

EXECUTIVE SUMMARY

The organizations that have been selected by SAIH as partners are engaged in programmes that give effect to the principles and objectives that SAIH and the Norwegian Foreign Aid espouse, namely to “contribute to economic, political, social and cultural liberation in the South” and in this instance Zimbabwe. The programmatic areas focus on the following issues:

- Youth (including students);
- health and HIV/AIDS education;
- civic education; and
- education for liberation through writing, prose, poetry etc etc

Initially it seemed that the SAIH partner organizations did not have much in common, other than that they are NGOs working with youth and other marginalized groupings in Zimbabwe, in the various sectoral areas identified above. Yet after a more thorough investigation and extensive discussions and consultations with the partner organizations and the target groups it became clear that there are several areas where these diverse NGOs could co-operate and support each others' activities and programmes. These are explored in the Report.

SAIH has outlined in its Solidarity and Education Strategy that one of the criteria for selection of partner organizations is that their institutional practices be predicated on participatory and democratic principles and that they have a community and 'grassroots' reach. These practices have had the effect of creating a strong sense of 'ownership' of the programmes by the community and the target groups, as well as a committed and engaged constituency which is crucial for the long term sustainability of the Project.

From the Concept Document and the interviews it became evident that capacity building and skills transference need to take place at all levels within each of the organizations. For the NGOs to successfully implement their programmatic strategies at national, district and local level it is key that capacity is developed at all these levels. These strategies are further elaborated upon in the Report.

In most of the Concept Documents for the period 2006 to 2009 the partner organisations propose that instead of initiating new projects and activities they intend to consolidate their institutional base by revising current processes, reviewing course material and evaluating organizational capacities and capabilities. This is to ensure that the institutions remain relevant and responsive to their target groups, especially given the current conditions in Zimbabwe.

The SAIH Zimbabwe Project has emphasized the need for education as a prerequisite for liberation. This has resulted in a dedicated focus on education, knowledge development and information sharing. In response to the current conditions in Zimbabwe it is important that SAIH reassert the issue of Solidarity and look for meaningful ways in which it can encourage a demonstration solidarity from the students movement in the

North with the citizens, especially the youth in Zimbabwe. Mechanism and processes need to be sought where students and young people in Zimbabwe have the sense that they have not been abandoned by peers in the SADC region as well as by partner organizations in the North. International solidarity campaigns in support of civil society organizations and partners in Zimbabwe could be one such strategy. What must however be cautioned against is for students in the North to embark on any solidarity initiatives that may compromise or put at risk partner organizations in Zimbabwe. These are difficult issues and pose challenges for civil society both inside and outside of Zimbabwe.

It is important that SAIH build on the experiences of the last number of years of co-operation with the project partners in Zimbabwe and continue to provide the intellectual and financial support they require to continue with their activities, especially during such trying times as is presently being experienced.

Students and Academics International Assistance Fund (SAIH)

An Evaluation of the Zimbabwe Project

1. Programmatic Overview

The 6 organisations¹ supported by SAIH were interviewed while on a 10 day visit to Zimbabwe. Extensive discussions were held with the senior management and most of the full time staff in each of the organizations to gather information about the organization, its organisational structure, the roles and responsibilities of the staff and their views on how the organizations are doing in terms of their stated programmatic strategies and objectives. The issue of whether it is still possible to fulfil the organizational objectives under the current political, social and economic conditions was also explored. Meetings were also arranged with the various ‘target groups’ ie the beneficiaries of the activities and programmes and their views sought about how well the activities were being implemented and where improvements can be made. It has been a fascinating process for various reasons:

- that civil society organizations continue to perform and produce results under the most trying conditions;
- that there remains a strong sense of commitment by the leadership of the organizations, the project staff and the community structures (staffed by mostly volunteers) to continue with their activities despite the increasing repressive conditions in the country;
- target groups participate in the projects and activities with a sense of hope that things will improve and change in the not to distant future. Their sense of optimism is fuelled by the fact that under trying conditions they are nevertheless about to make limited, incremental changes in their own communities through participating in the structures and processes that have been provided by the SAIH supported programmes.

2. Evaluation Methodology

The evaluation process included the following:

1. meetings with senior management, board trustees, staff and volunteers of the SAIH supported NGOs in Harare and Bulawayo;
2. perusing over 50 documents, presentations, proposal, publications and strategic planning minutes to gather as much information about the respective organizations, their internal governance practices, the existing capacity and capabilities, their capacity and training needs, their programme strategies, how these are implemented and the perceptions of the target groups and other

¹ A list of the organizational reports is attached. (AnnexureA)

- independent civil society organizations of the work being done by the SAIH supported NGOs;
3. Short trips were made to the Arcturus Mine and to Bulawayo but due to the fuel shortage in Zimbabwe it was not possible to travel as extensively as would have been preferred. Unfortunately there was not sufficient time to visit the Youth Centre which seems to be a source of pride for the Bulawayo CWGH office, the young volunteers and TARSC;²
 4. a meeting was held with the Norwegian ambassador in Harare as well as with other international donors supporting some of the partner organizations;
 5. a final meeting was held in Harare where all the partners met to share information about their programmes, see whether there were any synergies and discuss whether it would be possible to develop some form of co-ordinated response – from the different institutional perspectives –to the various challenges facing the country. The meeting was successful and partner organisations agreed to meet on a regular basis to share information, experiences and to complement, where appropriate, each others’ activities.
 6. A draft report has been prepared reviewing the discussions of the meetings with each of the organizations as well as analyzing the Concept Documents provided. In addition a draft Evaluation Report has been completed for circulation and feedback to the partner organizations and to SAIH.
 7. A final report will be prepared once all the responses have been received.
 8. The Evaluation Report will contribute to SAIHs’ own strategic planning meeting where they will review their own strategic objectives and assess their future co-operation in Zimbabwe.

3. Project Rationale and Relevance

After exploring the various issues outlined in the Terms of Reference³ with the senior management of the SAIH-supported NGOs it confirmed the view that these organisations are not merely existing for the purpose of their institutional objectives, but that they are involved in activities that are making a significant difference to the social fabric and to the lives of the people in the communities who are fortunate enough to be part of this network. It is important that SAIH and its partners in Zimbabwe build on the social and political investment (solidarity) that has been made over the many years.

It is therefore strongly **recommended** that support for the 6 organisations continue as there is now more than ever a need for these kinds of services and activities. The increased repressiveness of the state and the marginalization of the population on a massive scale without access to services, which should be provided by the state, now falls to civil society organizations- such as the ones supported by SAIH. It is because of these conditions that it is critically important that the 6 organisations identified by SAIH as

² There was limited fuel for flights which meant that only a couple of flights per week were scheduled for the Bulawayo/Harare route

³ Terms of Reference (Annexure B)

partners not only continue to receive financial support for their programmes but also much needed solidarity from SAIH's the international networks.

4. Partner Identification

The organizations that have been selected by SAIH for support are engaged in programmes that give effect to the principles and objectives that SAIH and the Norwegian Foreign Aid espouse, namely to “contribute to economic, political, social and cultural liberation in the South” and in this instance Zimbabwe. The programmatic areas focus on the following issues:

- Youth (including students);
- health and HIV/AIDS education;
- civic education; and
- education for liberation through writing, prose, poetry etc etc

Initially it seemed that the partner organizations identified did not have much in common, other than that they are NGOs working with youth and other marginalized groupings in Zimbabwe, in the various sectoral areas identified above. Yet after a more thorough investigation and extensive discussions and consultations with the partner organizations and the target groups it became clear that there are several areas where they could co-operate and support each others' activities and programmes. However regardless of whether it would be more strategic for these institutions to find a common platform to work with each other, if there is no will to do so, for whatever reasons – be they political, lack of trust, geographic distance or a perception that the different sectoral interests are too diverse - the co-operation will not take place. Any linkages between them will only be forged by a commitment of the institutions themselves.

SAIH has outlined in its Solidarity and Education Strategy that one of the criteria for selection of partner organizations is that their institutional practices be predicated on participatory and democratic principles and that they have a community and 'grassroots' reach. As has been demonstrated in Annexure A all the partner organizations are involved in a form of mass-based democracy where they elect their office bearers and district and community representatives through democratic processes such as elections. Even the materials used for the training programmes are gathered through a participatory research methodology where course content is identified and developed through consultations with the community and the target groups.

These practices have created a strong sense of 'ownership' of the programmes by the community and the target groups, as well as a committed and engaged constituency.

Zimbabwe is one of the only countries in the sub region where community based organizations have volunteers staffing and leading the programmes at community and grassroots level. It is commendable and a testimony to the leadership of the 6 organisations, as well as SAIH who has been promoting volunteerism, that they have

managed to engender commitment and enthusiasm by volunteers for the programmes, especially in a country where 80% of the people are unemployed and there are no prospects for formal employment in the near future.

5. Partner Co-operation

At the end of the visit to Zimbabwe a meeting of all the SAIH supported partners was held, which proved to be a great success.⁴ The organizations undertook to meet regularly and rotate the venue of the meetings between them. They furthermore agreed to make sure that partner organizations would include each other in programmatic areas that appropriately accommodates the respective partners' interests and activities. The basis for this agreement is that in unity lies strength and that under the present conditions in Zimbabwe it is preferable for civil society organizations to work together in order to enhance each others' abilities and capabilities for more effectively delivery to the community. The meeting noted that the imperative for co-operation must not be imposed or forced on the organizations but as relationships develop through more regular contact, co-operation will start taking place organically.

The present conditions in Zimbabwe provides an opportunity, not only for SAIH to demonstrate solidarity with their partner organizations and the objectives they stand for ie providing education as a vehicle for liberation, but also for the 6 NGOs supported by SAIH to demonstrate and provide solidarity to each other. Examples of how this can be done are suggested below:

1. the volunteers from SST could provide useful capacity by assisting TARSC with the participative research. The research could be developed further into Position Papers and public presentations facilitated and hosted by SST as part of their discussions forum. The student volunteers could be supervised by sympathetic members of the academic community.
2. Similarly BWAZ members could be used by the CWGH/TARSC and CIVNET to record social (health), political and economic conditions at grassroots level to be integrated into the training materials. These experiences can further be used to inform writings on health, the challenges facing the Youth, the increased social (health) burden for women precipitated by the economic crisis in the country and be produced in publications similar to the *Zimbabwe Land Issue*. Individual articles can also be printed in *Writers' Scroll*.
3. Radio Dialogue provides a useful vehicle for information dissemination to be used by the other organizations in the SAIH network;
4. TARSC can offer its skills development, capacity building and leadership training programmes to other partner organizations in the network. The Auntie Stella programme is also a valuable resource that all partners should have access to;

⁴ Annexure C provides a list of participants

5. SST volunteers can be trained as trainers in the Savings Methodology; and
6. Radio Dialogue can be the mechanism whereby the programmes can be aired publically.

These are merely suggestions which can be applied in various combinations and computations. The end result should however be that there is more co-operation between these organizations with the purpose of sharing experiences and information to consolidate the SAIH supported network in Zimbabwe.

6. Target Groups and Beneficiaries

Each of the organizations work in, and with, communities that have been or are in the process of being marginalized. During the last couple of weeks the Zimbabwe government has embarked on a campaign that has left over 500,000 people destitute and traumatized. Under the guise of 'urban renewal' and 'crime prevention' some of the most terrible human rights abuses have been committed against the people of Zimbabwe by its government. Primarily urban and peri-urban people have been forcibly removed with no choice but to return to traditional homesteads where there are limited or no livelihood opportunities. This process is swelling the ranks of the marginalized and putting pressure on civil society organizations, who already have limited resources and capacity, to actively continue carrying out their programmes and projects.

In this context it is even more important for organizations like CIVNET, the CWGH (TARSC), BWAZ and Radio Dialogue to continue their activities and for SST to support, as an institutionalised 'safety net', students who are expelled from tertiary institutions because of their stand against government policies. TARSC too has an important role to play to ensure that its projects remain responsive, through its participatory research methodology and the content of its training materials, to the human disaster that is unfolding in that country. The beneficial impact of the training programmes on the community, irrespective of age, gender, political persuasion etc is profound as it is perceived by the members/participants to be an acknowledgement that despite everything that is taking place in the society, there are organizations that care and are responsive to the needs and predicament that the people finds themselves in. They also provide solutions and a space where experiences, concerns, hopes and expectations are shared.⁵

Of the many challenges that the SAIH supported organizations face in Zimbabwe, encouraging women to participate in the programmes and activities is not one of them. It is however necessary that the SAIH supported NGOs make a special effort to ensure that they mainstream issues of gender and youth in their programmes and do not merely provide training courses for these sectors of the society.⁶

⁵ TARSC has an extensive community monitoring programme that provides a space where communities are able to interpret and review the current conditions in Zimbabwe, as well as evaluate their experiences. This is linked to the research and training programme. TARSC has proposed that they could more effectively integrate the other SAIH partners into this process, if they are interested

⁶ In the SWOT analysis done by the CWGH in 2003 they identify as one of their *Weaknesses* the fact that they have a 'lack of gender mainstreaming' and a 'lack of youth involvement'.

As has been mentioned previously the present political, social and economic conditions in the country has resulted in a form of social mobilization at community and grassroots levels where ordinary citizens feel empowered to participate (because of enhanced knowledge and skills) in contributing to social change (albeit limited) in, for example, the health sector. This is an invaluable service that is being offered in a society where freedom of expression and freedom of association has been curtailed to the extent that it has become a major human rights issue.

Given the conditions of the country and the types of programmes offered by the SAIH supported NGOs it is not difficult to encourage the participation of the youth, women and other marginalized groups and communities in the programmatic activities. It is predicted that in the next couple of years there will be even a greater demand for these programmes across the country as the infrastructure and basic services required by citizens for survival will totally collapse.

From the interviews held with the project partners and their target groups it is evident that strong, trusting relationships have developed between the NGOs and their constituencies:

1. Radio Dialogue is held in high regard not only by its own target groups and constituency but by other NGOs and civil society organizations in Harare and Bulawayo. Radio Dialogue has developed a strong 'branding' and is associated with professionalism and sensitivity to the needs of the Zimbabwean people, especially the youth and those who are marginalized from mainstream society.
2. one of the CWGH target groups (district committee) at the Arcturus Mine Reduction Plant in Arcturus were very supportive and appreciative of being part of the broader network of the CWGH. They spoke about their sense of empowerment and how the participative structures and processes that are intrinsic to the CWGH programmatic methodology had strengthened their ability, to for example, negotiate for better health care from the mine clinic. They were also very complimentary about the support and co-operation that they are receiving from the Harare office. They shared their concerns about the levels of disaffection of the youth in the surrounding community and are in the process of seeking short to medium term solutions to these problems.
3. the CWGH has high praise for the support, encouragement and visionary thinking of the TARSC leadership. Programmes like Auntie Stella have been innovative and provided much needed conversations amongst the youth about adolescent reproductive health issues. Those CWGH target groups interviewed as well as the staff in the Bulawayo office expressed their gratitude and appreciation for the professional support work that TARSC provides. The capacity of this organization needs to be extended to include support work in strategic planning etc for other SAIH partner organizations.

4. BWAZ members in both Zimbabwe and Bulawayo used their various medium of prose and poetry to demonstrate their engagement and appreciation of the work that is being done by the organization at community level, in schools and in tertiary institutions. The members are responsive to the financial constraints that BWAZ operates within and are respectful of the support that they receive from the leadership.
5. similarly the volunteers and students at the SST offices felt that without the support of the organization they would have no where else to go.
6. CIVNET has been a major player in the civic education arena for many years. Unfortunately because of time constraints and the fuel crisis it was not logistically possible to visit any of their constituencies but in discussions with other NGOs and broader civil society organizations it seems that CIVNET's reputation as a vehicle of information sharing about the rights and obligations of political leadership and the citizenry has not diminished over the years.

These relationships and partnerships need to be fostered and nurtured because not only do these organizations promote democratic governance at all levels of society, they act as an 'absent state' and fulfil the role that the Zimbabwe government should in terms of serving the people.

7. Strategic Objectives

The Terms of Reference of the evaluation states that the evaluation is to provide information that will assist SAIH develop a strategic plan for future work in Zimbabwe. The following strategic objectives need to be considered as part of this plan:

7.1 Strategic Objective One : Institutional Support

The present erosion of any semblance of democratic governance in Zimbabwe will no doubt put additional pressure on civil society organizations working with communities. For SAIH-supported programmes and projects to be effective under the present conditions in the country it is important that capacity is built and consolidated at various institutional levels ie nationally, at district level and at local community level. This will provide an effective framework to ensure that the programmes are faithfully reproduced and implemented. Without this capacity, organizations may not be able to fulfil their objectives and goals; the health sector will spiral into chaos, as will the ability of communities, community organizations, churches, families and local structures to keep the youth engaged in mainstream activities.

The organizational reports have outlined the capacity and skill needs of the NGOs that form part of the SAIH Zimbabwe network. There is no doubt that capacity building and skills transference needs to take place at different levels within the organizations. In the

previous 2003 SAIH evaluation it was noted that capacity building needs to be done at Board level. As has been discussed in the Radio Dialogue report it would be more appropriate for new Board members, on their nomination or election, to participate in an Orientation process whereby they are informed about the policies and programmes of the organization and are empowered to take on their oversight responsibilities and their roles as policy makers.⁷ This may be more appropriate than providing a capacity building programme for the Board of Trustees. This initiative should be introduced by the other organizations in the network as well – if it is already not being done.

From the interviews the following areas were identified by the consultant for capacity building,⁸ skills development and information sharing:

1. SST needs to build their institutional capacity and capabilities as well as convene a strategic planning meeting to plan their activities for the next three years. In addition SST requested that ‘exchange’ programmes be arranged whereby Zimbabwe students attend ‘summer school’ programmes at tertiary institutions in Norway and other Nordic countries.
2. CWGH and TARSC need to review their relationship to ensure that skills transference in research and training methodology takes place from TARSC to appropriate staff in the CWGH. This is not to in any way undermine or terminate the good and respectful relationship that exists between the two organizations but to ensure that the CWGH has some form of internal capacity to develop training programmes for grassroots organizations and structures with their network. The CWGH needs to prioritise their needs in this regard – this could be done at the strategic planning meeting;
3. CWGH has proposed that over the next three years they will be evaluating and assessing their institutional capacities and capabilities as well as their skill levels at national, district and community levels. They have proposed that capacity building take place where required in order to consolidate the institutional structures.
4. It is anticipated that TARSC will provide the capacity building programmes and leadership training to those SAIH partner organizations who have identified these as important for their sustainability over the next three years;
5. Most of the organizations identified the need to learn more about project management and project reporting. CIVNET offered to provide a training programme in the Log Framework methodology to assist partner organizations with Project Management and budgeting skills, which will also

⁷ The need for orientation of Board members may be necessary for the Boards of Trustees of the other 6 organisations as well. This has been suggested to each of the organizations.

⁸ These are dealt with in more detail in the organizational reports:

provide reporting skills (narrative and financial) for donor reports.⁹ It would be useful for a representative from SAIH to attend this training so that SAIHs reporting requirements can be integrated into the training course.

6. CIVNET is of the view that SAIH needs to develop its own capacity to engage its partners in Zimbabwe. To do so it needs to remain engaged and supportive of the initiatives undertaken trusting that the partner organizations are making informed decisions and choices about what is appropriate for their institution, its constituency and the organisation's long term survival under challenging conditions. This is not to say that SAIH and its consultants are not sensitive to the political, social, economic and cultural conditions in Zimbabwe, but caution needs to be exercised about how events and trends are analysed and interpreted given the very complicated conditions in the country;
7. some of the partner organizations were also of the view that there does not seem to be an institutional memory and consistent understanding about the Zimbabwe SAIH supported projects, due to the high turnover of SAIH staff. Measures need to be put in place to ensure that the programmatic information of each of the partner organizations is faithfully stored and passed on to the appropriate SAIH staff person;
8. BWAZ identified capacity building as an important aspect of their three year strategy. This needs to be done at the various levels at which they operate, namely at national, district and community levels. They also have particular capacity requirements that have identified. These are the need for more training workshops. This is an important vehicle for "budding writers" to meet and share ideas and experiences, while at the same time learn about how to improve upon their writing skills. It is very important that writers in the society are empowered to express themselves in a manner in which they can be 'heard' by the broader community.
9. In the absence of a free, independent media - organizations like BWAZ and Radio Dialogue have a special information dissemination role to play. It is important that they are supported in whatever way possible to get their messages into the public domain.
10. Other SAIH network organizations should also use the platform that Radio Dialogue provides to transmit their messages, despite the fact that currently Radio Dialogue's broadcasting 'footprint' is limited to southern Zimbabwe – mainly Bulawayo and its perimeters.

⁹ Most of the organizations requested that the SAIH reporting conditions ie financial and narrative be streamlined as part of the proposed Logframework format to provide practical application to the training. CIVNET reported that they had attended a course dealing with these issues that had been supported by a grant from the Royal Netherlands Embassy and facilitated by ICA Zimbabwe.

7.2 Strategic Objective Two: Developing Monitoring and Evaluation Processes

The previous SAIH evaluation of 2003 reported that it is important for evaluation and monitoring tools to be developed in order for the network organisations to assess, in an ongoing manner, the effects and impact of the programmes on their respective target groups. It has been noted in Annexure A that the CWGH with the technical support of TARSC has undertaken an evaluation of the Civic Education and Health training and Youth Programme.¹⁰

The SAIH partners' operational and programmatic approach is generally predicated on a participatory methodology. It is therefore assumed that the same methodology would be used to evaluate and monitor progress being made by the various projects in terms of task-related objectives. Monitoring Project outputs is complicated at the best of times. It is proposed that TARSC assist those SAIH supported partner organizations - who are interested and who already collaborate with TARSC – to develop an evaluation and monitoring methodology, predicated on participatory principles. It is furthermore suggested that the following two-pronged approach be considered when developing the evaluation and monitoring tools:

1. to assess whether the environment in which the project has taken place has substantially and qualitatively altered after the training course; and
2. whether quantitatively there has been a decrease in, for example, the incidence of HIV positive testing, or youth are more engaged in participatory fora provided by a number of the partner organizations and whether by their participation and training they have experienced a change in their behaviour.

Included in the evaluation and monitoring methodology should be the setting of performance management objectives at all levels within the organisations' operational structures ie at the national offices (and regional offices where applicable); the district structures, local community committees and where appropriate ward committees. These objectives are to be monitored on a regular and consistent basis by the head of the organization in collaboration with the elected chairpersons of the District Committees and other leadership in similar positions at community level.

Project outputs should be tracked and monitored in an ongoing basis ie evaluation forms to be completed by both the trainers and the participants and analysed by the course designers.¹¹ These participatory processes provide useful information about how best to improve and revise the courses to reflect the ongoing and changing needs of communities.

¹⁰ The results of the evaluation were not made known to the consultant but the Proposal for the period 2006-2009 indicates that the CWGH intends to consolidate its programmes and projects and to update them where necessary and appropriate

¹¹ Be it TARSC or any other chosen service provider

In addition to the ongoing project monitoring process it is proposed that each organization's programmes be evaluated on an annual basis by an independent evaluator, according to criteria agreed upon by the organization.¹² The outcomes of the annual evaluations need to be incorporated into the training courses, the operational structures and institutional strategies for effective programmatic implementation in the future.

The suggested methodological approach outlines some of the issues that need to be considered when developing a monitoring and evaluation approach for the SAIH supported organizations. In summing up this section of the report it is **recommended** that a meeting of the SAIH partners be convened as a matter of urgency to develop a framework for effective monitoring and evaluation processes¹³ Additional donors can be approached to provide financial support for these very important capacity building initiatives.

8. Recommendations

Most of the recommendations have already been tabled in various organization reports of Annexure A and sections of the report above. The following is a summary of some of the recommendations, whilst at the same time including additional ones that have not been included in either Annexure A or this report:

1. Several of the partner organizations raised their concerns about the impact of the spiraling inflation and the unstable exchange rates on their budgets. They requested that more effective mechanisms be sought to ensure that their budgets are not compromised because of the issues raised above. It was also suggested that SAIH put in place a contingency fee as a form of protection for staff who may be at risk because of the work that they are engaged in.
2. that SAIH assists in identifying additional funding sources for the partner organizations. In some instances the grants provided by SAIH are the only sources of funding for the organizations. This is not only unsustainable - because SAIH may at some stage decide, for whatever reasons, that it can no longer be associated with Zimbabwe, but it is also dangerous to be reliant on only one donor partner. CIVNET is in the process of establishing a basket fund where several donors will collectively agree on funding the institution. Others may consider a similar approach - to be developed in consultation with SAIH.
3. Capacity building is one of the critical issues that needs to be addressed by most of the partner organizations. The issue of Board orientation has been

¹² It is proposed that, if possible, the same evaluator be used to do the annual evaluations so that there is an indepth understanding not only of the projects and programmes but also of the context in which the activities are undertaken

¹³ This could be convened at the same time that the LogFramework training takes place.

discussed but of greater importance is the need to create capacity and leadership at community level so that the ‘cascading’ effects of the programmes have an impact at all these levels. In those instances where there is hardly any capacity at head office this needs to be addressed urgently as it effects the sustainability of the organization and puts at risk the social investment made by SAIH, the Board of Trustees, the volunteers and the constituency.

4. It is necessary for each of the organizations to review and evaluate whether their programmes and activities reflect the organisation’s Vision and Mission so that they remain on track in terms of their core activities. There is a sense from discussions and the vast amount of literature produced by the partner organisations that under the heading of Youth there seems to be a vast array of varied programmes and projects. This would be a motivating reason for the SAIH supported organizations to get together and collectively streamline their activities on Youth, for example. For NGOs that do not have access to a wide variety of international donors in Zimbabwe it is surprising that they are able to develop and implement so many different activities. Their reliance on volunteers goes some way to reducing infrastructural costs but the breadth of the activities may need to be reassessed, especially in the present economic climate.
5. The SAIH project has emphasized to date the need for education as a prerequisite for liberation. This has resulted in a dedicated focus on education, knowledge development and information sharing. In response to the current conditions in Zimbabwe it is important that SAIH reassert the issue of Solidarity and look for meaningful ways in which it can demonstrate solidarity from the students movement in the North with the citizens, especially the youth in Zimbabwe. Mechanism and processes need to be sought where students and young people in Zimbabwe have the sense that they have not been abandoned by peers in the SADC region or by partner organizations in the North. International solidarity campaigns in support of civil society organizations and partners in Zimbabwe could be one such strategy. What must however be cautioned against is for students in the North to embark on any solidarity initiatives that may compromise or put at risk partner organizations in Zimbabwe. These are difficult issues and pose challenges for civil society both in and outside of Zimbabwe.
6. SAIH needs to continue its support for the institutions that it has identified as partners. Just as some of these NGOs are using the next three years to review their modus operandi and build sufficient capacity to deal with the formidable challenges that lie ahead, so too SAIH needs to ensure that it has the capacity to be able to respond in a flexible manner to the pressure being experienced by its partner organizations.

7. There is no doubt that the 6 NGO partners have met, to a greater degree, the objectives that they have set themselves and have been able to respond to some of the needs and priorities of the target groups. Without a well designed Evaluation and Monitoring tool it is however not possible to scientifically verify the impact and effectiveness of the programmatic activities at community level other than the more obvious processes and systems that have been put in place – such as elections, discussions forums etc etc
8. Consideration should also be given to an international exchange programme where students from the North can spend periods of time working with some of the partner organizations in Zimbabwe as part of their vacation or course work.
9. Similarly volunteers and staff from Zimbabwe could be invited to attend tertiary institutions in Norway. This form of engagement and co-operation will contribute substantially to the core objectives of SAIH ie that through education liberation can be achieved.
10. The insecurity of the current environment in Zimbabwe and the economic impact (in terms of attrition and loss of people, the risk and organisational vulnerabilities)on the partner organizations also needs to be taken into consideration by SAIH. Other international donor agencies are looking at ways in which to deal with this. SAIH may consider becoming part of that conversation.

9. Conclusion

After perusing all the documentation provided, consulting with senior staff in all six organizations, meeting target groups and discussing the project with other respected NGOs in Zimbabwe it has been confirmed that the organizations that have been selected by SAIH for support reflect the principles that they have identified as their priority areas, namely providing Solidarity and Education as a means to achieve Liberation.¹⁴

SAIH, its partner organizations and their target groups have all invested in the Project to make sure that it succeeds. This has been borne out by the numerous publications produced as well as the positive verbal feedback from the target groups. Although the scope of their activities are diverse and broad, these NGOs have in partnership with SAIH developed important initiatives that are making a significant contribution under challenging circumstances.

¹⁴ These programmes have been discussed extensively in both the Organizational Reports and the Report Recommendations.

The present conditions in Zimbabwe may seem to militate against any form of effective and productive NGO activity but the focus areas that the partner organizations have chosen for their contribution to a healthy and just society are crucial for those people who are marginalized, and continue to be marginalized by government policy.

Annexure A.1

Budding Writers Association of Zimbabwe (BWAZ)

An Overview of the Organisation

Three meetings were held with the BWAZ. The first was a meeting in Harare with the Co-ordinator and two programme staff. In Bulawayo the Consultant met with a group of unemployed youth and scholars. Back in Harare a meeting was arranged with writers and the two programme staff where views were shared about how BWAZ has enriched the lives of those present and how their writing skills have been improved through their association with BWAZ.

Current State of the Organisation

Under the present conditions in Zimbabwe it does not seem that it would be strategic to openly position the institution to promote and support democratic consolidation and the protection of human rights, as well as facilitating opportunities where ...'government are lobbied ...and policy can be influenced ... on issues such as gender, good governance, human rights and democracy". This reflects Organisational Development Objectives which are very ambitious ideals and may place the organization under unnecessary political threat. The organizational objectives (ie programmes and activities), on the other hand are modest and manageable ie they provide a platform where youth and especially those marginalized from mainstream society, are able to give expression to their life experiences, metabolise the political, social and economic conditions prevalent in present day Zimbabwe, critically assess and evaluate these issues and reflect them back to the community through their writings.¹⁵

This form of expression provides a profound form of empowerment in which the conditions of the country such as the political abuses and violence, the HIV/AIDS pandemic, issues relating to being a young person (of either gender) in Zimbabwe, personal emotions and aspirations, current affairs (ie operation 'clean up' or the land issue) are explored and through prose, poems and articles provide interpretation and hopefully, meaning.

In the Concept document reference is made to *poverty alleviation*. Although a laudable objective it must be noted that this is *poverty alleviation* at a personal level, rather than as an organization objective such as tackling the national issue of poverty.¹⁶ However of critical importance is BWAZs commitment to ensuring that the cultural identities of the different populations of Zimbabwe are promoted, nurtured and respected through writing in the various indigenous languages. This is not done at the expense of any other

¹⁵ This to some extent reflects SAIH's notion of Education for Liberation.

¹⁶ The issue of royalties being able to be a source of income for some writers will be dealt with in the Recommendations part of the report.

language or culture. It is a mechanism to invoke a form of dialogue and pride about culture, folklore, customs and traditions which is systematically being undermined and is at risk of being lost – not only because of the conditions in Zimbabwe¹⁷ but also because of globalization.

Zimbabwe has been independent since 1980 but due to the increasing consolidation of a totalitarian state it would be fair to argue that the need for a project that focuses on providing an education for liberation is imperative given the circumstances in the country. It would also be appropriate to note that the post liberation Zimbabwe state is a 'failed' state that has no real will or commitment to endorse and uphold the fundamental and intrinsic rights accorded to all its citizens under the Universal Bill of Human Rights. It is therefore incumbent on organisations like BWAZ to uphold these international principles and promote the diverse cultural norms of Zimbabwe through the writings of its members. BWAZ has successfully provided a platform where different interests, views and cultures are being expressed in an atmosphere of acceptance and tolerance – which bind together people of difference political persuasions, cultures, class and gender thereby creating a sense of solidarity.

It is therefore in this context that the BWAZ initiative is important and has a role to play by bringing youth (and others¹⁸) together, that have been marginalized by a massive victimization campaign by the state, to express through their creative talents ie writing, poetry, prose etc their experiences, wishes, desires and expectations.

No democracy or democratic dispensation can be openly fostered and nurtured under the present regime, but despite these conditions it is important that there is a space where people – especially the youth can express themselves and encourage others to engage in a form of personal and national dialogue to ensure that what is left of the democratic culture in Zimbabwe is kept alive and built upon. BWAZ has taken on an even greater relevance in the context of AIPPA (Access to Information and Protection of Privacy Act), POSA (Public Order and Security Act), The Broadcasting Services Act and the NGO Act.

Although under normal circumstances bi-lateral donors would ordinarily not support a project of this nature, it is to the credit of SAIH that they have seen the potential of BWAZ and have provided the necessary support that allows for the organization to exist.

BWAZ have identified various projects in their Concept Document for which they require financial support and which will form their core activities over the next two years (2006 – 2008). These include:

¹⁷ This resurgence and interest in customary issues also seems to be a conscious response to a sense of alienation from the actions of the leadership of the country and a 'shame' about how cultural traditions are being used to justify undemocratic and brutal behaviour.

¹⁸ At a meeting of BWAZ beneficiaries not only young people participated but also some who no longer fitted into the category of youth. This was a very positive indication of the relevance and importance of the organization.

1. establishing a Resource Centre where students can come and learn how to use the internet, computers and do some of their writing.¹⁹ A reference library would form part of the Resource Center providing access to literature that is not freely available because school and tertiary institution libraries are badly resourced and there is a paucity of public libraries – all due to a lack of resources.
2. the need for capacity building at an organizational level to ensure that:
 - a. there is a second tier of leadership. The current leadership is impressive and strong but it would be helpful if additional capacity is developed for those periods when the leadership is away from the office. It would also be useful to have several senior staff members at Head Office who could travel and visit branches to assist and respond to difficulties they may be experiencing;²⁰
 - b. administrative capacity and leadership skills are developed at branch level as a prerequisite for ensuring that the decentralization approach is effective;
 - c. resource mobilization skills are developed at an organizational level ie board, head office and branch levels with accountability mechanisms to ensure that all funds are accounted for within the reporting requirements of SAIH grants.
 - d. the strategic objectives outlined in the Concept Document are realized;
 - e. there is a clear understanding of the division of labour between Head Office and the branches;
 - f. effective lobbying skills are imparted to staff at head office and branch levels.
3. In addition to the above BWAZ has suggested that they will be introducing, as part of their programmatic strategy of building a strong institutional base, a writing skills graduate diploma programme to be accredited by academic institutions as well as writing skills workshops and competitions at branch level. The suggestion is that government will be lobbied to have the diploma programme and creative writing workshops form an integral part of the schools' and tertiary institutions' curricula. Under the current circumstances it may be more strategic and useful for individual schools and tertiary institutions to be approached, rather than trying to engage the education ministry.
4. In terms of the newsletter (Writers Scroll) it is proposed that this initiative be retained and furthermore be used as a source of publishing writers who are not competent enough to be formally published.²¹ In addition, they are planning to produce an e-bulletin which is distributed via email and through the BWAZ website (this would need to be meticulously updated or else it loses its relevance) to secure a larger reading audience.

¹⁹ It is also anticipated that it could be used as a form of income generation by allowing the general public access to the internet.

²⁰ Strong branches will ensure a substantial and viable institutional base at national level

²¹ The authors do not necessarily have to be the lowest common denominator but good enough to be produced in a newsletter.

In addition to the above it is recommended that it would be extremely useful to facilitate an exchange programme where young ‘budding’ writers attend meetings, fairs, book launches, bookfairs etc in other SADC countries giving exposure to their work and the conditions in Zimbabwe without necessarily being overtly political. This will also provide an opportunity for BWAZ publications to be distributed more widely and for regional subscriptions to be marketed. Similarly it is recommended that SAIH use its own solidarity networks across Europe to provide exposure for BWAZ members and BWAZ publications. There is nothing more powerful than young writers from Zimbabwe sharing their experiences ,and the day to day tragedy of what is taking place in the country, with a regional and international audience. The sale of the publications could also create much needed revenue for the organization.

The Rwanda genocide only made sense and was incorporated into the psyche of the international community once images of the horrors of the massacre were witnessed ‘first hand’ through TV exposure. Similarly the extent of the deteriorating situation in Zimbabwe will be grasped and understood through the images of the writings and readings of an organization like the Budding Writers. Their contributions could make a significant difference to how the SADC region understands and interprets the events of Zimbabwe. There is a sense of general scepticism amongst Africans in this sub region about the real extent of the brutality and the causes thereof.²²

However in order to ensure that BWAZ is institutionally sustainable it is proposed that a strategic planning meeting be held as soon as possible and that some of the findings of the 2003 Evaluation Report be integrated into the planning agenda. Suggestions for the agenda would be :

1. to review the current programmes and projects within the present political climate;
2. revisit the organisation’s Vision and Mission and ensure that the objectives are clearly articulated and understood by the membership;
3. assessing institutional capacity and capabilities at national and branch level – address these issues through an organizational development initiative;
4. ensure that there remains a close relationship between the Head Office and the branches by providing administrative and logistical support as well as capacity to the elected leadership at local branch levels;
5. develop organizational policies as a implementation framework to ensure that there is a clear understanding of the roles and functions of Head Office and its staff, as well as that of the branch offices and staff;
6. develop a resource mobilization strategy in order to build a strong and financially sustainable organization with accountability structures at Head Office and branches,
7. develop processes whereby the Head Office is kept abreast of the expectations and objectives of members in the Chapters and at branch level and that these are continually aligned with the Organisational Development Objectives and Goals.

²² The general perception is that the media reports are exaggerating the situation in Zimbabwe.

8. develop linkages and partnerships with SAIH partners and other civil society organizations in Zimbabwe as part of a broader social mobilization initiative in support of a national human rights campaign, as well as specific focus issues dealt with by the respective partners. An example of this kind of collaboration is dealt with later in the report.
9. identify regional and international writers' forum and networks where BWAZ members can present their work and distribute their publications;
10. review current procedures regarding the publication of BWAZ members' materials and ensure that best practice principles are being adhered to and are made known to all members;
11. seek more opportunities for the publication of deserving works;
12. review the present Manuscript Evaluation system to ensure that writers' work is respected and timeously reviewed and commented upon by qualified evaluators;
13. despite the present socio, political and economic conditions BWAZ has made a special effort to establish writers clubs in secondary and primary schools – 47 in all, as well as in 3 universities and 3 teacher colleges. Membership fees have been reduced accordingly.²³ BWAZ is to pursue its massive schools recruitment campaign which it has set down for October 2005;
14. BWAZ has made a special effort to increase the number of BWAZ chapters in the rural areas, especially in the light of the latest forced removals from the urban and peri-urban areas;²⁴
15. all the chapters that were dormant have been revived and new chapters need to be established. The chapters could invite well known writers from Zimbabwe, the sub region and the continent to make presentations and do readings for the communities at local level, as well as in the centres;²⁵ This could be combined with the Writers in Residence programme where writers, not only from Zimbabwe, but from other SADC countries as well as Europe could be invited to work with Chapters;
16. develop interesting, youth-appropriate strategies to encourage membership and the sustainability of existing and new chapters, as well as schools and tertiary education based programmes;²⁶
17. identify international solidarity groups to support BWAZ's work and provide moral support by encouraging volunteers from the North to share their writing skills and literary experiences with BWAZ – this can be done either through locally arranged festivals, by attending international writers' forum and festivals or through the email;
18. review the administration and content of the writing skills workshops;

²³ Individual membership amount to Zim\$10,000,00 and school membership is also \$10,000.

²⁴ BWAZ writers can provide solace and comfort through readings of their works in the transit camps – as long as the material is of a non-political nature. This can be BWAZ's contribution to the social mobilization campaign.

²⁵ Although this strategy requires resources it is possible to encourage similar organizations to provide support for the Zimbabwe writers by financing a performance in Zimbabwe.

²⁶ Despite all the challenges that exist in the political and socio environment it is possible for BWAZ to revitalize the organization at a national level;

19. revisit the publication of anthologies and how they could be introduced into the syllabus at schools and tertiary institutions – especially if they have been written (or translated) into the vernaculars – this could be another way of promoting indigenous culture and values;
20. enhance contact and joint ventures with other writers’ organizations in Zimbabwe and the region.

BWAZ has agreed to find ways in which to collaborate other SAIH supported projects, especially CWGH. This will be done by recording the stories of workshop participants (with the support of Radio Dialogue) and sharing these experiences through their writings at the health civic education programmes. Even although some of the writers are not experienced or sufficiently skilled in capturing these details and stories, a core of Patrons could assist in editing and structuring the materials for inclusion into CWGH’s course materials and publications which focus on HIV/AIDS and other health issues.

A similar relationship could be developed between BWAZ and CIVNET.²⁷

BWAZ could also invite SST volunteers and students to share their experiences and writings at a BWAZ forum. This however would have to be a decision made by the BWAZ Executive Director as SST may be perceived to be too political – and through association may compromise the activities of BWAZ.

At both the Harare and Bulawayo meetings it was impressive to witness the gratitude of the volunteers and members for BWAZ’s commitment to developing and supporting their artistic endeavours. This needs to be nurtured and developed. Some of the suggestions and recommendations, made above, will go some way to making this a reality. Financial difficulties, the political and social as well as economic conditions (the lack of fuel, for example) places enormous constraints on organizations such as BWAZ and others to effectively give effect to their institutional objectives. But rather than see these as obstacles that hinder activity they should be seen as opportunities to do business differently. Once the organization has agreed to its programmes and projects for the next three years it is important that contingency plans and processes be put in place so that implementation can be ensured, despite the challenges that have been outlined above.

In conclusion BWAZ provides a form of social expression and a platform where writers in Zimbabwe can give expression to their views, feelings and interpretations of current events taking place in Zimbabwe. It is also a form of social mobilization against unjust social practices where a collective voice is starting to emerge, through the medium of poetry, prose etc etc. Powerful examples of BWAZ’s work is the *Zimbabwe Land Issue* publication as well as the newsletter *Writers Scroll* which provides an insight into what the feelings, views and sentiments of the Zimbabwe people are. BWAZ also provides a space for dialogue and debate about current and historical issues. It promotes tradition and culture, reflecting norms and values that have been eroded through decades of

²⁷ The experience and writing/recording skills of BWAZ’s members could be a resource to the training programmes offered by CIVNET. The stories recorded could inform the content of the CIVNET courses and/or could be used created as part of the programmes.

colonialism, war, poverty, hunger and conflict. Only once I had had the opportunity to meet with the 'target group' did I fully understand the need to support an organization such as BWAZ.

Annexure A2

The Community Working Group on Health (CWGH)

An Overview of the Organisation

Meetings were held with the Executive Director and staff of CWGH at the head office in Harare. A site visit was also made to the Arcturus Mine Reduction Plant at Arcturus²⁸, about 40 km outside of Harare where a meeting was held with the District Committee chairperson, the Committee Secretary and a committee member. A further visit was made to the Bulawayo office where a meeting was held with the Co-ordinator and various members of the Youth Programme. Unfortunately due to time constraints (precipitated by the fuel crisis) it was not possible to visit a youth project a number of kilometers from the Bulawayo office.

CWGH is a well organized NGO with a competent administrative infrastructure and a committed and effective secretariat, led by a strong Executive Director who has a clear vision of what the objectives and goals of CWGH should be and strives to achieve these through the various programmes and projects that have been implemented. The CWGH is managed according to strong democratic and participatory principles as evidenced by the manner in which the various policy making, management and district structures have been put in place. The policy decisions and operational framework is determined by the National Membership through a nominated Board of Trustees and an elected National Executive, with projects and programmes implemented by the Secretariat. CWGH leadership is conscious of the need to ensure that democratic structures and democratic governance processes, as well as effective capacity is devolved to the District Health Fora the Health Centre Committees and the Civic Education and Youth Programmes.

Futhermore there is sufficient evidence that the CWGH leadership is committed to ensuring that their programmatic objectives are assessed and reviewed on a regular basis. This is done through the distribution of evaluation forms to participants and trainers after training courses. In addition strategic planning meetings are convened – the last one was held in 2004 - to review the organisation's Vision and Mission Statement and to determine that its core programmatic activities are aligned with the Organisational Objectives. These are very useful processes which need to be continued on a regular basis. The Evaluation Forms provide useful feedback about the training courses and their relevance and impact at community level, whereas the strategic planning processes are an important monitoring tool ensuring that the organization continues to be relevant to the communities that it serves.

It is **recommended** that at the next strategic planning meeting that the structure of the organization be revisited as it may not be necessary to continue to have three policy making entities at the top of the organization. It is understood that the AGM

²⁸ Living conditions at the mines are unacceptable and through creating solidarity partnerships with COSATU in SA lobbying for change and corporate social responsibility policies for South Africans doing business in other countries.

(representing the national membership) is the most important policy making body of the organization. It is understood that the roles and structures of both the *National Executive Committee* and the *Board of Trustees* are separate and different and separate. It may be more effective to seek ways in which to conflate the responsibilities of both into one policy making and overseeing body that is mandated by the membership at the AGM to ensure good governance and effective financial management at the institutional level.

The CWGH continues to work collaboratively with its establishing organization, TARSC (Training and Research Support Centre) who provides training and research support for the CWGH Youth and Civic Education Programmes, while the CWGH is the institutional framework under whose auspices the implementation and networking takes place. This collaborative arrangement has to date worked well and there is an obvious mutual respect between the two partner organizations. It may however be appropriate in the future for both organizations to review their current financial arrangement as the fees charged by TARSC may, under the present financial situation, be too steep.

The CWGH is a broad based community focused institution that has made sure that it has a solid constituency at grassroots level and that it works with civil society organizations that have different sectoral interests – the common thread being that they work at community level in urban and rural areas.²⁹ The CWGH acknowledges that it is critically important for its long term sustainability to maintain and grow these partnerships because therein lies not only its own success but theirs, as well as the communities'.³⁰

It is important for the effectiveness and long term sustainability of CWGH that it continues to encourage organizations involved in similar programmatic activities to become members of the organization. This will help increase the network of beneficiaries and assist in making this a truly national support institution.

Both BWAZ and SST are involved in youth activities and have youth as their primary constituency – some of whom are in the process of being marginalized either because they have been expelled from tertiary institutions or because they are too poor to attend school or universities/Technikons/Agriculture Colleges and are becoming part of the ranks of the unemployed. It is **recommended** that all efforts be made by each of the partner organizations supported by SAIH to try and find space where they can engage in each others' programmes and projects, if and where appropriate.³¹

The CWGH ensures that there is active participation and involvement in the development of the reproductive health training programme for Youth as well as the civic education training programme – both of which are supported by SAIH – financially and as a strategic partner. The training materials have been researched and developed through a

²⁹ The CWGH brochures provide all the necessary information relating to the organization and its support partner, TARSC.

³⁰ This inter-relationship is the basis of any thorough evaluation and monitoring process

³¹ CIVNET is a member of the network at District level.

participatory process³². This provides the CWGH with credible empirical data about health risks and difficulties experienced at community level. It also forms the basis of verifiable and credible data with which the CWGH and its partners lobby and advocate for improved policies and health strategies on behalf of, and for the community.

This is one of the CWGH's most significant contributions to health care and health practice in Zimbabwe.³³

The brochures and publications of the organization state in various forms that *health is not only about the wellness of individuals and communities it is a democracy and human rights issue*. The CWGH³⁴ has successfully managed to work at both the *wellness* (health) and *democracy* levels (structural) by applying its programmatic strategies appropriately to the capacities and needs of its extensive network.

Both the Civic Education and Youth programmes provide platforms for dialogue between health care providers, policy makers, government (at national and local authority levels) and the community, with a particular focus on the Youth. In each instance the programme provides a forum for health education, through remarkable initiatives such as Auntie Stella, SAYWHAT and 'Stepping Stones' workshops,³⁵ and at the same time facilitates social mobilization around various aspects of community health.³⁶

The programmes also create constructive diversions away from the many challenges that face, especially the youth in Zimbabwe, such as unemployment, crime, violence, drugs and alcohol, prostitution, HIV/AIDS etc etc. The CWGH arranges sports events, debates and video presentations where youth can network with each other and other partners in the broader CWGH structures.³⁷

In response to the increasing and devastating unemployment amongst the youth, TARSC has developed a training programme entitled Savings Methodology. The focus is on the providing youth with entrepreneurial skills training, which applied in various circumstances could assist in alleviating, or at best minimizing poverty through forms of job creation. Although these are important skills to learn, particularly in a context where there is an 80% unemployment rate in Zimbabwe, the programme nevertheless does not fit into what has been defined as the CWGH's core business. It is therefore **recommended** that this important initiative be made available to other civil society

³² By community trainers who have trained in participatory research techniques. This processes not only provides the community researchers with the necessary skills to design and undertake research but also how to analyse and verify the data, translate the information into graphs and charts and then how to present the findings. The content of the research is also as a result of a consultative process within the community. This is a remarkable methodological approach that needs to be shared with other countries in the SADC region, such as the DRC

³³ one such initiative being the Patients' Charter.

³⁴ And TARSC

³⁵ These programmes have been developed by TARSC based on the methodology that has already been outlined above.

³⁶ Encapsulated into the specific programmatic areas developed by CWGH and TARSC

³⁷ It is important that other SAIH partners such as BWAZ and SSST also be invited to participate

organizations that have this kind of activity as part of their core service.³⁸ This issue needs to be however be addressed at an institutional level with SAIH.

Instead the CWGH (with the support of TARSC) should focus its resources ie financial and staffing on building the necessary capacity of the Youth in the following areas:

- Primary health issue, adolescent reproductive health, HIV/AIDS etc etc;
- organizational management including basic financial management skills, how to manage a meeting, consensus building, negotiation skills etc etc (skills that will assist them in strengthening youth participation in the various structures of the broader CWGH network
- peer counseling skills,³⁹
- leadership training;⁴⁰ and
- writing skills.⁴¹

Both the CWGH and TARSC are highly commended for having initiated and implemented a broad menu of innovative programmes and projects in the health sector. As the social, political and economic conditions deteriorate in Zimbabwe it will become more and more tempting for the CWGH to take on further responsibility for the ailing health service. However it is **recommended** that the CWGH concentrate on consolidating and implementing its core activities, as outlined in its Concept Note under *Proposed Work* for the period from 2006 – 2008, and not take on any additional projects at this stage.

The main focus of the CWGH Concept Document is firstly to build and consolidate the organisation's capacity to deliver its programmes. Secondly, to expand the national structure to include two additional provincial bases in order to extent the reach of the programmes and projects. Thirdly to build the capacity of the national and district structures to ensure effective communication and information sharing and knowledge dissemination. For the sustainability of the organization, especially under current conditions, it is essential that attention be paid to strengthening its internal capacity as well as the capacity of the various district and local structures it works with. Once these have been effectively consolidated and the content of the existing Youth and Civic Education programmes been reviewed – then only should the CWGH consider extending its menu of activities.

³⁸ One of the concerns of the SST volunteers is their lack of entrepreneurial skills. TARSC could offer to train up these volunteers in the programme – for dissemination amongst other students under the aegis of SST

³⁹ From the interviews held with the expelled student members of SST it became clear that they are in need of counseling services but are mistrustful of the mainstream counselors. The CWGH peer counseling initiative may provide the neutral space needed by these students to be able to share their experiences;

⁴⁰ This is one of the needs expressed by the SST students which TARSC may consider offering.

⁴¹ In this instance too, BWAZ could be included and could also be incorporated into the training programmes to record, through their various media poor health conditions and the health abuse suffered by communities

Given the current political, social and economic climate of the country, it may be detrimental to the financial stability of the organization if additional programmes are taken on board at this time.

In order to strengthen and consolidate the organization it is **recommended** that the CWGH include the following into its three year organizational strategy:

1. an organizational development process to review staffing capacity and capabilities be undertaken as soon as financial resources are available. This is extremely important given the rate at which the organization has grown during the last couple of years, the number of projects that it is responsible for, as well as the various community health structures, networks, partnerships and national governmental committees that it needs to either engage, service, capacitate, monitor or resource – all with a very small group of fulltime staff, supported by volunteer student interns..
2. that job grading and performance management processes be institutionalized with appropriate remuneration policies for each position/job description. Not only are performance management processes important for effective management by full-time staff, but they should also be applied to volunteers who hold leadership positions at district and local levels. This will ensure accountability at all levels within the organization and in the District Health Fora and Health Centre Committees as well the Youth Programme structures;
3. that in addition to providing additional skills training for staff, the practical needs of the senior staff are also met where financially possible, especially in the newly established Bulawayo office. For example, for the Co-ordinator to be able to fulfil her task effectively and professionally, transport is urgently required for both staff⁴² and volunteers.⁴³ As the programme is developed additional infrastructural assistance and support will be required – these need to be anticipated when putting together the budget;
4. that capacity building support ie management and leadership training be provided for the senior managers.⁴⁴ This proposal is premised on the fact that grassroots organizations are critical to any real and lasting social progress, and the jobs of the frontline organizers and director are as difficult as any formal career in a large corporation or the private sector. Yet there aren't many formal training opportunities available and so staff usually learn on the job with very little training or technical assistance from the outside;

⁴² The distances are very far and it is impossible without transport to be effective. However in the current situation the lack of fuel prohibits being able to move beyond the outskirts of Bulawayo.

⁴³ The Consultant proposed that the CWGH explore the possibility of accessing bicycles for the volunteers. This could be given in lieu of a grant by some of the foreign business interests currently operating in Zimbabwe eg the SA owner of the Arcturus mine.

⁴⁴ TARSC could be commissioned to upgrade their current leadership and management skills programme of the CWGH staff

- 5 that a LogFramework training programme be offered to all the SAIH partners, including the CWGH to assist in preparing, managing and reporting on programmes and budgets;⁴⁵
- 6 the importance of networking in Zimbabwe , the region as well as internationally needs to be emphasized and supported. Developing regional and internal solidarity networks will benefit the work of the organization and has the potential to provide access to additional funding resources.⁴⁶

The CWGH budget of U\$270,000 for the period from 2006 – 2008 is in excess of the grant provision that it has made for the CWGH annually. The Concept Document does not focus directly on the Civic Education Training and Youth Programmes but there is no doubt that with a stronger institutional base the CWGH will be able to be more effective in the delivery of its various programmes, including the Civic Education and Youth Programmes than it would be without this support.

⁴⁵ CIVNET has participated in such a course and would be amenable to sharing this information with the other SAIH partners.

⁴⁶ It would be useful if SAIH could assist in identifying international networking opportunities for both CWGH and TARSC.

Annexure A3

Radio Dialogue

An Overview of the Organisation

Radio Dialogue has positioned itself as an *alternative* community broadcasting facility.⁴⁷ It however does not have a broadcasting license. It made application in January 2005 when applications were invited. Currently it has to rely on a very basic form of broadcasting ie through the production of cassette tapes that are aired in minibus public transport. This has recently proved to be rather difficult as there is hardly any fuel available thereby limiting the dissemination of this information. This medium of communication has been used to provide relevant information, as well as educate the community about HIV/AIDS, gender violence and other issues that have been noted in the Concept Document.

As part of the community-based alternative ‘broadcasting’ methodology, Radio Dialogue facilitates and arranges various forms of social dialogue where Zimbabweans are encouraged to express their views and debate issues of concern, while at the same time trying to find solutions for the challenges they face. This is not strictly ‘broadcasting’ but because of the constraints of the social and political environment in Zimbabwe vis a vis independent community broadcasting, Radio Dialogue has had to develop these innovative strategies which include:

- public discussions about relevant topics for the youth
- road shows promoting various themes of social concern and interest
- family fun days
- arts festivals for local artists and musicians
- audio visual music productions and music cassette productions and video programmes to promote local talent on air ie radio and TV

Radio Dialogue identifies their audience as the marginalized people in southern Zimbabwe – this does not seem to be only the youth, the aged and women but the 1 million Ndebele who have, to all intense and purposes, been historically marginalized from mainstream political life.

Grassroots structures such as committees and youth clubs have been created to ensure that there is maximum consultation with, and involvement of, the community in the production of the programmes. This also goes for musicians and artists who all form part of the committee structures established.

Meetings were held in the Bulawayo office with the Executive Director and three senior members of staff. Their concerns range from :

⁴⁷ This is however seen as an interim measure until RD receives a broadcasting licence.

- finance administration
- the negative exchange rate that is impacting on their ability to stretch the funds received from SAIH
- organizational capacity issues
- the importance of being able to mobilize resources for delivery to communities with expectations of RD
- Helping to give exposure through various forum to musicians, artists, poets and writers.
- Make available their service to other organizations but need capital to upgrade some of the recording and production equipment;
- Seeking ways in which they can broadcast; in order to have a wider 'broadcasting' footprint;

Radio Dialogue belongs to regional media organizations such a AMARC and MISA and have discussed with them their situation. It is hoped that these two networking organizations can assist Radio Dialogue with alternative ways in which to be an alternative broadcaster.

The Executive Director noted the Youth Programme faces serious challenges. It was noted that in the 18-20 age group a very high percentage of youth do not have IDs and have decided not to vote – either because they are scared or because they have no faith and interest in the elections. This creates a class of disenfranchised and disaffected young people who have no real hope for their futures. Some of the challenges that the youth face in the Bulawayo area were identified as follows :

- that they are traumatized by the violence that they are exposed to – either directly or through gossip and stories. Radio Dialogue provides a useful forum where they can express their fears and anxieties about growing up in present day Zimbabwe and their guilt because they are unable to assist their parents cope with the realities of poverty, violence etc etc
- The youth have no capacity or experience to participate in programmes and therefore it is important for them to receive some form of skills training programmes – this however does not fall within the core activities of the RD and it was recommended that other organizations such as TARSC be mandated to provide this kind of training for the youth in the representative structures of Radio Dialogue;
- Youth musicians need financial support to be able to promote their music at musical festivals in other centres in Zimbabwe, at southern African concerts and have their recordings sold at 'solidarity' opportunities abroad;
- The need to be more engaged with other youth initiatives – they don't have the capacity and the networking capabilities to do this themselves and therefore rely on organizations such as the Radio Dialogue and its structures to encourage and promote dedicated projects that create a space for dialogue between and amongst the youth. An example of this is how Radio Dialogue has facilitated a platform where Budding Writers Association (BWAZ) have

been invited to co-operated with the writers and poets of the Radio Dialogue Youth Clubs.

A further meeting was held with representatives of the Radio Dialogue Youth Clubs who confirmed that the Youth Clubs were important to them as they gave “*Youth a Voice*” especially in marginalized areas and the rural areas. The Youth Clubs interact with other church-related organizations such as student bodies, the CWIY Youth Programmes, school clubs, public debating societies, toastmasters who all provide some form of belonging and comfort to young, marginalized people in Zimbabwe.

The Youth Club representatives indicated a particular interested in being able to communicate with youth in other parts of Zimbabwe. It was clear that the group of young people at the meeting needed to share experiences and express fears and common concerns with others. They requested that Radio Dialogue assist in putting in place a website that would facilitate communication, not only with youth in Zimbabwe, but also in SA and other SADC countries, as well as internationally ie a kind of “pen pal” system. This demonstrates the isolation that the youth in this southern Zimbabwe region feel and their desperate need to form part of a wider youth community.

These programmes indicate some of the alternative broadcasting activities that Radio Dialogue is involved in. The principle is that the dialogue and information sharing which takes place through ‘broadcasting’ is both supported and informed by the experiences, aspirations and concerns of various sectors of the community, especially the youth.

In terms of capacity building the following is **recommended**:

1. that the Board of Trustees of Radio Dialogue do not necessarily require capacity building but need to participate in an orientation process whereby they are familiarized and informed about the organization, their role as Board members and what their functions are in terms of policy making, overseeing and supporting the operations – including the finances - of the organization, as well as participating in identifying the strategic development and objectives of Radio Dialogue.
2. that leadership capacity and organisational management skills are developed at ward committee levels. This to include the various sectorial groups such as the Youth, Women, Artists etc etc⁴⁸
3. that Radio Dialogue, with the support of other SAIH-supported organizations such as TARSC, review their current evaluation and monitoring processes
4. and where necessary improve upon them;
5. that the full-time staff be given the opportunity to be seconded for short periods of time to other organizations where SAIH has partners, such as South Africa, Zambia and others. This exposure will not only enhance their capacity but will also expose them to other administration and project management methodologies;

⁴⁸ TARSC can be contracted to assist

6. that full time staff have the opportunity to become more involved in the production process of the cassettes and the audio-visual materials.

The staffing structures at Radio Dialogue seem to be effective but may need more capacity to be able to oversee and implement the broad range of programmes that they are currently involved in. They may also need additional capacity to monitor, more consistently, the activities at ward committee level. But within the constraints of the current funding arrangements it is not possible to either develop staffing capacity or employ additional staff members.

The Radio Dialogue budget that forms part of the Concept Document covers the basic operational requirements of the organization. For Radio Dialogue to be able to sustain itself it is important that it embarks on a resource mobilization initiative to bolster its current financial situation. It would be extremely useful if SAIH could assist in the development of such a strategy and assist in accessing international donor partners.

Annexure A4

Students Solidarity Trust. (SST)

An Overview of the Organisation and its Programmes

The following observations and recommendations are made after a consultation with the Co-ordinator and Administrative Assistant, a couple of student volunteers and a group of about 15 to 20 student leaders.

There is no doubt that within the current context of Zimbabwe where individual students are making their voices heard about the atrocity being committed against the Zimbabwean people in general, and the students in particular that SST has relevance.

The university system is based on a grant system which is provided by the government to each and every student eligible for entry into tertiary education. However if students, in any way, are in breach of the any of the regulations of the university they are suspended, disciplined or expelled. It seems that under the current circumstances any protest by individual and groups of students is punished with expulsion. This not only jeopardizes any future enrolment at the university but also prohibits students from applying to technikons and other tertiary institutions which have a similar approach to fees. The role of SST is therefore crucial as a support mechanism for students who find themselves in this particular predicament. It not only provides an important educational 'safe house' for expelled students, it also facilitates various programmes and projects that encourages debate and dialogue about current issues such as :

- the current humanitarian crisis,
- the abuse of human rights,
- the fundamental principles of democracy and how these are currently being abused,
- electoral processes and the role they play in terms of the democratization process,
- gender related politics,
- social mobilization and the role that the students and the student movement can play in supporting academic freedom and the Democracy Project in Zimbabwe,
- the impact of HIVAIDS on the society ie the politics, the economy and the social fabric of the country.

At this juncture there seems to be a relatively small core group of students that are politically active. Support for these activists is hard to ascertain as the repressive measures of the state and the draconian consequences of action has intimidated and silenced the majority of the student body. It is important, especially in the present context, that SST continues to be supported by SAIH and other donors so that they are able to provide the much needed cushion of support required by students.

It became evident during the discussions and interviews that there are a number of key organizational and structural issues that need to be addressed. These will be discussed later in the report.

Issues that have been raised in the Project Proposal for the next three years include the following :

(1) SST to continue to provide victims support (by ensuring that students are able to continue their studies through distance education ie through UNISA in SA). In the document it is noted that this aspect of SSTs work will be tailored off during 2005. (This issue will be discussed later in the report.)

(2) SST to lobby on behalf of the students who have been expelled either through direct intervention with the university authorities or through mobilizing the student body by way of information sharing discussion forum about the current state of the crisis in Zimbabwe. Other forms of action will also be planned.

(3) SST to establish a monitoring mechanism to track abuses against student activists and make this available on an ongoing basis to broader society, including the academic community, the student body, the trade union movement, NGOs, civil society organizations, commerce, the churches, southern African student networks and international partner organisations encouraging them to demonstrate their solidarity with the student body. This information will be publicized and made available through regular bulletins (the previous Information Alerts) and updates and a website. This will all form part of the monitoring mechanism and lobbying activities.

4) SST to embark on a more substantive process of research, information gathering and analysis about the conditions that have resulted in the expulsion of students, seeking solutions and proposing strategies that can be shared with students and academics in support of their reinstatement, their right to an education and mobilisation around the Democracy Project in Zimbabwe.⁴⁹

These programmatic activities will be undertaken by volunteers associated with SST. The volunteers will be compensated for their contribution to the organization, not only by way of educational support but will be given access to regional and international conferences and workshops to present their research. It is important that these opportunities are shared broadly throughout SST as it helps to build intellectual capacity and experience.⁵⁰

The work that SST has been doing is commendable, especially under the current conditions, and should continue to be supported by SAIH. It is however critical for the long term sustainability and survival of the organization that other donor partners are

⁴⁹ The research will form the basis of the Bulletins and will inform the website as well as provide the substantive background information required for lobbying at national, regional and international levels.

⁵⁰ The issue of volunteerism is dealt with later in the report.

sought and that the following be undertaken as a matter of urgency. Many of these issues have already been identified by the Co-ordinator of SST in a document outlining the need for such a planning process. Nevertheless they are reiterated as follows:

1. Membership Board of Trustees to be reviewed and a rotational process be put in place to make sure that sitting Board members reside in the country and can therefore be an important source of support, intellectual capacity and skill for the operational activities of the organization.⁵¹
2. It is important to have a strategic planning meeting consisting of:
 - a. Board members,
 - b. appropriate resource persons,
 - c. representatives from the Zimbabwe National Students Union (ZINASU) ;
 - d. volunteers (Fellows) currently associated with the organization,
 - e. representatives of the donor community;
 - f. representatives from the other SAIH supported partner organizations,
 - g. academics,
 - h. resource persons ;and
 - i. strategically identified civil society organizations in Zimbabwe to⁵² :

The purpose of the strategic planning meeting would be to:

- develop a Vision and Mission for the organization,
- define the ‘core’ business of SST;
- assess the current organizational capacity, structure and capabilities of the organization and put in place necessary systems and processes to implement the ‘core’ business of SST;
- identify appropriate strategies for sustainable delivery and growth ie leadership and staffing capacity, resource mobilization, effective partnerships and networks at a national, regional and international level;
- develop a strategic operational plan for each year, for the next three years, with timeframes, detailed action plans and commensurate budgets;⁵³
- review organizational policies and procedures to ensure that they reflect good corporate governance principles;
- design effective monitoring and evaluation processes to assess the implementation of the three year operational plan;
- develop strategic partnerships with other social movements and civil society organizations in Zimbabwe – consider institutionalizing Memorandum Of Understanding with partner organizations. An example where this could be a useful strategy is with Lawyers for Human Rights about how to collaborate on

⁵¹ In the current situation in Zimbabwe there is a high degree of mobility of the professional and intellectual classes who take on contracts or study outside of the country for short periods of time.

⁵² It would be preferable to have an independent Facilitator to assist with this process

⁵³ It would be useful to capture this information in a LogFramework as it will assist with implementation, financial management and reporting.

fundraising for legal costs for expelled students, as well as other organizations who could collaborate with the SST;⁵⁴

- Develop strategic partnerships with regional organizations especially in those countries where social mobilization by students has been effective, for example Zambia, Swaziland and South Africa;
- develop contingency plans and solidarity networks at an international level in the event of state action against the SST.

Once the 'core' business has been identified to ensure that the programmes and projects are aligned and that they reflect the Vision and Mission of the organisation. For example any further research that is undertaken by SST must be done within the parameters of its 'core' business and if it doesn't fit it should either not be done or referred to appropriate organizations. It is very important that SST remains focused on its objectives and goals to secure its long term sustainability.

In addition the following issues need to be addressed, as part of the strategic planning meeting:

1. the importance of building strong linkages and partnerships with other NGOs and civil society organizations to ensure greater participation in national and broader networks;
2. to facilitate consultative meeting with established and new partners about the role that SST can play in broader civil society in present-day Zimbabwe;
3. to establish a political space where civil society organizations are invited to participate in discussions convened by SST about the present crisis in Zimbabwe as well as identifying solutions. It is important that SST be seen by other civil society organizations to be initiating these discussions. This will enhance the organisation's profile amongst its peer NGOs, as well as situate SST as the 'champion' for students who have been marginalized by the state;
4. place the issue of gender parity, especially in tertiary institutions solidly on SSTs agenda, especially in lieu of the fact that the pro democracy movement in Zimbabwe is under-represented in terms of women's representation. Women students are still mainly relegated to support work rather than being seen as people who can be in leadership positions. Although it is critical to develop a women's movement of women students it is however not useful to have separate meetings for 'them'⁵⁵ It is very important that both genders understand the necessity for the representation of women and support each other in achieving this end. It is also not healthy to only pay

⁵⁴ see below under the Research section of the report. It would also be useful if SAIH, the leadership of Lawyers for Human Rights and the Co-ordinator of SST meet with the Defense and Aid Trust that has been established for victims (irrespective of their political affiliations) of the Zimbabwe regime who may need legal defense.

⁵⁵ As referred to in the SST documentation

lip service to women's issues. There should be an engagement between men and women students to build a strong united, gender sensitive student movement that can be a model for other social movements in Zimbabwe;

5. the lack of financial resources is seen by SST as an obstacle rather than a challenge.⁵⁶ Social movements have been organized successfully under worse political conditions in some southern African countries and internationally. Lessons should be learnt from these case studies and should be incorporated into the modus operandi of SST.⁵⁷
6. civil society is currently under siege and it requires creative and innovative strategies to ensure that programmes and projects continue to be offered to the community. One such form is the creation of a small relief fund that can assist organizations and individuals, who are already being supported by SAIH, if they fall foul of the authorities;
7. in addition the international SAIH network of Nordic students could also be a support mechanism for organizations and individuals who are being targeted by the state. The mechanics of this could be discussed further if SAIH agrees to the principle
8. The issue of downscaling the Victims Support Programme was not discussed with the SST Co-ordinator.⁵⁸ As this is one of the 'core' programmes of the SST it is surprising that there is the intention to make it redundant once the current group of students have graduated. It would seem that under the present circumstances the need for this kind of Project is even greater than when the Project was first initiated. Without knowing the motivations for downscaling, it is proposed that the issue be revisited because it should, to all intense and purposes, be the primary core activity of SST.

The justifiable entry point for students to SST is the Victims Support Programme (VSP). This project needs to be developed and supported as it is basis for the future sustainability of the organization and at the same time creates a constituency for SST which it would otherwise not have, as it is not a membership based organization. It would also be strategically unwise to be seen to be an alternative and/or competing structure to the Zimbabwe Students Union, especially in the light of ZINASU's institutional weakness and waning support-base. This reservation and concern was expressed by the students who are beneficiaries of the VSP, as well as active volunteers at SST, and present or past office bearers of the ZINASU.⁵⁹

⁵⁶ Nothing will ever get done or achieved if financial resources are seen as an obstacle.

⁵⁷ For example, as has been noted above it would be extremely useful for SST to convene a strategic planning meeting as soon as possible. The organization has prepared a budget for such an initiative and are waiting for financial support before being able to hold the meeting. In real terms minimal resources are required ie for transport (due to the fuel crisis), catering for the day and a fee for an independent Facilitator⁵⁸ but is mentioned in several instances in the documentation provided.

⁵⁹ The SST Co-ordinator arranged a meeting with a group of SST beneficiaries who were incredibly vocal about the need to resuscitate ZINASU. See Annexure A for notes of the meeting.

The student victims of the repressive Zimbabwean state provides SST with its constituency. Through its participatory and consultative processes SST determines the kinds of programmes that need to be developed to give effect to the Objectives of the organization, as well as be responsive to the needs of the students. It is understood that this constituency does not consist of a broad-based student body (ie where universities and tertiary educational institutions are members of SST) but primarily of *individual* student members who have been excluded from mainstream academia because of their political affiliations.

The organisational documentation refers to its partners and networks as a *Target Group*, but conceptually the *Target Group* would ordinarily be the disenfranchised student and not the organizations involved in Youth activities. It is important to clarify this distinction conceptually if one does exist as it will have an impact on the kinds of projects and programmes that form part of the 'core' activities of SST.⁶⁰ It is proposed that the SST Target Group be the student who has been expelled and not the partner organizations who are members of the broader civil society network. It may be possible that both the network organization and the target group could be one and the same concept but this needs to be clarified as it will have an impact on the strategic direction of SST. Although this may be interpreted as a symantic debate it is nevertheless key to clarify this issue.

9. the necessity to establish a well-stocked Resource Centre with a functioning library internet and computers where students can access study guides, relevant literature and receive subject support from sympathetic academics;
10. counseling services for those students have been disadvantaged educationally and emotionally by their expulsion;⁶¹
11. the relevance of research topics need to be clearly identified as well as their strategic objective. It is useful to have research done by SST volunteers⁶² as it provides academic challenges but the choice of topics need to in some way reflect the core activities of the organization, except if they are commissioned by other organizations. For example:
 - a. The research on HIV/AIDS could have been done in collaboration with, for example, CWGH – with SST charging an administration fee.⁶³ Consultations and negotiations could have been held where the two organizations' agree on the

⁶⁰ The conflation of Youth and Activist Students is in itself not contradictory because students who belong to organizations referred to as *Target Groups* in the 2004 Annual Report 2004 could at the same time be expelled students who are victims of state abuse. But what is critical in terms of defining what SST does as its 'core' business is how it defines what the Target Group is and its needs. This issue needs to be clarified as part of the strategic planning process.

⁶¹ Emotional counseling is essential for these traumatized students. Not only have they been expelled by the university putting to an end any future possibility of study at a Zimbabwean tertiary institution but they are also having to deal with pressure from their parents and the community.

⁶² As well as providing practical application for the research skills of the volunteers

⁶³ An source of income-generation.

Terms of Reference, the research fee and identify an appropriate academic/teacher/mentor from the university to supervise the work. The researched information could then be used in the following ways:

- for discussion at jointly convened workshops with relevant civil society organisations in Zimbabwe to which stakeholders as well as SAIH's partner organizations are invited;
- as a contribution to the content for CWGH/TARSC HIV/AIDS training materials;
- to be presented at regional (through the SST and CWGH networks) and international (with the support and assistance of SAIH) forum;
- for publication on the SST and CWGH websites and be linked to others;
- through SST Bulletins (hardcopy); and
- as part of programmes prepared by Radio Dialogue

b. Similarly with the paper on the lack of participation by students/youths in the national elections. This is a vital piece of empirical information that has important consequences for the democratic process in Zimbabwe. It would be useful if research of this nature is shared by way of workshops, seminars and roundtables with other civil society organizations working in the electoral field. Appropriate partners would, for example, be ZESN. (The Zimbabwe Electoral Support Network). It would also be useful for this information to be made available to the current electoral institutions such as the Electoral Supervisory Committee and the Electoral Commission because even although they are discredited institutions, the data is nevertheless key to future electoral planning. The information also needs to be debated in open discussions with appropriate strategies put in place to ensure that the next elections are more inclusive, transparent and responsive to the youth.

c. The struggle for Education for Liberation has taken on different forms in Zimbabwe and has correctly been analysed not only as an academic freedom issue, but also about how macro-economic political strategies are impacting on tertiary education, the effect it has on the educational system as well as on the student body. This is one of the fundamental issues that falls within the core activities of SST. It is fundamentally about the students movement and about the consequences for those who voice their opinion about the system. This is an issue where SST needs to thoroughly research the impact and consequences of privatization in the educational field(which they have already done to a certain degree) and then to pro-actively seek alliances with anti-privatisation NGOs in Zimbabwe and the SADC region, the Zimbabwe trade union movement, and civil society organizations working in the educational, youth, gender and human rights sectors.

There are similar initiatives taking place in West Africa and it would be strategic to engage them in dialogue about how they deal with the consequences of these policies at a continental level. Representative from NEPAD and the African Union structures dealing with the Youth, Education and the campaign to

encourage the youth from the diaspora to return to Africa could also be included in the dialogue. These conversations could be used as the basis for a continental campaign demanding Education as a Right and that for Africans to be liberated from poverty, underdevelopment, corruption etc it is critical that there is access to all levels and aspects of tertiary education, despite the political and ideological frameworks.

The starting point for these discussions could be the Zimbabwe Social Forum, where rather than getting side tracked by the discussions of the negative effects of neo liberal politics on Zimbabwe and other countries in the world, SST should initiate strategies on how to deal with the impact of repressive policies on the education system and the youth. The national meetings could be used as the lobbying platform for educational reforms in Zimbabwe – which can then be generalized to regional, continental and international levels.⁶⁴

Whatever research is undertaken by SST it needs to have broad coverage and national exposure and where possible international exposure as well. If done in association with other education and youth related NGOs, SST will gain greater currency and profile for its activities. The information can also be given further exposure through collaboration with Radio Dialogue⁶⁵ and the Budding Writers Association of Zimbabwe and other suitable organizations.

SST has limited capacity internally and relies to a great extent on volunteers (Fellows). This is commendable, especially in a society where there are no financial resources available and the levels of poverty are increasing on a daily basis. Despite the economic pressures experienced by the students expelled from the university, it is nevertheless appropriate that they offer their services on a volunteer basis to SST. However in order to harness and retain the current enthusiasm and commitment of these student volunteers it is important that their work is acknowledged. It can be done in the following ways:

- providing exposure for their work through various mechanisms such as the web, internet and by having their papers presented at various discussions facilitated by SST;
- encouraging the researchers to attend regional and international fora and present their papers;

⁶⁴ Not being clear about how organizations are invited to participate in the Zimbabwe Social Forum it would be useful if SST extended an invitation to other groups within the SAIH support network, fostering not only good relations between each of them but also sharing access to other networks in Zimbabwe and internationally.

⁶⁵ The research of the legislative environment that impacts negatively on Students and Academic Freedom has an impact on other sectors of society as well. It would therefore be strategic for SST to form alliances with other relevant institutions in this sector, ie the Academic and Teachers Associations and Trade Unions (if they exist), NGOs working in the Human Rights arena, Media organizations protesting against the Broadcasting Services Act and other social movements engaged in lobbying and advocating against legislation that curtails the rights of individuals and groups.

- writing up the research as educational scripts to be produced on Radio Dialogue – even although Radio Dialogue has currently a limited ‘footprint’ which is restricted predominantly to Bulawayo and the surrounding areas;
- requesting CWGH to train interested volunteers (Fellows) as trainers in their programmes. A similar request could be made to CIVNet and other training organizations;
- facilitating contact between the volunteers (Fellows) and the Budding Writers Association (BWAZ) so that aspirant writers, poets and other interested volunteers have access to support and mentoring they may require to develop their creative writing skills, as well as share their writings with established literary groups.

Recommendations in main report

As the situation in Zimbabwe deteriorates and the state increases its assault on its own citizens, especially those who are presumed to be supporters of the opposition party, more reports are being received about student leaders, who have already been expelled from various tertiary educational institutions, but are continually harassed, beaten and arrested for their activities. In several instances these students are under threat of being killed because of their courage and commitment to a democratic Zimbabwe. Mechanisms should be sought with regional and international partners to assist these student leaders. SST could play an important facilitative role in this regard.

Most of the recommendations and suggestions about how SST can be developed as a sustainable and strong organization have been included in the main body of the report. It nevertheless is necessary to repeat that SSTs capacity needs to be urgently developed and strengthened if it is going to be a serious player in solidarity work.

SST is a suitable partner choice for SAIH as it meets several of the criteria outlined in SAIH’s own strategic partnership document. SST should be situated as the alternative learning centre for these marginalized students as well as others who would like to engage in a discourse about the state of the nation in Zimbabwe. It not only provides the vital support needed by students under a repressive regime but it also creates an alternative space where students are able to organize, promote and encourage, through discussions and discourse, the democratic agenda for Zimbabwe and the role that they and their partner organisations can play in making this a reality.

Record of Meeting

A meeting was held with approximately 20 students who have been expelled from the University of Zimbabwe and are beneficiaries of the SST programmes. During discussion with the student leadership the following issues were raised:

- No freedom of speech and student activism – students are victimized/expelled/ suspended from their studies. This not only causes difficulties for them to further their studies but also creates financial difficulties for their families.
- SST is involved in providing support for these students by creating a space where they can meet;
- Funds from SAIH to assist them enroll in UNISA. Students however recommended that it would be useful in terms of their studies for SAIH or other donors to provide support so that they could attend the seminars provided by UNISA to assist with their studies;
- They want SAIH to extend the programme to post graduates students as well
- Need a programme of rehabilitation as they are traumatized not only by the stigma of being expelled/suspended but also because their parents do not understand how they can risk their education. This could be in the form of group discussions.
- Creates platforms for discussion on current issues. Students would like these forum extended to include a form of alternative education ie where lecturers, resource persons and others could, for example, lead discussions on economics, politics, sociology etc etc
- Need a resource and information centre with literature (preferably reference books that can be used for the various degrees being taken), and an internet facility where students can come and do their studies and access the internet for their assignments etc
- Capacity building:
 - Strategic planning, programme management, report writing, budgeting and financial reporting for staff members
 - Increase number of staff to be able to take on more projects and support programmes
 - TARSC and CWGH offer their ‘savings’ programme to the students expelled/suspended
 - Leadership training programmes also to be offered to these students which can include advocacy and lobbying strategies;
 - Research capacity be provided and exchange programmes to be facilitated for these students with other SADC countries as well as internationally through ‘solidarity’ bursaries
 - Skills training in terms of mobilization strategies

- Exchange programmes to be instituted with SAIH so that students can share experiences with other students regionally and internationally.
- SAIH to assist in building a strong national students union. This however does not seem feasible without appropriate infrastructural support, financial management systems and effective organizational management and accountability systems. Although a strong students movement is critical to promoting and supporting the Democracy Project in Zimbabwe, SAIH is currently engaged in several projects and programmes which need support and capacity (financial and human resources) and it would not be appropriate for it to seek additional projects at this stage.

Annexure A5

Training and Research Support Centre (TARSC)

An Overview of the Meetings

TARSC has positioned itself as a support service providing professional research and training programmes to a broad spectrum of state and civil society organizations in Zimbabwe and other SADC countries. It has developed a reputation for being innovative, efficient and dedicated to community participatory processes. It is a non partisan organization that has managed, under difficult circumstances, to remain a credible and respected institution.

Discussions were held with two senior members of the organisation about the SAIH supported TARSC projects and the level and quality of the partnership between TARSC and SAIH as well as the nature of the co-operative relationship with the CWGH.

The TARSC Concept Note identifies areas for co-operation and support for the period 2006-2008. These includes reviewing and updating the Civic Education and Health training programme and the strengthening of the Youth Programme. Both programmes are supported by SAIH and are joint initiatives of the CWGH and TARSC.

The support and capacity building strategies identified by TARSC reflect the CWGH's proposed work plan for the next three years, namely :

1. consolidating the institutional base of the CWGH;
2. building and supporting the necessary capacity of the implementing structures at national, district and local levels, as well as the Youth Programme initiative, to ensure there is effective and far-reaching dissemination of community based health-related knowledge and information.

To achieve these objectives TARSC has outlined a comprehensive programme of action to develop skills for youth peer facilitation using various initiatives such as Auntie Stella, Stepping Stones, the Young People We Care and the Journey of Life programmes. The strength of these initiatives is that they reflect back to the Youth issues that are of interest and concern to them. This is done through debates and discussions where options and their consequences are explored. These are very effective pedagogical processes that need to be shared with as many youth organizations, networks and communities as possible in Zimbabwe.⁶⁶

TARSC and the CWGH should investigate the possibility of scripting the texts for recording by Radio Dialogue for more extensive public exposure. It will not only send out important health messages, especially about critical issues related to adolescent reproductive health and to a broader public but it will also inform the community about

⁶⁶ They should also be introduced to other SADC countries such as the DRC, Botswana and others where similar health challenges exist

the CWGH's Youth Programme in Bulawayo. Youth trainers could also be recruited through this free advertising for areas not currently being covered by the CWGH Youth Programme.⁶⁷

The second initiative included under the capacity building support aspect of the Concept Document is the Savings Methodology training programme. Although highly appropriate and necessary in present-day Zimbabwe, that is experiencing a soaring unemployment rate of 80% in the formal sector with devastating health consequences – especially amongst youth people, the project nevertheless does not form part of the core activities of the CWGH and should therefore not be taken on board at this stage. It should either be trained under the auspices of another civil society organization that focuses on entrepreneurial skills development or be offered by TARSC as a Trainer the Trainer programme.⁶⁸

The second aspect of the three year plan ie the revising and updating of the civic education and health programme reflects the CWGH's three year plan. It is an appropriate time to update the training programmes, seeing that a programmatic evaluation was recently done of the first 5 years of the training programmes. The content and training strategies may also have to be revised because of the new challenges facing the country politically, socially and economically. This is however dependent on the outcome of the participatory evaluation and research methodology for which TARSC has become known. It might also be useful, because of the political situation in the country, to create a space where trainers are able to be debriefed by peers⁶⁹. This process could become an intrinsic part of the training evaluation process.

The TARSC and the CWGH training programmes can only be effective if there is sufficient capacity in both organizations to monitor and assess the efficacy of the course materials, the training methodology and the standards of training. An evaluation of the impact of the training on participant behaviour will only be able to be done some time after the training courses have been completed and would need to be compared with quantitative data taken prior to the training.⁷⁰ Feedback from the training courses can be used to continually upgrade the materials to ensure that the content reflects the reality of the conditions on the ground.

Youth issues, like gender issues, need to be mainstreamed in the Civic Education training. TARSC intends to enhance the capacity of young people participating in the CWGH Youth Programme so that they are able to become part of the Civic Education on Health training. This will provide the youth with the necessary capacity to also be represented at various national and district structures. Although it is important to be

⁶⁷ Currently Radio Dialogue is only broadcasting in the Bulawayo area but there are plans to extend its 'footprint'

⁶⁸ A fee could be charged for training trainers in specific organizations wanting to offer the course

⁶⁹ In the absence of qualified community mental health care counselors or therapists. TARSC may consider to provide as part of their menu of programmes some form of basic training in counseling which is mainstreamed through the other offerings

⁷⁰ This is a very costly and time-consuming exercise and relies on a sample that can be tested prior and after the training programme.

responsive to youth issues through the Youth Programme it is also important that other members of the community participating in the general Civic Education training become aware of the critical issues that face and concern Youth in Zimbabwe. Through these support processes collective solutions can be sought about how to respond to matters that impact on young people and which have an effect on the community.

It is recommended that TARSC consider the following as part of its 3 year plan:

1. to engage in a joint planning meeting with the CWGH to discuss the current fee structure charged for research, material development, material production and training. Because of the financial constraints experienced by civil society organizations in Zimbabwe and general donor flight from the country it may be necessary to re-assess the fee provision made for training and research;
2. for both the CWGH and TARSC to collectively develop a matrix indicating time frames, responsibilities, budgets, and measurement indicators for the projects that they will be undertaking jointly;
3. to assist the CWGH build its own organizational capacity, as outlined in the CWGH Proposal for the next three years, and at the same time develop a core of CWGH trainers to develop materials and provide training to community trainers. This will in no way detract from the training and research support offered by TARSC, but will provide the CWGH with its own internal capacity to respond to the health needs of the community. TARSC and the CWGH should collectively define a division of training whereby TARSC continues to offer the kind of skills development that it has hitherto done, while the CWGH can offer more grassroots training directly to the community. This in no way is intended to undermine the good co-operative and supportive relations that exist between TARSC and the CWGH but must be seen in the context of TARSC making a contribution to the long term sustainability of the CWGH.

CIVNET

An Overview of the Discussions

Meetings were held with the Executive Director and the Financial Manager who are both full time staff members at CIVNET. The Civic Education Network Trust is an organization of long standing in Zimbabwe and is known in SADC countries as one of the trail-blazing organizations in the field of civic education. In Zimbabwe it provides training at national, provincial and local levels. At a regional level it is viewed as a unique organization in that it provides training in civic education, known in many quarters as rights education in periods between elections, as well as voter information training during election. During pre election periods it mobilizes its trainers and resources to provide mass-based voter education for the citizens of the country. This is done in partnership with other elections related NGOs .

CIVNET is of the view that ongoing civic education training is a vehicle whereby the populace is educated about the nature and structure of the state, the responsibilities and obligations of the state to the people and the role that the electorate plays in keeping the political leadership accountable.

Especially under the current circumstances it is vital that civic education training continue as it not only plays a vital information sharing role but also facilitates discussion fora where participants can table their views, concerns and expectations of the state, the electorate, the opposition and civil society organizations. CIVNET is a not for profit organization, non partisan NGO and is unfortunately one of the institutions affected by the proposed NGO Bill. Its organizational Vision and Mission is about promoting democracy education ie educating the population about their rights and their role in promoting democratic principles and values at a community level.

The course materials not only focus on structures of government, how laws are made and the role of the citizen in a democracy, but it also interrogates the Harare Declaration, the Blantyre Declaration which stipulates that in the year 2005 approximately 33% of public representatives in the national assembly should be women.⁷¹ CIVNET further includes in its training material issues relating to the current situation in Zimbabwe.

Despite the hostile environment in which CIVNET and other democracy-related organizations work in Zimbabwe it is critically important that they continue their activities and that organizations such as SAIH continue their financial support and solidarity. Civil society organizations are critical to any form of social mobilization and social change in Zimbabwe. It is by supporting these kinds of educational training organizations that change eventually will takes place in the country. CIVNET does not overtly promote regime change or advocate for mass-action but the educational programmes that they offer creates the vehicle and platform for social dialogue around

⁷¹ See the SADC protocols on Human Rights, Gender Representation and Electoral Norms and Standards

issues impacting on the social fabric of the society. CIVNET has made a great effort to ensure that gender and youth issues, as well as issues relating to people who are being marginalized due to political, social and economic circumstances, are dealt with in their training programmes.

Not only does CIVNET provide training⁷² but it also participates in various monitoring networks such as the Zimbabwe Electoral Support Network (ZESN), the Media Monitoring Project, the Zimbabwean Peace Project and others.

The two senior staff members of CIVNET tabled the following issues :

1. that SAIH's financial contribution to CIVNET's organisational budget is relatively small.
2. It is challenging to work under current circumstances, especially in the area of civic education. Despite these conditions, CIVNET remains committed to the professional implementation of its programmes, especially those offered in the rural areas;
3. that it is important that international partners be supportive of national developmental initiatives, and understand that the framework within which NGOs work is predicated on first hand experience and knowledge of the socio-political conditions of the society;
4. that SAIH and other international donor partners should commit themselves to building the capacity of those organizations that they are already supporting and ensure that they are strong enough to deal with the many challenges that not only face the NGO community but the target groups at community level;
5. that instead of providing capacity building for the CIVNET Board of Trustees it might be more useful to assist CIVNET and other partners in the SAIH network establish a 'safety net' mechanism – as a contingency plan in case of state action in any form.

The CIVNET staff members further discussed the impact of the civic education training on the consciousness of the communities who are exposed to the programme. The discussions focused on the many challenges facing the citizenry of Zimbabwe. The marginalization of both women and the youth from the political process was identified as a major obstacle to the democratization process in Zimbabwe and the SADC region.

It is **recommended** that CIVNET engage the other partners in the SAIH network to see how they can collaborate on projects, especially in relation to youth issues. BWAZ and SST were proposed as possible partners.

⁷² CIVNET is a member of the CWGH network at district level

There is no doubt about the relevance of CIVNET, especially now in the post election period and in the current conditions where ordinary Zimbabweans are being subjected to the brutality of the state. It was unfortunate that they were unable to provide the consultant with their three year Concept Document or any of their publications or literature as they had recently move to new premises.

