of 30 Human Rights workshops: 10 Gender Arts, 10 Youth Arts, 10 Artist-CSO			10 Gender Arts Workshop – Sistaz Open Mic were organised, reaching a total of 428 artists and 1.210 among audience. 18 among various kind of Workshops and roundtable were organised, reaching a total of 50 artists and 699 among participants: Macheke Outreach & CD launch and 1 AFRICA DAY were organised.	Target achieved. 645 Artists and 3.941 among audience and participants were reached with these 30 events/workshops.
A.5.2. Carrying out 10 arts and civil society workers 1-day <i>workshops</i> (150 participants) on “Gender, Arts, Human Rights			9 Workshop were organised reaching a total of 153 artists and 877 among participants and audience.	Target nearly achieved.
A.5.3. Stage 50 arts platforms on freedom of expression, participation, rights			943 Artists and 9.872 among audience and participants were reached with these 53 platforms	Target widely achieved.
A.5.4. Stage 28 public discussions focussed on freedom of expression, gender, peace building and national healing			37 Public discussions were organised. 36 out of 37 Public discussions reached 3.204 participants. Participants of one public discussion were not accounted for.	Target widely achieved.
A.5.5. Stage 8 High visibility ‘Arts and Democracy’ events, with prominent international artists’ participation			8 High visibility Arts and Democracy’ events were staged, reaching 390 artists and 6.381 attendants.	Target achieved.
A.5.6. Poetry ‘Freedom of expression’ performances – 20 staged events, and 2 Festival platforms			31 performances were staged, 29 Poetry Slams and 2 Regional Poetry Platforms, reaching 718 artists and 2.718 attendants.	Target widely achieved

PROJECT DESCRIPTION	INDICATORS	OVI's TARGET	OVI's at Final Evaluation	OBSERVATIONS
A.5.7 4 Sub Grants for Arts & Cultural Expressions Zimbabwe original experiences			5 Sub Grants were successfully accomplished, three directly supervised and/or organised by Pamberi Trust. 296 artists and 3.360 attendants benefited from these.	Target widely achieved.

Sector 5 Pamberi Trust has a long history and track of endeavour for the development of artistic and cultural activities. It is the **oldest and most experienced CSO** in the Zimbabwean CSOs' panorama. The endeavour of PT develops on a twofold work directive. On the one hand, PT represents and foster the NGO's effort **aimed at promoting social and cultural equitable development throughout the support to the development of an alternative cultural industry** of semi-professional⁷⁹ artists. On the other hand, the **creative sector's** arm of PT is **organised as an enterprise** and acts throughout its main venue, the Book Café, aimed at partly sustaining PT while also serving to fulfil PT's objectives.

PT has been **fostering the provision and availability of facilities for the promotion and development of the arts** throughout a cross-cut perspective aimed at **facilitating the access of youths and women artists** while promoting gender equity. PT **aims at responding to the need for free and diverse means of cultural expression** and to the evident vulnerability of the art sector in this socio-economic difficult conjuncture faced by the Zimbabwean Country. Pamberi Trust **promotes training facilities and opportunities for the emerging artists, venues and events for performing artists and basic equipment.** Sector 5 Pamberi Trust **fosters discussions and reflections on, among others, peace-building, national healing processes, freedom of expression, and human rights throughout the performances, public discussions and workshops it organises and promotes.** Performances, platforms, festivals and large public gatherings are also organised in order to **boost artists' staging opportunities and promote large audience's exposure** to the artists and to the covered messages and subjects. The **direct interaction between artists and CSOs** and the potentialities that this relation might imply are therefore fostered throughout this methodology.

Sector 5 Pamberi Trust's Book Café is the main provider of "safe, accessible, and affordable venue for a range of artistic performances, dialogue and debate on social issues and other multi-disciplinary arts"⁸⁰. It aims at responding to the limited presence of arts and culture venues and opportunities in the Country. The **Book Café** is also a meeting venue for artists to discuss, share, and generate new ideas. It is **the main venue for the implementation and staging of the Sector 5 Pamberi Trust's development projects**, like the FLAME (Female Literature, Arts and Music Empowerment), of which the Sistaz Open Mic is a component, and the House of Hunger Poetry Slam.

BNFs of this Sector 5 CSOs can be classified in two main types. On the one hand, the **artists** benefited from the implementation of workshops, trainings, and of exposure opportunities created in various ad hoc and/or more comprehensive staging platforms. Artists found enhanced opportunities of artistic expression and staging exposure, and also of capacity-building, of collaborations' opportunities and of business development. On the other hand, the **audience** could **benefit from the enhanced staging opportunities provided to the artists, and from the**

⁷⁹ The use of the adjective *semi-professional* is directly related to the artists' need to engage in activities which might not be directly related to their art in the present Zimbabwean socio-economic environment which hardly allows the possibility for an artist to fully maintain her/himself only with her/his artistic work.

⁸⁰ <https://hivos.org/activity/harare-culture-house-0>

enhanced artists' competences in delivering sensitive messages and promoting dialogue and democratic participation.

Consulted Sector 5 **Pamberi Trust's key management acknowledged the common grounds on which both AP and Sector 5 Pamberi Trust were acting.** The presence of different Sector CSOs as partners in the AP was deemed innovative as well as the acknowledged process of program's ownership's promotion besides the concurrent AP partners' empowerment. The AP's framework mainly grounded on the GPA first and on the New Constitution after was judged excessively rigid to effectively respond to the Sector 5 CSO's priorities. In fact, **AP's objectives and strategies were judged in line** with Sector 5 Pamberi Trust's ones **although not at 100%:** in particular, IGAs implementation and tackling the existing cultural fragmentation were not a priority for the AP while they actually are for Pamberi Trust. However, reported rigidity of the AP's reference framework found positive prospects of adjustment in the opportunities created by the sub-grants directly managed and supervised by PT, which permitted to respond to Sector 5 CSO's identified priorities and needs⁸¹ that could not be fulfilled with the other AP's activities.

Difficult communication among partner CSOs and AP's administrative side was initially observed, and identified as one of the main reasons for the slow start encountered by the AP. Sector 5 Pamberi Trust shared with the other AP partners the initial difficulties in understanding the endorsed capacity-building process at the AP's early stages. Then, the **full understanding and engagement to the mentioned process easily occurred throughout the practice of promoted methodologies of management and coordination ("learning by doing").**

Sector 5 **Pamberi Trust's involved key staff successfully met aimed coordination, monitoring and reporting competences' improvement, which reportedly contributed to the professional growth of the Trust as whole.** The combination of capacity building and empowerment processes **resulted in significant multiplier effects in terms of achieved results and benefices' creation, at artists' level⁸², but also at Pamberi Trust's and audience's levels,** although this latter is quite complicated to be assessed.

Main challenging factors identified by the Sector 5 CSO in the capacity-building component promoted by the AP are as follows:

- perceived initial rigidity of the AP's structure limiting the capacity of response to the Sector CSO's specificities;
- joint coordination meetings also addressing specific Sector's concerns and issues were judged too long and broad, and because of this limited in their potential effectiveness;
- lack of defined AP's inter-Sector cooperation mechanism.

Initial reported resistances of PT to the fostered capacity-building process seemed mainly related to the resistances encountered by its Chairperson in fostering the acceptance of aimed change processes by the Trust's Board itself. **The robust critical reflection boosted within PT however permitted to overcome those initial resistances and to proceed to understand and fully endorse aimed capacity-building and empowerment endeavour.** Probably, the critical reflection fostered in the framework of the AP found mature field in a CSO that was already undergoing an effort of critical assessment and organisational learning. Also, the entrepreneurial arm and approach of that CSO contributed to create the premises for the capacity-building process to become more acceptable and in line with the CSO's endeavour.

⁸¹ For instance, PT was able to address the identified priority issue of cultural fragmentation with the organization of Africa Days in 2013 and 2014. The set of events organised for the Africa Days in May 2014 permitted through the sub-grant to the Book Café to also boost the food-as-culture component, which is at the same time a source of income for the BC and PT, a way to attract attendants, an opportunity of work and professional growth for those directly implementing it, and obviously a form of exploration of cultural specificities and traditions, of cultural diversity and of creativity as well.

⁸² Please, see case study at the end of this Section.

The identification process of BNFs (artists) was quite simple for this Sector CSOs, as Pamberi Trust was developed as a “family”, and artists are the roots, the sap, and the arms of this CSO since its foundation.

Identification of facilitators and moderators was appropriate as it drew from the Sector CSO’s long term experience in the development of arts and culture. These are chosen from a list of well-known and experienced professional journalists and activists, and including older generations of experienced artists that voluntarily serve as mentors to emerging ones. Identification of most appropriate facilitator/moderator is carried out according to the subject to be covered, to the perspective attending audience, and obviously to her/his availability. Covered topics ranged from books’ and newspapers’ launches to the role of arts in peace-building, from human and artists’ rights to monographic sessions on prominent and inspiring artists, from specific gender-related to socio-economic hot-spots.

The participation of key contributors to the public discussions was actively fostered, in order to gather wide and composite range of views and opinions to be discussed with the audience⁸³. This reportedly found large interest as public forums where views of significant key stakeholders are represented and allowed to express are quite rare in Zimbabwe. It was also reported that **such activities contributed to foster the institutions’ rethinking on the way of communicating with the citizens, in response to such emerging critical dialectic**. In addition, it was also stated that these forums **influenced the artists and the media agenda** creating an interest that found then a follow up and coverage reaching wider public through social media and creative expression. All these also contributed to the effectiveness and sustainability of the action.

On the other hand, **difficulties were reportedly faced in promoting the participation of the members from the ruling party** to the implemented debates⁸⁴, as the Sector CSOs is to some extent perceived as aligned with the opposition, although PT is grounded on non-partisan premises. Lack of aimed balance in the implemented discussions was therefore observed by the Sector 5 CSO’s key management staff. In addition, **outreach limits** were also mentioned with regard to:

- **rural areas;**
- **other urban areas as Bulawayo and Mutare;**
- **suburbs of Harare.** In fact, it was claimed that attendants to public discussions at the Book Café tend to be the *usual* attendants, and that access to the BC is not that obvious for inhabitants of the suburbs, which have to pay a transport fee that would already affect her/his meagre budget.

Sector 5 Pamberi Trust’s aims of citizens’ engagement promotion through artistic expression and cultural activities pursued in the framework of the AP **were reportedly fully understood by targeted BNFs and artists**. Also, the long term experience of this Sector CSO, combined with the improved coordination and management competences and with the enhanced availability of resources, all these contributed to successfully achieve aimed objectives while enhancing the role of the Book Café in the cultural panorama and meeting a good response in terms of audience’s attendance, too.

645 Artists and 3.941 among audience and participants were reached with 30 events/workshops specifically fostering human rights’ awareness and their positive actualisation throughout the valorisation of different forms of arts and artistic expression:

⁸³ For instance, the participation of the former UED Ambassador and of the former Ambassador to China was fostered in order to guarantee their contribution at a Public Discussion aimed at discerning the ongoing relations among Zimbabwe – Africa – Europe – China.

⁸⁴ Members of the ruling party are reportedly more likely to attend to PT’s promoted artistic performances rather than policy-related debates.

- 10 Gender Arts Workshop – Sistaz Open Mic were organised (14/09/2013, 12/10/2013, 09/11/2013, 30/11/2013, December 2013, 25/01/2014, 08/02/2014, 08/03/2014, 12/04/2014, 17/05/2014, and 14/06/2014) reaching a total of 428 artists and 1.210 among audience.
- 18 among various kind of Workshops and roundtables were organised, reaching a total of 50 artists and 699 among participants. **Guitar, vocal, youth skills sharing workshops, poetry workshops and roundtables, cultural symposiums, arts and CSOs roundtables, gender workshops** were organised in the framework of this set of activities, together with a CD launch and the high visibility event Africa Day (20-24 May 2014).

9 Workshops aimed at **fostering the technical capacity in promoting specific human rights and their positive actualisation** throughout their valorisation in and through artistic expression were organised reaching a total of 153 artists and 877 among participants and audience. Subjects covered are as follows: PEMBA ARTS FESTIVAL (10/8/2012); gender during SOM at Chimanimani Arts Festival (10/8/2012) and in Gweru (September 2012); gender during SOMs (25 October 2012 and 05 December 2012); at the International Women day – “Gender + IT” (8/3/2013), 16 Days of Activism Against Gender Based Violence (05/12/2013); and at two “Gender, Arts, Human Rights” workshops (05/12/2013), one of which in Gweru (05/02/2014).

943 Artists and 9.872 among audience and participants were reached with 53 **platforms aimed at providing opportunities of visibility to those arts actors actively promoting tolerant dialogue, positive role models, pro-active approach towards perceived socio-economic and institutional challenges** in Zimbabwe.

- 23 Youth Platforms were staged and/or organised: Music Factory at Africa Day (26/5/2012); Shoko Doc Film launch (30/5/2012 and 13/3/2013); Tanga Pasi (ex Plumtree) (02/02/2013); shooting of Punk in Africa (02/3/2013); Music Factory - Djembe Monks; Music Factory at Intl Jazz Day (JazzUnited) (27/4/2013); Create Inspire Change (29/4/2013); UMOJA (29/6/2013); Stepping Out (26/7/2013); Youth Arts Workshop/Advocacy for Peace: Percy Nhare (30/7/2013); Intern. Mother Language Day (23/02/2013); Intern. Music Freedom Day (02/3/2013); two platforms provided at Oct. World Music Festival (11-19/10/2013); Youth Arts Platform – World Aids Day (02/12/2013); Music Freedom Day (01/3/2014); HIFA – Intern. Jazz Day (26/4/2014); Africa Day 2014 (24/5/2014); “Memories of Peace” Christine Ndoro Exhibition (09/7/2013); Press Freedom Day - Tree of Life (03/5/2013); Music Factory, Youth Day (25/8/2012); Music Factory, Pakare Paye Exch. (15/9/2012).
- 21 Gender Platforms were organised: 13 Sistaz Open Mic were staged in Harare (31/3/2012, 19/5/2012, 09/6/2012, 28/7/2012, 18/8/2012, 13/10/2012, 10/11/2012, 19/01/2013, and 09/02/2013), 1 in Bulawayo (22/9/2012), and 1 as outreach (13/04/2013). Three specific gender platforms were organised as follows: 1 Sistaz Open Mic HR DAY (08/12/2012), 1 Gender & IT (08/6/2013), 1 “3 generations” for Intern. Women Day (08/3/2013). 3 Gender Arts Platforms were staged: 1 Tribute to Chiwoniso Maraire (01/8/2013), 1 Intern. Women Day Concert (08/3/2014), and 1 October World Music Festival – Netsayi Chigwendere & Siya Makuzenil (19/10/2013).
- 4 Festival Linkages were organised: 2 at Intwasa (10/10/2012 and 26/9/2013), 1 named “Kessia to Chimanimani” (10/8/2013), and 1 at Bulawayo culture Festival, HIFA, AZGO & Bushfire (31/5/2013).
- 2 Music Factory platforms were organised: 1 at the Intern. Day Of Peace/Drum Workshop (29/9/2012) and 1 called Fiesta (24/11/2012)
- 1 Arts platform named "Let the Drums Speak" was staged at Prince Edward School (20/7/2012);
- 1 Screening of the Film “The Lions Point of View” (01/8/2012);
- 1 Jazz for Africa Day (25/5/2013).

The organisation and promotion of *platforms* is a consolidated system developed by the Sector CSO PT to provide opportunities to emerging artists to experiment their capacities and stage their pieces in front of an audience. Platforms are also opportunities for young artists to interact with experienced colleagues and learn from them throughout relevant mentorship exchanges.

36 out of 37 Public discussions reached 3.204 participants. Those discussions fostered the active involvement of prominent artists and well-known intellectuals.

8 High visibility Arts and Democracy' events were staged, reaching 390 artists and 6.381 attendants at the platforms listed as follows: OJWMF (17-20/10/2012) , 16 Days of Activism Against Gender Based Violence – Human Rights Day Concert (07/12/2013), Gender Performance - Akua Naru (08/12/2012), Didier Awadi Performance (03/3/2012), Joy Frempong & Oy Performance (26/5/2013), October World Music Festival (11-19/10/2013), Africa Day 2014 Events (20-24 May 2014).

31 poetry performances platforms were staged, 29 Poetry Slams and 2 Regional Poetry Platforms, reaching 718 artists and 2.718 attendants.

The Sub-Grants

Five sub-grants were successfully awarded to Actors in the Arts and Culture sector. The sectors of music, visual arts (painting, sculpture and photography), culinary art, crafts, movie-making, and the application of the new means of communication to arts' and artists' promotion were covered; cross-cutting activities promoting arts' actors' and stakeholders' endeavour were also supported in the framework of the sub-grant to the BC. The selection, assessment, and technical monitoring of the sub-grants' BNFs/recipients were in principle the sole responsibility of the Sector 5 CSO Pamberi Trust. PSC had the responsibility of the sub-grants' final awarding after pre-selection and assessment of awarding criteria by the Sector 5 CSO and the AP's Management. AP's management's role was mainly focused on taking part to and supervising the implementation of the awarding procedures and fulfilment of the main administrative and technical requirements. The definition of the acceptable minimum and maximum sub-grants' values⁸⁵ together with the selection and eligibility criteria, all were clearly developed by the AP since its approval stages. Total amount available for the implementation of this AP's component was 40.000 EU, with a required sub-grant recipient's financial participation of minimum 10% of the total amount requested. Maximum duration of sub-granted projects could not exceed three months – 90 days. **All awarded sub-grants successfully achieved set targets as planned.** No formal sub-grants' call and sub-grants' monitoring mechanisms were developed and/or implemented. This was acknowledged as a weakness that should be addressed in the future, if a second phase of the AP inclusive of another set of sub-grants will be approved. All these would reportedly contribute to assure the quality of results and benefices.

The first two awarded sub-grants' recipients were highly desired and appointed by the EUD and therefore directly awarded and supervised by the AP's management.

1st sub-grant was awarded to the Mbira Centre. The aims of the financed action were the development of the prototype of an innovative Chromatic Mbira, the implementation of Mbira makers' training, the implementation of the National Police Band's training in the use of the prototype and the organisation of the first performance of National Anthem with that prototype in occasion of the EU Day 2012. Amount awarded for this sub-grant was 10.945 EU, 9.950 EU of which financed by the AP and 995 by the Mbira Centre. The project was successfully implemented in the agreed period April-June 2012⁸⁶, directly benefiting 17 Artists and achieving an exposure during the Europe day of about 260 attendants.

The Mbira Centre ensures the sustainability of achieved results and benefices throughout its endeavour in the promotion of the Mbira and the new chromatic Mbira, the training of Mbira professional players and of all Mbira lovers, fostering the knowledge of the tradition of Mbira and

⁸⁵ Eligible sub-grants could range from a minimum value of 4.495 EU to a maximum value of 9.995 EU.

⁸⁶ Sub-grant was adjudicated and signed on 2 April 2012.

its practice in schools, and committing in fostering the public interest in the Zimbabwean national instrument. The achievements attained with the sub-grant are visible and accessible at the Mbira Centre facebook page, and also documented in a video DVD.

2nd sub-grant was awarded to the DELTA Gallery. Sector 5 Pamberi Trust officially endorsed the Delta Gallery sub-grant⁸⁷. The aim of the financed action was the organisation of 3 contemporary art exhibitions targeting young artists and women artists. Amount awarded for this sub-grant was 10.945 EU, 9.950 EU of which financed by the AP and 995 EU by the DELTA Gallery.

The project was successfully implemented in the agreed period April-July 2013⁸⁸. The DELTA Gallery organised the multi-media and 3-dimensional found object works “Redefinitions IV”, which involved “the use of the found and recycled waste or junk to create art”⁸⁹; then followed by the exhibition of paintings, collage, serigraphs, crafts and ceramics “You and I”⁹⁰ and by the paintings exhibition “From sound to Form”. DELTA Gallery strategy’s aims at supporting talented emerging artists throughout technical support and exhibition opportunities, in order to promote high quality artistic forms of expression. Activities funded with this sub-grant reportedly benefited 28 Artists and achieved exposure to about 900 attendants. The DELTA Gallery’s direction claimed that the sustainability and impact of their work is directly dependent on external funds, as unfortunately artists’ sales are negatively affected by the economic contraction presently faced by the Country.

3rd sub-grant was awarded to the Book Café. The aims of the financed action named Community Culture and Expression were as follows:

20th Anniversary of *Senzeni Na* (anniversary of the assassination of South African freedom hero Chris Hani): technical and logistic support was provided for the *Senzeni Na?* Production, fostering the participation of artists coming from all Zimbabwe. This commemoration aimed at fostering the message of “cultural inclusivity against a background of ominous cultural division and fragmentation”⁹¹. *Senzeni Na?* was staged on 12th September 2014.

“Food-as-Culture” initiatives aimed at valorising the food culture, traditional and cross-over Zimbabwean and of other African Countries, that has been “marginalised, partly by 90 years of colonial practices” in order to foster its recognition as an “authentic modern culinary culture”⁹². This sub-granted action implemented the followings: menu’s exploration and staff’s training (15 days); 29 new dishes’ development; basic kitchen equipment; development of dedicated dining area at the BC; organisation of 11 food-as-culture pilot activities in the framework of other major events⁹³; design and printing of new menu and visibility tools.

ZAFP (Zimbabwe Association of female Photographers) exhibition on EU Day 2014. The exhibition “Conste[ll]ation/Conste[r{nation}]” promoted the work of 7 emerging female photographers, which “used the notion of the 12 stars on the EU flag to explore the concepts of identity, unity and nationhood in Zimbabwe”⁹⁴.

ZAACA (Zimbabwe Art and Craft Association) launch and exhibitions. This action aimed at strengthening the association nationwide: 2 seminars were implemented⁹⁵ in Masvingo Province reaching 40 master-crafters in total and resulting in 31 master-crafters joining the

⁸⁷ SC’s minutes of 20 November 2012; PT’s approval confirmed by mail on 21st November 2012.

⁸⁸ Sub-grant was adjudicated and signed on 2 April 2012.

⁸⁹ Delta Gallery’s sub-grant final report.

⁹⁰ This exhibition involved nine women artists.

⁹¹ The Book Café’s sub-grant application.

⁹² Ibidem.

⁹³ 4 Crafts fairs, 1 Europe Day, 1 Africa Day, 1 Ghana’s independence day, 3 specific food-as-culture events.

⁹⁴ The Book Café’s sub-grant final report.

⁹⁵ First Seminar was implemented at Chivu Centre on 30/06/2014 and second one in Masvingo on 09/07/2014.

Association and in the creation of its Masvingo Province branch. The planned exhibition at the Europe Day was not implemented⁹⁶ and remaining budget was reallocated to foster publicity about the Association's work at the ZAACA Book Café Fair and to the general public through fliers (1.500), posters, digital marketing and bulk sms.

Stella Chiweshe/Chiwanhwa Trust launch and concerts (incl. EU Day 2014 concert). This set of activities aimed at supporting the launch of the Chiweshe/Chiwanhwa Trust "as a legacy project to protect and nurture traditional cultural practices/values/norms eroded by corporate globalism" and provide public platforms for Stella Chiweshe and her Trust's launch and visibility. The Trust was launched at the Book Café on 26/06/2014 with the participation of 11 traditional dancers from the remote area of Dande; three performances of Stella Chiweshe were implemented at the EU Day (08/05/2014) and at the Book Café (07/06 and 05/07/2014). Main challenges identified are the Germany-based residency of Chiweshe that might negatively affect the impact of her Trust, and the observed distance of the younger generations from Chiweshe's music, although the filling of this gap is precisely the aim of Chiweshe Trust.

Overall amount awarded for this sub-grant was 10.950 EU, 9.995 EU of which financed by the AP and 995 by the Book Café. Activities funded with this sub-grant reportedly benefited 213 Artists and achieved exposure to about 1.200 attendants.

4th sub-grant was awarded to INVISION Studios. The aim of the financed action was to implement Seasons 4 (in Harare) and 5 (in Bulawayo, Gweru and Chinhoyi) of the editions "In Short", particularly fostering the involvement of Bulawayo area, which was never targeted by the Studios before. The main objective of INVISION Studios was to **create platforms of learning and exposure, access to pre- and post-production opportunities** addressed to potential young movie-makers which would not have other opportunities to explore and apply their talent in the present Zimbabwean film industry, which is reportedly nearly absent. Main structural limits to the development of a quality movie industry in Zimbabwe were indicated in the lack of adequate platforms, lack of professional education and training opportunities, and lack of experience building opportunities. Certainly, lack of financial resources grounds all previously cited limitations.

The identification of emergent movie-makers, their training and the support to the development, making and exhibition of prospectively 12 short films by those newly introduced film-makers were implemented. The involvement of potential movie-makers was fostered publicising the project with the word of mouth, targeted messages in the main social medias, articles in newspapers and radio interviews. Self-selection of movie-makers was fostered throughout the training process, during which the participants were given the opportunity to undergo analysis and improvements exercises of their proposed script and autonomously decided whether to proceed or abandon the experience. Emergent movie-makers were left free to choose their actors and platforms for showcase if their ideas were already clear about that and could fit in the available range of resources.

Accomplished shorts were screened in Bulawayo at the Rainbow Cinema (28/05/2014) and in Harare at the Book Café (27/06/2014). Discussion among film-makers and the public was fostered at each public shooting by experienced facilitators provided by the Book Café. The audience reportedly participated in a lively manner to the discussion, providing feedback and positive criticism⁹⁷. A copy of the produced short was provided to the each involved movie-maker for further utilisation and self-promotion. Overall amount requested and awarded for this sub-grant was 4.495 EU. Activities funded with this sub-grant reportedly benefited 23 Artists and achieved exposure to about 600 attendants. Potential web audience of 1.273 Facebook page's followers

⁹⁶ "This activity was cancelled since the EU Day organisers did not allow sales as part of the display, and it was felt ZAACA was not fully prepared for large-scale public visibility": abstract from the Book Café Interim Narrative report.

⁹⁷ For instance, observations on the quality of sound or on the main messages perceived by the short's shooting were discussed.

can also be assumed. Encountered positive feedback largely overcame the Studios' expectations, which are still receiving demands from potential movie-makers in Bulawayo.

Multiplier effect was reported with regard to the positive effectiveness and impact of the benefices, from the exposure to large audience to the CV development, which resulted from this sub-grant. In fact, various examples were indicated with regard to this. For instance, it was reported that an actor that staged in one of the shorts was then selected to stage in a well-known Zimbabwean TV series, therefore accessing to wider career's development and staging opportunities. A film-maker was able to access to a Scottish film Festival. Another actor was spotted by an agent and is now a professional model. Also, possible opportunities for further collaborations opened thanks to this sub-grant, as it permitted to the Studios to implement their project in Bulawayo, an area that could be hardly touched without this support. INVISION Studios group is now in the process of self-evaluation and careful re-mapping of the different steps it has covered, in order to adjust its strategy and strengthen the sustainability and impact of the benefices it has produced. For instance, the development of more intensive workshops and the priority given to quality over quantity are, among others, the perspective adjustments that the Studios are envisaging.

This sub-grant is certainly in line with AP and Sector 5 CSO's strategy of supporting opportunities for artistic and confidence development, with a special focus on those areas (geographic, artistic, social, and cultural) that find more difficulties in accessing opportunities.

5th sub-grant was awarded to the Antique Productions for the Project "ZimArtist". The aim of the financed action was to promote the Zimbabwean emerging artists with the creation of an internet-based platform. The proposal for this sub-grant was positively valued by PT and by the AP as it responded to the limited opportunities for decentralising the cultural offer, which is still largely concentrated in Harare. The idea of attempting a horizontal promotion boosting the adoption of new technologies was deemed appropriate, also in view of the widening diffusion of ICT in the Country.

20 Zimbabwean artists were profiled and progressively found on-line visibility at the ZimArtist's facebook page (<https://www.facebook.com/pages/ZimArtists-The-Global-Village/641258782576880>) and youtube channel (https://www.youtube.com/channel/UCmE9GRLVU9A-ipVotTJ_clw), reaching an Audience of about 400 individuals. Artists' profiling mainly included the recording of their live performances and of their interviews. Artists' feedback with regard to their profile products was fostered in order to result in agreed and valued products. Main encountered challenges were indicated in the initial resistances of some artists in being profiled and/or filmed. Some artist was also resisting to be promoted throughout the new technologies and media. Resistances were then overcome thanks to the positive exposure obtained by those artists who instead accepted to be filmed during their performances. Also, some of the artists' feedback was difficult to obtain as some of them are very busy.

Institutions were reportedly aware and supportive of this project. The Ministry of Information officiated the launch of the website, which was also covered by all four main Zimbabwean newspapers. Overall amount requested and awarded for this sub-grant was 4.500 EU. The action was implemented throughout the period May - June 2014. The impact and sustainability of achieved results could be widened further adopting web-marketing robust strategies aimed at widening the profiles and products' visibility and the access to further opportunities of fund raising, in order to improve the variety of covered arts and artists. Also, opportunities of workshops implementation could be created to improve artists' competences in using new technologies and media, if additional funds will be made available.

Implemented strategies and activities positively contributed to:

- **provide platforms** that contributed to
 - ✓ **provide stages** to artists “to express their perceptions, ideals and practice their democratic right of freedom of expression”;
 - ✓ **create new opportunities for artists’ professional capacity-building and individual growth**, experiences’ exchange and mutual learning among artists, artists and audience, and among audience’s components;
 - ✓ **enhance artists’ professional competences and personal confidence**;
 - ✓ address artists to relevant stakeholders when the CSO could not directly respond to the observed need;
 - ✓ **raise the general public’s awareness of and appreciation for the diversity of cultural expressions**;
 - ✓ **develop and/or strengthen linkages** and therefore awareness “around socially conscious perspectives on contemporary issues”;
 - ✓ **provide rare opportunities of discussion of sensitive issues** with the contribution of a variety of perspectives;
 - ✓ provide platforms of artistic expression and opportunities **to challenge the wider socioeconomic environment**;
 - ✓ **analyse and challenge role models**, especially those related to gender, as detailed in the following paragraph;
 - ✓ **foster the respect for old generations and traditional cultural practices while also challenging harmful or negative ones**;
 - ✓ **foster informed and critical thinking**;
 - **challenge undemocratic malpractices and habits, while promoting justice, freedom, tolerance and dialogue**, especially among the Zimbabwean youths;
 - **develop and strengthen a “new community of socially conscious activists”**;
 - create staging opportunities “for the artistic development of emerging artists”;
 - **strengthen linkages between artists and civil society organizations**;
 - largely **widen and improve media visibility** of promoted activities and platforms;
 - **foster pro-active dialogue and communication manners**, fostering the message that “we can disagree, but we can discuss rather than fight”⁹⁸;
 - **provide opportunities of access to key information and subjects** that the public would have hardly access to, as the public discussions involving Institutional and International key actors.
- 30.353 among audience and participants** were directly targeted, and **more than 3.145 artists** directly benefited from implemented activities.

From gender forums to health forums, from women artists’ leadership training to the SOM and to the International women day, **Pamberi Trust supported a range of activities aimed at constantly promoting gender equity throughout its own strategy and in its activities**. These ranges of activities were **deemed very effective by the consulted female artists as they reportedly supported** female artists:

- **to overcome their divisions** and support each other,
 - **to grow professionally** as artist and as entrepreneur and a leader,
 - **to balance all areas of their life** while avoiding to passively accept female distorted stereotypes,
 - **to develop negotiation and conflict management skills**,
 - to grow self-assessment capacities **to develop adequate life and professional strategies**,
 - **to deal with security issues** during performances;
 - **to access to a variety of stages** in and outside Harare, audiences and media;
- In addition, **public discussions hosting women from different political parties were deemed effective in fostering awareness on the provisions of the New Constitution** particularly

⁹⁸ This message is a reportedly key issue in Zimbabwean society according to a consulted moderator.

addressing women of different ages and social extractions, in **offering a space of critical discussion of female's roles and functions. All activities reportedly facilitated the access and participation of women providing a safe space**⁹⁹ for performing, for sharing, for mutual learning and support. All these certainly **contributed to the efficiency and effectiveness** of the action **and to boost gender equity and gender attentiveness** throughout the AP.

Sistaz Open Mic's exemplary experience

The platform Sistaz Open Mic was inaugurated by PT with the AP precisely **to target female artists and gender-related priority concerns**. The SOM is a monthly platform where emerging female artists can stage their performances and interact with experienced female artists that voluntarily serve as mentors during those activities. A wider SOM event is then periodically organised as FLAME.

Sistaz Open Mic is organised paying careful attention to female concerns, in adequate afternoon hours, and in a friendly and *safe space*¹⁰⁰ where women can also feel free to bring their children along with them.

Some **criticism was advanced with regard to workshops that were not initially diversifying among the different degrees of knowledge already attained** by artists, and consequently resulting in limited attendance as those artists that already participated to that kind of workshop were not interested in repeating, but in advancing their competences in quantity and quality¹⁰¹. This observations were presented to the **Sector 5 CSO**, that **promptly responded developing a more varied range of workshops specifically diversifying the targeted competences** (beginners, intermediate, advanced) **and also the different arts' forms** (music, poetry, comedy, etc), and therefore further enhancing the efficiency and effectiveness of these activities, and of the overall action.

Consulted artists indicated the following wished actions to advance as individuals and improve the effectiveness and impact of their art and performances:

- creation of opportunities of exposure to wider audience fostering the participation to mainstream performers' stages;
 - support in approaching promoters, or direct promotion implemented by PT that could act as agent and take care of artists' bookings and PR;
 - more practical follow up and individual mentorship to artists. For instance, technical mentorship during first experience of studio recording was mentioned as one type of follow up that would be desirable to sustain artists' professional growth.
 - support in seconding artists to Educational Institutions to further grow as individuals and artists;
 - continue assessments to identify new areas/strategies of action to target for further development.
- Mentioned actions are presently not fully included in the PT's strategy, and are probably exceeding its intents of artistic expression's development as a way of promoting freedom of expression and cultural diversity. Artists lamented that they have scarce access to wider staging and promotion opportunities once their artistic capacity and maturity is further developed: they would very much appreciate a *structural* support from PT to move forward their career, which in their opinion would also economically benefit from it. These suggestions could certainly be taken in consideration and

⁹⁹ Safety is here used in terms of social and intellectual safety: a safe space of discussion is 1) a spatially appropriate venue, 2) implemented at viable time for female attendants, 3) facilitated by female facilitators able to foster respectful exchanges and the participation of all attendants.

¹⁰⁰ Ibidem.

¹⁰¹ An example of this is presented in the following Case Study subsection.

form the basis for further reflection and eventually for strategy adjustments and activities development.

Artistically mature artists declared that many artists still do not realise the cultural and social influence that artists potentially have on the public. They suggested to put in place monitoring mechanisms of artists' standards and to foster strategic partnerships among artists to develop an enterprise of talents' synergies. Also, challenging attitudes and behaviours were indicated as trait of some artist hampering her/his artistic and individual development and partly limiting the effectiveness of some workshop, when those attitudes emerged in disturbance of the activity.

Visibility of the AP was discretionally implemented, as agreed with the AP's management and with the EUD. Posters and leaflets of events were marked with AP's and EU's logos. Printed visibility and disclaimers were included in catalogues of all implemented sub-grant art exhibitions, "courtesy bookmarks" were distributed to visitors and audience.

Difficulties in fully developing joint action with other AP's Sector CSOs were reported, as PT encountered weak response from other sectors CSOs **although numerous efforts were attempted by Sector 5**¹⁰². The Sector 5 CSO lamented that no clear mechanism of inter-sector collaboration was fostered by the AP. However, this lack of formalised cooperation mechanisms was purposely grounded on the ownership principle by the AP's management: AP's partners were left *free* to decide whether and how to collaborate among them, and a structured implant was conceived as a limiting rather than a promotional factor in the framework of that overall logic.

Main limiting factors to the effectiveness of Sector 5 CSO are probably the geographical one, the Country's economic contraction and socio-economic structural characteristics. In fact, PT is based in Harare, and its outreach opportunities, although constantly promoted, are still limited. PT, and some of its activities implemented in the framework of the AP, has been endeavouring in involving artists and promoting venues which are not uniquely Harare-based. This limit was clearly acknowledged by PT's key management, as well as the fact that the limited inter-Sector's cooperation was one main factor hampering the potentials that the AP would have represented also in outreaching terms, especially in those areas where the other AP's partners are based and/or implementing activities. In addition, the negative socio-economic structural conjuncture that the Country has been facing in the last years certainly diminished its attractiveness to foreign investors and the general availability of financial resources as well as the spending power of Zimbabweans, therefore negatively affecting all sectors, and the arts and culture one in particular. Finally, the socio-political configuration of the Country, still characterised by polarisation and cultural fragmentation, certainly contributes to limit the potential effectiveness and impact of achieved results and benefices.

PT developed a clear plan on its way forward, aimed at robustly decentralising its successful format in support to the development of a National network of all artists/activists and venues. PT is identifying partners to foster its pledge, including the Book Café format, in other key areas of the Country, as Bulawayo and Mutare, in order to widen the extent of its endeavour and consequently, and possibly, the impact of achieved results and benefices. **PT is strongly committed to foster the endorsed learning process, the consolidated experiences and links**, as the promotion of exchanges among artists and the Africa Day. PT is continuing to foster its venture submitting proposals to donors and potential partners, while also continuing in the promotion and development of its business component, in order to forward its financial sustainability and consequently the potential impact of its achievements

¹⁰² For instance, Sector 5 proposed to Sector 3 the idea of developing a poetry DVD that could have been distributed to the CRIs.

Case studies from Consultant's interviews

An example of personal and professional growth

PT's Gender Program Officer reportedly encountered a very deep process of artistic and personal growth that the Sector 5 CSO contributed to foster in the framework of the AP. This lady was described as a shy poet when she entered in the Trust four years earlier. She was indicated as one of the many positive example of how the PT's "family" supported her artistic development throughout the workshops, the platforms and the opportunities provided. She reportedly grew also thanks to her role in the Trust that contributed to her active involvement in and contribution to all gender-related activities. The lady underwent a challenging but positive path of individual growth which led her to progressively gain confidence in her artistic competences, which reportedly address also very intimate and sensitive subjects, and in her personal qualities as well. That lady poet was in Denmark for a training while the FES was carried out and was about to travel to Italy to attend another workshop.

Exemplary experience from Tariro NeGitare

"Sistaz Open mic has had a strong impact on my music journey, and I value it as a performance platform. People don't realize that to improve as an artist, you just need to be able to perform in public, experiment with new music, meet and interact with other artists, professionals that you can learn from. You don't get that opportunity every day," said Tariro NeGitare in an interview appeared on the web at the beginning of this year (22/01/2014). The musician Tariro reported that she has been following a steady path of professional development, both in the music sector, where she is now an internationally well-known performer, and also in other sectors. In fact, she declared that she is now undergoing an important educational master commitment and that she is developing her own entrepreneurial business. Tariro also voluntarily mentor younger female emerging artists.

Examples of targeted experiences exchange workshops

The workshop implemented with the active contribution of a Nigerian female artist reportedly fostered significant and inspiring exchanges among female artists from different backgrounds.

The workshop implemented with active contribution of the Jamaican poet D'Bi Young reportedly boosted critical reflection on a variety of issues, from the artist's integrity to the appropriate methods to present the artist's work in an effective way.

Case studies from Sector 5 CSO's reports

Y. C. – Drums – 19 years old

"It was not the first time for me, I have participated quite a few times (..) from the age of 13, and this time with my 2 friends on bass and vocals. It was very useful, I learnt a lot, what's going on and the challenges women actually face. It made me aware of what could happen to a woman as she gets older, marriage, morals, what to look out for. I've been exposed to different kinds of ways people express themselves. The Poetry never ceases to amaze me, I enjoy it very much. In Music, I notice women are doing more things and are not afraid to stand out and be unique. It encourages me, and through Sistaz Open Mic I've met other women and played with them, for performances with bands Edith Katiji, and Tariro, who I played with at SOM when I first started. SOM also a way to come together with friends and go and have fun. **I feel safe, free, free to express exactly what I feel, to support what women are standing for and also voice an opinion through my talent.**"

V.H. - Singer – 16 years old

"It was my first time at SOM, as a singer, I improvised and I didn't sing for first 30 sec of the song,

unsure, but the crowd was so inviting, I introduced my friends, big applause, when I saw how accepting they were it gave me more confidence to put myself out there. Amazing variety of female artists in this country, so much inspiration. I want to become more involved. **I am moved by the good cause, promoting non-violence and stopping abuse**, which affects us every day. It's important for us to be aware, especially as the young generation. It's nice to know you become a part of something bigger than yourself. I've always wanted to do something for our communities and it's a fun way to do that and interact with people at the same time. I'll definitely be back, and come as much as I can.

It's such an inviting atmosphere, you see people performing, you can meet and say hi, build friendships, contacts which may be for life. It's also good to get other perspectives of life, what they feel art is to them. Everyone is different, and You can see what you have in common."

R.C. - Poet

"It was my first time at Sistaz Open Mic, I really enjoyed it. I've never experienced anything where there was an open platform to share my art, so I'll definitely be coming back. It was a safe and open environment to be able to say what I felt. It Inspires me to keep coming back and keep sharing, cos it inspires other people, who wouldn't have thought to come and do that. It makes me feel blessed to be able to share my talent with others. Also I like the fact that its called 'Sistaz Open mic' so it gives the power to women, and even though men perform also, it's under the banner of 'sisters'. It's different, because Zimbabwe is still very much a patriarchal society, and to give power to women in that way is important."

3.3.7 Efficiency and effectiveness' details for Result 6

Result 6: Sectors' empowerment with respect to civil society and community engagement, democratisation and advocacy

This AP's component was directly implemented by the AP's Management together with all 5 APCSOs' partners. All activities were widely implemented and all targets are achieved.

PROJECT DESCRIPTION	INDICATORS	OVI's TARGET	OVI's at Final Evaluation	OBSERVATIONS
<i>R.6. Involved partners empowered and strengthened with respect to civil society and community engagement, democratisation and advocacy</i>	<p><i>By the end of the project all involved partners are able to develop and manage successful interventions in their own sectors (youth, healing, arts & culture, communication, conflict management at community level) also from a financial point of view</i></p> <p><i>By the end of the project a set of interrelated best practices and crosscutting knowledge on civil society participation will have been developed and shared amongst the involved partners</i></p>	<p><i>Workshops reports Monitoring, Post-monitoring & Evaluation reports both from the 5 Sectors and from the General Management & Coordination of the Action Program Internal survey & Evaluation analysis (involved the Action Program Local Partners and COSV) Attendance list to workshops</i></p> <p><i>Workshops feedback gathered in Monitoring, Post-Monitoring & Evaluation reports and Systematization reports</i></p>		<p>Aimed results achieved. Sectors Partner CSOs were able to accomplish 506 activities in total, 466 of which were fully supported by monitoring reports (technical and administrative), and 138 assessed with post-monitoring tools.</p> <p>Aimed results achieved, although some Sectors CSOs' resistances partly hampered potential extent of achievements.</p>
A.6.1. 22 inter-partner administration and financial reporting meetings			3 Joint <i>Coordination & Administration reporting assemblies</i> were implemented in 2012, 10 in 2013 and 6 in 2014, for a total amount of 19 Meetings. 3 shorter technical training seminars were organised in 2012 and 1 in January 2013.	Target Largely achieved. 23 meetings implemented in total.
A.6.2. 22 inter-agency programme and activity exchange meetings			2 Partnership Steering Committees were implemented in 2012, 11 in 2013 and 7 in 2014, for a total amount of 20 PSCs. 3 Joint Organizational Conferences were organised and	Target Largely achieved. 23 events implemented in total.

PROJECT DESCRIPTION	INDICATORS	OVI TARGET	OVI at Final Evaluation	OBSERVATIONS
			implemented in collaboration with EU Delegation officers for Governance, Finance/Contract & Audit.	
A.6.3 Consultancies on Monitoring, Post-monitoring & Evaluation; Final Evaluation			Activity methodologically revised: from external recurrent consultancies to continuous follow-up, monitoring and post-monitoring	Revised target largely achieved. 37 specific meetings (individual training sessions) were implemented. 138 post-monitoring operations implemented with the support of a Monitoring officer based in Harare and a Monitoring Assistant based in Bulawayo.
A.6.4. Consultancies on the Program Systematization, best practices and feedback			Same observation as above.	Revised target largely achieved. 72 specific meetings (individual training sessions) were implemented. Participation of APCSOs' administrative focal points to 2 training courses (basic and advanced) held by the EUD on the EU Finance & Contracts Procedures in the February 2014 was fostered and successfully obtained by the AP's General Administrator.

This Sector 6 was conceived as a “cross-program sector responsible for capacity-building, systematisation and program support”¹⁰³. The **main aims of this cross-cutting Sector's endeavour** were to **foster the CSOs' capacities** to:

- **become fully accountable to the donors and to their beneficiaries**, and
- become able to **pro-actively interact and interface with international actors** according to international standards.

The above-mentioned main objectives of Sector 6 were **pursued** by the AP's Management **throughout**:

- the **steady promotion of the grounding ownership principle throughout the participative development of empowerment processes and mechanisms**;
- the **development and implementation of AP's management and coordination mechanisms**;
- the **promotion of a sound systematisation process of lessons learnt and best practices** throughout the entire AP.

Partner CSOs initially resisted to the capacity-building process fostered by the AP and AP's Management, which resulted in an intense debate on the forms and contents of the Partnership

¹⁰³ Communication from the AP Management to all AP partners dated 8th April 2014.

Agreement and cadres' capacity-building. **Main reasons** grounding partner CSOs' resistances were:

- **CSOs' historical way of work**, used to directly receive donors' fund, to have through responsibility on the financial and administrative management of the received funds and to respond to few accountability requirements;
- **CSOs' confidence of fully mastering management and accountability competences**, and basically of not being in need of Sector 6 cross-cutting capacity-building effort.
- **Difficulties in fully grasp, or accept, the required partners' financial contribution**, which for some Partner CSOs seemed to last until the AP's final phases.

Above-mentioned debate lasted **until January 2013, when an agreement was reached and the Partnership agreements were signed, officially endorsing the development and implementation of the AP's management system**¹⁰⁴ grounded on the two main bodies described as follows:

- **AP Partnership Steering Committee (PSC)** was developed and implemented as the **decisional body of the AP**, the decisions of which were bounding for the AP and for the APCSOs;
- **AP Sectors' general joint coordination and administration body** was developed and implemented as the **coordination mechanisms of operational and administrative activities**.

Workshops, meetings and seminars were organised throughout the AP's life since August 2012¹⁰⁵: all these **aimed at strengthening APCSOs' Partners' technical expertise and management skills** with the implementation of two above-mentioned "AP governance bodies meetings": the AP Steering Committee, and the AP Sectors' general coordination & administration body. The first had the active participation of Partner CSOs' Directors/Chairpersons and of representatives of the EUD (Governance Office) acting as permanent guests and expertise advisors. The latter had the participation of the Partner CSOs' Coordinators and Administrative Focal Points. Both bodies had the involvement and facilitation of COSV (COSV General Administrator in Zimbabwe and/or COSV Country Representative) and of the AP's Management (AP's Program Manager and AP's General Operations' Coordinator).

These AP **governance bodies' meetings were aimed at fostering APCSOs' empowerment and ownership while also promoting inter-Sectors' exchanges on adopted/experimented methodologies and approaches, on encountered challenges and best practices, on achievements and learning processes, and on targeted groups' identification and mobilisation approaches and methodologies**. Continuous monitoring and supervision and constant and transparent flow of information-sharing grounded the above-mentioned endeavour.

158 activities were accomplished in total, including the 2 training activities organised by the EUD and excluding the 138 post-monitoring exercises.

AP's **ownership strategy resulted being particularly innovative** and effective **although forcing Partners to rethink historical/rooted ways of working**. In fact, Zimbabwean CSOs usually worked each one in its own field of intervention, rarely interacting at strategy and operative levels. This AP/CSO robustly promoted cooperation among the different Sectors from the strategic decision making to the financial accounting. **This process was partly effective for those partners CSOs that resisted to it and also very challenging and painful for those CSOs that vigorously engaged to it.**

In fact, **Partners CSOs were forced to be together in the AP**, to conciliate their different historical ways of working and their different ways of conceiving "joint work". **Different willingness and capacity of engaging in critical intra and inter-sector strategies' and operative**

¹⁰⁴ Please, refer to Attachment N. 1 displaying the Annex 1 of the Partnership Agreement, where the entire management, monitoring and accountability mechanisms are detailed.

¹⁰⁵ First Training Session to partner CSOs' key staff was held on 03/08/2012 and first PSC was held on 21/08/2012.

methodologies' rethinking clearly emerged, as well as different willingness and capacity of engaging in the capacity-building process and of actualising aimed internal changes, as promoted by the AP coordination mechanism. Also, **Partner CSOs' resistances in working together also emerged to different extents**, partly motivated by the above-mentioned lack of "culture" of working together¹⁰⁶ and by geographic constraints as well, although these latter could have been seen as potentialities rather than obstacles.

Contradictory visions were expressed with regard to the time allocated to PSCs and Coordination meetings. On the one hand, the full availability of AP Management and wide spaces allocated for discussions and capacity-building was largely seen as positive factor contributing to lower resistances and foster aimed capacity-building. Covered subjects mainly responded to PSC's decision-making priorities and to observed sharing needs of AP's partner CSOs' lessons-learned and recurrent strategic/operative doubts, in order to foster the effectiveness of the implemented action. On the other hand, time allocated for these was judged excessively long and somehow useless by some other.

Sectors' different achievements in administrative and financial capacities derived from:

- Sectors' **different degrees of resistances**, both internal to the Sectors' CSOs and of the Sectors' CSOs to the AP's strategies;
- Some of the Sectors' CSOs' **turn-over** of the Admin staff;
- **AP's innovative approach** in terms of partners' empowerment strategy, which was sometimes difficult to be fully grasped by some of the Sectors' CSOs' key human resources;
- **New procedures and mechanisms** of accountability, monitoring and post-monitoring required to the Sectors' CSOs were **sometimes not easily accepted or felt as an imposition** from the AP's Management's side, leading to uneven achievements, directly related to the degree of Sectors' CSOs' resistances;
- **Sectors' CSOs' different maturity in approaching and consciously endorsing the AP's strategy and principles**, and in fully entering the capacity-building processes;
- **Sectors' CSOs' different semantic in referring to the ownership principle**¹⁰⁷;
- **Language barriers and timidity** in disclosing understanding difficulties were also reported as hampering factors in the capacity-building processes;
- Sectors' CSOs' **different learning speed** in the capacity-building process directly related to other factors mentioned above.

AP General Administrators turn-over resulted both in strengths and weakness. On the one hand, different administrators had different requirements' priorities and training approaches, leading to some incoherence, inconsistency and lack of smoothness in the capacity-building process, therefore probably resulting in fewer achievements in some of the Sectors CSOs. On the other hand, turn-over resulted in improved Sectors' key human resources competences when the administrator approach was in line with the AP's strategies and was adequately adopted in the framework of capacity-building and coordination activities. The mildly late arrival of the first General Administrator¹⁰⁸, together with the above-mentioned turn-over, probably partly contributed to the inhomogeneous achievements observed in this capacity-building component.

Partner CSOs' involvement and understanding of required administrative procedures was boosted since the inception of the AP, as its initial phases were devoted to the initial training

¹⁰⁶ Working together does not mean inviting to each other's activities, but to identify objectives and strategies (and possibly this processes should be a shared decision from and with the base CSOs' should represent), jointly plan activities, jointly budget activities (with efficient expenses sharing), jointly implement and monitor activities.

¹⁰⁷ Ownership was promoted in terms of freedom of Sectors' CSOs' decisions, planning and implementation of required procedures and coordination mechanisms, which inevitably clashed with the required admin/technical procedures when the Sectors' CSOs did not acknowledged the combination and intersection of the two.

¹⁰⁸ First COSV Administrator in Zimbabwe arrived in the Country in August 2013.

sessions addressed to the key human resources of the partner CSOs. The full understanding of the AP's administrative implant, including the AP's budget, was boosted also fostering the direct participation of the Sector CSOs' key HRs in the process of budget's breakdown.

A relevant challenge to the fostered understanding of required procedures can be identified in the **peculiar process of approval that the AP encountered**. In fact, the AP's grant was signed by the EUD on 14th June 2012, with its actual commencement dated back to the 13th March 2012, and with formal acknowledgment of retroactive eligibility of encountered (eligible) expenses from that date. This certainly **contributed to create some confusion and misperception, and resistance, among partners CSOs with regard to their expectations toward the capacity-building process and pursued outcomes**. In addition, the time necessary to coherently rebuild and adjust the picture of the retroactively eligible implemented activities, the related reporting and accountability, all these obviously resulted in delays and in unclear inputs in the capacity-building process.

Sectors' different achievements in management and coordination capacities also directly relate to the same factors mentioned above with regard to administrative and financial accountability uneven achievements. Moreover, **communication and positive synergies among the Sector's Admin/finance and coordination components improved in those Sectors that underwent major restructuring and full endorsement of the capacity-building process**. Sectors' CSOs that did show some resistance to the capacity-building process did improve to a less extent, underwent less or no strategic revision of their structure, and achieved fewer results in terms of acquired/improved capacity of technical and financial accountability.

Again, **on-the-job component proved been mostly effective**, and in particular, the **Steering Committee as decisional body fully actualised the ownership principle** combining it with the capacity-building effort. **Presence of EUD delegate at nearly each SC meeting was also innovative**, empowering and boosting quick response capacity and adaptability of the AP to the changing environment.

On the other hand, **PSC's decisions were unevenly adopted within Sector CSOs**. Main reasons lay, again, in the resistances to the innovative approach coming from and within Sectors, and in the uneven Partner CSOs' willingness and capacities of internal critical – positive – rethinking of procedures and approaches. Finally, the freedom left to the partner CSOs' in charge of chairing the PSC in fostering their own format for the PSCs' minutes might have partly limited the extent of comprehensiveness and quality of information provided in that key document.

Coordination meetings jointly addressing both technical and administrative/financial components of coordination, monitoring and reporting found contradictory perceptions. On the one hand, these meetings were judged as covering too many aspects to be fully effective. On the other hand, this combination found also positive appreciations motivated by the fundamental exchanges among the different angles contributing to the action and the development of a more comprehensive coordination and management approach. Moreover, some Sector CSO would have preferred more summarised meetings, leaving the single CSO-related concerns to the direct one-to-one exchanges between CSO and AP. Probably, this objection is related to the coordination and administrative maturity achieved by some Sector which understandably perceived these wide exchanges a bit time-consuming and partly hampering the potential effectiveness of these meetings, that could have covered more and/or different issues/aspects. However, this objection was also presented by some of the Sectors that have not fully attained aimed capacity-building achievements, and is possibly related to the lack of understanding of the mutual learning process that these exchanges were aimed at fostering, precisely for those Sector CSOs that found more difficult to fully achieve pursued results under R6. **The ownership principle and empowerment strategy grounding the AP often clashed with the efficiency and effectiveness ones**.

In addition, the **joint coordination meetings were reportedly the first time for some Sector CSOs' key HRs to encounter the opportunity of directly exchange and communicate between the two key functions, coordination and administration**, which rarely interacted within their CSO. The same observation applies to CSOs' observed financial and administrative configuration, which seemed often structured in a redundant organisation of functions rarely communicating one with the other, and therefore contributing to hamper the efficient, and consequently effective, organisation and implementation of the actions. Again, Sector CSOs that fully or partly engaged in the capacity-building processes were able to grasp these organisational challenges and fully or partly critically revise and improve the CSO's HR structure.

Acquaintance among Sectors' CSOs and information sharing, among and within Sectors' CSOs, improved. Some exchanges of experiences, of views, of strategies, as well as interactions of mutual learning and cooperative action occurred. **Opportunities of interaction and development of joint work** occurred, although the opportunities of exchanges and joint actions could have been exploited to a larger extent. The absence of an AP's structured cooperation mechanisms aimed at boosting inter-Sector synergies was lamented by some of the AP's partners. However, this understandable observation does not consider that **freedom of choice and action was left to partner CSOs** with regard to this, in full compliance with AP's ownership founding principle. Also, a mapping¹⁰⁹ of Sectors' actions, involved stakeholders, and CSOs' geographic coverage was fostered toward the conclusive phases of the AP by its management, precisely to encourage the joint assessment of cooperation's potentialities. Resistances and/or lack of interest from some of the Sectors CSOs reportedly did not allow for further inter-sectors developments.

Capacities of advocacy reportedly improved, also following the improved management and accountability competences, the enhanced inter-Sector information sharing, the improved civic society's access and participation in the democratic discourse throughout Sectors' CSOs' pledge and engagement.

Monitoring and post-monitoring strategies and methodologies proved particularly effective for those Sectors CSOs that decided to fully engage in the capacity-building and empowerment process. Sectors CSOs that effectively engaged in a robust monitoring effort produced monitoring documents (Survey reports) that are informative and form the basis for further improvements. Reversely, Sectors CSOs that resisted to this process, or that were not sufficiently mature to entirely fulfil fostered requirements, produced meagre monitoring documents with limited quantity and quality of information.

Post-monitoring was particularly innovative and also created challenges because of this. Again, it was **adopted unevenly** by the different Sectors CSOs following the different degrees of resistances it encountered within and among them. Also, the essence of the post-monitoring approach and tools as qualitative learning exercise, as tool of empowerment and ownership's development and strengthening, for both the beneficiaries and for the Sectors, was not fully understood by all Sectors CSOs despite the significant efforts of the AP's Management¹¹⁰. **The different Sectors CSOs' commitment in its exploitation and implementation is reflected in the uneven results' quality** and uneven and partly¹¹¹ unclear benefices' perspective sustainability. Post-monitoring is a technique based on the self-assessment of the CSO's action throughout the

¹⁰⁹ Please, refer to Attachment n. 24, displaying the AP's Strategic Planning Guidelines and Reflections which comprise the result of mentioned mapping effort that was shared at the SC held on 5th March 2014.

¹¹⁰ Please, refer to Attachments N. 16-18, displaying various support and guiding documents developed by the AP's Management to foster the partner CSOs' understanding and adoption of Post-monitoring.

¹¹¹ Partly, as this is also due to other factors: methodology of work of CSOs, rooted expectations of BNFs in terms of activities' organisation (nothing can be done if refreshments, per diem, food is not there), cultural/traditional expectations from leaders, structural constraints.

analysis of BNF's answers with regard to each implemented activity: post-monitoring loses its essence and its effectiveness if the CSO does not accept to adopt this approach and tool. In fact, its adoption implies the willingness to critically analyse p-m results, also in terms of achieved quality of results that thanks to this tool can be partly quantified, and to feed and often adjust the CSO's strategies following the p-m results, in order to fully adapt them to the actual BNFs' needs and priorities, which they are able to express through their answers to p-m questionnaires. It was observed that p-m results also support the fund raising efforts of CSOs as they clearly demonstrate the relevance, efficiency, effectiveness and perspective sustainability and impact of the CSO's action.

The acceptance and adoption of p-m was fostered with on-the-job training by the p-m officer, in order to improve the capacity of Sectors' HRs appointed to administer the questionnaires. Also, the **p-m questionnaire was adapted by each Sector according to its specificities¹¹², and translated in the local languages spoken in the targeted areas.** The adoption of p-m was also aimed at fostering cross-Sector evaluations, thanks to the adoption of homologue tools. However, this was only partly achieved because of the abovementioned resistances and the very different extents of adoption of p-m. Resistances in adopting this tool led to its late¹¹³ and to Sectors' inhomogeneous implementation. Resistances were also reported among some facilitator, as this approach and tool was unknown and consequently perceived with suspicion. It seems these resistances disappeared upon direct observation of the results and benefices from its adoption. Finally, **scarce or absent feedback of the results of monitoring and post-monitoring was provided to the BNFs** also by those Sectors CSOs that understood and endeavoured in its adoption.

It must be stressed at this stage that post-monitoring seemed actually difficult to be fully adopted by Sector 5 CSO. In fact, audience's post-monitoring appears quite challenging considering the different motivations¹¹⁴ potentially leading a spectator/attendant to a show/art event, and the invasive character that post-monitoring questions could have in such setting. Audience's feedback was therefore not assessed by Sector 5 CSO.

Post-monitoring exercises were reportedly very appreciated by involved BNFs, as they had the opportunity to *repossess* the activities and have their say. Post-monitoring results permitted to promptly respond to emerging priorities and in some instances to adjust the geographical target of some activities.

Administrative and financial management capacity building partially achieved aimed results, as Sectors' CSOs engaged in it very differently. On-the-job capacity-building approach and methodologies proved to be particularly effective. Also, capacity of AP's Management's prompt response was reported by some Sectors CSOs, although CSOs based in Bulawayo lamented they were forced to use online communication tools because of the distance to Harare's COSV HQ's and AP's offices. Sectors CSOs that engaged in the process also engaged in the full adoption of procedures, as they found its relevance and importance in all their programs.

Lack of Administrative procedures manual was lamented as factor hampering the smooth capacity-building of all partners CSOs. However, it must be stressed that AP's implant clearly indicated since its inception the accountability requirements and procedures in the Annex 1 to the Partnership Agreement¹¹⁵. AP's Management shared with all partners CSOs the EU's

¹¹² Please, refer to Attachment N. 19, displaying the various partner CSOs' adaptations of the post-monitoring questionnaire.

¹¹³ Post-monitoring started being applied only in late 2013, and to different extents by Sectors CSOs.

¹¹⁴ Attendants could be there for the art exhibition/performance, for a drink, to see friends, or any other reason not directly related to the art's performance and messages delivered by it.

¹¹⁵ Please, refer to Attachment N. 1 displaying the Annex 1 of the Partnership Agreement, where the entire management, monitoring and accountability mechanisms are detailed.

Administrative procedures manual (PRAG) and discussed its requirements since the beginning of the AP¹¹⁶ and then produced a summarised, simplified and comprehensive compound of required administrative and monitoring procedures¹¹⁷. This late provision of a summarised and simplified set of administrative procedures is due to the encountered turnover of AP's General Administrator that certainly contributed to slow down the pace of the capacity-building effort, on the one hand, and to reduce the potential efficiency and effectiveness of the action, on the other.

Communications among Partners CSOs and the AP's Management were judged difficult at the initial stages of the AP, and the AP's Management excessively rigid. These challenges were then reportedly overcome and a more flexible approach was observed. It seems that mentioned judgements are directly grounded on the degree of capacity-building process' acceptance and linked to the full endorsement of the required procedures and methodologies that the Partner CSOs were able, and to some extent willing, to fulfil. In fact, mentioned improved flexibility was dated at the end of 2013, when the AP's PSC actually started to operate, and the AP's capacity-building mechanisms started to be robustly boosted. Consequently, the understanding of requirements, of procedures, of coordination mechanisms can also be dated to that period, and the shift in main Partner CSOs' judgment can also be related to all these.

Clarity and comprehensiveness of mandatory reports resulted limited, especially in the initial stages of the AP and particularly for those reports developed by some Sector CSOs. Gaps were clearly indicated in the AP Pre-final Report. This is a result of, on the one hand, the resistances that some Sector CSOs had with regard to the capacity-building process, and on the other hand, to the partial ripeness that some other CSO has reached. The international community's usual funding modalities of the Zimbabwean CSOs probably constituted an additional factor consistent to the persistence of mentioned resistances. All these contributed to the late full functioning of the decision making and monitoring mechanisms promoted by the AP (PSC and JCAM), and consequently to the occurrence of activities' delays and to the uneven degree of adherence of implemented activities with respect to planned or re-planned activities.

In fact, activities' planning was reportedly often perceived by some partner CSOs as an *exercise* to fulfil donors' requirements rather than an essential tool of efficient and effective program management. Also, the required coherence among activities' planning and activities implementation (in technical and administrative terms) was perceived as facultative by some of the Sector CSOs, resulting in accountability shortcomings and in limited efficiency also leading to limited effectiveness¹¹⁸.

The **internal CSOs' organisational structure** could also be appointed as possible **factor that contributed in positive or in negative to the process of capacity-building's achievements**. In fact, some partner CSOs showed a quite large structure, with various roles covering similar functions and finding difficulties in communicating one with the other, while other CSOs had a more efficient internal organisation, resulting from an effort of critical revision and assessment of rooted modalities and structures of work. Again, **those CSOs that fully engaged in the capacity-building process, and understood how deeply the empowerment process was boosted by it, were able to undergo, or to advance toward, an efficient and effective, and also painful, critical revision of their structures and actions.**

The AP's approach, adopted strategies, implemented methodologies and adopted tools have been entirely endorsed by COSV Zimbabwe in the framework of the ongoing project *Sexual and Reproductive Health Awareness and Support for young people in and out of school in*

¹¹⁶ Discussions reported in the minutes of the PSC held on 20/11/2012.

¹¹⁷ Please, refer to Attachment N. 4 displaying the AP Procedures Manual that circulated in April 2013.

¹¹⁸ Effectiveness is partly limited by poor efficiency: inefficient use of resources for some activity or program's component results in less or inadequate resources to be used for other activities or program's component, the potential effectiveness of which is therefore limited.

Mashoneland West Province. In fact, observed achievements and the worth of the entire process were deemed highly adequate and its endorsement highly desirable for new actions.

A second phase of this AP would be highly desirable in order to foster and reinforce acquired/enhanced CSOs' management, monitoring and accountability competences. Wider sustainable, efficient and effective results and benefices could be promoted while fostering the critical revision of historically rooted approaches and methodologies throughout the support to the reinforcement of the endogenously driven partnership model. Proposed desirable second phase of the AP was conceived and developed with the active contribution and participation of all partner CSOs. This endogenous process was fostered with the support of the AP's Strategic Planning Guidelines and Reflections¹¹⁹, which clearly retraces the basics of the AP's overall implant strategically accompanying the partner CSOs to coherently develop the logic, strategies, approaches, and methodologies for the wished AP's second phase. This also promotes partner CSOs' identification of ILD actions aimed at contributing to respond to those socio-economic structural hindering factors that were identified and appointed by CSOs and BNFs. These would aim at contributing to improve the efficiency and effectiveness of future actions, and to enhance sustainability and impact of achieved and pursued results and related benefices.

¹¹⁹ Please, refer to Attachment N. 24.

3.4 Action Program suitability and impact

Program's potential positive impact and sustainability were grounded on the AP's strategy fostering the partner CSOs' ownership of the entire process's strategies, approaches and methodologies, of its results and benefices. This was promoted along the capacity-building and systematisation effort fostering an endogenously driven partnership model.

Results' and benefices' sustainability and impact were continuously promoted with the followings:

- The **central involvement of key Zimbabwean Partners Sectors' CSOs** with a consolidated experience and presence in the Zimbabwean CSOs panorama.
- The **strict AP's adherence to National laws and regulations**¹²⁰ ensured its coherence with regard to National jurisdiction and priorities and therefore the Institutional acceptance of the Program.
- The **AP's grounding strategies of fostering the fulfilment of the GPA** throughout the support to the reinforcement of the culture of democracy and of citizens' capacities and opportunities to be part of the national democratic processes first, and then the fostering of the **culture of constitutionalism** throughout the reinforcement of the partners CSOs competences and opportunities after.
- The **continuous capacity building and systematisation endeavour** to ensure the enhancement of partner CSOs' competences and access to opportunities.
- The **steady effort** to:
 - ✓ **improve the capacity and willingness of citizens' participation in the democratic processes**, including community decision making. This levered on the enhancement of citizens' awareness on their rights and on the means and opportunities to exert them, and on the support to citizens' willingness to participate throughout the enhanced awareness and knowledge of the main constitutional and institutional discourses;
 - ✓ **widen information sharing opportunities and capacities;**
 - ✓ **widen civic education opportunities and capacities;**
 - ✓ **improve healing processes opportunities and capacities;**
 - ✓ **widen opportunities and capacities of freedom of expression and of support to cultural diversity against cultural fragmentation.**
- The support to the **creation of synergies** among the interventions simultaneously carried out by the partners CSOs, and with other interventions implemented by COSV in Zimbabwe.
- The development and submission of the second phase AP's proposal *Promoting Local Development: enhancing traditional leaders, local authorities and CSOs roles to strengthen Community participation to national development processes in Zimbabwe*, which will hopefully be financed by the EUD. **This desirable second phase would continue strengthening and widening results and benefices, attempting to improve weaknesses and to fill the gaps.**

Perspective impact and sustainability of benefices are promising, although to different extent for the different Sectors CSOs' attained results, and **particularly challenging especially in rural areas**.

Political stability seems attained throughout the processes of GPA's partial fulfilment, of participated development and approval of the **New Constitution** together with the holding of peaceful political elections. The New Constitutional Law has previewed a clearer roles' and functions' structure of Institutions and Administrations, Sectors, Sectors' targeted components of the civil society, and clearer definition of relations' and interactions' mechanisms among them. This seems to enable wider participation opportunities and inclusiveness with respect to the

¹²⁰ The AP's Management registered the AP at the competent Ministries in order to fulfill the juridical provisions regulating international cooperation: apparently, this procedure is not that often followed by other international actors.

communities in general and to CSOs in particular. All these contributed to boost a visible, although still incomplete, **shift of the Institutions' conversational attitude with the CSOs toward increasing openness and inclusivity**.

Promising changes encountered by the Zimbabwean Institutional environment boosted relevant changes of the international actors' approach. In particular, **recent lift of all EU's sanctions**¹²¹, except those related to President Mugabe's and Mugabe's wife's travel bans and assets' freeze and of the arms embargo on the Country¹²², attests an important **shift of the EU's standpoint**, which will also resume direct financial aid to the State¹²³. The EU's sanctions lift was motivated by observed improvements of the political environment and by the **positive results of observed institutional processes that culminated in the adoption of the New Constitution** and the peaceful execution of political elections on 31st July 2013. All these seem to shine a positive light on the perspective sustainability and impact that achieved results and benefices might encounter in the present institutional environment.

On the other hand, **pre-existing juridical implant has not been reformed** following the New Constitution's provisions yet: this has obviously resulted in discrepancies and contradictions that still have to be appropriately tackled by the Institutions, and that are still leaving large spaces of discretion to the State. In particular, the **AIPPA and POSA are still in force**, "limit(ing) de facto the operating environment for CSOs undermining the civil liberty and freedom of association"¹²⁴. However, main challenges encountered with security forces and local administrators during the AP's life in terms of CSOs' personnel's or BNFs' arrests all reportedly found successful conclusions and positive response from the judicial powers. New Constitution's provisions are in principle applied when pre-existing laws enter in conflict with them: this was actually experienced throughout the AP's life, although the **present pace of the New Constitution's actualisation is reportedly still jeopardised by the above-mentioned juridical gap**, by the resistances that it often encounters both at state and local levels, and by the reportedly **degree of discretion** that it still leave to institutional and administrative stakeholders.

In addition, the **controversial socio-economic blue-print** for the period 2013-2018 which was developed and approved by the newly elected Government and summarised in the **ZimAsset**. The main policy document aims at guiding the institutional endeavour to essential reforms and development measures. It created a **spin of dissent** from civil society's components and CSOs with regard to the modalities and feasibility of the ways forward to pursue the aimed socio-economic restoration and development. The initial institutional attitude with regard to the development of measures aimed at fostering the implementation of the ZimAsset seemed quite rigid and still partly characterised by limited dialogue with the CSOs. This and the above-mentioned juridical gap might jeopardise and challenge the potential sustainability and impact of achieved results and benefices.

Sector 1 CSO's registration exercise's immediate impact was allegedly positive, as it seems that registrations are still ongoing, although no direct evidence could be collected during the FES. Observed **improved youths' awareness** on their rights, on the main constitutional and institutional discourse, their **enhanced confidence** and capacities, the **improved access to information and participation** opportunities, all these achievements seem highly promising in terms of their sustainability and impact. On the hand, **youths' apathy, wide unemployment rates, mobility**

¹²¹ EUD's Ambassador to the Republic of Zimbabwe shared these important EU's decisions at the end of October 2014.

¹²² EUD's Ambassador to the Republic of Zimbabwe declared that these sanctions will be revised in February 2015.

¹²³ The country still enjoyed tariff and quota-free access to the EU markets under the Cotonou Agreement during the sanctions' period, according to the present EUD's Ambassador to the Republic of Zimbabwe, as reported in the article appeared on <http://www.newzimbabwe.com/news-18684-EU+lifts+economic+sanctions+on+Zim/news.aspx>. Also, funds from EU continued benefiting the Country through CSOs' financing.

¹²⁴ EU Country Roadmap for Engagement with Civil Society 2014 - 2017 ZIMBABWE.

and low education still represent **main obstacles to the lasting impact** of achieved results and benefices, especially in rural settings.

Promoted **ITs and social media platforms** contributed to an effective information and mobilisation methodology in **urban areas**, although the perspective sustainability and impact deriving from these seem focused in urban settings. The **adjustment of adopted approaches and methodologies** and the adoption of **more accessible tools and mechanisms** of information and participation would have contributed to improve the potential impact of achieved results **in rural areas**. Finally, the **limited implemented follow-up** and **methodological identification of facilitators in rural areas** might also partly limit the sustainability and impact of achieved results and benefices.

The **perspective impact of Sector 2 CSO's achieved results and benefices** are encouraging, because of the **long-term relationship with institutions, stakeholders and communities** they are grounded on. **Multiplier effects** of attained benefices are already evident both at community and institutional levels. Impact could be further fostered with appropriate revision of implemented mobilisation and participation strategies, aimed also at enhancing the perspective sustainability and impact of results and benefices.

Sector 3 CSOs' implemented identification, mobilisation and participation approaches and methodologies were developed following **blurred strategies of communication and action**, which resulted in **unclear representativeness and interaction mechanisms among CSOs and promoted rural CRIs**. All these obviously create uncertain sustainability and impact perspectives.

Inhomogeneous strategies implemented by the Sector CSOs with regard to **approach, dialogue and involvement of local leaders, administrators and security forces** resulted in very different results in terms of understanding, acceptance, involvement, and consequently also resistances, of mentioned key stakeholders. These differences directly affect the perspective sustainability and impact of aimed results and benefices in the areas where CRIs were fostered.

Consulted **CRIs seemed to mainly rely on their focal person** to have feedback from the Sector CSOs, to write CRI's newsletters and articles, and for lobbying with local PM and Councillors. This **observed dependency** creates some doubt on the perspective sustainability and potential impact of achieved results.

Limited financial capacities of met CRIs to autonomously produce their informative supports would limit potential sustainability and impact of achieved results and benefices. Finally, **limited and inhomogeneous achievements and actualisation of CRIs' members' technical capacities** could also jeopardise the sustainability and potential impact of achieved results.

Sector 4 CSO's achievements' sustainability and impact are promising because they are **fully embedded in rural communities' traditional and accepted structure**, and **levered on the central role of Traditional Leaders** and headmen in fostering conflict transformation and community healing in their communities. However, main challenges to the sustainability and impact of attained peace-building and dialogue competences are as follows. The **hiccapping pace of implemented activities** creates some doubt on the extent of achieved Traditional Leaders' and communities' capacities to smoothly and autonomously sustain and foster achieved healing and dialogue's results and related benefices. **Created expectations** with regard to perspective development actions' implementation could jeopardise the sustainability and impact of attained achievements, if these expectations will be unfulfilled, or if adequate corrective measures will not be implemented.

Reported **rooted Traditional Leaders' expectations** in terms of per-diem and/or refreshments at any occasion of meeting with them and/or to assure their participation and involvement create evident challenges to sustainability and impact of results and benefices. **This factor represents a fundamental challenge for all CSOs working with Traditional Leaders and in rural communities.** In addition, **communities and BNFs' homologue expectations** with regard to external resources' presence to engage in and implement nearly all activities also create concerns for the sustainability and impact of achievements.

Sector 4 CSO's achieved management, monitoring, accountability and technical competences are certainly promising, although they would require some reinforcement to assure their lasting sustainability and therefore their perspective impact.

The **sustainability and impact of achieved results and benefices are prospectively solid** in the framework of *Sector 5* CSO's strategies and achievements, although difficult to measure, especially with regard to artists and audience. In fact, on the one hand, artists' careers proceed independently from the CSO once artists found their way through the art's channels and business. Moreover, potential impact on audiences is also very challenging to be actually measured, as it is difficult to assess audience's motivations for their attendance and the actual effects and benefices of audience's attending artistic performances, public debates, events and venues. Mentioned post-monitoring obstacles partly grounded PT's resistances in fostering post-monitoring at audience's level.

Sector 5 CSO successfully achieved improved management, coordination and reporting competences, which will last and continuously support the lively endeavour of the Trust, of its committed staff, facilitators and active artists. All these **will positively affect and boost the further development and implementation of arts and culture activities throughout a multiplier effect.**

Main possible challenge to lasting sustainability and impact for Sector 5 CSO's positive achievements can probably be identified in the volatile external socio-economic and political environment.

Sustainability

AP's strategy of creating and supporting Sectors CSOs' empowerment and ownership of the processes, approaches and dynamics of the AP contributed to foster the perspective sustainability of achieved results.

However, a number of factors could undermine the potential positive impact and sustainability of the AP's achievements. Main **internal critical factors** are listed as follows.

Partner CSOs' different extent of achievements observed throughout the capacity-building process obviously create some doubts on the perspectives of some partner CSOs' opportunities and competences in fostering results' and benefices' sustainability.

Turnover of some of the Partners' key human resources could potentially jeopardise the sustainability of achieved results and benefices.

Some of the CSOs' **identification approach of facilitators in rural communities** could partly contribute to hamper the sustainability of achieved results and benefices.

Achieved results and benefices are quite different and varied, and perspective sustainability seemed quite challenging, especially in rural areas, and particularly in some of the targeted communities. This seemed directly related to the lack of clarity and wide differences that were observed with regard to the sustainability strategies of Sector CSOs. Some of the Sector Partners are only partly promoting the sustainability of achieved results and benefices and seemed more focused on ensuring the Sector CSO's opportunities of activities' implementation.

The **mobilisation approach** implemented by some partner CSO could also contribute to this, as it has not contrasted the wide **dependency syndrome** observed in the majority of communities with regard to the recurrent expectations for external resources to implement activities and sustain achieved results.

External factors that could undermine or limit sustainability, and therefore also the impact, of achieved results are listed as follows.

- The **structural socio-economic environment** characterised by **economic stagnation**, high unemployment rates and a society still quite polarised, all these contribute to maintain a degree of uncertainty;
 - Present existing **gap among provisions of the New Constitution and the previous juridical framework**;
 - The still persistent security forces', institutional stakeholders' and local administrators' limited awareness of the New Constitution's provisions and ongoing policy dialectic, and their resistances in fully actualising these;
- all these obviously creates concerns on the perspective sustainability of achieved results and benefices.

Impact

Achieved results and benefices are certainly promising in terms of lasting impact, especially for those Sectors that were able, and willing, to robustly engage in the capacity-building endeavour, and for those Partners CSOs that can better capitalise on their long-term experience. Fostered strategies and actions were aimed at pursuing results and benefices characterised as long-term processes.

The **AP's endeavour to contribute to the fulfilment of the GPA first and of the New Constitution** after, strongly contributed to the perspective impact of achieved benefices. AP's overall implant and **focus on Constitutionalism coherently responded to the ongoing political and institutional priorities** and to the related **Civil Society's and CSOs' inclusive and participatory** concerns.

The AP's implant aimed at **fostering partner CSOs' ownership and empowerment to actualise ownership principle** positively fostering perspective impact of the action.

The AP's partner CSOs were approached by new institutional stakeholders during the AP's lifetime. This has probably fostered the **creation and/or strengthening of new/reinforced positive interactions and potential synergies among CS actors, CSOs and Institutional stakeholders**. All these highlight the positive results achieved with the AP, and the potential impact of produced benefices.

Increasing openness of the Ministry of Information, Media and Broadcasting services to facilitate the licensing of community radios by the end of year 2014 seems also promising in terms of perspective impact of achieved results of Sector 3 CSOs. The positive dialogue that was ongoing among the Institutions and Sector 3 CSOs seemed promising with regard to forthcoming achievements.

Some of the Partner CSOs, as Pamberi Trust, had in place an **effective sustainability strategy prior to the AP's occurrence**. This and the improved competences acquired throughout the program are certainly enhancing the potential sustainability and impact of efforts and achievements attained by that Sector. **Multiplier effect** resulting from produced benefices is already tangible. Some artists stated that the individual and professional path fostered by PT throughout its strategy and activities contributed to the discovery of qualities and capacities that would have probably remain unveiled, and therefore to potential life opportunities that would have otherwise remain unexplored. For instance, some artists that professionally grew in the framework of the AP's funded activities are now directly involved in another COSV's SRH action and are effectively developing and staging performances and platforms on very sensitive subjects.

Multiplier effects of produced benefices were also observed with regard to Sector 1 and Sector 2 CSOs' achievements, besides what was already observed in the previous paragraphs. In particular, **youths' improved leadership skills were already producing a chain of positive results and benefices** with respect to both the youths' leaders' life projects and opportunities, and of the youths' groups they mentor and guide.

Impact of Sector 2 CSO's created benefices might lever on:

- the aspects already mentioned in the previous subsection jointly addressing sustainability and impact factors;
- the long-term collaboration of this CSO with numerous CSOs and CSOs' key networks all fostering homologue objectives, and all contributing to the participative community publishing processes, although with different roles and to different extents;
- the **evident synergies and benefices already in place** in the consulted rural communities, which are **fostering sustainable community-based actions** that are in their turn producing wide and varied range of benefices thanks to the created and enhanced communities' and community stakeholders' competences.
- **Communities are slowly changing their attitudes and behaviours** in response to awareness and capacity-building activities. Occurring changes are progressively supporting the achievement of pursued objectives and the creation of wider and more varied benefices.

Internal factors that could undermine the perspective achievements' impact are listed as follows.

The **limited inter-Sector interaction** known by the AP certainly contributed to limit the potential impact of achieved results and benefices. The lack of a robust cooperation mechanism that could have been fostered in the framework of the AP was lamented, as already observed in Part 3.3.7, although the freedom left to partner CSOs with regard to inter-Sectors' synergies' creation was coherently grounded on the funding ownership principle.

Partners CSOs are still partly or fully dependent on external financial resources, and therefore their capacity to strengthen and widen achieved results and benefices is directly dependent on the availability and access to funds.

Number of the New Constitution's and of the simplified People New Constitution's **published copies** cannot still respond to the actual demands. This certainly contributes to limit the potential impact of some of the implemented activities, as the constitutional feedback meetings and the platforms with community leaders.

Some **critical external factors** that could undermine the potential positive impact of the intervention were already listed in the previous parts of this section 3.4¹²⁵. Additional ones are listed as follows.

¹²⁵ A factor that is affecting project sustainability normally also affects its potential positive impact.

Reported resistances of local administrators with regard to the implementation of some activities could undermine the impact of achieved benefices. However, it seems that appropriate adjustments of some of the involved Sector CSOs' mobilisation and implementation strategies could at least partly anticipate and avoid those resistances.

Structured gender roles and gender-based expectations still represent obstacles to the lasting achievement of some of the promoted changes, mainly in rural areas. In fact, women and girls are anchored to community and family roles that are still largely rooted in patriarchal and conservative dynamics. The mobilisation and participation of female BNFs in rural settings is still challenging, although partner CSOs have promoted relevant strategies aimed at fostering gender balance and gender equity in and throughout their activities.

The **international support** that has targeted Zimbabwean CSOs in the last years **presently knows a reduction**. This could prospectively result in reduced opportunities of access to funds, and therefore in limited opportunities of results' and benefices' reinforcement.

Humanitarian and development aid modalities that have been applied to fund Zimbabwean CSOs contributed to create some degree of dependency of CSOs from external funds. It seemed that CSOs have actualised implementing strategies and modalities that contributed to entrench such dependency syndrome at local communities' level as well. In fact, it was repeatedly claimed that **communities tend to strongly rely on external help**. This attitude could undermine the potential impact of achieved results.

Resistances expressed by BAZ in fostering the expected procedure to allow community radio stations' licensing still represent a challenging factor that could jeopardise the perspective impact of results and benefices obtained by Sector 3 CSOs.

The actual socio-political situation in Zimbabwe seems quite stable and international community seems quite confident that it will steadily improve in the immediate future. However, the wide **poverty** especially of communities based in rural and remote areas, the **uncertainties** deriving from the unfulfilled set of necessary reforms in the agricultural, Public Administration and Services, and Industrial Sectors, and the **recent history of political polarisation and violence**, all are still challenging factors that could lead to unpredictable deteriorations of the security situation.

Interlocutors indicated the **difficult access to inputs, water, electricity, markets**, and to development opportunities as crucial factors potentially hampering the positive impact of achieved results and benefices. However, it must be highlighted that the **proposal of a second phase of the AP is precisely focused on the promotion and support of small-scale community-led micro-projects**. The aim is to promote viable actions that could positively respond to these challenging factors, on the one hand, while also promoting community empowerment and ownership of pursued results and benefices, on the other.

3.3.4 Action Program Partner CSOs' successes and best practices

AP's best practices and lessons learnt are summarised and discussed in following Section 3.6, which present the results of the systematisation effort fostered by the AP's Management throughout the entire AP. This section briefly indicates main emerged Partner CSOs' successes and best practices which could potentially be fostered by all CSOs.

The **conversational pro-active approach** endorsed by some of the partner CSOs in **dialoguing with institutional stakeholders** proved its effectiveness in fostering Institutions' awareness and understanding of and positive collaboration opportunities with the civil society and CSOs.

Active involvement of key local administrators, security forces and traditional leaders since the initial stages of the AP¹²⁶ positively contributed to foster their understanding and eventually their participation, **resulting in limiting factor to their potential resistances and consequently encountered disturbances**. This also contributed to create wider spaces for dialogue and collaboration among communities and authorities, resulting in improved authorities' accountability and enhanced sense of ownership of communities.

Involvement of elders and community leaders in the actions addressed to youths was appointed as a potential methodology that could contribute to improve intergenerational dialogue and understanding, eventually resulting in more effective and sustainable achievements of those actions aimed at fostering youths' participation and empowerment.

Robust gender mainstreaming in program's strategies, approaches and operational methodologies proved its effectiveness in promoting gender equity. **Women friendly¹²⁷ and women-only activities** proved effective especially for those actions covering gender-sensitive issues and/or subjects particularly sensitive for the female component. Adequate **identification of facilitators** represents an important factor within the process of gender mainstreaming.

The promotion of **reading and discussion groups** aimed at fostering the active participation to civic and understanding of education activities of those BNFs who are illiterate, or who mainly speak local languages, seemed appropriate to boost effectiveness and impact of aimed results and benefices. Similarly, the promotion of **listening and discussion groups** aimed at fostering the active participation to and understanding of CRIs' generated information of those BNFs who do not have a radio and/or the technical skills to use technologies also seemed appropriate to boost effectiveness and impact of aimed results and benefices. These last observations mainly apply to rural settings.

Efficient identification, capacity-building and organisation of dedicated human resources at local level (focal points, facilitators, local coordinators) contributed to widen action's efficiency and potential effectiveness. The reinforcement of a common local referent's capacities and competences to autonomously implement and foster locally-driven initiatives would further enhance the potential efficiency, effectiveness and sustainability and impact of actions. In fact, such decentralised and capillary HR organisation would foster the regularity and coherence of action, eventually contributing to enhance the capacity of developing and implementing sustainable activities, especially in rural areas which would be more difficult to be regularly targeted with a different approach. Also, this HR organisation would largely contribute to minimise the incidence of logistic and language challenges.

The adoption of **peer-to-peer approaches and methodologies** proved successful in fostering BNFs' mobilisation and participation, although it would **need to be always complemented with the above-mentioned involvement of administrators, security forces, and community leaders**, especially when implemented in rural settings, in order to efficiently and effectively produce aimed results. In fact, such approaches and methodologies would be effective at condition that they are acknowledged by those stakeholders and the overall community, following the mandatory transparency required to any development and humanitarian action.

¹²⁶ This observation applies to those partner CSOs that actualised this strategy, as this was not fully fostered by all partner CSOs.

¹²⁷ A Women friendly activity is an activity that is implemented with particular attention to female attendants' needs. For instance, the SOM activity was usually implemented in a friendly environment and in viable afternoon hours for girls and women to participate without incurring in logistic challenges, social/cultural or family issues/sanctions. A women-friendly activity might or might not be a women-only activity, which is an activity uniquely addressing female attendants, often with female-only facilitators, and normally to cover sensitive subjects for girls and women.

The **adoption of ITs and of new social media** proved **efficient and effective in fostering BNFs' mobilisation and participation**. However, these modalities are **mainly suitable for urban settings**, while their potentialities are limited in rural and remote areas, characterised by limited/unreliable network coverage and electricity supply, and by the limited access to the resources and means to adopt those tools.

The implementation of **edutainment activities and of artistic performances** aimed at fostering dialogue and discussion on main key issues and subjects proved efficient and effective in fostering BNFs' participation and reflection. However, the sustainability and impact of achieved results and benefices resulting from these types of activities are related to the implementation of complementary actions (as group discussions, debates, advocacy measures, development of further actions following the outcomes of previous ones) aimed at further fostering and developing the initial inputs emerging from the first.

The **combination of CSO's endeavours and practice with entrepreneurial approach and mechanisms** proved **very successful** in fostering **CSO's fund-raising capacities and opportunities**, while also contributing to its **independency**. The entrepreneurial implant seemed also **fostering the capacity of the CSO to accept, understand and engage in the promoted capacity-building processes**.

3.6 Systematisation of AP's Lesson Learnt and Best Practices

3.6.1 Introduction to the Systematisation Principles and Practice and to the APCSOs' Systematisation's endeavour

Systematisation is a method grounded on critical reflection and interpretation of the lessons learnt from Programs' strategic and implementing choices aimed at improving the overall project's practice. The methodology includes the identification, documentation, analysis and transmission of successful experiences and key lessons learnt from the program. This process is aimed at fostering organisational learning and replication/scaling up of the best practices in homologue programs and/or in subsequent phases of the same program. "Systematisation does not end with the description of the experience and results, but involves a deeper insight into how it was possible to achieve what was achieved in order to facilitate the exchange and use of development solutions"¹²⁸.

The output of the systematisation process was initially agreed to be a toolkit/guideline document of the best practices and innovations of the program, and a reflection on how and if these could be replicated in other contexts and/or future initiatives. However, the consultant had a clearer understanding of the extent of systematisation's effort put in place throughout the entire AP as intrinsic component of the AP while the field mission was ongoing, following the documentation's analysis and the interviews with key stakeholders. The critical reflection that impregnated the entire AP's life can be directly framed in the Sector 6's tasks and endeavour. It cannot be summarised in a standard toolkit of procedures, but it can be organised in a separate **document which can serve as reference and guide** in the framework of future and/or homologue Programs/projects.

The set of detailed presentations of fostered management, monitoring and accountability dynamics, of procedures and procedural documents developed and adopted throughout the AP is presented in Attachments N. 1-25, for completeness of this FES Report. This entire FES Report is the result of both the systematisation effort put in place through the AP and of the punctual FES effort put in place by the Consultant at the end of the AP, as a final endeavour to develop in a summarised and comprehensive outcome all these. The document **Reference and Guide from Systematised Lessons Learned and Best Practices** will reorganise the main results and contents of these systematisation efforts in order to become more easily readable to third parties. It

¹²⁸ COSV Systematisation's ToRs.

will try to guide potential Program Managers in the understanding of principles, processes and systems fostered in the framework of this AP while trying to guide the appreciation and reflection, and eventually the adaptation and adoption, of processes, procedures and learning of this AP.

3.6.2 Systematisation of the APCSO's lessons learnt and best practices: trajectories for critical analysis

The systematisation endeavour impregnated the entire AP since its development and inception. It was directly fostered by the AP Management with the active collaboration of the Sector partners. Partners CSOs' contributions to the systematisation of best practices and lessons learnt were directly proportional to the different degrees of understanding they had with regard to this process and the entire AP's grounding principles. Partners CSOs' different resistances to the systematisation endeavour are directly related to the abovementioned different degrees of *understanding* and to the different degrees of *willingness* to robustly engage in the capacity-building process.

The original plan of the AP's systematisation previewed a set of recurrent monitoring visits from an external Consultant. This original plan was then revised and it was decided to implement an ongoing process throughout the entire AP in the framework of the Sector 6 cross-program Systematisation and Capacity-Building. A final Systematisation mission, possibly to be jointly carried out with the Final Evaluation of the Program, was then planned, in order to capitalise on the effort of systematisation put in place throughout all the AP.

3.6.2.1 Ownership and Systematisation

Partner CSOs' *ownership* was the grounding and generative principle of the entire AP since its development and inception phases. The actualisation of that principle was grounded on:

- the Partnership Agreement;
- the Partnership Steering Committee;
- the Sector 6 capacity-building process addressed to the partner CSOs, aimed at fostering the co-occurring complementary *empowerment* principle;
- the unified monitoring and post-monitoring systems.

All these constituted the set of measures aimed at grounding the actualisation of the ownership principle throughout the entire program in all its components.

Partnership Agreement¹²⁹ includes the clear indication and detailed description of the followings.

- Responsibilities of the Program's Partners and of the Grant Main Applicant;
- Joint Objectives and Responsibilities of the Program's Partners and of the Grant Main Applicant, including
 - ✓ the formal establishment of the Steering Committee and the definition of its responsibilities, functions, and functioning;
 - ✓ the formal recognition of the monitoring, administrative and financial procedures that all partners are required to fulfil.
- The NSA Action Program: Roles, Definitions, Reporting Logic and Procedures, with Budget Summary (Annex to the Partnership Agreement):
 - ✓ the ToT process based on the methodology of "learning by doing", clearly and formally endorsed in Section 1.6. All AP's key staff (AP Program Manager, AP General Operations Coordinator, COSV General Administrator in Zimbabwe, AP's Partner CSOs' Directors/Coordinators, Partners' AP Coordinators and Administrative Focal Points) officially and formally engage to be "completely committed and involved" in the above-mentioned process.
 - ✓ The complete list of eligible activities (according to the approved planning as per Program proposal), the definition of eligibility criteria, the full description of the

¹²⁹ Partnership Agreement was signed by all partner CSOs on 28/01/2013. Please, refer to Attachment N. 2 displaying the Annex I to mentioned Partnership Agreement.

traceability process, the actors and procedures of the entire process are clearly indicated and/or described:

Document Required	Description of the logic	Responsible actors and means of Verification
Monitoring report of each single Activity	<ul style="list-style-type: none"> - <i>Narrative report</i> covering preparative phases and implemented approached and measures, including identification, participation, and visibility - Accurate inclusion of all sensitive and mandatory information required to monitor the activity (dates, places, description of the activity, of challenges, of opportunities, number and type of BNFs, results/achievements, BNFs' feedback, recommendations) 	<p>Prepared, submitted and archived in original by the Sector Coordinator</p> <p>Supervised and copy archived by the AP General Operations Coordinator</p>
Administrative report of each single Activity	<ul style="list-style-type: none"> - Accountability report 	<p>Prepared, submitted and archived in original by the Sector Administrative Focal Point/s</p> <p>Supervised and copy archived by the AP General Administrator</p>
Post-monitoring report of each single Activity	<ul style="list-style-type: none"> - Survey report 	<p>Supervised and copy archived by the AP Manager and the AP General Operations Coordinator</p> <p>Final results to be shared with BNFs "in the most appropriate ways"</p>
Monitoring report of the Sector's Monthly activities	<ul style="list-style-type: none"> - Monthly condensed narrative report - Condensed presentation of all sensitive information recorded in the framework of the activities implemented in the reported months 	<p>Prepared, submitted and archived in original by the Sector Coordinator</p> <p>Supervised and copy archived by the AP General Operations Coordinator</p> <p>Shared at the SC</p>
Monthly condensed administrative report (Balance)	<ul style="list-style-type: none"> - Progressive Balance Report 	<p>Prepared, submitted and archived in original by the Sector Administrative Focal Point/s</p> <p>Supervised and copy archived by the AP General Administrator</p> <p>Shared at the SC</p>
Post-monitoring condensed report	<ul style="list-style-type: none"> - Monthly condensed surveys analytic report 	<p>Supervised and copy archived by the AP Manager and the AP General Operations Coordinator</p> <p>Shared at the SC</p> <p>Final results to be shared with BNFs "in the most appropriate ways"</p>
Sub-grants		

report		
Internal Audit and Report on Procurement		

✓ Composition of agreed AP Partners' funding contributions.

- AP Proposal, LogFrame, Budget, and Partnership Budget Breakdown (Annexes to the Partnership Agreement)

Ownership principle was promoted also throughout the active participation and involvement of partner CSOs in the initial phases of budget analysis and breakdown. Also, partner CSOs' financial contribution normally required in actions co-funded by the EU was adjusted to the partner CSOs' experience and capacities. Similarly, activities' planning and budget breakdown and allocation coherently followed the same approach.

The Partnership Steering Committee is the AP's governance body actualising the ownership principle in all its functions and functioning. AP's Management does not lead the PSC but is at the service of the governance body and to its decisions. AP's Management served as guide to the PSC and supervised that agreed decisions responded to Donor's requirements: AP's Management also represents the main applicant which therefore is sole and directly responsible for the adequate application of procedures to required implementing standards.

Ownership principle was actualised boosting partner CSOs' assumption of responsibilities with regard to decision-making mechanisms and outcomes. This aimed at fostering partner CSOs' assumption of agreed responsibilities with regard to agreed decisions and to the monitoring and accountability system. This second component of the promoted ownership process partly achieved aimed results, as clearly emerged in Part Sector 6, where main challenges and shortcomings are presented and discussed. **Main reason for the partial achievements of this second component of the ownership processes can be appointed in the different degrees of resistance and maturity of partner CSOs in fully endorsing these processes which were particularly innovative in the Zimbabwean scenario.**

AP's Management fostered the implementation of **harmonised and harmonising processes** throughout the promotion of:

- centrality of each Sector partner CSO in the decision-making dynamics and system, grounded on the bounding character of decisions unanimously agreed at the PSC;
- unique monitoring mechanism and model¹³⁰;
- homologue sectors' accounting model (Prima Nota Format/ Cash Flow format)¹³¹;
- post-monitoring mechanism and tools¹³²;
- ongoing technical systematisation.

This set of management and monitoring mechanisms aimed at

- **promoting partner CSOs' understanding of the importance of**
- **endorsing an harmonised set of mechanisms and tools in order to facilitate the efficient and effective implementation of a coherent multi-stakeholders' action**
- **pursuing agreed goals throughout a common strategic endeavour.**

The lack of partner CSOs' experience, and for some of them the opposed resistances, in endeavouring in such multi-stakeholders approach's actualisation hampered the full functioning of mentioned management and monitoring mechanism. In fact, **such mechanisms would function in practice at condition that all involved partners fully understand, accept and commit to the grounding principles and agreed conditional dynamic of processes.** Observed and reported resistances of some of the partner CSOs' obviously limited this.

¹³⁰ Please, refer to Attachment N. 5, displaying the unique Monitoring format.

¹³¹ Please, refer to Attachment N. 6, displaying the unique Accountability format.

¹³² Please, refer to Attachments N. 16-20, displaying the Post-monitoring strategy, logic, questionnaires and an abstract of outputs.

In fact, **resistances** were observed with regard to:

- the actualisation of decisions unanimously agreed at the PSC;
- the adoption of agreed common monitoring mechanisms;
- the full accomplishment of agreed common accounting requirements;
- the full implementation of post-monitoring mechanisms;
- the promoted inter-Sectors joint development and implementation of activities.

All these limited potential extent of the PSC's functioning and related outcomes. Above all, the overall fostered coordination process would have been more effective if all those mechanisms would have been fully endorsed, as they were purposely developed and promoted to boost information sharing and processes sharing among the partners.

The **systematisation effort** directly responded to the AP's grounding principle of *ownership* as it represents and fosters the endeavour to fully/robustly actualise the *ownership* and *empowerment* principles throughout an *agreed system*. **Systematisation was fostered in every component** of the AP and throughout all its processes and mechanisms, in order to promote best practices' sharing and understanding of lessons learnt on an *ongoing basis*. Systematisation aimed at *fostering, while also stemming from, a model of development* genuinely grounded on, and at the same time fostering, the root and vital principles that should be actualised and pursued in every cooperation and development intervention. That model of development ultimately grounded and fostered a ***model of partnership development***, as it is clearly emerging from this discussion, as this was identified as a priority in order to allow different organisations to jointly manage, monitor and account in the framework of a unique program.

This model of partnership was **developed with the essential participation and contribution of the partner CSOs**, again, following the grounding principles it stemmed from. It promoted the development and adoption of unified formats and homologue processes, in order to foster named founding principle while also boosting the partner CSOs' sense of belonging to the program and the actualisation of the partnership. Basically, **the partnership development model aims at fostering an endogenously developed model**, which therefore cannot be simplified in a set of procedures and processes, as these procedures and processes intrinsically stem from the contingent combination of internal actors' willingness, endeavour, competences, and attitudes combined with the set of mandatory Donor's requirements and the variety of external (external to the AP and to its governing bodies) factors and contingent occurrences partly, or sometime widely, influencing the dynamics in principle generated and adjusted within the model itself.

The **creation of a distribution list** through which all information, including internal communications with the EUD, documents and related outcomes freely circulated among all partner CSOs certainly represents another important *methodological practice* implemented in the framework of this AP. **This internal communication model wanted to support the aimed capacity-building and systematisation processes while fostering the actualisation of the ownership and empowerment principles**. It is quite obvious that the **access to all necessary information and the transparency of every AP's process and dynamic** are pre-requisites of any ownership and empowerment endeavour. The **importance of the monitoring, accountability and post-monitoring methodologies was also grounded on this essential transparency principle**, as it is a paramount mean of information-sharing among the BNFs/base, the Sectors CSOs and the external concerned stakeholders.

Technical systematisation was fostered throughout the implementation of joint coordination and administration meeting exchanges. This was also aimed at boosting internal empowerment of partner CSOs' throughout the promotion of efficient and effective management and monitoring mechanisms and processes. Again, some of the partner CSOs' resistances hampered the full potential achievements of this best practice.

In fact, on the one hand, **internal Capacity-building of partner CSOs directly followed the willingness and capacity of partners to engage in such process**, as already mentioned. On the other hand, **aimed and fostered empowerment of partner CSOs also found in the resistances to the monitoring, accountability and post-monitoring mechanisms a huge barrier to the full actualisation of the ownership and empowerment principles**.

Only some of the partner CSOs engaged in understanding and adopting **post-monitoring mechanisms**, and none of them fully applied them, as already fully indicated in Section 3.3.7. The majority of partner CSOs partly applied post-monitoring in the framework of their AP activities and only Sector 2 ACPDT applied post-monitoring to all its activities. The essential component of post-monitoring that previews that the post-monitoring results are returned to the BNFs is completely absent in this AP. This unfulfilled component of post-monitoring results' feedback to the BNFs/base was indicated in the Partnership Agreement as "Final results to be shared with BNFs "in the most appropriate ways"". Partner CSOs were therefore, again, left free to develop the most viable and appropriate modalities to implement this, according to their representativeness structures and internal communication dynamics. The limits observed in the adoption of this approach and methodology might be directly related to the innovative character of post-monitoring in particular, and of the overall management and monitoring implant in general, for the partner CSOs. It might also be related to the observed characteristics of CSOs' representativeness and accountability principles which will be discussed in the following sub-sections.

The **essential intersection among CSOs' empowerment – BNFs' empowerment was not clear among the majority of partner CSOs**. The two processes are in principle intertwined, as CSOs represents their base, which are the BNFs represented by the CSOs. All these are directly connected to the actual CSOs' representativeness which was observed as an unclear aspect in the majority of partner CSOs, where the mechanisms grounding the CSOs representativeness were absent or unclear. Post-monitoring was supposed to be directly implemented by activities' facilitators and supervised by CSOs' coordinators, in order to foster systematic tools of dialogue among different CSO's levels and actors, from directive cadres to the base of presumably represented BNFs. Zimbabwean context had the peculiarity of allowing direct participation to post-monitoring efforts of potentially all BNFs because of the literacy competences of the vast majority of Zimbabweans. **The reported irregular relations and interactions among BNFs/base and the majority of partner CSOs**, and the adoption of **mobilisation and participation methodologies which seemed quite limited in fostering actual BNF's participation**, all these seemed to **root the unclear character of the majority of partner CSOs' representativeness**. This lesson grounded an important strategy's change in the second phase of the AP's proposal, where promoted interactions among CSOs-BNFs were developed privileging intense regularity within a shorter operational time-frame.

Post-monitoring should in principle be conceived as a **transversal system aimed at overriding the qualitative on the quantitative**. The achievement of quantitative targets is certainly important, although the quality of those achieved "quantities" is even more relevant to any project's endeavour. It is always preferable to achieve fewer quality achievements rather than wider results of poor quality. The effectiveness, perspective sustainability and impact of actions and achieved results and benefices are directly related to the quality of those results and benefices, and of the processes that contributed to achieve these, and to a much less extent to the quantities of those results and benefices.

Same observations apply to the set of required **monitoring processes** of technical and administrative nature. The **majority of partner CSOs perceived these system and procedures as bureaucratic**, and to some extent even boring, **activity purely aimed at fulfilling donor's mandatory requirements**. The **qualitative and organisational learning value represented by**

the promoted monitoring implant was fully understood, accepted and endorsed by some of the partner CSOs. Information required throughout the monitoring processes comprises the clear indication and discussion of implemented strategies, approaches, methodologies, of results, places, timeframes, characteristics of BNFs, created synergies. All these were aimed at fostering a critical qualitative analysis of implemented actions, in order to boost, again, the priority of quality over quantity. The **critical revision of approaches and methodologies** that contributed, in positive and/or in negative, to achieve attained quality of results and benefices **was directly fostered** in the framework of this model, **although not required following the ownership principle**.

3.6.2.2 Ownership/Empowerment VS Capacity-building/Empowerment

The AP's grounding ownership principle implied the continuous endeavour of fostering partners CSOs' empowerment throughout the actualisation of composite capacity-building processes with **"compliance and adherence to rules being at the heart of capacity-building"**¹³³. This necessary combination and intertwining of aspects was often perceived in conflicting terms by partners CSOs rather than a coherent set of mutually reinforcing processes.

The capacity-building process was conceived in order to foster the implementation and actualisation of mandatory procedures while possibly following the partners' experience and capacities, coherently accompanying decision-making mechanisms that could achieve feasible results. All these aimed at robustly boosting partner CSOs' empowerment as **"the over-arching objective of the Programme Partners and Grant Main Applicant (was) to establish a systematic transversal and cross-sector civil society collaborative capacity, represented by the five Sector initiatives that will result in meaningful and responsible joint ownership of the main parameters of the Programme and its broad objectives"**. These would have been **"achieved by the Programme Partners acting jointly at policy planning and decision-making level"** to **"enhance the effectiveness of the Programme and its actions in civil society and specifically strengthen the competency and capacity of the Programme Partners to coordinate actions across civil society sectors, in such a way to aggregate their effectiveness and efficiency as civil society stakeholders"**¹³⁴.

Named AP's endeavour **levered on the crucial and central character of the PSC** as the AP's decisional and governing body. All strategies, procedures and processes had to pass by the unanimous decisions agreed by all partner CSOs. **Compliance to Donor's procedures and mandatory requirements was the only limitation to the PSC's freedom of manoeuvre**.

The function of **PSC's Chairperson was undertaken** by each Sector CSOs' representative (Director, Coordinator or Chairperson of the CSO) **following a revolving logic**. This allowed each partner CSO to practice that important function, to learn from that experience while also having the opportunity to provide inputs to the PSC's dynamics and functioning.

The role of Chairperson of the PSC had the following main characteristics and functions:

- *representativeness* of the AP to external actors;
- guidance and supervision of the PSC discussions, although decisions had to be unanimously seconded;
- monitoring of agreed decisions;
- supervise the PSC's assessment of the AP's relevance, efficiency, effectiveness, sustainability and impact in order to foster **"appropriate policy decisions to improve them and rectify anomalies"**. All these **aimed at fostering in practice the actualisation of the ownership and empowerment principles throughout the learning by doing and the promotion of a process of progressive acknowledgement and assumption of formally endorsed endeavours**, as clearly expressed

¹³³ Note of AP Management to the Administrative Focal Points, 31st October 2013.

¹³⁴ Articles 6.1, 6.2, and 6.4 of the AP Partnership Agreement.

and detailed in the Partnership Declaration and in the Partnership Agreement which was signed by all Sectors CSOs.

Partner CSOs that understood this chain of mutually reinforcing processes as a value rather than a burden, and that were able and willing to endorse it, are those CSOs which felt *empowered* toward the end of the AP and that felt they *owned* the AP's system, its processes and achievements.

3.6.2.3 Relevance VS Rigidity VS Representativeness

AP's framework¹³⁵ was defined in terms of *rigidity* by some Sector CSOs. This could reversely be read as required relevance's implant on which each and every Program necessarily have to found its grounds and refer to. The rigidity judgement was probably stemming from partner CSOs' misperceptions with regard to the mandatory requirements, from strategic to design from technical to administrative ones.

On the contrary, the **AP was able to actualise the adequate flexibility to promptly and positively respond to external and internal challenges and changes.** All these were aimed at **fostering the most appropriate processes to attain the main goal of each and every development program: the *development*, conceived as development of competences, of strategies, of approaches and activities achieving results, in their turn able to produce benefices.**

Development is supposed to be a *bottom-up process* directly driven by BNFs' priority needs. The AP developed a **management, coordination and monitoring system aimed at fostering empowerment** (of partner CSOs, of their organisation and their base) **throughout its actualisation. The entire capacity-building process was aimed at promoting the partner CSOs' full understanding and appropriation of this system.** All these were also aimed at **fostering the partner CSOs' capacity of critically assessing their CSO, its strategic implant and representativeness processes.** For instance, post-monitoring is an ideal methodology robustly promoting CSOs' and BNFs' empowerment: it fosters the assessment of BNFs' views with regard to approaches, methodologies and attained benefices, and therefore boosts the verification of BNFs' needs, views and priorities. This set of processes actively promotes the capacity of CSOs to verify whether their base is actually being represented by the CSO and its priorities adequately responded to.

The approval of the New Constitution of the Republic of Zimbabwe which was positively endorsed by 95% of the electoral body, together with the peaceful elections that confirmed President Mugabe and the ruling party in power with ample majority, both were significant instances which forced partner CSOs to revise their historical strategies as well as their perception on the priorities of their base. The New Constitution was positively welcomed by virtually all Zimbabwean society, and therefore also by those sections of the civil society which were in principle represented by partners CSOs. These were consequently forced to rethink their overall historic strategic implant to a less confrontational¹³⁶ and more communicative approach with the Institutions.

The capacity of the AP to respond to the mentioned institutional shift and consequent civil society's priorities' revision testifies on the added value and adequacy of the **AP's implant in being able to promote continuous learning process and therefore guarantee the AP's relevance to BNF's priorities.** Certainly, **such critical and deep revision's capacity had to found fertile field in partner CSOs' willingness and capacities of fully engaging in such painful process.** In fact, such process was intrinsically painful, on the one hand, because any critical revision forces the rethinking of consolidated visions and consequent convictions, and this is a difficult process for any

¹³⁵ This claim was reported in previous Sections of this FES Report.

¹³⁶ Confrontational character of Zimbabwean CSOs was covered in Section 2.1.

individual or organisation to fully endorse at its deepest extent. On the other hand, the ongoing institutional changes and evident civil society's will were not easily digestible by CSOs, also because their representativeness' assumptions were intrinsically challenged by the Constitutional referendum's and political elections' results.

The ***principle of the mandate***, which complement and relate to the principle of representativeness, was also **critically promoted throughout the AP**, and challenged partners CSOs to critically rethink historical methods of communication and interaction with CSOs' Bases. Again, some partner CSOs' fully endeavoured to this process and started revising and reversing historical approaches and strategies; some other partner CSOs' initiation of critical rethinking was fostered by the positive response and attitude of their colleagues. Some other CSO did not accept and/or will to commit to the capacity-building process and therefore did not engage in this process.

3.6.2.4 Efficiency/Procedures VS Flexibility

The AP's **fostered set of procedures and mandatory requirements grounded the endeavour of efficiently using available resources**. Partners CSOs often defined the AP's as *rigid* with regard to the number of planned activities and the allocated amounts for each activity. Some Sector CSO declared it had to add funds coming from other sources in order to implement certain activities.

However, **number of planned activities was independently and freely proposed by Sectors CSOs**. AP's partners are therefore responsible of their own proposed and approved plans, which they freely developed **in line with the ownership principle**. Moreover, Sectors CSOs were **allowed to submit activities' revisions** that responded to justified challenges or changes under the condition of remaining in line with the AP's agreed logic of intervention as funded by the Donor. Opportunities of activities' revision had also to be obviously grounded on the AP's procedural requirements and confines, here including the administrative ones. **AP's management structured the AP's functioning to the most possible flexibility character that the inevitably bounding procedures could allow.**

On the other hand, **the extent of the Partners' financial contribution required by the AP and EU's procedures was only partly, progressively, and to different extents, acknowledged and understood by AP's partners**, although it was clearly defined and agreed since the inception of this AP¹³⁷. This could also partly reframe the abovementioned reported *rigidity* of the AP. Finally, **the extent of the AP's system's flexibility had certainly to remain within the boundaries defined by the efficiency mandatory requirements.**

3.6.2.5 Efficiency and Effectiveness VS Ownership and Empowerment

The AP's management actively endorsed the challenge of ***not directing and controlling the AP*** while **promoting the development and implementation of an endogenously driven partnership model.**

*Is this model efficient and effective?
The answer is: in principle, yes it is.*

The model would be efficient and effective at condition that management and monitoring processes fostered throughout this system are fully accepted, endorsed and supported by each partner CSO. In that case, only occasional AP's Management's checks would be required to accompany the capacity building and support in the identification of eventual challenges or diversions. It is important to stress that the character and extent of such checks directly depend on the willingness and competences of the actors responsible for this.

¹³⁷ Please, refer to Attachment N. 1 displaying the Annex 1 to the Partnership Agreement which clearly indicated the partner CSOs' expected contribution.

Intrinsic weakness of this model is its promoted *endogenous character*. the model itself cannot promote the solution of problems or adjustments if those challenges and problems are not endogenously acknowledged by concerned partners, and if those partners are not willing to actualise adequate processes to correct or revise them. Moreover, such model also likely foster the surfacing of such challenges and issues precisely because it is endogenously driven, and therefore ***endogenous limits, issues, malfunctions tend to become more evident in the framework of promoted processes and dynamics.***

For instance, the **Partner CSOs' unclear identification of outcomes as different from activities** is an instance of such surfaced challenging factors: activities seemed read more in terms of products rather than processes to produce results. Similarly, the **partners CSOs' distinction between results and benefices still seemed quite blurred** and unclear. The AP's generated benefices are also quite blurred, in terms of extent of achieved benefices and of their distribution. Certainly, the **qualitative nature of fostered benefices** also contributes to this.

Observed challenges in the identification of facilitators and focal points able to boost efficient and effective activities also emerged for some partner CSO. Again, these identification processes were carried out directly by partner CSOs with no requirement by the AP, following the principle of ownership and historical competences of the CSOs.

Additional factors that contributed to limit the potential efficiency and effectiveness of such endogenously driven model are certainly as follows.

- The delayed accomplishment of the Partnership Agreements contributed to partly hamper the efficiency and effectiveness, although some of the partner CSOs' resistances to actualise the agreed PA affected the potential AP's efficiency and effectiveness to a wider extent than mentioned delays;
- the mildly delayed start of Partnership Steering Committee's functioning;
- the turnover of key COSV staff directly responsible of part of the capacity-building process fostering the development of this system. This turnover negatively affected the smooth development and actualisation of the AP's system because it limited the coherence that the capacity-building approach would have required to efficiently and effectively boost the understanding of required procedures and the capacity to fulfil them.

Partner CSOs could not develop and implement joint activities grounded on shared strategies, approaches and methodologies although the entire fostered partnership model provided the necessary tools and process to actualise a shared action. Those partner CSOs, and in particular Sector 5 PT, which repeatedly attempted to actualise this aim found insurmountable barriers in the other CSOs' resistances or limited capacities.

The management and coordination mechanisms, together with the capacity-building processes integrating and accompanying the mentioned system, would widely contribute to the efficiency and effectiveness of the Action if the entire process and mechanisms are fully accepted and endorsed by involved partners. On the contrary, mentioned mechanisms and process are scarcely efficient and effective when partners resist to these.

3.6.2.6 Effectiveness and Impact VS Representativeness

CSOs are in principle representing their base, the civil society, or a part of it, and therefore are supposed to act in representation of its interests and priorities, which the CSOs should represent¹³⁸. Therefore, CSOs' mobilisation and participation methodologies should be grounded on this principle and fully enable targeted (represented) communities/BNFs to identify their priority needs and develop their own strategies and actions. **However, AP partner CSOs' observed representativeness mechanisms seemed somehow unclear**, except for Sector 5 PT. The interactions and relations among represented civil society's components and CSOs' structure and cadres seemed more grounded on vertical top-down approaches rather than horizontal bottom-up, or seemed alternating fluctuations among the two.

Moreover, the **identification of BNFs was not included as part of the AP as the CSOs' representativeness of their base was assumed since its development. Needs assessment exercise and post-monitoring processes** were fostered as partner CSOs' paramount techniques **allowing the organisations' critical assessment of their representativeness mechanisms**.

Needs assessment is normally carried out prior to the development of a program's logic, strategy and design. However, needs assessment can be an essential process to be fostered also during the implementation of a program, when representativeness and perceived needs/pursued benefices result unclear or insufficiently evident/represented. Those observed factors precisely built the opportunity of promoting such needs assessment while the AP was already ongoing. However, partner CSOs' resistances and limited willingness of fostering this process of BNFs' needs assessment hampered its implementation and the actualisation of partner CSOs' critical rethinking of their representation mechanisms. In addition, potential strategies', methodologies' and activities' adjustments which could have been grounded and fostered by the results of aimed needs assessment obviously did not occur. AP's management fostered the partner CSOs' implementation of that exercise, but did not impose it, following the ownership principle. Also, needs assessment during the lifetime of a program is not mandatory according to donor's requirements, although project cycle management principles normally conceive needs assessment as an ongoing practice embedded in each and every component and activity of a program. The AP's Management declared the exercise failed because of all the above-mentioned reasons and factors.

Promotion of post-monitoring approach and methodology was also aimed at fostering partners CSOs' continuous assessment of results, benefices and processes throughout the inclusion of the BNFs/Bases' perspectives. Also, post-monitoring encountered wide resistances and was implemented by partner CSOs to very different extents, therefore resulting in different degrees of critical reflection stimulated by it.

The capacity of a program of being effective, and its perspective impact, is directly related to its capacity of producing benefices which are perceived in such terms by those who benefit from these: the BNFs. BNFs conceive benefices in such terms when these respond to their needs and priorities. An AP is likely to be effective if the benefices it creates responded to needs and priorities of those BNFs which were supposedly represented by partner CSOs. The potential impact of achieved results and produced benefices also directly depends on all these. **CSOs' clear representativeness mechanisms are therefore crucial factors for the potential effectiveness and perspective impact of a program fully grounded on the partner CSOs' ownership of the entire system.**

¹³⁸ Representativeness and related principles were already covered in the previous sub-section discussing their relation and interaction with and among Relevance and Rigidity. The discussion of relations and interactions of Representativeness with and among Effectiveness and Impact is presented in this Section.

3.6.2.7 Sustainability VS Ownership VS Capacity-Building and Empowerment

Discussions and observations presented in the previous sub-sections also relate to *sustainability*, as it certainly *depend on the achieved efficiency and effectiveness* of any action, as well as *on the acquired/reinforced competences, capacities and opportunities of local stakeholders and BNFs* to prospectively *sustain and reproduce results and related benefices*. **An action is more likely to be sustainable if involved stakeholders have owned the process, were empowered throughout the process, and were able to fully engage, participate and contribute to the efficient implementation of the entire process, eventually resulting in the achievement of pursued benefices responding to BNFs' actual and priority needs (effectiveness).**

In addition, **sustainability is directly affected by identification and participation strategies and implementing methodologies**. In fact, the potential sustainability of achieved results and benefices is directly affected by:

- the degree of BNFs' understanding, awareness and acceptance of the aims and objectives of the action;
- the degree of BNFs' participation in the development of the entire action's logic which directly affect the quality and relevance of identified results and benefices to be pursued;
- the willingness and capacity of BNFs to *own* all these.

The **potential sustainability of an action that is genuinely grounded on the ownership principle directly depend on the, again, willingness and capacity of involved partners** in engaging in such process. The quality of all these partly depends in its turn on the partners' willingness of engaging in **valuable learning processes** implied by any new collaboration, **that could also result in strategies' and methodologies' revisions**, if that necessity would raise throughout the process.

Certainly, the sustainability might also be affected by external factors which could not necessarily be under the control of involved partners, as any other project's parameter (relevance, efficiency, effectiveness, impact). However, an action implemented throughout appropriate strategies, approaches and methodologies by involved and engaged stakeholders able to endeavour to agreed valuable processes is more likely to anticipate, and/or adapt to, the occurrence of challenges, and achieve aimed sustainable results able to produce and reproduce benefices.

3.6.3 Peculiarities of this AP

3.6.3.1 The Country and its CSOs

Zimbabwe has engaged CSOs with historically rooted roles and functions. This **presence of well-built CSOs with competent technical profiles is quite peculiar**.

The majority of met CSOs had a large organogram not fully responding to the efficiency principle. These **redundant CSOs' structures** obviously affect the CSOs' strategies and management capacities, and are reflected in the financial development of their actions, where an excessively large part of the budget is normally devoted to the HRs and administrative management, leaving limited resources to actions' activities.

The **pre-existing funding mechanisms of international donors to national CSOs directly affect the expectations of CSOs and their potential willingness in engaging in radically different ones**. This is the case for this AP, which promoted mechanisms of decision-making, of implementation, of monitoring/post-monitoring/evaluation and of accountability that were quite dissimilar to those normally required by donors to Zimbabwean CSOs. These were used to a system of financial support that privileged the existence's guarantee of key CSOs rather than efficient and effective achievement of set targets and results. All these obviously contributed to the persistence of above-mentioned CSOs' HRs' structures and resources' allocation mechanisms.

Zimbabwe is the African country with the *highest literacy rates*. Therefore, it is the ideal Country to effectively actualise *ownership* throughout *post-monitoring techniques*. These could not be fully applied in a different context characterised by low literacy rates, as BNFs would not be able to directly express their point of view and would need the support of third actors.

One of the **main objectives of Zimbabwean CSOs is to foster Institutions' and public officials' accountability to their citizens**, throughout a wide variety of actions, approaches, strategies. It was quite surprising to observe the resistances that some of the partner CSOs opposed to the capacity building process implemented in the framework of the AP. In fact, **the main aim of Sector 6's endeavour was to provide and foster adequate measures to empower partner CSOs' throughout, among others, their enhanced capacity of being *fully accountable*** with respect to donors and to beneficiaries. Management, monitoring and post-monitoring approaches, procedures and techniques stemmed from and fostered at the same time all these, as Zimbabwean population and Zimbabwean CSOs have the adequate characteristics, qualities and competences.

3.6.3.2 The role of the AP's Management and COSV HQ in Zimbabwe

AP's Management developed and fostered the capacity-building dynamics in the framework of a decision-making implant that required coherent and consistent capacity-building efforts from those key HRs involved in it in Zimbabwe under the supervision of COSV Milan.

The first AP's COSV Administrator in Zimbabwe did not fully agree with the AP's management and coordination implant fully grounded on the ownership principle, and did not foster the adoption of a unique accountability system. This contributed to the persistence of partner CSOs' resistances and to the late actualisation of the full functioning of the AP's management and coordination mechanisms. In fact, a unified accountability system was agreed at the beginning of 2013, and reportedly started functioning at its full capacity since September 2013.

The lack of an overall agreement on the strategies and on the modalities to actualise strategies and grounding principles among some of the key AP's HRs contributed to the occurrence of resistances and delays.

3.6.3.3 The role and aims of the EUD

The EUD played a very active role in the framework of this AP. This role and opportunity of action is **quite unusual and was reportedly directly related to the transitional moment lived at that time by the Country**, which allowed the EUD to be entitled by Brussels with peculiar freedom of action notwithstanding the standard procedures: **the EUD could directly identify potential partners, allocate important funds' volumes, and was allowed in fulfilling its willingness to experiment interactions' dynamics with the partners.**

In fact, the EUD played a central role in the identification of AP's partners among those CSOs that knew a convergence with those aims of conflict-prevention and conflict management which was deemed as priority by the Delegation at that time. This was functional to foster processes leading to peaceful elections and to support CSOs' actions in line with the roadmap traced by the GPA first and by the New Constitution's provisions after. **COSV understood this peculiar opportunity of EUD's implication in the AP's development phase, and the EUD acknowledged the added value, especially in capacity-building terms, that COSV could provide in the AP.**

The EUD welcomed the clear strategy put in place by the AP, which pursued the empowerment of involved partner CSOs' in appropriately pursuing **identified and agreed strategic results in line with the core juridical frameworks (GPA, New Constitution).** The chance of playing a central role in the PSC was also welcomed as a peculiar opportunity of **EUD's direct engagement** in the decisional body of the AP, which allowed for the direct linkage

and interactions between the AP and the EUD, and the consequent capacity of the AP to engage in a long-term strategy fostering dialogue among political parties and among civil society and institutions.

The **EUD's derogations to the usual mandatory visibility requirements** were motivated by two main factors:

- Presence of EU's sanctions to key Zimbabwean institutional actors were partly creating potential aversion toward EU and consequently also toward EU's partners and funded actions, especially in some areas with a robust political affiliation;
- EUD's active involvement in the AP's implementation which permitted to quickly respond to key contingent challenges as in this case.

3.6.3.4 CSOs' contradictory approach to accountability and transparency

The **AP endorsed a peculiar visibility strategy and implementation. EUD allowed the AP to discretionally apply visibility procedures according to the perceived acceptability of EU visibility in and for program's activities.** In fact, named discretion was accorded to AP partner CSOs following the contingent negative perception toward the EU that some Zimbabweans, from administrators to communities, could possibly have during the AP's life period, when key Government personalities including the President were incurring in travel and administrative sanctions from the EU, as mentioned above. The transitional political situation certainly contributed to the partner CSOs' caution in using the EU logo and the AP visibility. **Development of "courtesy bookmarks" discretionally inserted into distributed booklets is an example of flexible and discretionary adoption of visibility measures.**

The AP's Management agreed that the visibility of partner CSOs was prioritised with respect to COSV's one, possibly within the AP's framework.

However, **observed partner CSOs' resistances** and fear in implementing visibility measures and means **might also be directly related to CSOs' historical communication modalities** (with the base, with the Institutions and with the rest of the "public") **and representativeness mechanisms.** Those consolidated modalities **appeared rooted in a confrontational manner for some of the partner CSOs**, and this was exactly the opposite manner promoted by the AP, although not imposed. Moreover, communication with the CSOs' base was in the majority of cases implemented in a quite evident unidirectional manner, with the **CSO communicating to the base rather than with it.**

The **value of transparency grounding the AP was applied internally throughout the promotion of the partnership model and its principles.** It was also promoted with the support to the mentioned development of agreed visibility strategies and means that would have boosted aimed AP's transparency to the external environment, here including the BNFs and the institutions, while overcoming partner CSOs' fears and consolidated communication practices, partly grounded on consolidated fears and partly on communication modalities. Basically, the reflection fostered throughout mentioned endeavour was as follows: the EU funded an AP that was pursuing objectives which responded to priorities acknowledged as such by all Institutions and the entire civil society, at least formally; the AP and its partners fostered strategies, approaches, and implementing activities aimed at, in principle, responding and fulfilling mentioned acknowledged priorities; therefore the AP's existence, the involvement of its partner CSOs, the achieved results and related benefices, and not least the Donor and its role could and should become visible to the institutions, to the BNFs, to the involved stakeholders and to the entire civil society.

The centrality of the visibility issue is quite evident as it was one of the subjects that were more recurrently covered during PSCs although a final conclusion of related debate was not accomplished. Also, the development of a unique and agreed visibility strategy was not fully

actualised, although partly achieved with regard to its development. Finally, it does not surprise that those partner CSOs that fully endeavoured in the AP's model and processes and that had clearer pre-existing representativeness mechanisms were those Sector CSOs that applied AP visibility measures to a wider extent.

3.6.4 Synergies of best practices

The value of the partnerships and of the partnership agreement fostered with the AP resulted in the willingness to collaborate with and among partner CSOs beyond the AP itself. Partnership with key Sector CSOs was further fostered by COSV also in the framework of other interventions, together with the adoption of AP's best practices. In fact, COSV renewed the partnership with sectors 5 PT and sector 2 ACPDT in the framework of the project *Sexual and Reproductive Health Awareness and Support for young people in and out of school in Mashoneland West Province*. **Successful methodologies and approaches are being further replicated** a follows:

- monitoring and post-monitoring approaches are being replicated in order to put in place an empowering process grounded on the continuous learning mechanisms fostered by these implant;
- successful implementing methodologies are being fostered:
 - ✓ The development of theatrical pieces fostering information and sensitive messages on SRH is presently ongoing, aimed at encouraging public discussion and reflexion. This is developed and implemented with the active support of stand-up comedians already involved in the capacity-building course traced by PT.
 - ✓ A script development competition will be launched in the schools, following the positive experience of the AP's sub-grant to INVISION Studios.
 - ✓ A Mbira song competition will also be launched in the schools.
 - ✓ Sensitive messages to be recorded for radio-broadcasting, or to be distributed through CD/DVD by CRIs, will be developed.
 - ✓ The possibility of developing ad hoc SRH-related booklet with the support of ACPDT was in the process of being assessed.

3.6.7 Conclusions of AP's Systematisation

The core of the best practices and lessons learnt in the framework of this AP is certainly the **grounding ownership principle**, actively promoted in all AP's processes and dynamics, and the **function of the Steering Committee as essential body of actualisation and exercise of the ownership principle**.

The experience of this AP is certainly anchored to the peculiar socio-political environment, national CSOs' history and characteristics, EUD's peculiar role and freedom of action, and to the willingness and capacities of all individuals directly involved in it, from AP's management to CSOs' key HRs.

The set of procedures, templates, documents and guidelines presented and summarised in Attachments 1-25 was developed in and adapted to this socio-economic and political environment by the committed AP's Management. The **extent of partner CSOs' adherence** to these procedures **directly depended on the decisions unanimously taken by the partner CSOs in the PSC** and on the **willingness** of partner CSOs' management to actively engage in fulfilling and adopting them.

The delays and resistances occurred in the framework of this AP are mainly resulting from the physiological times required to develop and actualise decision-making, management and implementation mechanisms with the active participation and contribution of involved partners. However, a faster pace could have been fostered in this initial phase with stricter **adherence of all its key HRs to the AP's grounding principles and its actualisation methodologies and approaches**.

Applied implant and related procedures and tools are in the process of being replicated by COSV Zimbabwe, which is now fostering them in the framework of the ongoing SRH action. In fact, COSV is applying AP's strategies and approaches and replicating key methodologies, and in particular the capacity-building endeavour fostering the adoption of reporting formats and post-monitoring tools to boost BNFs' participation and allow their feedback to feed project strategies and actions.

The promoted processes and mechanisms cannot be read as a *formula* able to successfully function *per se*. **These sets of reflections, documents, procedures and tools are certainly a fundamental starting basis, the efficiency and effectiveness of which is directly dependent on the extent of willingness and capacity of partner organisations to fully engage in and endorse this endeavour. The systematisation effort fostered throughout the entire AP aimed at ultimately pursuing the actual implementation of a challenging model of development grounded on the partner CSOs' ownership and empowerment. Fostered development and systematisation of strategies, approaches, methodologies, and, ultimately, competences levered on the aim of promoting a model of partnership's development.**

4. Main Conclusions

The performance of the program *Empowerment of civil society and CSOs role to strengthen participation and national processes in Zimbabwe* **was successful** in all its components, despite encountered challenges and delays. **The AP efficiently and effectively created and reinforced aimed results and benefices throughout the enhanced capacities, competences and opportunities of involved partners CSOs with respect to civil society and community engagement, democratisation and advocacy. The project resulted in remarkable achievements, both in quantitative and qualitative terms.** Improvements of youths' capacities and opportunities to actively participate in national processes and pro-actively contribute to them, of citizens' and key networks' stakeholders' capacities and opportunities to participate, produce and access civic education support materials in line with the Institutional national processes and procedures, of community access to national and international discourse and information throughout the fairly enhanced radio initiatives committees' capacities and opportunities of community mobilisation, of production and dissemination of community news; improvements of communities lasting conflict transformation and healing mechanisms, of communicators', artists' and CSOs' activists' capacities and opportunities of adequate exposure to audiences and to participatory techniques of information, dialogue and exchange promotion; improved Sectors partner CSOs' Operations Coordination's structures; the fairly improvements of Sectors CSOs' inclusive and participatory exchanges and interaction with other Sectors CSOs, and of opportunities for strategic linkages with other key Sectors, all these ultimately fostered *the establishment of a participatory and inclusive environment in Zimbabwe through the strengthening of Zimbabwean civil society and CSOs, promoting the effective implementation of the democratic provisions expressed in the 2008 Global Political Agreement (GPA), first, and New Constitution, after, fostering a conducive democratic environment, particularly relating to participation, information and education, and national healing.*

The **conception of the intervention is relevant** to State, CSOs' and Donor's priorities, and it responds to beneficiaries' and stakeholders' *perceived* urgent and priority needs. The AP's structure and processes were also able to promptly adjust to the changing Institutional environment throughout its life. Its **design is straightforward and pertinent**. The **multi-stakeholders platform** fostered by the AP fostered the **actualisation of the grounding ownership** principle throughout steady **coherent endeavours aimed at supporting partner CSOs' empowerment**, therefore also fostering the CSOs' BNFs' ownership and empowerment. Limited identification of quantitative OVIs was justified by the freedom left to partner CSOs in identifying and developing activities, in

full compliance to the grounding ownership principle, and by the qualitative nature of pursued results and benefices.

AP's partner CSOs adopted their own **identification, mobilisation, inclusion, follow up, IEC and gender mainstreaming strategies**, while the AP provided means and opportunities to eventually critically revise and improve them in the framework of the endogenously driven partnership model. The **extent of implemented actions' efficiency and effectiveness**, and the **perspective sustainability and impact of achieved results and benefices**, directly relate to the extent of understanding, willingness and capacity of engagement of partner CSOs with regard to the **AP's grounding ownership principle** and to the **empowerment endeavour** fostered throughout the **participatory development and implementation of capacity-building processes**. In fact, main limitations to the efficiency, effectiveness, sustainability and impact of achieved results and benefices can be mainly related to the willingness and capacity of sector partners in fully endeavouring in the capacity-building processes, and therefore in critically revising and adjusting those challenges emerging from their historical identification, mobilisation, participation and representativeness approaches and methodologies, besides management, monitoring and accountability ones, throughout the capacity-building's and systematisation processes' actualisation.

Turnover of AP key staff and the **peculiar process of approval** of the AP challenged the coherent implementation of named capacity-building endeavour in the initial stages of the AP and probably contributed to the observed partner CSOs' resistances to it which mainly emerged during the AP's inception. Limited partner CSOs' exploration and exploitation of the opportunities of mutual learning contributed to hamper the opportunities of critical revision and improvement of implemented approaches and methodologies that could profit from the example of those approaches and methodologies that proved successful, as the effective gender mainstreaming effort, the facilitators identification modalities or the IEC methodologies implemented by some of the partner CSOs. The development of joint inter-Sector actions was also limited by above-mentioned resistances and by the extent of achieved maturity of the CSO.

Main weaknesses that emerged throughout the AP mainly appoint the need for some of the partner CSOs to revise and improve **outreach, mobilisation and participation modalities especially in rural areas**, the methodologies of communication with and **mobilisation of local administrators, security forces and stakeholder**, and the **representativeness mechanisms** (communication with the CSO's base).

Program's impact and sustainability have been grounded on the AP's strategy fostering the partner CSOs' along the capacity-building and systematisation effort fostering an endogenously driven partnership model. **Perspective impact and sustainability of benefices are promising**, although to different extent for the different Sectors CSOs' attained results, and **particularly challenging especially in rural areas**. The **extent of sustainability and impact of achieved results and benefices therefore partly depend on the extent of partner CSOs' willingness and capacities of engaging in the empowerment processes**. Main **internal critical factors** that could undermine the potential positive impact and sustainability of the AP's achievements were identified in the **Partner CSOs' different extent of achievements with regard to the capacity-building process**, in the **turnover** of some of the Partners' key human resources, in some of the CSOs' **identification approach of facilitators in rural communities**, in the **mobilisation approach** implemented by some partner CSO, in the **limited inter-Sector interaction**, and in the **partial dependency of partner CSOs to external funding**. Main **external critical factors** that could undermine the potential positive impact and sustainability of the AP's achievements were identified in the structural stagnant socio-economic environment, the **structured gender roles and gender-based expectations deriving from the traditional socio-cultural structure of rural communities**, and the existing gap among provisions of the New Constitution and the previous

juridical framework, which is also reflected in the volatile socio-political situation still affecting the Country and often in the incoherent attitudes of security forces, institutional stakeholders and local administrators with regard to the pursued results and benefices. Identified external factors that could undermine the impact and sustainability of the AP's achievements also are: **the degree of awareness of local institutional stakeholders and administrators on the New Constitution's provisions and ongoing policy dialectic**, and their resistances in fully actualising these, the declining opportunities of partner CSOs' access to external funds, the **resistances expressed by BAZ** in fostering the expected procedure to allow community radio stations' licensing, the **uncertainties** deriving from the unfulfilled set of necessary reforms in the agricultural, Public Administration and Services, and Industrial Sectors, and the **recent history of political polarisation and violence**, and in the **difficult access to inputs, water, electricity, markets**, and to development opportunities indicated as crucial factors potentially hampering the positive impact of achieved results and benefices.

Lessons learnt and best practices were systematised throughout the AP in order to coherently foster its **endogenously driven partnership model**. **A second phase of this AP would be highly desirable in order to further foster and reinforce acquired/enhanced CSOs' management, monitoring and accountability competences**. **Wider sustainable, efficient and effective results and benefices** could be promoted while further **fostering the critical revision of those historically rooted approaches and methodologies** that proved their weaknesses and/or need of adjustment throughout this AP.

5. Main Recommendations

A number of recommendations are attempted as follows. They were conceived in order to promote the reinforcement and widening of results' effectiveness, and to enhance their perspective impact and sustainability. On the other hand, recommendations attempt suggestions to widen forthcoming and future homologue interventions' achievements.

Multi-stakeholders strategy should be further replicated and fostered as it proved being successful. Additional support and fostering endeavour could further reinforce achieved interaction and sharing mechanisms, ultimately and possibly resulting in improved inter-Sectors joint work's development.

Promotion of the ownership grounding principle and continuous support and facilitation of the partner CSOs' empowerment throughout the capacity-building processes and system proved successful and **should be further replicated and fostered** in future programs, although the mandatory willingness, capacities and efforts of involved Sectors CSOs would certainly positively or negatively affect the extent of achievements of results and related benefices. The adoption of a unique informative format of PSCs' minutes could be fostered to enhance the coherence of the extent and quality of information recorded in such key document.

Robust rethinking and revision by some Sector CSO on possible methodological implementation adjustments could be carried out to minimise occurrences of denied or delayed activities because of security clearances' related reasons. Possibilities of adjustment and improvement of the preliminary administrative steps could be explored throughout full engagement of traditional leaders and accurate information of local administrators and security forces on promoted strategies and planned activities.

Revision of field operational methodology could further support and accompany the accurate development and implementation of activities, contributing **to widen the BNFs' and CSOs' bases' mobilisation and participation**, and therefore to enhance efficiency and effectiveness of implemented activities.

More opportunities to develop and broaden joint action among partner CSOs could be explored, exploited and developed. Mechanisms of joint inter-Sectors work could be developed addressing all program's processes, from planning, to HR strategies, to implementation and results assessment/post-monitoring and critical analysis. Certainly, the willingness of concerned Sectors CSOs to fully engage in this process is the main prerequisite, as the ownership principle founding the AP would not have allowed impositions of the AP with regard to this. This could ultimately improve the efficiency and widen the effectiveness of CSOs' actions, while also enhancing potential sustainability and impact of achieved results and produced benefices.

Further efforts in the actualisation of monitoring and post-monitoring strategies and methodologies could boost CSOs' effective receptivity of BNFs' and CSOs' bases' feedback. This would contribute to improve CSOs' communication with BNFs/base (with and from) and foster CSOs' representativeness strategies and approaches' self-assessment and revisions. All these could possibly improve the relevance of strategies and implemented actions in responding to the actual needs of the BNFs and CSOs' base following the effective empowerment of communities and BNFs/base with named improved communication and representativeness mechanisms, eventually resulting in reinforced sustainability and impact of achieved results and benefices.

Gender-mainstreaming and successful experiences of gender-related and gender-focused activities should be replicated and further fostered, in order to continue supporting the sustainability and impact of achieved promising results. Exchanges of experiences and mutual learning among partner CSOs could be appropriate to reinforce achieved results, and to support those CSOs which showed fewer experiences and support their capacities in developing adequate strategies and planning feasible actions.

Continuous assessment and improvement efforts of CSOs' visibility strategies and implemented communication dynamics would be appropriate to constantly foster and strengthen CSOs' transparency and capacity of constructive dialogue with the BNFs, the bases, the institutions and institutional stakeholders, and the larger public of citizens. All these would certainly contribute to widen and strengthen achieved results and benefices, while boosting their perspective sustainability and impact. These would also ground the rethinking and further development of visibility approaches and strategies, in order to improve Institutions' and civil society's awareness of and participation to the AP, or to its desirable continuation.

Coherent and continuous involvement of and relation-building with local administrators and institutional stakeholders could anticipate the occurrence of eventual resistances, on the one hand, and foster more synergies-based results and benefices, on the other.

Coherent adoption of unique capacity-building approaches, methodologies and tools would be desirable if major turnovers of key human resources could not be avoided in the framework of similar programs, as it happened with the AP's General Administrator in this AP. Coherence in the capacity-building attitudes and modalities would contribute to avoid partner CSOs' confusion and misunderstandings, to minimise the occurrence of resistances to the promoted capacity-building processes and contents, fostering a clear and coherent learning system and process that would eventually result in enhanced efficiency and effectiveness of aimed results and benefices. Minimisation of discordant attitudes and modalities could be fostered from the recruitment phase and throughout robust and coherent handover processes.

Some revision of human resources structure's efficiency and effectiveness for some of the Partner CSOs could be appropriate, in order to: minimise the volume of observed redundancies and overlapping; enhance the efficiency and effectiveness of intra-CSO communication, information sharing, organisational learning, fostering activities' development's, planning's and

monitoring mechanisms grounded on a shared and common endeavour of the various CSOs' involved HRs; boost the effective adoption of monitoring and post-monitoring; enhance effectiveness of action with adequate training and support to field staff, possibly fostering more decentralised and slim structures. This could positively boost the actions' efficiency and effectiveness, sustainability and impact of achieved results.

Recommendations addressing each partner CSO are attempted, although this effort partly distances itself from the complete adherence to the promoted ownership principle. However, the development and presentation of reasonable recommendations is mandatory according to any FE ToRs.

Recommendations to Sector 1 CSO are presented as follows.

Accuracy in activities' monitoring could be further improved, in order to allow detailed information gathering to foster adequate adjustments of implemented strategies and approaches. The extent of post-monitoring tools' adoption could be widened to boost the BNF's appropriation of implemented actions and of achieved results and benefices on the one hand, and on the other to boost detailed feedback from the base. All these would further enhance efficiency, effectiveness and perspective sustainability and impact of CSO's actions.

Youths' trained cadres/leaders' capacities could be further strengthened to guarantee more sustainable results. **Regular and follow-up activities** could be appropriate in order, on the one hand, to strengthen and widen achieved results, in terms of knowledge and awareness and in terms of number of beneficiaries. On the other hand, robust follow up would support in keeping high the interest of poorly educated youths and/or of youths living in rural and remote areas.

In particular, **additional competences in facilitation and mobilisation** could be further improved, and more sustainable methodologies of action, especially in rural areas, could be explored. All these could also respond to the reported need of follow up to strengthen the effectiveness and impact of discussion groups, and in general of achieved results and benefices.

Mobilisation approaches and communication modalities with local institutional stakeholders could be revised in order to further boost dialogue and understanding and therefore anticipate and possibly limit the occurrence of activities' cancellation and/or disturbances.

Visibility strategies could be adjusted in order to enhance transparency with respect to local authorities and communities, and consequently also contributing to improve communication modalities with these.

Revision of communication's and interactions' mechanisms with youths in rural settings could be fostered, in order to develop tools which could be easily adopted also in those settings which have limited network coverage and electricity supply's challenges. This could contribute to widen the active participation and mobilisation of rural youths and therefore to improve the extent and impact of achieved results. This could also improve CSO's representativeness mechanisms.

Adequate adjustments of the activities' development and implementation strategies could anticipate occurred language barriers or logistic challenges and consequently enhance the potential efficiency and effectiveness of those activities, especially in rural areas.

Robust interaction and collaboration among communities, and traditional and administrative leaders could be further fostered to enhance potential effectiveness and impact of achievements.

Focal points and/or youth facilitators could be fostered in each village, to widen the extent of achieved results and benefices. Female component would particularly benefit from this. Also,

recurrent and direct feedback could be fostered through this revised methodology, and would strongly contribute to improve the CSO's representativeness' dynamics and enhance the capacity of the CSO of assessing and addressing rural youths' priorities throughout an improved bottom-up mechanism. All these would enhance the potential impact and sustainability of achievements.

The **development of strategies aimed at specifically targeting youths' families and elder** components of communities could be appropriate, in order to foster inter-generational dialogue and mutual understanding.

Lessons learnt in this AP could be replicated (as the successful women-only activities achieving aimed female participation) and challenges anticipated (as time of activities' organisation hampering the full participation of women).

Recommendations to Sector 2 CSO are presented as follows.

More detailed information gathering in activities' monitoring could be fostered to further boost adequate adjustments of implemented strategies and approaches. The extent of post-monitoring tools' adoption could be accomplished with the implementation of feedback to the BNFs. This would strengthen BNFs' appropriation of implemented actions and of achieved results and benefices and would allow detailed feedback from the base. All these would further enhance efficiency, effectiveness and perspective sustainability and impact of CSO's achievements.

Results and benefices could be further widened, **continuing fostering the adoption of local resources to support local development and fight poverty**, which is still deemed one of the main causes of vulnerability and potential conflict.

Additional training addressed to local facilitators and BNFs could be appropriate, to refresh achieved competences and possibly widen them, according to local specificities and needs. Re-training would also be appropriate in order "to tackle changing challenges and issues".

Activities' planning and then implementation modalities could be organised paying attention in **avoiding concentration in limited periods** as well as in trying to anticipate those factors potentially limiting the efficiency and attendance, as observed in the Section 3.3.3. More coherently spread activities' planning could be appropriate to improve their effectiveness and potentially enhance the sustainability of their results.

The **revision of the methodological approach** adopted to organise communities' workshop would be appropriate, with a particular attention to the repeatability and sustainability of achievements. In fact, a revised approach aimed at organising activities with progressively fewer contributions from external resources would allow implementing additional activities, fostering more capillary BNFs' mobilisation and participation, more sustainable results and benefices, and enhancing potential impact of achieved results and benefices. Additional efforts could be addressed in fostering youths' participation. Additional local community based trainers and facilitators would be appropriate to have closer and continuous interaction with and within communities, widen and strengthen results, and positively affect both impact and sustainability.

ACPDt could start exploring the feasibility of requiring some kind of payment for distributed publications. This could improve the CSO's capacity to generate financial resources and to respond to publications' demands, while also fostering the BNFs' sense of ownership and responsibility with respect to achieved results.

Recommendations to Sector 3 CSO are presented as follows.

Activities' monitoring could be further improved, in order to allow detailed information gathering to foster Sectors CSOs' accountability, and adequate improvements of implemented

strategies and approaches. The **involvement in the post-monitoring strategy and in post-monitoring tools' adoption could be improved**, under the conditionality that both Sectors CSOs would acknowledge its potentialities and value. All these would contribute to further enhance efficiency, effectiveness and perspective sustainability and impact of CSO's actions, especially in rural settings.

Sector 3 CSOs' understanding and commitment to engage in the management and monitoring system they subscribed with the Partnership Agreement, including the fulfilment of required procedures, **could improve** under the conditionality that those CSOs would proceed to acknowledge the value of the capacity-building processes that were fostered by this AP, and hopefully by the AP's second phase. Acceptance of all these would facilitate the CSOs' management and monitoring competences' enhancement, possibly resulting in improved accountability and transparency of the CSOs' actions. Moreover, these could also contribute to improve identification and mobilisation strategies, which clearly emerged in need of adequate revision.

The **role and functions of local focal points could be clarified**, to improve their actual interactions with the CRIs they are supposed to relate to and consequently enhance the quality of interaction and communication among the CRIs in rural areas and the Sectors CSOs. In addition, **identification and capacity-building of additional focal points** among the existing CRIs members could also anticipate the occurrence of eventual challenges that could easily result if present focal points would move to another area or disengage from the CRIs.

Identification and mobilisation strategies and methodologies could be revised in order to foster understanding, wider involvement and participation of local authorities, and anticipate and possibly avoid the occurrence of their resistances to implemented actions and pursued results. The revision of those strategies and methodologies could also lever on locally-based priorities and actual demands. Robust entrenchment of CRIs in their communities could be further ensured in the framework of the above-mentioned desirable strategies and methodologies revision.

Mobilisation methodologies could also spend **particular attention to anticipate encountered logistic and socio-cultural challenges** hampering the wide and full participation of communities and of communities' members.

The technical capacities of the CRIs' members in developing and distributing news and community information **could be further fostered**. In addition, more efforts could be attempted to enhance sustainable modalities of CRIs' actions, particularly keeping in mind the characteristics of the environments and communities, the capacities of the involved HRs and the necessary resources to foster and support CRIs' achievements (in terms of CRIs' opportunities and resources for participating in the Sector's initiatives, CRIs' capacities and resources to autonomously produce and distribute their information products, and of HRs' capable of effectively contributing to this). Improved continuity and consistency of the interactions among Sector CSOs and CRIs especially in the initial stages of the CRIs' development could foster all these, and would possibly result in more homogeneous and coherent results and benefices.

Sector CSOs' endeavour in advocating for the CRIs' licensing, and also for the liberalisation of the airwaves, could continue following the present conversational manners **fostering positive dialogue with key institutional stakeholders**, possibly definitively abandoning the confrontational dialectic that marked these interactions until recent times. This could contribute to minimise the occurrence of communities' members' fears and of resistances at local level as well.

Recommendations to Sector 4 CSO are presented as follows.

Additional capacity-building in management, monitoring, and administrative accountability was directly required by the Sector 4 CSO, in order to reinforce and widened achieved competences.

Development of internal mechanisms of capacity building and training's achievements' transmission to the rest of the Trust could be desirable to decrease reported internal resistances to the pursued coordination, monitoring and reporting improvements, on the one hand, and to robustly contribute to the effectiveness of attained results and sustainability/repeatability of related benefices on the other. This would directly impact both the Sector 4's sustainable efficiency and effectiveness of action, while also improving its potential capacity of action at community level.

More **sustainable modalities of activities implementation** could be promoted, in order to foster impact and sustainability of achieved results. Constance of interactions with the BNFs could be fostered, in order to sustain a continuative dialogue and common understanding with the communities, and to promote sustainability of achieved results and benefices.

Clearer distinctions among activities targeting war veterans and activities targeting communities could be appropriate to adapt and adopt adequate mobilisation strategies accordingly, and contribute to improve efficiency and effectiveness.

Gender mainstreaming could be fostered to start a reflection at communities' level on traditional gender roles and functions, and how these negatively (or positively) affect the females' access to opportunities and services. This could ground the basis to foster the role of women in rural communities and in families, while also transversally promoting community-healing and domestic conflicts resolution's sustainable mechanisms.

The Sector CSO could **pay more attention in creating communities' expectations** in the framework of future intervention, as this could result in unwanted distortions of its action and in unmet expectation at BNFs' level, which could result in their turn in frustration and negative attitudes toward the CSO's work. Only certain and feasible objectives should be pursued with the active participation of targeted communities, laying aside uncertain and/or unrealistic expectations.

Coordination with other NGOs working in the same areas could be appropriate, in order to avoid activities' overlapping and encourage full participation of communities to the implemented activities, therefore fostering the efficiency and effectiveness of the action.

Strategy of interaction with the Traditional Leaders could be revised, in order to avoid, or at least minimise, the occurrence of activities' delays and/or activities' cancellation. Adequate adjustments could be developed with the active participation of Traditional Leaders, in order to identify viable and efficient ways of interaction.

Adequate strategy revision could also **anticipate the occurrence of language barriers**, which especially in Tonga-speaking areas emerged as limiting factor to the potential effectiveness of the action. Language barriers and challenges could probably be anticipated with the adequate identification and training of motivated and dedicated focal points. Homologue recommendation applies to the desirable anticipation of the logistic challenges encountered by the Sector CSO and by the BNFs, especially in rainy reason. The development of training tools and materials could anticipate possible challenges, as the electricity cuts, therefore fostering the development of more adequate tools (e.g. printed materials and presentations instead of PowerPoint ones).

CSO's registration to Local Administrations, although not mandatory according to the legal framework presently in force, and implementation of direct and constant dialogue with local Administrators could positively contribute to enhance their understanding of the aimed objectives

and acceptability of CSO's actions. Improved visibility could be fostered as it noticeably emerged that clear and transparent interactions are more likely to foster positive dialogue. All these could at least partly contribute to avoid occurred resistances and encounter less or no cancellation/obstruction from Local Administrators and security forces.

Additional training and re-training could be appropriate to enhance local coordinators/focal points' achieved competences and particularly to boost facilitation capacities and confidence.

Peace Committees could be further promoted and their competences created, for the new ones, and further enhanced, for the older ones. Named exchange visits among community members and/or Traditional Leaders could be appropriate to boost the mutual learning among different communities' experiences.

Communities' needs, potential economic impact and perspective sustainability assessments in all targeted communities would be appropriate to efficiently and effectively prioritise the more feasible and viable development interventions, in case funds for these would become available.

Recommendations to Sector 5 CSO are presented as follows.

Sector 5 PT's present strategy of developing venues aimed at replicating the experience, the approaches, the methodologies and therefore the achievements of PT and the BC seems adapt and adequate to widen and reinforce achieved results and benefices throughout a sustainability transversal endeavour.

Community outreach both in Harare's high density suburbs and outside Harare **could be further widened and strengthen**, in order to further foster the "culture of discussion" and freedom of expression starting to address issues of common interest, like water or electricity, to then find common grounds to further proceed to more sensitive subjects, as suggested by consulted facilitators.

Adequate diversification of workshops according to the different targeted participants (beginners, intermediate, advanced) **could be further widened**, in order to maintain the interest and attendance's levels, while also contributing to improve the effectiveness and potential impact of results and benefices.

Artists' indications with regard to the wished additional supports, as presented in the Section 3.3.6, could be assessed and form the basis for further reflection and eventually of further strategy and activities development. Activities aimed at fostering the extent of emerging artists' technical follow up could probably fit in the present strategy and be assessed as priority. Also, specific activities aimed at targeting challenging attitudes and behaviours of some artist could be explored and developed.

The development of formal sub-grants' call procedures and of sub-grant's monitoring mechanisms would be highly desirable if future sub-granting opportunities will occur. This would allow more systematised results' and benefices' assessments, both in quantitative and qualitative terms, throughout the process of sub-grants' development, presentation, and implementation, ultimately further fostering the effectiveness, sustainability and impact of achievements.

Recommendations related to the Sector 6 are not presented here as they were already developed at the beginning of this Section, where attempted recommendations addressing strategies, methodologies and HRs dynamics are presented. A structured reflection stemming from the learning and systematisation process fostered by the AP's Management, which is operationally summarised in the set of results and activities promoted with Sector 6, and the AP's system was

presented and discussed in *Section 3.6 Systematisation of AP's Lesson Learnt and Best Practices* and its conclusions.

Additional recommendations aimed at addressing perspective sustainability and impacts of achieved results are listed as follows.

In general, **CSOs' conversational and pro-active dialogue modalities should be maintained and continuously fostered and improved**, in order to support constant positive interactions with the Institutions and ground adequate basis to foster advocacy efforts aimed at improving institutions' accountability and institutions' endeavour in the necessary juridical reforms. This would probably contribute to foster the coherent adjustment of existing laws to the New Constitution's provisions and Institutional environment. All these would eventually result in improved consistence of the institutional environment with the promoted results' sustainability and benefices' impact. The same observation applies to the interactions and dialogue modalities of Sector CSOs' with local authorities, administrators and security forces.

Implemented strategies to guarantee Traditional Leaders' and communities' mobilisation and participation could be revised in order to start limiting the present conditionality of external resources' presence for those stakeholders to agree in participating to implemented activities.

Participatory identification, assessment, development, implementation and continuous M/E of LDIs would be appropriate to respond to structural socio-economic gaps and/or barriers hampering the promoted results' sustainability and benefices' impact.

Adequate revision of the majority of sectors CSOs' financial sustainability strategies could be desirable. Entrepreneurial experience of Sector 5 PT could serve as starting point for this reflection to foster perspective developments aimed at limiting the dependency of CSOs from external funds and the capacity to diversify sources of funding.

Further capacity-building would be highly appropriate in the administrative and accountability realm to further enhance monitoring and accountability competences. Particular attention could be given to procurement capacities, which still show evident need of additional learning exercises and processes. Attention could be paid in minimising reported language and timidity barriers hampering the full understanding of aimed learning processes' contents.

There would be an evident **need for a continuation of the AP that could allow further reinforcement and consolidation of attained competences, and wider dissemination of results and benefices.** Results' and benefices' strengthening would be fostered throughout a more robust attention by involved CSOs to the quality of achieved results, to the extent of produced benefices and of their distribution, and therefore to the sustainability of implemented strategies and approaches. **All these would still require the facilitation and supervision of an experienced actor of international cooperation.**

The majority of Sectors CSOs' achieved/improved management, monitoring and accountability competences could be further enhanced and strengthened in the framework of eventually forthcoming phases of the AP, **if sufficient resources will be made available by Donors.** This would foster more homogenous quality of strategies, approaches and methodologies, eventually resulting in improved perspective results' sustainability and benefices' impact.

6.1 Attachment N. 1 – AP Partnership Declaration

The Partnership Declaration is a standard format that the partners of an action funded by the EU are supposed to endorse prior to the actual signature of the Contract with the Donor. The AP Partnership Declaration clearly indicated the efforts and commitment required to all involved partners.



Action Program: Empowerment of civil society and CSOs role to strengthen participation and national processes in Zimbabwe

Action Program implemented with assistance of the Delegation of the European Union
to the Republic of Zimbabwe - contract n. DCI-NSAPVD/2011/291-274

Partnership declaration

In the spirit of the partnership statements signed by all partners on 8 June 2012, the undersigned organisations, partners in the implementation of the Action Program as named above, declare as follows:

1. that they have the commitment and determination to realise the Action Program, in terms of partner activities and program processes, as defined in the Program documents referred to in the Contract above.
2. that in signing the grant Contract, the main applicant, COSV, engages itself to work as an equal partner in the implementation of the Action Program, with all the other partners, while assuming responsibility for interim and final reporting under the Contract.
3. that collective consultation, planning and review processes will be carried out with responsibility and diligence on the part of all partners, in the knowledge that the coherence of the whole program is dependent on the performance of each sector.
4. that all reports – narrative and financial, including monthly balance – will be shared with all partners, for the purpose of review and analysis, and, where necessary, determining substantial changes to be made in the Action.
5. that the Action's decision-making processes as determined by the partnership structure, and in particular the Program Steering Committee, will be inclusive, participatory, and be governed by decision-making by consensus

Partners:

1. ACPDT - Africa Community Publishing and Development Trust
2. COSV – Coordinamento delle Organizzazioni per il Servizio Volontario
3. MISA – Media Institute of Southern Africa Zimbabwe and ZACRAS – Zimbabwe Association of Community Radio Stations
4. NYDT – National Youth Development Trust
5. Pamberi Trust
6. ZPRA Veterans Trust

Handwritten signature

Handwritten signatures and initials

6.2 Attachment N. 2 - Annex I to the Partnership Agreement

The Annex 1 to the Partnership Agreement clearly indicated and described the entire Management & Operative settings, which were already indicated although not clearly described in the AP Partnership Declaration.

1)

- Detailed indication and description of involved partner CSOs, of relevant Institutional interlocutors and juridical framework, of partner CSOs' roles and responsibilities;
- Detailed indication and description of agreed CSOs' endeavour in the capacity-building roles and processes fostered by the AP.

2)

- Detailed indication and description of Sector CSOs' agreed activities and allocated budget
- Detailed indication and description of the Intervention Reporting logic, clearly describing roles, functions and formats to foster the Activities traceability.

3)

- Detailed indication and description of Budget assets and onsets
- Detailed indication and description of the Composition of the global foreseen detailed expenditures and the breakdown of financial resources following the Human Resources costs, direct activities implementation foreseen costs, and total costs global implementation of the whole of the Action Program

1 Action Program Management & Operative settings: Definitions

1.1. Action Programme Partners, Partner Civil Society Organisations (CSOs):

They are exclusively the 6 Zimbabwean national registered CSOs, expressively concerning in expertise specifically for, and in, 5 different "Sectors" of the civic life and development (two of them are intervening into exactly the same "Sector" acting as a "Consortium" and therefore to be formally considered as one sole Entity) and relevantly implementing actions, nationwide within international projection. Their actions are independent and autonomous, and the ranges of their activities as CSOs are extended to a widest level of impact and diffusion, wider than the Action Program's one. The 6 CSOs did adhere to the original co-designed proposal of the Action Program by signing each an individual "Partnership Statement" on March 2012, thereafter confirmed on August 2012 by the signature of a collective Partnership's statement renewal.

1.2. Action Programme Grant Main Applicant, Grant Contract Beneficiary Partner:

COSV, an international CSO -HQ based in Milan, Italy- with officially recognised multi-years established capacity on European Union Development Programmes' Management, signed the Grant Award Contract on behalf of the whole Partnership, on June 2012; previously to the original proposal presentation, COSV signed the Applicant Declarations, documents that established the conditions of absolute responsibility, including financial guarantees and legal liability for the whole of the presentation and implementation of the Action Program. A part from this primary role, according to the specific requirements of the EU DCI-NSA/PVD call for proposal procedures, COSV committed to act as a specific "implementing Partner" to put into operation specific processes for Action Program interactive Systematization, including proper Accountability, ToT, Monitoring/Post monitoring and Evaluation (M/Pm&E), and at the same time executing the supervision of the whole AP/CSO construction, through the activation of the Program Management, general Administration and Operation Co-ordination.

1.3. Action Program Sectors:

"Sectors" entering into consideration to the Action Program are the 5 areas or components of the direct intervention of the AP/CSO; even if they are exactly the areas of intervention of the 6 AP/CSO Partners, they do not match up exactly the autonomic initiatives of the Partners, matching only partially (in very variable percentages, usually below the 50%) the number of activities planned and performed by the Partners' independent actions.

The references between Sectors and the AP Partners are as following:

Sector A.1: "Youth Civic Education & Social Participation development"; CSO-Network Partner of Sector reference: NYDT (National Youth Development Trust) of Bulawayo;

Sector A.2: "Citizenship Education & Social Involvement Education development"; CSO- Network Partner of Sector reference: ACPDT (African Community Publishing & Development Trust) of Harare.

Sector A.3: "Local Community Radio Information Services development"; CSO-Network Partner of Sector reference: Consortium MISA-ZACRAS (Media Institute of Southern Africa – Zimbabwe Association of Community Radio Stations) of Harare;

Sector A.4: "Local Communities Social Inclusion development"; CSO- Network Partner of Sector reference: ZPRA (Zimbabwe Peoples Revolutionary Army) War Veterans Trust of Bulawayo;

Sector A.5: "Arts & Communication Social development"; CSO-Network Partner of Sector reference: PAMBERI Trust of Harare

1.4 Statutory and Legislative Predisposition References framework:

Pre-primary disposition: The Universal Declaration of the Human Rights.

Primary disposition: National Zimbabwean Laws and Regulations, including transitory and extraordinary (e.g.: GPA, POSA, AIPPA, etc.).

Post-primary disposition: International generic, and EU specific Laws, Regulations and ordinary, extraordinary and/or transitory dispositions, including those established specifically for and by the EU Delegation to the Republic of Zimbabwe (e.g.: SA Regional and bi-lateral dispositions and agreements, EU Restrictions versus Zimbabwe individuals and Entities, etc.)

Procedure adopting disposition privilege the procedural bodies attained to the Grant Contract, therefore the EU as Contracting Authority's PRAG primarily; and subsequently as the Main Applicant/Contract Beneficiary COSV's Procedures Manual as post-primary.

1.5 Legal Responsibility and Liability Definitions:

The Legal Responsibility and Liability for the Implementation of the Activities of the AP/CSO attain to the contracted Program Manager, seconded by the contracted General Operations Coordinator and the contracted General Administrator in respective fields of commitment, whose action is lying under the supervision of the Partnership Steering Committee.

Therefore, the CSO Program Manager is ultimately in charge of verifying the compatibility of each activity with the project and presenting the monthly activities to the Steering Committee. The activities can be implemented only when and if they are preselected by the CSO Program Manager and approved by the Steering Committee; at this finality, by the 10th of each month, each Sector Coordination seconded by the relevant Sector Administration Focal Point has to provide the CSO Program Manager with the list of all the activities for the following month, included the activities budgets and draft of the contracts related to the activity implementation.

1.6 Definitions on ToT, Technical, Administrative and Support Staff

As per the AP/CSO Program Manager, the General Operations Coordinator and the General Administrator, who have been selected and appointed by the Partnership Steering Committee the 5 Sectors Coordinators and the 5 Administrative Focal Points have been selected and appointed by employing a similar process.

Both the categories are supposed to be committed to the implementation of the AP/CSO as completely committed and involved in a ToT process based on the methodology commonly acknowledged as the "learning by doing" structure; the financial contribution that each of the 5 Coordinators and 5 Administrative Focal Points will receive (a total of € 4.400 per person) is mainly meant more as a "ToT Grant contribution" than as a part-time salary of any kind.

Both categories are supposed to offer an individual availability to the AP/CSO not inferior at a monthly total of 32 hours - or 8 hours weekly.

2 Action Program Management & Operative settings: Sector Activities

The activities which conform the totality of the direct actions of the 5 Sectors' AP/CSO implementation are exclusively those reported in the following schemes ("Eligible Activities"); the amounts for the coverage of the activities costs, and the numbers of activities themselves, are intended to be utterly those listed in the schemes dedicated spaces. An Activity is fully considered as entirely "eligible" when all the foreseen relevant "traceability processes" such as M/Pm&E, visibility, reporting and accountability have been completely accomplished during its implementation; negative or partial accomplishment must be regarded as motivation for do not admit the accomplishment as an AP/CSO official Sectoral Activity, or to be considered as just partially accomplished - therefore evaluated as segment of activity (thus, even financially).

2.1.

Sector A.1: "Youth Civic Education & Social Participation development"		
A.1.1.	Constitution of 38 constituency youth clubs	No budgeted operations' costs for these Activities (visibility production costs are separately budgeted)
A.1.2.	Production and distribution of monthly information materials (newsletters, emails, sms)	
A.1.3.	Conduction of 6 provincial training workshops for 36 members of the youth clubs (in Matabeleland North, Matabeleland South and Bulawayo) with the assistance of ERC network	6 Activities total costs: 15.738,00 €
A.1.4.	Organization and conduction of youth participation builder events - 6 sports festivals, 6 theatre events, 38 mobile cinema events, 6 public debates on youth participation at tertiary academic institutions, 6 youth arts festivals (in collaboration with the Action	62 Activities total costs: 96.100,00 €

	Program Arts & Communication Sector Coordination).	
A.1.5.	Facilitation of youth participation through public debates and by enabling the presence of Registrar General staff at all events, particularly those at constituency level	No budgeted operations' costs for these Activities (visibility production costs are separately budgeted)

2.2.

Sector A.2: "Citizenship Education & Social Involvement Education development"		
A.2.1	Production and distribution a manual for civic education for participation in national events and processes, accompanied by posters (manual production & copyright: ACPDT). The Community Publishing Participatory Methodology, responsible for the production of more than 20 community manuals, is being used to create the problem-posing and elicitive materials that are required for civic education (rather than civic information). The material developed will be available in four languages (3 national ones, and English).	No budgeted operations' costs for these Activities (visibility production costs are separately budgeted)
A.2.2.	Training and equipment in suitable skills facilitators (through one national planning and five provincial interagency Training of Trainer workshops) to organise, utilise and distribute civic education, information and artistic expression; in consultation with ZEC and ZESN	6 Activities total costs: 5.520,00 €
A.2.3.	Training on civic education and participation for 25 women (from the specific Sector Operations Coordination networking with Women's Coalition) and 25 staff of Ministry of Constitutional and Parliamentary affairs	2 Activities total costs: 1.840,00 €
A.2.4.	Planning, training and organisation district and ward civic education for participation in national events in 3 districts, and 100 wards, in Mashonaland Central.	103 Activities total costs: 94.760,00 €
A.2.5.	Organisation of one national and two provincial "leadership for peace" workshops for war veterans.	3 Activities total costs: 2.760,00 €
A.2.6.	Carrying out 3 review workshops on the process of civic education, one general, one with women, and one with war veterans.	3 Activities total costs: 2.760,00 €
A.2.7.	Organisation of one Community publishing capacity Building retreat.	1 Activity total costs: 920,00 €
A.2.8.	Organisation of an inter-district Training Of Trainers workshop for 30 interagency district facilitators	1 Activity total costs: 920,00 €
(A.2.1)	Other events to support the activities: A.2.1 Production and distribution a manual for civic education for participation in national events and processes, accompanied by posters (manual production & copyright: ACPDT). A.2.8. Organisation of an inter-district Training Of Trainers workshop for 30 interagency district facilitators	27 Activities total costs: 24.840,00 €

2.3.

Sector A.3: "Local Community Radio Information Services development"		
A.3.1.	Establishment and start up of 8 rural community radio committees (in Ntepe (Matabeleland South), Tsholotsho, Lupane, Binga (3 in Matabeleland North), Nyanga, Chipinge (two in Manicaland), Gokwe (Midlands), Mutoko (Mashonaland East)).	8 Activities total costs: 10.800,00 €
A.3.2.	Training and equipment of 8 rural community radio committees in production of local community media: implementation of skills development workshops, members of the 8 committees trained on reporting from the community about the planning of the participation in national events, and on the local communities' production of audio reports, and their distribution following the technical production process.	2 Activities total costs: 21.000,00 €

A.3.3.	Engagement and support for community radio committees and local media products – with road-shows and public meetings, and production of t-shirts, one road-show (involving mobile entertainment and information) in each of the 8 districts in which the Community Radio Committees will be established. In addition 2 public community meetings will be held in each district. 500 tee-shirts promoting Local Community Radios will be distributed in each district.	32 Activities total costs: 27.200,00 €
A.3.4.	Production and distribution of community materials: 1.000 news audio CDs per month (per 12 months): about 100 audio CDs will be available for each of the 8 local community radio committees each month. The production & distribution of Sector's printed newsletters, 5000 copies per month – a four-page issue, for 12 months, where written materials from the 8 community radio committees will be edited and put into the product, that will be widely distributed to all 8 districts (and will be further available for distribution throughout the national civil society).	No budgeted operations' costs for these Activities (visibility production costs are separately budgeted)
A.3.5.	Campaigning (with lobbying assistance by media partners) for licensing of community radio broadcasting and related networks, throughout targeted meetings to stakeholders, public events and mainstream media adverts.	4 Activities total costs: 3.400,00 €

2.4.

Sector A.4: "Local Communities Social Inclusion development"		
A.4.1.	Organisation and conduction of 3 healing and training workshops (one in each of Mashonaland West, Midlands and Matabeleland North), will be implemented; each workshop will involve the participation of at least 30 members of the ZPRA-related network of War veterans	3 Activities total costs: 2.550,00 €
A.4.2.	Organisation and conduction of 36 one-day workshops for local traditional and community leaders (3 in each of 12 districts) on community and national healing will be implemented)	36 Activities total costs: 30.600,00 €
A.4.3.	Organisation and conduction of 36 community meetings (3 in each of 12 districts) led by local traditional and community leaders, on community and national healing, will be structured.	36 Activities total costs: 30.600,00 €
A.4.4.	The organisation and conduction of 36 community healing sessions (3 in each of 12 districts) to bring together members of the communities divided by conflict or violence, will be implemented	36 Activities total costs: 30.600,00 €
A.4.5.	Conducting three healing memorialisation ceremonies, one in each province, at identified grave sites, will be performed	3 Activities total costs: 2.550,00 €
(A.4.1.)	Other Community Events supporting to: Organisation and conduction of 3 healing and training workshops (one in each of Mashonaland West, Midlands and Matabeleland North), will be implemented; each workshop will involve the participation of at least 30 members of ZPRA-related network of War veterans	A.4.1. 9 Activities total costs: 7.650,00 €

2.5.

Sector A.5: "Arts & Communication Social development"		
A.5.1.	Carrying out of 30 Human Rights events/workshops – 10 Gender Arts, 10 Youth Arts, 10 Artist/CSOs	30Activities total costs: 27.600,00 €
A.5.2.	Carrying out of 10 arts and civil society workers 1-day workshops (150 participants) on "Gender, Arts, Human Rights: the role of culture in strengthening women in public decision making, democratization and participation in national events"	10 Activities total costs: 9.200,00 €
A.5.3.	Stage 50 arts platforms on freedom of expression, participation, rights: 25 gender platforms, and 25 youth-arts platforms	50 Activities total costs: 42.500,00 €
A.5.4.	Stage 28 – public discussions focussed on freedom of expression, gender, peace building and national healing	28 Activities total costs: 23.800,00 €
A.5.5.	Stage of 8 High visibility 'Arts and Democracy' events, with prominent international artists' participation	8 Activities total costs: 6.800,00 €
A.5.6.	Poetry 'Freedom of expression' performances – 20 staged events, and 2 Festival	22 Activities

	platforms,	total costs: 18.700,00 €
A.5.7.	Four sub-grants (total amount: 40.000 €; each worth of an awardable amount minimum of 4.495 € to a maximum of 9.995 €) to Actors in the Arts and Culture sector for actions/activities to promote inclusion and participation through free expression and creativity.	4 Activity total costs: 40.000,00 €

2.6 Intervention Reporting logic (Activities traceability)

Contingency	Traceability Process	Actors & means of verification
<i>Monitoring reports on single Activity (by employing the AP/CSO's report condensed format)</i>	<i>"Narrative Reports" on all the phases of the entire implementation processes of the singles Activities, including preparatory initiatives, all employed methods to assure visibility and wide participation. The report must include records on the attendance, and all relevant evidences of objectively verifiable indicators of achievement, including audio-visual means documentation, press releases etc.</i>	<i>The Activity Monitoring reports must be compiled by the 5 Sectors' Coordinators, under the supervision of the AP General Operations Coordinator, who archives a copy; originals must be archived properly into the relevant Sector's structure</i>
<i>Administrative reports on single Activity (by employing the AP/CSO's formats for administration report)</i>	<i>"Accountability Reports" on all the phases of the entire costs/expenditures for the implementation processes of the singles Activities, including preparatory initiatives, all employed methods to assure visibility and wide participation, collateral costs, costs which are related to the specific. The report must include all eligible records exclusively (invoice or receipt), and all relevant evidences of objectively verifiable indicators regarding all the achievement expenditure, including the costs for audio-visual means documentation, press releases etc</i> <i>The structure of the per diem sheet is the following: 1) Date - 2) From (place) - 3)To (place) - 4) Breakfast - 5) Lunch - 6) Dinner - 7) Accommodation - 8) Travel fares - 9) Total</i> <i>.</i>	<i>The Activity Administrative reports must be compiled by the 5 Sectors' Administration Focal Points, under the supervision of the AP General Administrator, who archives the original records; copies must be archived properly into the relevant Sector's structure, according the following "deadline rule": Before of the end of the month following the one in which the activity was implemented, the focal point of each sector has to present the relevant financial report and the original invoices or receipts to the AP/CSO General Administrator. <u>Operative/Procedural Notes:</u> <u>Each</u> invoice/receipt must be in the name of COSV with the number of the sector in brackets <u>On each</u> invoice/receipt, the name of the supplier/provider must be stamped or printed on the head of the invoice/receipt <u>Each</u> invoice/receipt must have the date, written in the English form (dd/m/y) <u>For each</u> invoice/receipt is mandatory to split VAT <u>For each</u> purchase for more than USD 250.00, it is necessary to have one quotation <u>In the</u> implementation of the activities to validate service contracts must be signed by the CSO Program Manager <u>For each</u> training course, workshop or similar event, must be provided: 1) list of participants, with names, surnames, ID numbers, amount paid and signatures; 2) list of facilitators, with names, surnames, ID numbers, amount paid, signatures and attached the photocopy of their ID; 3) service contracts for the facilitators; 4) training courses or workshop or event program, signed and stamped by the Sector Coordinator and the AP General Operations Coordinator; <u>Per Diem</u> format: the structure of the per diem sheet is the following: 1) Date - 2) From (place) - 3)To (place) - 4) Breakfast - 5) Lunch - 6) Dinner - 7) Accommodation - 8)</i>

		<p>Travel fares - 9) Total</p> <p><u>In case</u> of ineligible invoice/receipt presentation, according to the AP General Administrator finds, the relevant Sector Administrative Focal Point has to replace it with an appropriately eligible invoice or receipt to properly replace the ineligible one</p> <p><u>In case</u> the Sector coordination can not present invoices or receipts in original, the relevant Sector Administrative Focal Point has to address a letter to the AP/CSO Program Manager with the explanation and the request to attach to the financial report the legalized photocopies of the invoices or receipts in object in originals stead.</p> <p><u>The Partners'</u> staff in the CSOs' payroll can be charged on the activities when and if effectively employed exclusively for the specific Activity implementation, although not for the full amount but in percentage. As supporting documents, the relevant Sector Administrative Focal Point has to present the legalized copy of the payslip and the timesheet for the activity, stating thus the proper percentage to be applied.</p>
<p>Post Monitoring reports on single Activity (by employing the AP/CSO's report condensed format)</p>	<p>"Survey Reports" on all the phases of the entire implementation processes of the singles Activities, including preparatory initiatives, all employed methods to assure visibility and wide participation.</p> <p>The parameters to be employed must been formatted on both values of Quality and Quantity; their aim is to appoint as most objectively as possible the achievements on</p> <ol style="list-style-type: none"> 1) Relevance or Coherence of the Activity in regards of the AP/CSO's construction 2) Its Effectiveness in achievement. 3) The Efficacy of the means employed 4) The measure of the Impact achieved on the reality (Community, Target group, etc.) 5) Its achieved Sustainability prospective. 	<p>The Activity Post Monitoring (surveys) reports must be elaborated and compiled by the 5 Sectors' Coordinators, under the supervision of the AP General Operations Coordinator and the Program Manager, who archives a copy; originals must be archived properly into the relevant Sector's structure. Final results must be diffused amongst the Activity Beneficiaries ("devolution of outputs") in the most appropriate way.</p>
<p>Monitoring reports on the whole of monthly single Sector Activities (by employing the AP/CSO's report condensed format)</p>	<p>"Monthly Condensed Narrative Reports" on all the phases of the entire implementation processes of all the Activities of the month, including preparatory initiatives, all employed methods to assure visibility and wide participation.</p> <p>The report must include condensed records on the global attendance, and all relevant evidences of objectively verifiable indicators of achievement, including audio-visual means documentation, press releases etc.</p>	<p>The Monthly Global Sector Activity Monitoring reports must be compiled by the 5 Sectors' Coordinators, under the supervision of the AP General Operations Coordinator, who archives a copy; originals must be archived properly into the relevant Sector's structure</p> <p>The condensed Monthly Report is meant to be produced for information for the monthly Partnership Steering Committee</p>
<p>Monthly Condensed Administrative reports (Balance) on the whole of the AP/CSO monthly implementation (by employing the AP/CSO's formats for administration report)</p>	<p>"Progressive Balance Reports" on all the phases of the entire costs/expenditures for the implementation processes of the whole implementation of the AP/CSO.</p> <p>The report must include all eligible records exclusively (invoice or receipt), and all relevant evidences of objectively verifiable indicators regarding all the achievement expenditure of the entire AP/CSO.</p>	<p>The Progressive Administrative Balance reports must be compiled by the AP/CSO's General Administrator, who archives the original records; The condensed Monthly Balance Report is meant to be produced for information for the monthly Partnership Steering Committee</p>

<p>Post Monitoring Condensed reports on the whole of the AP/CSO monthly implementation (by employing the AP/CSO's report condensed format)</p>	<p>"Monthly Condensed Surveys Analytic Reports" on all the phases of the entire implementation processes of all the Activities of the month, including preparatory initiatives, all employed methods to assure visibility and wide participation.</p> <p>The parameters to be employed must be formatted on both values of Quality and Quantity; their aim is to analyze and show as objectively as possible the global achievements on</p> <ol style="list-style-type: none"> 1) Relevance or Coherence -referred to the Log Frame- of the AP/CSO's construction 2) Its Effectiveness in global achievement. 3) The Efficacy of the means employed 4) The measure of the cumulated Impact achieved on the reality (Community, Target group, etc.) 5) Prevision on Sustainability prospective. 	<p>The Monthly Global Post Monitoring (surveys) reports must be elaborated and compiled by the 5 Sectors' Coordinators, under the supervision of the AP General Operations Coordinator and the Program Manager, who archives a copy; originals must be archived properly into the relevant Sector's structure; the condensed Monthly Global Post Monitoring Report is meant to be produced for information for the monthly Partnership Steering Committee.</p> <p>Final results must be diffused amongst the Beneficiaries ("devolution of outputs") in the most appropriate way.</p>
<p>Sub Grants specific Reports (Activity A.5.7.)</p>	<p>Extract from the standard for Sub Grant Award Agreement of the AP/CSO:</p> <p>" It's reciprocally agreed that the recipient will provide the grantor (the "grantor" is AP/CSO Program management) with a final full reporting on the financial ground... (omissis) for the whole implementation of the sub grant awarded action; the final financial reporting will be performing the base for acknowledging the funding finalization process. Similar final reporting procedure will be adopted by the recipient to provide the grantor with a narrative report describing the Action implementation and the results achieved, and thus the relevant traceability between implementation and expenditure processes. It's therefore agreed that at the moment of having the recipient submitted this integrated final reporting on financial and implementation narrative grounds, and having the grantor analyzed and approved the same, the grantor will provide at the accomplishment of total payment ... (omissis)"</p>	<p>The Sub Grants' awarded Entities will provide the AP/CSO Program Management with a basic financial and narrative reports, which will include also visibility products.</p> <p>The AP/CSO make itself guarantor of the intellectual property rights of the Artists of the Sub Grants' awarded Entities on the products offered as Visibility deeds:</p> <p>"It's agreed that the recipient will care that the implementation of the sub granted action will include a relevant number of visibility events as well as visibility activities, and subsequent recording of visual and audio documentation of the same, which will be adjoined to the final report global ... (omissis)"</p> <p>"The intellectual property on all product generated, directly or collaterally, during and by the implementation of the Sub Grant awarded Action object of the present Agreement, is automatically intended ascribed exclusively to the recipient "<name of the sub grant winner>"; on its side, the recipient will deliver a disclaimer-conditioned use permission to the grantor, for those products which will be intended as per accomplishment... (omissis)"</p>
<p>AP/CSO's means and technical implements employ verifications reports (internal audits)</p>	<p>Monthly verifications will be performed to ensure a correct employment of all means and technical implements provided by the AP/CSO to its operative Staff:</p> <p>Computers will be undergo a technical audit to ensure the exclusive use for the AP/CSO and the confidentiality and security level; other implements like photocopier will have a monthly revision on state of use.</p> <p>Mandatory for Cars in use to the AP/CSO: a log sheet, a mission sheet (when outreach), driver responsibility disclaimer. For the car not property of the AP/CSO but in use on the AP/CSO is also required a declaration of the Sector Coordinator. (or the Entity owner representative; according to standard templates available)</p>	<p>Verification Reports are compiled by the 5 Sectors' Coordinators, with supervision of the AP General Operations Coordinator and the Program Manager, who archives a copy; originals must be archived properly into the relevant Sector's structure.</p> <p>The computers' memory internal audit will be performed monthly by the Program Manager, who will produce a global report on the internal Audit results.</p>

3 Action Program Management & Operative settings: Budget assets and onsets

3.1 Incomes analysis: composition of the contributions taken into consideration as sources of funding for the implementation of the whole of the Action Program:

Partner CSOs (in alphabetic order) (Reference role in the AP/CSO)	Foreseen amounts of contribution	As % of the AP/CSO's total budgeted costs	As % of the Partnership's total contribution
ACPD Trust (CSO of reference for Sector A.2)	24.000,00 €	1,56 %	12,94%
MISA/ZACRAS Consortium (CSO of reference for Sector A.3)	20.238,00 €	1,32 %	10,91%
NYD Trust (CSO of reference for Sector A.1)	13.134,00 €	0,86 %	7,08%
Pamberi Trust (CSO of reference for Sector A.5)	52.820,00 €	3,44 %	28,48%
ZPRA War Veterans Trust (CSO of reference for Sector A.4)	10.071,49 €	0,66 %	5,43%
COSV (Systematization, ToT, M/Pm&E, Accountability and as Main Applicant)	65.170,46 €	4,24 %	35,14%
Partnership's total contribution	185,433,95 €	12,08 %	Total Budgeted costs 1.535.433,95 € (100 %)
EU Delegation contribution	1.350.000,00 €	87,92 %	

3.1 Outcomes analysis: composition of the global foreseen detailed expenditures taken into consideration as financial resources employment for the Human Resources costs, direct activities implementation foreseen costs, and total costs global implementation of the whole of the Action Program:

In alphabetic order as per CSO of sector reference	Budgeted Techn. & Admin./Support Staff (Exp. + Local HRs)	Total Amount Budgeted for the Sector's planned Activities costs exclusively (listed budget line 6)	%	Total Amount Budgeted including all the implementation costs of all the Sector's global AP/CSO's budget lines	%
Sector A.2 (ACPD Trust)	13.050,00 €	134.320,00 €	8,75%	229.037,00 €	14,92%
Sector A.3 (MISA/ZACRAS)	13.050,00 €	62.400,00 €	4,06%	191.011,00 €	12,44%
Sector A.1 (NYD Trust)	13.050,00 €	111.838,00 €	7,28%	161.889,00 €	10,54%
Sector A.5 (Pamberi Trust)	13.050,00 €	168.600,00 € (including 4 Sub-grants costs)	10,98%	235.492,00 € (4 Sub-grants) 40,000,00 €	15,34% (2,61%)
Sector A.4 (ZPRA Vet. Trust)	13.050,00 €	104.550,00 €	6,81%	152.587,00 €	9,94%
All 5 Sectors Figures Totals	65.250,00 €	581.708,00 €	37,89%	1.010.016,00 €	65,78%
Budget Totals - figures as per the 5 Sectors reference	148.320,00 € includes 55.000,00 € x Gen. Coordination	1.010.016,00 €	100%	1.535.433,95 €	100%
Main Applicant & Technical assistance CSO	Budgeted Techn. & Admin./Support Staff (Exp. + Local HRs)	Total Amount Budgeted for all the planned Activities costs only (all budget lines,	% to above reference	Total Amount Budgeted including all the implementation costs of all the global AP/CSO's' budget lines	% to above reference

		excluding 6)			
Systematization, ToT, M/Pm&E, Accountability (COSV)	181.320,00 €	139.239,00 €	13,79%	320.559,00 €	20,88%
Main Applicant Administrative Responsibility (COSV)	88.000,00 €	116.858,95 €	11,57%	204.868,95 €	13,34%

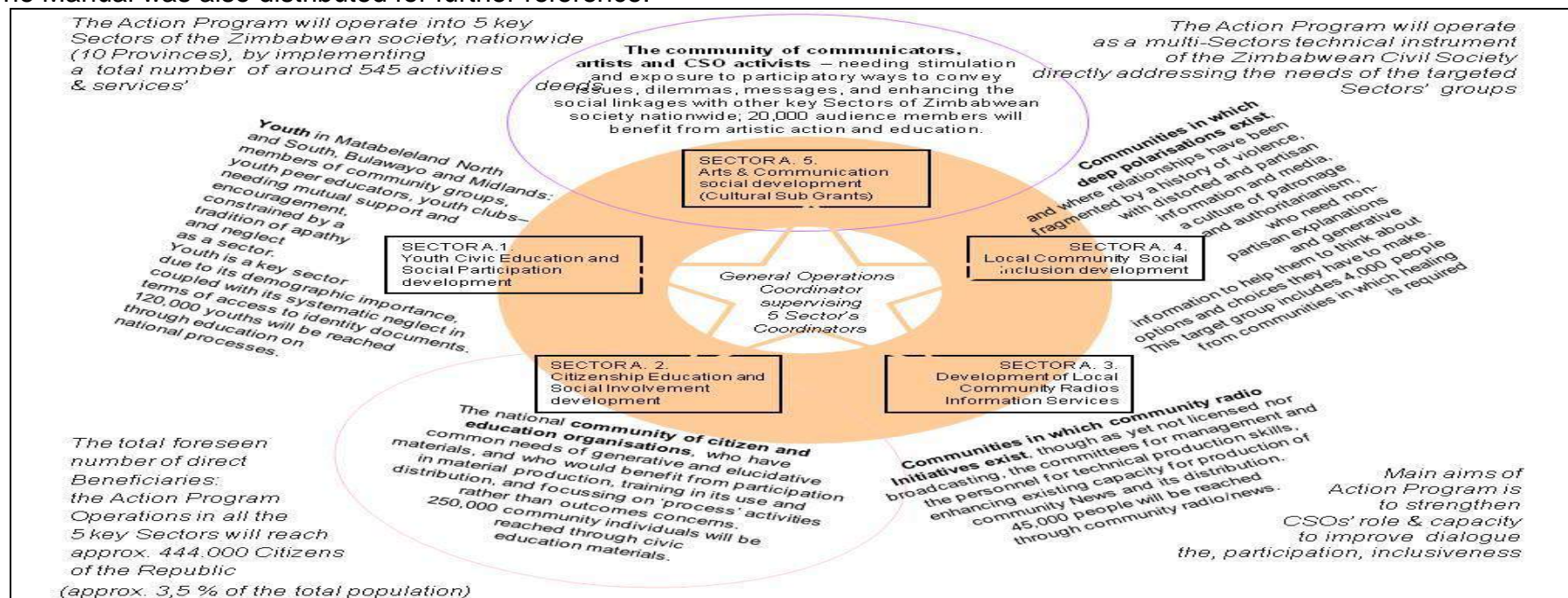
6.3 Attachment N. 3 – APCSO System Presentation

This PP presentation of the AP System clearly indicated the:

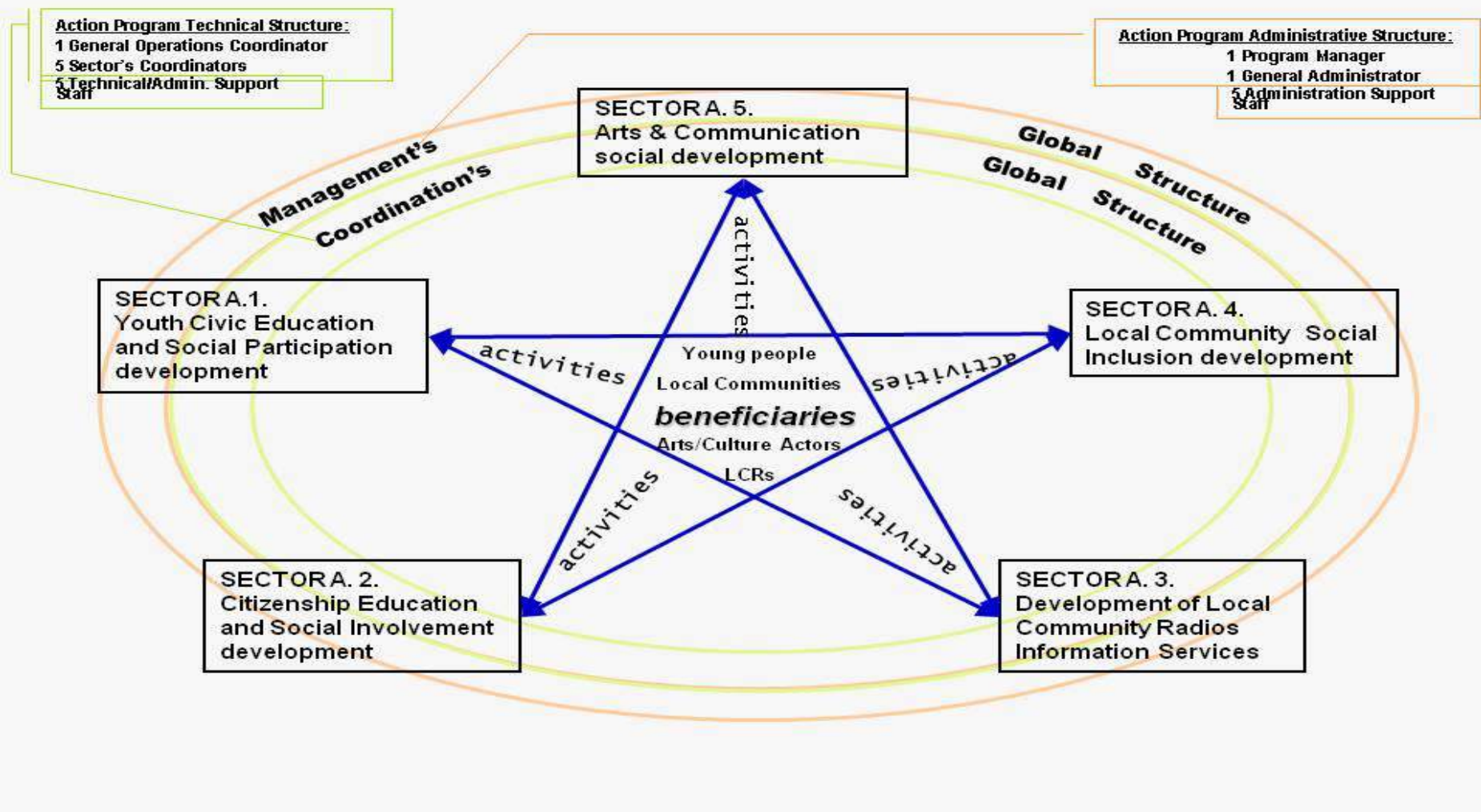
- AP's and partner CSOs' characteristics, roles, functions and pursued results and benefices;
- AP's operational structure;
- AP's General Operations Coordination and Management Integrated System;
- AP's Cycle of resources (tangible and intangible Capitals);
- AP's Information System Cycle following Relevance, Efficiency, Effectiveness, Impact and Sustainability principles;
- AP's Information System Cycle following the AP's General Operations Coordination and Management Integrated System.

This PP presentation was developed and adopted by the AP's Management to foster partner CSOs' understanding and adherence to the agreed endogenously driven partnership model and related General Operations Coordination and Management Integrated System.

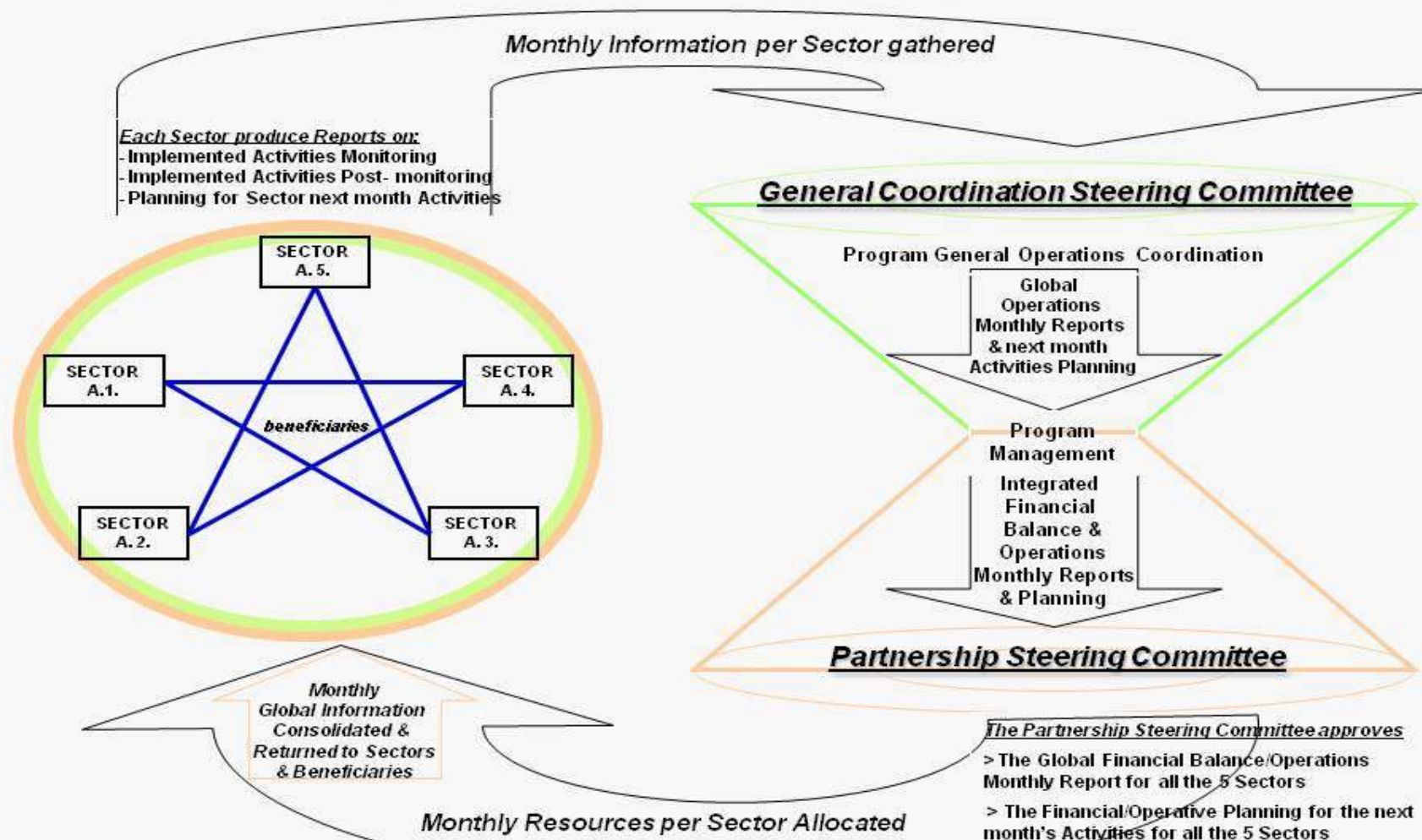
The **EU Manual for Project Cycle Management** grounded part of the Training Sessions implemented by the AP's Management to the partner CSOs. The Manual was also distributed for further reference.



The Action Program operational overall structure: how does it work ?



The Action Program General Operations Coordination & Management Integrated System: how does it work ?



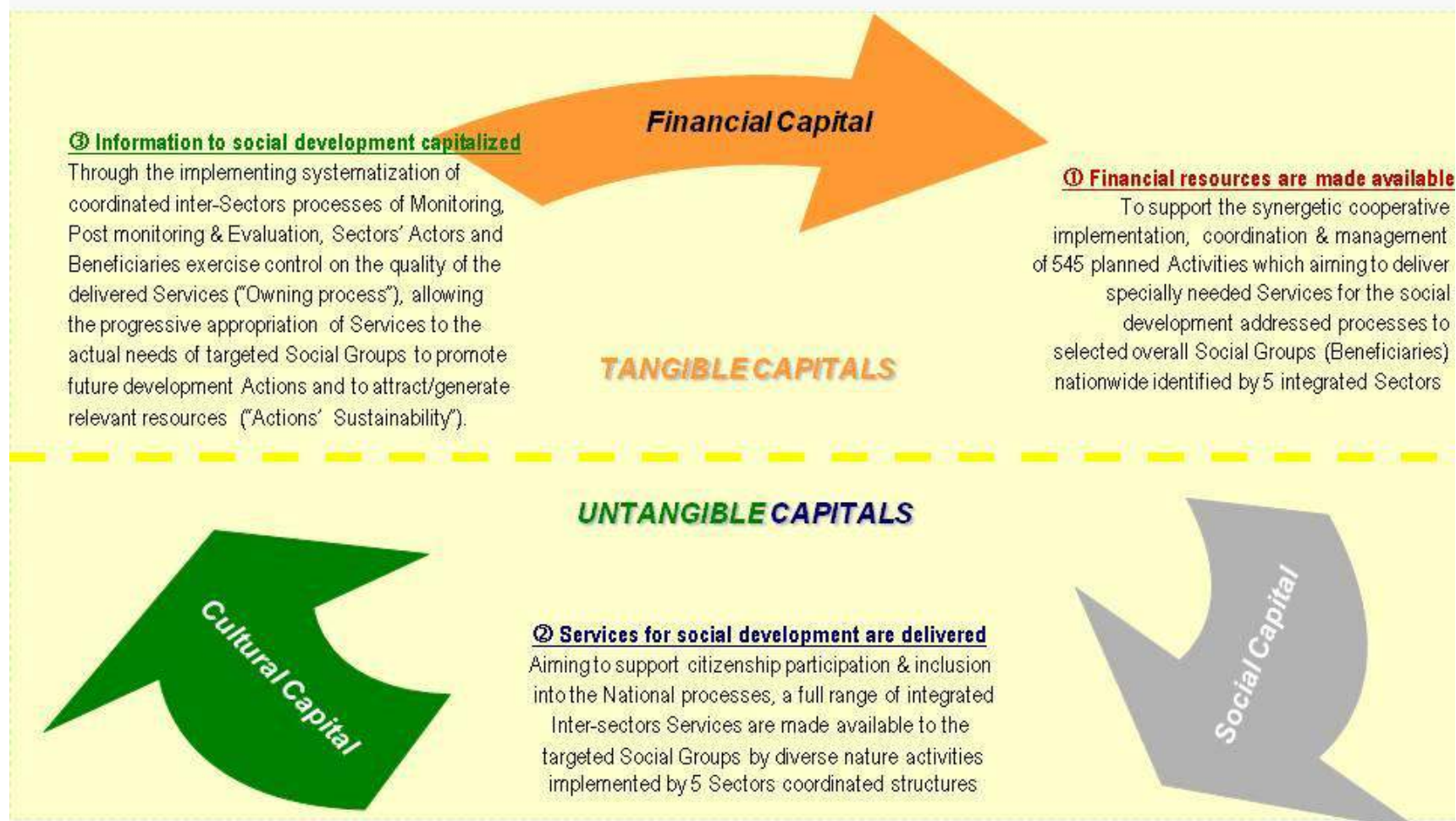
Gen. Coordination Steering Com.: Prog. Gen. Op. Coordinator + 5 Sectors Coordination structures; assistance: Program Manager, Staff, M/Pm & E Consultants

Partnership Steering Com.: Program Manager + Representatives of 6 Partner CSOs & of the EU; assistance: Program Staff/Consultants, Institutional Guests

The Action Program's Cycle of Resources: how does it work ?

The Action Program is an initiative to generate, distribute & manage 3 kind of resources:

- ① Financial resources for the social synergetic cooperativeness
- ② Services for the social development of participation & inclusion processes
- ③ Information for the social developing cooperation perspective



The Action Program's Information System Cycle: Valuables' Conceptual Basis .

The Action Program aims to gather, manage & redistribute information according with the 5 considered basic objectively evaluable parameters for all development implementing Actions:

⇒① **Relevance** ⇒② **Efficiency** ⇒③ **Effectiveness** ⇒④ **Impact** ⇒⑤ **Sustainability**

① Relevance

(also called "Importance" or "Coherence") is measuring the level of correct identification of roles of an Action Actors, as well as of the Beneficiaries' needs to be addressed, and also of the foreseen intervention logic about general condition/assumptions

③ Effectiveness

It is the measure of the levels reached by results' aptitude in achieving the fulfilment of the planned Objectives, thus if & how distributed benefits have been delivered & received

⑤ Sustainability

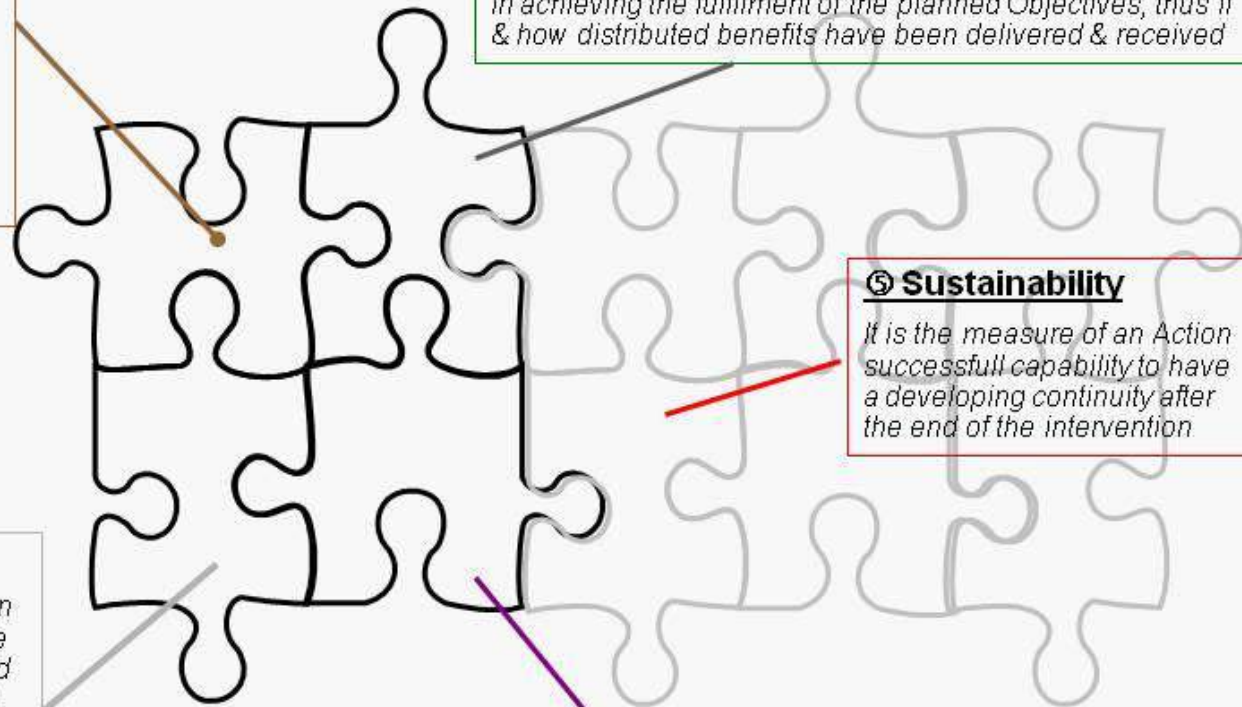
It is the measure of an Action successful capability to have a developing continuity after the end of the intervention

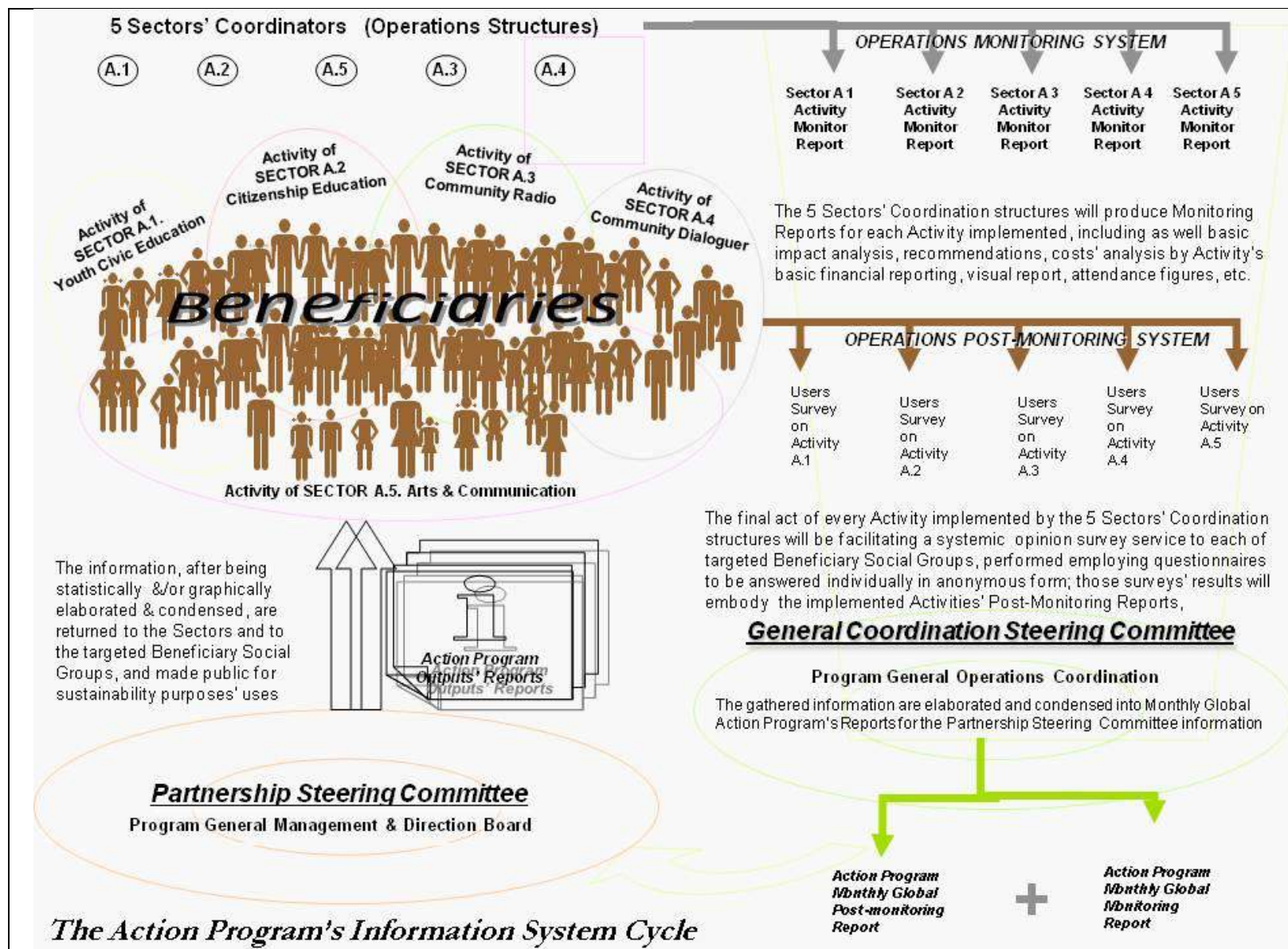
② Efficiency

It is the measure of implementation capability in transforming the made available resources in the expected results, within and by which all the related activities and resources are easily traceable/ monitored in terms of quantity, quality and punctuality. It measures also importance and extent of any unexpected results.

④ Impact

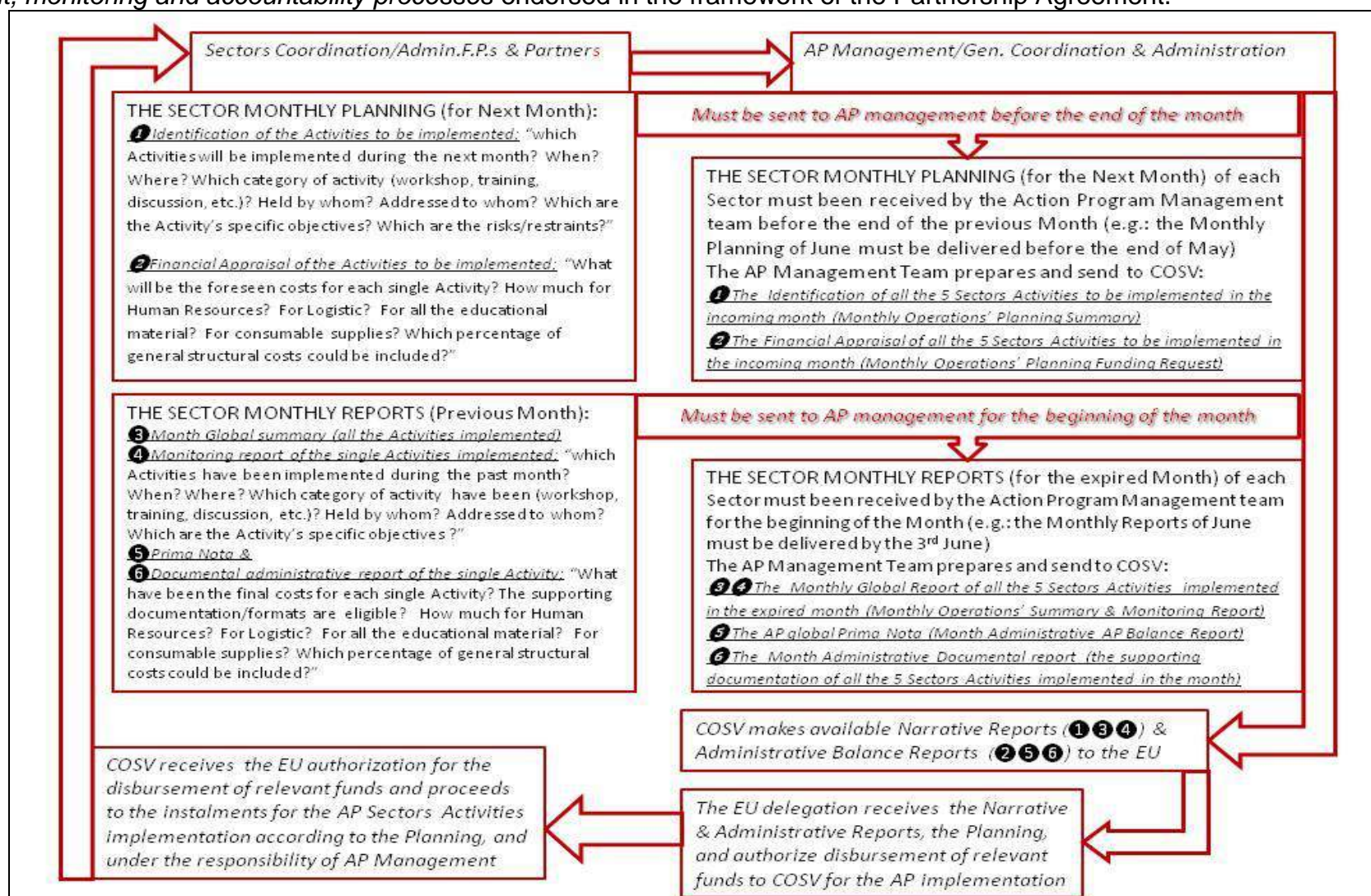
Measure of relevancy degrees between the proposed Action and resulted effect of direct benefits received by beneficiaries and of indirect benefits to a greater number of the population.





6.4 Attachment N. 4 – Cycle of the AP Management, monitoring and accountability processes

This PP presentation was developed and adopted by the AP's Management to foster partner CSOs' understanding and adherence to the *Management, monitoring and accountability processes* endorsed in the framework of the Partnership Agreement.



6.5 Attachment N. 5 – Monthly Program Cycle Schema

This scheme was distributed to partner CSOs to further clarify the Monthly Program Cycle's key processes. Coordination and Administration Meeting are here still conceived as separate instances. They will be unified in a unique *AP Sectors' general joint coordination and administration meeting*.



Action Program: Empowerment of civil society and CSOs role to strengthen participation and national processes in Zimbabwe

Action Program implemented with assistance of the Delegation of the European Union to the Republic of Zimbabwe - contract n. DCI-NSAPVD/2012/291-074

Monthly Program Cycle Scheme

Coordination Meeting

- Takes place in the last week of each month
- Presents and reviews state of Monitoring reports for the past month (documents correlated for traceability by activity code and linked to Financial reports to be submitted at the Administration meeting)
- Presents and reviews all sector and inter-sector plans of activities for the following month in detail and the successive month draft
- Reports to the Program Steering Committee throughout the Program Coordinator

Administration Meeting

- Takes place near the end of the first week each month
- Presents and reviews Financial reports for the past month (documents correlated for traceability by activity code with Monitoring reports), and finalises Prima Nota
- Confirms plans for the month and call-downs and payments schedule
- Reports to the Program Steering Committee throughout the Program Administrator

Program Steering Committee

- takes place in the second week of each month
- reviews the state of the Program, including reports from the Program Manager, Coordinator and Administrator, and takes appropriate decisions
- reviews the state of the operating environment, plans responses and engagements

Notes:

- a) there is a consistent necessity of interaction between Coordination and Administration, in both planning and monitoring/report
- b) there is need for regular interaction and exchange between coordination focal points of different sectors
- c) it is important that Coordination and Administration focal points brief Steering Committee representatives before SC meetings
- d) it is extremely important to include in Costs' planning also the costs that the CSO incur when developing activities (e.g. costs of tools and materials required to implement activities) besides the implementing costs of the activity

6.6 Attachment N.6 – Action Program Procedures Manual

This is the simplified and summarised Action Program Procedures Manual that was developed by the AP's Management following the mandatory requirements of the Donor and COSV and the agreed AP's *Management, monitoring and accountability processes* endorsed in the framework of the Partnership Agreement. This Manual refers to the Practical Guide to Contract Procedures for EU external Actions – published on the EuropeAid website in January 2012 [PRAG_2012_en].

Partner CSOs' awareness and knowledge of PRAG was fostered since 20/11/2012, when partner CSOs were trained on mandatory Donor's requirements and addressed to the relevant sources of information at the following:

<http://ec.europa.eu/europeaid/prag/document.do?chapterId=2.&id=41>



Action Program: Empowerment of civil society and CSOs role to strengthen participation and national processes in Zimbabwe

Action Program implemented with assistance of the Delegation of the European Union to the Republic of
Zimbabwe
(contract n° DCI-NSAPVD/2012/291-074)

PROCEDURES MANUAL

1. MONTHLY FUNDS REQUEST: (form P04) to be filled and sent to the PM within the 25th day of the month preceding the implementation period
 2. AMENDMENTS TO MONTHLY ACTIVITY PLAN: to be notified to the PM within the 25th day of the month preceding the implementation period (the amendment in activities should reflect also in the Monthly Fund Request form)
 3. FINANCIAL REPORT, inclusive of Prima Nota file and supporting documents: to be delivered to the admin office the last day of the implementation period.
 4. NARRATIVE REPORTS: to be delivered to the Program Coordinator the last day of the implementation period (30th or 31st day of the month)
 5. CORRECTIONS TO FINANCIAL REPORTS: a feed back to the financial report will be given within 5 days from the reception. Any correction/integration of missing documents have to be done within the 8th day of the month, since the deadline to send all the documentation to Milan HQ is the 10th day of the month following the implementation period.
- ❖ APPORVAL/FEED BACK ON MONTHLY FUND REQUEST (from the PM)
 - ❖ STATIONERY (purchased centrally, on the base of the P04 requesting frame format)
 - ACKNOWLEDGEMENT OF RECEIPT OF FUNDS: a letter to acknowledge the receipt of funds has to be released within 2 days from when the money reflects in the account.
 - PROCUREMENTS: the full procurement procedure for supplies concerning the CSO program needs to be submitted to the admin office before sending the order confirmation to the supplier.

ADMINISTRATIVE PROCEDURE

6. DEADLINE FOR ADMINISTRATIVE REPORT
 - a. The administrative report has to be done monthly and submitted to COSV office within the first week of the month following the implementation period of the activities (ex: March 2013 activities shall be reported within the 5th of April)

- b. Administrative report means: Prima Nota file + all supporting documents

7. PRIMA NOTA

- The file should be always the same, updated monthly with new expenses (one sheet for each month) and with the corrections received for the previous months. Updating the corrections will help to have a correct progressive balance and to share the same information with COSV office.
- The format of the file SHOULD NOT be modified, only compiled with due data
- The DATE of the expenses you write in the PN file must be the same date written on the expenses cover and shall be taken from the INVOICE/RECEIPT
- The BUDGET ITEM shall be taken from the budget line identifying that activity
- The DESCRIPTION you write in the PN file must be exactly the same written on the expenses cover (the more detailed, the better)

8. SUPPORTING DOCUMENTS

- The supporting documents should be ordered in the same way as they are registered in the PN
- In case of cash payment the signature of the recipient is essential
- In case of bank transfer the Transfer Instruction to the bank, stamped and signed by the bank as proof of acknowledgement, is essential

TYPE OF DOCUMENT	ESSENTIAL DATA
INVOICE/RECEIPT	Name of the supplier (stamped or printed)
	Name of the customer (Partner or COSV)
	Date
	Details of goods/prices
	Total amount
	Signature

TYPE OF ACTIVITY	ESSENCIAL DOCUMENTS	TRAINING ESSENTIAL DATA	PARTICIPANTS/FACILITATORS ESSENTIAL DATA
	<u>LIST OF PARTICIPANTS</u>	The format should state: <ul style="list-style-type: none"> Name of the Program Title of the training Date Venue 	<ul style="list-style-type: none"> Name and surname ID number/ phone/address (amount paid if any) signature
	<u>LIST OF FACILITATORS</u>	The format should state: <ul style="list-style-type: none"> Name of the Program Title of the training Date Venue 	<ul style="list-style-type: none"> Name and surname ID number position amount paid signature
	<u>PROGRAM</u>	The format should state: <ul style="list-style-type: none"> Name of the Program 	Details of the training activity:

TRAINING		<ul style="list-style-type: none"> Title of the training Date Venue 	Timing, contents, methods
	SERVICE CONTRACT FOR FACILITATORS	The format should state: <ul style="list-style-type: none"> Name of the Program Title of the training Date Venue 	<ul style="list-style-type: none"> Contracting organization Name and surname ID number (plus photocopy is better) Details of the service requested amount to be paid date signature
	TRANSPORT REFUND (in case it is needed)	The format should state: <ul style="list-style-type: none"> Name of the Program Title of the training Date Venue 	<ul style="list-style-type: none"> Name and surname ID number Position From/To amount paid signature
	Resume of expenses	The format should state: <ul style="list-style-type: none"> Name of the Program Title of the training Date Venue 	List all the expenses and total amounts by category. Example <ol style="list-style-type: none"> Accommodation Catering Facilitators allowances Transport allowances Training materials/ stationery Venue hiring

TYPE OF DOCUMENT	ESSENTIAL DATA								
PER DIEM (attach to the format the receipts for expenses – unless it is a fix amount established by the organization)	HEADED PAPER OF THE ORGANIZATION								
	Full name of the Beneficiary								
	Position								
	Period of claim: from..... to.....								
	DAT E	FRO M	T O	BREAKFAS T	LUNC H	DINNE R	ACCOMM ODATION	TRAVEL FARES	TOTAL
	Signature of claimant								
	Approved by								
	Date								

➤ QUOTATIONS

In case you ask quotations to the suppliers (that is a good practice for GOODS above 500 USD and SERVICES above 200 USD), they should be attached to the invoice/receipt.

- Some expenditure might be charged on the activity of the program only in percentage.

In this case it is necessary to present the copy of the invoice together with a self-declaration of the director of the organization, stating that for the implementation of the specific activity (detail the Name of the Program and budget item), the sector incurred in that expense and that a percentage “X” equal to “Y” USD can be charged on the program. Sign and stamp.

This case concerns also:

- The staff on the payroll of the partner, who for a stated amount of days/hours contributed to a certain activity of the program. In this case the supporting document to attach to the self-declaration is the pay slip of the staff for the correspondent month.
- The office rent (attach the receipts of the rent for the correspondent months)
- The office expenses (telephone, internet, fax etc) (Attach the bills of the office costs for the correspondents months)

<p align="center">NO SELF-DECLARATION CAN BE ACCEPTED BY THE DONOR IF IT IS NOT ACCOMPANIED WITH SUPPORTING DOCUMENTS</p>
--

- In case of payment in a currency different from USD, you shall attach to the supporting documents the official rate change applied, printing the page from the Inforeuro website for the correspondent period.
- WHAT IS NOT NEEDED. Internal documents of communication from one office to another (for payment etc) are not needed and sometimes can create confusion.
- ACKNOWLEDGEMENT OF RECEIPT OF FUNDS. Any time you receive a bank transfer from the Program, you are supposed to send to COSV a letter to acknowledge the receipt of funds (specifying the amount and the date)

<p align="center">ELIGIBLE COSTS (GC art 14.1)</p>

The eligible costs satisfy the following criteria:

- ❖ Incurred during the implementation of the action
- ❖ Indicated in the BUDGET
- ❖ Necessary for the implementation of the action
- ❖ IDENTIFIABLE and VERIFIABLE, recorded in the accounting
- ❖ Must be reasonable, justified and comply with the requirements of sound financial management (economy and efficiency)

6.7 Attachment N. 7 – Procurement Procedure under EU Grants

This document was developed by the AP's Management and distributed to the partners CSOs in order to further boost partners' compliance to mandatory EU Procurement Procedures. This document present in simplified and schematic manner key information extracted from the PRAG, which already grounded the training addressed to partner CSOs and the sources of which were provided at partner CSOs since the inception of the AP.

PROCUREMENT PROCEDURE UNDER EU GRANTS

There are 5 main procedures.

The procedure to be applied depends on:

1. Type of contract to be done (supplies, services, works)
2. Amount (threshold)

Type of Procedure	SUPPLIES	SERVICES	WORKS
SINGLE OFFER	≤ 10.000 EURO	≤ 10.000 EURO	≤ 10.000 EURO
NEGOTIATED PROCEDURE (minimum 3 consultations)	> 10.000 EURO - < 60.000 EURO	> 10.000 EURO - < 200.000 EURO	> 10.000 EURO - < 300.000 EURO
LOCAL OPEN TENDER	≥ 60.000 - < 150.000 EURO	N/A	≥ 300.000 - < 500.000 EURO
INTERNATIONAL RESTRICTED TENDER	N/A	≥ 200.000 EURO	N/A
INTERNATIONAL OPEN TENDER	≥ 150.000 EURO	N/A	≥ 500.000 EURO

THRESHOLD: you can split a procurement to use an easier procedure.

The procedure to follow depends on the **AMOUNT OF THE BUDGET LINE**, no matter if you buy a few items at a time.

SINGLE OFFER: direct award of contract based in a single offer.

Procurement dossier:

1. Formal written letter of Request for quotation (at least one – but for costly goods it is a good practice to ask for more than one quotation).
2. Detailed Quotation from the supplier (one or more suppliers), on headed paper and specifying all conditions and the validity of the offer.
3. Formal written letter of Order confirmation (detailing the delivery time and way of payment agreed on).
4. **INVOICE – RECEIPT** (delivery note, if any) – **PAYMENT**.

NEGOTIATED PROCEDURE: consultation of minimum 3 providers of your choice. Negotiation of the terms of the contract.

Procurement dossier:

1. Formal written letter of Request for quotation . The request must be delivered on the same day to all suppliers (at least 3 – it is a good practice to ask of 4, to be sure to receive 3 quotations). If you delivery by hand, you should keep for yourself a copy stamped by the receiver.
2. Detailed Quotation from the supplier (at least 3), on headed paper and specifying all conditions and the validity of the offer.
3. Evaluation report, showing the process followed and justifying the decision taken.
4. Formal written letter of Order confirmation (detailing the delivery time and way of payment agreed on).
5. INVOICE – RECEIPT (delivery note, if any) – PAYMENT.

LOCAL OPEN TENDER: publication of procurement notice in appropriate Zimbabwean Media.

INTERNATIONAL RESTRICTED TENDER: publication of procurement notice in appropriate international media. Invitation of candidates (4-8) for restricted procedure.

INTERNATIONAL OPEN TENDER: publication of procurement notice in appropriate international media.

ELIGIBILITY OF PROCUREMENT
<p>Rule of Nationality (for experts/tenderers) and of Origin (for equipments)</p> <p>The origin/Nationality eligible on the specific regulation under which the contract is financed. The following Countries of origin are always eligible:</p> <ol style="list-style-type: none"> 1. EU 27 Countries 2. European Economic Area 3. Candidates Countries to the EU 4. Country beneficiary of the corresponding basic act (i.e. Zimbabwe) <p>When we purchase goods that <u>cost 5.000 EURO or more per single item</u>, proof of origin must be requested.</p> <p>The supplier has to provide us a CERTIFICATE OF ORIGIN.</p> <p>If we do not have the certificate of origin the procurement is <u>INELIGIBLE!</u></p>


1. EU 27 Countries
2. European Economic Area
3. Candidates Countries to the EU
4. Country beneficiary of the corresponding basic act (i.e. Zimbabwe)

Exceptions to the Rule of Origin and Nationality:

- In exceptional cases we can ask a derogation
- Must be justified throughout a request
- Must be approved by the EU Delegation in writing
- Should be mentioned in the procurement notice and tender dossier

6.8 Attachment N. 8 – Action Program Activity and monthly report format

This is the unified Activities Report Format adopted throughout the AP. The format clearly indicates the required information and guides in the correct development of its contents.

	<h1>Action Program: Empowerment of civil society and CSOs role to strengthen participation and national processes in Zimbabwe</h1>
<h2>Action Program implemented with assistance of the Delegation of the European Union to the Republic of Zimbabwe</h2>	
Title of the report [date]	(indicating always: Sector, relevant Activity title & code, and synthetic title pointing out the issue(s) treated in the report)
Author(s) of the report	(Names, Program staff's position appointed)
With the assistance of [collaborations to the specific report]	(Names, Program staff's position appointed – or other identifying if external assistance: name of the institution, position, etc.)
Summary:	(or overview, major events, headlines, highlights) during the reporting period; or since the previous report. This is the summary and conclusion. Write it last, but put it here into the first lines of the report.
Changes in The Action Environment:	This sub-title can name the geographic area covered by the report. In this sub-section, include external events that affect the project or field worker's work (but not caused by the project or the field worker). External events or changes in conditions. If not needed, just eliminate it.
Achievements/Progress	<p>[This is the essence of the report]: here you list each objective, or desired result; make each a sub section with its own sub-title; then you briefly describe what actions and activities were undertaken and/or completed to work towards the objective or desired result. Do this for every objective; the objectives/results are those of the action object of the report (eg.: the assessment of NGOs/CSOs for having a network for the project)</p> <p>.....</p> <p>1.1: Indicate the degree to which the objectives or desired results were achieved;</p> <p>1.2. : Indicate the reasons for the level of success (contributing factors);</p> <p>1.3.: Indicate the hindrances, constraints, reasons why 100% was not reached;</p> <p>1.4.: Describe what lessons were learned.</p> <p>OBJECTIVE/ EXPECTED RESULT N°: (Indicate Result/s)</p> <p>.....</p> <p>2.1: Indicate the degree to which the objectives or desired results were achieved;</p> <p>2.2. : Indicate the reasons for the level of success (contributing factors);</p> <p>2.3.: Indicate the hindrances, constraints, reasons why 100% was not reached;</p> <p>2.4.: Describe what lessons were learned.</p>
Recommendations:	Based on the above, make recommendations (eg continue, change, if so then how, why) make sure you identify to whom you make the recommendations (they should get a copy) different recommendations may be made to different persons, groups or organizations. OBJECTIVE/ EXPECTED RESULT N°1: OBJECTIVE/ EXPECTED RESULT N°2:
Appendices:	Include any information that supplements the above, especially quantities and details: eg mileage, costs, lists of meetings, workshops, communal labour: number and names of participants, minutes of meetings, participants and any supplementary documents, such as maps or tables, etc.
Signature(s):	The Report(s) are meant to be printed institutional records, therefore have to be signed by the Author(s): if a copy has to be sent by email, the best option is a scanner-copy of the original. The original itself must be produced into 2 printed & signed copies, to be recorded one in the relevant Sector Operations Coordination archives, the other in the Action Program Management & General Operations Coordination offices' archives

6.9 Attachment N. 9 – Action Program Cash flow format

This is the simplified Cash flow format (also known as Prima Nota) adopted by partner CSOsc to report their monthly expenses.

Project code: **CSO**

Prima nota locale the cash code to enter in column 'G' must be: **USDPAM**

Month: July

RATE

N°	date	budget item	project code	description	cash code	RATE		COMMENTS
						in	out	
5.000								
5.001								
5.002								
5.003								
5.004								
5.005								
5.006								
5.007								
5.008								
5.009								
5.010								
5.011								
5.012								
5.013								
5.014								
5.015								
5.016								
5.017								
5.018								
5.019								
5.020								
5.021								
5.022								
5.023								
5.024								
5.025								
5.026								
5.027								
5.028								
5.029								
5.030								
5.031								

31/07/2012

BALANCE BF	IN	OUT	BALANCE
0.00	0.00	0.00	0.00
0.00	0.00	0.00	0.00
USD			0.00
			0.00
			0.00
CONTROL CELL			0.00

IF CONTROL CELL IS NOT ZERO, PLEASE
CHECK IF THE COLUMN "G" OF JULY IS
ENTERED CORRECTLY

6.10 Attachment N. 10 – COSV Format for Monthly Funding Request



Riepilogo Richiesta Fondi Mensile

AM04
versione 10/2010
pag. 2

PAESE:

MESE:

A CURA DI:

			A cura del Desk Officer ITALIA			
Progetto	Richiesta	Valuta	Approvati	Pagamenti Italia	Valuta	Note

Per ogni progetto allego il riepilogo saldi (fornito da Amministrazione) ☐


RISERVATO ALLA AMMINISTRAZIONE	
L'ultima contabilità ricevuta è del mese di: _____	FIRMA RESP. AMMINISTRAZIONE
L'ultima contabilità controllata è del mese di: _____	
Le riconciliazioni in loco sono corrette SI <input type="checkbox"/> NO <input type="checkbox"/>	_____

Data

Firma

6.11 Attachment N. 11 – AP Format for Monthly Funding Request (PO4)


This is an example of the simplified Monthly Funding Request (PO4) adopted by partner CSOs to request disbursements from the AP to cover activities' expenses of the following month.

		Action Program: Empowerment of civil society and CSOs role to strengthen participation and national processes in Zimbabwe Action Program implemented with assistance of the Delegation of the European Union to the Republic of Zimbabwe (contract n° DCI-NSAPVD/2012/291-074)					
FORMAT FOR MONTHLY FUNDING REQUEST (PO4)							
SECTOR:		A.5 - Art & Communication Social Development					
MONTH:		JUNE 2014					
PRODUCED BY:		OUDIAS BUTAU - Administrative Focal Point					
					SPACE RESERVED TO THE AP/CSO CENTRAL ADMINISTRATOR		
BI Code	Description	Prevewed (us\$)	Requested (US \$)	Notes	Inviati US\$	Residui su	Note
001.001	1.1 Salaries (gross salaries including social security charges and other related costs, local staff)	540.00	540.00				
001.001.002	1.1.2 Technical Staff - (Partnership Sectors) 50%	270.00	270.00	Sector's coordinators grants			
001.001.003	1.1.3 Administrative/support staff - (Partnership Sectors) 50%	270.00	270.00	Sector's admin focal points grants			
002.	2. Travel	0.00	0.00				
002.002.001	2.2.1 Local transportation (Partnership Sectors)	0.00	0.00	invoices for coordination or steering committee meetings			
004.	4. Local Office	517.00	517.00				
004.001	4.1. Vehicle costs (Partnership Sectors) 50%	0.00	0.00				
004.002	4.2 Office rent (Partnership Sectors) 50%	270.00	270.00				
004.005	4.5 Other services (tel/fax, electr./heat., maint.-Partners.Sectors) 50%	247.00	247.00				
006	6. Other (Partnership Sectors activities)	1,700.00	1,700.00				
from 006.021.001 to 006.020.030	A.5.1. Carrying out of 30 Human Rights events/workshops	850.00	850.00				
from 006.022.001 to 006.020.010	A.5.2. Carrying out of 10 arts and civil society workers workshops	0.00	0.00				
from 006.023.001 to 006.023.050	A.5.3. Stage 50 arts platforms on freedom of expression, participation, rights	0.00	0.00				
from 006.024.001 to 006.024.028	A.5.4. Public discussions focused on freedom of expression, gender, peace building and national healing	0.00	0.00				
from 006.025.001 to 006.025.08	A.5.5. Stage of 8 High visibility 'Arts and Democracy' events	0.00	0.00				
from 006.026.001 to 006.026.22	A.5.6. Poetry 'Freedom of expression' performances	850.00	850.00				
from 006.027.001 to 006.027.004	A.4.5.7. Awarding of four sub grants to Actors in the Arts and Culture sector	0.00	0.00				
TOTALS:		2,757.00	2,757.00				

PLEASE LIST HERE BELOW THE CONSUMABLES/SUPPLIES (DETAILED) THAT THE SECTOR WILL NEED FOR THE MONTH:	
ITEM	QUANTITY
HP 53A Toner Cartridge	1
HP 80A Toner Cartridge	1
White Bond Paper (Rim)	5
Coloured bond paper (yellow, green, pink & blue)	1 of each
Lever arch files	5
Flat Files	10
Shorthand Notebooks	5
Staples	2 boxes
Paper Clips	2 boxes
Filling Plastic Pockets	20
Mighty Markers	12 assorted colors
Pens	1 Box
Sticki Stuff	2 packs

6.12 Attachment N. 12 – Example of AP Financial Status presentation format

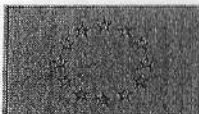
This is an example of Financial Status presentation developed by the AP's Management and presented at PSCs and JOMICs.



COSV
COOPERATION ORGANISATION FOR THE DEVELOPMENT OF CIVIL SOCIETY
11000 - 11000 - 11000

FINANCIAL STATUS

COUNTRY ZIMBABWE




Empowerment of civil society and CSOs role to strengthen participation and national processes in Zimbabwe

Action Program implemented with assistance of the Delegation of the European Union to the Republic of Zimbabwe, contract n° DC/NBAPVD/2012/231-274

		Approved Budget year 1	Total expenses EUR 31.12.2012	Expenses Forecast Jan- Mar 2013	Total expenses forecast 31.03.2013 (E+G)	Balance 31.03.2013 (C- I)
1	HR	192,435.00	98,091.22	28,682.65	126,773.87	65,661.13
2	TRAVEL	9,372.50	6,790.57	168.00	6,958.57	2,413.93
3	EQUIP/SUPPL	110,242.00	85.43	110,142.00	110,227.43	14.57
4	LOCAL OFFICE	76,245.68	20,026.72	29,572.17	49,598.89	26,646.79
5	OTHER COSTS, SERVICES	132,788.64	20,804.39	39,225.91	60,030.30	72,758.34
6	PARTNERSHIP SECTOR ACTIVITIES	304,704.19	119,229.59	27,585.96	146,815.55	157,888.64
Partnership sectors in details	A1	51,388.00	19,732.18	14,140.37	33,872.55	17,515.45
	A2	79,120.00	25,346.27	0.00	25,346.27	53,773.73
	A3	36,600.00	5,308.01	0.00	5,308.01	31,291.99
	A4	47,600.00	15,101.79	6,280.74	21,382.53	26,217.47
	A5	89,950.00	53,741.34	7,164.85	60,906.19	29,043.81
Grand Total		825,788.01	265,027.92	235,376.69	500,404.61	325,383.40

6.13 Attachment N. 13 – Example of the AP Management report at the PSC

This is an example of AP Management reports (Administrative and Coordination) at the PSC.



Action Program: Empowerment of civil society and CSOs role to strengthen participation and national processes in Zimbabwe

Action Program implemented with assistance of the Delegation of the European Union to the Republic of Zimbabwe - contract n. DCI-NSAPVD/2012/291-074

1. STATUS OF PARTNERS' FINANCIAL REPORTS – II Year

SEC TOR	SUPPORTING DOCS for JANUARY activities	SUPPORTING DOCS for FEBRUARY activities	SUPPORTING DOCS for MARCH activities	SUPPORTING DOCS for APRIL activities	SUPPORTING DOCS for MAY activities	SUPPORTING DOCS for JUNE activities
A1	STILL TO BE FINALIZED	RECEIVED ON THE 28/02/14. CORRECTED AND TO BE FINALIZED				
A2	SENT TO HQ ON THE 18/02/14	RECEIVED ON THE 28/02/14. TO BE REVISED				
A3	STILL TO BE FINALIZED	STILL TO BE RECEIVED				
A4	STILL TO BE FINALIZED	STILL TO BE RECEIVED				
A5	SENT TO HQ ON THE 18/02/14	RECEIVED ON THE 26/02/14. TO BE REVISED				

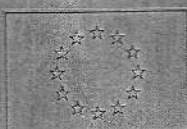
2013: all the financial reports for the year 2013 have been completed and sent. What is still missing are the percentage declarations for the refunds monthly received for supporting staff, office rent and office costs. All the sectors received last week a summary of the declarations due. The deadline for the completion of these documents is the 7th of March. A few more corrections might come from the HQs during the revising process.

2. DISBURSEMENTS

SECTOR	TOTAL REPORTED TO DATE	TOTAL FUNDS RECEIVED	BALANCE
A1	97,736.86 \$	98,086.37 \$	349.51 \$
A2	188,357.15 \$	182,777.45 \$	-5,579.70 \$
A3	82,121.12 \$	65,471.67 \$	-16,649.45 \$
A4	108,777.27 \$	115,168.63 \$	6,391.36 \$
A5	167,565.87 \$	165,721.16 \$	-1,844.71 \$

Silvia Cerri

Harare, 5th March 2014



Action Program: Empowerment of civil society and CSOs role to strengthen participation and national processes in Zimbabwe

Action Program implemented with assistance of the Delegation of the European Union to the Republic of Zimbabwe - contract n. DCI-NSAPVD/2012/291-074

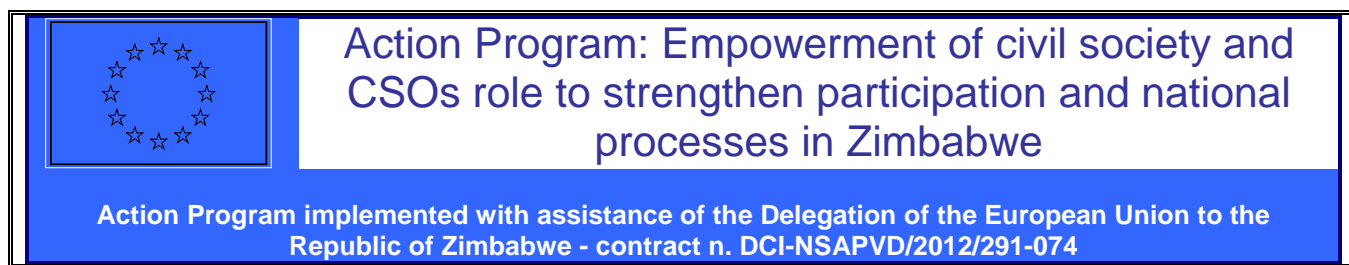
Coordination Report to Steering Committee of 5 March 2014

1. In January and February program Activity accelerated, with a total of 20 activities carried out in January, and 23 in February (across all sectors). It should be noted that not all actions planned for this period were carried out; a number of actions did not receive timely police clearance, and the exceptionally heavy rains also prevented access to some venues, particularly for sector A4.
2. Completion of the Program by the end of the extended period (19 July 2014) requires that actions planned should be carried out by the end of June 2014. This will require concerted efforts, noting that all actions - to be accepted - need to have full monitoring, both narrative and financial. Below is a table showing the outstanding work to be done, in summary.

Sector	March	April	May	June
A1	2	3	4	4
A2	7	7	7	7
A3	6	4	6	-
A4	13	13	9	13
A5	6	3	8	2

In addition a number of activities unaccomplished in January and February remain to be carried out.

3. At the same time it needs to be emphasized that procedures, and in particular due dates for submissions for reporting, need to be adhered to. In addition, all sectors are reminded that a request was made for feedback on the draft Procedures Manual.
4. Progress has continued to be made in relation to carrying out post-monitoring across the Program, with positive experiences in Sectors A1, A2, and A4, and a new format for A5. February activities were largely subjected to post-monitoring
5. The production of the first number of the program-wide Action Program Monthly Bulletin has advanced in that the final draft has been prepared.



COMMUNICATION & VISIBILITY PLAN

VISIBILITY STRATEGY AND SYSTEMS

This visibility strategy covers general media and visibility outputs for the Action Program as a whole, as well as basic rules and guidelines to the planned Activities for the Sectors' coordination structures, and the partnership's CSOs.

However, this C & V does not describe into their specificity those ring-fenced communication/visibility actions that are part of the Action Program's planned Activities and their methodological contents (e.g. A/V productions, publications, information outputs that are part of activities' content); these aspects fall under the remit of A.P. Management & General Operation Coordination, and the responsibility of the single Sectors' Coordination structures, and of the Sectors' Partners CSOs.

1. The principles to be adopted by the A.P. for its effective communication & visibility are:

- Simplicity
- Consistency (of message/content)
- Consistency of outputs (and recorded documentation)

2. Three levels of Communication/visibility will be effectively implemented:

- A. By activities, undertaken by Sectors' Coordination structures, Sectors Partner CSOs (for these actions, simple rules and guidelines are going to be specifically provided)
- B. By Action Program as a whole, cross-cutting all Sectors
- C. EU (and/or COSV) related, responding to EU (and/or COSV) Communication and Visibility specific needs

3. Targeted Groups:

- 250,000 community individuals through civic education materials (the national community of citizen and national processes education organisations, and of citizens in general)
- 45,000 people through community radio/news (Rural communities developing community radio initiatives, with special focus on Matabeleland North, Mashonaland West, Central and East, Midlands)
- 120,000 youths through education in national processes (Youth in Matabeleland North and South, Bulawayo and Midlands, members of NYDT community groups, youth peer educators)
- 25,000 audience to artistic action and education (the national community of artists, communicators, and CSOs' members)

- 10,000 people from communities in which healing is required (the clusters and networks of War Veterans)
- National and International Stakeholders operating in Zimbabwe's development issues.

4. The objectives of the Communication & Visibility Plan actions are:

- Establish a clear identity for the Action Program in the public eye, with particular reference to Targeted Groups, as well as a special attention to the State, NGOs/CSOs and development actors generally
- Create a positive association pitched around “long term, stable national development”, differentiating the Action Program from any political agenda, and off-setting negative views of NGOs/CSOs sector generally in some political frameworks
- Create specific Communication/visibility for the EU's (and/or COSV's) commitments within the Zimbabwe's development – as per their requirements

5. Disclaimer (statutory for all Communication & Visibility products funded by the EU)

- The EU is not responsible for the contents of communication material prepared by the implementing Partners of the Action Program co-funded by the EU Delegation to the Republic of Zimbabwe; therefore, The Action Program designs the most appropriate format for an EU Disclaimer to be employed in all the printed/digital C&V products. The commonly employed basic disclaimer is the following:

"This publication has been produced with the assistance of the European Union. The contents of this publication are the sole responsibility of the Author(s), and can in no way be taken to reflect the views of the European Union".

6. Communication & Visibility Matrix

A. By activities, undertaken by Sectors' Coordination structures, Sectors Partner CSOs			
Responsibility of :	Type of C & V action:	Instruments/tools:	Resources & Restraints:
The Sectors' Coordination Structures The Partner CSOs	Use EU/Action Program and Sector banners at all public events	2 banners per sector partner, for each category, to be supplied by the Action Program	<u>Resources:</u> C & V Activities' direct costs (e.g.: specific printing, banners, etc) covered by the currently stated Activities' unit budget <u>Restraints:</u> Note: All the C & V Action listed aside are obligation of the indicated Responsible and their implementation stated as statutory - <u>unless specifically instructed not to by Action Program Management in the case of risks of negative association</u> In the implementation of the C & V Actions listed aside, the indicated Responsible
	Books and Publication to be employed into A.P. Sectors' Activities	Book-marks will be printed to be included in every copy; design, wording & disclaimer to be supplied by the Action Program	
	T-shirts to be employed into A.P. Sectors' Activities	design, format & wording to be supplied by the Action Program	
	CD-Rom/DVD to be employed into A.P. Sectors' Activities	design, format & disclaimer to be supplied by the Action Program	
	Mention EU in all public media releases	Wording & disclaimer (when needed) to be supplied by the Action Program	
	Embed EU logo in all digital marketing/visibility for public events,	Logos and templates to be supplied by the Action Program which indicates the format of the disclaimer as well (when needed)	

	where appropriate using a standard design template for ring-fenced fliers		<u>can in no way:</u> <i>Make any public of media pronouncements on behalf of the Action Program, of the A.P. Partnership, of the EU.</i>
	Embed EU logo in all print marketing/visibility for public events, including printed materials: fliers, posters, where appropriate using a standard design template, and for print advertising	Logos and templates to be supplied by the Action Program which indicates the format of the disclaimer as well (when needed)	
	Receive, use and distribute as appropriate cross-cutting Action Program visibility outputs (e.g.: media releases) prepared centrally by the Action Program	To be supplied exclusively by the Action Program which indicates the format of the disclaimer as well (when needed)	<i>Make any use of the EU logo/identity without the Action Program Management previous authorization</i>
	Adhere to short "content management" guidelines whenever mentioning the Action Program	C & V Content Management guidelines to be supplied by the Action Program	<i>Make any use of the Action Program logo/identity without the Action Program Management previous authorization</i>
	Make brief reports (and compile documentation) to the Action Program Management on all visibility actions carried out	The Report standard format to be supplied by the Action The Action Program	The C & V Actions' Reports are meant as per internal use of the Action Program only

B. By Action Program as a whole, cross-cutting all Sectors

C. By C & V Activities EU (and/or COSV) related

<i>Responsibility of :</i>	<i>Type of C & V action:</i>	<i>Instruments/tools:</i>	<i>Resources & Restraints:</i>
<p>The Action The Action The Action Program Management & General Operations Coordination</p> <p>The Partnership Steering Committee's Chairperson</p>	Design	<p>The Action Program designs an Action Program/COSV logo/identity and house style (e.g. font)</p> <p>The Action Program designs the adoption of the EU</p>	<p><u>Resources:</u></p> <p><u>Human Resources:</u> C & V subcontracted Team (part-time/consultancy base) for 12 months, at the unit monthly cost of 1.000,0 euro</p>

		<p>logo/identity/format/ and disclaimer (when needed) for all the Action Program documentation to be produced as per internal/external uses</p>	<p>C&V Team composed by:</p> <p>1 Coordinator (to keep the visibility actions coherent and on track, liaise with A.P. Management, and sometimes with EU)</p> <p>1 Writer (2 days per week should be sufficient; i.e. 4 days average per press release)</p> <p>1 Data capture compiler (to build and maintain the two data bases, general and media), as well as the VIP & Stakeholders list</p> <p>1 Graphic designer (for digital and print elements requiring design input)</p> <p>1 Social media (fairly minimal but important technical skills and contacts)</p> <p><u>Technical Resources:</u> (provided by the A.P.)</p> <p>1 laptop and software</p> <p>1 photocopier/printer</p> <p>monthly supplies of consumables (ink, paper)</p> <p>the ring-fenced C&V activities already budgeted included by contract are the following:</p> <p>a) Youth Civic Education Campaign Banners: per 1 Set*331 €/each (total)</p> <p>b) Arts & Communication Podcasts and Uploads (per 15 monthly Sets x165 €/each = 2.475 € total)</p> <p>c) Local Community Radio Services: Adverts for local Communities (per 15 Adverts; 15x300 €/each = 4.500 € total)</p> <p>d) Local Community</p>
	Advertising	<p>No media advertising (print, digital, radio etc) is envisaged at this time, other than those foreseen specifically for the Sector A.3 Communication & Visibility Activities.</p> <p>The Action Program indicates the format of the disclaimer to be employed into adverts when needed</p>	
	Press releases and Media	<p>The Action Program maintains and updates media data-base, including important names/partners</p> <p>One (feature) to two (news-based) Action Program media statements are distributed on deadline-driven basis per month, written, researched, prepared by the Action Program; content will differ, cross-cutting, by sector (including research and interviews), or taking up broad development issues</p> <p>Special press releases are prepared through the year on content-driven basis around high-profile projects or special needs</p> <p>A part-time journalist writes and prepares the above</p> <p>The Action Program indicates the format of the disclaimer when needed</p>	

	Digital	<p>The Action Program builds and up-dates e-mail data-base (media and general)</p> <p>The Action Program designs a standard digital template for digital fliers for use by sector partners as appropriate (<i>nb this may need sector partners to be conversant with Corel Draw or have access to service provider with this skill to place content in the template</i>)</p> <p>Ring-fenced digital fliers are distributed for special of high-profile actions, and occasionally for the Action Program news and information</p> <p>The Action Program indicates the format of the disclaimer as well (when needed)</p>	<p>Radio Services: Printing of T/shirts (per 4.000 T/shirts x 5 €/each = 20.000 € total)</p> <p><u>Restraints:</u></p> <p>Essentially Action Program Visibility Service Provider (C&V Team under the supervision of the A.P. Management) obtains the basic information, needs and compliance per EU (and/or COSV) requirements, and applies these as appropriate (by and large these will have already been covered by all Activities listed in frames A. and B./C.)</p>
	Printed Posters & Fliers	<p>The Action Program designs a standard poster/flier print version template (same as digital) for printed materials for use by sector partners as appropriate</p> <p>The Action Program indicates the format of the disclaimer as well (when needed)</p>	
	The Action Program Newsletter	The Action Program designs, writes and distributes monthly newsletter on digital platform to The Action The Action Program data-base	
	SMS (a very effective tool in specific instances)	Sectors' Coordination Structures and Partners receive technical advice on best practice in SMS visibility, costs and technical service providers	
	Website/Facebook, Twitter and other	The Action The Action Program	

	Social Media	explores the possibility and options for a website for later use Sectors' Coordination and Partners receive technical advice on best practice in social media platforms visibility, costs and technical service providers The Action Program explores options for an Action Program Facebook page and practical methods of updating	
	VIP & Stakeholders list	The Action Program builds and updates a VIP & Stakeholders list (NGOs, embassies, missions, state institutions, etc) for use as appropriate for selected public events	
	Others	The Action Program explores various options that may be used from time to time including media PR type events, blog-site etc	

7. Indicators of Achievement

A set of Indicators of Achievement will be provided by a *Post-monitoring* (post activity monitoring) process, that will be performed by the beneficiaries of each of the specific Activities, once accomplished, as final component of their implementation, and under the assistance of the Action Program deputed operational staff.

The basic tool of the Post-monitoring Process will be a range of Sectors' Activities specific Questionnaires, to be compiled as per ensure anonymous opinion surveys, and therefore recollect the beneficiaries'

perceptions, estimations and judgements regarding to the specific Activity's implementation - including the values for Communication & Visibility - they have been involved in.

The questionnaires will be composed by a number of pertinent questions, each one with a range of pre-proposed strictly related answers (as commonly considered useful for this methodology, between 5 and 6).

These answers will aim to offer 4 categories of inference (negative, indifferent, positive, alternative) organized as follows:

a) 2 ranges of possibly negative evaluation (one "totally negative" and one "partially negative"),

b) one "neutral" (no negative neither positive),

c) 2 positive estimation of different value ("partially" or "totally positive"),
and

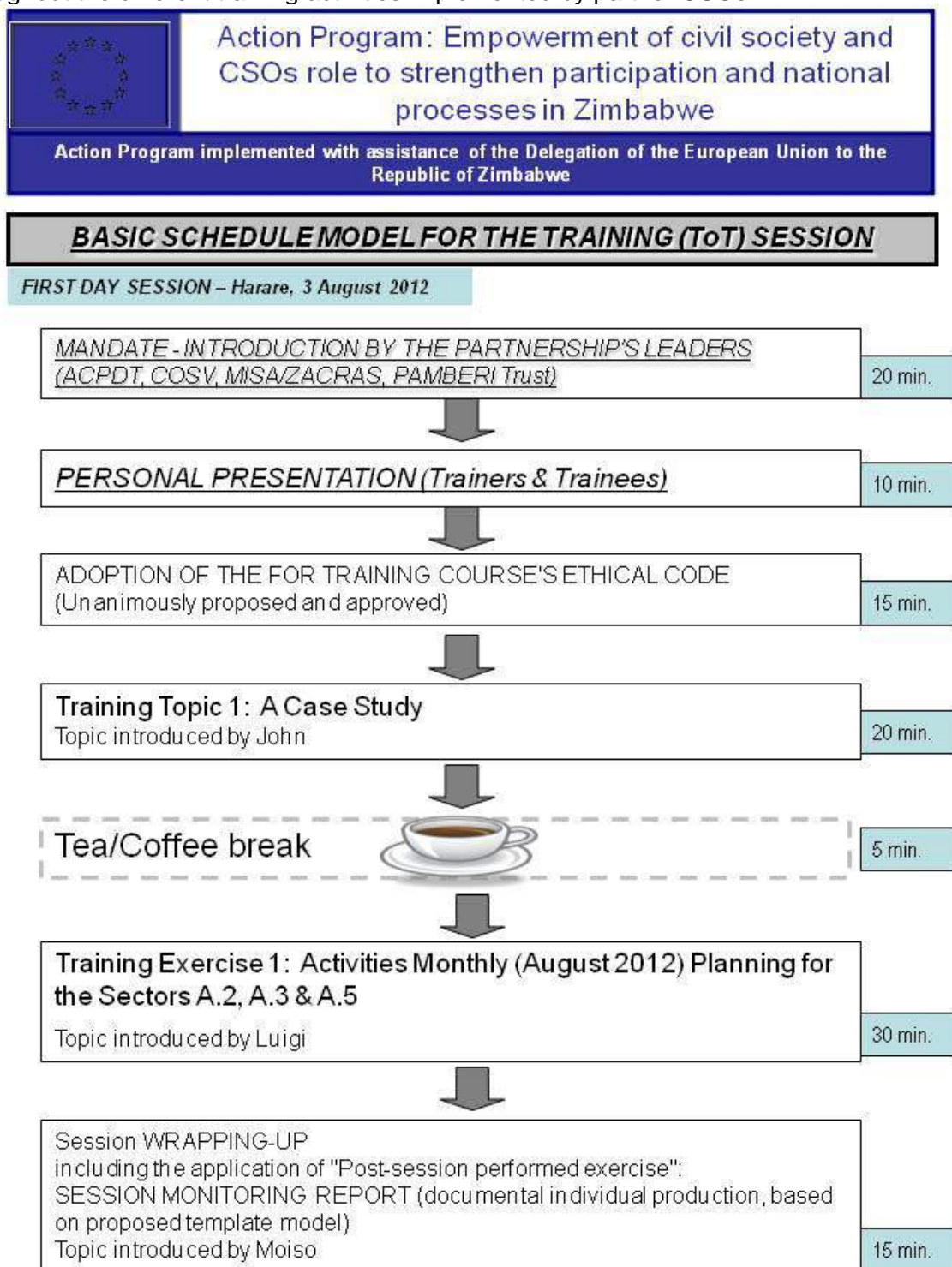
d) a (possibly) sixth answer indicating "possible alternative" estimation.

Each question, in the order above reported (from "1" to "6"), will correspond to a printed-in box to be thickened by the survey's beneficiary; the final result will then be a mathematical formulation which would be easily expressed into statistic and graphic consolidated merging by results.

All the information gathered through the Post-monitoring processes will be "returned" to the Beneficiaries, once analyzed and moulded into the form of consolidated easy-readable formats (statistic & graphic), as a method to improve the Beneficiaries' owning development on the Action Program itself, and at the same time to deliver a pedagogic demonstration on the value of individual participation in collective processes.

6.15 Attachment N. 15 – AP Basic Schedule Model for the Training Session

This Abstract form AP Basic Schedule Model for the Training (ToT) Session serves as example with regard to the Schedule Model format promoted by the AP to foster its unified adoption throughout the different training activities implemented by partner CSOs.



6.16 Attachment N. 16 – AP Rationale and logic for Post Monitoring

This document clearly indicates and describes the rationale and logic grounding Post Monitoring.

POST MONITORING TAMPLET

Program Rationale and logic for Post Monitoring

This aspect of evaluation is often taken for granted by people running programs because they assume that outsiders would have this knowledge. In fact it is a crucial aspect of building the evidence base for effectiveness. Explain why you have chosen to tackle the issue in the way you have. Describe the overall goal of the program i.e. what you are trying to achieve and why you think your approach will work. Draw on literature, previous experience and practice knowledge. Project management has the task of establishing sufficient controls over a project to ensure that it stays on track towards the achievement of its set objectives. Project monitoring is an integral part of day-to-day management. It provides information by which management can identify and solve implementation problems, and assess progress within the project. The aim is to determine the relevance and fulfilment of objectives, developmental efficiency, effectiveness, impact and sustainability. An evaluation should provide information that is credible and useful, enabling the incorporation of lessons learned into the decision-making process of both recipients and donors.

Description of the initiative/program

A full description of the initiative allows someone who was not involved to get a good idea of what was done. Including the following:

- The issue and how it was addressed
- Overall goal and specific objectives of the initiative
- Who the initiative was aimed at?
- What services and activities took place?
- Who was involved in providing the services/activities?
- Involvement of other organisations and sectors
- Ways in which community people were involved
- Costs of the program (staff time in planning and implementation, other costs).
- If and how the initiative planned to tackle equity of access to services

Monitoring

Monitoring is the regular collection and analysis of information to track the implementation and measure the performance of a project against its expected results.

Why monitor?

A project represents a set of promises that are made to stakeholders about what will be achieved with a set of resources in a given timeframe. Monitoring provides crucial information about how the project is performing, which helps decision makers and other stakeholders track how well the 'promises' are being kept. Monitoring is a powerful management tool. It provides project managers with information to track implementation, so that they can identify whatever obstacles are impeding the project's success as early as possible. It is a source of information for justifying changes in management strategy, budgets, etc., otherwise known as adaptive management. When it is used well, monitoring also helps to identify promising interventions early on which could be replicated. Monitoring is also a tool for motivating the stakeholders, by generating a shared understanding of the project and its contexts. The information that it provides can promote accountability, credibility and public confidence in the project. In this instance implementation is seen as a continuous learning process where experience gathered is analysed and fed back into planning and updated implementation approaches.

What is participatory evaluation?

Participatory evaluation seeks to engage key project stakeholders more actively in reflecting and assessing the progress of their project and in particular the achievement of results as well as taking joint action out of evaluation findings. Any evaluation seeks to assess issues of effectiveness, efficiency, impact, relevance and sustainability of the development intervention.

These five aspects are at times referred to as evaluation criteria. The table below gives specific questions which the five monitoring aspects seek to answer.

Table 1: Specific Issues covered by Evaluations	
Evaluation Aspect	What are we going to do?
1. Efficiency	<ul style="list-style-type: none"> - To what degree did the outputs (services and products) result from efficient use of financial, human and material resources? - How do outputs compare with outputs? How best were activities undertaken and could it have been done better, more cheaply and more quickly?
2. Effectiveness	<ul style="list-style-type: none"> - To what extent have objectives been achieved? Were activities sufficient to achieve agreed objectives?
3. Relevance	<ul style="list-style-type: none"> - Were the implemented activities in line with organisational mandate or purpose of existence? - Were the activities in line with primary stakeholders' priorities and needs? - Should the project be changed, continued or terminated?
4. Sustainability	<ul style="list-style-type: none"> - What are the chances that benefits/activities will continue, if the project/ programme stopped supporting certain interventions? - Are beneficiaries able to access services on their own in absence of the organisation or intervention? - To what extent are resultant changes among duty bearers going to last? - How financially sustainable is the organisation or intervention? - Can the intervention be replicated elsewhere?
5. Impact	<ul style="list-style-type: none"> - What have been the intended and unintended positive and negative aspects of implementing intervention?

Evaluation differs from monitoring in three respects:

Timing, Focus and Level of Detail

Monitoring and evaluations are interactive and mutually supportive processes. Monitoring and evaluation of development activities therefore provides government officials, development managers, and civil society with better means for learning from past experience, improving service delivery, planning and allocating resources, and demonstrating results as part of accountability to key stakeholders.

In order to fully understand the role of monitoring in development projects, some revision of project planning and management is necessary.

6.17 Attachment N. 17 – AP Post Monitoring Notes

These notes complement the previous *AP Rationale and logic for Post Monitoring*, in order to foster the partners CSOs' understanding and consequent engagement in the post-monitoring processes.

EC COSV Post Monitoring Notes

Relevance

The relevance criterion is used to assess the extent to which the objectives and activities of the intervention(s) respond to the needs of strengthening participation and national processes in Zimbabwe. Relevance of the intervention might change over time with changing circumstances, so questions must also cover this scenario.

Effectiveness

Effectiveness is used to evaluate whether an intervention has reached its intended objectives, with respect to its immediate environment, in a timely fashion. The key to evaluating effectiveness and the linkage between outputs, outcomes and impacts is finding out to what degree the envisaged objectives have been fulfilled, and noting changes that the intervention has initiated or to which it has contributed. Assessment should cover both the ***desired*** changes the project aimed to achieve, as well as ***unintended*** positive and negative changes.

Impact

The criterion of impact refers to positive and negative, primary and secondary long- term effects produced by an intervention, directly or indirectly, intended or unintended. Impacts can be relatively immediate or longer term. The evaluation should identify the effects of the intervention on the key driving factors and actors involved in the programme.

Sustainability

Sustainability is defined as the continuation of benefits from a development intervention after major assistance has been completed. It includes the probability of continued long- term benefits and resilience to risk over time and includes financial, institutional, human resource, management and other elements. As in other fields, sustainability also includes “ownership” of the intervention strategies and development processes. Experience and research on participation demonstrate that these processes are long term and thus need long- term engagement that can weather setbacks.

Efficiency

This criterion is used to assess how economically resources/inputs (funds, expertise, time, etc.) are converted to results.

6.18 Attachment N. 18 – Further AP's Management specifications on Post Monitoring

This document clearly specifies the logic, mechanisms and objectives of Post-monitoring. Post-monitoring principles, roles, processes, methodologies and desired outputs are clearly described.

1.2.1.6. The Monitoring-Post monitoring & Evaluation Permanent methodology will be designed as a permanent tool implemented to provide a constant verification analysis of the responsiveness of the planned Activities to the Objectives and Expected Results of the Action Program as it has been intended; its systemic implementation during the whole active life of the Action Program will make available therefore a constant assessment which will point out any of adjustment, modification or more adequate modality that would be needed to appropriate the intervention to the main Logic of the Action Program; at the very same time, in the processes the planned intervention's Logic itself will be put at test. The systemic process will be designed to gather faithful information on the 5 main evaluation parameters:

1. Relevance / importance: if the Action Program has effectively identified Actors and Stakeholders of the Action Program, the different Sectors' components of the direct beneficiaries of the individual targets specific Activities, as well as the set of indirect beneficiaries (defined as population's social clusters-Sectors and Communities/towns/villages where activities have been implemented), and their relevant needs to be addressed, and relevant general conditions/assumptions.

2. Efficiency: how the Action Program implementation transforms available resources in expected results, analyzing how and at which extent the intervention has developed and usefully employed approach (based on the Logical Framework) within and by which all the related activities and resources are easily traceable and monitored in terms of quantity, quality and punctuality. It will provide as well a paralleling compared analysis on the whole Action Program direct management, the compliance of the procedural processes, the applied budget management, management of the Local Staff, of consultancy and expertise services employed, and the management of relationship-framework with local authorities, institutions, beneficiaries. Finally, the applied process specifically will allow the identification of any unexpected results.

3. Effectiveness: results of the Action Program acquired/used to fulfill Objectives, analyzing how to have been delivered and received the benefits planned, verifying if the distribution of responsibilities among the various actors was appropriate, what measures have been or should have been taken by the Program's implementing bodies, and with what consequences. At the same extent verifying if there have been unexpected results, and if they have influenced the benefits delivered and received, and verifying if risks were identified, verify how and when and verify relevant containment measures adopted. Amongst the methodology's allowed analytic results, two will be especially relevant: if contributions of the involved Actors (staff, partners, networks, institutions, beneficiaries) were provided as planned, and the verification on the quality of communication (internal and external). Finally, the methodology when properly applied will automatically self-test the quality of adopted monitoring process: its accuracy, its extension, its flexibility and its use, and the consistence of the adopted baseline(s).

4. Impact: relationship between the proposed Action Program and resulted effects, to assess the effect of direct benefits received by beneficiaries and a vision of effects on a greater number of people in the Program; to assess if and how each of the implemented Activities may have helped to improve social community development as well as the level of the individual users. Finally, to assess the social, educational, cultural, socio-economic impacts produced up to the then current degree of implementation of the action, - during the Action's development itself; and the degrees of foreseen achievement as per impact by each of the specific Action Program's planned components in each one of the 5 targeted Sectors.

5. Sustainability: how successful the Action Program will have continuity after the end of the intervention, assessing what has developed a sense of belonging and responsibility among the implementing Actors and target groups and beneficiaries, and the level of involvement of institutional partners, where and when involved, as far as the Action Program has been accepted by local authorities, reasons because local authorities are aware and will provide continuity and support in the Objectives management; and at which extent the counterparties have been prepared for delivered results. To assess therefore at which extent the benefits of the Action Program are affordable by recipients even after finishing the Action Program implementation, and

how, from a technical standpoint, the involved Actors & Stakeholders (including the beneficiaries and local authorities, representing counterparts) are able to operate without other support, handling the Action Program implementation's produced dynamics, based on the enhancement of technical and managerial skills in the conduct of their activities. Particularly, the process will define and specify how and at which extent the support activities to local CSOs/NGOs have started inter-exchange, networking practices and synergies by the same Actors involved. Finally, the process will have to define and specify as much as the Action Program facilitated the collection of information by the Actors & Stakeholders of the Program's implementation on the issues addressed for the 5 Sectors and globally, in the perspective of focusing any subsequent interventions of consolidation and / or further development of the results obtained.

The Monitoring process will be performed by the Program staff by using the commonly employed reporting tools for the ranges of the planned Action Program Activities: attendance reports, minutes, activity's implementation reports, etc. – both in the preparatory phases than during the activity actual accomplishment phases. The systematization of the process, from a technical standpoint, will be ensured by using the same format as documental evidence for the whole of the planned 5 Sectors' Activities ranges (a sample of the "Writing Reports Format" template in Annex IV).

All the Monitoring documentation involving personal data (e.g.: attendance reports) will be preserved under the legal liability of the Action Program Management, applying the currently enforce Laws and Regulations (national and international) on the specific of defending Privacy statutory rights.

The Post-monitoring (post activity monitoring) process will be performed by the beneficiaries of each of the specific Activities, once accomplished, as final component of their implementation, and under the assistance of the Action Program deputed operational staff. The basic tool of the Post-monitoring Process will be a range of Sectors' Activities specific Questionnaires, to be compiled as per ensure anonymous opinion surveys, and therefore recollect the beneficiaries' perceptions, estimations and judgements regarding to the specific Activity's implementation they have been involved in. The questionnaires will be composed by a number of pertinent questions, each one with a range of pre-proposed strictly related answers (as commonly considered useful for this methodology, between 5 and 6). These answers will aim to offer 4 categories of inference (negative, indifferent, positive, alternative) organized as follows:

- a) 2 ranges of possibly negative evaluation (one "totally negative" and one "partially negative"),
- b) one "neutral" (no negative neither positive),
- c) 2 positive estimation of different value ("partially" or "totally positive"),
- and
- d) a (possibly) sixth answer indicating "possible alternative" estimation.

Each question, in the order above reported (from "1" to "6"), will correspond to a printed-in box to be thickened by the survey's beneficiary; the final result will then be a mathematical formulation which would be easily expressed into statistic and graphic consolidated merging by results. All the information gathered through the Post-monitoring processes will be "returned" to the Beneficiaries, once analyzed and moulded into the form of consolidated easy-readable formats (statistic & graphic), as a method to improve the Beneficiaries' owning development on the Action Program itself, and at the same time to deliver a pedagogic demonstration on the value of individual participation in collective processes.

Questions & pertinent Answers will be produced as part of the process of the Action Program Staff Training prior the beginning of the Activities implementation (Act. 0.2 Preparation & Continuity) with the specific aim of responding to the above described 5 main Evaluation parameters (Relevance, Efficiency, Effectiveness, Impact, Sustainability). Each Post-monitoring Operation will thus deliver a clearly and immediately readable analytic output of every single Activity as implemented; the merging of the diverse Activities Post-monitoring Operations will depict a clearly readable inference on the whole Action Program Sector operations' development and implementation.

The Monitoring and the Post-monitoring processes outputs will be therefore the systemic bases for the permanent Evaluation process: the compared/consolidated analysis as a whole of the 5

Sectors Monitoring & Post-monitoring operations, which is programmed as the monthly main duty of the “Action Program Coordination Steering Committee”, will indicate the contemporary “on-the-go” periodical global degrees of the then current Action Program’s state of achievement; the production of a condensed analytic report (“Monthly Evaluation report”) each month by the Coordination Steering Committee will offer the basic tools to the “Action Program Partnership Steering Committee” that will act as “Decisions making Instance” of the Action Program – involving as permanent members the representatives of the co-funding Institutions (the 6 Action Program Partners NGOs & the Delegation of the European Union to the Republic of Zimbabwe) and the Action Program’s Manager, General Operation Coordinator and General Administration responsible Officer; and as Invited Guests the Representatives of those Institutions –National and Local Authorities, International agencies & bodies, Donors of other Actions relevantly connected to the Action Program by diverse titles, etc.- which in some different measures or levels are interested/related to the Action Program’s implementation.

Finally, the whole wealth of consolidated information gathered through the permanent Monitoring, Post-monitoring & Evaluation System will represent the documental recorded starting base for the planned Action Program’s Final Evaluation performed by an International Consultant (external).

Amongst the motivations for adopting the above described methodologies (M.-Pm. & E.), particularly significant have been considered:

- a) as already said: implementing a method to improve the Beneficiaries’ owning development on the Action Program itself, and at the same time to deliver a pedagogic demonstration on the value of individual participation in collective processes –including consulting/decisional ones.
- b) to provide a “test-table” tool for the improvement of the “learning-by-doing” Capacity Building: the effects of the single Activities implementations will be analyzed directly by the Targeted Groups, and therefore offering an evaluation system as objectively quantifiable as possible, for the Local staff and involved Actors’ self-evaluation and self-assessment
- c) to offer an instrument of empowerment, as reliable as possible, for the Beneficiaries & Target Groups, directly on the implementation of the Activities
- d) to provide an appliance to perform a reliable “needs assessment” at largest possible extents, in all the 5 Sectors, for appropriately focusing both progressive Activities implementations of the current Action Program, than other diverse future Action’s ones
- e) to adopt a managerial scheme for the delivery of the interventions – which will be perceived as “products” which have to meet the “consumers’ (the Beneficiaries) needs” in satisfactory levels
- f) to improve the access to the Action Program Activities as an inclusive environment, where every idea or vision has “sovereignty rights” granted, improving the opportunity of expression of critical standpoints, as “constructive factors”
- g) in particular, eventually it has been taken into consideration the high level of Adult Literacy rate of the Zimbabwe national Population (92% being the highest of the African Continent [source: UNDP’s HDR, 2010]), which hopefully will consent to perform the Post-monitoring as planned (Operations based on questionnaires, to be read and answered individually)

6.19 Attachment N. 19 – Post Monitoring Questionnaires

Some examples of fostered post-monitoring questionnaires are presented as follows.

First post-monitoring questionnaire was adopted by the AP's Management to assess the relevance, efficiency, effectiveness, impact and sustainability of the PSC according to the views expressed by its participants.

Second post-monitoring questionnaire was adopted by the Sector 1 and 4 CSOs to assess the relevance, efficiency, effectiveness, impact and sustainability of their actions according to the views expressed by its BNFs.

Third post-monitoring questionnaire was adopted by the Sector 2 CSO to assess the relevance, efficiency, effectiveness, impact and sustainability of its actions according to the views expressed by its BNFs.

Fourth post-monitoring questionnaire was adopted by the Sector 5 CSO to assess the relevance, efficiency, effectiveness, impact and sustainability of its actions according to the views expressed by the artists participating to its activities.

QUESTIONNAIRE	EX	POST MONITORING EXERCISE ACTION PROGRAM STEERING COMMITTEE
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Parameter A: -Relevance

Parameter A: Relevance				
Parameter: A.1	Relevance			
Question: Do you consider the steering committee as:				
① Useless, losing time	② Not influential	③ Mostly irrelevant	④ Fundamental for the development of the implementation strategies	⑤ Fundamental for achieving the Action Program's objectives

Parameter: A.2	Relevance			
Question: Monitoring and analysis of process in the Action Programme steering committee are:				
① Useless for decision making to warrant the governance of the Action Programme	② Irrelevant for decision making to warrant the governance of the Action Programme	③ Not influential for decision making to warrant the governance of the Action Programme	④ Appropriate for decision making to warrant the governance of the Action Programme	⑤ Essential to warrant the governance of the Action Programme

Parameter: A.3	Relevance			
Question: Taking reference to the monitoring and evaluation employed in the Action Programme and their influence on output is:				
① Useless	② Irrelevant	③ Not Influential	④ Appropriate	⑤ Essential

Parameter B: Quantity

Parameter B: Quantity				
Parameter: B.1	Quantity			
Question: Taking reference to the monitoring and evaluation employed in the Action Programme and their influence on Output is:				
① Too many meetings, they are too close	② Shorter meetings and they need further spacing	③ The frequency we meet is not influential on results	④ Current frequency of meetings is perfect	⑤ The meetings are too few, they must be increased

Parameter: B.2	Quantity
Question: Is the frequency of meetings fitting the needs and planning of activities:	

① No they don't fit at all	② No they don't fit enough to the planning, governance and implementation of the Action Programme	③ Irrelevant they don't fit to the planning, governance and implementation of the Action Programme	④ They are essential to the planning, governance and implementation of the Action Programme	⑤ They fit completely in the planning, governance and implementation of the Action Programme
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Parameter: B.3	Quantity			
Question: Discussions that are conducted in the steering committee of the Action Programme are:				
① Useless for analysing planning, governance and implementation of the Action Programme	② Too much restricted for planning, governance and implementation of the Action Programme	③ Incomplete, they are not discussed in-depth for analysing, planning, governance and implementation of Action Programme	④ Appropriate	⑤ They are essential in accomplishing the duty of analysing, planning and governing the implementation of the Action programme

Parameter C: Efficacy

Parameter C: Efficacy				
Parameter: C.1	Efficacy			
Question: In consideration of wanting to achieve results, the proposed agendas are:				
① Useless	② Irrelevant	③ Not influential	④ Appropriate	⑤ Essential

Parameter: C.2	Efficacy			
Question: In order to achieve properly, the planning, governance and implementation of the Action Programme the fundamental resources are: (NB: You can provide two answers on this question)				
① Financial Resources	② Appropriate structure and procedures	③ Appropriate technology, methodology and approach	④ Appropriate trained and skilled human resources	⑤ Appropriate and synergetic reciprocal relationships and networks

Parameter: C.3	Efficacy			
Question: For the development of Zimbabwe fundamental resources are: (NB: You can provide two answers on this question)				
① Financial Resources	② Structure or Infrastructure	③ Appropriate technology and systems	④ Appropriate trained and skilled human resources	⑤ Appropriate, synergetic, reciprocal relationships and networks

Parameter: C.4	Efficacy			
Question: In the steering committee of the Action Programme discussions, analysis and decision making, is there too much space dedicated to:				
① Relationships and networks	② Structure of organisations	③ Human Resources (Training Skills)	④ Finances	⑤ Technology and systems

Parameter D: Impact

Parameter D: Impact	
Parameter: D.1	Impact
Question: The output from steering committee meetings of the Action Programme are implementing innovation to your sector	

activities:				
① Not at all	② Fundamentally irrelevant	③ Influential	④ Relevant	⑤ Totally essential/relevant

Parameter: D.2	Impact			
Question: In which manner is the output of the steering committee and the discussion of the Action Programme reported to your SECTOR/NGO structure and personnel:				
① Not at all	② Partially reported	③ Mainly reported	④ Reported	⑤ Fully reported and discussed

Parameter: D.3	Impact				
Question: In which manner is the inputs and outputs of the Action Programme are reported to the beneficiaries of your SECTOR/NGOs activities:					
① Not at all	② Partially reported	③ Reported	④ Mainly reported	⑤ Fully reported and discussed	



Action Program: Empowerment of civil society and CSOs role to strengthen participation and national processes in Zimbabwe

Action Program implemented with assistance of the Delegation of the European Union to the Republic of Zimbabwe | contract n. DCI-NSAPVD/2012/291-074

AP Activity no. 006. .

Post Monitoring Operation Questionnaire:
Survey of the Opinions of the Beneficiaries/Audience on/about the AP Activity/Event

Parameter: A.1	Relevance			
Question: In your own understanding do you think that the activity/activities you participated in made clear the issues of citizen participation In National Processes?				
① Not at all	② Partially	③ More could have been done	④ Appropriate	⑤ All activities managed to highlight the theme
Parameter: A.2	Relevance			
Question: In your own understanding do you think that the issues of concern discussed during your activity/activities, were they the right issues to be discussed in our current scenario?				
① Not at all	② More could have been done	③ It makes no difference	④ To some extent	⑤ All activities/activity were related to our current context
Parameter: A.3	Relevance			
Question: in your opinion, do the activities/activity that you have attended address relevant issues required by you as an individual to fully participate in National Processes?				
① Not at all	② Irrelevant	③ Not Influential	④ Appropriate	⑤ Essential
Parameter: A.4	Relevance			
Question: In your own opinion are the activities/activity, being planned in a way that addresses and respond to the ever changing environment in Zimbabwe?				
① Not at all	② To some extent	③ Relevant	④ Appropriate	⑤ Totally appropriate, essential and relevant
Parameter: B.1	Effectiveness			
Question: In your own opinion did you understand the issues addressed by activity/activities that you were engaged in?				

① Not at all	② Partially	③ Made no difference taught us what we already know	④ Yes I did	⑤ All activities where significant in raising awareness
Parameter: B.2		Effectiveness		
Question: In your own opinion do you think that the methodology that was used in activities/activity that you attended takes?				
① Too much time	② The time was not enough	③ Time makes no difference	④ Time was good	⑤ Time was good but I would have preferred that you add more time
Parameter: B.3		Effectiveness		
Question: In your own understanding, will the efforts made by activities that you were engaged in, achieve progress within a reasonable time frame?				
① Not at all	② Irrelevant	③ Not Influential	④ Appropriate	⑤ Essential
Parameter: B.4		Effectiveness		
Question: Can the process be accelerated or slowed down for any reason?				
① Yes too many activities and they were too close	② Partially	③ The frequency of activities is not influential on results	④ Appropriate	⑤ Essential more activities must be conducted, so that they reach more people
Parameter: C.1		Efficiency		
Question: In your own opinion does the intervention deliver its output and outcomes in an efficient manner?				
① Not at all	② Partially	③ Made no difference	④ Effective	⑤ Effectively implemented, and they are essential in encouraging participation
Parameter: C.2		Efficiency		
Question: In your own opinion do you think that the activity/activities you attended must be improved so that they attract a different kind of audience?				
① They don't fit the purpose, other activities that encourage participation must be used	② Partial improvement needed	③ Makes no difference	④ Appropriate	⑤ Appropriately planned to cater for different audiences.

Parameter: C.3		Efficiency		
Question: In your opinion would you have preferred the activity/activities that you attended to be conducted using another method, e.g. workshops, community dialogue, arts festivals etc?				
① Yes the activity/activities were long and boring, another method was going to be better	② More could have been done	③ Makes no difference	④ Improvement is needed, they must be participatory	⑤ No the activity/activities fit the purpose
Parameter: C.4		Efficiency		
Question: Do you think that resources were used efficiently to ensure that the required results are achieved?				
① Total waste of time and resources	② Partially	③ Experienced and trained experts could have been used	④ Appropriate	⑤ Experienced and trained experts were used; hence understanding of what is needed was easy.
Parameter: D.1		Impact		
Question: In your own opinion do you think the situation is changing, are people participating in National Processes as a result an activities/activity they attended?				

① Fundamentally irrelevant, nothing has changed	② Partially	③ Influential in raising awareness	④ Relevant	⑤ Yes they were totally essential/relevant encouraged people to participate
Parameter: D.2		Impact		
Question: In your own opinion do you think that the interventions will lead to policy changes as a result of various groups in your community lobbying for a change in a policy that limits people's participation in National Processes?				
① Not at all	② Partially	③ No difference	④ Relevant	⑤ Relevant some community members active in lobbying for change
Parameter: D.3		Impact		
Question: In your own opinion, do you think that if we continue with the activities/activity participation of people or communities in national processes will increase?				
① Not at all	② Partially	③ No difference	④ Relevant	⑤ Yes they are totally essential, they encouraged people to participate.
Parameter: E.1		Sustainability		
Question: In your own opinion are there any steps being taken or planned so that you create long term processes, structures and institutions that encourage people/communities participation in National Processes?				
① Irrelevant	② Not at all	③ To some extent	④ Yes	⑤ Yes people are starting to organise themselves.
Parameter: E.2		Sustainability		
Question: In your own opinion do you think that people who benefited from the activities/activity are encouraging their friends/communities on the importance of participating in National Processes?				
① Not at all	② Partially	③ No difference	④ Yes	⑤ Yes people are organising themselves to discuss various the issues.
Parameter: E.3		Sustainability		
Question: In your own opinion do you think that the effort will result in the creation or reform of public institutions or mechanisms that deal meaningfully with grievances or injustices by participating in National Processes?				
① Not at all	② Irrelevant	③ No difference	④ Relevant	⑤ Yes they are totally essential, they are encouraging participation.
Parameter: E.4		Sustainability		
Question: In your own opinion do you think that the effort contributes to increased momentum for reforms in public institutions by encouraging participants and communities to develop independent initiatives?				
① Not at all	② Irrelevant	③ Influential	④ Relevant	⑤ Yes it was essential and relevant
Parameter: E.5		Sustainability		
Question: In your own opinion, are communities/people going to sustain the culture of participating in National Processes?				
① Not at all	② Partially	③ No difference	④ Yes	⑤ Yes because people now see the importance of participating

This Questionnaire has been produced with the technical and financial assistance of the European Union Delegation to the Republic of Zimbabwe; its use, and explicit or implicit contents of the text are the sole responsibility of the Action Program Management, and can in no way be taken to reflect the views of the European Union.

AP Activity no. 006. . **Post Monitoring Operation Questionnaire:
Survey of the Opinions of the Beneficiaries/Audience on/about the AP
Activity/Event**

Parameter: A.1		Relevance		
Question: In your own understanding do you think that the 'workshops on elections and leadership' you participated in made clear the issues of citizen participation in National Processes and development of your communities?				
① Not at all	② Partially	③ More could have been done	④ Appropriate	⑤ All activities managed to highlight the theme
Parameter: A.2		Relevance		
Question: In your own understanding do you think that the issues of concern discussed during workshops on elections and leadership' , were they the right issues to be discussed in our current scenario?				
① Not at all	② More could have been done	③ It makes no difference	④ To some extent	⑤ All activities/activity were related to our current context
Parameter: A.3		Relevance		
Question: in your opinion, the 'workshops on elections and leadership' that you have attended did it address relevant issues required by you as an individual to fully participate in National Processes e.g. elections and the development of our communities?				
① Not at all	② Partly	③ Not Influential	④ Appropriate	⑤ Essential
Parameter: B.1		Effectiveness		
Question: In your own opinion did you understand the importance of participating in National Processes and issues addressed during 'workshops on elections and leadership' ?				
① Not at all	② Partially	③ Made no difference taught us what we already know	④ Yes I did	⑤ All activities where significant in raising awareness
Parameter: B.2		Effectiveness		
Question: In your own opinion do you think that the methodology that was used during 'workshops on elections and leadership' that you attended takes?				
① Too much time	② The time was not enough	③ Time makes no difference	④ Time was good but I would have preferred that you add more time	⑤ Time was excellently handled
Parameter: B.3		Effectiveness		
Question: In your own understanding, will the efforts made by the 'workshops on elections and leadership' that you attended, achieve progress within a reasonable time frame?				
① Not at all	② Irrelevant	③ Not Influential	④ Appropriate	⑤ Appropriate and Essential
Parameter: C.1		Efficiency		
Question: In your own opinion do the interventions discussing issues regarding 'elections and leadership' deliver its output and outcomes in an efficient manner?				
① Not at all	② Partially	③ Made no difference	④ Effective	⑤ Effectively implemented, and they are essential in encouraging participation
Parameter: C.2		Efficiency		
Question: In your own opinion do you think that the 'workshops on elections and leadership' you attended must be improved so that they attract a different kind of audience?				

① They don't fit the purpose, other activities that encourage participation must be used	② Makes no difference	③ Partial improvement needed	④ Appropriate	⑤ Appropriately planned to cater for different audiences.
---	--------------------------	---------------------------------	------------------	--

Parameter: C.3		Efficiency		
Question: Do you think that resources were used efficiently during <i>'workshops on elections and leadership'</i> to ensure that the required results are achieved?				
① Total waste of time and resources	② Partially	③ Experienced and trained experts could have been used	④ Appropriate	⑤ Experienced and trained experts were used; hence understanding of what is needed was easy.

Parameter: D.1		Impact		
Question: In your own opinion do you think the situation is changing, are people participating in National Processes and development of their communities as a result of knowledge they gained from ‘workshops on elections and leadership’ they attended?				
① Fundamentally irrelevant, nothing has changed	② Partially	③ Influential in raising awareness	④ Relevant	⑤ Yes they were totally essential/relevant encouraged people to participate

Parameter: D.2		Impact		
Question: In your own opinion do you think that the interventions will lead to policy changes as a result of various groups in your community lobbying for a change in a policy that limits people’s participation in National Processes and development of their communities?				
① Not at all	② Partially	③ No difference	④ Relevant	⑤ Relevant some community members active in lobbying for change

Parameter: D.3		Impact		
Question: In your own opinion, do you think that if we continue with <i>‘workshops on elections and leadership’</i> participation of people or communities in national processes and development of their communities will increase?				
① Not at all	② Partially	③ Makes No difference	④ Relevant	⑤ Yes they are totally essential, they encouraged people to participate.

Parameter: E.1		Sustainability		
Question: In your own opinion are there any steps being taken or planned so that you create long term processes, structures and institutions that encourage people/communities participation in National Processes and development of their communities?				
① Irrelevant	② Not at all	③ To some extent	④ Yes	⑤ Yes people are starting to organise themselves.

Parameter: E.2		Sustainability		
Question: In your own opinion do you think that people who benefited from the <i>‘workshop on elections and leadership’</i> are encouraging their friends/communities on the importance of participating in National Processes and development of their communities?				
① Not at all	② Partially	③ No difference	④ Yes	⑤ Yes people are organising themselves to discuss various the issues.

Parameter: E.3		Sustainability		
Question: In your own opinion do you think that the effort will result in the creation or reform of public institutions or mechanisms that deal meaningfully with grievances or injustices by participating in National Processes and development of their communities?				
① Not at all	② Irrelevant	③ No difference	④ Relevant	⑤ Yes they are totally essential, they are encouraging participation.

This Questionnaire has been produced with the technical and financial assistance of the European Union Delegation to the Republic of Zimbabwe; its use, and explicit or implicit contents of the text are the sole responsibility of the Action Program Management, and can in no way be taken to reflect the views of the European Union.

AP Activity no. 006. <input type="text"/> <input type="text"/> <input type="text"/> . <input type="text"/> <input type="text"/> <input type="text"/>	ACTION PROGRAM QUESTIONNAIRE Please spend a few minutes helping us improve our work. The questions are easy, fast and fun. Place an X or tick in only one box to answer each question.
--	--

A.1	Has this event provided exposure for you as an artist?				
	Not at all	A little	Sometimes	Yes, mostly	Yes, always
A.2	Has this platform been beneficial to your career goals?				
	Not at all	A little	Satisfactory	Good	A lot
A.3	Has this platform allowed you to express your creative talent?				
	Not at all	A little	Sometimes	Yes, mostly	Yes, always
B.1	Has this platform raised awareness of the role of the artist to bring positive social change?				
	Not at all	A little	Satisfactory	Good	A lot
B.2	Does social awareness influence the content of your art: e.g. lyrics, poetry etc?				
	Not at all	No, not important	Not relevant	Yes, sometimes	Yes, always
B.3	How effective is the Book Café as a free, democratic and inclusive space?				
	Not at all	A little	Satisfactory	Good	Very Good
C.1	Do you think nation-building and social progress is part of an artist's role and responsibility?				
	Definitely not	No, not important	Not relevant	Yes, sometimes	Yes, definitely
C.2	Do you include messages of equality and social justice in your work?				
	Definitely not	No, not important	Not relevant	Yes, sometimes	Yes, always
C.3	Do you think your messages have the power to influence?				
	Definitely not	No, not important	Not relevant	Yes, sometimes	Yes, always
D.1	Do you consider yourself as part of the Book Café family of artists?				
	Definitely not	No, not important	Not relevant	Yes, sometimes	Yes, always
D.2	Besides the Book Café, are there other platforms where your messages could be shared?				
	None	1 other platform	2 other platforms	3 other platforms	4 or more platforms
D.3	Do you think your audiences carry your messages from this event into their communities?				
	Definitely not	No, not important	Not relevant	Yes, some of them	Yes, most of them
E.1	Do you think that the services provided by the Book Café as a venue are appropriate for you as an artist?				
	Definitely not	Room for improvement	Adequate	Satisfactory	Yes, very appropriate
E.2	How would you rate the technical support provided for the event?				

	Poor	Room for improvement	Adequate	Satisfactory	Very good
E.3	How would you rate the planning and promotion provided for the event?				
	Poor	Room for improvement	Adequate	Satisfactory	Very good

We would like to thank you for participating!

6.20 Attachment N. 20 – Example of Post-monitoring output

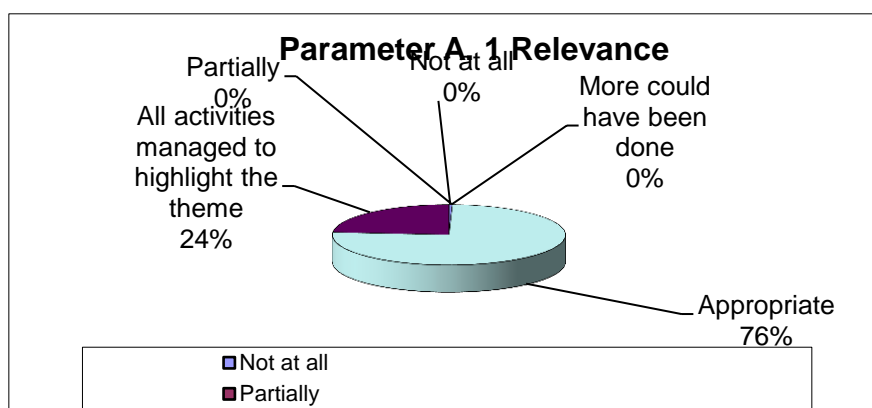
This abstract is an example of consolidated statistic and graphic output of post-monitoring results of a post-monitoring exercise implemented by Sector 2 CSO. Only the first two parameters of Relevance are here presented for explanatory purposes.

Post Monitoring Exercise - No Fruits without Roots: A guide to elected councilors

- A total of 215 participants responded to the questionnaire.

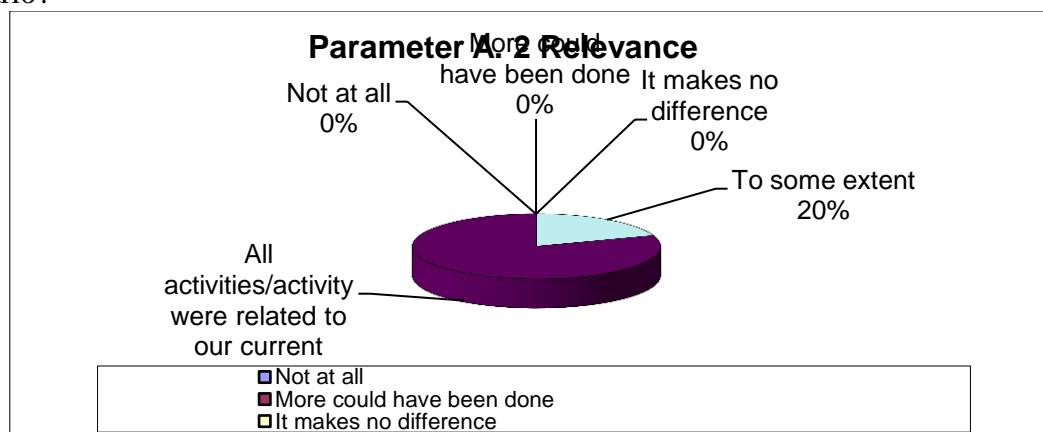
Parameter: A.1 Relevance

Question: In your own understanding do you think that the activity/activities you participated in made clear the issues of citizen participation In National Processes?




Parameter: A.2 Relevance

Question: In your own understanding do you think that the issues of concern discussed during your activity/activities, were they the right issues to be discussed in our current scenario?



6.21 Attachment N. 21 – AP Needs Assessment Format

This abstract shows the Needs Assessment Format fostered by the AP's Management to boost partner CSOs' BNFs' needs assessment during the course of the AP. The exercise was not homogenously implemented by partner CSOs. Therefore its results were deemed insufficient to be organized in a unique and summarized document.

		Action Program: Empowerment of civil society and CSOs role to strengthen participation and national processes in Zimbabwe			
Action Program implemented with assistance of the Delegation of the European Union to the Republic of Zimbabwe (contract n° DCI-NSAPVD/2012/291-074)					
NEEDS ASSESSMENT CAMPAIGN 2014		Sector A.	Date /	Notes:	
INTERVIEWED PERSONAL ASSESSMENT:			INTERVIEWED PERSONAL NEEDS PRIORITIES:		
Gender:	♀ female	♂ male			
Aged:	18/25	26/39	40/59	over 60	
Community:.....			Food security: ① ② ③ ④ ⑤ ⑥		
District:.....			Employment: ① ② ③ ④ ⑤ ⑥		
Province:.....			Health service: ① ② ③ ④ ⑤ ⑥		
			Education: ① ② ③ ④ ⑤ ⑥		
			Information: ① ② ③ ④ ⑤ ⑥		
			Security: ① ② ③ ④ ⑤ ⑥		
Interviewed Assessment/opinion about her/his Community needs priorities					
A	How well do you know the new National Constitution?: (tick only one answer please)				
	never seen it; I don't know anything about	never seen it; I know only what I heard about it	I have seen it ; I haven't had possibility to read it	I have a copy of it but I had no other info on it	I have a copy of it and had access to advanced info on
B	According to your information/opinion what is the condition of Food security in your Community?: Out of every 10 people, how many are those who cannot feed themselves properly : (tick only one answer please)				
	All: 10 people out of 10	7/8 people out of 10	4/5 people out of 10	1/2 people out of 10	0 people out of 10 (none)

For each of the 7 following questions, you can tick more than one answer if you need, please)

1 According to your information/opinion what could best improve the condition of Food security in your Community?:

Projects of basic Food aid by free distribution

Projects to offer basic food at lower prices

Projects of assistance to agriculture

Projects of assistance to animal breeding

Projects of microcredit to basic food production

2 According to your information/opinion what could best improve the condition of Employment in your Community?:

Projects of assistance (social labour aids)

Projects to offer basic incomes for labour

Projects of assistance to youth labour

Projects of microcredit to small enterprises

Projects to generate new micro/small enterprises

3 According to your information/opinion what could best improve conditions of Health Services in your Community?:

Projects to offer basic health assistance

Projects to implement primary health assist.

Projects of awareness on hygiene and health

Projects of awareness on sexual/reproductive health

Projects of general health education

4 According to your information/opinion what could best improve the condition of Education in your Community?:

Projects to offer basic primary school educat

Projects to implement secondary school educat

Projects to offer access to advanced education

Projects of civic educat for youth and adults

Projects of awareness on Constitution/citizenship

5 According to your information/opinion what could best improve the condition of Information in your Community?:

Projects to offer printed national/local info

Projects to offer basic tv national/local info

Projects to offer basic radio national/local info

Projects of fully local Community printed info

Projects of fully local Community radio info

6 According to your information/opinion what could best improve the condition of Security in your Community?:

Projects to offer basic housing/water/sanitation

Projects to offer basic counselling/advocacy

Projects to offer basic public defender service

Projects of management of conflict (gender,family..)

Projects of Community healing/reconciliation

7 According to your information/opinion what could best improve conditions of Arts & Culture in your Community?:

Projects to recover local arts & culture traditions

Projects to offer local art & culture produce

Projects to offer locally generic art & culture

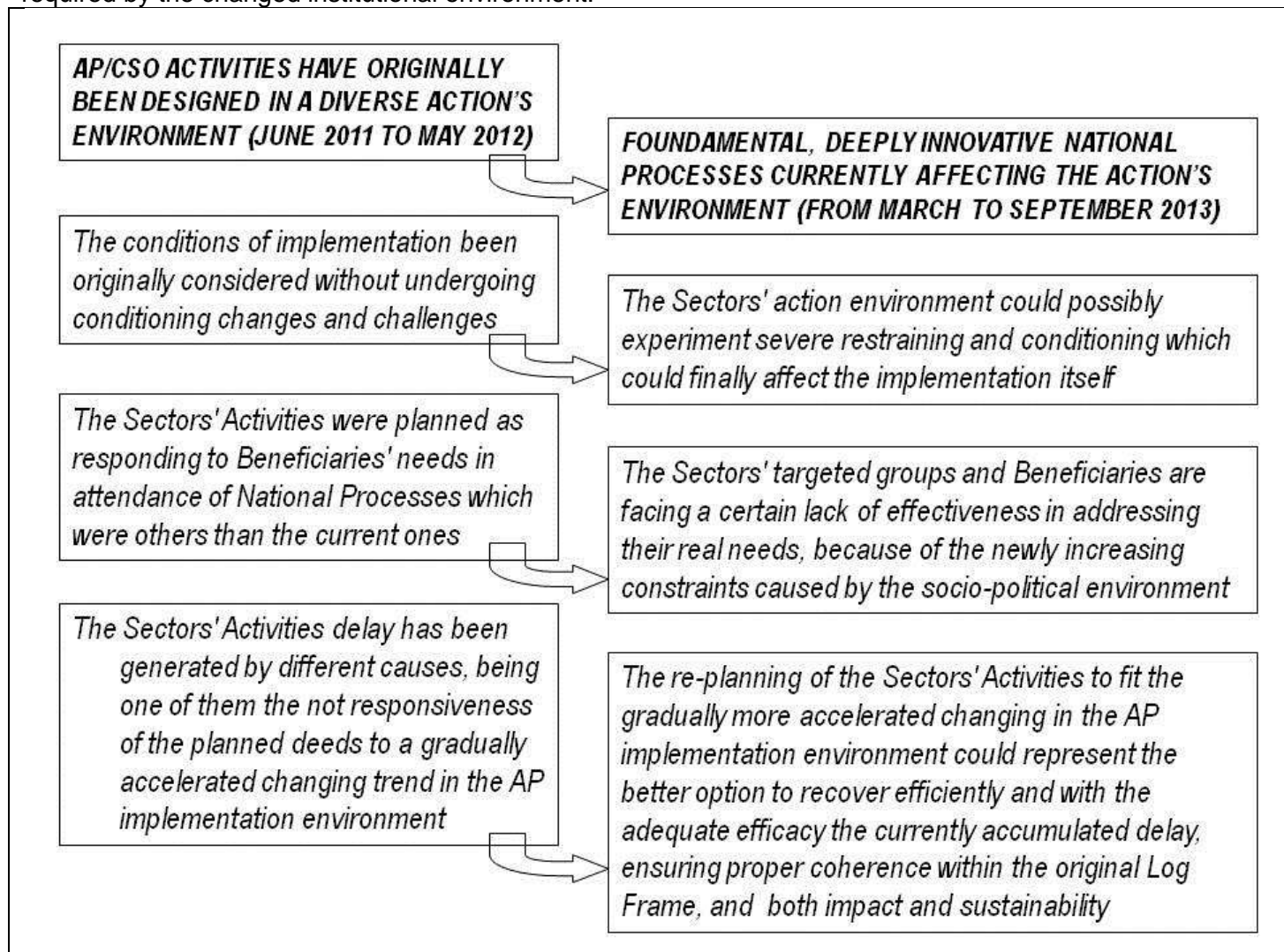
Projects to offer locally national art & culture

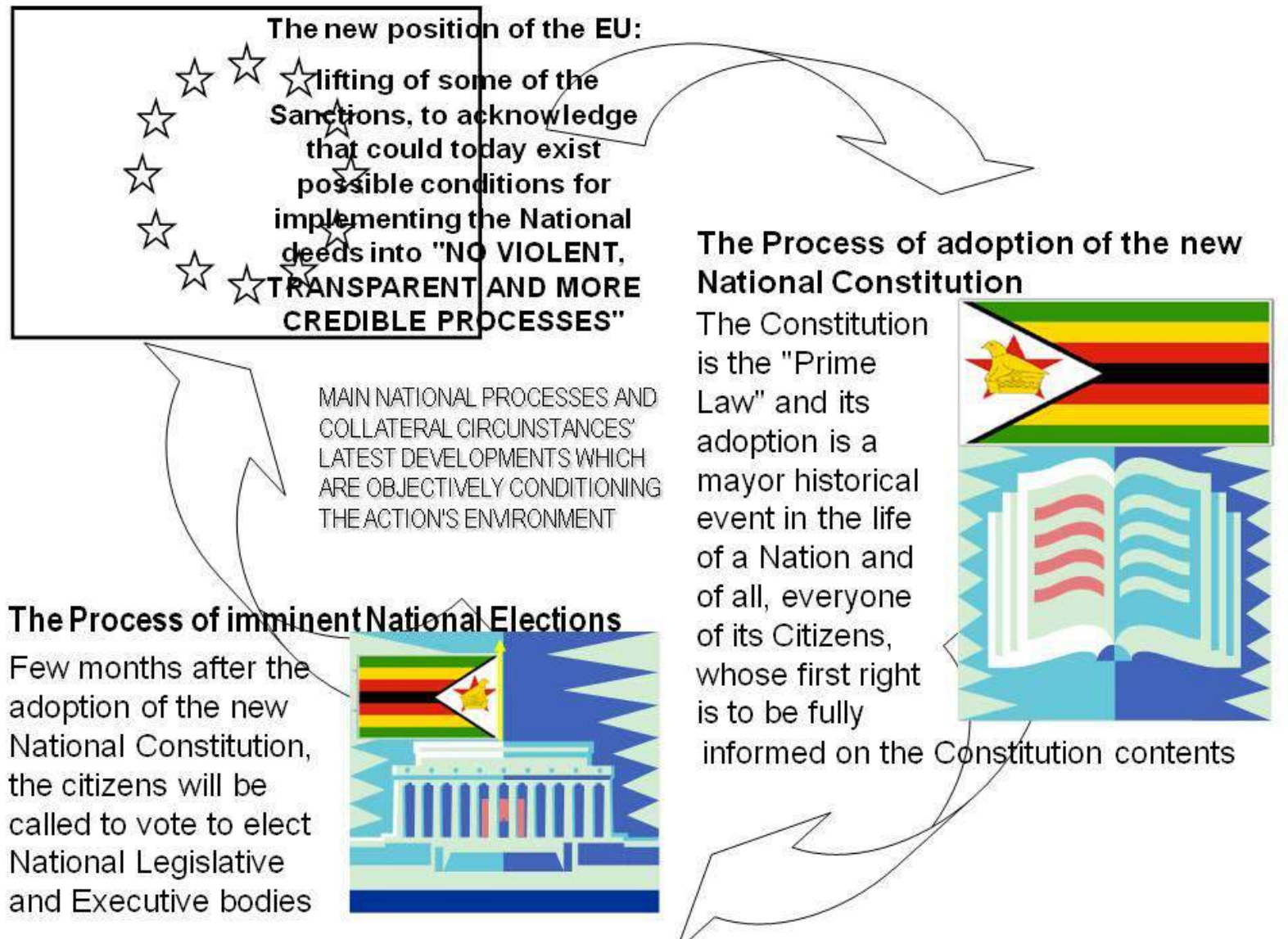
Projects to offer locally international art & culture

DISCLAIMER: "This Needs Assessment questionnaire for generic uses has been produced with the financial assistance of the European Union Delegation to the Republic of Zimbabwe. The explicit and/or symbolic contents of the texts are the sole responsibility of the Authors (the Action Program Management and General Coordination team), and can in no way be taken to reflect the views of the European Union".

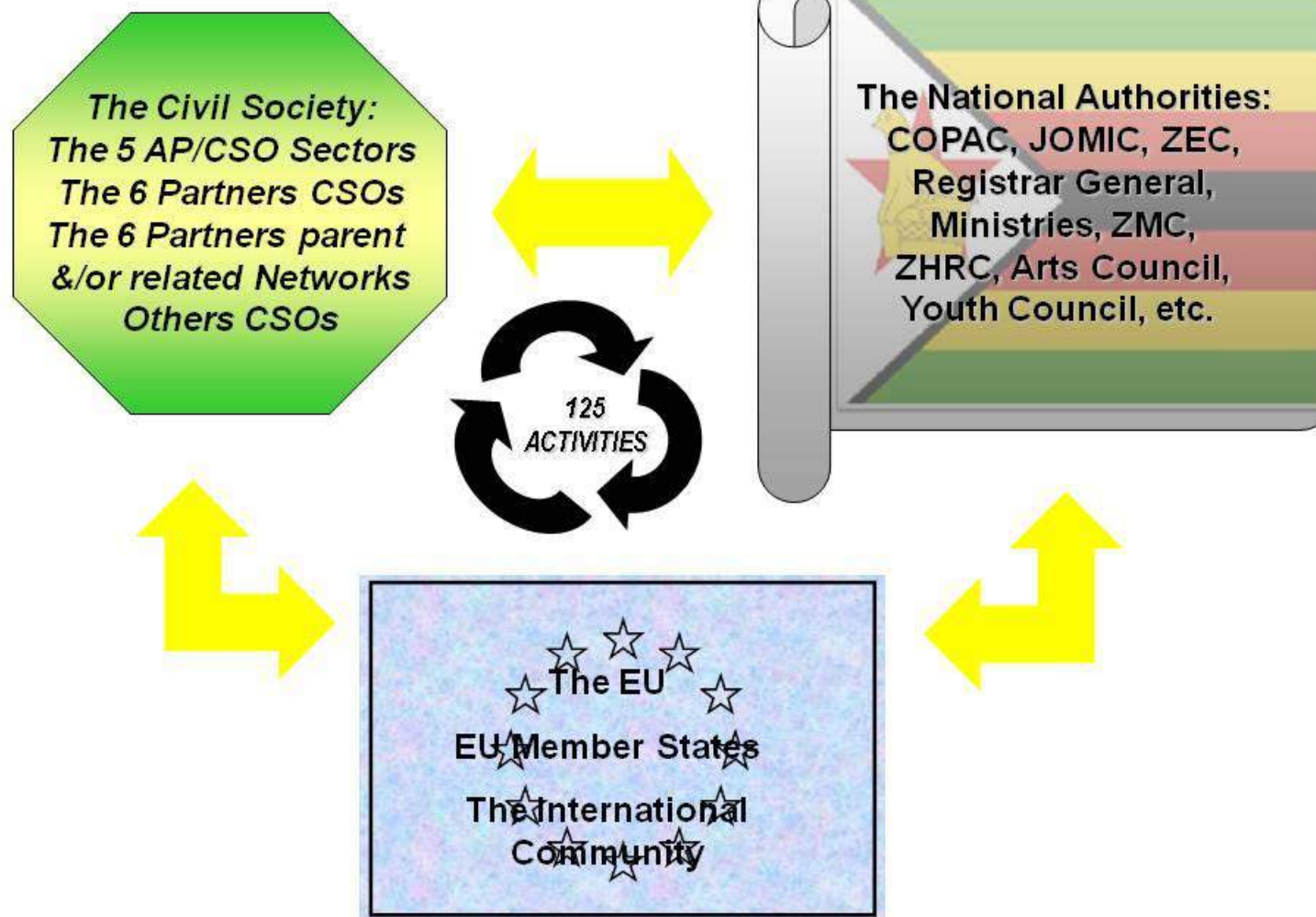
6.22 Attachment 22 - AP Presentation for re-planning

This is the presentation developed by the AP's Management to foster and guide the partner CSOs in the necessary activities' re-planning required by the changed institutional environment.





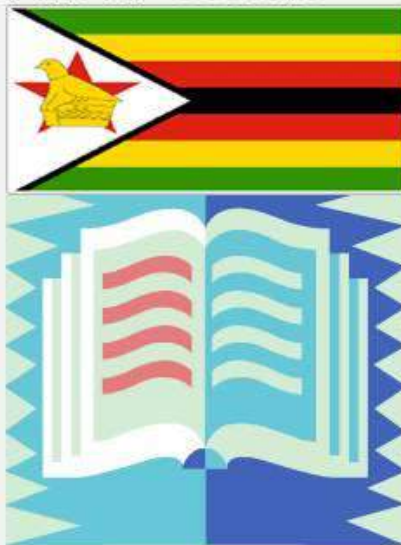
WHY THE CONSTITUTION? 1. BUILDING DIALOGUE & RECIPROCITY



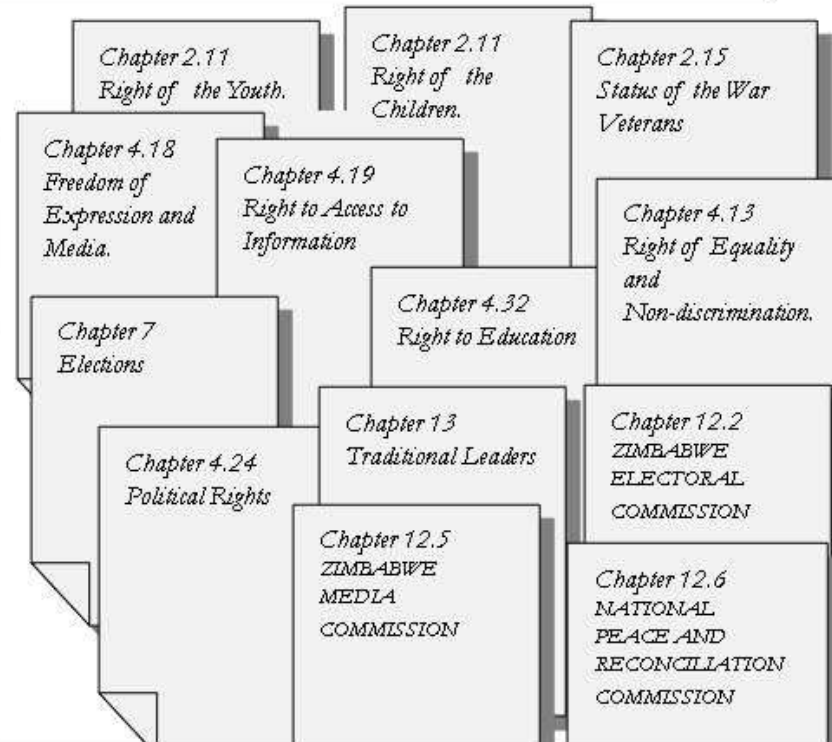
WHY THE CONSTITUTION? 2. FROM INCLUSIVENESS TO REPRESENTING

The National Constitution comprise all the thematic of the AP Sectors

The Constitution being the "Prime Law" hence has the function of dictating those rules regulating all the aspects in the Nation's life, including aspects directly regarding the issues which



are fundamentally the bases of the AP/CSO Sectors' range of Activities. Therefore, they are concerning to the "Target groups" - who are the direct Beneficiaries of the AP/CSO Sectors' Activities - addressing their needs.

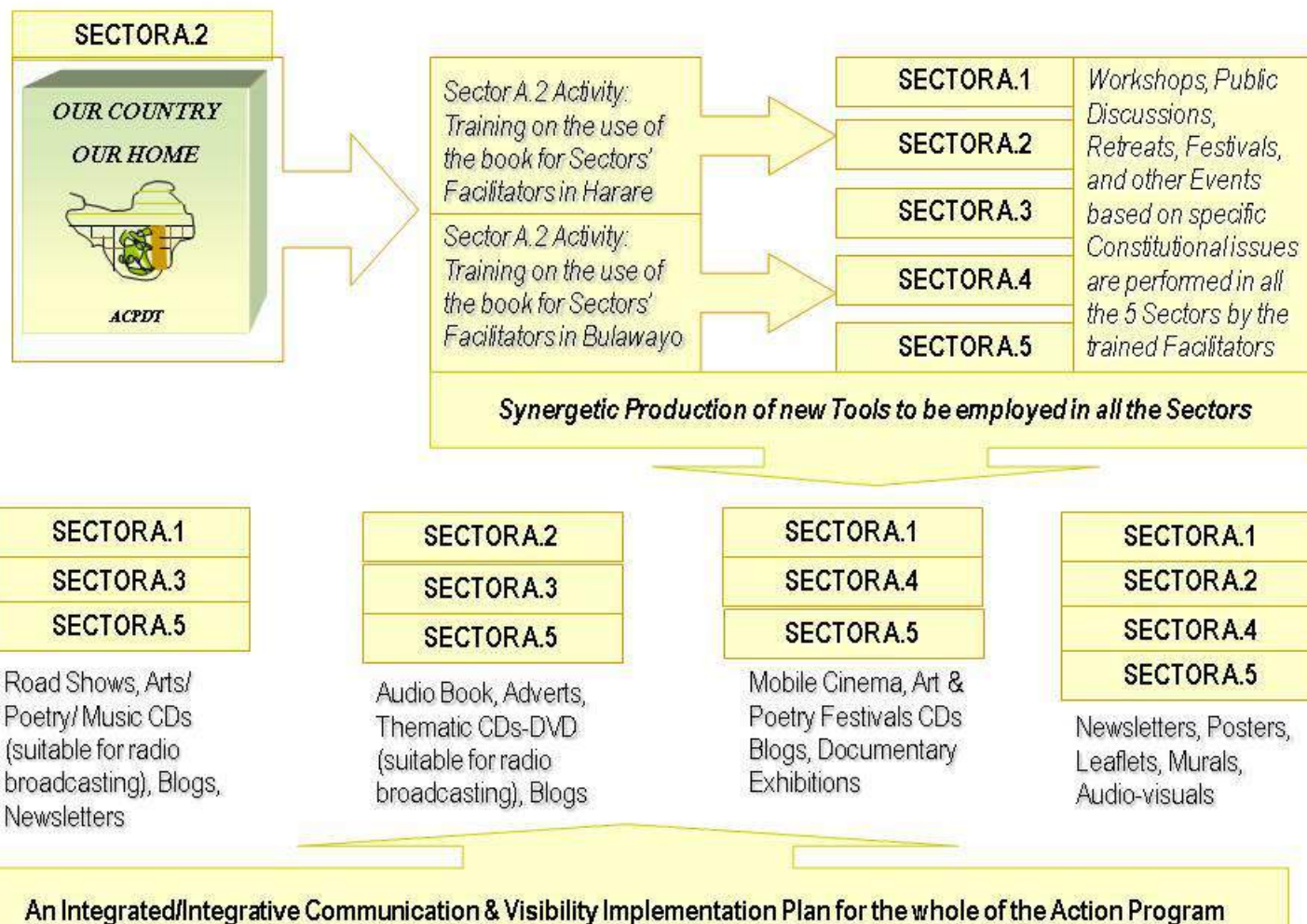


Chapter 1.7

Promotion of public awareness of the Constitution

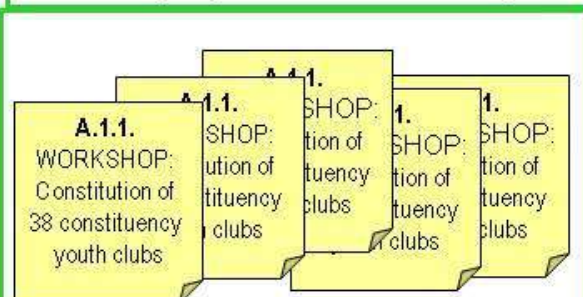
"The State must promote public awareness of this Constitution by translating and distributing it widely, teaching it in schools, and in training of members of security services and the civil servants, and encouraging all persons and organizations to spread awareness of this Constitution throughout society."

WHY THE CONSITUTION? 3. TOOLS AS SYNERGETIC ACTIVITIES' INSTRUMENTS

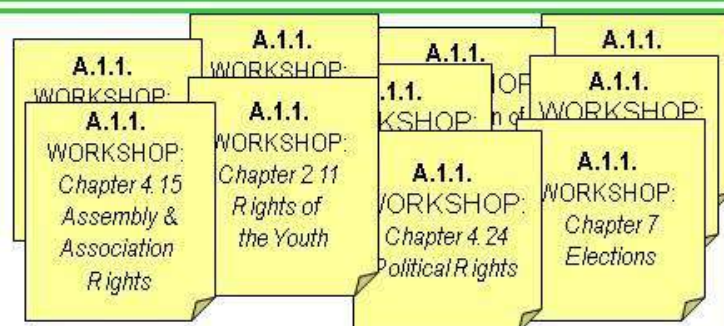


The Procedure for achieving Re-Planning of the Activities: Methodological Steps

First Step: Specific Re-focusing & Budget re-adjustments of the Activities



Originally Foreseen: 5 Activities A.1.1, budgeted 2.000 € each = 10.000 € total



Re-Planned on specific issues: 10 Activities A.1.1, re-budgeted 1.000 € each = 10.000 € total

3rd Step: Donor's Agreement

PREVIOUSLY to the implementation of the re-planned Activities, the whole "Parcel" of changes, modifications, adjustments to be applied must be discussed with and approved by the relevant sections of the EU Delegation.



2nd Step: LogFrame & Budget Re-adjustments

Table showing LogFrame data (columns and rows visible).



After the re-focusing and Budget re-adjustments of the Activities, the specific to general adjustments have to be designed for the Operations Implementation & Budget

6.23 Attachment 23 – AP Format for partners CSOs’ re-planning

This is the AP Format developed by the AP’s Management to guide partners CSOs in the necessary activities’ re-planning required by the changed institutional environment. Sector 5 CSO’s re-planning format related to A5.1 is presented for explanatory purposes.

SECTOR A.5: FORMAT FOR THE REVISION OF THE CONTENTS OF THE DRAFT OF THE AP INTERIM REPORT

<p>Dear friends & colleagues,</p> <p>We need your help to accomplish with the Interim report to the EU Delegation (it is the report due for the first year of implementation). Instead of spending much time in meetings to review the information delivered through the sector reports in the last months, we decided first of all of trying to recover that needed information directly from the reports, and after to try to “re-build” the picture of the Sector’s activities achievements.</p> <p>The result is the draft that you just come to receive; now, we ask you to check it and to comment it, by using this template.</p> <p>The first step is to check how adherent to reality are the stated QQT (parameter Quality*Quantity*Time) for every OVI (Objectively Verifiable Indicator), in accord with the original LogFrame (Logical Framework) of the Action Program approved by the EU.</p> <p>After reading the QQT achieved value statement, indicate your opinion by “high-lighting” in yellow your judgement: e.g.: in the 1.1 OVI 1. has been stated:</p>			
<p>(...) reached audience of approx. 56,000 people (...) per a total of 14 activities > if the information is wrong do that></p>	<p>FALSE</p>	<p>TRUE</p>	<p>Almost true</p>
<p>And in the underneath lines of <u>“Your observations”</u> describe why and how much wrong is the statement:</p> <p><u>REMEMBER: the “reported period” of this Interim Report is from 20th March 2012 to 19th of June 2013</u></p>		<p><u>Your observations:</u> (example:) The reached audience was in fact of approx. of 40,000 people, because in the reported period have been printed and distributed 10 releases for 2000 copies each of the newsletter, and is calculated that each copy had been reaching 2 persons at least [1:2 ratio]</p>	
<p>After, do the same for the lists of the Sector Activities, which follow the OVIs statements.</p> <p>NOTE: please check dates and places of the activities!!! Many reports have those data missing, and sometimes there have been mistakes in reporting the long lists from the Prima Nota, etc....</p>			

↑ up here were the instructions..... ↑↑↑↑↑			
↓....down here begins the space for your revision work (when finished, please send back to the AP Coordinator) ↓↓↓↓↓			
<p>5.1 OVI: "audience of 15,000 people involved in the 72 arts and culture platforms, 30 workshops, 8 high visibility arts and democracy events, 28 public discussions and 22 poetry platform events and festivals":</p> <p>QQT target value (R5) for the first year: 50% of the total foreseen for the period of the 24 months;</p> <p>QQT achieved value (R5): approx. 55,4% of the total foreseen for the period of 24 months: a total audience of approx. 7,105 (47,4% of the total of the foreseen 15,000 per 24 months) per the total of 94 activities/events accomplished, which instead represent the 63,5% of the total of 148 activities/events foreseen for the 2 years of implementation.</p> <p>Note to the QQT evaluation: The single activity-attendance ratio finally resulted inferior to the originally foreseen: the originally foreseen ratio was #101 people average per event, the actual ratio reached only #81 people average per event. A reason for the differences in the ratio results could possibly be related to the changes in the AP implementation's environment, which pressed the Sector coordination during the first year of implementation to have accomplished mainly the Activities/events which involved smaller audience (as Poetry events), leaving the implementation of 26 major events (3 out of 8 High-visibility events [A.5.5], 5 out of 10 high-attendance workshops [A.5.2], 18 out of 30 Human Rights events/workshops [A.5.1]) for better being accomplished during the second year, when the situation of national processes will be possibly stabilized</p>	<p>In your opinion, the statement reported aside as per "QQT achieved value" is:</p>		
	FALSE	TRUE	Almost true
	<p><u>Your observations:</u></p>		
<p>ASSESSMENT OF RESULTS: The enhancing of understanding and knowledge by artists of civil society concerns, and by civil society activists of artistic expression methods had been proved to actively contribute to the expansion and extension of imaginative means of communication concerning public issues such as freedom of expression, rights of participation and of representation, as much as those national processes which have affected the national panorama during the period, above all the debate on the draft and procedure to the approval of the new Constitution. An approximated number of at least 700 artists and activists (gender based, youth and general) have been involved and taking part, with others in the 49 platforms of cultural events and poetry that have been implemented, and the 19 public discussions which have staged, along with 16 workshops and 5 high-visibility events on Arts & democracy, having altogether reached directly a vast audience (and finally reaching indirectly an media/web audience of 20,000 plus,</p>	<p>In your opinion, the statement reported aside as per "ASSESSMENT of R." is:</p>		
	FALSE	TRUE	Almost true
	<p><u>Your observations:</u></p>		

<i>thanks to the multiplier effects of medias and dedicated web sites) shown to have produced directly and/or indirectly an extensive harvest of cultural and artistic products – music, dance, theatre, poetry, painting, sculpture, film and other – which enhanced with the assistance of media players, have a significant presence and multiplier effect in the society, thanks as well to the interrelated assessments and synergic opportunities of collaboration within the AP multi-sectors format itself, together with the other 4 Sectors of the AP (Youth, Civic Education, Medias & information, Peace-building and healing) and their stakeholders</i>			
Activity A.5.1. Carrying out of 30 Human Rights events/workshops – 10 Gender Arts, 10 Youth Arts, 10 Artist/CSOs. They have been implemented a total of 12 Human Rights workshops: 3 Gender Arts workshops, 7 Youth Arts workshops, and 2 Artist/CSOs workshops. Since November 2012, with the final phases of the draft process of the new Constitution, and even more since March 2013, with the Referendum approval of the draft followed in May by the final step, the enforcing of the new Constitution as law, a new schedule of the Activity has been under re-planning, with a more intensive focusing on the Constitutional bodies of Human Rights as global approach. The average direct beneficiaries’ participation to each one of the workshops varied between the 35 and the 58 persons, for a total of approx. 685 (both women and men). Summary of the accomplished activities A.5.1: 1.“Create, Inspire, Change Workshop (May 2012)”, 2.“Cultural Symposium CSO Workshop (May 2012)”, 3.“Culture in Diaspora” (July 2012)”, 4.“Youth /Human Rights Workshop (20 Sept 2012)”, 5.“Youth/Human Rights Workshop (21 Sept 2012)”, 6.“Youth Arts Workshop (Oct 2012)”, 7.“Lets the Drums Speak (Oct 2012), 8.“CSOs Roundtable (08 Nov 2012)”, 9.“Gender Arts Round Table Workshop (07 Dec 2012)”, 10.“Youth Art Workshop: Africa Day Activ #2 -Macheke Outreach (Khaya Lami, May 2013)”, 11.“Youth Art Workshop: Africa Day Activ #7 -Skills sharing workshop (Alhousseini, May 2013)” and 12.“Youth Art Workshop: Africa Day Activ #6 -Skills sharing workshop (JoyFrempong, 27th May 2013)”	In your opinion, the statement reported aside as per “ACTIVITY A.5.1.” is:		
	FALSE	TRUE	Almost true
	Your observations: A total of 12 Human Rights workshops were implemented: 3 Youth Arts workshops, and 9 Artist/CSOs workshops. Since November 2012, with the final phases of the draft process of the new Constitution, and even more since March 2013, with the Referendum approval of the draft followed in May by the final step, the enforcing of the new Constitution as law, a new schedule of the Activity has been under re-planning, with a more intensive focusing on the Constitutional bodies of Human Rights as global approach. The Total number of facilitators		

	<p>involved in the 12 workshops was 39, with 594 participants (both women and men).</p> <p>Summary of the accomplished activities A.5.1:</p> <ol style="list-style-type: none"> 1. “Create, Inspire, Change Workshop (May 2012)” 2. “Cultural Symposium CSO Workshop (May 2012)” 3. “Culture in Diaspora” (July 2012)” 4. “Youth /Human Rights Workshop (20 Sept 2012)” 5. “Youth/Human Rights Workshop (21 Sept 2012)” 6. “Youth Arts Workshop (Oct 2012)” 7. “Lets the Drums Speak (Oct 2012), 8. “CSOs Roundtable –Gender Sensitivity (08 Nov 2012)” 9. “Gender Arts Round Table Workshop (07 Dec 2012)” 10. “Youth Art Workshop: Africa Day Activ #2 -Macheke Outreach (Khaya Lami, May 2013)” 11. “Youth Art Workshop: Africa Day Activ #7 -Skills sharing workshop (Alhousseini, May 2013)” and 12. “Youth Art Workshop: Africa
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	Day Activ #6 -Skills sharing workshop (JoyFrempong, 27th May 2013)”
This space is for any other your observation/opinion/note/advise that you believe useful for the finality of the Interim report:	
Space for names/electronic signatures of the colleagues who have physically filled this format:	

6.24 Attachment N. 24 - AP's Strategic Planning Guidelines and Reflections

This document was developed by the AP's Management to foster and guide the partner CSOs' development of their strategic plans for the wished second phase of the AP.

DRAFT FOR A STRATEGIC PLAN OF THE AP/CSO PARTNERSHIP

FIRST PART: General Matters

i. Background:

Formally effected since the signature of the "Partnership Agreement" on January 2013, the AP/CSO Partnership has effectively been functioning since March 2012 for the accomplishment of the Action Program DCI-NSAPVD/2012/291-074; in the period of active accomplishment of the AP/CSO platform, and especially by the proactive application of the dictate of the "Agreement" throughout the motion of the AP/CSO Steering Committee and the Sectors-joint Coordination and Administration Committee, a whole elaboration wealth of procedures and other intangible assets have been developed, to accomplish with the duties and challenges linked with the common action implemented and the shared progressive achievements. Within the beginning of the last period of formal implementation of the action, the attention of the Partnership has been progressively focusing on the future of the mutual commitment, beyond and overhead the accomplishment and finishing stage of the AP/CSO. In recognising the nature of multi-sectorial joint reality of the AP/CSO as one of the primary assets of the Partnership, and the existence of still unexplored opportunities for multi-sectorial synergetic action, the AP/CSO Steering Committee adopted the resolution of aiming to the option of a viable and sustainable joint strategic plan to be adopted by the Partnership for future development of the mutual commitment.

This format-draft is a first attempt in this sense.

ii. BASIC DEFINITIONS of the terms adopted and employed in the draft:

Definitions of COMMUNITY:

1. a social group of any size whose members reside in a specific locality, share government, and often have a common cultural and historical heritage.
2. a locality inhabited by such a group.
3. a social, religious, occupational, or other group sharing common characteristics or interests and perceived or perceiving itself as distinct in some respect from the larger society within which it exists: *the artists' community; the business community; the community of scholars.* (Webster, 1997)

Definitions of DEVELOPMENT:

1. the process of developing or being developed.
2. a specified state of growth or advancement.
3. a new and advanced product or idea.
4. an event constituting a new stage in a changing situation

The essence of development is change the existing state to better conditions.

(Mustofadidjaja, UNHD report 1982)

Definitions of LOCAL DEVELOPMENT:

Local Development can be defined as the development that implemented by local authorities and their community as consequence of the execution of governance affairs that become local government authority. Being it a growing effort and planned changes process, it is related to the nation and country implementing development process toward national building; so local development is:

1. Changes processes that implemented in local scale or local autonomy.
 2. The local development orientation is the increasing of social services quality and providing medium of satisfied infrastructure.
 3. Local development has to be able to support community participation.
- (Black, 1991)

Definitions of HUMAN DEVELOPMENT:

Human development combines ability and basic needs approaches which stressing greater to human ability to lead the life that they want and the enhancement of substantial choices they have. HD framework is based on the idea that while economic welfare can help people to lead a life better and freer, other factors like education and health influence people's freedom quality. HD helps people to go through healthier, long and educated life.

The 4 important components of HD paradigm can be described as follows:

1. *Productivity: Community should enable to improve their productivity and fully participate in improvement process of income and work that is profitable.*
2. *Equity: Community should have access to the same chances. All barriers to political and economic chances should be eliminated, so people can participate in, get benefit from the chances.*
3. *Sustainable: Access to the chances should be making sure not only to the present generation, but also to the next generations. All forms of capitals – physical, human, environmental – should be improved.*
4. *Empowerment: Development should be executed by the Community, not only for them. Community should participate fully in deciding and processing their determined life.*

(UNDP, 2007)

Definitions of INTANGIBLES/INTANGIBLE ASSETS:

Intangible assets are the long-term resources of an entity, but have no physical existence. They derive their value from intellectual or legal rights, and from the value they add to the other assets.

Strictly speaking, the definition of “intangible” comes from the field of accounting. Intangibles are organizational resources that do not appear on the balance sheet. On average, roughly 80% of the value of today’s corporation is intangible. The terms intangible capital, intellectual capital, intangibles and intangible assets are often used interchangeably. Although we prefer the phrase “intangible capital” because it has a more precise definition (see below), “intangibles” is also frequently used. Below, for reference, are some definitions of these and related terms:

Definitions of INTANGIBLE CAPITAL (IC):

This is a phrase and a concept that comes out of the study of intangibles in an organization. The field of IC has identified four main categories of knowledge intangibles, each of which has a different character. It is important to understand individual intangibles as well as how they work together as a whole:

- **Human Capital** - This includes all the talent, competencies and experience of employees and managers of an organization. This is the intangible capital that “goes home at night.”
- **Relationship Capital** – This includes all key external relationships that drive every organization/business, with customers, suppliers, partners, outsourcing and financing partners, to name a few. This kind of capital also includes organizational brand and reputation. Due to the growing importance of networks in organizational structures, this is also sometimes called Network Capital.
- **Structural Capital** – This includes all knowledge that stays behind when an organization’s employees go home at the end of the day. There is significant structural capital in today’s organizations including recorded knowledge, procedures, processes, software and intellectual property.
- **Strategic Capital** – This is a category that is not always included in academic definitions of IC. However, in widespread experience, this category of knowledge is the necessary complement to the others. It includes all the knowledge an organization has of its own environment and “market” and the business/organizational model that that entity has created to connect with environment and “market” needs.

Definitions of INTELLECTUAL PROPERTY (IP):

This is a specific asset class that is protected legally through copyrights, trademarks and patents. It is a subset of Structural Capital.

(UNIDO, 2001) - The definition of INTANGIBLES adopted by CSOs is derivate from business communal lexicon:

intangible capital is...



iii. ASSESSMENT (SHARING REALITIES):

The 4 Sectors A.1, A.2, A.3 and A.4 have traditional linkages with/within a certain number of Communities (of the first definition above, and that could be defined as well as “traditional Communities”, and that we will call just “Communities” from now on) by reason of their traditional Activities’ modus operandi in their actions’ implementing and relevant objectives; the focus aiming to Communities and community structures and social clusters as target groups/aimed beneficiaries of their actions/activities –even if defined under diverse connotations- is normally stated as crucial/basic/primary into the Partners NGO/CSO’s properly own strategic plans. Similarly, Sector A.5 Partner Pamberi Trust focused its own strategic plan on the support to the development of the Artists Community (therefore of the definition of third degree above), defined as “(...) *the Community of arts, mainly in Harare but increasingly embracing national outreach*”; and about the relevant composition of this Community, Pamberi explicitly defines that “*the arts Community [is] comprising artists and creative workers, arts services providers –including NGOs and Associations- and Arts consumers [audiences]*”.

Therefore, the AP/CSO’s Partners/Sectors as a whole are focusing and aiming a consistent portion of their actions’ strategy to Communities, including the existence and relevance of a “transversal” Community, nationwide and inter-social, that is the Community of Arts according the multiple-inclusive definition of Pamberi/Sector A.5. NOTE: some of the Sectors/Partners actions are not directed formally to properly defined Communities, aiming instead to District or Ward levels; nevertheless, focusing on homogeneous social-geographical target groups could be a first step toward to individuate a more consistent configuration of the targeted reality/entity as a basic social arrangement addressable as per the first definition of Community.

LIST of Communities, Districts (d), Wards (w), and other specific reality where the AP Sectors/Partners are operating [<i>name in bold indicate where two or more Sectors/Partners are diversely intervening</i>]				
Sector A.1 NYDT	Sector A.2 ACPD	Sector A.3 MISA/ZACRAS	Sector A.4 ZPRA Veterans T.	Sector A.5 Pamberi trust
Entumbae (w)	Bindura (d)	Harare	Bulawayo (d)	Harare
Luveve (w)	Shamva (d)	Bulawayo (d)	Kariba	Bulawayo (d)
Makokoba (w)	Mutoko (d)	Bulawayo (w)	Hurungwe	Chimanimani
Mzilikazi (w)	Mt. Darwin (d)	Gweru	Sanyati	OUTREACH
Nguboyenja (w)	Mudzi	Mutare	Kwekwe	
Lupane	Mazowe (d)	Masvingo	Gweru	
Nkayi	Guruve	Kwekwe	Gokwe	
Tsholotsho	Murehwa	Kadoma	Hwange	
Hwange	Buhera	Kariba	Nkayi	
Binga	Mberengwa	Plumtree	Binga	
Mguza	Umguzza	Gwanda	Mberengwa	
Gwanda	Harare	Nkayi	Kazangarara	
Beitbridge	Bulawayo (d)	Hwange	Nyamunga	
Matobo		Lupane	Mabale	
Insiza		Mutoko	Mkoba	
Plumtree		Tsholotsho	Mantshalala Z.	
Bulawayo (d)		Binga	Sogwala	
Esigodini		Nyanga	Matobo N.	
		Chipinge	Silobela	
		Gokwe	Chundu	
		Silobela	Dinde	
15 Communities, Districts (d), Wards (w), and other specific reality where the AP Sectors/Partners are intervening [<i>a part: Harare (3 Sectors), Bulawayo (5 Sectors)</i>]: Hwange (3 Sectors), Nkayi (3), Binga (2), Gwanda (2), Gweru (2), Gokwe (2), Kariba (2), Kwekwe (2), Lupane (2), Matobo N. (2), Mberengwa (2), Mutoko (2), Plumtree (2), Silobela (2), Tsholotsho (2)				

On the other hand, in the list above reported they appear 33 Communities, Districts, Wards and other specific reality where at least one of the AP Sectors/Partners is already intervening; all

together, they individuate the consisting number of 47 realities “touched” by the AP/CSO/Partnership intervention in diverse degrees, even if not yet in and by a organized-synergetic and shared approach/system – not even in the 15 reality already targeted by more than a Sector/Partner.

Then again: it is possible to maintain that many of the realities which are today advantaged by the provisions of services of one single Sector/Partner, would be even more interested in receiving the advantages of a larger panel of diverse services as are those ones provided by the other Sectors/Partners – and furthermore it is possible to assess that many other Communities – until today do not directly involved into some of the Sectors’ or Partners’ Activities, would request to get involved instead, directly and as soon as possible in the next future.

FIRST QUESTION: is into the Partnership strategic attentiveness to expand socio-geographically the provisions of services of all the Sectors/Partners –e.g.: to all the 47 realities already “touched” by the AP/CSO implementation activities, or including some new area- in a shared and really synergistically organized approach/system? Is it possible to reach this expansion by sharing the wealth of NGOs/CSOs relationships with/within the realities and the territory – and their institutions/entities networks?

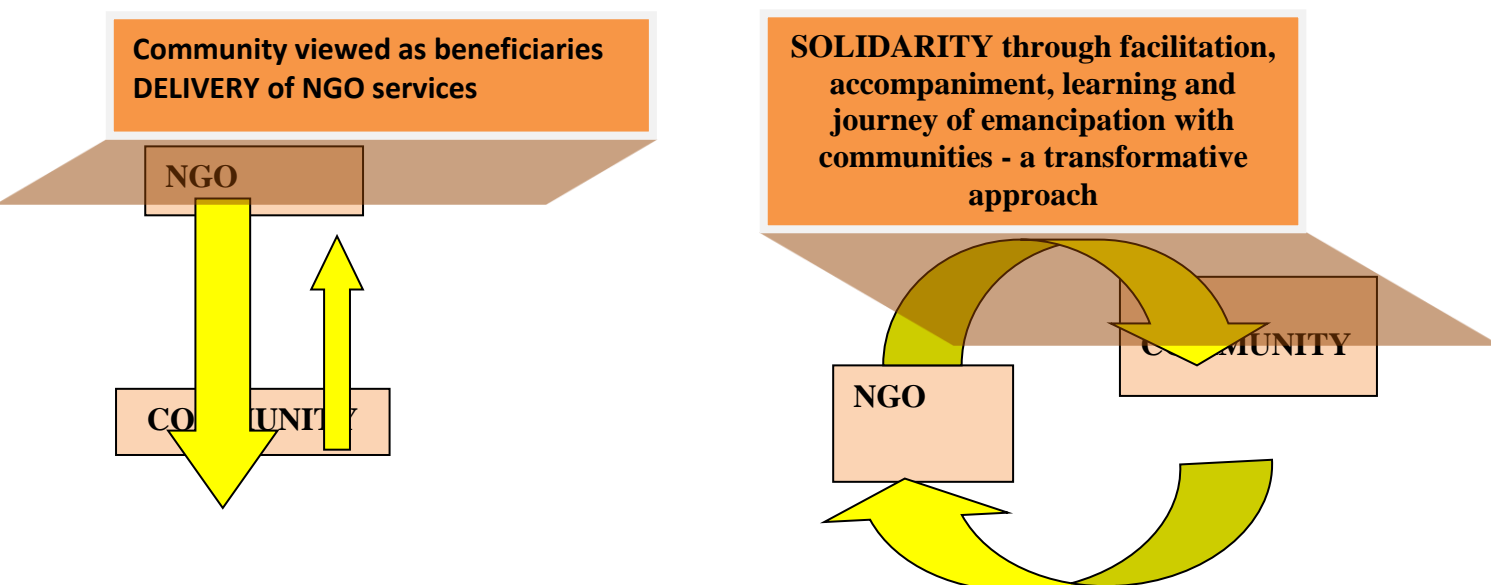
iv. SHARING THE OVERALL OBJECTIVES

Into the strategic plans of the Partners NGOs/CSOs is assessed as primary aim of their commitments and actions the achievement of Development as expression of the definition above reported.

Even more, in the majority of the Partners’ expressed strategic visions are provided as values and aims the basic essences of the definition of Human Development, at the different levels and specifications (some of them prioritized because expressly manifestations of the specific sector’s ones: e.g.: the freedom of expression, the right to citizenship dignity, the awareness of categories processes, etc.) which are possibly addressed by the above specified “4 basic components of the HD paradigm”

A special accent is dedicated as well to the importance of intervening with and by the Local Development paradigm; particularly, a great contribution it is that provided by the Strategic Plan (draft) of NYDT, and that we take the liberty to propose here:

Service Delivery vs Solidarity for conflict transformation and emancipation



We decided to take advantage from the contribution of NYDT because it expresses a very clear paradigm about the main essence of the Local Development as a tool for build-up Human Development and becoming the actually participative basis of national process of general Development; this very same approach –in the analyzed case applied to conflict transformation and emancipation- can nevertheless be applied to every other problem to be correctly addressed, for every service to be provided - therefore. Another important contribution (this time from ACPDT’s strategic plan 2013-2015) that we take the liberty to use is the following:

The Community Capacity Building Programme (ACPD)

Fruits

- The communities are initiating economic activities despite different political affiliation.
- Communities are now able to speak out on leaders from other areas who come and interfere in their areas
- People are now calling for accountability and transparency

Fruits

- Tolerance (respecting of each other's roles)
- Rival political leaders are now attending development and social meetings and funerals together.
- High level leaders reprimanding those who block peace-building and development processes.
- Women and youth in leadership positions.
- Positive relationships within families.

Effects

- Prostitution, Family disintegration, HIV/AIDS, Violence
- Exclusion of women and youth
- Poverty, Orphans (child headed families)
- Underdevelopment, collapse of service delivery systems, bias of service providers

Leaves

- Deep research through identifying major concerns
- Publication of relevant materials on the problems
- Training on how to use the materials
- Distribution of materials (books)
- Study circles and workshops
- Monitoring and evaluation of events
- Networking with other organisations

Link between activities and problems

- Communities are supporting the activities since they are addressing the real issues that concern them.
- These activities are giving the communities a platform to discuss other cross cutting issues.
- Co-operation with authorities and other organizations
- Provision of training methodology to other organizations

Problem

Breakdown of relationships

Roots

- Conflicting roles
- Political violence
- Poverty
- Corruption
- Nepotism
- Leadership wrangles
- Imbalanced relationships

Vision

Self reliant, vibrant, peaceful communities working within a supportive local governance system.

Mission

Identification of community issues, concerns, designing and facilitating training, monitoring and evaluation and putting ACPD publications into practice.

Goal

Local leaders and communities respecting human dignity and practicing constructive relationships and communication for building peace, good local governance and sustainable development.

Amongst the Partners, ACPDT is the one that surely addressed more directly the matter of Local Development as a tool and the "generative" paradigm of Human Development; in its definition and vision, the interaction of both is the one unavoidable basis for a more general (national) Development process.

As a matter of fact: local actors – particularly community - know best what does and does not work within their communities and they should have the voice and support they need to work their way towards a better quality of life. At the same time, local development should be embedded in the national development processes – and that is part of the duties of the national CSOs and NGOs supporting local (community) development processes.

SECOND QUESTION: do the whole Partnership actually share the same definitions and visions about Development (national, general) as the product of accomplished Local and Human Development –for

instance: totally agreeing with the specific definitions, visions, missions, approaches as expressed until now in the present draft, particularly in the examples provided by the Partners ACPDT and NYDT? Are those definitions, visions etc. the proper methodology and strategic instruments to address other than the closely specific ones of the Communities – that's: to address as well the more general problems (like the political condition lived by the target groups and beneficiaries, the so-called "polarization", or the economical depletion, or the violence and conflicts, for instance)?

v. SHARING THE INTANGIBLES/INTANGIBLE ASSETS

The asset of all intangible capitals of the AP/CSO Partner NGOs/CSOs – considered as a whole, represent surely a very special range of specific wealth, which has no similarity in the Zimbabwean Civil Society's panorama; nevertheless, all these intangible capitals are mainly employed separately – a part a certain degree of shared elaboration/debate and managing, and of operational and above all administrative coordination (as both outputs and outcomes of the instances of the Steering Committee and the Coordination Committee), each Sector/Partner NGO/CSO received profits and chances generated only and exclusively by its own specific wealth of intangibles, which rarely overcome the boundaries and limits of the sectorial specific field, and relevant objectives; thus, even if correctly employed the results of the intangibles' ranges of opportunities remain often abundantly below their actual possibility of full engagement.

In other terms: an appropriate advantage (even a partial one, indeed) of the AP/CSO Partnership's intangible assets as a unique and full-length capital still is absent and until today its profit-arrangement is vague – mainly being it restricted to several unanimous declarations about no better-defined "synergetic actions" wishes.

In fact, it is very difficult – if not completely impossible – to commit a wealth of diverse sectorial and organizational assets of intangibles when do not exist a common and shared (at least a partial one) "strategic capital" which is *"the necessary complement to the others"*.

To obtain a fruitful balance of the Partnership's intangible capitals as one unique and whole asset (at least partially) the necessary prior steps are those exposed in the 2 chapters above: to share "realities" as far as possible, and to share (organized) visions, missions, ends, aims and objectives in terms of Local, Human and General (national) Development – that because the "common business" of NGOs and CSOs is exactly that of Development.

The interactive integration of the diverse sectorial/organizational intangible assets can be reached when those intangible capitals are mobilized and employed (at least partially) to aim to the same overall/specific objectives, in the same realities, within similar or complementary methodologies and modalities – hence the interaction/integration results a natural process.

Let's what it could be, in practical terms for capitals, to share the Partnership's intangibles:

- **Human Capital** – Until today, have been shared all the talents, competencies and experience of 2 upper levels of employees and managers of each Partner NGO/CSO: the Directors (Steering C.) and the top responsible teams for operations and administration coordination; but the lower levels – on-field operators, single activities coordinator team, facilitators, logistic teams, all those who work in direct contact with/within beneficiaries and target groups, etc. – never have been directly involved into a Partnership's single program vision. Therefore, they naturally resist to an approach which is non-exclusively sectorial, non-exclusively organizational (=the sole NGO/CSO of their affiliation). Consequently, it is fundamental to individuate methodologies and modalities to allow the diverse Partnership's "third levels" teams to share the same/complementary visions (strategic capital), procedures/processes/know-how (structural capital) and operation-fields (relationship capital).
- **Relationship Capital** – Each one of the Partner NGO/CSO is driven by key external relationships with institutions, networks, partners, outsourcing and financing partners – but especially with target groups, community, beneficiaries' entities and individuals. Therefore, this capital also individuates and includes NGOs/CSOs organizational brand and reputation, referred mainly (or unfortunately even more: exclusively) to their specific sectorial connotation; if not corrected this could result in losing profile and vision as NGO/CSO. However, it is common place that, enunciating the components of this asset, AP/CSO Partners to often forget to include as relationship capital also their multi-sectorial experience – the AP/CSO Program Partnership, and this modality always reverberate on the attitude of the human capital levels toward the very meaning of relationship asset, and more generically reducing implicitly the basic value of intangible assets themselves. In fact, very often the balance of relationship assets according to NGOs/CSOs is confined almost exclusively to those financing partners (donors, international agency, sponsors) and to those institutions (state, government, diplomatic bodies, policy/decision makers) who are the providers of tangible resources and official or semi-official status. Due to the growing importance of networks in organizational structures too, this intangible is called

“Network Capital”, as well; but it is a common mistake to consider “network” just only those responding to single-sector vocation. In the field of Development engagement, are instead the multi-sectorial networks those achieving improved and longer-lasting results; a functional CSO multi-sectorial alliance as one of its main strengthen point in achieving a practical (in the daily practice) process of shared capitalizing the diverse assets of relationship at all levels, but priority is always the process “from bottom up”.

- **Structural Capital** – There is significant structural capital in the AP/CSO Partners organizations, which today is increasingly including already shared recorded knowledge, procedures, processes, software and some levels of intellectual property – at least amongst the 2 upper levels of the human capitals of the diverse NGOs/CSOs; the point is how to extend at least partially those that are surely “best practices” to the whole of the human capitals of all the Partners, and the basic acknowledgement of a multi-sectorial structural capital applied at the whole Partnership’s communal field of action.
- **Strategic Capital** – As already said above, this category of knowledge is the necessary complement to the others. It includes all the knowledge an organization has of its own environment and “targets” (beneficiaries and their associations, communities, targeted groups, etc.) and the organizational model that that NGO/CSO has created to connect with environment and “targets” needs. Not always it is possible “to achieve compatibility” amongst several diverse strategic capitals of several different NGOs/CSOs, even if linked by a process of partnership. One of the most recommended solution is to create a shared practical “strategic cluster” where to implement those sectorial activities which have to be included into a communal framework, where all the wealth of intangible assets are sustained by combined visions, missions, objectives, aims, finalities, in order to achieve several specific (sectorial) results in the path of an unifying overall (over-sectorial) one.

THIRD QUESTION: Are the NGOs/CSOs of the AP/CSO Partnership prepared to share (at least partially) their wealth of intangibles/intangible assets and capitals, creating therefore an additional communal “strategic cluster”? is it effectively responding to their visions, missions, aims, objectives, finalities? Do it possibly improve the quality of the outputs and outcomes of their actions – or not?

vi. TO INCLUDE NEW SECTORS/PARTNERS TO ADDRESS BASIC NEEDS?

Focusing on Local Development within a certain number of Communities (or similar realities) means possibly to have as well to actively build-up responses to basic needs others than those typically focused by the Strategic capital of the AP/CSO Partnership’s “physiologic” traditional sectorial visions: in fact, it is almost natural – given the general socio/economic conditions of the Nation - that the needs emerging as main concern’s requests into the Communities’ local assessment will include matters as income generation, health improvement, food security – for instance, just to name the most probable ones. Of course, experience has proven already that does not exist any direct counter-position of sectorial themes, between primary needs (just like income, health and food security) and other perceived –at least- as lesser basic ones, like civic education, citizenship awareness, information, conflicts management, or art & culture, all of them being factual aspects of actual growth and development.

Furthermore, all the “no-absolutely basic needs” sectorial actions could have several inclusion and complementarity strategic approaches to the “absolutely basic needs” – just to make some example: youth civic education could include income generation experiences like enterprises’ incubation, citizenship alertness could include health rights attentiveness (thus: health services’ care requests), information can play a special role in focusing specific food production and security education, and more generally all these sectors plus the others (peace management/social security and arts & culture development) normally can be the proactive cornerstone of participatory approaches to social mobilization in local and rural development, human development and poverty alleviation integrated actions.

Nevertheless, a certain degree of partial inclusion, or complementary coordination with other “absolutely-basic needs” sectors operators could be an auspicial aspect of such integrated actions, in order to connect all the possibly positive outputs and outcomes the chances make available – following the examples above: to join the enterprises’ incubation with actual occupational generation, the health awareness with actual health care services’ implementation, the food security information with actual food availability/production.

FOURTH QUESTION: If the NGOs/CSOs of the AP/CSO Partnership decide on creating an additional communal “strategic cluster” in selected socio-geographically expanded areas, where make available the provisions of services, are they prepared to share (at least partially) their wealth of intangibles/intangible assets and capitals, and actively to include into the actions coordination/complementarity other sectors operators? If these operators’ undertakings are effectively responding to the AP/CSO Partnership’s common wealth of visions, missions, aims, objectives, finalities, could these operators being included as peers into the Partnership? Do a simple coordination/integration/ complementarity possibly improve the

quality of the outputs and outcomes of the communal actions – or a closer relationship as included Partners must be a condition sine-qua-non?

SECOND PART: How to Build up Communal Actions into Strategic Clusters of Development?

Once the above questions have been positively answered and addressed, the duty would be to choose a possible methodology of intervention that satisfies the requirements of implementation's strategy.

The most reliable and suitable according to general experience it would be that methodology usually defined as "Participatory Local Development Small Projects/Micro-actions Approach", widely employed by the International Co-operation worldwide during the last 3 decades, and that evolved into scientifically and socially tested complete paradigm, demonstratively able to reach positive long-lasting and progressive results in terms of its replicable and sustainable outputs and outcomes.

Taking as base of planning the above listed 50 strategic clusters (they thus including both Harare –main place for the "transversal community" of Arts- and Bulawayo –where all the Sectors/Partners intervene at different levels) and taking in account:

1. The already rooted interventions, as "primary actions" by a certain number of sectors/Partners;
2. The opportunity of direct synergic co-action by other different Sectors/Partners;
3. the opportunity offered by the possibility of other diversified inter-collaborations, which would not require necessarily human resources direct intervention, but could instead been implemented by the availability of documental tools like books, manuals, other publications, CD ROMs, Podcasts, Videos and documentaries' projection, specific exhibitions, etc., and Arts & Culture offers including shows, roadshows, concerts, festivals etc.

It would be possible to figure out a strategic planning of interventions based on differentiated roles of implementing action of the Sectors/Partners, which, following the Principles of Participatory Local Small projects/Micro-actions implementation reach a synergetic execution of their own strategic plans together and within the execution of all the other Sectors/Partners own ones.

vii. Principles of participatory local projects/micro-actions planning

1. Development should be seen more as a change from the bottom up than from top down.
2. The development process should be managed as a natural organic process rather than according to plans, goals, objectives, targets and schedules, implying that goals and targets may change and, therefore, their timing should be tentative and flexible to make room for adaptation to local community conditions.
3. Development projects/micro-actions should aim to strengthen local community organizations, leaders and beneficiaries, and not state and central government bureaucracies. New programmes, projects/micro-actions should be chosen according to their ability to increase local community development management capacity. Start with a few schemes to solve some immediate local problems to build local confidence and experience.
4. The development process is supported by local institutions with traditional leaders, local government authorities, local associations and primary cooperatives, religious, women, youth, community-based users' and self-help groups (even informal ones) playing a lead role. It is more important to make sure that the local community development process is rooted in a strong locally acknowledged institution than ensuring that local institutions have a grasp of all the finer technical points. It is comparatively easy to arrange technical services from outside than to bring about social involvement and willing popular participation in the local community development process. Strong locally acknowledged institutions are necessary as support posts quite independently of whatever technical skills and other background they may have.
5. It follows from the above that the local community development process must be based primarily on confidence and learning rather than on experts and training. It is more important for the people who will take decisions at the local level to have full confidence of the people they represent, than to be trained experts. This also implies that technical staff of Sectors, CSOs/NGOS, should work in tandem with local institutions rather than sit on judgement on the plans/actions prepared by these institutions.

Simple is practical

The local projects/micro-actions participatory planning process has implications for the working methods of a conventional local development planner. Current decentralized planning techniques often keep people out of the planning process, which severely limits their ability to deliver the intended results at local level

and reinforces the centralizing tendencies in decision-making. The basic issue of whether people or planning techniques should be changed first, has not yet been answered.

As a facilitator of local change, the development planner will have to shed much of the planning jargon and simplify his planning techniques so that these are widely understood. In view of the training needs of the newly elected local decision-makers and the limited local expertise, there is an urgent need for training material on the introduction of simple local planning methodologies and techniques (e.g.: ACPDT manuals and books) that can be used at the local community level, with minimal need for external assistance.

How to initiate local projects/micro-actions participatory planning

(a) Identify local needs, particularly of rural poor communities

- The best way to find what people need and what they see as possible solutions to their problems is to ask them directly: Need Assessment tools, PM surveys aim exactly to that. This also creates awareness and willingness among the people to take part in any action that will follow.
- But before asking what they want, it is necessary to establish a common ground of understanding with them. There are bound to be conflicting interests within a community. Special skills and sincerity are needed to build consensus.
- It is important to ensure steadfast community support for a pro-poor development initiative. Traditional leaders, local government officials, field workers of voluntary organizations, CSOs/NGOs, teachers, women, youth, veterans and retired people, must be involved in the consultations and discussions.

(b) Collect basic data

- Once local contacts are established, the next step is to collect, with the Community people's help, basic data about the community, characteristics of the area, resources situation, socio-economic status and other relevant facts.
- The aim is to get a factual baseline picture which will help in setting goals and measuring changes brought about by the projects/micro-actions at a later stage.
- It is helpful at this stage is to associate with traditional leaders, local officials, locally intervening NGO functionaries and any other relevant stakeholders in collecting and verifying facts from different sources.
- To seek people's cooperation, it is important to respect their ideas and abilities. The focus should be on the community as a whole and seeking its commitment to helping the poor.
- Participatory rural appraisal, Post-monitoring and Needs Assessment are practical tools for participatory data collection and analysis.

(c) Formation of working groups

- It is helpful is to form working groups (that should include possibly local officials), to prepare status reports and develop perspectives.
- The aim of the working groups is to analyse and compare data, draw inferences and identify priority areas for intervention. This is aimed at greater clarity and strengthening of participation of local Community people, particularly the rural poor, by giving greater local planning responsibility and establishment of good working relationship between technical planning experts and the local Community people. Importance is to be given to detailed specification of the roles of participant individuals, groups and committees in carrying out the tasks.
- Conflicts and disagreements may arise in the process, which are not in themselves a negative factor, but have to be properly resolved and managed at every stage of decision-making.

(d) Formulation of the objectives

- The first step in participatory local projects/micro-actions planning is to define precisely what specific objectives are to be achieved, which should be stated in concrete terms, e.g. increasing i) incomes of identified households, women, young entrepreneurs, farmers, services providers, etc.; ii) production of certain crops/animals, small scale mining, other resources; iii) "civic education literacy" among locally selected women, children, youth, veterans, leaders, officials; iv) social participation and awareness, throughout "citizenship literacy"; v) skills on conflicts management and violence reduction, pacification processes, thru healing and consciousness building.
- The objective may not always be quantifiable, particularly when it involves behaviour and attitudinal changes. It's still helps to be as specific as possible so that people can see how much change has taken place.

(e) Deciding the strategy

- This is the most difficult part of participatory local projects/micro-actions planning as it involves assessing and mobilizing needed resources and choosing the planning methods. It is important to specify: a) resources that are locally available and those needed from outside. (people with skills, funds, raw material inputs, etc.); b) if resources are available when needed; and c) who should be approached, who will approach and with whose help to secure these.
- Consider alternative local projects/micro-actions planning methods and approaches such as (i) whether to contract a project/micro-action to selected individuals or to do it on a cooperative basis; ii) whether to focus on several small household-based units or one big Community unit; and iii) whether to train local people as trainers for the projects/micro-actions or to introduce trained personnel from outside.
- Once a course of action is chosen, it should be explained and specified in clear terms to avoid confusion and misunderstanding among the local Community stakeholders.

(f) Ensuring feasibility

- The working groups at this point should consider whether the objectives are realistic. It is important to ensure that: i) assumptions and stipulations regarding the availability of resources, managerial competence and technical expertise are realistic; ii) proposed activities are economically viable; and iii) local community can absorb the expected outputs.
- It is important to identify potential project/micro-actions beneficiaries and check how the benefits would flow to them.

(g) Preparing the work plan

- This is a blueprint for decentralized project/micro-actions management drawn up by the project/micro-action implementation committee, specifying the 'what, who, when and how' of local project/micro-action implementation.
- The work plan should contain the following information in simple tabular form: (i) all activities for implementation of the project; (ii) names(s) of the person(s) responsible for each activity; (iii) starting and completion time for each activity; and (iv) the means to carry out the activities.
- It should also define the outputs expected from each activity to measure performance during implementation or on completion of the project/micro-action, for effective monitoring and evaluation.

Project work plan format

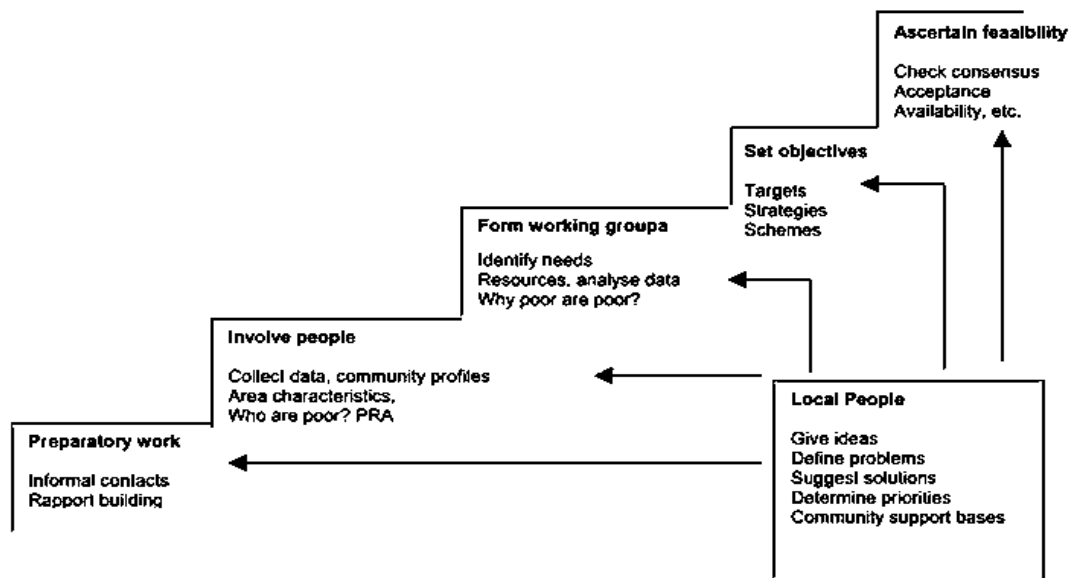
Name of the activity	Name(s) of the persons responsible	Time schedule		Resources required (human, money, material)	Checking for acceptance, availability
		When to start	When to complete		

(h) Preparing the budget

- The material and human resources must be given a monetary cost, which form the project budget.
- The cost is further broken down in terms of each period of time and also in terms of availability - whether locally available or to be secured from outside.
- External resources can be integrated by further government/international donors grants, or loans from international agencies, financial institutions, etc.

Participatory planning

Operational steps



Steps in implementation of local development projects

1. *Appointing a project coordinator*

- After selecting staff and technical persons for different jobs according to the schedule, the Sector/Partner in charge of the project/micro-action should appoint a locally based coordinator for the project/micro-action.
- The coordinator can be selected from outside or someone from within the community with the commitment and demonstrated leadership qualities can be chosen for the duty.

2. *Setting up a project implementation and monitoring committee*

This is made up of the project/micro-action coordinator, representatives of the local community and a representative of the Sector/Partner. Its role is to supervise implementation on a day-to-day basis and to work as a crisis management group.

3. *Staff training*

This is needed to reorient project/micro-action planning staff for the duty to be performed.

4. *Transparency*

- Important for retaining community interest and support for the project to ensure its smooth progress. Maintain total transparency in procurement and use of resources. Project/micro-action details, budget and sources of funds can be displayed publicly at different places in the project/micro-action area.
- Involve more and more local community people in various activities with constant briefings to inform community leaders about ongoing activities and problems, if any. Care is needed to ensure the quality of inputs procured and used.

5. *Anticipating obstacles*

The project coordinator should be aware of likely difficulties, be able to anticipate obstacles and take preventive action. Advance action is needed to ensure timely availability of workers, especially technical people. Plans should be ready to deal with any contingency.

6. *Timely release of funds*

- Implementation is often delayed by the non-availability or inadequacy of funds. Various bureaucratic formalities, postal delays, etc. may delay commencement.
- If there is more than one source of funding, it is all the more necessary to ensure that no mistake is made in completing formalities of Terms and Condition (T&C) documents and also in submitting timely progress reports, which are needed for timely release of fund instalments.
- The project/micro-action coordinator should ensure that there are enough funds for the activities as well as for paying any other project/micro-action costs.
- It is important to be prepared for delays by having flexibility in project/micro-action design for such eventualities. Sticking to the guidelines and instructions of funding agencies and adherence to the project schedule are the best way to ensure timely releases of fund instalments.

Monitoring

This is important for timely and proper project/micro-action implementation. Monitoring provides feedback so that necessary adjustments can be made in the work plan and budget. Therefore, monitoring schedules are often based on the project/micro-action work plan. It is essentially a tool that helps both project/micro-action implementing and funding actors.

1. *Monitoring parameters*

- Time schedule
- Cost
- Process

These are already specified in the work plan. Monitoring reports must be reviewed by the project/micro-action implementation committee, focusing on information about delays - the extent and implications, needed corrective action and the person or actors responsible for it. This not only points out the source of the fault but also protects project/micro-action management from blame for the delay.

An honest assessment of the implications of delay, under or over-utilization of funds, leads to timely corrective action. It also helps in building a reasonable case for additional funds in case the delay is caused by the late release of funds and results in escalation of project/micro-action costs.

Periodic monitoring format

Name of activity	Due on	Actual on	On time	Implications of delay	Action required	By whom

2. *Integrity*

- It is important for the implementing actor (Sector/Partner) to maintain a high level of financial credibility, which is closely watched by funding agencies.
- Monitoring, therefore focuses on cost-flows and wherever there is under or over-expenditure, this should be brought to the immediate attention of the funding actors (Sector/Partner). It should be discussed frankly with them in order to reach agreement on the best course of action.
- Implications of delay or cost-overrun can also be discussed with the community leaders to explore possibilities of mobilizing local contributions to compensate for the extra cost. Integrity pays in the long run.

POSSIBLE STRATEGIC CLUSTERS (Communities, Districts (d), Wards (w), and other areas or realities where already Sectors/Partners intervene) <i>EXAMPLE TABLE</i>	Sector A.1 NYDT	Sector A.2 ACPD	Sector A.3 MISA/ZACRAS	Sector A.4 ZPRA V.T.	Sector A.5 Pamberi T.	INCOME GENERATION (possible action)	HEALTH CARE SERVICES (possible action)	FOOD SECURITY (possible action)
Harare						xxx	xx	
Bulawayo						xxx	xx	
Beitbridge						x		
Bindura								
Binga						xx	Xx	
Buhera								
Chimanimani						x		
Chipinge								
Chundu								
Dinde								
Entumbae (w)								
Esigodini								
Gokwe						xx	Xx	
Guruve								
Gwanda						xx	Xx	
Gweru						xxx	Xxx	
Hurungwe								
Hwange						xxx	xxx	X
Kadoma								
Kariba						xx	xx	X
Kazangarara								
Kwekwe						xx	X	
Insiza								
Lupane						xxx	X	x
Luveve (w)							X	
Mabale								
Makoba								

Makokoba (w)							X	
Mantshalala Z.								
Matobo N.					xx	X		
Masvingo					xx	xx		
Mazowe (d)					x	X		
Mberengwa					x	Xx	x	
Mguza								
Mkoba								
Mt. Darwin (d)					xx	Xx		
Mudzi								
Murehwa								
Mutare					X	x		
Mutoko (d)					xx	Xx	X	
Mzilikazi (w)								
Nguboyenja (w)								
Nkayi					x	X	X	
Nyamunga								
Nyanga								
Plumtree					xxx	Xx		
Tsholotsho					xx	Xx		
Sanyati								
Shamva (d)					X	X	X	
Silobela					xx	x	X	
Sogwala								
Umguza								
= primary action		= synergic co-action		= publications/CDs/video os...		= cultural offers/roadshows		

6.25 Attachment N. 25 – AP's Management presentation of Comparative Analysis of Sector Partners' activities and Results

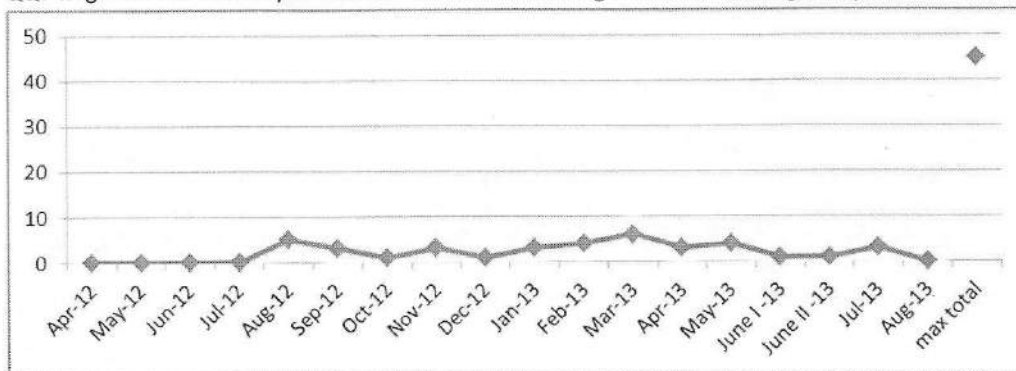
This is a comparative analysis of AP's partners' activities' implementation during the period April 2012 – August 2013. This document was developed by the AP's Management to foster partner CSOs' capacities of critically assessing their strategies, approaches and methodologies throughout a comparative and comprehensive analysis.

COMPARATIVE ANALYSIS

SECTOR A.1

Total number of accomplished Activities: 38 during 17 months – average: 2,2 per month

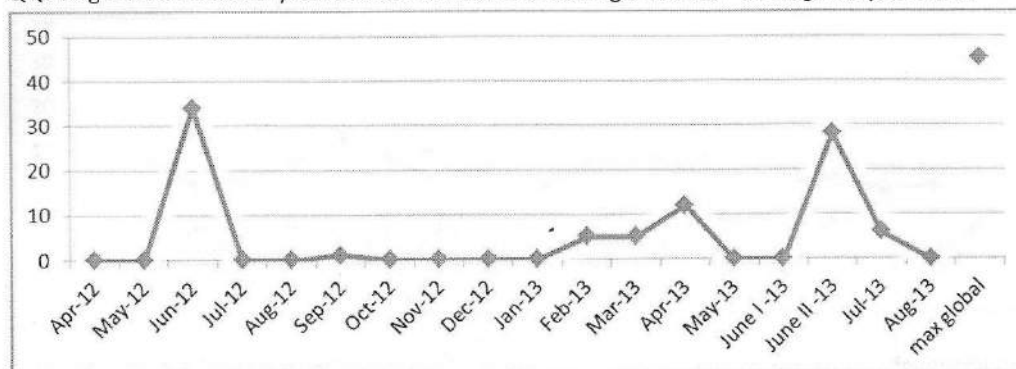
QQT target for the second year: $68 - 38 = 30$ Activities during 7 months – average 4,3 per month



SECTOR A.2

Total number of accomplished Activities: 91 during 17 months – average: 5,4 per month

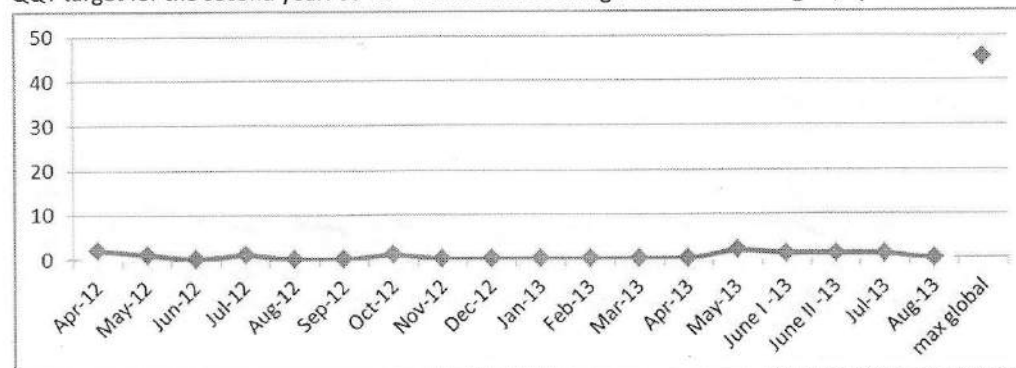
QQT target for the second year: $148 - 91 = 57$ Activities during 7 months – average 8,1 per month



SECTOR A.3

Total number of accomplished Activities: 10 during 17 months – average: 0,6 per month

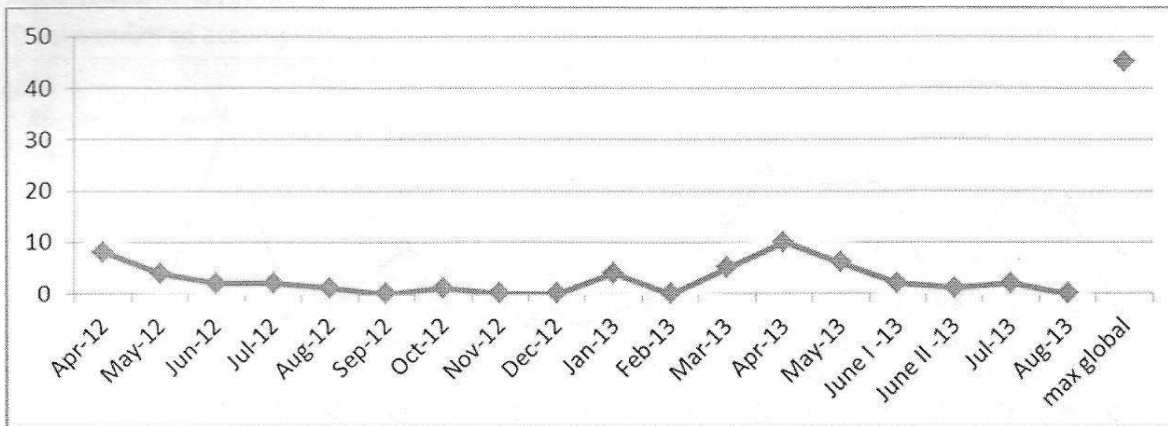
QQT target for the second year: $60 - 10 = 50$ Activities during 7 months – average 7,1 per month



SECTOR A.4

Total number of accomplished Activities: 48 during 17 months – average: 2,8 per month

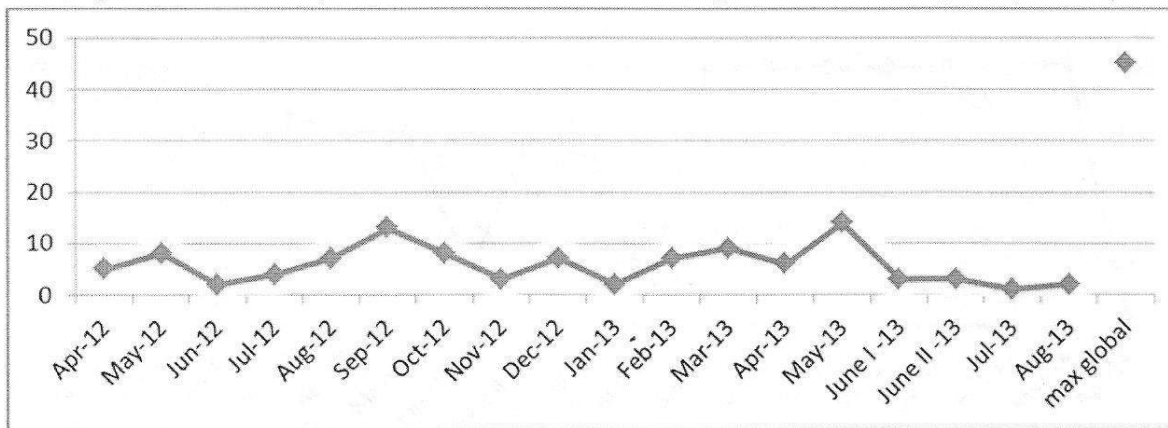
QQT target for the second year: $123 - 48 = 75$ Activities during 7 months – average 10,7 per month



SECTOR A.5

Total number of accomplished Activities: 104 during 17 months – average: 6,1 per month

QQT target for the second year: $148 - 104 = 44$ Activities during 7 months – average 6,3 per month

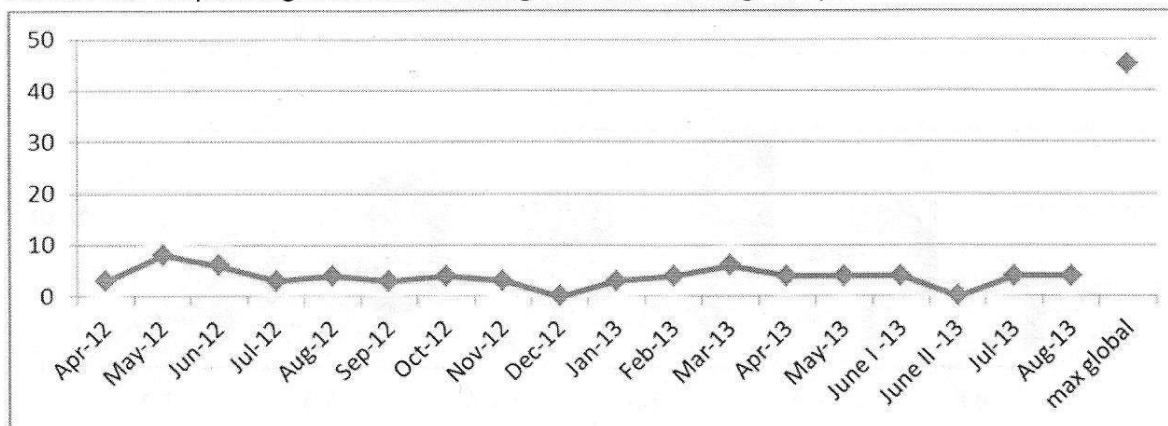


SUB - SECTOR A.6 (Systematization/MPm&E/CB, general Management/Coordination/Administration)

Total number of accomplished Activities: 67 during 17 months – average: 3,9 per month

QQT target for the second year: $74 - 67 = 7$ Activities during 7 months – average 1 per month

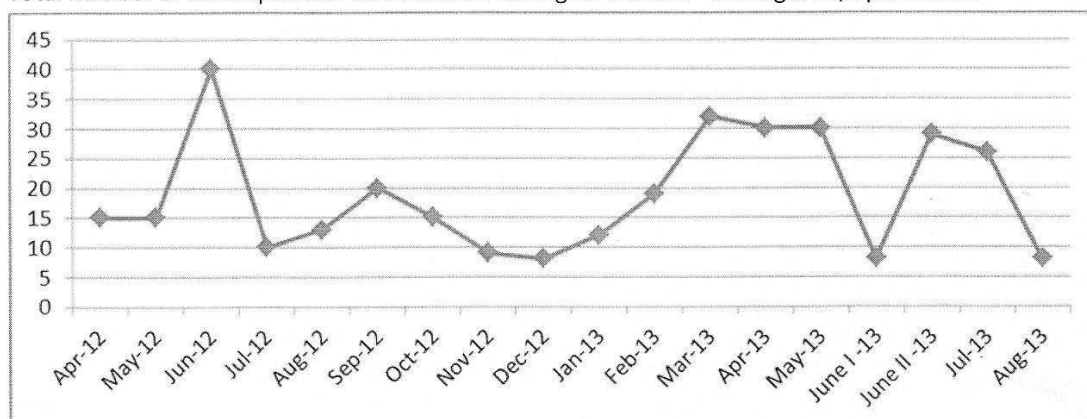
Second Year Re-planning: 24 Activities during 7 months – average 3,4 per month



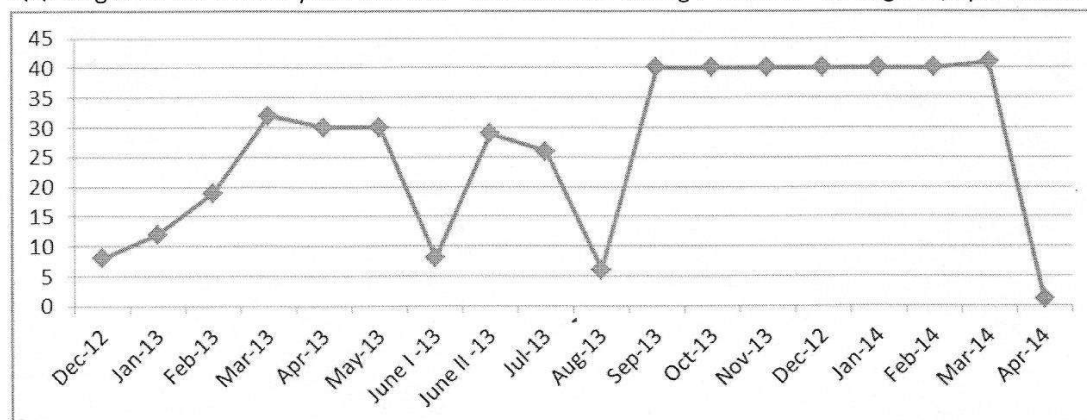
SUMMARIZING RESULTS

ALL THE SECTORS (from A.1 to A.5) plus SUB-SECTOR A.6

Total number of accomplished Activities: 339 during 17 months – average: 19,9 per month

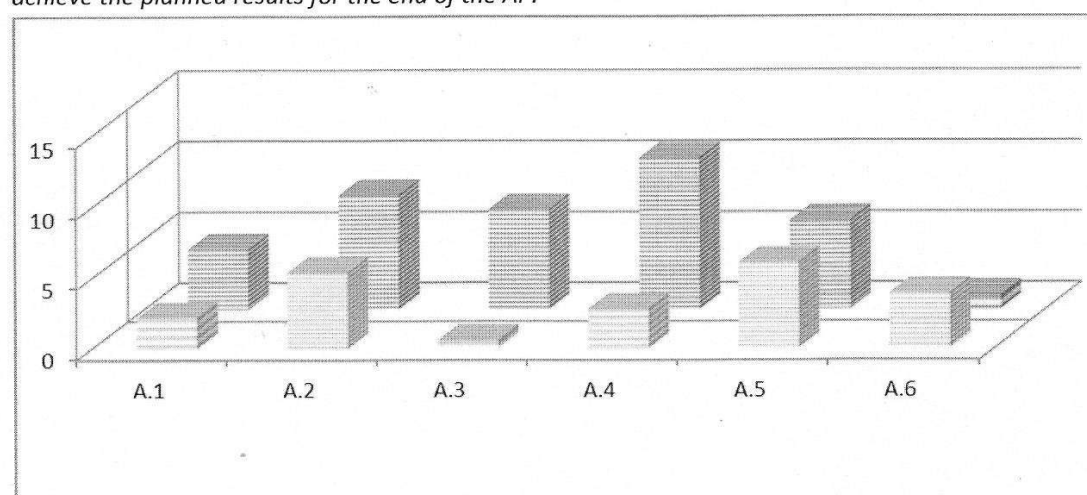


QQT target for the second year: $621 - 339 = 282$ Activities during 7 months – average 40,3 per month



Front row: graphic of average number of activities performed per month during the first 17 months

Rear row: graphic of average number of activities to be implemented per month during the next 7 months, to achieve the planned results for the end of the AP.

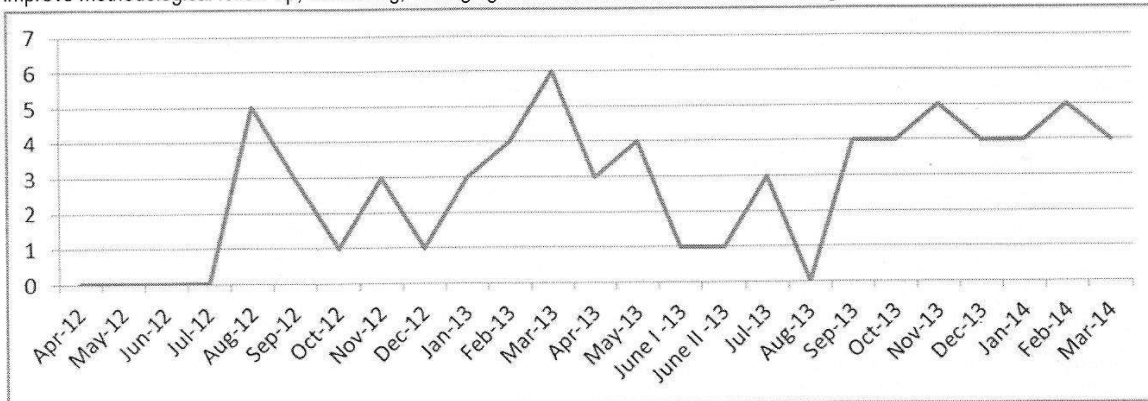


RECOMMENDATIONS

SECTOR A.1

Total number Activities to be implemented: 30 Activities during 7 months – average 4,3 per month

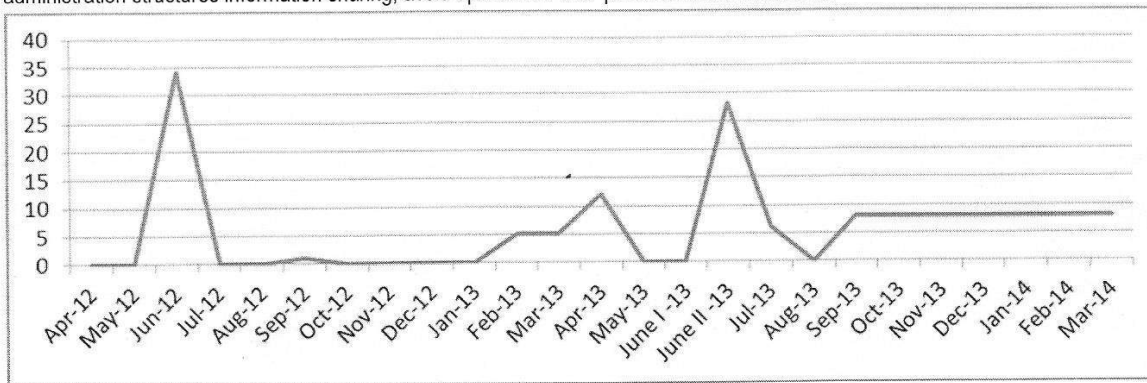
QQT Analysis: Technical Discontinuity. Proposed solutions: Methodological re-planning, improve technical structure duties commitment, improve methodological follow-up, monitoring, managing-technical structure information sharing.



SECTOR A.2

Total number Activities to be implemented: 57 Activities during 7 months – average 8,1 per month

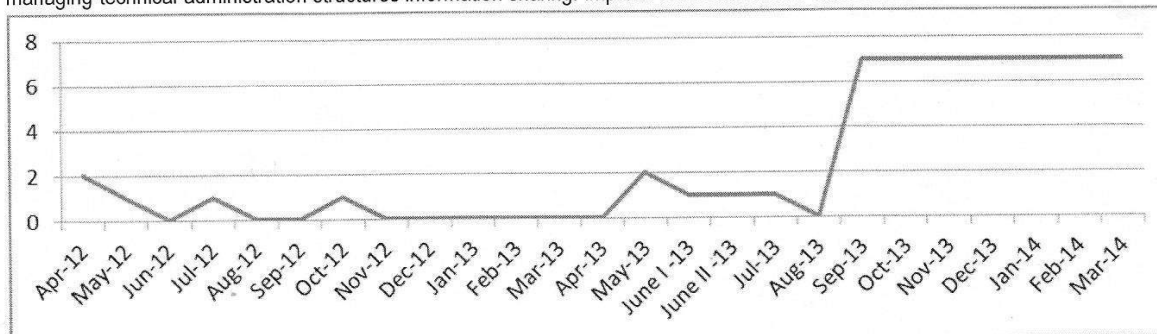
QQT Analysis: Severe Technical Discontinuity. Proposed solutions: Methodological re-planning transmitted to operational structure punctually, improve technical structure duties commitment, improve methodological follow-up, constant monitoring, managing-technical-administration structures information sharing; avoid operational over-picks/activities marathons.



SECTOR A.3

Total number Activities to be implemented: 50 Activities during 7 months – average 7,1 per month

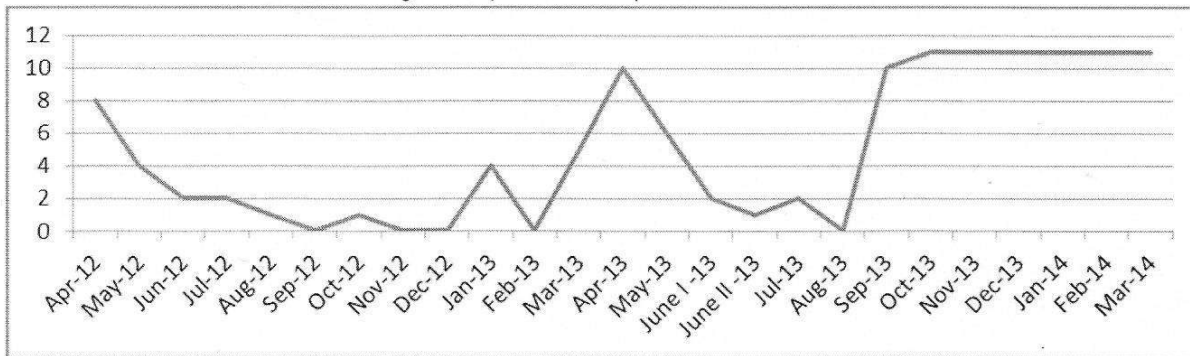
QQT Analysis: Over-severe Technical Discontinuity. Proposed solutions: Methodological re-planning shared with the whole of the structure, improve technical structure duties commitment, improve methodological follow-up, monitoring, post monitor, evaluation, managing-technical-administration structures information sharing. Improve Staff motivations & involvement.



SECTOR A.4

Total number Activities to be implemented: 75 Activities during 7 months – average 10,7 per month

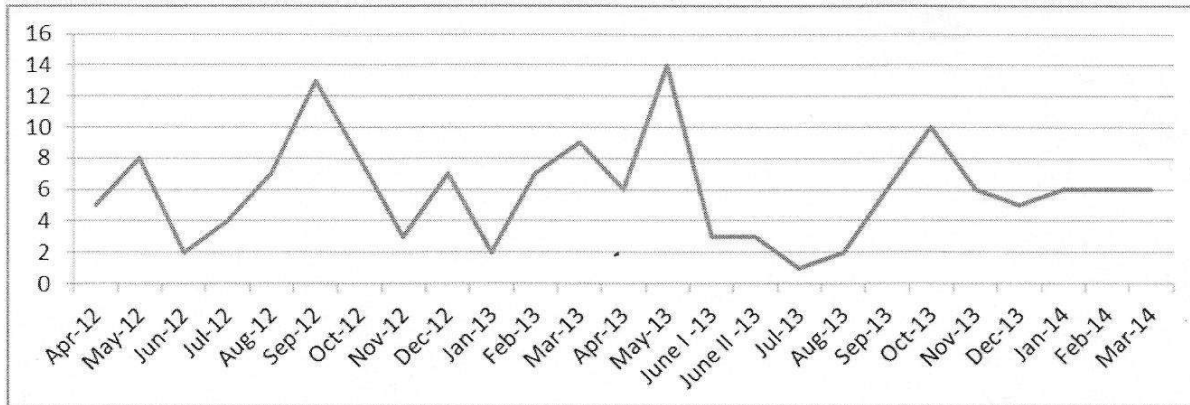
QQT Analysis: Severe Technical Discontinuity. Proposed solutions: Methodological re-planning transmitted to operational structure punctually, improve technical structure duties commitment, improve methodological follow-up, constant monitoring, managing-technical-administration structures information sharing; avoid operational over-picks/activities marathons.



SECTOR A.5

Total number Activities to be implemented: 44 Activities during 7 months – average 6,3 per month

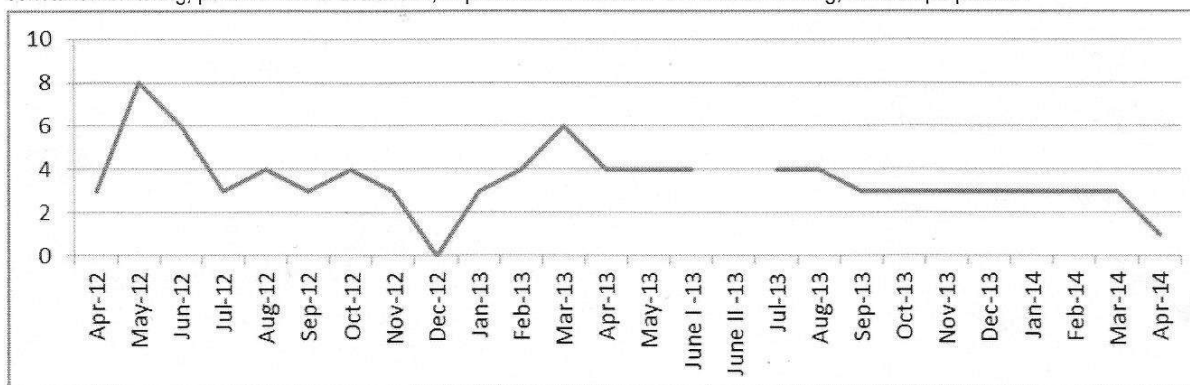
QQT Analysis: Technical Continuity assured, but with standards fluctuation. Proposed solutions: Methodological re-planning shared within operational structure punctually, improve methodological follow-up, constant monitoring, possibly post monitor & evaluation, improve managing-technical-administration structures information sharing; avoid operational superposition.



SUB - SECTOR A.6 (Systematization/MPm&E/CB, general Management/Coordination/Administration)

Total number Activities to be implemented: 24 Activities during 7 months – average 3,4 per month

QQT Analysis: Technical Continuity assured, but with standards fluctuation. Proposed solutions: improve methodological follow-up, constant monitoring, post monitor & evaluation, improve coordination & information sharing; avoid superposition.



6.26 Attachment N. 26 – ToRs for the AP Final Evaluation and Systematisation

TERMS OF REFERENCE

Elena Roffi

Project “Empowerment of civil society and CSOs role to strengthen participation and national processes in Zimbabwe”
DCI – NSAPVD/2012/291-074”

Position: Consultant for final evaluation and systematization
Duty Station: Zimbabwe
Referent: COSV Country Representative
Program Coordinator
COSV Direction Milan

Objectives of the action

Overall Objective: To contribute to the establishment of a participatory and inclusive environment in Zimbabwe.

Specific Objectives: *To strengthen Zimbabwean civil society and CSOs to promote the effective implementation of the democratic provisions expressed in the 2008 Global Political Agreement (GPA) and in the new National Constitution to foster a conducive democratic environment, particularly relating to participation, information and education, and national healing*

Target groups

Youth in Matabeleland North and South, Bulawayo and Midlands: members of NYDT community groups, youth peer educators. Rural communities developing community radio initiatives, with special focus on Matabeleland North, Mashonaland West, Central and East, Midlands. The national community of communicators, artists and CSO members. The national community of citizen and national processes education organizations, and of citizens in general. 250,000 community individuals through civic education materials, 45,000 people through community radio/news, 120,000 youths through education in national processes, 15,000 audience to artistic action and education, 4000 people from communities in which healing is required. 444,000 in total.

Objective of the Evaluation

As the intervention is approaching its end, COSV would like to carry out a final evaluation to analyse the actions “Empowerment of civil society and CSOs role to strengthen participation and national processes in Zimbabwe” realized in the 10 Provinces of Zimbabwe in the 32.3 months of implementation. In particular, the evaluation will be carried out with respect to the following criteria:

Relevance: the evaluator will analyse the design of the intervention, and will observe whether and to what extent the foreseen results and objectives were adequate in relation to the context at the moment of the identification; the evaluator will consider the relevance of the means proposed to address the core needs and problems identified previous to the intervention.

In particular, the evaluator will focus on the following issues:

1. Whether the General Objective and the Specific Objective responded to real needs existing in the area at the moment of the identification of the intervention. The analysis will consider whether the objectives were congruous with respect to the context, and will observe possible changes undergone.

In particular the evaluator will assess whether the strategy of the intervention, focused on the empowerment and involvement of the civil society was the most adequate to foster a conducive democratic environment, particularly relating to participation, information and education, and national healing. In particular the consultant will evaluate if the program has properly identified and endorsed the roles of program partners: NYDT – National Youth Development Trust (Bulawayo), ACPDT – African Community Publishing Development Trust (Harare), MISA - Media Institute of Southern Africa (Harare) /ZACRAS – Zimbabwe Association Community Radio Stations (Harare), ZPRA – Zimbabwe People’s Revolutionary Army War Veterans Trust (Bulawayo), Pamberi Trust (Harare).

The evaluator will analyse the adequacy of the OVIs, and will consider whether they allow a relevant and detailed assessment of the progress of the program.

2. The consultant will assess whether the Results chosen to achieve the Specific Objective are relevant, taking into account the context and environmental conditions during the Program implementation. The adequacy of the OVIs will be also analysed.
3. The consultant will examine the adequacy of the component of COSV capacity building of the local partners in order to empower them and strengthen their role in the Zimbabwean civil society

Efficiency: The evaluation will assess the level of achievement of the results in relation to the use of the Human and Financial resources available in the 32.3 months of the program.

In particular, the evaluator will assess:

1. The use of financial resources compared to the original time frame.
2. Whether the expected outcomes were achieved in a timely way according to the resources available and the scheduled work plan.
3. Whether the foreseen budget for trainings, per diems and direct purchase of inputs was adequate for the identified needs.
4. Whether the choice of human resources has been qualitative and quantitative adequate
5. Whether the right technical financial choices have been taken to ensure the efficiency of the program and which external elements have influenced these choices

Effectiveness: the evaluation will assess the level of achievement of the Results in the 32.2 months of the program:

R.1. Informed and engaged youth enabled to participate in national processes as responsible citizens.

R.2 Citizens informed and involved in civil participation and aware of citizenship responsibilities.

R.3. Community information generated and disseminated at multiple level about community news, issues and concerns about national events and processes.

R.4. Traditional and local leaders involved in community peace-building, reconciliation and healing processes.

R.5. Citizen engagement promoted through artistic expression and cultural activities.

R.6. Involved networking partners empowered and strengthened with respect to civil society and community engagement, democratisation and advocacy.

In detail, the evaluation will focus on the analysis of:

- 1) Which was the contribution of the partners in achieving the results
- 2) Which was the contribution of COSV in achieving the results
- 3) How the management was effective in running the program: management of local staff, relationship with local authorities, institutions, EU delegation in terms of quality and quantity
- 4) Whether unexpected results have been identified and how they have influenced the implementation of the program
- 5) How risks have been assessed and containment measures have been applied
- 6) Whether the results have actually contributed to the creation of benefits to the beneficiaries.

Sustainability: The analysis of the sustainability will focus on assessing whether the intervention managed to set up adequate conditions to ensure the continuation of the positive effects generated by the program.

The evaluator will analyse:

- 1) The sense of ownership of the partners and of the beneficiaries
- 2) How the program has been known and accepted by the local authorities and which is the level of involvement
- 3) If the partners are willing and capable in continuing the process started up with the program
- 4) Which synergies with other program/institutions/CSO have been opened
- 5) If the program strengthened the technical capacity of the partners: administrative, financial, organizational, inter-sectorial vision

6) Whether, which and how the external factors have influenced the program

Impact: the analysis of the impact will assess the effects of the program on the direct and indirect beneficiaries, specifically on their:

- Youth Civic Education Development (sector A.1)
- Citizenship Education and Social Involvement Development (sector A.2)
- Local Community Radio Stations Services Development (sector A.3)
- Local Community Inclusion Development (sector A.4)
- Arts and Communication Social Development (sector A.5)
- Capacity Building of the Partnership (sector A.6)

The consultant will also evaluate the potential durability and the multiplier effects of the benefits and if there are gaps or critical areas. The consultant will assess the potential opportunities to strengthen the impact.

Systematization

The systematization will be part of the consultant work.

Systematization is a method aimed at improving practice based on a critical reflection and interpretation of lessons learnt from that practice. The methodology encompasses the identification, documentation and transfer of experiences and key lessons extracted from the program for the purpose of learning and replication/scaling up. Systematization does not end with the description of the experience and results, but involves a deeper insight into how it was possible to achieve what was achieved in order to facilitate the exchange and use of development solutions.

The expert will work, in a systematic way, to document lessons learnt and best practices in the program and with the intention of using those lessons to improve subsequent phases of the program. The output of the systematization process will be a toolkits/guidelines of the best practices and innovation of the program and how and if they can be replicated in other context and for future initiatives.

Methodology and foreseen activities

- Study of the documentation; the documents related to the program will be given to the evaluator for a preliminary review. (List of documents available is provided below).
- The evaluator with the support of COSV will prepare a Work Plan that will detail the tools to collect data, key people to be interviewed, and methodologies to be used. Meetings will be included with the COSV Country Representative, COSV Program Manager and Coordinator, NYDT, ACPDT, MISA and ZACRAS, ZPRA War Veterans trust and Pamberi Trust and the program staff; meetings with the relevant stakeholders (EU Delegation, Institutional Stakeholders). Meetings, interviews, focus groups will be organized and carried out in the field with selected beneficiaries of the components of the intervention.
The evaluator will suggest, when relevant, meetings with other possible stakeholders. The Work Plan will also include an Evaluation Matrix, in which all the issues and questions raised in the ToR will be gathered, and tools, means and indicators to answers those questions will be indicated and detailed.
- Field phase: the consultant will produce the requested information in order to satisfy the ToR requirements, using the tools previously indicated in the Work Plan and other tools necessary for the evaluation, when needed. COSV explicitly requests the evaluator to use the necessary tools to encourage the involvement of all the program partners and of the beneficiaries during the evaluation process.
The evaluator is urged to use both quantitative and qualitative methodologies.
- The final report will include a section called “Conclusions” and “Lesson learnt”, with the positive and the negative aspects related to each criteria, the good practices and lessons learnt; it will also incorporate a section of “Recommendations”, where suggestions will be listed, according to the requirements gathered in the ToR, regarding also the future of the strategy of COSV.
- The final report will respond to all the questions raised in the ToR and will be discussed in a first draft version with COSV; it will have to be handed in within two months after the end of the mission.

- The consultant will reserve confidential information or will save the anonymous right of the informants which have participated into the process of consultancy and who don't desire to be identified. All the transcription will be realized considering the verbal authorization of the informants. All the achieves/files of documents that may be necessary for the implementation of the consultancy will only be for the exclusive use of the same and must be dropped to COSV.

Documents and sources of information:

Document	Availability
Program as per last contract (narrative + Log Frame)	COSV Milan – COSV Zimbabwe
Budget as per last contract	COSV Milan – COSV Zimbabwe
Interim reports (both narrative and financial)	COSV Milan – COSV Zimbabwe
ROM Mission Report	COSV Milan – COSV Zimbabwe
Partnership agreement	COSV Milan – COSV Zimbabwe
Civic Education Manuals	COSV Milan – COSV Zimbabwe
Sectorial Activities and Sub-grants reports	COSV Milan – COSV Zimbabwe
Monitoring and post-monitoring	COSV Zimbabwe
Systematization reports and documentation	COSV Zimbabwe

Period of collaboration

From the 13th September to the 5th October 2014

During the period of the evaluation COSV will cover:

- Air ticket from Italy to Zimbabwe
- Business visa
- Health Insurance
- Internal transport expenses
- Accommodation

Deadline for report submission

The evaluator will produce the final report in English within two months after the end of the evaluation mission (5th December 2014).

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6.27 Attachment N. 27 - Itinerary and field visits

Date	Activity	Place	Interlocutors
13/09/14	Departure from Bologna (Italy) – Arrival in Harare (Zimbabwe)		COSV AP/CSO Project Manager
14/09/14	Initial contacts / Documents collection / Desk review	AP/CSO COSV Office – COSV HQ in Zimbabwe	COSV Country Rep / COSV AP-CSO Project Manager / COSV AP-CSO Program General Operations Coordinator
15/09/14	Introduction to the Country and the Program / Collection of project documents / Desk Review / development and adjustment of indicative interviews / development of tentative interviews and field agenda	AP/CSO COSV Office – COSV HQ in Zimbabwe	COSV Country Rep / COSV AP-CSO Project Manager / COSV AP-CSO Program General Operations Coordinator
16/09/14	Individual interview / Collection of project documents / Desk Review / adjustment of indicative interviews / adjustment of tentative field agenda	AP/CSO COSV Office	COSV AP-CSO Project Manager / COSV AP-CSO Program General Operations Coordinator
17/09/14	Individual interview / Collection of project documents / Desk Review / adjustment of indicative interviews / adjustment of tentative field agenda	AP/CSO COSV Office	COSV AP-CSO Project Manager
18/09/14	Group and individual Interviews	Book Café / ACPDT Office in Harare	PAMBERI T. AP Coordinator + PAMBERI T. AP Admin Focal Point / ACPDT Direction
19/09/14	Group and individual Interviews / Desk Review	MISA Office / ACPDT Office in Harare	ZACRAS-MISA / ACPDT Admin Focal Point / AP P-M Officer
20/09/14	Individual Interview / Collection of project documents / Desk Review / adjustment of indicative interviews / adjustment of tentative field agenda	AP/CSO COSV Office	COSV AP-CSO Project Manager
21/09/14	Finalisation of support documents for final evaluation and systematisation / finalisation of indicative interviews / adjustment of tentative field agenda	AP/CSO COSV Office	COSV AP-CSO Project Manager
22/09/14	Travel Harare – Gweru / Group and Individual Interviews / Travel Gweru - Bulawayo	Gunde Village (Midlands) /Gweru (Midlands)/ Bulawayo	Gunde Village Peace Committee / Chief Gambisa / COSV AP-CSO Program General Operations Coordinator
23/09/14	Group Interviews	ZPRA Veteran Trust Office (Bulawayo) / NYDT Office (Bulawayo)	ZPRA AP Direction / NYDT AP-CSO Coordinator + Admin Focal Point / 2 Facilitators NYDT
24/09/14	Group Interviews	Chief Saba (Matebeleland North) / Manjolo Village (Matebeleland North)	Group BNFs chief Saba / Group Radio Committee/ Field Coordinator ZPRA
25/09/14	Group Interviews / Attendance to S5 Event – concert of artists from AP platforms (Intwasa Arts Festival koBulawayo)	Lupane (Matebeleland North) / ACPDT Office in Bulawayo / NYDT Office (Bulawayo) / Hall PAMBERI Event	Lupane Group youths / ACPDT Bulawayo BNF and staff / NYDT Bulawayo Group youths / NYDT facilitators group

26/09/14	Group Interviews and Individual interviews	Senzalante Village (Ntepe – Matebeleland North) / Gwanda (Matebeleland South) / Grace to Hill Office (Bulawayo)	Radio Ntepe group / NYDT Gwanda Group facilitators and youths group / ZPRA VT Grace to Hill Facilitator
27/09/14	Adjustment of individual interviews for written interview / Written interview / Interviews revision	AP/CSO COSV Office	COSV AP/CSO Project Manager / AP P-M Officer Bulawayo
28/09/14			
29/09/14	Group Interview (PAMBERI – part 2) / Meeting with COSV CR and COSV AP/CSO Project Manager	Book Café / AP/CSO COSV Office / Bindura ACPDT base	PAMBERI T. AP Coordinator + Penny Yon / COSV CR and COSV AP/CSO Project Manager / group ACPDT Bindura BNF / group ACPDT Bindura facilitators
30/09/14	Group and individual interviews	EUD Governance Section / Bindura ACPDT base	Head of EUD Governance Section / Assistant of Head of EUD Governance Section / COSV CR
01/10/14	Revision of Interviews / Desk review / preparations for forthcoming Steering Committee	AP/CSO COSV Office	COSV AP/CSO Project Manager
02/10/14	Individual Interviews / Revision of Interviews / Desk review	AP/CSO COSV Office / MISA Office	COSV AP/CSO Project Manager / MISA Director
03/10/14	Group and individual interviews	Book Café	PT Facilitator and moderator / PT BNFs / Zimartist representative / Invision representatives
04/10/14	Group interview / Attendance to AP activity (Sector 5)	Delta Gallery / Book Café	Delta Gallery founder and Helena / PT BNFs and attendants
05/10/14	Individual Interviews / Revision of Interviews / Desk review	AP/CSO COSV Office	COSV AP/CSO Project Manager
06/10/14	Group interviews	Business Centre Rukau area (Mutoko District – Mashonaland east)	group ACPDT Mutoko BNF / group ACPDT Mutoko facilitators / Budya CRI (Mutoko)
07/10/14	Revision of Interviews / Desk review / Individual Interview	AP/CSO COSV Office	COSV AP/CSO Project Manager
08/10/14	Individual Interviews / Revision of Interviews / Desk review	AP/CSO COSV Office / PACT Office	COSV AP/CSO Project Manager / PACT PM and Deputy Coordinator
09/10/14	AP/CSO Steering Committee: attendance and presentation of initial findings, conclusion and recommendation / Group and individual interviews	AP/CSO COSV Office / Mbira Centre	AP/CSO Steering Committee members / Mbira Centre Director
10/10/14	Group Interview / Revision of Interviews / Desk review	AP/CSO COSV Office – COSV HQ in Zimbabwe	COSV Country Rep / COSV AP-CSO Project Manager / COSV SRH program Project Officer
11/10/14	Revision of Interviews / Desk review / Departure from Zimbabwe	AP/CSO COSV Office	COSV AP-CSO Project Manager
12/10/14	Arrival in Bologna - Italy		

6.28 Attachment N. 28 - List of consulted persons (in chronological order)

Name	Position / Type of Interview
Claudio Tonin	COSV Country Representative
Luigi Menchini	COSV AP/CSO Project Manager
John Stewart	COSV AP/CSO Program General Operations Coordinator
Ian White / Oudias Butau	PAMBERI T. AP Coordinator / PAMBERI T. AP Admin Focal Point
ACPD T - Group Interview	Please, see Attachment N. 30 List of List of consulted persons – Group Interviews
ZACRAS-MISA - Group Interviews	Please, see Attachment N. 30 List of List of consulted persons – Group Interviews
Brian Munyuki	ACPD Admin Focal Point (ACPD Finance Coordinator)
Raymond Manyuchi	AP P-M Officer (ACPD Documentation and monitoring officer)
Gunde Village Peace Committee	Please, see Attachment N. 30 List of List of consulted persons – Group Interviews
Chief Gambisa	Paramount Chief – Gambisa area (Midlands)
ZPRA VT - Group Interview	Please, see Attachment N. 30 List of List of consulted persons – Group Interviews
Thandolwenkosi Sibindi / Duminasi Sibanda	NYDT AP Coordinator / Admin Focal Point - Group Interview
Godwin Phiri / Vumani Ndzooyu	2 Facilitators NYDT - Group Interview
Chief Saba and Saba's Headmen (Matebeleland North)	Please, see Attachment N. 30 List of List of consulted persons – Group Interviews
Radio Manjolo Committee (Matebeleland North)	Please, see Attachment N. 30 List of List of consulted persons – Group Interviews
Lupane Group youths	Please, see Attachment N. 30 List of List of consulted persons – Group Interviews
ACPD Bulawayo BNF and staff	Please, see Attachment N. 30 List of List of consulted persons – Group Interviews
NYDT Bulawayo Group youths	Please, see Attachment N. 30 List of List of consulted persons – Group Interviews
NYDT facilitators group	Please, see Attachment N. 30 List of List of consulted persons – Group Interviews
Radio Ntepe group	Please, see Attachment N. 30 List of List of consulted persons – Group Interviews
NYDT Gwanda Group facilitators and youths group /	Please, see Attachment N. 30 List of List of consulted persons – Group Interviews
Dumie Ngwenya	Grace to Hill Executive Director – Trainer and facilitator for ZPRA VT
Thabang Nare	AP P-M Officer Bulawayo (written interview)
Ian White / Penny Yon	PAMBERI T. AP Coordinator / PAMBERI T. Arts Administrator
group ACPD Bindura BNFs	Please, see Attachment N. 30 List of List of consulted persons – Group Interviews
group ACPD Bindura facilitators	Please, see Attachment N. 30 List of List of consulted persons – Group Interviews
Head of EUD Governance Section / Assistant of Head of EUD Governance Section	Paula Vazquez-Horyaans / Linda Kalenga
Nhlannhla Ngwenya	MISA Director
Ish Mafundikwa / Sally Dura	PT moderator / PT Facilitator
PT Artists	Please, see Attachment N. 30 List of List of consulted persons – Group Interviews
Denise Edwards / Blessing Para	Invision representatives

Name	Position / Type of Interview
Colin Magobeya	Zimartist representative
Derek and Helena Huggins	Delta Gallery founders and Directors
group ACPDT Mutoko BNF	Please, see Attachment N. 30 List of List of consulted persons – Group Interviews
group ACPDT Mutoko facilitators	Please, see Attachment N. 30 List of List of consulted persons – Group Interviews
Budya CRI (Mutoko)	Please, see Attachment N. 30 List of List of consulted persons – Group Interviews
Thembile Phute	PACT PM and Deputy Coordinator
Liberty Bhebhe	NYDT Director
Albert Chimedza	Mbira Centre Director
Sipariyasi Mugadagada	COSV SRH program Project Officer
Emilio Rossetti	Previous Head of EUD Governance Section (Skype Interview)

6.29 Attachment N. 29 – Consulted Persons in Group Interviews

Group Interview – ACPDT HQ Harare (18/09/2014)

Name /Category	Position / BNF	Place
Kathy Bond-Stewart	Community Publishing Co-ordinator	ACPDT HQ
Talent Nyathi	Mentor	ACPDT HQ
Alien Phiri	Admin Co-ordinator	ACPDT HQ
Brian Munyuki	Finance Co-ordinator	ACPDT HQ
Raymond Manyuchi	Documentation and Monitoring Officer	ACPDT HQ

Group Interview – ZACRAS-MISA (19/09/2014)

Name /Category	Position / BNF	Place
Nwacha Nwaku	Senior PO MISA	MISA HQ
Pohias Kimbini	Finance Officer MISA	MISA HQ
Koliwe Magma	AP/Program Coordinator MISA	MISA HQ
Vivianne Marara	Coordinator ZACRAS	MISA HQ
Kudzai Mbare	AP/Program Coordinator ZACRAS	MISA HQ
	Finance Officer ZACRAS	MISA HQ

Group Interview – Gunde Village Peace Committee (Midlands) (22/09/2014)

Name /Category	Position / BNF	Place
Nelson K.	Facilitator	Gunde Community Centre
Robert J.	Facilitator	Gunde Community Centre
Rester M	Councillor	Gunde Community Centre
Lindiwe M.	Facilitator	Gunde Community Centre
Simbarashe T.	Former CIIR	Gunde Community Centre

Group Interview – ZPRA Office (Bulawayo) (23/09/2014)

Name /Category	Position / BNF	Place
Baster Magwizi	Director	ZPRA Office
Mthokorisi Sikhosama	Program Coordinator	ZPRA Office
Charles Makhuya	Coordinator Mid-West	ZPRA Office
Grace Noko	Admin Focal Point	ZPRA Office

Group Interview – Chief Saba – Saba (Matebeleland North) (24/09/2014)

Name /Category	Position / BNF	Place
Chief Saba	Paramount Chief	Saba
Sandas M.	Village Head C/Person	Saba
Sandas G.	Chief Messenger	Saba
Aleck M.	Chief Secretary	Saba
Aleck S. M.	Village Secretary	Saba
George M.	Focal Person	Saba

Group Interview – Radio Manjolo Committee (Tosombo FM) – Saba (Matebeleland North) (24/09/2014)

Name /Category	Position / BNF	Place
Thando V. M.	Chairperson	Manjolo
Susan M.	Committee member	Manjolo
Cicilia M.	Committee member	Manjolo
Simba M.	Secretary	Manjolo
Ntamo M.	Vice-secretary	Manjolo
Amen M.	Treasurer	Manjolo

Group Interview – Lupane Youths Group (Matebeleland North) (25/09/2014)

Name /Category	Position / BNF	Place
Florence M.	Focal person	Lupane
Cosmas P.	Former NYDT member	Lupane
Thabani S.	NYDT/Youth Councillor	Lupane
Ozias M.	Focal Person	Lupane
Duduzile Z.	NYDT/Youth Councillor	Lupane
Sithabile M.	Community Organiser	Lupane

Group Interview – ACPDT staff and partners Bulwayo (25/09/2014)

Name /Category	Position / BNF	Place
Musa M.	Zimrights	ACPDT Office Bulwayo
Ntombiyezansi T.	Bulawayo Agenda	ACPDT Office Bulwayo
Nomazwu A. N.	Inkanyezu Development Trust	ACPDT Office Bulwayo
Kindman Moyo	ACPDT	ACPDT Office Bulwayo
Musage Teresia	ACPDT	ACPDT Office Bulwayo
Florence N.	Zimrights	ACPDT Office Bulwayo

Group Interview – NYDT Youths Bulwayo (25/09/2014)

Name /Category	Position / BNF	Place
Jaqueline N.	Youth Councillor / Peace Ambassador / Gender Activist	NYDT HQ Bulwayo
Calvin M.	Activist	NYDT HQ Bulwayo
Patience M.	Women Rights Activist	NYDT HQ Bulwayo
Sidumiso M.	Member	NYDT HQ Bulwayo
Momusa K.	Member	NYDT HQ Bulwayo
Hope S.	Youth Councillor	NYDT HQ Bulwayo

Group Interview – NYDT Facilitators Bulwayo (25/09/2014)

Name /Category	Position / BNF	Place
Butler Tambo	PRIZ	NYDT HQ Bulwayo
Dr Samykele Hadabe	PRIZ	NYDT HQ Bulwayo
Michael Ndiweni	Youth Nad	NYDT HQ Bulwayo

Group Interview – Radio Ntepe Committee – Senzalane (Matebeleland South) (26/09/2014)

Name /Category	Position / BNF	Place
Brighton M.	Board V/Chairman	Senzalane
Michael M.	Board Treasurer	Senzalane
Emman M.	Board V/	Senzalane
Progress D.	Committee Member	Senzalane
Keletse N.	Board V/Secretary	Senzalane
Stephen M.	Volunteer	Senzalane
Butholeswe D.	Reporter	Senzalane

Group Interview – NYDT Youths – Gwende (Matebeleland South) (26/09/2014)

Name /Category	Position / BNF	Place
Sichasisile N.	Facilitator	Gwende Business Centre
Linda M.	Facilitator	Gwende Business Centre
Wellington N.	NYDT Member	Gwende Business Centre

Group Interview – ACPDT BNFs – Bindura (Mashoneland Central) (30/09/2014)

Name /Category	Position / BNF	Place
Alderman G. B.	Senior Councillor - Shamva	Bindura
Dunkan	Facilitator Bindura	Bindura
Charles S.	Councillor – Bindura	Bindura
Sofia C.	War Vet. Association - Shamva	Bindura
	Facilitator	Bindura

Group Interview – ACPDT Facilitators – Bindura (Mashoneland Central) (30/09/2014)

Name /Category	Position / BNF	Place
Brighton M.	Facilitator	Bindura
Alice C.	Facilitator	Bindura
Fortunate D.	Facilitator	Bindura
Melody M.	Facilitator	Bindura
Iarisai M.	Facilitator	Bindura
Tenga L.	Facilitator	Bindura

Group Interview – Pamberi Trust Artists – Bindura (Matebeleland North) (03/10/2014)

Name /Category	Position / BNF	Place
Tariro Tari neGuitare	Artist, Musician and Singer, founder of Wildfire Events, Activist	Book Café
Kessia Masona-Magosha	Artist, Comedian, Musician, Activist	Book Café
Rudo Chasi	Artist, Musician and Singer, Activist	Book Café
Michael Mabwe	Poet, co-founder of Zimbabwe Poets for Human Rights, Activist	Book Café
Norman Masamba	Artist, Musician and Singer	Book Café
Orator	Poet, Activist	Book Café

Group Interview – ACPDT BNFs – Mutoko (Mashoneland East) (06/10/2014)

Name /Category	Position / BNF	Place
Christopher	Councillor	Rukau (Budya area)
Patrick	Village Head	Rukau (Budya area)
Lovemore	BNF	Rukau (Budya area)
Nesbert	BNF	Rukau (Budya area)
Godwin	Caregiver	Rukau (Budya area)
Joyce	WDC	Rukau (Budya area)
Fewy	Focal Person	Rukau (Budya area)
Grace	Councillor	Rukau (Budya area)
Josephine	Board Member	Rukau (Budya area)
Egenia	BNF	Rukau (Budya area)
Getrude	BNF	Rukau (Budya area)
Memory	VHC	Rukau (Budya area)
Violet	Secretary	Rukau (Budya area)
Rachel	WDC	Rukau (Budya area)

Group Interview – ACPDT Facilitators – Mutoko (Mashoneland East) (06/10/2014)

Name /Category	Position / BNF	Place
Kundakwashe K.	Facilitator	Rukau (Budya area)
Linda M.	Facilitator	Rukau (Budya area)
Matildah S.	Facilitator	Rukau (Budya area)
Mr Francis P.	Coordinator NCT ACPDT	Rukau (Budya area)
Mabnhu Z.	Facilitator	Rukau (Budya area)
Raymond N.	V/Chair NCT	Rukau (Budya area)

Group Interview – Budya Community Radio Station – Mutoko (Mashoneland East) (06/10/2014)

Name /Category	Position / BNF	Place
Tapera T.	Member	Rukau (Budya area)
Lawrence M.	Treasurer	Rukau (Budya area)
Fungisai N.	Chairperson	Rukau (Budya area)
Paul D. K.	Member	Rukau (Budya area)

6.30 Attachment N. 30 – Indicative FES key questions

Indicative Key questions to PAMBERI Trust (Direction)

Please, can you provide me a brief description of PAMBERI Trust (history, objectives, internal organisation, activities, modalities of action, types/characteristics of BNFs)?

Is AP/CSO in line with your organisation's strategy? Is it in line with your organisation's priorities and objectives?

Can you describe the role of PAMBERI Trust in AP/CSO?

Which trainings have you received as PAMBERI Trust? Which HRs received these trainings? How were these HR selected?

Were all trainings relevant (in general)? Were all trainings useful (to the organisation, to the AP/CSO's objectives)? Any training more relevant/useful? Any training less relevant/useful?

Which main positive changes have you noticed because of the named training?

Do you think they will last?

Which main negative changes have you noticed because of the named training?

What should be done to mitigate them?

What could have been done to avoid them?

Has any unexpected external factor positively/negatively affected the training's activities and outcomes (the achievement of aimed results + the attaining of aimed benefices)?

Has any unexpected/unplanned internal factor positively/negatively affected the training's activities and outcomes (the achievement of aimed results + the attaining of aimed benefices)?

Do you think some of the trainings could be implemented differently (to reach more BNFs/ achieve wider results/ result in wider benefices)?

Do you feel additional training would be appropriate?

Do you think achieved benefices will last?

What can be done to improve benefices' durability/repeatability?

What can be done to widen achieved benefices (types and quality of benefices)?

What can be done to strengthen benefices (durability/repeatability)?

Which activities have you implemented as PAMBERI Trust in the framework of AP/CSO?

Which BNFs were targeted with these activities (in terms of numbers and categories)?

How were these BNFs selected/identified/prioritised?

Were you able to reach the planned number?

Were you able to reach the planned BNFs (in terms of numbers and categories)?

Did BNFs understand the activity? If no, what was BNF's understanding (at beginning, meanwhile, at the end)?

Which main results were achieved because of the activities (positive/negative)?

Was there any activity that achieved fewer results than the foreseen one/s? More result/s than foreseen one/s?

Unexpected results (positive/negative)?

Which main benefices resulted from achieved results (positive/negative)?

Were there results that resulted in fewer benefices than the foreseen one/s? More benefices than foreseen one/s?

Unexpected benefices (positive/negative)?

Has any unexpected external factor positively/negatively affected the activities (the achievement of aimed results + the attaining of aimed benefices)?

Has any unexpected/unplanned internal factor positively/negatively affected the activities (the achievement of aimed results + the attaining of aimed benefices)?

Do you think some of the activities could be implemented differently (to reach more BNFs/ achieve wider results/ result in wider benefices)?

Do you think achieved benefices will last?

What can be done to improve benefices' durability/repeatability?

What can be done to widen achieved benefices (geographical coverage; number and types of BNFs; types of benefices)?

What can be done to strengthen benefices (durability/repeatability)?

Questions on SUBGRANTS

Can you describe me the process of sub-granting, in particular touching:

- Call for proposals
- Selection of candidates
- Assessment of proposals
- Identification of eligible proposals
- Adjudication

How did you carry out the monitoring of the projects?

Which were the main challenges?

Which main results were achieved in the framework of the adjudicated projects (positive/negative)?

Was there any project that achieved fewer results than the foreseen one/s? More result/s than foreseen one/s?

Unexpected results (positive/negative)?

Which main benefices resulted from achieved results (positive/negative)?

Were there results that resulted in fewer benefices than the foreseen one/s? More benefices than foreseen one/s?

Unexpected benefices (positive/negative)?

Specific for Zimartist Grant:

The artist is asked to use the website to promote himself/herself:

Has the artist access the IT technologies?

Has the artist the capacities/competences to use the mean?

Has the artist the marketing capacities/competences to promote himself/herself?

Has the website being developed according to website marketing actions?

Specific for Invision Studio Grant:

How was facilitated the Question-Discussion phase after the shorts screening? (who did it? Which main feedback did you have?)

Briefly describe the coordination mechanisms/structure implemented in the framework of the AP/CSO, and PAMBERI Trust's role and functions. (Technical and financial/administrative)

What Strengths would you identify in this coordination mechanisms/structure?

What Weaknesses would you identify in this coordination mechanisms/structure?

What do you think could be done differently?

In general, which main Strengths (internal) would you name in referring to the AP/CSO?

Which main Weaknesses (internal) would you name in referring to the AP/CSO?

Which main Opportunities (external) has AP/CSO encountered?

Which main Challenges (external) has AP/CSO encountered?

Which main achievements has AP/CSO attained?

Which main shortcomings has AP/CSO encountered?

Indicative Key questions to ACPD Trust (Direction)

Please, can you provide me a brief description of ACPD Trust (history, objectives, internal organisation, activities, modalities of action, types/characteristics of BNFs)?

Is AP/CSO in line with your organisation's strategy? Is it in line with your organisation's priorities and objectives?

Can you describe the role of ACPD Trust in AP/CSO?

Can you describe me the relationship and connections bw ACPD Trust and Women's coalition?

Which trainings have you received as ACPD Trust? Which HRs received these trainings? How were these HR selected?

Were all trainings relevant (in general)? Were all trainings useful (to the organisation, to the AP/CSO's objectives)? Any training more relevant/useful? Any training less relevant/useful?

Which main positive changes have you noticed because of the named training?

Do you think they will last?

Which main negative changes have you noticed because of the named training?

What should be done to mitigate them?

What could have been done to avoid them?

Has any unexpected external factor positively/negatively affected the training's activities and outcomes (the achievement of aimed results + the attainment of aimed benefices)?

Has any unexpected/unplanned internal factor positively/negatively affected the training's activities and outcomes (the achievement of aimed results + the attainment of aimed benefices)?

Do you think some of the trainings could be implemented differently (to reach more BNFs/ achieve wider results/ result in wider benefices)?

Do you feel additional training would be appropriate?

Do you think achieved benefices will last?

What can be done to improve benefices' durability/repeatability?

What can be done to widen achieved benefices (types and quality of benefices)?

What can be done to strengthen benefices (durability/repeatability)?

Which trainings have you provided as ACPD Trust in the framework of AP/CSO?

Which BNFs received these trainings (in terms of numbers, categories and geographically)?

How were these BNFs selected/identified?

Were you able to reach the planned number?

Were you able to reach the planned BNFs (in terms of categories and geographically)?

Which main positive changes have you noticed because of the named training?

Do you think they will last?

Which main negative changes have you noticed because of the named training?

What should be done to mitigate them?

What should have been done to avoid them?

Has any unexpected external factor positively/negatively affected the training's activities and outcomes (the achievement of aimed results + the attainment of aimed benefices)?

Has any unexpected/unplanned internal factor positively/negatively affected the training's activities and outcomes (the achievement of aimed results + the attainment of aimed benefices)?

Do you think some of the trainings could be implemented differently (to reach more BNFs/ achieve wider results/ result in wider benefices)?

Do you feel additional training would be appropriate?

Do you think achieved benefices will last?

What can be done to improve benefices' durability/repeatability?

What can be done to widen achieved benefices (geographical coverage; number and types of BNFs; types of benefices)?

What can be done to strengthen benefices (durability/repeatability)?

Which activities have you implemented as ACPD Trust in the framework of AP/CSO (non-training activities)?

Which BNFs were targeted with these activities (in terms of numbers, categories and geographically)?

How were these BNFs selected/identified?

Were you able to reach the planned number?

Were you able to reach the planned BNFs (in terms of numbers, categories and geographically)?

Did BNFs understand the activity? If no, what was BNF's understanding (at beginning, meanwhile, at the end)?

Which main results were achieved because of the activities (positive/negative)?

Was there any activity that achieved fewer results than the foreseen one/s? More result/s than foreseen one/s?

Unexpected results (positive/negative)?

Which main benefices resulted from achieved results (positive/negative)?

Were there results that resulted in fewer benefices than the foreseen one/s? More benefices than foreseen one/s?

Unexpected benefices (positive/negative)?

Has any unexpected external factor positively/negatively affected the activities (the achievement of aimed results + the attainment of aimed benefices)?

Has any unexpected/unplanned internal factor positively/negatively affected the activities (the achievement of aimed results + the attainment of aimed benefices)?

Do you think some of the activities could be implemented differently (to reach more BNFs/ achieve wider results/ result in wider benefices)?

Do you think achieved benefices will last?

What can be done to improve benefices' durability/repeatability?

What can be done to widen achieved benefices (geographical coverage; number and types of BNFs; types of benefices)?

What can be done to strengthen benefices (durability/repeatability)?

Briefly describe the coordination mechanisms/structure implemented in the framework of the AP/CSO, and ACPD Trust's role and functions. (Technical and financial/administrative)

What Strengths would you identify in this coordination mechanisms/structure?

What Weaknesses would you identify in this coordination mechanisms/structure?

What do you think could be done differently?

In general, which main Strengths (internal) would you name in referring to the AP/CSO?

Which main Weaknesses (internal) would you name in referring to the AP/CSO?

Which main Opportunities (external) has AP/CSO encountered?

Which main Challenges (external) has AP/CSO encountered?

Which main achievements has AP/CSO attained?

Which main shortcomings has AP/CSO encountered?

Indicative Key questions to ACPD Trust (ToT)

Can you describe your role and functions?

Which activities have you participated in/ carried out?

Which main results were achieved because of the activities (positive/negative)?

Was there any activity that achieved fewer results than the foreseen one/s? More result/s than foreseen one/s?

Unexpected results (positive/negative)?

Which main benefices resulted from achieved results (positive/negative)?

Were there results that resulted in fewer benefices than the foreseen one/s? More benefices than foreseen one/s?

Unexpected benefices (positive/negative)?

Which feedback do you have from the trainers/facilitators (in terms of results/challenges/strengths deriving from the adoption of new/enhanced Competences)?

How do you / ACPDT retrieve that feedback?

Which main Weaknesses (internal) would you identify with regard to the activities you have participated in/ carried out in the framework of the AP/CSO?

Which main Opportunities (external) would you identify with regard to the activities you have participated in/ carried out in the framework of the AP/CSO?

Which main Challenges (external) would you identify with regard to the activities you have participated in/ carried out in the framework of the AP/CSO?

Which main achievements would you identify with regard to the activities you have participated in/ carried out in the framework of the AP/CSO?

Which main shortcomings would you identify with regard to the activities you have participated in/ carried out in the framework of the AP/CSO?

Indicative Key questions to NYDT (Direction)

Please, can you provide me a brief description of NYDT (history, objectives, internal organisation, activities, modalities of action, types/characteristics of BNFs)?

Is AP/CSO in line with your organisation's strategy? Is it in line with your organisation's priorities and objectives?

Can you describe the role of NYDT in the AP/CSO?

Which trainings have you received as NYDT? Which HRs/BNF received these trainings? How were these HR/BNF selected?

Were all trainings relevant (in general)? Were all trainings useful (to the organisation, to the AP/CSO's objectives)? Any training more relevant/useful? Any training less relevant/useful?

Which main positive changes have you noticed because of the named training?

Do you think they will last?

Which main negative changes have you noticed because of the named training?

What should be done to mitigate them?

What could have been done to avoid them?

Has any unexpected external factor positively/negatively affected the training's activities and outcomes (the achievement of aimed results + the attainment of aimed benefices)?

Has any unexpected/unplanned internal factor positively/negatively affected the training's activities and outcomes (the achievement of aimed results + the attainment of aimed benefices)?

Do you think some of the trainings could be implemented differently (to reach more BNFs/ achieve wider results/ result in wider benefices)?

Do you feel additional training would be appropriate?

Do you think achieved benefices will last?

What can be done to improve benefices' durability/repeatability?

What can be done to widen achieved benefices (types and quality of benefices)?

What can be done to strengthen benefices (durability/repeatability)?

Which trainings have you provided as NYDT in the framework of AP/CSO (training workshops)?

Which BNFs received these trainings (in terms of numbers, categories and geographically)?

How were these BNFs selected/identified?

Were you able to reach the planned number?

Were you able to reach the planned BNFs (in terms of categories and geographically)?

Which main positive changes have you noticed because of the named training?

Do you think they will last?

Which main negative changes have you noticed because of the named training?

What should be done to mitigate them?

What should have been done to avoid them?

Has any unexpected external factor positively/negatively affected the training's activities and outcomes (the achievement of aimed results + the attainment of aimed benefices)?

Has any unexpected/unplanned internal factor positively/negatively affected the training's activities and outcomes (the achievement of aimed results + the attainment of aimed benefices)?

Do you think some of the trainings could be implemented differently (to reach more BNFs/ achieve wider results/ result in wider benefices)?

Do you feel additional training would be appropriate?

Do you think achieved benefices will last?

What can be done to improve benefices' durability/repeatability?

What can be done to widen achieved benefices (geographical coverage; number of BNFs; types of benefices)?

What can be done to strengthen benefices (durability/repeatability)?

Which activities have you implemented as NYDT in the framework of AP/CSO (non-training activities: sport festivals; music festivals; arts festival; workshops; mobile cinema; constitution feedback meetings; policy dialogue meeting; young women's constitution meetings; public debates;)?

Which BNFs were targeted with these activities (in terms of numbers, categories and geographically)?

How were these BNFs selected/identified?

Were you able to reach the planned BNFs (in terms of numbers, categories and geographically)?

Did BNFs understand the activity? If no, what was BNF's understanding (at beginning, meanwhile, at the end)?

Which main results were achieved because of the activities (positive/negative)?

Was there any activity that achieved fewer results than the foreseen one/s? More result/s than foreseen one/s?

Unexpected results (positive/negative)?

Which main benefices resulted from achieved results (positive/negative)?

Were there results that resulted in fewer benefices than the foreseen one/s? More benefices than foreseen one/s?

Unexpected benefices (positive/negative)?

Has any unexpected external factor positively/negatively affected the activities (the achievement of aimed results + the attainment of aimed benefices)?

Has any unexpected/unplanned internal factor positively/negatively affected the activities (the achievement of aimed results + the attainment of aimed benefices)?

Do you think some of the activities could be implemented differently (to reach more BNFs/ achieve wider results/ result in wider benefices)?

Do you think achieved benefices will last?

What can be done to improve benefices' durability/repeatability?

What can be done to widen achieved benefices (geographical coverage; number and types of BNFs; types of benefices)?

What can be done to strengthen benefices (durability/repeatability)?

Briefly describe the coordination mechanisms/structure implemented in the framework of the AP/CSO, and NYDT's role and functions. (Technical and financial/administrative)

What Strengths would you identify in this coordination mechanisms/structure?

What Weaknesses would you identify in this coordination mechanisms/structure?

What do you think could be done differently?

In general, which main Strengths (internal) would you name in referring to the AP/CSO?

Which main Weaknesses (internal) would you name in referring to the AP/CSO?

Which main Opportunities (external) has AP/CSO encountered?

Which main Challenges (external) has AP/CSO encountered?

Which main achievements has AP/CSO attained?

Which main shortcomings has AP/CSO encountered?

Indicative Key questions to SECTOR A4 VETERAN TRUST (Direction)

Please, can you provide me a brief description of SECTOR A4 VETERAN TRUST (history, objectives, internal organisation, activities, modalities of action, types/characteristics of BNFs)?

Is AP/CSO in line with your organisation's strategy? Is it in line with your organisation's priorities and objectives?

Can you describe the role of SECTOR A4 VETERAN TRUST in the AP/CSO?

Which trainings have you received as SECTOR A4 VETERAN TRUST? Which HRs/BNF received these trainings?

How were these

HR/BNF selected?

Were all trainings relevant (in general)? Were all trainings useful (to the organisation, to the AP/CSO's objectives)? Any training more relevant/useful? Any training less relevant/useful?

Which main positive changes have you noticed because of the named training?

Do you think they will last?

Which main negative changes have you noticed because of the named training?

What should be done to mitigate them?

What could have been done to avoid them?

Has any unexpected external factor positively/negatively affected the training's activities and outcomes (the achievement of aimed results + the attainment of aimed benefices)?

Has any unexpected/unplanned internal factor positively/negatively affected the training's activities and outcomes (the achievement of aimed results + the attainment of aimed benefices)?

Do you think some of the trainings could be implemented differently (to reach more BNFs/ achieve wider results/ result in wider benefices)?

Do you feel additional training would be appropriate?

Do you think achieved benefices will last?

What can be done to improve benefices' durability/repeatability?
What can be done to widen achieved benefices (types and quality of benefices)?
What can be done to strengthen benefices (durability/repeatability)?

Which trainings have you provided as SECTOR A4 VETERAN TRUST in the framework of AP/CSO?

Which BNFs received these trainings (in terms of numbers, categories and geographically)?

How were these BNFs selected/identified?

Were you able to reach the planned BNFs (in terms of categories and geographically)?

Which main positive changes have you noticed because of the named training?

Do you think they will last?

Which main negative changes have you noticed because of the named training?

What should be done to mitigate them?

What should have been done to avoid them?

Has any unexpected external factor positively/negatively affected the training's activities and outcomes (the achievement of aimed results + the attainment of aimed benefices)?

Has any unexpected/unplanned internal factor positively/negatively affected the training's activities and outcomes (the achievement of aimed results + the attainment of aimed benefices)?

Do you think some of the trainings could be implemented differently (to reach more BNFs/ achieve wider results/ result in wider benefices)?

Do you feel additional training would be appropriate?

Do you think achieved benefices will last?

What can be done to improve benefices' durability/repeatability?

What can be done to widen achieved benefices (geographical coverage; number of BNFs; types of benefices)?

What can be done to strengthen benefices (durability/repeatability)?

What was the role of veterans in communities before these activities started?

What is the role of veterans in communities now?

Which activities have you implemented as SECTOR A4 VETERAN TRUST in the framework of AP/CSO (non-training activities)?

Which BNFs were targeted with these activities (in terms of numbers, categories and geographically)?

How were these BNFs selected/identified?

Were you able to reach the planned BNFs (in terms of numbers, categories and geographically)?

Were you able to encourage BNF participation during activities?

Which activities has wider BNFs' participation? Which less?

Did BNFs understand the activity? If no, what was BNF's understanding (at beginning, meanwhile, at the end)?

Which main results were achieved because of the activities (positive/negative)?

Was there any activity that achieved fewer results than the foreseen one/s? More result/s than foreseen one/s?

Unexpected results (positive/negative)?

Which main benefices resulted from achieved results (positive/negative)?

Were there results that resulted in fewer benefices than the foreseen one/s? More benefices than foreseen one/s?

Unexpected benefices (positive/negative)?

Has any unexpected external factor positively/negatively affected the activities (the achievement of aimed results + the attainment of aimed benefices)?

Has any unexpected/unplanned internal factor positively/negatively affected the activities (the achievement of aimed results + the attainment of aimed benefices)?

Do you think some of the activities could be implemented differently (to reach more BNFs/ achieve wider results/ result in wider benefices)?

Do you think achieved benefices will last?

What can be done to improve benefices' durability/repeatability?

What can be done to widen achieved benefices (geographical coverage; number and types of BNFs; types of benefices)?

What can be done to strengthen benefices (durability/repeatability)?

Briefly describe the coordination mechanisms/structure implemented in the framework of the AP/CSO, and SECTOR A4 VETERAN TRUST's role and functions. (Technical and financial/administrative)

What Strengths would you identify in this coordination mechanisms/structure?

What Weaknesses would you identify in this coordination mechanisms/structure?

What do you think could be done differently?

In general, which main Strengths (internal) would you name in referring to the AP/CSO?

Which main Weaknesses (internal) would you name in referring to the AP/CSO?

Which main Opportunities (external) has AP/CSO encountered?

Which main Challenges (external) has AP/CSO encountered?

Which main achievements has AP/CSO attained?
Which main shortcomings has AP/CSO encountered?

Indicative Key questions to Chiefs and Headmen (Sector 4)

Was it the first time you interacted with sector A4 Veteran Trust?

If yes, how were you approached by SECTOR A4 VETERAN TRUST? (how SECTOR A4 VETERAN TRUST came in contact with you)

Did you understand why SECTOR A4 VETERAN TRUST approached you?

If no, can you tell me about previous activities carried out together with SECTOR A4 VETERAN TRUST?

Which activities of SECTOR A4 VETERAN TRUST have you been involved in? (workshop, meeting, healing session, memorialisation ceremony)

Since when did you start participating in project's activities?

Can you describe me the activities you have been involved in?

How many times?

How were these activities organised?

What were main differences among different activities (type of BNF involved, number of BNF involved, training approach, modalities of encouraging participation of BNF)?

Which activities had wider BNFs' participation? Which less?

Which one/s did you find more useful? Why?

Which one/s did you find less useful? Why?

Are you observing changes since the implementation of these activities started? (have these activities produced any change)

Which ones (positive/negative)?

Which activity/ies resulted in more changes (positive/negative)?

Which activity/ies resulted in less changes (positive/negative)?

Do you think these changes (positive – negative) will last?

How do you positive changes might be strengthened / widened?

Do you think some of the activities could be implemented differently (to be more useful / to result in more positive changes)?

Do you think some activity was not necessary? Or even harmful? Which one/s and Why?

Did you express this concern to SECTOR A4 VETERAN TRUST?

Do you think some activity was more needed (more activities of that kind would be appropriate)

Would you like to continue in this interaction with SECTOR A4 VETERAN TRUST?

What activities? (additional – same / additional - different)

What was the role of veterans in your community before these activities started?

What is the role of veterans in your community now?

Indicative Key questions to MISA/ZACRAS (Direction)

Please, can you provide me a brief description of MISA/ZACRAS (history, objectives, internal organisation, activities, modalities of action, types/characteristics of BNFs)?

Since when do you work together?

How is joined worked organised?

Which challenges in working together?

Which strengths in working together?

Is AP/CSO in line with your organisation's strategy? Is it in line with your organisation's priorities and objectives?

Can you describe the role of MISA/ZACRAS in AP/CSO?

Which trainings have you received as MISA/ZACRAS? Which HRs received these trainings? How were these HR selected?

Were all trainings relevant (in general)? Were all trainings useful (to the organisation, to the AP/CSO's objectives)? Any training more relevant/useful? Any training less relevant/useful?

Which main positive changes have you noticed because of the named training?

Do you think they will last?

Which main negative changes have you noticed because of the named training?

What should be done to mitigate them?

What could have been done to avoid them?

Has any unexpected external factor positively/negatively affected the training's activities and outcomes (the achievement of aimed results + the attainment of aimed benefices)?

Has any unexpected/unplanned internal factor positively/negatively affected the training's activities and outcomes (the achievement of aimed results + the attainment of aimed benefices)?

Do you think some of the trainings could be implemented differently (to reach more BNFs/ achieve wider results/ result in wider benefices)?

Do you feel additional training would be appropriate?

Do you think achieved benefices will last?

What can be done to improve benefices' durability/repeatability?

What can be done to widen achieved benefices (types and quality of benefices)?

What can be done to strengthen benefices (durability/repeatability)?

Which activities have you implemented as MISA/ZACRAS in the framework of AP/CSO?

Which BNFs were targeted with these activities (in terms of numbers and categories)?

How were these BNFs selected/identified/prioritised?

Were you able to reach the planned number?

Were you able to reach the planned BNFs (in terms of numbers and categories)?

Did BNFs understand the activity? If no, what was BNF's understanding (at beginning, meanwhile, at the end)?

Which main results were achieved because of the activities (positive/negative)?

Was there any activity that achieved fewer results than the foreseen one/s? More result/s than foreseen one/s?

Unexpected results (positive/negative)?

Which main benefices resulted from achieved results (positive/negative)?

Were there results that resulted in fewer benefices than the foreseen one/s? More benefices than foreseen one/s?

Unexpected benefices (positive/negative)?

Has any unexpected external factor positively/negatively affected the activities (the achievement of aimed results + the attainment of aimed benefices)?

Has any unexpected/unplanned internal factor positively/negatively affected the activities (the achievement of aimed results + the attainment of aimed benefices)?

Do you think some of the activities could be implemented differently (to reach more BNFs/ achieve wider results/ result in wider benefices)?

Do you think achieved benefices will last?

What can be done to improve benefices' durability/repeatability?

What can be done to widen achieved benefices (geographical coverage; number and types of BNFs; types of benefices)?

What can be done to strengthen benefices (durability/repeatability)?

Can you explain me the legal steps of the licensing process?

Which are the main challenges?

Briefly describe the coordination mechanisms/structure implemented in the framework of the AP/CSO, and MISA/ZACRAS's role and functions. (Technical and financial/administrative)

What Strengths would you identify in this coordination mechanisms/structure?

What Weaknesses would you identify in this coordination mechanisms/structure?

What do you think could be done differently?

In general, which main Strengths (internal) would you name in referring to the AP/CSO?

Which main Weaknesses (internal) would you name in referring to the AP/CSO?

Which main Opportunities (external) has AP/CSO encountered?

Which main Challenges (external) has AP/CSO encountered?

Which main achievements has AP/CSO attained?

Which main shortcomings has AP/CSO encountered?

Indicative Key questions to Radio BNF (Sector 3)

Since when do you interact with ZACRAS/MISA?

How do you know about ZACRAS/MISA? (how ZACRAS/MISA came in contact with you, or how did)

Did you understand why ZACRAS/MISA approached you/interact with you?

Which activities of ZACRAS/MISA have you been involved in? (meetings, training, workshop)

Can you describe me the activities you have been involved in?

How many times?

How were these activities organised?

Which activities had wider participation? Which less?

Which activities found more interest? Which less?

Which activities found more challenges? Which less?

Which trainings have you received?

How were training participants selected?
 What did you learn during these trainings?
 Were all trainings relevant (in general)? Were all trainings useful? Any training more relevant/useful? Any training less relevant/useful?
 Which main positive changes (results and benefices) have you noticed because of the named training?
 Do you think they will last?
 Which main negative changes (unexpected results) have you noticed because of the named training?
 What should be done to mitigate them?
 What could have been done to avoid them?
 Has any unexpected external factor positively/negatively affected the training's activities and outcomes (the achievement of aimed results + the attainment of aimed benefices)?
 Has any unexpected/unplanned internal factor (to the community / to the committee) positively/negatively affected the training's activities and outcomes (the achievement of aimed results + the attainment of aimed benefices)?
 Do you think some of the trainings could be implemented differently (to better understand the objectives/ achieve wider results/ result in wider benefices)?
 Do you feel additional training would be appropriate?

Do you think achievements will last?
 What can be done to improve achievements' durability/repeatability?
 What can be done to widen achieved benefices (types and quality of benefices)?
 What can be done to strengthen benefices (durability/repeatability)?

Which main Challenges (external) have you encountered with regard to the activities/aspects you have participated in/ carried out?
 Which main Opportunities (external) have you encountered with regard to the activities/aspects you have participated in/ carried out?
 Which main achievements would you identify with regard to the activities/aspects you have participated in/ carried out?
 Which main shortcomings would you identify with regard to the activities/aspects you have participated in/ carried out?
 Which main Weaknesses (internal) would you identify with regard to the activities/aspects you have participated in/ carried out?

Are you observing changes since the implementation of these activities started? (have these activities produced any change)
 Which ones (positive/negative)?
 Which activity/ies resulted in more changes (positive/negative)?
 Which activity/ies resulted in less changes (positive/negative)?
 Do you think these changes (positive – negative) will last?
 How do you think positive changes might be strengthened / widened?
 Do you think some of the activities could be implemented differently (to be more useful / to result in more positive changes)?
 Do you think some activity was not necessary? Or even harmful? Which one/s and Why?
 Did you express this concern to ZACRAS/MISA?
 Do you think some activity was more needed (more activities of that kind would be appropriate)
 Would you like to continue in this interaction with ZACRAS/MISA?
 What activities? (additional – same / additional - different)

Can you describe your roles and functions (as Community radio committee / as Community radio committee's member)?
 Can you describe your typical day/week/months of work as Community radio committee/ as Community radio committee's member?
 Since when are you a Community radio committee / Community radio committee's member?
 Are you covering only this role (what else do you do)?

What are the plans /the way forward?

Indicative Key questions to Facilitators

Since when are you a facilitator?
 Which trainings have you received?
 How were you selected?
 Were all trainings relevant (in general)? Were all trainings useful?
 Any training more relevant/useful? Any training less relevant/useful?
 Which main positive changes have you noticed because of the named training?
 Do you think they will last?
 Which main negative changes have you noticed because of the named training?
 What should be done to mitigate them?

What could have been done to avoid them?

Has any unexpected external factor positively/negatively affected the training's activities and outcomes (the achievement of aimed results + the attainment of aimed benefices)?

Has any unexpected/unplanned internal factor positively/negatively affected the training's activities and outcomes (the achievement of aimed results + the attainment of aimed benefices)?

Do you think some of the trainings could be implemented differently (to reach more BNFs/ achieve wider results/ result in wider benefices)?

Do you feel additional training would be appropriate?

Do you think achieved benefices will last?

What can be done to improve benefices' durability/repeatability?

What can be done to widen achieved benefices (types and quality of benefices)?

What can be done to strengthen benefices (durability/repeatability)?

Which trainings have you provided as facilitator in the framework of AP/CSO (training workshops)?

Which BNFs received these trainings (in terms of numbers, categories and geographically)?

How were these BNFs selected/identified?

Were you able to reach the planned BNFs (in terms of numbers, categories and geographically)?

How do you identify BNFs?

How you involve them? How do you encourage their active participation?

Which training activities involved more/less BNFs?

Which training activities found more/less BNFs' interest?

Which training activities found more/less BNFs' hostility?

Which main positive changes have you noticed because of the named training?

Do you think they will last?

Which main negative changes have you noticed because of the named training?

What should be done to mitigate them?

What should have been done to avoid them?

Has any unexpected external factor positively/negatively affected the training's activities and outcomes (the achievement of aimed results + the attainment of aimed benefices)?

Has any unexpected/unplanned internal factor positively/negatively affected the training's activities and outcomes (the achievement of aimed results + the attainment of aimed benefices)?

Do you think some of the trainings could be implemented differently (to reach more BNFs/ achieve wider results/ result in wider benefices)?

Do you feel additional training would be appropriate to BNF?

Do you think achieved benefices will last?

What can be done to improve benefices' durability/repeatability?

What can be done to widen achieved benefices (geographical coverage; number of BNFs; types of benefices)?

What can be done to strengthen benefices (durability/repeatability)?

Which other activities have you been involved in?

Can you describe me the activities you have been involved in?

How many times?

Which one/s did you find more useful? Why?

Which one/s did you find less useful? Why?

Are you observing changes since the implementation of these activities started? (have these activities produced any change)

Which ones (positive/negative)?

Which activity/ies resulted in more changes (positive/negative)?

Which activity/ies resulted in less changes (positive/negative)?

Do you think some activity was not necessary? Or even harmful? Which one/s and Why?

Did you express this concern to?

Do you think some activity was more needed (more activities of that kind would be appropriate)

Would you like to continue in this interaction with?

What activities? (additional – same / additional - different)

Indicative Key questions to Administrative Focal Points

Can you describe your role and functions (within the trust/organisation and in the framework of AP/CSO)?

Can you describe your typical day/week/months of work?

Are you covering this role since the beginning of the AP/CSO?

(If no, what did you do before)

Are you covering only this role?

Which trainings have you received in the framework of AP/CSO?

How many times have you been trained? Individually / in group? How many times per month, twice e month, at the beginning, ..?

Were all training contents relevant to the role and functions you are covering?

Were all trainings useful to your role and functions?

Any training more relevant/useful? Any training less relevant/useful?
Are there aspects of the trainings that you are not clear about?

Have you noticed positive changes in your work because of the named training?
Do you think they will last?

Which main negative changes have you noticed because of the named training?
What should be done to mitigate them?
What could have been done to avoid them?

Has any unexpected external factor positively/negatively affected the training's activities and outcomes (the achievement of aimed results + the attaining of aimed benefices)?

Has any unexpected/unplanned internal factor positively/negatively affected the training's activities and outcomes (the achievement of aimed results + the attaining of aimed benefices)?

Do you think some of the trainings could be implemented differently?

Do you feel additional training would be appropriate? (in terms of additional aspects to be covered / in terms of retraining – strengthening)

Which main Weaknesses (internal) would you identify with regard to the activities/aspects you have participated in/ carried out / you are covering in the framework of the AP/CSO?

Which main Opportunities (external) would you identify with regard to the activities/aspects you have participated in/ carried out / you are covering in the framework of the AP/CSO?

Which main Challenges (external) would you identify with regard to the activities/aspects you have participated in/ carried out / you are covering in the framework of the AP/CSO?

Which main achievements would you identify with regard to the activities/aspects you have participated in/ carried out / you are covering in the framework of the AP/CSO?

Which main shortcomings would you identify with regard to the activities/aspects you have participated in/ carried out / you are covering in the framework of the AP/CSO?

Indicative Key questions to Post Monitoring Focal Point

How were you selected by the AP/CSO?

Which trainings have you received in the framework of AP/CSO?

How many times have you been trained? Individually / in group? How many times per month, twice a month, at the beginning, ..?

From who were you trained?

Were all training contents relevant to the role and functions you are covering?

Were all training's contents useful to your role and functions?

Any training contents more relevant/useful? Any training content less relevant/useful?

Are there aspects of the trainings that you were/are not clear about?

Were/are you able to eventually discuss your doubts with the AP/CSO's management? What feedback did you have?

Can you describe your role and functions in the framework of AP/CSO?

Can you describe your typical day/week/month of work?

Are you covering this role since the beginning of the AP/CSO?

(If no, since when)

Have you encountered any challenge in your work?

If yes, which one/s and why? How have you tackled eventually named challenges?

Which main results were achieved because of the post-monitoring activities (positive/negative) you are involved in?

Was there any post-monitoring activity/component that achieved fewer results than the foreseen one/s?

Was there any post-monitoring activity/component that achieved more result/s than foreseen one/s?

Was there any post-monitoring activity/component that resulted in unexpected results (positive/negative)?

Which main benefices resulted from achieved post-monitoring results (positive/negative)?

Were there results that resulted in fewer benefices than the foreseen one/s?

Were there results that resulted in more benefices than foreseen one/s?

Were there results that resulted in unexpected benefices (positive/negative)?

Has any unexpected external factor positively/negatively affected the post-monitoring activities (the achievement of aimed results + the attainment of aimed benefices)?

Has any unexpected/unplanned internal factor positively/negatively affected the post-monitoring activities (the achievement of aimed results + the attainment of aimed benefices)?

Do you think some of the post-monitoring activities could be implemented differently (to reach more BNFs/ achieve wider results/ result in wider benefices)?

Do you think achieved benefices will last?

What can be done to improve benefices' durability/repeatability?

What can be done to widen achieved benefices (geographical coverage; number and types of BNFs; types of benefices)?

What can be done to strengthen benefices (durability/repeatability)?

Which main Weaknesses (internal) would you identify with regard to the post-monitoring activities/aspects you have participated in/ carried out / you are covering in the framework of the AP/CSO?

Which main Opportunities (external) would you identify with regard to the post-monitoring activities/aspects you have participated in/ carried out / you are covering in the framework of the AP/CSO?

Which main Challenges (external) would you identify with regard to the activities/aspects you have participated in/ carried out / you are covering in the framework of the AP/CSO?

Which main achievements would you identify with regard to the activities/aspects you have participated in/ carried out / you are covering in the framework of the AP/CSO?

Which main shortcomings would you identify with regard to the activities/aspects you have participated in/ carried out / you are covering in the framework of the AP/CSO?

Indicative Key questions to EUD (Governance Office)

Has the AP/CSO been in line with EUD's strategy and priorities of cooperation in Zimbabwe?

How has the AP/CSO fulfilled EUD's strategy and priorities of cooperation in Zimbabwe?

Do you think the AP/CSO has responded to the identified needs of Empowerment of civil society and CSOs role to strengthen participation and national processes in Zimbabwe?

Do you think the choice of partners was appropriate to effectively and efficiently fulfil aimed objectives?

Do you think the multi-stakeholders approach was appropriate to effectively and efficiently fulfil aimed objectives?

Do you think the coordination mechanisms/structure put in place by the AP/CSO was appropriate?

What Strengths would you identify in this coordination mechanisms/structure?

How would you define the relationship between the EUD and the AP/CSO and its coordination mechanisms/structure?

Has it been innovative?

Do you think it could be replicated?

Do you think it would be desirable in other/future programs?

What Weaknesses, if any, would you identify in this coordination mechanisms/structure?

What do you think could be done differently?

In general, which main Strengths (internal) would you name in referring to the AP/CSO?

Which main Weaknesses (internal) would you name in referring to the AP/CSO?

Which main Opportunities (external) has AP/CSO encountered?

Which main Challenges (external) has AP/CSO encountered?

Which main achievements has AP/CSO attained?

Which main shortcomings has AP/CSO encountered?

Do you think in the present environment the achievement attained by the AP will last?

6.31 Attachment N. 31 – Consulted Documents

Access to Information and Protection of Privacy Act (AIPPA)

African Network of Constitutional Lawyers, National study on access to information in Zimbabwe, September 2012

Action Program key documents:

- AP Grant Application Form, budget, Contract, NCEs, budget revisions
- Partnership Agreement and Annexes
- AP Interim Report
- AP ROM Report
- Second phase AP Grant Application Form
- Methodological documents (monitoring, post-monitoring, procedures manual, visibility guidelines)
- Activities monitoring Reports
- Activities post-monitoring Reports
- Results Assessment
- Sub-grants proposals, final reports

Article 19/MISA-ZIMBABWE, The Access to Information and Protection of Privacy Act: Two Years On, September 2004

Department for International Development, HMG Response to the International Development Committee's Report on DFID Assistance to Zimbabwe, July 2010

DFID's Assistance to Zimbabwe, Eighth Report of Session 2009–10

ECONOMIC policy analysis in Zimbabwe: a review of Zimbabwe economic policies: special reference to Zimbabwe agenda for sustainable socio-economic transformation (zimasset), W. G. Bonga, January 2014

EU Country Roadmap for Engagement with Civil Society 2014 - 2017 ZIMBABWE

"Framework and basis for Strategic Plan for the Action Program Partnership (2014 – 2016)", document of the AP's Management shared at the PSC held on 05/03/2014.

Humans Rights Watch, Race Against Time - The Need for Legal and Institutional Reforms Ahead of Zimbabwe's Elections, 2013

Humans Rights Watch, The elephant in the room - Reforming Zimbabwe's Security Sector Ahead of Elections, 2013

Humans Rights Watch, What Now for Zimbabwe?, August 12, 2013

Humans Rights Watch, Zimbabwe: A Human Rights Agenda for President Mugabe Make Protection of Fundamental Freedoms a Priority, September 4, 2013

International Crisis Group, Zimbabwe's Elections: Mugabe's Last Stand, Africa Briefing N°95, Johannesburg/Brussels, 29 July 2013

Lunn J. and Thompson G., Zimbabwe since the Global Political Agreement, 7 December 2010

Press release on the 3322nd Foreign Affairs meeting of the Council of the European Union's discussions and deliberations (Brussels, 18th February 2013). Consultable on-line at:
http://www.consilium.europa.eu/uedocs/cms_Data/docs/pressdata/EN/foraff/135544.pdf

Private Voluntary Organizations Act

Public Order and Security Act (POSA)

Short Term Emergency Recovery Program (STERP)

The Constitution of Zimbabwe Amendment (N. 20) Act 2013

Zimbabwe Agenda for Sustainable Socio-Economic Transformation (ZimAsset) “Towards an Empowered Society and a Growing Economy”, October 2013 - December 2018

Web sources:

<http://flameproject.blogspot.com/2014/01/sistaz-open-mic-comes-of-age.html> (Wednesday, 22 January 2014)

<http://www.newzimbabwe.com/news-18684-EU+lifts+economic+sanctions+on+Zim/news.aspx>

<http://www.bbc.com/news/world-africa-21928152>

<http://www.irinnews.org/report/88127/zimbabwe-eu-imposes-another-year-of-sanctions>

<http://www.herald.co.zw/eu-lifts-trade-sanctions-on-zim/>

<http://allafrica.com/stories/201401100434.html>

<http://www.dailynews.co.zw/articles/2012/08/19/community-radios-demand-licences>

<http://www.radiovop.com/index.php/national-news/11153-misa-zimbabwe-dismayed-with-community-radio-licence-delays.html>

<http://bulawayo24.com/index-id-news-sc-national-byo-54786.html>

<http://sbxthip.harare24.com/index-id-News-zk-19969.html>

http://www.academia.edu/5309719/The_impact_of_Zimbabwean_Media_Laws_on_the_work_of_Journalists_and_Media_organizations

<http://www.hrw.org/news/2013/09/04/zimbabwe-human-rights-agenda-president-mugabe>

<http://www.hrw.org/news/2013/08/12/what-now-zimbabwe-0>

6.32 Attachment N. 32 – AP Logical Framework

ANNEX I - LOGICAL FRAMEWORK FOR THE ACTION PROGRAM IN PROPOSAL

	Intervention	Objectively verifiable	Sources and means of	Assumptions
	logic	indicators of achievement	verification	
Overall objective	<i>To contribute to the establishment of a participatory and inclusive environment in Zimbabwe</i>	<i>Zimbabweans participates in national processes in a freely and democratic way</i>	<i>national and international news report of national and international observers</i>	
Specific objective	<i>To strengthen Zimbabwean civil society and CSOs to promote the effective implementation of the democratic provisions expressed in the 2008 Global Political Agreement (GPA) to foster a conducive democratic environment, particularly relating to participation, information and education, and national healing</i>	<p><i>Zimbabweans throughout the 10 district have better access to diverse information, education and national healing.</i></p> <p><i>Zimbabwean civil society has a better knowledge of the provisions expressed in the 2008 GPA.</i></p> <p><i>Networking and synergies at national and regional level have been strengthened or created within the project action</i></p>	<p><i>Monitoring, Post-monitoring & Evaluation reports</i></p> <p><i>Reports of activities from the Action Program 5 Sectors Operation Coordination Structures</i></p> <p><i>Survey and interviews to the different stakeholders involved</i></p> <p><i>Audio-visual reports</i></p>	<p><i>If tensions, intolerance, violence and suspicion generate fear and reluctance, the following aspects might be at risk:</i></p> <ul style="list-style-type: none"> <i>- beneficiaries involvement and participation</i> <i>- implementation of activates: meeting, workshops, events</i> <i>- relationships with local and national authority</i> <i>- strengthening and creation of new synergies and networking</i> <i>- safety of beneficiaries and of the partners</i>

Expected results	<i>R.1. Informed and engaged youth enabled to participate in national processes as responsible citizens</i>	<p>Youth are informed and engaged thanks to the distribution of monthly information materials (4,000 monthly newsletters, emails and sms)</p> <p>Youth are able to better access processes due to their own initiative and show a proven higher level of understanding of national processes as shown by questionnaires and success of 6 provincial training workshops for members from each of the 38 constituencies</p> <p>Linking up of events reach a proven number of participants over 6 sports festivals, 3 art festivals, 3 theatre events, 3 public debates and 38 mobile cinema events reaching 120,000 people</p>	<p>Workshops and meetings attendance lists Sector Coordination Monthly reports Field visits Post- monitoring analysis: Surveys and interviews to beneficiaries Output produced (newsletters, pamphlets, CDs, manuals, posters, etc.) Public events attendance</p>	<p>conducive and participatory environment at urban and rural level</p> <p>high interest of beneficiaries, local authorities and other stakeholders in participating in the different foreseen actions</p> <p>political and economical stability</p> <p>reduced of partisanship and intimidation amongst politics, media and civil society</p>
	<i>R.2 Citizens informed and involved in civil participation and aware of citizenship responsibilities</i>	<p>Citizens show a high level of understanding of national processes and procedures through the publication and distribution of 50,000 copies of the civic education manual and 20,000 posters, carrying out of 100 ward level workshops and 3 district level workshops on civic education, two trainings in civic education for participation in national events and processes for 25 women and 25 staff of Ministry of Constitutional and Parliamentary affairs, 6 TOT workshop for district facilitators reaching 250,000 people</p>	<p>Workshops and meetings attendance lists Sector Coordination Monthly reports Field visits Post- monitoring analysis: Surveys and interviews to beneficiaries Output produced (newsletters, pamphlets, CDs, manuals, posters, etc.) Public events attendance</p>	
	<i>R.3. Community information generated and disseminated at multiple level about community news, issues and concerns about national events and processes</i>	<p>Community rural radio licenses are granted and 8 community radio stations are trained, equipped and broadcasting Alternative methods of sharing and dissemination such as 1000 monthly CDs and 5000 newsletters pm reach 45,000 people in total</p>	<p>Workshops and meetings attendance lists Sector Coordination Monthly reports Field visits Post- monitoring analysis: Surveys and interviews to beneficiaries Output produced (newsletters, pamphlets, CDs, manuals, posters, etc.) Public events attendance</p>	

	<i>R.4. Traditional and local leaders involved in community peace-building, reconciliation and healing processes</i>	<i>4000 Traditional chiefs, former combatants and community leaders participate in community healing over 36 training workshops, 36 community meeting and 36 healing workshops, one national and two provincial 'leadership for peaceful national events' workshops organised for war veterans</i>	<i>Workshops and meetings attendance lists Sector Coordination Monthly reports Field visits Post- monitoring analysis: Surveys and interviews to beneficiaries Output produced (newsletters, pamphlets, CDs, manuals, posters, etc.) Public events attendance</i>	
	<i>R.5. Citizen engagement promoted through artistic expression and cultural activities</i>	<i>audience of 15,000 people involved in the 72 arts and culture platforms, 30 workshops, 8 high visibility arts and democracy events and 28 public discussions reaching an</i>	<i>Workshops and meetings attendance lists Sector Coordination Monthly reports Field visits Post- monitoring analysis: Surveys and interviews to beneficiaries Output produced (newsletters, pamphlets, CDs, manuals, posters, etc.) Public events attendance</i>	
	<i>R.6. Involved partners empowered and strengthened with respect to civil society and community engagement, democratisation and advocacy</i>	<p><i>By the end of the project all involved partners are able to develop and manage successful interventions in their own sectors (youth, healing, arts & culture, communication, conflict management at community level) also from a financial point of view</i></p> <p><i>By the end of the project a set of interrelated best practices and crosscutting knowledge on civil society participation will have been developed and shared amongst the involved partners</i></p>	<p><i>Workshops reports Monitoring, Post-monitoring & Evaluation reports both from the 5 Sectors and from the General Management & Coordination of the Action Program Internal survey & Evaluation analysis (involved the Action Program Local Partners and COSV) Attendance list to workshops</i></p> <p><i>Workshops feedback gathered in Monitoring, Post-Monitoring & Evaluation reports and Systematization reports</i></p>	

Activities	O.1. Preparation Activities for the Implementation of the Action Program (selection of local staff, procurement processes, establishment of the Management & General Coordination Offices, and of the 5 Sectors Coordination Offices, contracting services, training of Staff, etc.)			<ul style="list-style-type: none"> • <i>Economic stability</i> • <i>Political stability</i> • <i>Absence of violence and intimidation at urban and rural level</i>
		Means:	Costs expressed in Euro:	
	O.2. Preparation/ Continuity Activities for the Implementation of the Action Program (8 technical crosscutting workshops/seminars)	<i>technical local staff</i>	77 000,00	
	A.1.1. Constitution of 38 constituency youth clubs	<i>administrative and support local staff</i>	71 320,00	
	A.1.2. Production and distribution of monthly information materials	<i>expatriate staff</i>	220 000,00	
	A.1.3. Conduct 6 provincial training workshops for 6 members of the youth clubs	<i>per diem for international missions and travels</i>	6 550,00	
	A.1.4. Organization and conduction of youth participation builder events	<i>international travels</i>	13 750,00	
	A.1.5. Facilitation of youth participation through public debates and by enabling the presence of Registrar General staff at all events	<i>local transportation</i>	3 440,00	
	A.2.1. Production and distribution a manual for civic education for participation in national events and processes	<i>purchase or rent of vehicles</i>	76 000,00	
	A.2.2. Training and equipment in suitable skills facilitators to organise, utilise and distribute civic education, information and artistic expression	<i>furniture, IT equipment for local offices</i>	26 242,00	

A.2.3 Training on civic education and participation for 25 women and 25 staff of Ministry of Constitutional and Parliamentary affairs	<i>music backline</i>	8 000,00	
A.2.4. Planning, training and organisation district and ward civic education for participation in national events in 3 districts, and 100 wards, in Mashonaland Central	<i>running costs to carry out the action (office rent, services, consumables, etc.)</i>	145 355,00	
A.2.5. Organisation of one national and two provincial 'leadership for peaceful' workshops for war veterans.	<i>publications</i>	114 914,00	
A.2.6. Carrying out 3 review workshops on the process of civic education, one general, one with women, and one with war veterans	<i>expenditures verification</i>	12 000,00	
A.2.7. Organisation of one Community publishing capacity Building retreat	<i>evaluation costs</i>	41 000,00	
A.2.8. Organisation of an inter-district TOT workshop for 30 interagency district facilitators	<i>translators and interpreters</i>	1 800,00	
A.3.1. Establishment and start up of 8 rural community radio	<i>financial services</i>	1 680,00	
A.3.2. Training and equipment of 8 rural community radio committees in production of local community media	<i>costs of conferences/seminars</i>	6 920,00	
A.3.3. Engagement and support for community radio committees and local media products	<i>visibility actions</i>	27 306,00	
A.3.4. Production and distribution of community materials: news audio CDs, printed newsletters	<i>Action Program's activities cost (workshop, meetings, public events, etc.)</i>	581 708,00	
A.3.5. Campaigning (with media partners) for licensing of community radio broadcasting	<i>Total Direct Eligible costs of the Action Program</i>	1 434 985,00	

A.4.1. Organisation and conduction of 3 healing and training workshops each for 30 members of the ZPRA veterans	Administrative costs - 7% of the Total Direct Eligible costs of the Action Program	100 448,95	
A.4.2. Organisation and conduction of 36 one day workshops for local traditional and community leaders on community and national healing	<i>Total Eligible costs</i>	1 535 433,95	
A.4.3. Organisation and conduction 36 community meetings led by local traditional and community leaders, on community and national healing			
A.4.4. Organisation and conduction 36 community healing sessions to bring together members of the communities divided by conflict or violence			
A.4.5. Conduct three healing memorialisation ceremonies, one in each province, at identified grave sites			
A.5.1. Carrying out of 30 Human Rights workshops: 10 Gender Arts, 10 Youth Arts, 10 Artist-CSO			
A.5.2. Carrying out 10 arts and civil society workers 1-day <i>workshops</i> (150 participants) on "Gender, Arts, Human Rights			
A.5.3. Stage 50 arts platforms on freedom of expression, participation, rights			
A.5.4. Stage 28 – public discussions focussed on freedom of expression, gender, peace building and national healing			
A.5.5. Stage 8 High visibility 'Arts and Democracy' events, with prominent international artists' participation			

	A.5.6. Poetry 'Freedom of expression' performances – 20 staged events, and 2 Festival platforms			
	A.5.7 4 Sub Grants for Arts & Cultural Expressions Zimbabwe original experiences			
	A.6.1. 4 inter-partner administration and financial reporting meetings			
	A.6.2. 4 inter-agency programme and activity exchange meetings			
	A.6.3 Consultancies on Monitoring, Post-monitoring & Evaluation; Final Evaluation			
	A.6.4. Consultancies on the Program Systematization, best practices and feedback			

