

Country Programme Plan Zimbabwe

I. ANALYSIS

1.0 Country Context Analysis

1.1 Brief overview

The situation in Zimbabwe is very complex. Since the independence in 1980 Zimbabwe has been led by Mr. Robert Mugabe and ZANU – PF¹. After a period of economic growth and expansion of social services, education and improvements of living standards during the first decade of independence, the situation in Zimbabwe has dramatically deteriorated. The escalating political unrest between 2000 and 2006 has taken place in an atmosphere of what can broadly be termed as crisis situation; politically, economically and socially. Since 2000 the government has used all means to cling to the power. The police, the military, the youth brigade and the war veterans has been used in this struggle. This creates fear in the population to oppose against the government. The opposition party is getting permission to have rallies, but the police are brutally trying to hinder these rallies to take place. The violence is escalating towards the presidential elections in 2008. Mugabe is the candidate for the ruling party. He has not followed his promise to step down. The opposition party MDC is split into two factions and does not seem to be strong enough to challenge ZANU - PF. Their candidate is most truly Morgan Tsvangirai.

Zimbabwe is the country in the world with most serious and extreme set backs for a country not in war. The brutal land reform implemented by the government from 2000 resulted in a breakdown of the agricultural sector which has led to a decrease in food production. From being a country that exported food, Zimbabwe is now dependant of importing food. The tourist industry has declined. Foreign investments are at a minimum. The government has set a fixed exchange rate per August 2006 for the ZWD to USD and this rate is not yet changed per August 2007. The rate at the parallel market is very vibrant and per July 2007 this rate was 120.000 compared to official rate at 250. The Zimbabweans in Diasporas, who send money home, use other channels than the banks. These different factors lead to a lack of foreign currency. The country has over the past years had an explosive inflation rate, reaching above 1.600% in 2006. The prices are escalating and the basis for the prices is the exchange rate at the parallel market. Zimbabwe is facing a serious shortage of fuel and other necessary goods, because of lack of foreign currency. The corruption is a huge problem for the country. The rise in corruption was accompanied by a progressive disintegration of national moral. It seems that the elites sought to gain and keep economic enrichment at the expense of the common good. The government has declared war against corruption, but it seems that too many are too deeply involved in it.

Zimbabwe is also experiencing a shift in the governance environment characterized by the withdrawal of international support and general international isolation. During the last 6 years channels for development aid and relief have shifted from the state to civil society organizations (CSO's). The working environment for these organizations has, due to the government's need to control its power, become increasingly difficult

The difficult economic situation has inevitably led to an increase in poverty, and the country is now number 151 of 177 countries on UNDP's human development index. In 2006, 68% of the population lived on less than 1 USD a day. More than 80 % is not formally employed, and even if people have a job, for many the salary does not cover the

¹ Abbreviations see page 22

basic needs. People are now desperate and there are strikes among the teachers and the doctors for higher salary.

The brain drain of educated people, especially health personnel and teachers, has affected the health system and the education system tremendously. From being the best systems in the Southern Africa for many years; they are now among the poorest.

1.2 Participation

Zimbabwe has held regular elections over the last years, but it is questionable whether the recent elections in Zimbabwe have been free and fair. Before the elections it has been quite violent and there have been threats if people are not voting for ZANU – PF. The voters' rolls have not been updated, and information on where to go and cast the votes has come late. Researches show that the government in many cases has politicised the food distribution and other aid activities to give benefits to the ruling party loyalists.

There is a common understanding that Zimbabwe needs a new constitution. The power for the President under the current constitution needs to be circumscribed. Regarding the composing of the Parliament, the President has the power to directly appoint 30 out of the 151 members. This is stated in an amendment to the constitution. The electoral system is not provided for in the constitution which gives room for modifying the system by a simple majority in the Parliament. The mandate for the Electoral Commission is of vital importance for a transparent election process, and it should also have been provided for in the constitution. The constitution sets out the fundamental rights and freedoms for the individual, but the constitution at the same time has some exceptions which seriously impair this freedom. Among the most serious are POSA (Public Order and Security Act) and AIPPA (The Access to Information and Protection of Privacy Act). POSA is the law that forbids gatherings without permission from the police. All demonstrations and meetings that the government does not like, can be charged under POSA. AIPPA has been used by the government to shut down some independent newspapers and deny foreign journalists visas to Zimbabwe.

The radio stations and the television station in Zimbabwe are owned by Zimbabwe Broadcasting Holdings. This gives the government the control over all the information through these channels. Most of the newspapers are also government owned and controlled. Only two weekly newspapers are privately own. There are no foreign journalists inside Zimbabwe. This situation leaves a lot of people without the access to objective and reliable information.

The education system in Zimbabwe used to be among the best in Africa. The system is now falling apart because many of the teachers have left the country, there is lack of text books and the school buildings and teachers' houses are not maintained. Still about 90% of the children are enrolled in the schools, but the drop out rate is about 25% from the primary school. The reasons for drop outs are among others that school fees are too high and a lot of children stay at home taking care of their younger siblings since their parents have passed away because of HIV and AIDS.

Despite Zimbabwe has a woman as a vice president, the women in the country experience systematic oppression. They are excluded, marginalised and rendered invisible in language and public life.

1.3 Equity

The gap between rich and poor in Zimbabwe is huge. The economic situation for ordinary people is very difficult. The prices are increasing day by day. The prices are based on the parallel market rates for the USD, but the salary increase for the salaries in ZMD does not correspond to the change in the parallel market. This gives ordinary people less and less buying power.

There has been a shortage of food in the country since 2001. The breakdown of the agriculture sector combined with serious drought for some years are the main reasons. The climate changes combined with the bad governance of the agricultural sector have made this a huge problem for Zimbabwe. The country's government has denied the shortage and has refused to receive food aid and therefore even worsened the situation. The food shortage has been worse in the rural areas, but also in the urban areas there have been difficulties in accessing different kinds of food.

Ordinary people's access to public service is poor, and in the rural areas it is even worse than in the cities. The health system lacks people and money. The clinics have few staff and they are badly equipped both regarding drugs and other equipment. Antiretroviral (ARV) drugs are very expensive, and only 40.000 receive treatment out of estimated 600.000 in need. A lot of people on ARV treatment were not able to go on with their treatment because they were moved away from their clinic during the operation Murambatsvina. While resources on the global level are made available for medication, treatment and prevention of HIV and AIDS, the Zimbabwean health care system is facing a crisis at all levels of the system.

The access to education is also difficult in many places. A lot of the schools in rural areas have not educated teachers, no textbooks and no buildings. It is obvious that this weakens the quality of the education. Many of the educated teachers seek greener pastures outside the country, both because of the low salary and also because they feel their freedom of speech is limited.

Access to clean water is a problem in many places in Zimbabwe, especially in dry areas. This environmental problem can lead to health problems. There is a huge need for new water resources, both for people and for livestock.

The Operation Murambatsvina that the government ran in 2005 left around 700.000 people homeless. Many of these people are still without a house. The operation to rebuild houses for those who lost their homes has failed, and just a few houses are built. The result of the operation is that more people are now sharing less space. This way of living with too many people per room, is very unhealthy. Also all the informal traders that were chased away, must start afresh. With an unemployment rate of more than 80%, it is not easy to access a new job.

Zimbabwe is ranked at 109 in the global gender related development index, reflecting that generally low status of women with respect to access, control and ownership over economic resources and positions in decision making processes. In Parliament there are 25 women out of a total of 151 members. There is also a strong tradition in Zimbabwe of the right for the man's relatives to inherit him when he dies. The widow must very often accept that the husband's relatives take most of the property even if she is responsible for raising the children.

1.4 Protection

The political environment in Zimbabwe is hostile. The political violence is increasing and taking new ways. In the year 2006 there has been an increase in the number of Human Rights Violations reported. Especially the number of unlawful arrests and detentions has increased, from 1,286 in 2005 to 2.917 in 2006. Also the number of torture has increased. Two major events stand out as regards torture in 2006, the Zimbabwe Trade Union demonstration of September and the Bindura State University demonstrations of May. The police and the military use brutal methods to hinder people to express their views. This creates fear among the people, and very few are yet ready to bear the consequences of a demonstration or mass gathering.

The wounds after the operation Gukurahundi (carried out in Matabeleland and Midlands during the 1980s by the Fifth Brigade of the Zimbabwe National Army killing between 8.000 and 40.000 people) and the Operation Murambatsvina (an operation where the police descended on informal traders and demolished peoples homes and mad around 700.000 people homeless) are still open and need to be healed.

According to UNAIDS's 2006 report, the HIV prevalence in the adult population (15-49 years) is 20.1 %, which is a decline from 2002 of about 10%. The decline in the prevalence is probably related to the multi- sectorial approach used in combating the virus and also to behavior change among sexually active adults. But still Zimbabwe has the 4th highest prevalence rate in the world, and the disease causes the death of around 3.500 every week. Approximately 1.1 million children have been orphaned (ref UNAIDS report 2006). The life expectancy is now 37 for men and 34 for women.

1.5 Role of civil society and NCA partners

1.5.1 Role of civil society

Zimbabwe has a strong civil society with several strong organisations. But the current situation makes it difficult for the CSOs to operate freely. The 'NGO Bill' that aimed to control civil society, whether it will ever pass or not, has been quite effective in shrinking the already limited political space. The Zimbabwean society is not an easy environment to operate in for the civil society organisations. The government does not want an environment that allows different voices to be heard. Refer to the Trade Unions demonstration against low salary in September 2006. Those who criticise the current policy are seen as enemies. But despite the difficulties, there are several strong organisations and networks that are trying to work on important issues as the human right situation, the role of the church, political violence, unlawful practice, corruption etc and to disseminate information on these issues.

Church organisations are somewhat less restricted by the government than other CSOs, and also have nationwide networks. The churches in Zimbabwe are an important part of civil society. Most people are members of a church, so the churches can make an important impact in society. There are three main church bodies in Zimbabwe; Zimbabwe Council of Churches (ZCC; the protestant churches), The Catholic Bishops Conference (the Catholic Church) and The Evangelical Fellowship of Zimbabwe (the evangelical churches).

The role of the co-coordinating church-bodies has differed. Even though the churches and faith based organisations (FBOs) has continued their development and relief efforts, not all of these have been active in addressing the political situation. It is apparent that different strategies have been chosen by different FBOs in order to work and function within a difficult political landscape. Some choose to give priority to human rights and governance, others choose a strategy of avoiding these issues in order to address and keep on working in relation to other pressing needs, be it in relation to health, education or relief.

In 2006 however, the three main church bodies came together and made the National Vision Document: The Zimbabwe we want. This is first time the three church bodies have spoken so clearly with one voice about the situation in the country. This document has made a lot of debate, and there is now a strategy for taking the document to the districts so that all Zimbabweans can debate it. The goal is to find strategies on how to reach the Zimbabwe the Zimbabweans want. The churches can play a crucial role in the Zimbabwean society.

The churches are also working on the area of HIV and AIDS. So far the churches have been taking active part in the care and support work, and there has also been done information work through the churches and church organisations. But there is still a long way to go in the work against stigma and discrimination, and the churches ability to address this issue will be of great importance.

The church organisations are now playing an important role in filling the gap in poor social service delivery from the government. Many civil society organisations are working together with the local community structures to provide water, healthcare, infrastructure etc where the government is failing to fulfill their duties.

1.5.2 Role of NCA partners in civil society

A particular strength of NCA is the ability to work through these widespread church networks at all levels. In the Zimbabwean context this is vital, not only because of the "NGO bill", but also because it is an underutilized network in development work as well as conflict resolution. NCA has been working with the church network in Zimbabwe for many years, especially the ZCC. NCA has also been working with the Lutherans, specifically through Lutheran Development Service (LDS). When it comes to emergency operations, NCA has been working through the ACT network where Christian Care (CC, the development arm of ZCC) has been an important actor.

NCA's church partners have over the years done an important work in the development of rural communities, empowering people by training them in accountable governance issues and the work with HIV and AIDS. The work on accountable governance has been more difficult over the last years, but still there are workshops on such issues in the districts. At the moment we are also seeing that the church bodies are playing an important role in trying to find strategies to build a better Zimbabwe. They have had meetings with the president and the representatives for the government and the opposition party to try to find ways out of the crises. The three main church bodies have formed Ecumenical Peace Initiative in Zimbabwe (EPIZ). They will roll out a big programme for the work towards a National Vision Document which shall involve the whole civil society in the country.

From 2003 – 4 NCA has also taken on board organisations and networks working more on the political agenda. ZPP is working with gathering information about the political violence in the country. They are also making researches on the politicisation of different areas, starting with the food distribution. The government was very critical towards the organisation when information stating that there was a politicisation of the food distribution was made public. The information from this organisation is used by many other organisations as underlying basis for their work.

In 2006 there was established a strong network of church leaders, Christian Alliance, who see that the churches should play a role as peaceful opponents to the rulers of the Zimbabwe in crises. This network will during 2007 be established with a chapter in each of the 10 districts of Zimbabwe. The government tries by all means to hinder this network to grow by arresting the leaders during their meetings. This strong network can play an important role in empowering the people of Zimbabwe. They are more aggressive than the three official church bodies, but the goal for both is a better Zimbabwe for all. The network is among NCA's partners.

2.0 NCA's Added Value

NCA has worked with church based partners in Zimbabwe for many years. This gives NCA a base for the current work in the country. The regional office has the responsibility for follow up the partners in Zimbabwe with several visits every year.

NCA has a regional programme in Southern Africa and long experience in working on issues relevant to Zimbabwe; such as peace and reconciliation, civil society and accountable governance, HIV and AIDS, food security, water and sanitation, emergency etc. This makes NCA able to provide our partners with both specialized technical assistance and networks for alliance building regionally and globally.

NCA has advisors on HIV and AIDS and accountable governance that are based in the region. Zimbabwean partner organisations are invited to participate in regional initiatives.

II. NCA INTERVENTION STRATEGY

3.0 Thematic Analysis and Priorities

The NCA country programme in Zimbabwe aims to support churches to succeed in their work to influence building a fair and democratic society where citizens enjoy basic rights and decent living.

The Zimbabwean context is complex, with multiple development challenges. The food insecurity is felt by almost all and lack of basic services is the case all over the country. The Zimbabwean society is in a desperate need for changes to be able to deliver basic services and meet the basic needs of its people. The people of Zimbabwe should be prepared for The New Zimbabwe and be given civic education. It is also important to strengthen initiatives that aim to create space for dialogues between different parties. HIV and AIDS is also a broad development issue. Therefore NCA's thematic focus areas for the years to come will be:

1. Sustainable rural livelihood
2. Churches work for accountable governance
3. Faith based communities work with HIV and AIDS

3.1 Specific rights to be addressed by the program

A number of rights violations emerge from the analysis of participation, equity and protection in chapter 1. NCA does not have the capacity to work effectively on all of these, important as they may be. We have therefore identified the following rights claims as priorities for NCA's work in Zimbabwe during this plan period. While we make evident that each right is supported by normative rights frameworks such as international human rights conventions, and that some are backed up by United Nations Millennium Development Goals, NCA's starting point is poor people's own lived experiences of poverty and exclusion, and understanding that these rights reflect real felt needs.

- The lack of basic services and basic necessity goods to live a decent life → the right to live a decent life (CESCR Article 11)
- The lack of participation → the right for all citizens to participate in the political governance of their country (CCPR Article 25)
- The lack of adequate information → the right to access to information (CCPR Articles 19-20)
- Exclusion of PLWAs from association in churches, communities and society → the right to participation and decision making – (CCPR Articles 18, 25)

3.2 Thematic focus areas

3.2.1 Sustainable rural livelihood

Rain-fed crop production is very precarious in some of the areas NCA's partners operate unless supported by irrigation. Ensuring food security is therefore a major challenge for the communities in these areas. This is compounded by the poor access to potable water, hence the need to invest in water provision for both household use and irrigation. Because of the poor crop productivity of the land, communities, particularly in Matabeleland South, tend to focus on livestock production. However, the same fate of water shortage has decimated much of the livestock in the area over the last few years.

NCA will continue to support holistic long-term development programmes that have a participatory approach. We will also focus on use of renewable energy resources and conservation farming.

3.2.2 Churches work for accountable governance

Zimbabwe has experienced a militarization of ZANU-PF and its national politics. Torture and ill treatment of political opponents are not uncommon, and human rights abuses are well documented. People are in need of all necessary goods after the total collapse of the economy in the country.

The initiative taken by the three main church bodies to work towards a National Vision Document to be presented for the President and the government giving recommendations on necessary steps to be taken to make Zimbabwe a better country is an important initiative. The fact that the three main church bodies with about 80 to 90 % of the population as their members have come together is a milestone. If this initiative succeeds, it will mean a lot to the whole population. It will influence the situation for the ordinary Zimbabweans who are now living in poverty and injustice. To be able to roll out this process the church network needs to use the space they are given to freely discuss the important issues raised in the document *The Zimbabwe We Want*. This means that they will not be covered by the laws that deny people the freedom of speech and freedom of assembly (POSA and AIPPA), and at the same time these two laws are raised in the document and will probably be important issues in the discussions.

It is also of importance to continue support to existing initiatives for peace and reconciliation. NCA will maintain support to church based peace and reconciliation initiatives. The churches have a reconciliatory role in the difficult political situation the country finds itself in, both in the present situation as well as in the future. As such it is important to continue to support initiatives by the churches as long as the present government permits it and as long as it is seen as necessary by FBOs.

NCA sees the importance of giving space for different initiatives towards the same goal, a better Zimbabwe. In this regard NCA will support the initiatives made by the network of church leaders. From NCA's point of view the freedom of speech and freedom of assembly should be respected and this means that all initiatives to make a better Zimbabwe should be welcomed.

In this work it will be important to include women as well as men. According to UN Declaration 1325 the women should be given space in the work on peace and reconciliation. When we see the different bodies and structures in Zimbabwe working on these issues, we see that there are most men involved. The issue of women's participation needs to be raised and worked on.

NCA will also continue to support human rights monitoring and training.

3.2.3 Faith based communities work with HIV and AIDS

Even if the prevalence of HIV and AIDS is declining in Zimbabwe, the pandemic is still a major challenge in the country. The epidemic is further exacerbating these already existing vulnerabilities that are caused by political instability, a weak state, and poverty and food insecurity. Some of the major factors currently fuelling the pandemic in Zimbabwe as elsewhere, is related to power relations, empowerment and participation issues.

The state does not have the means to provide adequate support neither to the people living with HIV and AIDS and nor to the orphans. Both social services and health delivery systems have deteriorated to unprecedented levels.

NCA will give priority to supporting faith communities to play a crucial role in prevention and care as well as eliminating stigma and discrimination.

4.0 Strategies for rights holders and duty bearers

In NCA's rights based approach, we seek to engage with poor men and women as citizens –people who are entitled to human dignity and basic human rights by virtue being a human being. A fundamental right for all citizens is the right to participate in all decisions that affect them. This participation is a right in and of itself, and also instrumental to transforming abstract rights into concrete entitlements such as food, clean water, basic education and health care.

NCA's rights based approach entails a two-pronged strategy. A vital component of our strategy is to resource poor and vulnerable groups as **rights holders**. By claiming abstract rights as tangible entitlements, poor people improve their lives. At the same time, we recognize that social relations and institutions (both formal and informal) within society can pose serious barriers to poor men and women who try to claim their rights. NCA's RBA approach will also entail the identification of key **duty bearers** and strategies to engage with them to transform these institutional barriers and mechanisms of exclusion. A crucial component of the program is to facilitate constructive engagement between rights holders and duty bearers, and this will be a central strategy for NCA's programme in Zimbabwe

4.1 Rights holders

Rights holders under thematic focus area 3.2.1

Women and men, youth and children living in poverty in the areas NCA Partners' are working

The main strategies:

- Participatory holistic approach in the communities where the members of the communities are trained to run the projects
- Do the analysis of the needs in the communities together with representatives from the communities
- Provide opportunities for information awareness raising

Rights holders under thematic focus area 3.2.2

Ordinary Zimbabweans living in poverty and injustice
Church organisations as peoples' representatives

The main strategies:

- Support the NVD process
- Support the Christian Alliance initiatives
- Support the civic education given by our church partners

- Support information sharing

Rights holders under thematic focus area 3.2.3

HIV and AIDS infected and affected where NCA partners are working

The main strategies:

- Awareness raising on the issue of HIV and AIDS
- Empower PLWAs in the communities
- Train staff and PLWAs on how to use Contextual Bible study in the work with HIV and AIDS
- Fund care and support programmes
- Support orphans to get education

4.2 Duty bearers

In a rights-based approach, the state is the ultimate duty bearer. This program ultimately seeks to influence important duty bearers such as national and local government. However given NCA's networks and partners in Zimbabwe, our strategy will be to engage the churches as intermediary duty bearers.

Duty bearers under thematic focus area 3.2.1

Local government

Church based organisations

Duty bearers under thematic focus area 3.2.2

Church leaders

(National government

Political parties)

Duty bearers under thematic focus area 3.2.3

Local government

Church based organisations

Key strategies for working with Church based organisations and church leaders

The programme aims to challenge and support the churches and church based organisations to play an active role within civil society.

- Support the church organisations financially
- Support initiatives for institutional capacity building
- Support the process of rolling out the NVD process
- Facilitate exposure, exchange and support from resource organisations and or networks with particular expertise

Key strategies for working with the local government

NCA together with local partners will engage with responsible officers for local communities where NCA and partners provide assistance. Local officials often lack capacity and resources to carry out their responsibilities and therefore need support to be able to do their job.

- Include local government officials in the activities in the communities

Key strategies for working towards National government

The President and the National government are responsible for governing the country into a crisis. NCA's partners are given a space by the power holders to give feedback on how to change the current situation in the country. It is important that the government get the correct information about the situation in the country.

- Support the process of rolling out the NVD process and finalize the document that shall give the feedback to the National government and the President on how to handle the current situation in the country

5.0 Geographic focus

Nationwide – through the structures of the local partners, of which some programmes have full national coverage and others are concentrating on selected areas. Because of historic regional tensions, NCA will continue to support work in the different regions of Zimbabwe as part of a longer term strategy to promote initiatives for dialogue and reconciliation.

III. PROGRAMME IMPLEMENTATION

6.0 Program objectives per thematic focus area

6.1 Sustainable rural livelihood

Overall goal: Rural communities are equipped to secure basic integrated livelihood

Specific objective 1	Indicators	
Communities produce enough staple food requirements for own consumption.	Improved nutritional status of households in the communities.	
Expected results	Indicators	Sources of verification
Communities are self-sufficient with own livestock (chicken, goats, cattle)	At least 10 new communities have established small livestock rearing projects by EOP.	Partners' reports and monitoring visits.
Communities are self-sufficient with food from own gardens.	At least three new communities have got irrigation schemes and established new gardens by EOP. At least 30 new nutrition gardens are established by EOP.	Partners' reports and monitoring visits.
The dams are used for the fish production	At least three communities have been taught how to produce fish in their dams EOP.	Partners' reports and monitoring visits.

Specific objective 2	Indicators	
Communities maintain and improve their local water supply	80% of selected water points are in good working order 1 year after project completion. - Water supply systems managed by a well functioning water committees. Composition of management committees reflects local society (gender, ethnical and socio-economic parity).	
Expected results	Indicators	Sources of verification
Increased use of rainwater harvesting	At least 100 new households have been able to use rainwater harvesting by EOP. At least 200 new schools and clinics are using rainwater harvesting by EOP.	Partners' reports and monitoring visits.

The communities have increased access to clean water	At least 12 existing boreholes have been maintained and are working well. There are established well functioning water committees by EOP. The water committees reflects the local society (gender and ethical and socio economic parity). 85% of primary stakeholders reporting satisfactory with water supply.	Partners' reports and monitoring visits.
The communities have increased access to water for the livestock and the gardens	At least 2 existing dams have been maintained and are well working by EOP. The dam committees are trained and well working. The dam committees reflects the local society. 85% of primary stakeholders reporting satisfactory with water supply.	Partners' reports and monitoring visits.

Specific objective 3		
Communities have piloted the development and use of renewable energy resources		
Expected results	Indicators	Sources of verification
The communities are equipped to use biogas.	At least 10 biogas systems are built by EOP. At least 90% of these are well working by EOP.	Partners' reports and monitoring visits
The communities have been taught how to do conservation farming.	At least 80 new conservation farmers are trained by EOP. At least 80% of these farmers have productive farms by EOP	Partners' reports and monitoring visits

Assumptions:

- NCA's partner organisations have the necessary resources, knowledge and capacity to implement their programs
- The communities are willing to participate in the work and that they are able to mobilize enough manpower to do the jobs.
- The local governments are cooperative and give the permission for the organisations to operate.

Risks:

- The economic environment and the hyperinflation that can reduce the organisations' ability to buy the necessary goods and equipment
- The weather conditions and the possibility of droughts in the area where the partners are working.

Links between partners and program objectives

Core partners	Type of organisation	Geographical focus	Intervention
LDS	Specialised diaconal agency	Matabeleland South and North	Rural integrated development program
CC	Specialised diaconal agency	Mola wards	Rural integrated development program, training and equipping the community for conservation farming
ZCC	Church Council	The whole country	Training and equipping communities for use of biogas, rainwater harvesting and conservation farming

Churches work for accountable governance

Overall goal: Citizens and churches participate in building a fair and democratic society.

Specific Objective 1	Indicators	
Churches have used their legitimacy and united voice to promote the agenda for building a fair and democratic society.	Churches are visible in the public debate on how to solve the crisis in Zimbabwe.	
Expected results	Indicators	Sources of verification
Churches have mobilized broad and popular support for the New National Vision Document	The New National Vision Document process gets feedback from meetings in all provinces. A new National Vision Document is produced in 2008.	Partner reports. The New National Vision Document is at place.
Church leaders speak out about the problems in the country.	At least 20 prayer rallies for the nation are undertaken by EOP.	Partners' reports.
Citizens have increased access to alternative information about the situation in Zimbabwe	At least 5000 copies of Christian Alliance newsletter are distributed for each Issue No. At least 1500 receive the ZPP monthly newsletter	Partners' reports. Partners' reports.
Civic education are made available to the Zimbabweans	At least 25 workshops has been held about different issues regarding civic education.	Partners' reports.

Specific Objective 2		
Churches have supported initiatives and contributed to the process of constitutional reform	Churches are visible in the public debate on a new home grown constitution in Zimbabwe..	
Expected results	Indicators	Sources of verification
The church organisations have been able to participate in creating a public debate and dialogue around a new home grown constitution	The meetings the task force of EPIZ are going to implement around the country are well attended and they are given relevant feedback. The church organisations are partners in discussions by civil	Partners reports .

	society organisations around a new homegrown constitution. The issue of new constitution has been lifted in the meetings lead by SADC and President Mbeki.	
--	--	--

Specific Objective 3		
Regional networking and exchange on best practices of accountable governance provided to relevant Zimbabwean partners	Representatives from Zimbabwe has visited NCA partners in the region working on Accountable Governance Issues.	
Expected results	Indicators	Sources of verification
The Zimbabwean partners are better equipped on how to engage in governance issues.	At least two of the Zimbabwean partners have made exchange visits to NCA partners in the region by end of 2008. At least two programs on Governance issues improved by EOP. At least one new program on Accountable Governance implemented with one of NCA's partners by EOP.	Partners reports.

Assumptions:

- The government allows EPIZ to roll out the NVD process
- The government allows other actors to held meetings and workshops
- The debate about the home grown constitution will be allowed and dared
- The organisations are not closed down by the government
- Financial support is made available

Risks:

- POSA is used to destroy the meetings and spread fear among people so that they do not dare to come and give their feedback
- The government is using the registration of NGOs as a mean to close down organisations they do not like
- Some organisations may be too close to the power structures and therefore are not able to face the real problems in an adequate way.

Links between partners and program objectives:

Core partners	Type of organisation	Geographical focus	Intervention
EPIZ	National Ecumenical Network	The whole country	Rolling out the New National Vision Document process
CAZ	Network of church leaders	The whole country	Information dissemination
ZCC	Church council	The whole country	Civic education
ZPP	Research organisation	The whole country	Research and Information dissemination
Silveira House	Diaconal organisation	The whole country	Civic education

6.2 Faith based communities work on HIV and AIDS

Overall goal: Interventions by faith communities promoted the inclusion of PLWAs in society.

Specific Objective 1		
Stigma and discrimination of people living with HIV and AIDS reduced through strategies and actions to promote inclusive faith communities.	PLWAs are living openly with their HIV status in their communities and churches	
Expected results	Indicators	Sources of verification
Care and support structures in faith communities strengthened to promote the rights of PLWAs in society (Reg. St. 1.5).	At least five support groups with contextual bible study are created by EOP. At least five churches have created PLWAs activities. PLWAs are included and treated with respect in the faith communities. At least 500 orphans are given support to education.	Partners reports and monitoring visits. Partners reports. Interviews and researches. Partners reports.
Inclusive environments for PLWAs created in partner organizations.	HIV and AIDS workplace policies are actively implemented in at least two of NCA's partner organisation by EOP.	
An enabling environment is created for PLWAs to interpret the bible in connection with own HIV and AIDS experience.	At least four workshops for PLWAs on contextual bible study are held by EOP.	Partners reports.

Assumptions:

- The partner organisations and churches have the capacity and willingness to engage in issues of stigma and discrimination
- PLWAs are willing to engage with the churches and that they want to be part of a support group

Risks:

- PLWAs will not come out due to self stigma and their perception of a hostile environment
- Lack of long term funding.

Links between partners and program objectives:

Core partners	Type of organisation	Geographical focus	Intervention
LDS	Specialised diaconal agency	Matabeleland South and North	Establishing support groups including the contextual bible study
CC	Specialised diaconal agency	Mola wards	Awareness raising
Silveira House	Diaconal organisation	The whole country	Awareness raising as part of all the workshops on other issues
ZCC	Church council	The whole country	Awareness raising

7.0 Rationale for choice of partners, resource organisations, and strategic alliances

7.1 Capacity of NCA partners

The main rationale for choice of NCA's partners is their legitimacy and ability to work in different areas in their country. The partners are well respected and have access to different levels of society. Many of them are able to work on the local level and also engage in advocacy on national level.

Partners need to develop their capacity in different areas of intervention. Partners lack capacity in dealing with issues of gender issues. Some partners also need better capacity for timely reporting, both financial and narrative.

7.2 Partnership strategy

Core partners

Churches and church based organizations will be NCA's core partners in Zimbabwe. The churches have legitimacy and authority to address issues of accountable governance and HIV and AIDS. Churches have broad popular support and existing structures into most remote and rural communities and, as such, are well placed to work with NCA's selected focus areas.

7.3 Overview of partners

Name of partner	Zimbabwe Council of Churches (ZCC)
Year of foundation	1964
Mission	To meet the needs of our communities through the proclamation of the gospel, do develop our capacity to be self-sustaining and to speak with one voice on issues of national interest.
Constituency	The official representatives of member churches and associate members to the Annual General Meeting constitute the Council. The Council is the supreme decision-making organ and its affairs are presided over by an Honorary President and an Honorary Treasurer.
Geographic focus	Nationwide in all provinces through member churches.
Thematic focus	Some of the goals for the organisation: To combat HIV and AIDS and other terminal illness. To foster sustainable environment To be a national voice, actively promoting and advocating for justice, peace, reconciliation and equity in society. To empower women in church and society
Strategies	National church council for Christian churches working with and through local churches and all levels in society from community development and mobilisation, to national government level, with long term development, emergency relief and advocacy.
Role in Civil Society	The church is very strong in Zimbabwe, and the member churches of ZCC are important players in the whole country. The council is one of three main church bodies.
Particular Achievements	Together with the evangelical church council and the Catholic Bishops Conference made the Zimbabwe We Want.
Relationship with NCA	Important partner for many years
Start of cooperation	
NCA's rationale for relationship	ZCC has member churches all over Zimbabwe and they are playing an important role in the Zimbabwean society today and will play an important role in the new Zimbabwe.
Planned increase, decrease, phase out	Same level as 2007

Strategic Potential for future cooperation	ZCC has a nationwide network and will always play an important role in Zimbabwe.
Partners other than NCA	Bread for the World, EED, Christian Aid, NCC Australia, Church of Sweden, Church world Service New Zealand, Diakonia, HEKS, ICCO, Uniting Churches in Netherlands, United Church of Canada.

Name of partner	Lutheran Development Service (LDS)
Year of foundation	1980 (LWF) – 2000 (LDS)
Mission	LDS is an expression of Christian witness which seeks to be a catalyst for sustainable development and emergency aid in order to alleviate poverty and suffering among marginalized communities in Zimbabwe through a participatory approach in which the people are challenged to take direct control of their livelihoods. Overall goal: To alleviate poverty and suffering of rural communities and promote sustainable development through a participatory approach.
Constituency	The Lutheran Church of Zimbabwe
Geographic focus	Mashonaland, Masvingo and Midlands.
Thematic focus	Integrated rural development consisting of – Community education, health work including HIV and AIDS, environmental conservation, water resources, food security, economic sector including savings and credit cooperatives, income generating projects, emergency programmes, human rights and advocacy.
Strategies	Work in close relationship with local government and strong participation from local communities
Role in Civil Society	LDS is playing an important role in the communities where they are working. They have a close cooperation with the local government structure and the local communities.
Particular Achievements	Several local communities have got dams and bore wholes that enable them to grow more vegetables and keep more cattle. Several Savings and credit cooperatives make it easier for people to save and borrow money. The holistic approach in the programmes underscores and strengthens the human dignity for the people in the communities.
Relationship with NCA	Long-term important partner in Zimbabwe
Start of cooperation	
NCA's rationale for relationship	LDS has a good work on the grass root and they are playing an important role in the rural areas where they are working. They can also play an important role in an emergency situation in their areas. It is also likely that LDS will play an important role in building a new Zimbabwe.
Planned increase, decrease, phase out	Same level as 2007
Strategic Potential for future cooperation	The strong networks LDS has built in the communities where they are working are and will continue to be important.
Partners other than NCA	Christian Aid, Church of Sweden, Finn Church Aid, EED, Evangelical Lutheran Church in America, ACT Netherlands, Dikonisches Werk,

Name of partner	Zimbabwe Peace Project (ZPP)
Year of foundation	2000
Mission	Building a culture of peace in which all citizens respect each other's human rights and dignity.
Constituency	The Catholic Commission for Justice and Peace (CCJP), Evangelical Fellowship of Zimbabwe (EFZ), Zimbabwe Council of Churches (ZCC), Zimbabwe Human Rights Association (ZIMRIGHTS), Civic Education Network Trust (Civnet), Zimbabwe Civic Education Trust (Zimcet), Zimbabwe Election Support Network (ZESN), Zimbabwe Liberators Platform (ZLP) and Amani Trust formed ZPP as a coalition. Directors of

	seniors of these organisations comprise a board.
Geographic focus	Nation wide.
Thematic focus	To attain a sustainable peace and democracy in Zimbabwe and reduce violence, breaches of peace and human rights violations through community-based and national monitoring and documentation of cases of human rights abuses, promotion of peace building, peaceful conflict resolution and making partnerships and alliances.
Strategies	Monitoring, documentation, information dissemination and referrals of victims to other organisations that offer food, shelter, medical, legal and other forms of support. A network of 240 community based primary peace monitors observe and monitor peace in the constituencies they are domiciled.
Role in Civil Society	The monthly reports from ZPP is used of several organisations in their information work on Zimbabwe
Particular Achievements	Making monthly reports that are used as information sources by many important players in the Zimbabwean society.
Relationship with NCA	Partner with NCA since 2004.
Start of cooperation	2004
NCA's rationale for relationship	ZPP is the churches research arm for political violence in the country. NCA see it as an important task to document and give information about the situation in Zimbabwe.
Planned increase, decrease, phase out	Now funded by Danish MFA. If they continue the support of ZPP, it will continue on the same level as 2007. If the Danish MFA does not continue, the level of support will be reduced.
Strategic Potential for future cooperation	Has an unique network.
Partners other than NCA	Trocaire, Royal Netherlands Embassy, British Embassy, CIDA

Name of partner	Christian Care (CC)
Year of foundation	1967
Mission	To improve the quality of life and the self-supporting capacities of disadvantaged people in Zimbabwe without discrimination (e.g. on grounds of race, gender, political or religious affiliation and/or ethnic identity) in an efficient and effective manner in all our work at all time.
Constituency	Zimbabwe Council of Churches
Geographic focus	Masvingo, Manicaland, Midlands, Matabeleland and Mashonaland.
Thematic focus	Domestic water and sanitation, Food Security, Dams and Irrigation, Income Generating for Poverty Alleviation, Emergency and Relief. HIV and AIDS, Gender and Advocacy are crosscutting issues.
Strategies	Mainly emergency work, but also some projects with long term development work
Role in Civil Society	Played an important role in the emergency work during the emergency situations in Zimbabwe
Particular Achievements	Has played an important role in emergency work in the country.
Relationship with NCA	Long term partner with NCA, especially in relief work.
NCA's rationale for relationship	Important emergency operator.
Planned increase, decrease, phase out	Same level as 2007 for 2008 and then phase out this project. Continue as a partner on relief work.
Strategic Potential for future cooperation	Very experienced emergency operator.
Partners other than NCA	On this particular project United Church of Canada, ICCO and EED.

Name of partner	Silveira House
Year of foundation	1964
Mission	To promote in a sustainable way, integrated human development of the poor and marginalized to enable them to help themselves.
Constituency	Founded by the Jesuits and is part of the Catholic Church's social work.
Geographic focus	Nation wide
Thematic focus	Civic education, Practical skills, HIV and AIDS awareness, Research and documentation, Advocacy and lobbying
Strategies	Invite people to training courses and workshops at Silveira House. The method for Silveira House has always been to be in touch with people on the ground by direct contact
Role in Civil Society	Transformation of society on a "low" level by giving people knowledge and resources which should enable them to organize themselves so that they achieve their own development. Organize training courses on their thematic focuses all over the country.
Particular Achievements	Given civic education to many Zimbabweans.
Relationship with NCA	Partner with NCA since 2006.
Start of cooperation	2006
NCA's rationale for relationship	Silveira House is a strong civil society organisation that prepares people for the new Zimbabwe.
Planned increase, decrease, phase out	Keep on the 2007 level.
Strategic Potential for future cooperation	Is playing and will play an important role in the Zimbabweans society.
Partners other than NCA	Misereor- Germany, Diakonia – Sweden, Christian Aid – UK, USAID – US, GTZ – Germany, HEKS – Switzerland.

Name of partner	Ecumenical Peace Initiative Zimbabwe (EPIZ)
Year of foundation	2006
Mission	Engage stakeholders, including government, private sector, the church, community service organisations, general public and the international community in the roll out of the National Vision Document Process in Zimbabwe. Dialogue with all stakeholders with the goal of transformation of and in the nation as a resolution of the Zimbabwean Crises.
Constituency	Churches in Zimbabwe – the three main church bodies: ZCC, Evangelical Fellowship of Zimbabwe and Zimbabwe Catholic Bishops Conference.
Geographic focus	Nation wide
Thematic focus	Roll out a dialogue process with all the stakeholders in and outside Zimbabwe to be able to come up with a New National Vision Document that will be presented to the President and the Government of Zimbabwe
Strategies	Build up a network that will cover the whole Zimbabwe to be able to roll out this process.
Role in Civil Society	
Particular Achievements	Made the first document The Zimbabwe we want.
Relationship with NCA	Partner with NCA since 2007
Start of cooperation	2007
NCA's rationale for relationship	NCA see this initiative as an important initiative to be able to deal with the crises in Zimbabwe. The churches are given an opportunity and they need support in this difficult time.
Planned increase, decrease, phase	Depends on the future activities for EPIZ.

out	
Strategic Potential for future cooperation	The three main church bodies are very important for the Zimbabwean society. If they work together also in the future, this will be a strong and important network.
Partners other than NCA	Norwegian Embassy, UNDP, Finn Church Aid, ICCO, Church of Sweden

Name of partner	Zimbabwe Christian Alliance (ZCA)
Year of foundation	2006
Mission	Bring about social transformation in Zimbabwe through prophetic action.
Constituency	ZCA is a national network of existing organisations that were engaged in issues of justice and peace.
Geographic focus	Nationwide
Thematic focus	To build a critical mass of public opinion on issues of justice and peace Taking a prophetic Christian stance with boldness in proclamation and action Mobilize regional and international solidarity and pressure Contribute towards the development of a new democratic constitution
Strategies	Newsletter Press statements Press conferences Provincial Launches of ZCA Prayer rallies Advocacy Training workshops
Role in Civil Society	Visible in the society and speaks with a clear voice against the bad governance in the country
Particular Achievements	
Relationship with NCA	Partner with NCA since 2006
Start of cooperation	2006
NCA's rationale for relationship	For NCA it is important that different voices are heard in the Zimbabwean society today. NCA is especially interesting in supporting the churches work for accountable governance.
Planned increase, decrease, phase out	Same level as 2007 or slightly increase
Strategic potential for future cooperation	Church leaders are important players as a prophetic voice in the society now and later.
Partners other than NCA	ZADF PACT, Christian Aid, British Embassy, AUS-AID, TEAR FUND

8.0 NCA contributions

In addition to financial assistance for governance projects and programs of partners, NCA's contribution to this regional program will include:

- Creating networks among NCA partners in the country.
- Facilitate learning and exchange visits between NCA partners in Zimbabwe and partners in the region working on similar issues with a focus on the thematic focus areas in this plan.
- NCA is able to provide technical assistance and input in the areas of HIV and AIDS, peace and reconciliation work, work to prevent violence, and water and sanitation, where we have developed long experience and special competence.

- NCA may also contribute with technical assistance and input through our network resource organisations i.e. in the area of accountable governance and HIV and AIDS.
- Capacity building of partners in relation to financial management and organisational capacities will also be important and done in co-operation with donor organisations co-operation with the same partners in Zimbabwe.

9.0 Monitoring and evaluation

The NCA regional Office in Botswana will follow up the programmes through regular contact with partners, field visits and joint network meeting with other partners. NCA will participate in and contribute to our partners' strategic planning processes and evaluations.

The situation in Zimbabwe is unpredictable and changes very quickly. Therefore it is difficult to make a very long term plan and the situation must be monitored closely.

10.0 Assessments

10.1 Assessment of relevance of program in relation to national plans and priorities

The political scene in Zimbabwe does not encourage cooperation between national authorities and NGOs. Zimbabwe has not produced a PRSP, and in general it has been difficult to relate the programmes to any specific national plans or priorities. However, the NCA supported programmes are relevant in relation to poverty reduction and reducing the spread of HIV and AIDS, and as such they contribute towards development targets and plans, such as the Millennium Development Goals.

10.2 Assessment of relevance in relation to Norwegian development objectives

The goals for the Norwegian presence in Zimbabwe are among others:

- Contribute to dialogue and reconciliation that can resolve the current political and socio-economic crises
- Alleviate humanitarian crises including HIV and AIDS
- Contribute to good governance, human rights, freedom of speech and access to information

Through the various activities carried out in the rural development programmes, churches work for accountable governance and HIV and AIDS programmes, NCA are in line with Norwegian development policy

10.3 Assessment of risks

The situation in Zimbabwe is very difficult and changes can take place at any time. Operation Murambatsvina is an example of an event which has had an enormous impact on the whole society. It is very difficult to prepare for these unforeseen events.

HIV and AIDS are expected to be an increasing obstacle for sustainable development in Zimbabwe. Our partners are therefore focusing more on HIV and AIDS as an integrated part of all activities as well as on specific HIV and AIDS programmes and projects.

The economic crisis with high inflation rates and increasing prices has serious consequences for the country as a whole, including the work done by CSOs. The price increases have forced organisations to reduce their activity levels.

The environment for NGO's work in Zimbabwe is hostile, and there is a risk that the government will make this environment even worse in the future. This will influence NCA's partners' possibilities to implement their programmes.

10.4 Assessment of sustainability

The level of poverty in the country and the limited possibility for internal funding will leave our partners in a situation where they will depend on foreign support in any foreseeable future.

11. Budget Estimates for 2007-2009

Year	2007	2008	2009 (estimates)
Amount (NOK)	4 million	4 million	3 million

ABBREVIATIONS

AIPPA	The Access to Information and Protection of Privacy Act
ARV	Anti Retro Viral (treatment for HIV)
CCPR	UN Convention on Civil and Political Rights
CESCR	UN Convention on Economic, Social and Cultural Rights
CSO	Civil society organisation
EED	Evangelischer Entwicklungsdienst
EOP	End Of Period (end of 2009)
EPIZ	Ecumenical Peace Initiative Zimbabwe
FBO	Faith Based Organisation
LDS	Lutheran Development Service
MDC	Movement for Democratic Change – main opposition party in Zimbabwe
NGO	Non Governmental Organisation
NVD	National Vision Document (The Zimbabwe We Want)
PLWA	People Living With Aids
POSA	Public Order and Security Act
ZANU-PF	Zimbabwe African National Union - Patriotic Front – ruling party in Zimbabwe
ZCC	Zimbabwe Council of Churches
ZPP	Zimbabwe Peace Project
ZWD	Zimbabwe Dollar