

The Civic Education Network Trust (CIVNET) in Zimbabwe

Dren Nupen

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Sida Evaluation 2008:51

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Executive Summary

Swedish Sida in Harare commissioned an evaluation to assess the impact of CIVNET's activities and training programmes, for which they have provided funding support for the period between 2000 to 2007. An independent consultant, Ms Dren Nupen from Johannesburg, South Africa was contracted to undertake the evaluation because of her experience in the NGO sector in South Africa and the SADC region. The consultant was required to establish the following:

- 1 whether the organisational objectives for the period between 2000 and 2007 have been met by CIVNET;
- 2 whether it is possible to quantify the impact of CIVNET's training programmes in the short to medium to long term and what the tangible outcomes and effects of the training programmes are on the communities and the workshop participants;
- 3 whether the community and its members benefitted from their participation in the training workshops and how they were able to take forward the Democracy Project at their localised ward level;
- 4 whether this was a good social investment for Swedish Sida and whether with the funds provided were able to reach the optimum number of participants in order to change their behaviour patterns and attitudes.
- 5 whether Sida's strategies and objectives were reflected in the CIVNET's activities vis a vis human rights and democracy;
- 6 the capacity of the implementing partner to deliver faithfully on the intended outcomes and if not possible to identify the obstacles they faced.

The Evaluation methodology included a desk top review of all documentation related to the training programmes undertaken by CIVNET during the period under review. It further involved discussions and interviews with members of CIVNET's Board of Trustees, NGO partner organisations, national, provincial and ward support staff and donor partners who have participated in supporting CIVNET during the period under review. Focus groups of small numbers of participants, trainers, provincial committee members and project assistants participated in the discussions and generously shared their experiences, frustrations and hopes with the consultant. These were held in Matabeleland South and Midlands.

Evaluating the impact of civil society networks and their programmes is often difficult given the variety of variables that influence a situation at any one time, especially in the realm of democracy and human rights related projects. Direct attribution of change to one particular variable is difficult to measure but over a period of time it becomes easier to make causal linkages between, for example, increased voter turnout or a change in voter behaviour patterns with the consistent conduct of civic education workshops.

Despite this caution, the responses from all those interviewed was overwhelmingly supportive of CIVNET's civic education training programme and many stories were related about the impact that the training workshops have had on individual participants, and how their participation has benefitted their communities. Where the authorities and the elected public officials had been unhelpful and resistant to engage with community members about services and community issues, those ward training participants responsible for following up with the "action plans" were further supported by the monitors (also members of the Provincial Committees) in developing alternative strategies to resolve their community difficulties.

Despite some of the reservations regarding measuring impact, the CIVNET Project has nevertheless had profound implications for those communities that have been systematically marginalised politically and economically over the last 10 to 15 years – and who have only been sought out during election times by the competing political players. The level of consciousness that has been raised through the training programmes has created a paradigm shift in how individual community members perceive themselves, how they understand their current realities in their communities and in their country, and what they see as possible in terms of resolving their difficulties. Their perception and analysis of their demands and needs are tested in how they practically manage and implement the “action plans” that have been put in place to deal with their most pressing community issues.

The training methodology is participative and builds on the personal and collective experiences of community participants. It therefore allows for a common relevancy that can be identified with by all participants. The training workshops are implemented and facilitated by trainers who have been trained at national, provincial and ward levels. The CIVNET training programmes are facilitated by the Head Office staff. At Provincial level similar training workshops are held over a two day period and are facilitated by Co-ordinators and Provincial Trainers. These trainers in turn train local trainers who implement their own training programmes at ward level. The training at ward level is facilitated by local trainers and assisted by Provincial Trainers. This implementation model for training is commonly used by grassroots organisations and even although it has a far reach and is effective in providing mass education with not much financial cost because generally volunteers are used, the managing, co-ordinating and reporting on these events are highly problematic.

Despite the hostile environment in which CIVNET (and other democracy-related organizations) work in Zimbabwe, it is critically important that they continue to receive financial support for their activities, be it in the form of a grant or as has recently been negotiated between CIVNET and Sida, a consultancy contract. Civil society organizations are critical to any form of social mobilization and social change in Zimbabwe. It is by supporting the CIVNET kinds of education training organizations that change eventually will take place in the country. CIVNET does not overtly promote regime change or advocate mass-action but the education programmes that they offer creates the vehicle and platform for social dialogue around issues impacting on the social fabric of the society. CIVNET has made a great effort to ensure that gender and youth issues, as well as issues relating to people who are being marginalized due to political, social and economic circumstances including HIV/AIDS, are dealt with in their training programmes

In Zimbabwe civic education has become a strategic necessity if democracy is going to take root once a settlement has been reached by the political parties. Civic education introduces to citizens basic concepts of democracy, participation, accountability and leadership at various levels of society. Above all, civic education seeks to dispel apathy, fear and intolerance amongst citizens. It presents a potentially great opportunity for mobilization of communities despite the current environment of repression. The youth in both urban and rural areas are a potential source of energy and enthusiasm in civic education programmes, and this opportunity should be seized, as it was in the recent USA elections, in preparation for next elections in Zimbabwe

Dn

18/11/08

*“To promote democracy by enhancing people’s participation
in the decisions affecting the development of the country
and of their communities”*

(CIVNET)

1. Contextual Overview

CIVNET is a non governmental civil society organisation that is non partisan and fully committed to working at grassroots level. It has focused its institutional energies and vision on educating and raising the consciousness of the people of Zimbabwe about the importance of holding government at all levels accountable to the people, requiring them to be able to effectively participate and have their voices and concerns heard at community, municipal, district, provincial and national level. In order for the citizenry to participate some basic requirements are necessary – these include fundamental issues such as personal empowerment and confidence in order to tackle the challenges, strategic outward looking vision to ensure that the benefits of the action plan are in the interests of the community and not individual interests, how to hold those in positions of leadership accountable and responsible, preferably in a non conflictual way, to deliver on the promises and undertakings they have made to the community and where necessary to socially mobilise community members to take responsible and constructive action for issues that face their communities.

CIVNET has been active since 1996 when it formed part of a broad coalition of 6 non governmental organisations which included the Africa Community Publishing and Development Trust, The Catholic Commission for Justice and Peace in Zimbabwe, the Legal Resources Foundation and Edwina Spicer Productions. The Network’s primary objective was to encourage and promote democratic principles by providing wide spread voter education nationally. This was to counter voter apathy and simultaneously to contribute to democratic strengthening and democratic consolidation within Zimbabwe, given the threats and challenges that were emerging in the society. The premise on which the education programme was based was that through participation citizens would actively involve themselves in the life of the nation, safeguarding the fundamental principles of democracy and ensuring that the elected leadership are held accountable and responsible to the population. The population however in the instance was defined by CIVNET to be communities in the rural areas, farming communities and mining sectors. The rationale being that numerous NGOs and civil society organisations focused their activities on the urban and peri urban areas and that in essence the rural areas had been overlooked, despite the fact that Zimbabwe is predominantly an agrarian economy with the majority of its voters located in the rural areas. The CIVNET coalition of NGOs sought to cover as much of the rural areas as they could given the financial resources provided by¹ various bi lateral donors in Zimbabwe and their human capacity. Although the coalition was made up of 6 non governmental organisations, in addition they sought out progressive partners to assist them with what was a mammoth task given the increasing threatening environment in which they operated. The primary CIVNET members include:

The Catholic Commission for Justice and Peace in Zimbabwe
ZimRights
Legal Resources Foundation
Zimbabwe Council of Churches
African Community Publishing & Development Trust
Edwina Spicer Productions

¹ The Royal Swedish Embassy, the Royal Danish Embassy, the US Embassy, the British Embassy and the Royal Netherlands Embassy.

These organisations have a sound track record in terms of working in the human rights and democracy sector in Zimbabwe and have individually and collectively contributed to exposing human rights abuses as well as providing support to communities in distress caused by the political conditions in the country.

As the political environment has become more and more hostile and repressive, CIVNET and its partner organisations have had to devise ingenious methods to hold their training workshops. Not only has the physical convening of workshops become threatening to the ruling party but the use of terminology associated with democracy and governance is perceived to be synonymous with resistance and a growing opposition movement and the ruling party has put in place various intimidatory mechanisms to monitor and in some instances prevent workshops from taking place. The risk of conducting workshops have also to a greater or lesser extent had an impact on the ability of individual trainers and course participants to effectively participate in the trainings. There have been individual threats by the authorities and party members in some of the communities, indicating the overall threat that programmes such as CIVNET pose to the ruling party and the fragile state of oppositional politics in Zimbabwe.

2. Overview of Review Period

During the period under review (2001–2007) CIVNET has strategically manoeuvred its way through the fragmentation of civil society, the continuous intimidation and humiliation of ordinary Zimbabweans in both the urban and rural areas and increased political repression through the introduction of legislation such as Access to Information and Protection of Privacy Act (AIPPA), the Public Order and Security Act (POSA) and the Public Voluntary Organisation Act (PVO). The country saw its fundamental democratic freedoms such as freedom of association, expression, movement and assembly being incrementally eroded and undermined. At times CIVNET and its partner organisations had to hold off conducting workshops as facilitators and trainers as well as workshop participants were at risk. This was especially prevalent during the pre referendum period as well as parliamentary elections of 2000 and the presidential elections of 2002 where there was intensified social mobilisation and citizens' participation from all political perspectives and persuasions.

The period between 2001 and 2002 has been conceptualised by Swedish Sida (for funding purposes) as Phase One of its five year Democracy Development Programme through Civic Education. *“The overall object of the CIVNET Project is to promote democracy by enhancing people’s participation in the decisions affecting the development of their country and of their communities.”* CIVNET set out to achieve its objectives by providing civic education programmes to predominantly the rural constituency to empower them with critical information to empower themselves to effectively interface and engage with central and local government structures about key issues affecting their communities. This was borne out of the premise that national politics has always been the central focus of the citizenry. Other than participating in the electoral process to ensure that the voice of the ordinary person is heard, there is not much else, within the legal framework, that an individual citizen or a community can do to hold their elected representatives accountable and responsible to the people and the undertakings they made during the pre election period. The ultimate sanction by any citizen is not voting the public representative back into a public position or recalling the representative because of poor performance. In most countries the provincial level of government is generally administrative and a conduit for transferring authority and funds from central to municipal level. Municipal government focuses on those issues that impact directly on the citizens and are of immediate concern to the ordinary people. It is therefore highly commendable and admirable that CIVNET has chosen the most complicated and difficult tier of government to work at. To deal directly with communities and their numerous challenges, especially in a society that is frag-

mented politically and decaying economically has its own sets of problems. If the ability to empower citizens is not demonstrated, accompanied by immediate results and instant impact on the quality of their lives, there is the possibility that you can lose the support of the community, as well as the credibility of the training programme and the organisation. However if there are small to medium gains in achieving the goals and objectives set by the community training workshops this goes a long way to engendering confidence and self respect within the community structures and its citizens, and confirms the credibility of CIVNET and its staff working at provincial and ward levels.

The community training programme methodology was designed to provide analytical skills (referred to as social analytical skills) to assist course participants understand the causes of and reasons for the difficulties they experience in their communities. The training encouraged dialogue and respectful interaction and engagement between members of the community, as well as the community and the official authorities. These skills imparted to the community participants provided an alternative way of dealing with community disputes and grievances and encouraged insights about how to deal with recalcitrant authorities who were resistant to engage with the communities.

Furthermore, the community participants were equipped with the necessary capabilities to ensure that elected officials at provincial, district and ward levels are held accountable for delivering services and for ensuring that all citizens' issues are treated equitably eg that the basic human rights accorded to all Zimbabweans are provided eg health care, safety and security, food, water and most importantly to uphold the human rights and dignity of each individual within the various communities that are part of their jurisdiction.

The CIVNET training methodology is firmly rooted in democratic principles such as dialogue, engagement, transparency and accountability. The philosophical underpinnings of the programme are predicated on a rights-based approach which emphasises the inalienable rights that each human being is entitled to, as encapsulated in the International Declaration of Human Rights and the various SADC treaties and protocols. The assumption is that this crucial rights-based information will inevitably facilitate a shift in thinking and consequently a change in the attitude and behaviour of course participants, the broader community, and those holding public positions. It is further anticipated that public servants and elected representatives will be more accessible and responsive to the needs and rights of the community once they have understood their roles and the functions of central and local government in serving the people. This has been borne out by practical examples cited by members of the communities and course participants.

Given that the CIVNET training workshops have as their overall strategic objective the empowerment of citizens in order to participate effectively in holding elected officials and the relevant authorities accountable it therefore goes without saying that the substantive content of the training programmes will inevitably be directed to some of the critical issues identified as strategic to consolidating democracy in Zimbabwe at central and local levels.

During *Phase One* of the Sida Democracy Development Programme (2001–2002) CIVNET identified 2 key themes as pertinent and relevant to that particular political trajectory in Zimbabwe. These were:

- 1 Voter Education (2001) to prepare the citizens for the 2002 presidential elections
- 2 Participation (2002)² training workshops focusing on the importance of participating in elections, as well as participating in the civic life of the community with the emphasis on holding the elected public representatives accountable and responsible for transparent and open governance at provincial, district and ward levels.

² There was concern expressed by the community and advice provided by the authorities that it would be more expedient for CIVNET to adapt the Education for Participation theme to "Participation". on Mashonaland Central the secretariat was advised to amend the Participation theme to include an HIV/AIDS component for security reasons.

But with all the best intentions CIVNET and its partner organisations were unable to implement its programmes and activities to the extent that it had anticipated because of the many political, social and economic challenges facing the country. The population experienced increased violence and intimidation and were confronted with excessive brutality if they were in any way suspected of supporting the opposition political party. This created an environment of fear and reprisal which militated against holding training workshops at ward level.

Phase Two covered the period between January 2003 and December 2005

Although 2003 did not signal any significant improvement in the political and economic conditions of the country, a space nevertheless opened for organisations like CIVNET to re-engage communities at grassroots level, and to facilitate civic education training workshops. During this period CIVNET used the opportunity and relative stability in the country to review its education methodology and to explore alternative ways in which information could be disseminated at grassroots level, given the political and economic constraints and challenges faced. This was done by convening a National Methodology Workshop where the organisation reviewed its civic education methodology and course content in order to adjust and amend where necessary, in order to ensure optimal effectiveness. Given the context within which the training workshops were held and the levels of risk to the participants and the trainers CIVNET explored the utilisation of Study Circles as an alternative way of meeting and disseminating information to that of the standard CIVNET community training workshops.³ It was envisaged that the Study Circles would be more intensive, less visible and more effective – given the difficulties experienced in arranging and convening training workshops. It is however not clear how far the reach of the Study Circles extended into the community and whether they proved to be as inclusive and as effective as the community training workshops.⁴ Reference is made in some of the reports and the CIVNET documentation to the Study Circles but there is no definitive reference indicating their success and achievements.⁵

CIVNET's overall objective of promoting democracy by enhancing the participation of the Zimbabwean citizenry in the decision making processes of their communities and their country was further disaggregated during Phase Two of the Programme to 3 main themes, for implementation at ward level. Each theme reflects a response to the particular socio-political conditions and needs of the people during the period between 2003 and 2005. The themes were:

- Participation (2003)
- Voter Education (2004)
- Participation and Development (2005)

CIVNET encourages all citizens to participate in their training courses, but has focused particularly on the inclusion of women and young people, who have historically been marginalized from the broader political process. The exclusion of women and the youth CIVNET perceives to have been a major obstacle to the democratization process in Zimbabwe. Even although there is no definitive empirical data to support the promotion of women and youth, there is sufficient evidence in the numbers of

³ Study circles are smaller more focused groups of citizens that meet to analyse the challenges they face and identify action oriented solutions.

⁴ Financial aid was provided by NIZA to conduct a survey to establish whether Study Circles was a viable option for training and discussions, given the repressive and intimidatory environment in Zimbabwe, especially with regards to non governmental activity. The research was referred to as Social Capital Research.

⁵ There seems to be a disjuncture between what CIVNET and its partner organisations have historically been engaged in and the project introduced by NIZA which required extensive research into the feasibility and viability of Study Circles. There does not seem to be a synergy between what would be assumed to be part of a project dealing with "Regeneration – Towards a new strategy for community education and media" and the content of the CIVNET civic education training programmes

women and young people who attended the focus groups in the two provinces visited⁶ to substantiate their claim. Statistics from the annual reports have been provided below in the “Impact” section indicating the number of train the trainer courses that have been conducted during the period under review and how many women have participated in these training courses, as well as at ward level. There is however no definitive information regarding the number of young people who have participated in the courses.

During the focus group discussions it was noted by the Project Assistants as well as participants that after the 2005 elections a decision was taken to re-design or re-focus the training programme with the specific purpose of making it more action-oriented. Although social mobilisation around grassroots community issues may not be interpreted as huge gains in terms of impact, it nevertheless is a significant step for ordinary people living at grassroots to have the courage to speak out and try and make a difference to their lives and that of their community, within extremely challenging conditions. This is all due to the learnings from the CIVNET training workshop.

Under normal conditions the CIVNET civic education programme would have been able to reach its targeted number of communities and participants but due to funding constraints, the spiralling economic conditions, the volatility of the Zimbabwean currency, the dolarisation of the economy, the loss of trained facilitators and trainers to HIV/AIDS and migrancy and the general conditions in Zimbabwe, CIVNET was not always able to meet its own training targets.

The annual reports provide an indication as to how many train the trainer courses have taken place during the period of review and similarly how many community participants participated in ward training workshops. These statistics are elaborated upon in the “Impact” section of the report.

Phase Three

A new programme entitled “The Citizen Leadership Development Programme” was introduced in 2006 with the intention of training and preparing potential community leaders. CIVNET identified the need for a training programme of this nature because of the general lack of effective leadership at ward level. It is more intensive and extensive training, in terms of duration and content, and it is anticipated that it will create the conditions for the emergence of strong and effective community leaders for the future.

3. Training Methodology

CIVNET learnt, through its extensive experience of working at grassroots, how to negotiate access to communities in a way that did not threaten the workshop participants nor the facilitators and CIVNET staff. Furthermore, CIVNET has developed a training methodology that is reflective of and responsive to the numerous issues and conditions that impact on the lives of Zimbabwean citizens, especially those in the rural areas.⁷ The training methodology is participative and builds on the personal and collective experiences of community participants. It therefore has a situational relevancy that can be identified with by all participants.

The training seeks to empower the citizenry to deal with the numerous challenges they face in their localities, by enabling them to analyse their issues of concern and find practical solutions that will make a significant difference to their personal lives and those of the broader community. Issues that have

⁶ Matabeleland South and Midlands

⁷ These include the former commercial farms, the resettlement areas, mines, the general farming community and other rural areas.

been raised as deep concerns by the workshop participants are those that impact directly on their daily lives, for example, lack of food, poverty, the lack of clean, drinkable water, the lack of water to grow food, the disintegrating sewerage systems resulting in cholera, safety and security given the political unrest and violence experienced in various communities, the politicisation of food, the deterioration of roads and therefore inability of emergency services such as ambulances to reach homesteads in the deep rural areas, as well as no access to medical facilities. The local and traditional authorities, as well as members of the Provincial Committees, assist in identifying suitable candidates for participation in the ward training workshops as well as candidates to be facilitators and trainers.

CIVNET Programme staff members such as the Executive Director, the Finance and Administration Manager, the two Regional Co-ordinators as well as the Project Assistants have managed to build strategic relationships and networks with national, provincial, district and ward level authorities and public servants during the years that they have been actively engaged with civic education training. This has ensured easier access to communities and a less risky environment in which the training workshops take place.

The relatively peaceful and stable environment between 2003 to 2005 made it possible to include an additional theme of “Participation and Development” to the overall civic education curriculum. It allowed the Head office and regional staff the space to engage constructively with the local authorities about the workshop curriculum.

Each theme provides a methodological and content framework for information sharing and knowledge dissemination, that creates the foundation of individual and community empowerment. The axiom that “knowledge creates power” is particularly relevant and appropriate when reviewing and evaluating the CIVNET programme.

During Phase One CIVNET introduced lobbying and advocacy training to its training programme. These skills contributed significantly to the outcomes of the training workshops and community “action plans” and were to become a critical part of the community activities during Phase Two. Not only were workshop participants provided with analytical skills to evaluate the causes and depth of their problems and grievances, they were also given the tools to follow up on their “action plans”, and most importantly to hold the relevant authorities and elected leadership in their respective wards accountable to deliver on undertakings made with the community.

Some of the Project Assistants⁸ viewed this as a fundamental shift in CIVNET’s approach and one which differentiates CIVNET from other organisations working at grassroots in Zimbabwe. Within this problem solving paradigm communities are not only encouraged to identify, in order of priority, their most pressing problems and needs but are also equipped to identify appropriate and achievable solutions to be taken up on with the relevant authorities and elected leadership. The lobbying and advocacy skills have empowered the communities with a new found confidence to engage the authorities and elected representatives, who have historically been remote, inaccessible and mostly unaccountable.

The training materials of the civic education course are supported by reading materials and manuals provided by partner organisations such as the Africa Community Publishing and Development Trust (ACPDT). This is yet another indication of the mature and constructive way in which CIVNET undertakes its activities.

⁸ Because of their responsibilities and the role that they play in co-ordinating activities the Project Assistants that were interviewed were unanimous in wanting to change their titles to “Co-ordinator”.

3.1 Cascading Training Methodology

The training workshops are implemented and facilitated by trainers who have been trained at national and provincial levels. The CIVNET training programmes are facilitated by the Head Office staff. At Provincial level similar training workshops are held over a two day period and are facilitated by Co-ordinators and Provincial Trainers. These trainers in turn train local trainers who implement their own training programmes at ward level. The training at ward level is facilitated by local trainers. They are monitored and assisted by Provincial Trainers. This implementation model for training is commonly used by grassroots organisations and even although it has a far reach and is effective in providing mass education with not much financial cost because generally volunteers are used, the managing, co-ordinating and reporting on these events are highly problematic. The national office staff spends a great deal of time ensuring that the training programmes are efficiently and effectively implemented. A great deal of energy has gone into ensuring that the Project Assistants have the necessary skills and capabilities to oversee and manage the Facilitators and administer the provincial offices.

CIVNET also convenes National workshops to review the training programmes held during the year, to evaluate and review the continued relevance and appropriateness of the training materials, plan future workshops and provide an opportunity for trainers to debrief after their training experiences. These are very useful initiatives that support trainers and staff and assist them to be more effective in their provincial and ward training workshops.

CIVNET has facilitated capacity building initiatives for their national staff, the Regional Co-ordinators as well as the Project Assistants. These have been found to be very useful and is perceived by staff to be a further investment by CIVNET and the donor ie Sida in the Programme. It is unfortunate however that there have been incidents of financial accounting difficulties that the organisation has experienced over the years. This has resulted in additional pressure on the Executive Director and the Finance and Administration Manager. In addition to his organisational responsibilities such as strategic planning for the sustainability of CIVNET, managing the impact of the “brain drain” on the ability of the organisation to effectively continue providing quality training programmes, monitoring the impact of the training workshops on the community members and their ability to achieve their objectives, networking and fulfilling his obligations to CIVNET’s network partners, the Executive Director has to ensure that the financial reporting from the wards is in keeping with the good accounting principles and practices that CIVNET espouses to.

4. Organogram

CIVNET has a traditional non governmental, not for profit, Trust structure. This includes a Board of Trustees⁹ that is nominated by the Network member organisations. It might be useful to encourage newer and younger members from the member organisations to participate in the decision making and strategising of the CIVNET Board of Trustees in order to build their capacity to sit on Boards, as well as ensure that the Board also reflects new ideas.

The current staffing structure, as outlined in the Organogram, is highly appropriate for a mass based civic education training organisation.¹⁰ However once funds have been secured it is essential that the Finance and Administration Manager focus on financial reporting and institutional management rather than doubling up as a curriculum writer, course facilitator and trainer. It is very important that these

⁹ Annexure 1

¹⁰ Annexure 2

duties be separated and even although multi skilling is an asset in a small organisation, it is nevertheless important to have clear job descriptions and a defined division of labour. This promotes the professionalism of the organisation.

5. NGO Network Partners

During Phase Two CIVNET further consolidated its strategic partnerships with NGOs in Zimbabwe. These include the:

- Zimbabwe Election Support Network (ZESN)
- Zimbabwe Peace Project (ZPP)
- Zimbabwe United Residents and Ratepayers Association
- Association of Rural District Councils (ARDC)
- Farm Community Trust Zimbabwe (FCTZ)
- National Constitutional Assembly (NCA)
- Crisis Coalition
- FOSNET
- Media Monitoring Project, Zimbabwe (MMPZ)

In collaboration with these organisations CIVNET was able to provide a far reach for the civic education programme, as these organisations had facilitators and trainers that could be used to conduct training workshops at grassroots level nationally. CIVNET, on the other hand, provided access to established community networks for partner organisations to conduct their own training programmes. This form of collaboration is commendable given the competitive nature of non governmental organisations towards each other; not only for funding but for human resources and access to environments that are historically difficult to reach. It however is also indicative of the kind of values that CIVNET espouses. CIVNET is an organisation that has a long history of grassroots activity, where it has sought, despite the political and economic conditions, to mobilise the citizenry to participate in determining the future of their communities and their country. It has since its inception kept a low profile and does not actively seek recognition or acknowledgement for its activities. It is not averse to working collaboratively with other organisations, as has been noted above, and has been called upon periodically to train up facilitators and trainers of its partner organisations, as well as participate in leadership positions in some of these organisations.

The network partners have a high regard for CIVNET and its programmes and acknowledge the organisation to be one of the most dedicated NGO partners in promoting democracy and democratic principles at grassroots, despite the multi-fold challenges that it faces in the environment in which it operates.¹¹

¹¹ ZESN, IDASA and members of the Crisis Coalition confirmed their support and respect for CIVNET's methodological approach and the impact that the organization has at grassroots level.

6. Funding

During Phase One of the 5 year Democracy Development Programme Swedish Sida provided 2m SEK for the CIVNET activities undertaken between 2000 and 2001. Other donor partners included the Royal Norwegian Embassy, SAIH, NIZA and the Canadian Embassy.

In the second Phase of the Programme, Swedish Sida contributed a grant amounting to SEK 2 200 000 to an overall basket fund of SEK 4 400 000. The Royal Netherlands Embassy and the British Embassy also contributed to the fund. SAIH provided funding for facilitation workshops, printing of pamphlets and support towards administration costs. An additional contribution of

SEK 1 000 000 was further made by Sida¹² for the period from 1st January 2005 to 31 December 2005.

Additional Bridging Finance was advanced by Swedish Sida for the period January 2006 to March 2006 (as extracted from the projected three year Civic Education Programme and Citizens Leadership Development Project)

As part of its exit strategy Sida provided additional funding that enabled CIVNET to purchase their offices and buy 4 motorbikes¹³ for easier access by Project Assistants to the communities within their jurisdiction.

Sida has consistently funded and supported CIVNET from its inception. CIVNET's objectives reflect Sida's strategic policy framework for human rights and democracy support in Zimbabwe, especially the focus that CIVNET has on promoting democracy and democratic principles and encouraging citizens' participation, particularly that of women and the youth at all levels of government, but most especially at grassroots. Without the moral and funding support from Sida, CIVNET would not have been able to achieve the various key milestones it has since 2000. Some critical interventions have been made by CIVNET, with the support of Sida, and even although it might not be possible to evaluate the direct impact of these immediately, the causal linkages between the training and change in the communities will be more obviously evident as the situation in the communities deteriorate.

In 2007 Sida signed a Memorandum of Understanding with CIVNET to provide training, facilitation and consultancy services to Sida and where appropriate to partner organisations.

¹² Addendum to Agreement A2700971, Sida ref 11.3/29, Component 2700081101. Part of the funding was allocated for the end of Project evaluation.

¹³ Initially 8 motorbikes were budgeted for but due to budget cuts and the unavailability of 8 motorbikes, only 4 were finally bought.

7. Evaluation: Terms of Reference

Swedish Sida in Harare commissioned an evaluation of the impact of CIVNET's activities and programmes for which they have provided funding support for the period 2000 to 2007. An independent consultant, Ms Dren Nupen, was contracted to undertake the evaluation.

The Terms of Reference for the evaluation are contained in Annexure 3. In summary, they include assessing:

- 1 whether the organisational objectives for the period outlined have been met by CIVNET;
- 2 whether it is possible to quantify the impact of CIVNET's training programmes in the short to medium to long term and what the tangible outcomes and effects of the training programmes are on the communities and workshop participants;
- 3 whether the community and its members benefitted from their participation in the training workshops and how they were able to take forward the Democracy Project at their localised ward level;
- 4 whether this was a good social investment for Swedish Sida and whether with the funds provided were able to reach the optimum number of participants in order to change their behaviour patterns and attitudes;
- 5 whether Sida's strategies and objectives were reflected in the CIVNET's activities vis a vis human rights and democracy;
- 6 the capacity of the implementing partner to deliver faithfully on the intended outcomes and if not possible to identify the obstacles they faced.

8. Evaluation: Methodology

When planning the evaluation the consultant developed a framework for the interviews and Focus Group discussions.¹⁴ The framework is formulated in a rights based approach, including both individual and collective rights.

A schedule of appointments was prepared for meetings.¹⁵ These included meetings with Board of Trustee members, senior management and staff from the provinces to gather information about the organization, its organisational structure, the roles and responsibilities of the staff and whether CIVNET has been able to reach the goals and objectives it has set itself, especially within the current hostile environment.

The Evaluation methodology included the following:

- a desk top review of various documents including board and management reports, articles, research, brochures, financial reports and general Network information documentation. The documentation was provided by CIVNET and Swedish Sida. The data gathering process was primarily a qualitative analysis. It became clear that a quantitative analysis would not be possible, given the security reasons noted previously in the Report;

¹⁴ Annexure 4

¹⁵ Annexure 5

- small focus groups were facilitated by the consultant where some of CIVNET's Project Assistant's and workshop participants participated at a regional and ward level;
- personal interviews (some more structured than others) were held with Board members, Provincial Committee members, staff, members from broader civil society including representatives from political parties in Zimbabwe as well as academics and international donors;¹⁶
- field visits were made to Matebeleland South and Midlands. These regions were selected as part of the information gathering process because each of them present a different set of challenges and therefore require a different set of responses from CIVNET.

The consultant identified a number of indicators and benchmarks against which to assess the performance and impact of the CIVNET training programmes. Most of these are to be found in CIVNET's Project Proposals and funding reports. In summary they are to:

- 1 facilitate behaviour and attitude change
- 2 understanding roles and responsibilities of central and local government
- 3 encourage the participation of all citizens in promoting good governance
- 4 ensure accountability and democratic governance at central and local government levels through effective citizens' participation
- 5 ensure that marginalised and disadvantaged citizens are included in the economic development agenda of the country
- 6 promote reconciliation between conflicting parties, and
- 7 encourage tolerance of diversity

The responses from all those interviewed was overwhelmingly supportive of CIVNET's civic education training programme and many stories were related about the impact that the training workshops have had on individual participants, and how their participation has benefitted their communities. Where the authorities and the elected public officials had been unhelpful and resistant to engage with community members about services and community issues, those responsible for following up with the "action plans" were further supported by the monitors (also members of the Provincial Committees) in developing alternative strategies to resolve their community difficulties.

9. Evaluation: Impact

Evaluating the impact of civil society networks is often difficult given the variety of variables that influence a situation at any one time, especially in the realm of democracy and human rights related projects. Direct attribution of change to one particular variable is difficult to measure but over a period of time it becomes easier to make causal linkages between, for example, increased voter turnout or a change in voter behaviour patterns with the consistent conduct of civic education workshops.

During the interviews it became clear that not only were the participants and facilitators grateful for having been given the opportunity to participate in a training of this nature, but that they had definitely benefitted from exposure to the learning methodology and the programme content. They personally

¹⁶ In most instances the interviewees preferred not to be named for fear of reprisal if the Report landed in the wrong hands.

felt more empowered to deal with the many hardships that they face and attributed this to their participation in the civic education training. Although the interviews were very positive about CIVNET's programmes it was nevertheless difficult to quantify the impact of the training, other than to rely on individual stories and collective experiences and verify their "action plans".

The positive impact of the training was further demonstrated, on several occasions, by case studies from different wards where "action plans" had been agreed upon and had been successfully resolved through informed interaction with the public servants and/or the responsible authorities. Some of the examples of where communities were successful in resolving difficulties facing them included;

- The clearing of a road to allow emergency services to visit the area;
- The establishment of a herb garden to provide traditional herbs for ailments not able to be treated at the hospitals and clinics because all health care services had been closed due to lack of funds, medicines and staff;
- Small feeding schemes for children in areas where food was being distributed to the supporters of the ruling party;
- Support for child-headed households;
- Food for people with HIV/AIDS;
- The distribution of water from one community to another where there was a shortage;
- Approaches to the District Administrator about open sewers, the increasing threat and spread of cholera, and in some instances the death of community members from cholera;
- Providing critical information to the local authorities about the poor conditions in communities, and following up with demands for improvement in the sewerage systems, the roads, the overflow from rivers and a general upgrading of services that were potentially life threatening;
- Despite the culture of fear that has permeated Zimbabwean society for over a decade, communities have started to mobilise around economic and development related issues. This has been directly attributed to the CIVNET training workshops.
- The social analytical skills provided through the training have created a depth of understanding and knowledge about the root causes of the problems faced by the communities. Similarly the social analytical skills have also provided insights into appropriate solutions. This was demonstrated on many occasions through the various discussions held with individuals or in the focus groups.
- CIVNET attributes the relative calm and peace of the pre election period in 2008 to the participation of the citizens in the CIVNET civic and voter education training programmes. This assertion cant be empirically tested, other than if studies had been undertaken to establish views and attitudes in the pre civic and voter education period and then after the elections. However some connection can be tangentially made between participation in the workshops and an understanding of what conditions are required for a free and fair election;
- Despite some of the reservations regarding measuring impact, the CIVNET Project has nevertheless had profound implications for those communities that have been systematically marginalised politically and economically over the last 10 to 15 years – and who have only been sought out during election times by the competing political players. The level of consciousness that has been raised through the training programmes has created a paradym shift in how individual community members perceive themselves, how they understand their current realities and what they see as possible in terms of resolving their difficulties. Their perception and analysis of their demands and needs are

tested in how they practically manage and implement the “action plans” that have been put in place to deal with their most pressing community issues;

- Without the support of Swedish Sida it would not have been possible for CIVNET to conduct the training workshops and promote the principles of democracy and democratic development in the remote areas of rural Zimbabwe. Apart from the practical issues that were dealt with by the communities as a result of the workshops, a foundation has been created for further action and mobilisation when required. This would not have been possible without the financial resources provided for the workshops by Sida.

The interventions noted above have been verified by the consultant and there is no doubt that there have been improvements and changes to how individuals and communities confront and deal with their situations, albeit on a small scale, at present. These changes however do provide opportunities for social mobilisation at a community/ ward level that will further empower communities to demand services and delivery on promises made by political parties during election periods.

In other instances facilitators shared experiences of training outcomes where representatives from the two major parties in Zimbabwe have together participated in the workshops and been able to civilly agree to ground rules on how party supporters can heal their differences and agree on a strategy of peaceful co-existence. According to reports these peace accords have been adhered to, and where historically there had been conflict and general hostility amongst community members because of political allegiance, these citizens are now learning to live with each other and tolerate political and ideological diversity by witnessing first hand how an MDC supporter and ZANU PF supporter are able to settle their differences. Although some of the attitude changing experiences may not necessarily be as a result of a personal experience but could be due to witnessing and observing positive behaviour change in others. This form of role modelling can also have a profound impact on course participants and result in shifts in personal perceptions.

There is no doubt that in this culture of fear, ignorance, intolerance and general political repression the CIVNET training programme has provided some hope for the future and has given a confidence, which did not previously exist to the citizens, thereby enabling individuals and community members to take on issues that they would not have been able to in the past.

Other indications that demonstrate the impact of the CIVNET programmes is:

- That CIVNET’s programmes continue to produce results under the most trying of conditions. According to CIVNET’s annual reports during the period under review 2110 people were trained as trainers (1037 women and 1023 men). For the same period but at ward workshops 126 435 participants were trained of which 66524 were women and 59911 men.¹⁷
- That there remains a strong sense of commitment by the community leadership, the CIVNET staff, and the community structures (staffed by mostly volunteers) to continue with their activities despite the increasing repressive and deteriorating economic conditions in the country;
- Communities participate in the CIVNET projects and activities with a sense of hope that the conditions will improve and change, especially now that they are able to actively participate in the resolution of their community issues. Their sense of hope is underscored by the fact that they are personally witnessing accumulative and incremental changes in their personal attitudes and behaviour, as well as at a community level;
- Elected representatives at provincial, district and local government levels have a more thorough and informed understanding of their roles, functions and responsibilities and are less threatened by the

¹⁷ Refer to CIVNET Annual reports for a record of the above statistics

CIVNET training programmes. They are also more responsive to engaging communities about their problems. They have first-hand experience and knowledge of what can be achieved after having been empowered by the information and knowledge received from attending the CIVNET training workshops. In some instances the workshops are even being endorsed by the authorities and public representatives at local level as non partisan informative forum that benefits the community;

- CIVNET's policy of focusing on marginalised poor people has been successful, and they have achieved their objective of ensuring the inclusion of women and the youth in their training workshops. It became evident that many of the leadership roles are occupied by women and young people who have a dedicated commitment to ensure the success of their community "action plans." They have organisational skills, are articulate and are seriously engaged in their tasks;¹⁸
- CIVNET undertook to ensure that at a minimum there would be 30% youth participation in each of CIVNET workshops. Youth participation in 2006 was estimated to be 31.3%;¹⁹
- The majority of CIVNET's training participants are women, their participation amounting to 66%. CIVNET has aimed for at least 50% of workshop participants at every CIVNET workshop to be women.²⁰ 50% of the CIVNET Board members are women. The majority of facilitators are women. The majority of the Provincial Committee members are women. Five (5) of the eight (8) Provincial Chairpersons are women and seven (7) of the eight (8) Treasurers are women. CIVNET is an equal opportunity employer. Five (5) of the thirteen (13) members of the secretariat are women. It is noted with concern though that the majority of these are in finance and administration. Women candidates will be encouraged to apply for most of the vacancies to be filled in the coming year;
- CIVNET's values and principles have been integrated into the way in which the community participants engage each other and interact with public servants.²¹

The efficacy and success of the CIVNET training programmes is further supported by a request from a Residents Associations in Bulawayo for training in community mobilisation. Social mobilisation through community initiatives such as those provided by CIVNET creates the basis for future mobilisation as the political events unfold in the country. The assumption is that community mobilisation would be one of the outcomes of the CIVNET training workshops and not a separate process initiated by community members who have not participated in the workshops.²²

¹⁸ However most of CIVNET staff in the provinces were men, who are highly competent and a significant resource to the organisation. The reasons given for why there were no women employed in these positions by CIVNET is because of possible threats and risks that they may have to endure travelling through the rural areas

¹⁹ Youth is defined here as anybody falling between the ages of 16 and 30.

²⁰ The consultant did not have access to the records detailing the number of women participating in the training workshops.

²¹ The values include tolerance and respect for diversity, holding elected leadership accountable, democratic decision making practices and procedures as well as transparency and inclusivity

²² This of course does happen given the experience of the mobilization of the youth militia, the war veterans, the police and the army during the course of the last 10 years. We are however arguing that communities that would historically not be mobilized around issues because of fear and intimidation now understand why it is important for them to take up mass action, when and if necessary.

10. Recommendations

The recommendations made in the Report are, to a large extent, based on the outcome of the evaluation process, the observations of those interviewed at both national and provincial and local levels as well as international donor partners, social analysts and NGO partners. These include:

- 1 CIVNET to compile an accurate dossier of statistical information capturing how many participants have been trained in their programme for each year of the Project, in which geographic areas the training took place, how many course participants were men, women and of what ages and what practical changes have happened in the communities where the trainings took place.²³ This information could also provide useful data about voting patterns eg in wards that have historically voted for a particular party could be reviewed once the CIVNET training workshops have been held and their voting behaviour tracked once elections have taken place. This study does not have to be done on a national scale but could be limited to certain wards within particular party strongholds.
- 2 CIVNET to prioritise 2009 as its resource mobilisation year. It is critically important that CIVNET ensure its organisational sustainability and seeks to encourage donor partners to consider establishing a basket fund to provide support for the Citizens Leadership Development Programme as well as the civic education training programme – but on a larger, more intensified scale because with the collapse of most of the social services and government institutions there is a greater need for citizens to understand what is happening and how they can participate in creating alternatives within the current situation.
- 3 CIVNET negotiating with donor partners to make provision to increase the remuneration for trainers and CIVNET staff in the regions. Their skills are in great demand and they are regularly approached by other non governmental organisations, who are prepared to pay them more than they currently receive from CIVNET. The pool of skilled trainers and experienced human capital is becoming increasingly diminished as the economic meltdown has its effect on Zimbabwe and people migrate to other more stable economies.
- 4 Once sufficient multiple-year funding has been secured, the organisation to take steps to further institutionalise its national and provincial structures in order to ensure institutional sustainability beyond the Head Office. This to include a review of salaries, a review of job titles, implementing performance assessments, good corporate accounting principles with built-in checks, capacity building in various aspects of organisational administration eg monitoring and evaluation, record keeping, computer skills, financial record keeping etc etc.
- 5 The Head Office to be the strategic centre of the organisation, that co-ordinates, supervises and ensures good governance at national, provincial and local structures. The provincial and local structures to be effectively empowered and have sufficient capacity to implement the policies and programmes of the organisation. This has to date been done but with more resources these principles could be entrenched into the operational vision of the organisation.
- 6 To ensure its long term sustainability the organisation to be more outward looking in terms of marketing its intellectual resources and skills and the valuable information that it has gathered over the years from its involvement at grassroots. In some countries large amounts of money are paid for reliable information about what voters think. The same principle could be applied in Zimbabwe where roundtable discussions could be convened where the “voice”, demands, needs and conditions of the people are shared with political parties across the political spectrum, political analysts, local and international journalists and international donors.

²³ The statistical information is available in storage but needs to be captured in an accessible manner.

- 7 The profiling of CIVNET as an organisation that has access, through its grassroots activities, to the views and aspirations of the majority of the people in Zimbabwe is invaluable knowledge and provides critical insights into Zimbabwean society. This information should be packaged in such a manner that it will provide maximum exposure for the organisation and will assist CIVNET to mobilise resources.
- 8 An internet based information dossier to be produced in which trends, perceptions, views and general analysis about the conditions on the ground, as witnessed and experienced by the CIVNET facilitators and trainers are shared with a broad audience at national, regional, continental (AU) and international (Commonwealth, EU, UN, COMESA and other intergovernmental and non governmental bodies) fora. This information could also be packaged in a way that it could be distributed to policy makers in Zimbabwe, regionally (SADC) and internationally. Appropriate technical and analytical skills would be needed to package this information in a way that is accessible to this audience. CIVNET may consider outsourcing the research, analysis and writing up of the information to experienced researchers based either in Zimbabwe or in the diaspora.
- 9 CIVNET is an effective mass based training organisation that has developed a reputation for its sensitivity and responsiveness to predominantly marginalised people in rural communities. Since 2005 the organisation has successfully extended its programmatic reach into urban areas. These skills and expertise could be shared in other regional countries and through networks like the Open Society Initiative for Africa²⁴ which has access to former Eastern European countries that are struggling with similar development issues to those in southern Africa.
- 10 The conceptualisation of the Leadership Project is strategic and needs donor support as it will form the nexus for social mobilisation in the next couple of years.
- 11 It would be useful to conduct a “scientific” evaluative process of the activities undertaken by CIVNET. This could be in the form of a survey which would be most helpful to gain a broader understanding of what the issues are that have had an impact on the training course participants, where difficulties have arisen in the programme and ultimately how the power relations and processes of accountability have improved within the community structures, or not. It will also provide critical and valuable insights into what issues need to be included into the content of the programmes provided by CIVNET and other civic education and leadership training initiatives in Zimbabwe. In addition this could be a very important tool by which to measure the empowerment of programme participants and where adjustments need to be made. It would be also be a useful mechanism to measure behaviour and attitude change in communities exposed to the CIVNET training workshops. The results of a survey of this nature could be of great assistance to other non governmental partners to inform their plans and strategies for more effective campaigns, workshops and training in the future. It is therefore recommended that CIVNET initiate the survey after consultation with similar organisations in the broader NGO community and that international partners be approached to assist in establishing a basket fund to support the project.

²⁴ Which is headed up by a Zimbabwean national now living in New York

11. Conclusion

Despite the hostile environment in which CIVNET (and other democracy-related organizations) work in Zimbabwe, it is critically important that they have the necessary financial support either as a grant or as has recently been negotiated between CIVNET and Sida, a consultancy contract in order to continue their activities. Civil society organizations are critical to any form of social mobilization and social change in Zimbabwe. It is by supporting these kinds of education training organizations that change eventually will take place in the country. CIVNET does not overtly promote regime change or advocate mass-action but the education programmes that they offer creates the vehicle and platform for social dialogue around issues impacting on the social fabric of the society. CIVNET has made a great effort to ensure that gender and youth issues, as well as issues relating to people who are being marginalized due to political, social and economic circumstances, are dealt with in their training programmes.

In Zimbabwe civic education has become a strategic necessity if democracy is going to take root once a settlement has been reached by the political parties. Civic education introduces to citizens basic concepts of democracy, participation, accountability and leadership at various levels of society. Above all, civic education seeks to dispel apathy, fear and intolerance amongst citizens. It presents a potentially great opportunity for mobilization of communities despite the current environment of repression. The youth in both urban and rural areas are a potential source of energy and enthusiasm in civic education programmes, and this opportunity should be seized, as it was in the recent USA elections, in preparation for next elections in Zimbabwe.

Annexure 1 CIVNET Governance Structure

Board Members

Chairperson:	Mr. Arnold Tsunga – Former Chairperson of ZimRights. (Also Executive Director of Zimbabwe Lawyers for Human Rights (ZLHR))
Deputy Chairperson:	Mrs. Edwina Spicer – Former Director of Edwina Spicer Productions (ESP)
Treasurer:	Ms. Deborah Baron – National Director of Legal Resources Foundation (LRF).
Secretary/Exec. Director:	Mr. Wellington Mbofana
Committee Members:	Mr. Alouis Chaumba – Director of Catholic Commission for Justice and Peace (CCJP) Mrs. Kathy Bond-Stewart – Director of Africa Community Publishing and Development Trust (ACPDT)

Management Committee

Chairperson:	Mrs. Edwina Spicer – Formerly Director of Edwina Spicer Productions (ESP)
Secretary:	Mr. Wellington Mbofana – CIVNET Executive Director
Committee Members:	Mr. Aluis Chaumba – Director of Catholic Commission for Justice and Peace (CCJP) Mrs. Kathy Bond-Stewart – Director of Africa Community Publishing and Development Trust (ACPDT) The 2 Regional Coordinators The Finance and Administration Manager

The Secretariat

The composition of the secretariat is as follows;

- 1 Executive Director
- 2 Finance and Administration Manager
- 3 Two Regional Coordinators ²⁵
- 4 Bookkeeper
- 5 8 Project Assistants ²⁶
- 6 Two Administrative Assistants (one in Bulawayo and another in Harare)
- 7 Two Office Orderlies (one in Bulawayo and another in Harare)
- 8 2 Caretakers to provide security and maintain the CIVNET property that houses the national office

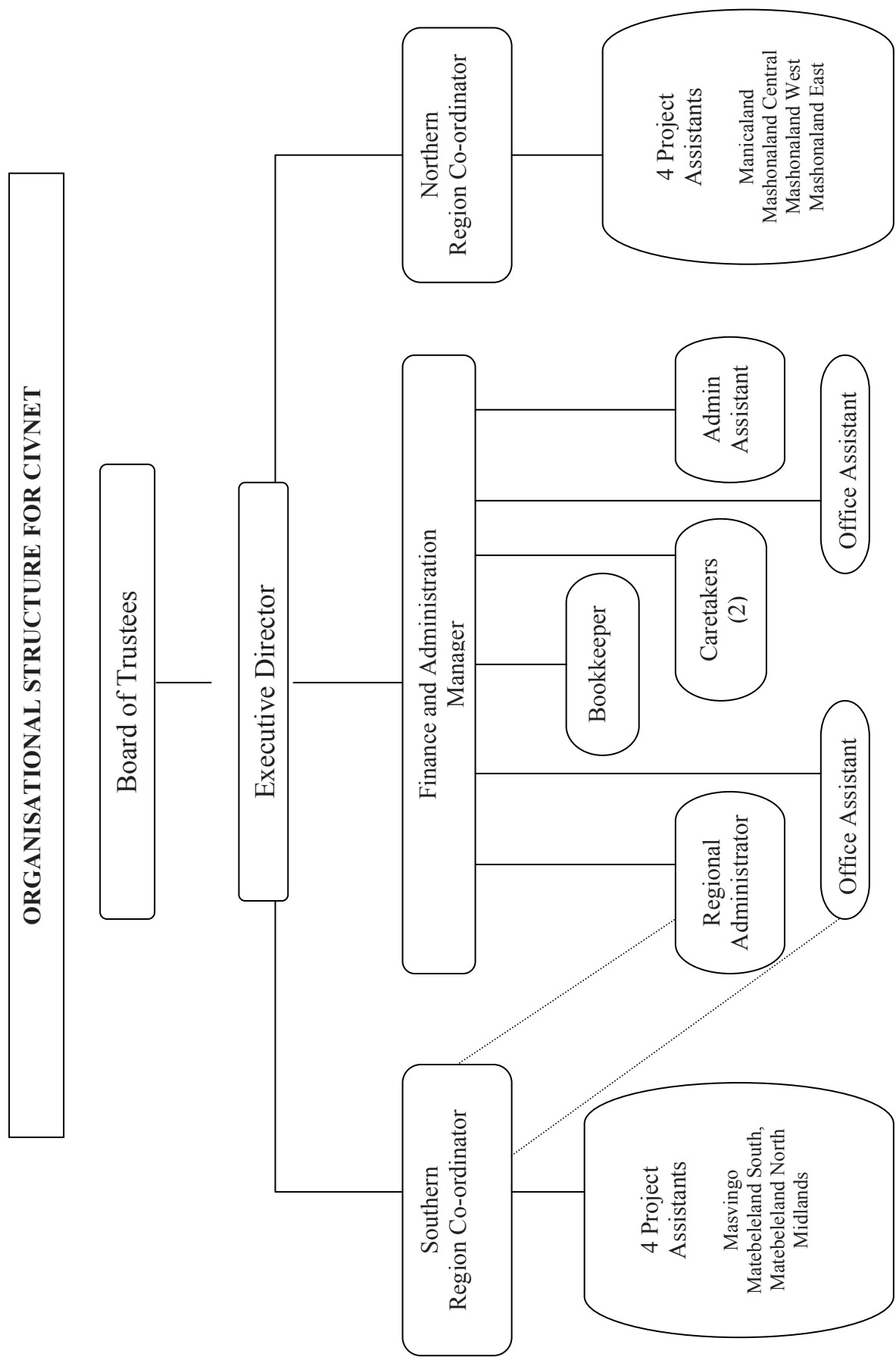
²⁵ The Southern Region Coordinator left recently to join his wife in the United Kingdom and is still to be replaced.

²⁶ (There are four vacancies in Matebeleland North, Masvingo, Mashonaland East and Manicaland which should be filled soon)

Provincial Committees

The provincial committee is an operational structure comprising of the Project Assistant and 6–8 people drawn from member organisations operating at provincial and district level.

Annexure 2 Organisational Structure for CIVNET



Annexure 3 Terms of Reference

1. Background

Prior to the 1995 parliamentary elections, a number of NGO's joined to cooperate in a joint voter education programme in order to tackle voter apathy. These organisations decided to continue their cooperation after the 1995 elections and develop a longer term education programme focusing on the role of political leaders, human rights, the role of NGO's and on participation and development. Sweden provided support for activities implemented 1996–2000. Sida funded CIVNET alongside others, notably the Royal Danish Embassy, the British High Commission, the American Embassy, the Dutch Embassy. Sida's contribution in 1996–97 was 43.7% and 31.6% in 1997–98. There was no funding from Sida in 1998–99. Funding resumed in 2000 in a basket with the Dutch and the Danish Embassy where the contributions were almost equal i.e. a third each.

Following the drafting of a 2001–2005 five-year Democracy Development Programme through civic education, Sweden provided support to the amount of 2 MSEK for activities during 2001 and 2002 (decision ZWE 81/2001). CIVNET then approached Sida for a further support (phase 2) to the continued implementation of the five-year project from January 2003 up to December 2005. In 2006 Sida and SAIH (Norwegian Students and Academic's International Assistance Fund) funded different aspects of the leadership development programme where 24 leaders graduated in November 2006.

The overall objective of CIVNET's activities have been to promote democracy by enhancing peoples' participation in the decisions affecting the development of their country and of their communities. This overarching objective has been disaggregated into the following objectives for the second phase of the five-year programme:

1. To facilitate changes in attitudes and behaviour leading to the constructive participation by civil society in the formation and promotion of good governance by imparting knowledge to all citizens of Zimbabwe, including those holding public positions, about the functions of central and local government and their roles in ensuring that these bodies behave democratically.
2. To ensure good governance by promoting full public participation in the democratic process through voter education.
3. To ensure critical consciousness and the participation of citizens and communities generally including disadvantaged groups in economic and developmental issues and to promote accountability at all levels.
4. To foster genuine healing and reconciliation among victims and perpetrators of political violence and promote a culture of peace based on tolerance and mutual respect of divergent views.

To achieve these objectives, CIVNET organised workshops around three main themes: Participation (2003), Voter Education (2004) and Participation and Development (2005). These workshops were held at national, provincial and ward-level. The ones who were trained at the provincial level have acted as facilitators at the ward level workshops with assistance of provincial trainers. Participants of the workshops have been selected from the local communities and the local and traditional leaders have been involved in their identification. CIVNET had plans to organise an average of 1 300 workshops per annum. The activities have been community based, mainly rural, farming, mining and other remote areas which have been disadvantaged for a long time and CIVNET has promoted the establishment of community based education or study circles. In terms of geographical coverage, the activities have been implemented nationwide.

The amended agreement expired on 30th June 2007. Since then Sida and CIVNET has entered into a different relation where CIVNET can be utilised as consultants and facilitators and which is regulated in a Memorandum of Understanding which was signed in October 2007.

2. Objectives of the End of Project Evaluation

The main objective is to assess the impact of the programme from 2000 up to June 2007. This include the following:

- To evaluate the achievements of the objectives of the programme through a systematic and thorough assessment of the results achieved of Sida's support.
- To ascertain to what degree the support as currently conceived, reflected Sida's strategy and objectives with regards to human rights and democracy.
- To assess to what extent the impact of the programme from 2000 up to June 2007 is a result of the Swedish support
- To assess if the funds were used for activities agreed upon by Sida and CIVNET
- To assess and to give an overview of the various activities targeted at communities
- To assess the implementation of the programme vis a vis the rights based approach
- To assess what has – or has not – been achieved in relation to plans? Is there a difference between planned and actual results, and if so, why? An analysis of feasibility and sustainability, including the implementing capacity of the partner in cooperation, should be provided here. What factors – inside or outside the area of cooperation – have influenced the results?
- A clear indication if the results are value for money
- General lessons learnt from the project.

The evaluation should aim to answer questions if the initiatives for the strengthening of poor people's (women, men, youth, boys and girls) participation and influence in decision-making has been increased through CIVNET's interventions.

It is some time not possible to assess long-term goal fulfilment, effects and sustainability until after the programme/contributions have been implemented. Therefore, it is important to give prominence to both short-term and long-term goal fulfilment (if there are indications of the latter). In this respect, it is not sufficient to say that the "result is good". The results should be presented based on the objectives, as concrete as possible and where relevant in quantified values. The analysis must be broken down into effects and what they have led to for different target groups. Reporting effects is difficult and it is only in exceptional cases that it has proved possible to use the outcome analyses as advanced assessments of effects.

It is important to refrain from imputing other goals to the contributions than those that were explicitly established when the decision was taken to approve the contribution.

3. Scope of Work and Methodology

Information needs to be acquired through existing documentation at the Embassy of Sweden in Harare and CIVNET Head Office and in the Field.

Information should also be acquired through interviews with various stakeholders in the field, particularly in the project areas and interviews with staff working with the project funded by the programme.

Discussions and interviews of different target groups of the project shall be undertaken. Existing documentation and reports should be reviewed as well as other information and data or contact that might be useful for the evaluation. Other donors financing CIVNET should also be interviewed.

References to sources of information are important throughout the evaluation. All information provided in the report should be based on existing documents. In the analysis section, references to documentations, other evaluations and the like shall be provided in the form of footnotes.

4. Consultancy Personnel

It is envisaged that the consultant/consultancy team will comprise of a recognised expert in particular the area of human rights and democracy. With due consideration to the suspended cooperation with the GoZ and the political situation in the country, the assignment should be carried out with a low profile. Public meetings and hearings should be avoided.

5. Reporting and Time Schedule

The evaluation is expected to take place during October 2008 and should cover initial preparatory work and study of relevant documents, meetings with stakeholders, visits to eventual other institutions, further consultations with stakeholders and report writing. The timeframe for the assignment is envisaged not to exceed a total of 4 person weeks in total.

The Consultant will, at the latest the 10th November 2008, produce a draft report for presentation and hold a meeting with the Embassy of Sweden, to discuss this report. The Consultant shall after the report has been submitted, be at Sida's/Swedish Embassy in Zimbabwe's disposal during one day during this week for follow-up consultations and seminar internally. After receiving comments within a week from the Embassy and Civnet a 2nd draft shall be presented within 7 days and a final report within 4 days.

The report shall be of maximum 20 pages excluding appendices. The draft report shall be submitted to the Embassy of Sweden in Harare and to Civnet electronically and in two hardcopies.

Once the report is submitted, Sida should have the copy rights and be allowed to edit and use the report as Sida finds appropriate.

6. Budget

The budget shall be divided into lead consultant's fees, local consultants fees, other expenses such as travel costs and accommodation and contingencies (10% of total costs).

Payment will be done in stages:

33% will be paid upon presentation of the workplan

33% will be paid after presentation of the 1st draft

17% will be paid after presentation of the 2nd draft

17% will be paid after submission of final report.

Annexure 4 Framework for Focus Groups

Focus Group participants included:

- Volunteers
- Regional Co-ordinators
- Project Assistants
- Community members
- The Finance and Administration Manager
- The Consultant

The following questions were put to the Participants:

- what is your role in the CIVNET Civic Education Programme
- why did you decide to participate in the CIVNET Civic Education Programme
- what form of training did you receive
- before participating in the training courses had you heard about CIVNET and its activities at grassroots level
- what were your views about your ability to affect change in your life and your community prior to participation in the CIVNET training course
- what was your perception/view of your ability to affect change at both a personal level and at a community level, once you had participated in the CIVNET training course
- what were the priorities that community participants identified for further action as a community
 - a Were you able to achieve these objectives
 - b What were your experiences in implementing your community action plans
 - c Where you were not able to achieve them what actions did you take?
 - d Was there additional support from CIVNET in terms of overcoming hurdles and obstacles that you encountered in the implementation of your action plans.
- are you able to evaluate the impact of the CIVNET training course at a personal level as well as at a community level.
 - a how are you able to measure this – has there been demonstrable changes and shifts in attitude, as well as improvement in the community according to the list of priorities identified in the training courses. Provide examples.
- have your personal and community achievements had a positive impact on other individuals and communities, who now would like to participate in similar training courses
- has CIVNET successfully been able to involve women and the youth in the training workshops
 - a have women and young people taken up leadership positions in the implementation of the action plans
 - b are women and youth represented at a structural organisational level in positions of responsibility. Are you able to calculate the percentage.

- what have been the risks to you personally and the community for participating in the training courses
- with all the information gained and the experience of participation why has there been no fundamental change in the broader political environment in which your community is located
 - a have the gains that have been made by your community due to your participation in the CIVNET workshops been only relevant to your community needs or do you think that they have greater significance at a social, political and economic level for general community mobilisation against the repressive conditions prevalent in Zimbabwe today
 - b is there not a danger that communities will only focus on issues that impact on their daily lives and will not use the knowledge that they have acquired, through their participation in the CIVNET Programme, to contribute to the national challenges that the country faces.
- where the community is not able to achieve its action plans do they become despondent and discontinue participation in the Programme or are there CIVNET support structures that provide them with encouragement and hope that despite the obstacles they face there are possibilities for success.
- do you trust and have faith in the CIVNET structures, support staff, trainers and facilitators.
 - a What has made them trustworthy.
- If CIVNET runs out of funds would you continue to participate and support the training workshops
- are there any areas where you believe CIVNET can improve their services, be it in the following areas:
 - a training course content
 - b training materials
 - c trainers and facilitators
 - d course structure
 - e length of training
 - f refresher courses
 - g follow up (monitoring) methodology
 - h support from the National Office and/or Regional Offices
- were you aware that Swedish Sida, an international partner, has supported the CIVNET training activities.
 - a Do you think that their support has contributed to the success of:
 - 1 you personally reaching your objectives,
 - 2 your community being able to meet its community based objectives;
 - 3 CIVNET being able to realise the goals and objectives of the civic education programme

Annexure 5 Workplan

Week	Day	Activity
One	13–19 Oct	Desk Top Review (documentation required in Annexure A) in Jhb.
Two	20 Oct	Arrange meetings with donor partners, NGO partners, CIVNET Board of Trustees, senior staff and field workers in three provinces ie Midlands, Matabeleland, Mashonaland East (with the assistance of CIVNET)
		Confirm Focus Groups & interviews in the three provinces
	21 & 22 Oct	Prepare Questionnaire for field visit Focus Group discussions and interview
Three	27 Oct	Arrive in Harare. Meet with Wellington
	28 Oct	9h00 Meet with Staff at CIVNET
		11h00 Meet with Board of Trustees
	29 & 30 Oct	Field visit to Matabeleland South
	31 Oct	Field visit to Midlands
Four	3 & 4 Nov	Partner and Network organisations, NGOs & donor partners in Harare
	5–9 Nov	Prepare first Draft
Fifth	10 Nov	Present Draft Report to Swedish Sida & CIVNET (be available for day for feedback)
Sixth	19 Nov	Distribute Second Draft to Swedish Sida & CIVNET
Seven	25 Nov	Final Draft

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