

THE ZIMBABWE-NORWAY PARTNERSHIP: CHABADZA COMMUNITY DEVELOPMENT PROGRAMME

MID-TERM EVALUATION REPORT DECEMBER 2020

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FOREWORD AND ACKNOWLEDGEMENTS

The United Methodist Church Board of the Global Ministries in Norway in partnership with the Chabadza Community Development Programme Board invited us to evaluate the work done during the 2017-2021 implementation phase by the Chabadza Community Development Programme in Zimbabwe. We greatly appreciate the opportunity we had to work with both partners during the course of this assignment. The evaluation would not have been successful without financial support from the partners. This report largely presents the findings, results and recommendations that came out from the operational technical evaluation.

The Centre for Community Development Solutions, represented by one of its senior associate consultants, Dr Morgan Jeranyama, conducted the operations technical evaluation whilst R&D Consulting, represented by Messers Dumisani Ngwenya and Gibson Moyo concentrated on the financial assessment of the programme. A detailed report has also been submitted separately to cover their specific findings and recommendations. This report however consolidates the findings from the whole evaluation exercise. Dr Jeranyama therefore played a major role during the field work and with all the interviews and focus group discussions, which many of them were in Shona. He also led the sampling of the districts and projects as well as coordinate site visits by the joint evaluation team. The programme team planned the field visits and mobilised interviews.

Dr Morgan Jeranyama's long experience in community and institutional development as well as similar evaluation assignments was very important to make the evaluation process a learning and empowerment process. He also took a key role during the evaluation feedback and validation meeting that was partly face to face for local partners and virtual for the external partners. The Secretary General Oyvind Aske and Programme Advisor Mrs Anne Ng Forster from the United Methodist Church Board of Global Ministries of Norway (MM), and Ragnar Falch the Treasurer were important discussants and gave valuable inputs through the evaluation process. Reverend Musafare Mususa, the Chabadza programme director, Mr Webster Mbira, the Projects Officer and Mrs Rose Maravi, the Finance Officer were all pivotal in organising the smooth running of the evaluation. We also acknowledge the project beneficiaries and project committees whom we met and interviewed for their valuable time and inputs.

We would also like to thank the Chabadza Board having trust in us to carry out this assignment. They also took time to meet with us and gave us valuable information. Reverend Alan M. Gurupira tirelessly followed up issues to ensure that the evaluation is successful.

Finally, we wish to express that the evaluation team is solely responsible for putting together this report and is therefore responsible for the content and recommendations given.

Harare, December 13th 2020

Dr Morgan Jeranyama



ABBREVIATIONS & ACRONYMS

CBOs	Community Based Organisations
CCDP	Chabadza Community Development Programme
Covid 19	Corona Virus Disease 2019
CSO	Civil society Organisations
EAT	Empowerment Assessment Tool
MDC	Movement for Democratic Change
MDGs	Millennium Development Goals
MOUs	Memorandum of Understanding
NANGO	National Association of Non Government Organisations
NDS1	National Development Strategy 1
NGOs	Non – Government Organisations
PID	Partnership in Development
PVO	Private Voluntary Organisation
SDGs	Sustainable Development Goals
TOR	Terms of Reference
UMC	United Methodist Church
UMCZEA	United Methodist Church Zimbabwe Episcopal Area
UMCN	United Methodist Church Norway
ZANU PF	Zimbabwe African National Union Patriotic Front
ZIMASSET	Zimbabwe Agenda for Socio Economic Transformation

EXECUTIVE SUMMARY

The United Methodist Church in Norway, the Board of Global Ministries (UMCN) and The United Methodist Church in Zimbabwe (UMCZ) have had a close and long-lasting relationship since 1938. The development relationship between these two churches is therefore equally long standing. The current partnership 2017-2021 succeeded another five-year development cooperation that commenced in 2010. Following initial consultative meetings, the two partners agreed on and signed the first Zimbabwe-Norway Partnership: Chabadza Community Development Programme 2012-16. The programme was based on the Digni initiated “Partnership in Development” that was already being implemented in Angola and Liberia. This development approach was initiated in 2002. The Partnership in Development (PID) concept is grounded on a strong community-based approach for local ownership that is centred on The United Methodist Church and Society concept. In Zimbabwe, the PID approach was subsequently based on The United Methodist Church in Zimbabwe (UMCZ) and supported by the United Methodist Church in Norway. The term Chabadza is a Shona word which means “working together” and is commonly used when passers-by give a hand to people they find already working. Chabadza is therefore usually offered for a short while to allow the host to stretch a bit before the passers-by leaves the host to continue their work as before.

This report is a result of the mid-evaluation of the second phase of the Chabadza Community Development Programme (CCDP) after almost four years of implementation (2017-2021). The evaluation was also building on the evaluation of the first implementation phase. It therefore also gave a closer look at lessons learnt with respect to suitability of the development concept, the appropriateness, suitability and impact of the empowerment model and programme impact and sustainability among other aspects. The purpose of the evaluation was also to document and understand how the United Methodist Church in Zimbabwe (UMCZ) and partners were working within the Chabadza community-based approach in their projects and contexts. The evaluation further explored the ways in which the different projects could be enriched and learn from the evaluation process and from each other.

The Chabadza community development concept was intended to secure the Partnership in Development approach and put its principles into practice. The underlying idea behind the PID is that local communities and local project committees should take a leading role in planning, implementing and management of their projects. The assumption of the PID is that the outcome of development efforts is influenced by how the relationships between the partners are organised and how they cooperate or collaborate. In the case of the Chabadza Community Development Programme, the relationship between the UMCN, UMCZ, the Government Departments, local authorities, local project committees and the beneficiary communities are all key to the success of the programme. The PID is based on critical principles such as democratic structures, community participation, transparent management and accountability.

Main Lessons Learnt in the Chabadza Community Development Programme are:

- The operating environment 2017-20 was challenging but there has been excellent implementation progress. The programme oversaw implementation of 21 projects over the period some of which are now complete and already dedicated whereas others are at various stages of implementation and completion. These are spread in six of the eight administrative rural provinces of Zimbabwe and distributed in the two conferences of The United Methodist Church in Zimbabwe Episcopal Area.

- The launch of this implementation phase in 2017 coincided with the coming of the second Zimbabwe Republic in November 2017, the 2018 national harmonized elections, the 2019 cyclone Idai and the Covid 19 worldwide pandemic among other contextual conditions. The period was therefore fraught with erratic national policy changes and several policy pronouncements that negatively impacted programming especially monetary policy changes and banking control systems. The Covid 19 pandemic added World Health guidelines and protocols, national level-based lockdown travel and other restrictions into force. These also negatively affected and slowed down programme implementation.
- In the Chabadza implementation districts, partnership challenges emerged in some districts such as Chimanimani and Buhera as Government took stricter control of development interventions following a stampede by development organisations that rushed to provide emergency response to survivors of cyclone Idai in 2019. This grip on district coordination efforts, came with new demands and requirements such as signing memorandums of understanding and seeking Government clearance to work in the districts. This new requirement demanded that the Chabadza Community Development Programme regularize its partnership arrangements in some districts where it has activities or risk suspension. This led to a slowdown of operations as the CCDP rushed to meet the new demands in Chimanimani, Chipinge and Buhera districts.
- The expansion of the CCPD to new districts and provinces was intended to balance project focus and address existing regional imbalances. Whereas the move was a good decision to address rising descending voices from the Western Conference of the Church, the implications were far reaching. The capacity of the programme implementation team was limited, and this resulted in immense pressure on the available staff (director and project officer) as the programme expanded to new districts (Chimanimani, Chipinge, Hwange, Hurungwe, Mazowe)
- Technical capacity of the project team has been improved by recruiting a qualified, skilled, and experienced staff member in the finance department. Operations staff have also received further training and have since graduated with University degrees in development related studies. This has resulted in improved operations, coordination and generally better/high quality project implementation and monitoring.
- The evaluation also concluded that PID remains a relevant and appropriate community development approach that blends well with “Chabadza” development concept.
- There is evidence of Chabadza Community Development Programme is integrating lessons from its implementation strategy as shown by the quality of infrastructure projects implemented during the second phase.
- Chabadza community development programme expansion to Hwange, Hurungwe and Mazowe districts was a necessary balancing act for the church and overdue growth effort for the development programme which however has over stretched the lean staff structure. This calls for a relook at resources distribution and allocation (the staffing levels and implementation strategy) as well as the growth model of the programme.
- The evaluation further concludes that new demands for development support continue to be presented to the CCDP office in the form of new projects from all over the country and church politics may influence selection. This will require the Chabadza Board to streamline its project appraisal system by reorganizing itself in line with the new challenges. The board may also want to further sharpen its technical competencies in this regard as an empowerment strategy.

- It was also evident that the expanded programme with its many projects cutting across all sectors require improved budgetary and institutional support. New partnerships therefore become necessary to support the expanded list of demands from communities.
- Technical staff has responded well to the recommendations from the last review by taking up personal capacity development through engaging in University level studies. This has had positive impact on project implementation.
- Capacity gaps were addressed by outsourcing some expertise required especially during training workshops, visibility promotion, communication and documentation.
- The programme faced entry or operational challenges in some districts like Chimanimani and Buhera arising from the identity crisis of CCDP. There is need to consider whether or not the CCDP should be registered as a PVO or continue operating just as a church programme. Registration as a PVO can present opportunities for broadening funding windows and enjoying other associated benefits.
- CCDP can explore cheaper and sustainable means to service its expanded geographical spread e.g. engaging student interns from Universities and making use of experienced skilled and resident coordinators.
- It was noted by the evaluation that 13 (61.9%) out of the 21 projects implemented are in the education sector and therefore benefit and empower children. There is a fair balance between the primary and secondary school projects.
- Empowerment of communities is being done through providing training and capacity building to target groups, local partner organisations and project committees in various areas of the project cycle. However, in some cases, the roles of Chabadza local project committees and those of school development committees need to be reworked in-order not to duplicate or render established structures irrelevant.
- It was also clear from the evaluation that empowerment is happening at seven distinct levels. The empowerment approaches or levels can be summarized as comprising the church centered approach; the community centered approach; the stakeholder consultation and involvement approach; the skills development approach; the complimentary development; the collaborative partnership involvement level; the systems development and strengthening approach.
- Following the departure of the Finance Officer who was also the Assistant Director for the CCDP in 2020, the Board migrated the custody and processing of transactions to Head Office. The logistics and bureaucratic procedures led to delays in processing of payments to suppliers and contractors. Potential exchange transaction losses were suffered due to volatility of prices against a managed exchange rate that was further worsened by the associated payment processing delays. Exchange control restrictions were however the major contributor to delays in the payments.
- The Evaluation further noted that the Board has since engaged a new Finance Officer at the Program. This will enhance segregation of duties and improve financial accounting and management.
- The CCDP strictly adheres to approved capital expenditure budgets.
- Corrective measures are also being implemented by the Board following the 2018 audit findings.

RESOURCE MANAGEMENT

- Building and other materials are paid for and delivered directly to the project sites by the suppliers. This is an effective control to minimise opportunities for misappropriation and divergence of funds by influential individuals within communities.
- Communities set up committees to co-ordinate and supervise their projects. Most of these committees are active and the evaluation established that they are in charge and control of the development interventions.
- Record keeping for building and other materials is performed by treasurers who are community committee members. Some of the treasurers are exceptionally good whereas others still require capacity building.
- Most of the communities exercise prudence and diligence in the use and recording of building materials they receive from the CCDP. This is in line with the PID concept.
- Communities have learned to work together. This has enhanced co-operation and conflict prevention. The training given by the CCDP at the commencement of community projects has left many communities empowered with skills they also find useful in other areas of their individual and community lives.
- The board's governance oversight, in particular subjecting the operations of the CCDP to regular independent external audits is commendable as this helps to uphold the integrity of reported information.

RECOMMENDATIONS

The evaluation is making the following general recommendations:

- Recommends an extension of the CCDP for another five-year funding cycle.
- Chabadza community development programme continues to collaborate with other PID programmes and develop through learning from other like-minded programmes.
- Continue strengthening the collaboration with stakeholders for successful and efficient project implementation through securing and adhering to signed MOUs.
- Strengthen project formulation, selection and appraisal system by utilising technical skills within the board and board capacity building.
- Diversify funding sources through exploring complimentary funds to Digni Norway support.
- Reform financial and management systems to comply with devolution and decentralised thrust.
- Consider learning exchange programmes and training for transformation as empowerment strategies for communities.

Specific recommendations for the CCDP are provided as follows:

Programming issues

- Recommends restructuring the project implementation structure to suit the geographical expansion of the programme.
- Consider recruiting a communication, monitoring, evaluation and learning officer for the program. This can be in the form of student interns.
- Consider and agree on a growth model for the CCDP and initiate new partnerships to expand the financial base to meet the increasing demands (explore joining consortiums).
- Consider integrating post COVID-19 recovery programming in future projects.

1.0 INTRODUCTION

1.2 THE PURPOSE OF AND UNDERSTANDING OF THE EVALUATION AS A LEARNING OPPRTUNITY

The CCDP is an initiative of The United Methodist Church Zimbabwe Episcopal Area. It is supported by The United Methodist Church in Norway and Digni.

A mid-term evaluation was conducted in 2015, at the end of the phase 1. It is therefore appreciated that all the partners undertook to draw lessons from the two phases. Some projects that commenced in phase 1 overlapped into the second implementation phase.

1.2 TERMS OF REFERENCE AND APPROACH TAKEN IN THE INFORMATION GATHERING

In performing the evaluation, we were guided by the terms of reference (TOR) and the Empowerment Assessment Tool (EAT) to assess among other objectives, the degree of empowerment and impact of the community development projects funded by the Chabadza Community Development Programme (CCDP) through its Partnership in Development Initiative. The objectives of the evaluation as set out in the terms of reference (Annex 1) were given as follows:

- An assessment of the methodology “Partnership in Development” and its relevance for similar community development programmes.
- Make an assessment of the programme achievements in relation to the objectives stated in the corresponding programme plan for 2017-2021 and annual plans for the years 2017-2020 etc.
- Conduct an assessment of the ownership role of the community and the Government in the life of the projects and beyond; including the impact and outcome made by the programme towards the authorities and in the lives of the beneficiaries.
- Make a major risk analysis for the program related to the context in which Chabadza operates, both nationally, locally and internally in UMC/Chabadza community development programmes.
- Provide recommendations for the future of the programme and how the programme can target impact on a higher level of the Zimbabwean authority system through advocacy.

1.3 EVALUATION METHODOLOGY AND APPROACH

The methodology for this evaluation was participatory and sought to create a sharing, learning, competency and institutional building environment for the UMCN, UMCZ, Chabadza Community Development Programme staff, their partners and communities. The detailed procedures included site visits to evaluate and assess the projects and engage with relevant stakeholders, in particular, targeted beneficiaries in communities. The procedures were performed primarily to assist the Board of the CCDP Zimbabwe, the United Methodist Episcopal Area and the United Methodist Church in Norway and its partner Digni, in assessing the progress made to date in implementing some of the community development programmes initiated and supported by the CCDP.

The evaluation team used purposive sampling in drawing up the list of projects to be visited. In total 7 projects were selected based on distance, level of project concentration, sectors and logistical convenience. The projects that were visited represented education (6) and health (1). These represented newly planned, ongoing and completed projects. The evaluators collected both qualitative and quantitative information, made observations and reviewed secondary data.

Data that was collected included the following:

- Review of programme documents (progress reports, annual reports and review documents)

- Field visits to 7 projects in the East Annual Conference
- Conducting focus group discussions with project beneficiaries, the Chabadza committees, stakeholders, service providers including builders, advisors to both the Chabadza committees and communities
- Key informant interviews with the CCDP staff and Board

1.4 LIMITATIONS OF THE EVALUATION

The evaluation was conducted during a period that like most other countries, Zimbabwe was experiencing a health crisis from the Covid 19 pandemic. In a bid to contain the pandemic, the Country had imposed several measures to prevent, control and manage Covid 19. Measures included limiting gatherings, practising social distancing, and using personal protective equipment when in public. This impacted on key informant interviews and focus group discussions as numbers were kept to a minimum and the evaluation exercise had to mitigate against these limitations. To mitigate against these challenges, the evaluators respected and complied with World Health Organisation protocols and set guidelines during their travel to project sites. The evaluators also utilised other forms of communication including virtual, telephonic and WhatsApp group platforms to conduct interviews and discussions. The evaluation ensured that all participants observed social distancing and all business including travelling was transacted within and complied with announced national restrictions and operating hours.

2.0 COUNTRY CONTEXT AND THE UNDERSTANDING OF PARTNERSHIP IN DEVELOPMENT APPROACH

2.1 The Country Context

Zimbabwe is a developing country in Southern Africa. It shares borders with South Africa, Botswana, Mozambique and Zambia. It is largely an agriculture-based economy. The 2012 population census¹ reported the country's population as 12,973,808. The majority of the population (6,738,877) were female (52%). Males were reported as 6,234,931 comprising 48%. The country had 3,076,222 households with an average family size of 4.2 persons per household. The majority of the population or 73% was reported to be living in the rural areas. The Country has 8 rural and 2 metropolitan administrative provinces. According to the 2012 Census Report, Harare Province with 16% has the largest population, followed by Manicaland (14%), Midlands (13%), Masvingo (11%), Mashonaland West (11%), Mashonaland Central (9%), Matebeleland North (6%) and Matebeleland South (5%) each (Census 2012:10). Zimbabwe is due to undertake another population census in 2022. The World Bank has estimated the country's population to be around 14.6million in 2019². The report further estimates population density to be 37.3 persons per km² with a poverty headcount ratio of 39.5% of the population surviving on less than USD1.90 per day, average life expectancy to be 61 years, HIV prevalence 13.1% and mortality rate for under 5 years at 56 per 1000 births.

2.2 Context of the operating environment

Zimbabwe is a former British colony that gained independence from Britain after a long-protracted guerrilla war in 1980. The Country has been under the rule of the Zimbabwe African National Union Patriotic Front (ZANU-PF) led by President Robert Mugabe since independence. The Country

¹ Census 2012 Preliminary Report: Zimbabwe National Statistics Agency

² [Data.worldbank.org/country/Zimbabwe](https://data.worldbank.org/country/Zimbabwe)

experienced a military coup that was not a coup in November 2017, to give birth to the Second Republic under Emmerson Dambudzo Mnangagwa. Mnagwagwa's leadership was confirmed by the national courts following disputed harmonised elections in July 2018. There are various political parties, but the main opposition is the Movement for Democratic Change (MDC) formed by the late Morgan Tsvangirai and has since split into several formations. This has alienated the populace along strong political divisions resulting in the current political crisis and subsequent economic meltdown.

The Country's population has various Bantu tribes, but the dominating ones are the Zezuru and Karanga (usually referred to as Shonas) and the Ndebele. Other tribes include the Manyika, Tonga, Nambya, Chewa, Ndau, Venda, Kalanga, Sestwana, Xhosa, and Barwe, in addition to other smaller ones. The different tribes have different languages and cultural practices. These often affect and influence development activities in different ways. However, due to education, religion, media influence, intermarriages and in-country migration, there has been a fusion of cultures.

Agriculture previously dominated, contributing 16-18% of the Country's GDP, but this has been on the decline following the land redistribution programme in 2000, the recurrent droughts and climate changes. Tourism and mining are also key sectors that make significant contribution to the fiscus. The health, education and other social sectors have suffered from low budgetary support resulting in increased suffering by the poor and hard to reach communities. Despite Zimbabwe being reported as having a high literacy rate, and being ranked high in Africa, the requirements for the education sector are still far from being adequate or sufficient.

Non-Government Organisations (NGOs), Civil Society Organisations (CSOs) and Community Based Organisations (CBOs) have a long history of complementing Government efforts and filling in gaps where Central Government is unable to provide service. More than 5000 NGOs have in the past operated under the National Association of Non-Government Organisations (NANGO) in the Country. The failure by Government to service the populace has led to strained relations between Central Government and the ruling party as Government have at times viewed NGOs as weakening its hold the electorate. Due to alienation of the population, some NGOs have openly sympathised with the opposition political parties whereas others have been wrongly accused of being politically partisan. Such strained relationships tend to influence how development organisations are treated in some districts where they implement development interventions.

The World Bank (2019) reported Zimbabwe as having received USD794.5m in official overseas development assistance in 2018.³ This confirms the country as a highly indebted country whose majority rural citizens are living at the hands of development and welfare support from external support agencies.

2.3 Partnership in Development Approach

Methodism has a strong church and society approach to development. The UMCN and the UMCZ collaboration has been premised on the PiD philosophy when assisting communities. The understanding is that there are three ways in which local congregations can relate with a local community: in the community, for the community and with the community. When a church is placed in a community but does not actively relate with the community in development efforts, this church often has limited diaconal engagement outside the church. Mersland, in his "Evaluation of Social Sustainable Development programme in Angola" (The PiD partnership Prodesa) in 2009 (p7) concludes that any development activities therefore tend to serve their own members' needs.

³ data.worldbank.org/country/Zimbabwe

There is a strong belief that when congregations work for the community, they observe many needs in their local communities. These observations are drivers that motivate the church to intervene and start to address the needs. The church therefore becomes a service provider and works for the community. Once the church start working with the community, things change. The church can move from being just a service provider, the church becomes a promoter, facilitator, mobiliser and dialogue partner. The church does not decide on the needs of the community it serves but the church enters into partnership with the community.

The PID approach places the local community at the center of all projects. It recognises and admits that the local communities are best placed to assess their own situations and know their own needs. As such, local projects must be based on local assessments and identified local solutions. Communities have the capacity to determine the direction of the development interventions hence they must be allowed to assess their needs, plans, implement, monitor and report on their activities. This development model remains relevant today.

3.0 The Chabadza Community Development Programme

The Chabadza Community development approach fully respects the PID principles. The programme makes use of the church structures which notes community needs and facilitate applications for support to identified projects. Application letters are submitted to the programme office for consideration after necessary support is obtained from relevant community and Government structures. Project committees are also set up to oversee the implementation of all Chabadza supported projects. These committees are responsible for coordinating implementation. There is however scope to further strengthen the involvement of local communities to improve the project formulation and identification processes in line with the PID approach.

Chabadza aims to improve living conditions for the people in communities where there are United Methodist Church congregations but is not limited to support its church members only. The CCDP is open to working with communities in rural, resettlement and peri urban areas of Zimbabwe. It supports projects that benefit the general population and gives specific priority to the vulnerable groups including orphans, children, unemployed youths, young adults as well as women. Special focus is on sustainable community development. The project strives to promote principles such as democratic structures, transparent management, good quality bookkeeping and adherence to local, regional and national rules and regulations related to project planning and development. The CCDP makes use of training, information dissemination, supervision and monitoring as a foundation for building long lasting communities and empowerment. The strategy is to empower local churches and communities so that through cooperation these entities can plan, implement, operate and sustain their own projects. The idea is to enable these communities to continue implementing other development projects without assistance of this programme.

The CCDP staff are largely responsible for undertaking pre-implementation assessments to ascertain the level of community motivation, capacities of local communities for full participation, ability to meet local contributions and capacity for managing and implementing the projects. The office also assists the local communities to compile detailed, acceptable and quality project proposals and full applications. The applications are submitted using a formal channel: the local church, the district superintendent, the connectional ministries director for endorsement before they are deposited in the Chabadza programme office, and approved by the Chabadza board. This is done to ensure that all relevant bodies and hierarchies are properly informed and support the projects. This is important as

the connectional ministries will be responsible for managing the programmes on behalf of their respective annual conference. The Zimbabwe Episcopal Area of the United Methodist comprises the Zimbabwe East and Zimbabwe West annual conferences.

The CCDP office is led by a full time Director who is assisted by a Finance Officer and Project Officer. The director is responsible for the implementation of the programme in accordance with the programme plan. Annual plans guide implementation activities. The Director therefore ensures that the programme objectives are reached; the programme is implemented with high professional standards and transparency; communities are trained; supervises implementation and that projects are adequately funded.

The CCDP is governed by a national board comprising members from the two annual conferences. The board is balanced in its composition. The national board reports to and advises the resident Bishop of the United Methodist Church Zimbabwe Episcopal Area. The board makes and provides policy direction to the programme.

4.0 SUMMARY FINDINGS FROM THE EVALUATION

4.1 Governance Structure:

The National board has continued to comprise professionals who are fully committed to the development work of the church. The board has been able to meet quarterly and when there is need to conduct its business. The board is therefore providing the necessary policy guidance and oversight on programme activities during the meetings. The national board has subcommittees responsible for Administration & Finance and Audit functions. Project identification, selection and appraisal is normally done by the full board with technical assistance of the programme staff.

As the programme expands and grows, it may be necessary for the board to further streamline and assign projects appraisal to a subcommittee or taskforce. This will enable deeper technical project appraisal by a smaller group before presenting recommended projects to the full board for approval. This can significantly improve the quality of proposal development and selection as well as enhance the checks and balances. The evaluation also noted a tendency to overly rely on the technical competence of the board for the approval of some implementation decisions that the technical programme (programme office) team can be charged with. This can negatively impact on the separation of roles and oversight role of the board.

4.2 Programme Office

Three fulltime staff members have manned the office for the greater part of the second phase. There were challenges though in 2020 as the office had only two officers, the Director and the Projects Officer following the separation with the Finance Officer after the partners had raised some concerns over suitability of the incumbent to continue holding the finance office. This resulted in finance functions being temporarily migrated to Head Office. All payment requests were then processed by Head Office. This resulted in some delays in processing of some payments. This subsequently delayed implementation progress as time was lost in some instances. Intermittent power supplies, unreliable network systems, high costs of data bundles in an environment where individuals are expected to work from home following the new normal induced by Covid 19 pandemic further complicates operational and financial management practices especially in 2020.

The evaluation notes that the Chabadza Board has since reacted to the need to recruit and appoint a replacement. The new incumbent assumed duty in November 2020. The new Finance officer has already started looking at ways to plug some of the reported financial accounting and management weaknesses reported in previous audits and other advisory reports.

The Chabadza programme is well structured administratively and organised as evidenced by its chain of command for dedication of responsibilities. Questions were however raised over the adequacy of two field officers to implement projects and supervise them adequately. The evaluation noted that the workload on staff is high, the geographical spread of the projects is too sparse. The evaluation, however, respects the decision to penetrate new provinces and districts. Ways to manage this can probably be worked on, in order to minimise staff burnout and not to overwork the staff, as well as remain within acceptable working hours as provided by the labour laws. The Programme can explore options that can include utilising student interns, volunteers or part time resident coordinators in the districts or wards who can be paid small incentives instead of recruiting additional full-time staff. Lessons can be drawn from similar development organisations that have already started using such models. Such efforts will not only contribute to skills development through providing placements but also empower young adults through mentoring opportunities.

On a positive note, the programme staff responded to previous recommendations to improve their development skills by enrolling for studies with local Universities. These studies have improved delivery in previously underserved or unprioritized programme areas such as monitoring and supervision. There is evidence of improved quality of infrastructure projects as a result of improved skills among programme staff. The evaluators, therefore, notes that the CCDP has empowered its staff at individual levels (skills development and capacity building) and this is now benefitting both the organisation and its beneficiaries. The availability of a second vehicle has improved service delivery by the staff.

“After I attended the module on monitoring & evaluation during my degree studies, I am now exercising project supervision and monitoring with the required expertise”.

Webster Mbira (CCDP Projects Officer)

4.3 Programme implementation

As already cited above, implementation has strictly been guided by the annual plans. The majority of planned projects for the 2017-2021 period are on course, in progress or complete. The list in Table 1 below summarises the status of the projects.

The majority of the projects 15 out of 21 (71.4%) are in Manicaland province. This is so because some of these projects were started during the first agreement period and spilled over into this implementation phase. The move by the programme to move out of Manicaland to other provinces was therefore a conscious decision to balance project implementation by including previously ignored provinces. The analysis further shows that even within Manicaland province itself, Buhera district has the largest number of projects (46,6%). This high concentration of projects in Buhera, justifies the call for a more cautious and critical project approval process. The evaluators noted that most of these projects are in Buhera South constituency. This nearly created a political challenge as the distribution of projects was viewed by some politicians, especially members of Parliament as a ploy to either influence the electorate to vote for competing political candidates or simply favour one political

constituency over others in the same administrative district. Worse it was almost pointing to CCDP staff harbouring political ambitions.

Table 1: Chabadza community development list of projects 2017-2020

Province	District	Project name	Thematic Area	Type of Project	Status of Project
Manicaland	Buhera	Mudzamiri	Education	Administration block	Running
	Buhera	Munyaradzi	Community infrastructure development	Community bridge	Completed
	Buhera	Chapanduka	Education & WASH	Admin block and borehole	Completed New
	Buhera	Sengejira	Agriculture	Community garden borehole	Completed
	Buhera	Chipondamidzi	Health	Out-patient block & nurse's house	New
	Buhera	Ngundu	Education	Classroom block	Completed
	Buhera	Madzivire	Education	Early childhood block	Running
	Makoni	Anoldine	Education	Two Classroom blocks	1st block complete 2 nd block running
	Makoni	Nyamidzi	Education	Library & Geography block	Completed New
	Mutasa	Saungweme	Education	Classroom block	Completed
	Nyanga	Nyanómbe	Health	Outpatient block	Completed
	Mutare Rural	Mutsago	WASH	School water system	Completed
	Chimanimani	Mutsvangwa	Education	Teachers' house	Running
	Chimanimani	Ndieme	Education	Classroom block	Running
Chimanimani	Nenhowe	Education	Classroom block	Running	
Mashonaland West	Hurungwe	Matsviru	WASH	Borehole	New
Masvingo	Chirumhanzu	Mhende	Education & WASH	ECD block with toilets	Running
	Gutu	Matombo	Education	Admin block	Running
Matebeleland North	Hwange	Lupote	WASH	Borehole	Running
Mashonaland Central	Mazowe	Chemutamba	Education	Classroom block	Running

As presented in the country context analysis, the social services sectors have deteriorated over the years. The education and health sectors have suffered from low budgetary allocations, the hard economic conditions at a period when population has rapidly grown. The projects are a clear and justified reflection of the priorities of local communities and identified needs. The CCDP has however, attempted to also consider supporting other sectors such as the water and sanitation and community infrastructure sectors.

The implemented projects, both completed and running were observed to be of a very good standard. The programme is commended for ensuring that the construction projects are properly supervised and inspected to meet required construction and planning standards, that high quality and durable building materials are used. This complies with the Country's national building standards and by-laws. These structures can withstand the hostile climatic conditions.

Overall, the implemented projects empower the local communities and target groups. The completed and dedicated education projects are already benefitting children and have significantly improved the

learning conditions in the target schools. The planned and set targets have been achieved. Those projects still running are on course and are likely to be completed within planned deadlines.

4.4 Diversity and scope of projects

As already explained above, the evaluation did not record huge variations in the diversity of projects implemented during this implementation phase from those implemented in the first phase. Based on the idea that it is the local communities who decide on what is mostly needed in the community, the diversity of projects is therefore not entirely under the control of CCDP secretariat as they cannot do much to influence the range of projects that communities embark upon. A little guidance on the need for a diversified range of projects can however be contained in the list of projects that can be eligible or ineligible for funding. This information if availed during the needs' identification and development of solution trees can be helpful in getting more innovative projects. However, it must be stressed that the Chabadza concept and the PID approach demands that community tastes and local initiatives remain central in the bid to solve community problems and needs and must, therefore, remain key to any development support. There continues to be a huge difference in extensiveness of projects, complexity of implementation, duration, costs and distance to the projects. Consequently, the size of the local communities also influences the size of projects and the amounts of resources required to be mobilised for the projects. This also means that the empowering strategies like training and financial support will continue to differ.

The projects identified by communities and being implemented are in line with the sustainable development goals and are supportive of Zimbabwe national development goals. It is also appreciated that the CCDP is reaching out to the needy communities in the rural areas that have not been prioritised by other development interventions.

The evaluation notes that a number of the projects implemented under the 2017-2021 plan are a continuation of the 2012-2015 implementation phase. These projects were in line with the Millennium Development Goals (2015) and have continued to fit well into the successor Sustainable Development Goals (SDGs) that guided the post 2015 development agenda. Zimbabwe has prioritised: No poverty (SDG1); Zero Hunger (SDG2); Good Health & Well-being (SDG3); Clean water and sanitation (SDG6) and Reduced Inequalities (SDG10). The evaluation confirms that the span of projects implemented by the CCDP are in line with the Zimbabwe nationally prioritised SDGs and are within the other country development strategy frameworks. The projects were in line with the Zimbabwe Agenda for Sustainable Socio-Economic Transformation (ZIMASSET) that guided the pre 2017 period and also the Second Republic's post 2017 National Transitional Economic Recovery Plan as well as the post 2020 newly adopted First National Development Strategy (NDS1).

4.5 Trainings undertaken as part of the empowerment

The CCDP has a strong capacity building drive. Some of the visited communities reported having received some trainings whereas others have not received any training since they were established. This calls for a clear strategy that must be followed in project implementation processes. Stage by stage processes that must be followed from project formulation through to implementation will assist the programme to streamline programming. If the software for the project (capacity building trainings) is fully addressed before the hardware (infrastructure development) is supported, this can assist to schedule implementation in a far much easier and more efficient way. Once the software components are adequately addressed, hardware components tend to be accomplished faster. The capacity building can help empower the communities to fully take charge and manage implementation

processes. The evaluation notes that communities like the Chipondamidzi RHC project in Buhera Ward 26 have been able to sustain their fundraising and interest to fight for the completion of their project because of the thorough training that they have received under various partners. This is just one example of an empowered community. A second example of an empowered community as a direct result of CCDP provided trainings is the Nyamidzi School Project in Makoni District. The school was able to embark on other school development initiatives on its own. This interest in development was also noted at the Nyamidzi Primary School, as the same trained community has already taken charge for improving facilities at the Primary School as well. This demonstrates empowerment at both individual and community levels in that the individuals trained by the CCDP are now drivers of change at community levels.

The CCDP provides the following training to local communities: Chabadza concept, Project cycle management, Sustainable development, Financial management, Monitoring and evaluation, Report Writing, Responsibilities of committees, Project application process, Baseline surveys & community needs assessments, Cross cutting issues (Climate change, Environment and development, Gender and development) and Conflict management and peace building.

5.0 CHABADZA COMMUNITY DEVELOPMENT PROGRAMME ACHIEVEMENTS

5.1 Programme Efficiency

During the field visits and focus group discussions, the evaluators noted that the CCDP applies resources in a relatively cost effective and efficient way. Local communities are making inputs required from them to sustain programme efficiency. The CCDP is making efforts to maintain high local community participation through keeping contact with the local community leaders and providing training intended to increase cooperation and participation. It was however noted that due to overwhelming work, the staff have in some cases delayed providing the necessary training to project committees. It is also evident from the reports that the programme staff made frequent field visits to support more efficient project implementation.

Stakeholder involvement and regular use of district-based expertise have also helped programme efficiency. Their support resulted in corrective measures being implemented early during construction projects thereby averting wasting resources. The Ministry of Education is very supportive during the implementation of education projects at Nyamidzi, Chatindo, Saungweme, Anoldine and Mudzamiri as cited during the evaluation visits. The same has been reported for the other school projects.

The range of geographic areas and activities coupled with long distances and poor road conditions would suggest that transportation might be a limiting factor for effective project implementation. On the other hand, the targeted groups and local communities adhere to the planned programmes and plans. Sometimes, delays have been as a result of challenges faced by local committees to handle big and complex projects such as administration blocks and out-patient blocks. The projects at Nyanómbe Health Project (Nyanga District), Mhende ECD Project (Masvingo) and the Chapanduka School Administration Project (Mutare District) provided the evidence. Efficiency can be affected by the ability of local committees to mobilise local materials on time and sustaining high levels of community involvement. The Saungweme Primary Project testifies to examples of communities who have lost steam over the years thereby subsequently delaying implementation due to poor community participation as a result of “community burn-out”. Projects should be implemented over relatively short periods to ensure that they are implemented and completed when there is still high levels of commitment, community cooperation and total involvement.

5.2 Programme Effectiveness

The evaluators assessed the degree to which the CCDP has achieved the programme objective as stated in the programme plan. The overall development goal for the programme is improved living standards of people in communities⁴. This is described more closely by the specific objective as “improving living conditions for people in communities where there are United Methodist Church congregations and other areas of outreach where there are needs”. It is evident that the programme is improving standards for target groups. The school projects are already in use and children are already enjoying the benefits from safe learning environments. The health projects at Nyanómbe and Denhere in Nyanga and Chirumhanzu respectively are good examples of projects that have wider benefits to previously underserved rural communities including women and children. The dip tank constructed in Gokwe is being used by farmers. The water projects are providing clean sources of water for both domestic and other household uses to local communities. It is therefore concluded that the CCDP is providing optimistic and positive expectations for a better future and improved living conditions specifically through the parents’ views of their children’s future for the education projects.

As raised in preceding sections, the size of many of the projects are extensive and timeframes tend to be long. Some of the projects have overlapped the funding phases as they could not be completed during the first funding phase. Massive projects often require adjusting budgetary provisions. This has been a common practice for the CCDP planned projects as a result of the volatile economic environment the programme is operating in. This poses potential challenges that can negatively impact on programme efficiency. The need to balance between the extensive nature of projects and capacities of local communities to handle such projects on one hand and their immediate wishes and identified needs on the other. Implementing too many projects in one year also require stronger capacity in the local communities and by Chabadza staff. Having many projects in an implementation year strains implementation capacities of both project staff and the communities. To maintain high programme efficiency, projects start up can be staggered or carefully phased.

5.3 Programme Relevance

The evaluation confirms that the CCDP is a highly relevant intervention and is addressing the main challenges being faced by local communities. Local communities visited firmly defended the projects and the decisions they made. It is clear that all the projects implemented were drawn by the local communities themselves. The projects are based on priorities of the communities. There is high ownership of the projects.

The Evaluation further noted that the CCDP and its partners were responsive to changing needs and priorities that resulted from new demands and emergencies such as Cyclone Idai disaster in Chimanimani in 2019 and the Covid 19 emergency response interventions in 2020. The reallocation of resources to schools’ rehabilitation and reconstruction projects as well as the supply of PPEs and dissemination of Covid 19 health awareness materials were extremely relevant and timely. Such a redirection of financial resources during these natural disaster periods indicates a high commitment to serve community priorities under changing environments and livelihood conditions. This consolidates programme relevance. This also fulfils and satisfies the PID and Chabadza Community Development approaches.

⁴ The United Methodist Church. The Zimbabwe-Norway Partnership. The Chabadza Community Development Programme 2017-21

5.4 Gender Equality and Gender Mainstreaming

Both men and women are participating in the programme. The CCDP promotes equality and equity in all the projects it supports. The education projects are giving space for both boys and girls to enjoy improved learning environments. The improved facilities are attracting girls to attend school and in fact reduces incidences of dropouts by the girls. The evaluation noted women leading the Chabadza local project committees. The field visits also observed a strong participation from women during the focus group meetings. It is however, worrying that men still dominate leadership roles in the Chabadza local project committees. The CCDP is doing a good job raising gender awareness.

5.5 Programme Sustainability

The Chabadza Community Development Programme can still be classified as a young and growing organisation. Its strength lies in its dedication and vision. It is also clear that the entity is a learning organisation. There is evidence that both the Chabadza board and the programme staff are acting on advice and incorporating lessons into programming and project implementation. These factors are appreciated and recognised as a good base for the growth of the organisation. There is a visible appetite and high skilfulness in problem-solving and finding alternative solutions for problems.

The evaluators are convinced that chances of programme sustainability are immense. There is an unquestionable perseverance in accomplishing the programme mission regardless of the difficult challenges sometimes met in project implementation. The long travels by project staff and the efforts placed to handle communities affected by fatigue and the desire to achieve even greater results gives the evaluators hope that the programme can survive beyond this funding phase.

The Chipondamidzi Rural Health Centre Project in Buhera district is one example of projects where communities have shown that they can sustain project implementation on their own when they really own them. The project commenced during the launch of the Poverty Alleviation Action Programme in 1996 but it has outlived that programme. The communities have continued with the project on their own. The CCDP has come in to partner the community to complete the outpatient block and construct one nurses' house. This strong zeal in the community was expressed by the ward 26 councillor who remarked:

"We shall continue working on this project until we finish it despite whatever odds. We have many other needs including two more nurses' houses and a third for the EHT. We shall live long enough to come and receive health services here!"

Alderman K Muchuwa

Also interesting for the Chipondamidzi out-patient project is how the adjacent Ward 29 local communities are also attracted to supporting the initiatives by Ward 26 community. The councillor for Ward 29 was also present to meet the evaluators as it was reported that Ward 29 will also benefit from the project. Another ward in Bikita district, that shares the boundary with Buhera Ward 26, was reported to fall within the catchment area of the rural health centre. Despite the focus group meeting revealing that local communities are not joining forces with them on the project, the respondents were not concerned about the non-participation by their neighbours. This level of commitment and attitude by local communities explains how strong project sustainability sounds for this community-initiated project.

5.6 Community Empowerment

The Chabadza Community Development Programme is doing quite a lot to empower communities. The empower assessment matrices below attempts to summarize the progress made by the programme.

Table 2: Chabadza Community Development Programme Empowerment Assessment Scores

DEGREE AND LEVEL OF EMPOWERMENT						
THEMATIC AREAS OF RESULT		Level 1: Output Individual or community	Level 2: Output Individual or community	Level 3: Outcome Individual or Community	Level 4: Outcome Community and/or Society	Level 5: Impact Community/ Society/ Structural
	Strengthening Civil Society (mandatory)				X	
	Health and Well Being			X		
	Quality Education			X		
	Environmental Stewardship				X	
	Peaceful Coexistence				X	
	Economic Empowerment		X			
	Gender Equality (mandatory)				X	
	Programme sustainability			X		
	Total assessment of project				X	

Table 3: Chabadza Community Development Programme Empowerment Assessment Comments

DEGREE AND LEVEL OF EMPOWERMENT							
THEMATIC AREAS OF RESULT		Level 1: Output Individual or community	Level 2: Output Individual or community	Level 3: Outcome Individual or Community	Level 4: Outcome Community and/or Society	Level 5: Impact Community/ Society/ Structural	Comments
	Strengthening Civil Society (mandatory)		High Achievement		High	High	CCDP achievement impact is high on individuals, SDCs and other committees & structures
	Health and Well Being		High	High	High		Health projects have high resources impact on individual families & communities
	Quality Education		Very High Achievement	High	High	High	Projects are life changing on individuals & empower societies addressing resources structural inequalities
	Environmental Stewardship		Medium		High		High agency level impact at community & society levels. Individuals are also now sensitive & responsive
	Peaceful Coexistence			High		High	High achievement at individual & community level as conflicts are now better managed & resolved
	Economic Empowerment		Low Achievement	Low Resource			Still low resource empowerment level at individual & community levels
	Gender Equality (mandatory)		High Achievement		High	High	High achievement level of awareness on gender equality as concepts are largely understood & now being embraced in CCDP projects & integration is widely accepted
	Programme sustainability			Medium Achievement			Medium achievement empowerment impact at community level in selected societies & projects
	Total assessment of project		High	High	High	High	Overall, relatively high-agency and achievement level empowerment through improved resources, individual, community & structural changes for target communities

The evaluators assessed the psychosocial impact of the empowerment program against its intended objectives. The process also assessed the effectiveness of awareness campaigns undertaken by CCDP to empower vulnerable communities with knowledge about their basic rights as provided for in the

laws of the country as well as the United Nations Human Rights Charter and other regional protocols. This was done by engaging target/beneficiary communities in order to ascertain their awareness of the empowerment program, its sponsors, objectives and opportunities available to them. In some instances, the evaluators simply performed physical verification of the existence and status of sponsored empowerment projects. During the meetings, the evaluators engaged different communities in order to ascertain the extent of their participation (and that of women) and youths who are invariably the most vulnerable among rural populations. As part of the empowerment evaluation, the team also assessed skills gaps among the various participants in the empowerment projects. This was done by making appropriate enquiries to obtain necessary and sufficient evidence to make judgements and estimates needed to complete the Empowerment Assessment Table with a reasonable degree of accuracy. Table 4 below provides some of the noted details that explain the scoring in the tables above.

5.7 Qualitative Written Assessment

Table 4: Explanatory Observations on Empowerment Assessment Scores

Thematic area	Impact goal	Outcome goals
1) Strengthening civil society	Society is characterized by a strong civil society engagement for change	Local communities have developed social skills enabling them to unite for the common good
		Target communities have well established leadership structures specifically community development projects
		Target communities provide equal opportunities for women and men in compliance with the national constitution and other gender protocols
		Target communities have mechanisms for regular briefings to promote transparency and accountability
		The UMCZ, the CCDP and Local partners have strong capacity for monitoring the projects
		Churches play a critical role in mobilizing core assets for socio-economic development and transformation and nationally acknowledged for their role*
2) Good health & Well-being	Target groups are able to influence conditions regarding own health and wellbeing	Access to health care is generally limited in the target communities because of the distance between facilities
		Target communities speak passionately about health issues affecting mainly women and children hence their commitment to construct clinics in two areas
		Target communities speak strongly against health related stigma and acknowledge the teachings of the church have transformed their attitudes
3) Quality Education	Learners in target areas acquire relevant education of high quality in conducive learning environments	The institutions provide inclusive education whose quality is constrained by lack of facilities such as textbooks, computers and social amenities
		The local communities support the right to education for all and if supported with resources, give their all to improve the facilities
		Graduates from vocational institutions are mostly unemployed and opportunities for self-employment are limited due to funding constraints

4.) Environmental Stewardship	Target groups exercise responsible stewardship of the environment	Most target communities are arid or semi-arid and residents have adapted to the climatic conditions prevailing in these areas
		The evaluators observed some community members reclaiming pits where pit sand had been extracted. Cutting down of trees is strongly advocated against
5) Peaceful coexistence	Target groups are coexisting in a safe and peaceful environment	Target communities have learnt to live and work peacefully together irrespective of different political and religious backgrounds
		Gender-based violence is strongly condemned at all levels and the UMCZ and CCDP are strong advocates against GBV in target communities
		Children grow up in a safe and caring environment as their rights are strongly promoted by the UMCZ and the CCDP although there are still violations in some households. Continued effort is required to guarantee the rights of children, particularly the girls who are more vulnerable
		The UMC and CCDP Promotes harmonious coexistence amongst people of different religious, political, ethnic and other backgrounds in the target communities.
6) Programme Sustainability	Communities in target capacitated to sustain projects beyond CCDP support	The UMC and CCDP strongly advocate for and build systems and structures that can move their projects forward through self-support mechanisms
		Selection of committee members and works programs are done by communities themselves. This gives them a sense of ownership and responsibility over the projects in their communities.
7) Gender Equality	Women and men in the target communities have equal opportunities	The UMC and CCDP promote gender equality in the communities it is supporting. Community development committees comprise men and women in leadership roles, elected on the basis of their respective capabilities with a specific bias towards inclusion of an equal number of women where possible.
8) Economic empowerment	Women and men in target areas are economically empowered	Women and men in target areas have improved their livelihood
		The CCDP promotes start-up of self-help projects as a transformational and empowerment process

In making the above assessment, the evaluators noted that empowerment concerns itself with transforming power relations and decision-making roles. It also concerns itself with imparting certain capabilities that would be instrumental in improving wellbeing and increasing life chances. The evaluation revealed that, the CCDP has been instrumental in empowering women and changing their status in communities. In the true spirit of gender equality, men have also been included by the empowerment programmes, thereby avoiding a purely feminist empowerment approach that is now common in many development programmes. This approach promoted coexistence which was noted during the assessment.

Nevertheless, the evaluation sought to establish the extent to which women in the programme have been deliberately capacitated and how their interaction with the programme has impacted on their leadership and individual confidence. As asserted by Page and Czuba (1999), the evaluation treated empowerment as “a multi-dimensional social process that helps people gain control over their own lives”. Focus group discussions and key informant interviews allowed the evaluators to get in-depth revelations of the multifaceted transformation that the participants have experienced and how they viewed the CCDP as having contributed to the empowerment processes.

The evaluation concluded that the empowerment happened at different times and at all levels, individual and community, and were clearly existent at both output and impact levels. The degree of empowerment is showing different results. Communities, however, are in agreement that the CCDP has contributed immensely to the resultant empowerment.

5.8 CROSS CUTTING ISSUES

The Chabadza Community Development Programme is addressing a few other cross cutting issues as it executes its work in communities. As expected, the PID approach methodology exposes the programme to various issues in its communities.

5.9 Gender Mainstreaming: As already noted, there is still a relatively low involvement of and participation by women in leadership positions. There is need for the programme to advocate for the 50/50 representation and have more women in positions of influence. In some of the project areas issues of gender- based violence, early child marriages are still prevalent and strategies to address these issues are encouraged.

5.10 Mainstreaming Disability and Age

As the CCDP continues its work, it should continue with its efforts to streamline disability, especially in the schools and other projects. It is commendable that some of the schools’ projects have ramps on the classroom blocks and disability toilets. In some schools such sensitivities are lacking and suggestions were made to have temporary platforms available for use during deserving times. The youth, young mothers and the elderly also have their own sensitivities that should be accommodated in projects.

5.11 DISASTER RISK REDUCTION AND EMERGENCY RESPONSE

Zimbabwe has districts that are prone to natural disasters. Risky districts include the eastern border districts Chimanimani, Chipinge and Mutare rural district. In addition, other pandemics and recurrent droughts expose many local communities including those that the CCDP is supporting. Flexibility to enable the programme to handle and mitigate emergencies and assist at-risk local communities should be considered. The evaluators applaud the entry by the CCDP to assist the survivors of cyclone Idai in Chimanimani and Chipinge in 2019 and the Covid 19 emergency response project in some districts in 2020. The partners are appreciated in responding like they did to the extra requirements requested by the CCDP. The lesson learnt however, is that more such eventualities may recur and therefore the Programme can also incorporate disaster risk reduction and mitigation and management during some of its trainings with local communities.

6.0 PROGRAMME RISK ANALYSIS

Table 5: Risk analysis for Chabadza Community Development Programme & Mitigation Means

Affected Level	Risk Factor	Impact	Mitigation
National & country level	Politics & Governance <ul style="list-style-type: none"> Political instability resulting from internal bickering & power struggles International isolation & imposed sanctions 	<ul style="list-style-type: none"> Disrupted development work programmes Alienated communities 	<ul style="list-style-type: none"> Signed MOUs Compliance with government regulations and policies
	Changing Legal frameworks <ul style="list-style-type: none"> Constricted CSO/NGO operating space 	<ul style="list-style-type: none"> Limited access to target communities 	<ul style="list-style-type: none"> Signed MOUs Compliance with procedures
	Economic instability <ul style="list-style-type: none"> Deteriorating & unstable economic environment High inflation Restrictive economic controls 	<ul style="list-style-type: none"> High and run away prices Inadequate budgets 	<ul style="list-style-type: none"> Responsive policy adaptation
	Natural disasters <ul style="list-style-type: none"> Droughts, floods, cyclones etc 	<ul style="list-style-type: none"> Disrupted workplans 	<ul style="list-style-type: none"> DRR and mitigation adaptation policy, strategies and emergency response plans
Programme Level	Internal limitations <ul style="list-style-type: none"> Staff attrition Overworked staff Church politics Limited resources 	<ul style="list-style-type: none"> Disrupted implementation. Unmet community demands 	<ul style="list-style-type: none"> Clear and updated human resources and other policies. Restructuring Broadened fundraising
Community level	<ul style="list-style-type: none"> Donor dependency syndrome 	<ul style="list-style-type: none"> Slow implementation of progress Low community participation 	<ul style="list-style-type: none"> Training and capacity building of target communities

Zimbabwe continues to be under the spotlight for a variety of issues. Its relations with some outside countries are continuously an area of concern from the global world especially the Western countries and within Southern Africa. The risk of strained relations including the upholding of sanctions on some of the leaders and companies may remain a cause for political concern. The forthcoming 2023 elections can be a cause for further polarisation of communities. The relations between the Government and development programmes and NGOs are usually disturbed during these periods. The risk for disruptions and stricter regulation of activities of development partners, NGOs and CSOs becomes high.

There are relentless efforts directed towards stabilizing the economy. The success of these efforts cannot be guaranteed. Possibilities of runaway inflation and stricter monetary and economic policy changes are real. These pose a risk for development interventions.

The recently National Development Strategy (1), is ushering in a new thrust that emphasize on economic empowerment in all support provided to local communities by development partners. The risk here is that if the CCDP implementation plans are not compliant, there is a high risk of the programme facing challenges in having signed memorandum of understanding in some districts. The identity of the programme will become important in future operations and hostile contexts.

7.0 CONCLUSIONS

- The Chabadza community development programme has presented learning opportunities at all levels i.e. for the UMCN, UMCZ, the Chabadza board, the Chabadza staff and involved communities during all phases of the project cycle. The experiences gained during implementation of the second funding phase of the programme has built on the experiences of the 2012-2016 phase.
- The PID as an approach blends with the Chabadza concept and is relevant to the transformative agenda being promoted by the CCDP. The PID has also benefitted from incorporating other pillars such as full consultation of target communities, cooperation, collaboration for effective community participation in development projects.
- Project ownership is evident in most of the projects visited by the evaluation team such as the community initiated Chipondamidzi rural health project, the Chatindo Primary School Project, and Mudzamiri Secondary School project. The local authorities and Government departments are actively involved in the supervision and monitoring activities.
- The evaluation team however noted a serious risk of reduced stakeholder participation where other development agencies that pay incentives compete for the same expert services due to CCDP's policy of non-payment of incentives.
- Remarkable achievements have been realised in meeting set targets and anticipated results despite the challenges experienced over the 2017-2021 planning period. The diversions from the cyclone Idai natural disaster and restrictions from the Covid-19 pandemic induced national lockdown explained the missed targets and delayed implementation of some projects.
- The evaluation concludes that the program is effective and has a strong empowerment focus for children, women and men but has scope to step up empowerment of youth, the aged and those living with disability.
- There is a possibility to improve on program efficiency if the financial disbursement procedures and implementation planning is not stretched over long periods. Price variations can be contained through timely procurement of construction materials. The period under review, was characterised by forward pricing and some hedging against inflationary trends.
- Service provision has improved for target communities with schools being the main beneficiaries.
- All implemented projects are relevant in the communities and address identified needs and priorities from the communities.

- Projects that were implemented complimented the Zimbabwe government’s ZIMASSET blueprint and contributed towards the achievement of SDGs.
- Both the communities and the Government take active participation in the development of community projects. The Government is responsible for approval and quality monitoring of community development projects. Upon completion and dedication, all community projects fall under the custody and control of the Government and the communities themselves. This implies that the empowerment initiatives are felt at both community and national Government levels.
- Equal participation of women and youths in the co-ordination and implementation of community projects was also observed.
- Construction of Chipondamidzi health facility in Buhera district is set to benefit women and children more upon completion as they usually face peculiar health challenges. Currently some villagers in this area travel up to 20km (40kms round trip) to access health care services from the nearest facility.
- Nyamidzi secondary school computer laboratory and library funded by the CCDP have become a source of wider community empowerment in a number of ways. From the interviews held with school authorities, community leaders and other individuals, the following multi-level benefits were noted as direct benefits to students, teachers and the community at large.

Benefits from Nyamidzi secondary school computer laboratory and library

1. Teachers have access to the internet which is enhancing their research capabilities both for providing quality education and for their own advancement.
2. Students are learning computer skills, thus bridging the gap between the rural and urban students.
3. Students are also spending more time in the library and computer laboratory studying, which has directly improved the school’s overall pass rate.
4. School leavers within the surrounding communities are now able to further their studies as the school is granting them access to both the library and computer laboratory when not in use by students.
5. Communal farmers are also utilising the computer laboratory to carry out their research in respect of their crops and livestock.

- Overall, the empowerment projects undertaken by the CCDP through its partnership in Development initiative speak to the United Nations Sustainable Development Goals number 3 (Good health & well-being); SDG4 (quality education); SDG5 (Gender equality); SDG6 (clean water & sanitation) and SDG17 (partnerships for the goals).

8.0 RECOMMENDATIONS

- Recommends an extension of the CCDP for another five -funding cycle.
- Chabadza community development programme continues to collaborate with other PID programmes and develop through learning from other like – minded programmes.
- Continue strengthening the collaboration with stakeholders for successful and efficient project implementation through securing and adhering to signed MOUs.
- Strengthen project formulation, selection and appraisal system by utilising technical skills within the board and board capacity building.

Programming issues

- Recommends restructuring the project implementation structure to suit the geographical expansion of the programme.
- Consider recruiting a communication, monitoring, evaluation and learning officer for the program. This can be in the form of student interns.
- Consider and agree on a growth model for the CCDP and initiate new partnerships to expand the financial base to meet the increasing demands (explore joining consortiums).
- Consider integrating post COVID-19 recovery programming.
- Integrate Disaster risk reduction mitigation and management in programming.

Annexes

Annex 1: Terms of Reference

Annex 2: Evaluation itinerary

Annex 3: Field Notes

Annex 1:

TERMS OF REFERENCE Mid-term Evaluation 2020 The Zimbabwe-Norway Partnership Chabadza Community Development Program



1. Introduction

The United Methodist Church in Norway and UMC in Zimbabwe has cooperated in different mission activities since 1938. The United Methodist Church in Norway (UMCN) has sent several missionaries and volunteers to Zimbabwe and has supported various mission and social activities carried out by The United Methodist Church in Zimbabwe (UMCZ), resulting in a strong partnership between the two churches.

Norwegian Missions in Development (BN), now Digni, initiated in 2002 a project called “Partnership in Development”. This project was presented to and discussed with UMC Angola Western Annual conference, with the result that the church started a careful planning process which later concluded with the creation of PRODESSA as a new programme in the church. BN later hosted a conference in Nairobi in May 2006 where the experiences from the work in Angola were presented to several churches and mission organisations. The United Methodist Church in Liberia expressed their interest in developing a similar programme. CODEVPRO, Liberia – Norway Partnership Community Development Programme started in January 2008 and is now in its third five-year period.

In 2010, the UMCZ and UMCN agreed to carry out a consultative meeting to see if and how there could be a possibility to strengthen the cooperation and partnership. This meeting concluded with a positive recommendation and a planning for a Partnership in Development programme was set in motion. Meetings and workshops were attended by a broad cross section of the Zimbabwe Episcopal area leaders, both lay and clergy and members of the cabinet, producing a programme proposal for The Zimbabwe-Norway Partnership; Chabadza Community Development Program.

A similar Partnership in Development programme was developed in the United Methodist Church in Sierra Leone in 2013; The Sierra Leone - Norway Partnership: Community Empowerment for Livelihood and Development (CELAD).

2. Background information

The concept of the Zimbabwe-Norway Partnership Chabadza Community Development Program is grounded on community-based approach for local ownership through the United Methodist Church in Zimbabwe, supported by the United Methodist Church in Norway. The word Chabadza means “working together”. This is a word used in Shona when one is giving

a hand to help people who are already working. Chabadza can be offered or it can be requested.

The strategy of the programme is to empower local communities so they can initiate, plan, implement and operate their own projects. The empowerment of these local communities will be done through information, training, funding, and supervision.

The Chabadza program is funded by UMCN and Digni, an umbrella organization that receives their funds from Norad, the Norwegian Agency for Development Cooperation. As a part of Digni's requirements and for monitoring and evaluation purposes for UMCN external evaluations are conducted regularly.

Chabadza is now in the last part of their second five-year period, and a mid-term evaluation to assess the work of the program from 2017-2020, is due.

2019 and 2020 have been challenging years for the program. A misunderstanding in the audit report for 2018 caused a freeze in the program and was an underlying factor for Digni to further check UMC Zimbabwe's decision making, internal control and financial management systems. During the spot check in November 2019 Digni did not discover anything that indicated that funds from the program had been lost, though several financial management weaknesses were discovered and addressed in the spot check report. The recommendations from the spot check included several points about securing financial management. An action plan on how to address the recommendations were submitted and implemented within due time. Ordinary operations of the program were restored in April, just before the national Covid-19 lockdown.

3. Purpose of the evaluation

The main objective of the mid-term evaluation is to sum up the experiences, lessons learnt and results, both quantitative and qualitative, achieved throughout the duration of this period. The evaluation is expected to show successes, challenges and risks related to the program. The evaluation will present recommendations for the sustainability of the program in the future and how the programme can target impact on a higher level of the Zimbabwean authority system through advocacy.

4. Scope of the evaluation

The evaluation will consider all areas of project interventions in communities where Chabadza has had activities in the current period and the work done at program level.

The most important underlying question is the sustainability of the program.

An additional aim of the evaluation is to use it as a learning opportunity for UMCN, UMCZ, the Chabadza board, the Chabadza staff and communities involved, in order to enhance their understanding and participation in the programme.

The evaluation will include, but not be limited to the following:

- An assessment of the methodology “Partnership in Development” and its relevance for similar community development programmes.
- An assessment of the programme achievements in relation to the objectives stated in the corresponding programme plan for 2017-2021 and annual plans etc.
- An assessment of the ownership role of the community and the Government in the life of the projects and beyond; including the impact and outcome made by the programme towards the authorities and in the lives of the beneficiaries.
Recommendations for the future of the programme and how the programme can target impact on a higher level of the Zimbabwean authority system through advocacy.
- A major risk analysis for the program

5. Objectives of the evaluation

The evaluation will specifically seek to answer the issues and questions below, under 5.1-5.5.

5.1 To make an assessment of the programme achievements in relation to the objectives stated in the corresponding programme plan for 2017-2021 and annual plans for the years 2017-2020 etc.

Long-term overarching development goal:

To improve the living standards of people in communities.

The specific program objective is:

Improved living conditions for people in communities where there are United Methodist Church congregations and other areas of outreach where there are needs.

Programme focus

The programme has focus on sustainable community development through four main priorities:

- * Income generating activities
- * Education in Broad terms
- * Health and sanitation
- * Agriculture

Planned results (output) for the entire agreement period 2017- 2021

Implementation of a variety of sustainable community projects isn't accordance with the programme priorities. The output of the programme will be the number of sustainable local projects that are being initiated, planned, implemented and operated by the local communities and local churches. The second output is the number of trained communities.

Output	2017	2018	2019	2020	2021
Number of new Projects to be	5-7	3-4	3-4	3-4	1-2

implemented					
Number of trainings in communities	7-10	8-12	9-13	10-14	12-15

Programme activities

The activities at the programme level:

- Undertake training of communities
- Undertake supervision of communities
- Fund the programmes in the communities
- Financial management
- Reporting

Trainings on local community level will include:

- Chabadza concept
- Gender sensitivity
- Sustainability
- Financial management
- Financial books
- Responsibilities of the committee
- Project Application process
- Monitoring and evaluation
- Reporting

a) Program effectiveness

- Has the program achieved the project objective as stated in the program plan?
- Assess the effectiveness of the program according to the development goal.
- How has the program contributed to strengthening civil society?
- How has the program increased empowerment the community; women, men, young people and children?
- Clarify the gap between the original plans and the results achieved for 2019 and 2020, in the light of the freeze and national lockdown due to Covid-19 and provide a good analysis of the gap between plans and results.

b) Program efficiency

- Should the activities have been carried out in another manner?
- Could the same activities have been achieved with the use of less costly resources?

Make an assessment of the effectiveness and the efficiency of the resources, both human resources and financial resources, used in the programme in relation to the conducted activities.

5.3 To assess the methodology “Partnership in Development” and its relevance for similar community development programmes.

- How much has the Partnership in Development model contributed to more effective community development programming? What elements worked or did not work, and why?
- To what extent have the activity-level objectives contributed to the broader objectives aimed at increasing community access to essential basic services in the target areas within Water, Sanitation, Health and Education thus contributing towards Zimbabwe's poverty reduction in meeting SDGs targets?
- Were there missed opportunities?
- What have been the unintended outcomes – positive and negative – of the model, if any, and how have these influenced the progress?

Assess the methodology and document lessons learned in the programme, successes and challenges.

5.3 Conduct an assessment of the ownership role of the community and the Government in the life of the projects and beyond; including the impact and outcome made by the programme towards the authorities and in the lives of the beneficiaries.

a) Program relevance

- Assess the program relevance in relation to the main challenges in the project area.
- Can the program be said to be highly relevant or less relevant in relation to the need of the people in the area?

b) Program sustainability

- Make an assessment of the program sustainability.
- What are the possibilities for the program to maintain its present work without external support?
- To what extent is Chabadza building the individual and collective capacity of Community Based organizations and structures to sustain their work beyond project support?
- To what extent did these interventions have an impact on the authorities and/or contribute to the Zimbabwean government ZIMASSET blueprint.
- How can the program target impact on a higher level of the Zimbabwean authority system through advocacy?

Make specific recommendations for the future of the programme and how the programme can target impact on a higher level of the Zimbabwean authority system through advocacy.

5.4 To make Empowerment Assessments

In order to provide a systematic, solid and reliable manner of assessing and aggregating results across projects, empowerment assessments must be carried out as part of the evaluation. The evaluating team must make Empowerment Assessments using Digni's

Empowerment Assessment Tool and complete an Empowerment Assessment Table in the report.

5.5 Risk analysis

Make a major risk analysis for the program related to the context in which Chabadza operates, both nationally, locally and internally in UMC/Chabadza.

6. Evaluation Methods

The evaluation shall be carried out based on the evaluator's best professional judgement and according to accepted best international evaluation practices.

The methodology used by the evaluation team shall be participatory and beneficial to creating a "sharing, learning, and competence building" environment for UMCN, UMCZ, including the Chabadza board and programme staff, and members of the project communities.

The evaluation team will visit projects in different communities and organize interviews with program staff, interviews/focus group meetings with relevant beneficiaries and interviews with other relevant stakeholders in the communities and region.

The evaluation is expected to apply both quantitative and qualitative methods for data collection and analysis.

The evaluation team will conduct a desk review of relevant documents:

Chabadza program documents:

- Program plan for 2017-2021
- Annual reports for the evaluation period
- Annual plans for the evaluation period
- Budgets
- Audit reports
- Local applications
- Chabadza's results framework
- Financial management manual
- Training manual for the Partnership in Development programme
- Partnership in Development, A model and general principles for strengthening civil society. BN 2009

Documents from Digni:

- Empowerment assessment tool
- Digni's ethical guidelines
- Policy for evaluation
- Sustainability and Risk Analysis
- Guide to monitoring and evaluation

Other documents:

- Agreement and attachments between UMC Zimbabwe and UMC Norway
- Digni's spot-check report with recommendations
- The UMC Chabadza programme report, R&D consulting
- Action plan, Chabadza board 2020
- The Chabadza Evaluation report 2015

The preliminary findings from the evaluation team shall be shared and discussed in a meeting with UMCZ, including the Chabadza board and programme staff, members of the project communities and other relevant stakeholders after the field visits. This is to secure the dialogue and the participatory process of the evaluation and strengthen the learning process for all parties. If possible, UMCN will attend the meeting online.

7. Evaluation team

The team will consist of a team of consultants with a suitable professional background, experience and independence. The consultants must have sufficient competence, and follow Digni's ethical guidelines, and be accepted by both parties.

8. Timeline

The evaluation shall be carried out in the period from end of October to December 2020 within the following limits:

- Document review and preparations 3 days
- Field work including travels 8 days
- Reporting 4 days

An individual contract will be prepared for each evaluator.

9. Reporting

A written report in English shall be prepared based on the Terms of Reference and Digni's Empowerment Assessment tool. The final report, maximum 40 pages, must include an executive summary, introduction, a presentation of methodology, findings, conclusions and recommendations.

Before the final report is completed, a draft report shall be presented to the program management, UMC in Zimbabwe and UMC in Norway who shall be given reasonable time to give their feedback regarding the draft report.

The evaluation team shall jointly prepare and write the evaluation report and is responsible for finalizing and submitting the report to the Chabadza board.

The Chair leader of the Chabadza board is responsible for sending the report to the Norwegian partners within due time.

The final report is expected to be completed by the 5th of December 2020.

The report will be submitted electronically.

Annex 2 : Evaluation Itinerary

Date	Activity	
3-11-2020	De-briefing meeting with Chabadza board and contract signing	
	Inception report meeting	
	Literature Review & preparations for field work	
9-11-2020	Field Work	Logistics meeting with Chabadza staff
16-11-2020	Field work	Key information interviews with board
17-11-2020	Field work	Key informant interviews with Chabadza programme staff
17-11-2020	Field work	Provincial key informant interviews
18-11-2020	Field work	Buhera District level stakeholders Mudzamiri Project Chatindo Project
19-11-2020	Field work	Mutas Dist - Saungweme Project Buhera District-Nyamidzi Project Makoni District -Anoldine Project
20-11-2020	Field work	Chimanimani District – Nenhowe Project Buhera District- Chipondamidzi Project
24-11-2020	Field work	Chabadza board key informant interviews
	Validation Meeting	
	Report drafting	
	Report finalisation	

Annex 3: Field Notes:

Key Informant Interviews with Chabadza Community Development Programme staff

Programme Highlights 17-12.2020

- Operational capacity constrained. One project officer and Director. No Finance Officer but a new recruit started in November 2020.
- Weak financial systems. Special audit report had to be conducted following concerns from the partners and an adverse report arising therefrom.
- Partnership challenges arising from the weak control systems.
- Operational challenges due to slow processing of payment requisitions that had to be handled by Head Office. Internet challenges resulted in some delays and slow processing.
- Poor communication sometimes resulted in slow processing of requisitions.
- Transactional challenges as a result of RBZ restrictions and changes in banking regulations and National Policies
- Operational environment and policy changes was hostile. New National policies and planning frameworks.
- Deviations due to natural disasters e.g. Cyclone Idai (2019), Covid 19 (March 2020) required emergency response programmes. Chimanimani and Chipinge required emergency response projects. USD90.000 was provided by the UMCN. USD20.000 budget for Covid 19 activities. 90% of activities were implemented in Manicaland districts Mutare Urban, Makoni, Chimanimani, Mutasa, Buhera. PPEs provided in the form of infrared thermometers, buckets for hand washing, 2L liquid soap, face masks, gloves. Road shows, IEC materials, stickers, calendars. There was good response from beneficiaries.
- Economic challenges were rampant due to droughts. High inflation, fluctuating exchange rates, cash restrictions.
- Chabadza Community Development Programme identity posed challenges. Is it a church or PVO? Who are we as CCDP? Consider possibilities of registering as a PVO or Trust.
- Project implementation challenges in terms of annual budget support limitations for massive infrastructure projects. CAPEX investments.
- Strategic planning issues and growth model for the programme.
- Flexibility of systems required for CCDP to be competitive in the NGO sector. Programme competes with others who pay incentives e.g. lunch allowances for field work whereas the CCDP does not. This discourages stakeholders to support CCDP activities.
- Pressure from limited technical staff.
- Church politics requires balancing work in the two UMCZ annual conferences.
- Staff structure is lean. Some critical functions lack attention e.g. Communication, Learning, Monitoring and Evaluation
- Growth Model requires a focus on strengthening networking, partnerships, increasing visibility, mass media visibility.
- Outsourcing of services and skills now happening in some areas e.g. video production, communication, training.
- Empowerment model can include internships to fill capacity gaps.
- Stakeholder participation should be strengthened, Pay lunch allowances like other.
- Regularisation of operations through signing MOUs as required by Central Government and Local Authorities now.
- Inception meetings, project launches necessary at project formation for proper buy-in.
- Project concept versus church and society approach. Participatory planning, supervision, monitoring.
- Stakeholder involvement, Participation issues, RDC versus Local Govt roles, development structures. Re-engagement of Local Authorities necessary in some districts.

- Project selection issues. Over implementation of projects or too much concentration in Buhera district and in one constituency. Too much of the school centred approach, Be cautious!
- Buhera ward requested for a Rural Health Centre at Chipondamidzi. Stakeholder re-engagement was done to acquire trust.
- Empowerment model should consider Transformational leadership training, Knowledge transfer model, skills transfer, community mobilisation strategies, Trainings and institutional development, cluster trainings for builders.
- Re-strategizing programming: Resourcing, timelines, PCM. Avoid fatigue in communities!

Field Notes @Muzdamiri Sec School 18-11.2020

Project: School Administration Block (Ward 1)

Present: Mr Rodgers Huchu : Mrs Virginia Chamisa, Mr Tapiwa Mungofa, Ms Nyarai Chidawanyika, Mr Mudzamiri



Left: Administration block now complete at Mudzamiri Secondary School

Right: In the middle is Mrs R Maravi with the Chabadza Committee and village head (extreme left) in front of the Admin block

- Project commenced towards end of 2017 and is now almost complete. Block is painted, doors fitted and ceiling is outstanding. Quality of work is good
- Families provided 200 bricks each for the construction of Administration Block
- Communities contributed cash for buying food for the builders. Amounts ranged between USD2 and ZWL10. Cooperation by the community was good and village head was in charge of pushing those who were slow with their contributions
- Records are well kept and were inspected. These are maintained at the school.
- School was in charge of keeping the storeroom, together with the project committee
- Project committee was not aware of the total project cost to date
- Community appreciated empowerment through the project. Conflict resolution and team work were mentioned as the benefits arising from the CCDP trainings
- More training was cited as necessary and the community expects CCDP to offer them the training. Only contact meetings where project concept were mentioned as having been conducted.

- Requirements for the school are teachers' houses and science laboratory for 200 students. There are 3 houses being shared by 8 teachers and the school clerk

Field Notes@Chatindo Primary School 18-11-2020

Project: Rehabilitation of 1x5 Classroom Block (Ward 3) – 1415hrs

Present: 12 participants (3 female 9 male) Mrs Bertha Chakoma is the coordinator



Left Photo: Rev Mususa with Chabadza Project Committee after the focus group discussion during the evaluation visit at the Chatindo Primary School Project

Right Photo: the one by 5 classroom rehabilitation project at Chatindo Primary School

- Project started on 21 October 2020. It is a new project that has just started and is now ongoing.
- Classroom block was demolished to window level and reconstruction was done. Ring beam was fitted and gable to complete. Structure is awaiting roofing. Roofing materials have already been received
- Records were inspected. Records are properly maintained and are an example of well kept and good record practice
- School; have an enrolment of 425. Girls are in the majority and project will therefore benefit both gender almost equally
- Covid 19 requirements will be improved for the school. Social distancing is needed and children did not have sufficient learning space.
- A team of 16 builders is working on the project under a qualified contractor. There are 8 bricklayers and 8 assistants hence the project is moving very fast. This good engagement of the builders though the committee appears not a thorough understanding of how to evaluate construction work. Capacity building will empower the committee for future projects
- Community leaders and the project committee reported that the project has empowered them to be better leaders and can work better with communities
- Work expected to be complete within two months from commencement. The project must be complete before December
- The schools has 12 twelve teachers and 4 ancillary staff sharing 6 houses. More teachers houses are required.

Field Notes @ Saungweme Primary School 19-11-2020

Project: Classroom Block (1000hrs)

People met: Mrs Mwandayi (HM), Ms S Chirume (DH) Mr Saungweme (Headman)



Left Photo: Completed classroom block at Saungweme Primary School **Right Photo:** grade one pupils captured enjoying learning in the new classroom block

- Project was under construction in 2015 and took time to complete, Now in use and grade one children were found using the classroom block now
- Workmanship is good. Community no longer very cooperative as project took very long to complete. Another classroom block is now under construction with support from Government Capital grants. This evidence of complimentary efforts. Government is not paying for builders and school is requesting support. All other building materials are now available
- Teachers houses and one more classroom block is required as this was a satellite school in a new resettlement area. The school is “all lady teachers only school” and is an interesting case studies of empowering women leaders
- Community fatigue must be addressed. Transformational leadership may be piloted here.

Field Notes @ Nyamidzi Secondary School 19-11-20

Project: School Computer Lab ICT Support

Present: (2 females and 11 males)



Left Photo: Geography block being constructed at Nyamidzi Secondary School

Right Photo: Rev Sithole stressing a point during the Focus Group Discussion with the evaluators in held the computer lab at Nyamidzi Secondary School

- First project was construction of the library only.
- CCDP now supported the school that procured 12 computers for the computer lab by providing 10 computers. Community is free to use the computer lab. Teachers and students are also using the lab for research
- Results are improving from the supplementary reading
- CCDP spirit has spread to the Primary School as community is now empowered by the training and is working extra hard to improve the primary school facilities. The secondary school is already working on the geography block started as an own project as a result of the empowerment. Construction of the Geography block started in October 2017
- Other partners such as Mercy Corps that came to support some school projects are enjoying the cultivated CCDP spirit of togetherness. Leadership training from Chabadza has been helpful to cultivate transparency and accountability, skills of people management.
- Complimentarity is now visible on ongoing work at the secondary school. Ministry of Education is to provide computer teachers. The project is benefiting 23 teachers and 514 students
- Clinic project is also now benefiting from the experience of CCDP trained members in financial literacy, financial management

Field Notes @ Anoldine Secondary School 19-11-2020

Project: Two Classroom Blocks (1530hrs)

Present: Mr Gotora and Another



Left Photo: Completed and dedicated classroom block, Right is the new classroom block under construction

- Two males were briefly met at the school. Other members failed to attend as two form one students from the community had consumed poison. One had passed away and the other was in hospital
- The project started in 2017. One classroom block was completed in 2019 and is already under use. It is disability friendly as it was fitted with a ramp. The workmanship is pleasing.
- Second block started in 2019 and is still under construction and is a roof level.
- Covid 19 has affected communication with parents as school children re normally used to convey messages home

Field Notes @ Nenhowe Primary School 20-11-2020

Project: Classroom Block Construction (100hrs)

Present: Mr Dumbarimwe, Mrs Marufu, Mr Caleb Chitsiku, Mr Matindifeni, Painter



Left Photo: Classroom block under construction at Nenhowe Primary School

Right Photo: Focus Group Discussion members at Nenhowe ready to meet with the evaluators

- Project is benefiting 741 students (337 girls and 334 boys) At ECD there are 34 girls and 36 boys.
- One two classroom block started in 2015. This is now at roof level. Plastering was underway, painting, glazing and flooring
- Project materials were delivered in November 2019 (cement) and another delivery of other materials in May 2020
- CCDP is paying for the labour for the project
- Also under construction at the school is water system toilet block under the Government capital grants
- Community is responsible for transportation costs of the local materials especially river sand from Save River. Covid 19 also impacted negatively implementation at the school
- Monitoring role is under the CCDP committee which works together with the SDC
- CCDP committee has 5 males and 2 females. No training has been received by the committee despite it being formed in 2015
- Schools has other needs. It still needs a classroom block, furniture, Office block and leadership training.

Field Notes @ Chipondamidzi Rural Health Centre (Ward 26)

Project: RHC Project

Present: 22 participants



From Left: Alderman Muchuwa, Rev Mususa and some of the builders at the nurses' house under construction at Chipondamidzi

Right: The Chipondamidzi out-patient health center in Buhera Ward 26

- Project came out as a result of needs an identification exercise led by the Poverty Alleviation Action Programme (PAAP) in 2000
- Construction of the RHC was started by the community around 2000. There is an outpatient section and a nurse's house
- Buhera South MP, Chinotimba has also assisted the project in the past, Old former students, residents of wards 26 and ward 29 are also involved.
- Material support has also been provided through the Constituency Development Funds (CCDF)
- Buhera RDC is also supporting the project
- The nurses house is now at roof level. The Clinic is nearly complete and awaits painting and furnishing. Overall there is good workmanship. Ministry of Housing and Public Construction and Buhera RDC have been supervising the works
- Chabadza committee is in place with 7 members (5 males and 3 females). Committee requires training but when asked it showed evidence of strong capacity from trainings received from other partners.
- Requirements are two more nurses' houses, and another for the EHT, waiting mothers' shelter and incinerator. Also required by the community builders are wheelbarrows, shovels, picks and scaffolds
- An excellent example of a community led and driven project.

List of Participants Met

Venue	Participants	Position	Females	Males	Total
Mudzamiri Secondary School	Mr Rodgers Huchu Mrs Virginia Chamisa Mr Tapiwa Mungofa Ms Nyarai Chidawanyika Mr Huchu	V Coordinator Secretary V Secretary Teacher Village Head	2	3	5
Chatindo Primary School Project	Mrs Bertha Chakoma Mr Thomas Chatindo Mr Sengu Chatindo Mr Mutewei Mhondiwa Mr Tobias Maphosa Mr Givemore Marume Mr Shepherd Chamisa Mr Admire Mavire Mr Kennedy Kureva Mrs Anna Maunze Mrs Ruzivo Ncube Mr Douglas Marufu	Coordinator DH Builder	3	9	12
Saungweme Primary School Project	Mrs Mwandayi Mrs Shalot Chirume Mrs Mr Saungweme	HM DH Teacher Headman	3	1	4
Nyamidzi Secondary School Project	Mr Princewell Mhlambo Mr Alfred Mandishaya Ald M Bakare Mrs Janet Pachawo Mr Tarisai Jimu Mr Norbert Makombera Mr Luke Kabangure Mr Elliot Maisiri Mr Edward Mukoyi Rev Honesty Sithole Mr Obert Chitumba Mrs Robina Mutenda Mr Tonderai Jokonya	HM DH CIlr SDC chair2 Chabadza Sec Chabadza VS Village head Headman UMC lay leader Pastor SDC SDC Sec CCDP Coordinator	2	11	13
Analdine Secondary School Project	Mr Gotora	Community member	0	2	2
Nenhowe Primary School Project	Mr Dumbarimwe Mrs Marufu Mr Caleb Chitsiku Mr Elliot Matindifeni	HM DH CCDP Coordinator Contractor Painter	1	4	5
Chipongamidzi Rural Health Centre Project			7	15	22
Validation Meeting	Rev A.M. Gurupira Dr Eng Ben Rafemoyo Mr Kelvin Mwadiwa	Chabadza Board Chabadza Board Chabadza Board	2	8	10

	Mr Edwin Magara Rev Musafare Mususa Mr Webster Mbira Mrs Rose Maravi Mrs Anne Forster Rev Oyvind Aske Ragnar Falch	Chabadza Board CCDP Director CCDP Projects Officer CCDP Finance Officer Programme Advisor, MM, UMCN Sec General, MM, UMCN Treasurer, UMCN			
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