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**ACTION FOR BETTER GOVERNANCE (ABG) PROJECT EVALUATION**  
**FINAL REPORT**

**MARCH 2014**

## **ACKNOWLEDGEMENTS**

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## **LIST OF ACRONYMS**

ABG	Action for Better Governance
CCJP	Catholic Commission for Justice and Peace
DDF	District Development Fund
DW	Development Worker
FGD	Focus Group Discussion
GNU	Government of National Unity
HIV	Human Immunodeficiency Virus
KII	Key Informant Interview
M&E	Monitoring and Evaluation
MP	Member of Parliament
OIC	Officer in Charge
PAC	Parish Advocacy Committee
PICES	Poverty, Income and Expenditure Survey
UNICEF	United Nations Children's Fund
ZDHS	Zimbabwe Demographic and Health Survey
ZIMSTAT	Zimbabwe Statistical Agency
ZINWA	Zimbabwe National Water Authority

## DEFINITION OF KEY TERMS

TERM	DEFINITION
Effectiveness	The degree to which objectives are achieved and the extent to which targeted problems are solved, effectiveness is determined without reference to costs and, effectiveness means "doing the right thing."( <i>OECD [DAC], 2002</i> )
Evaluation	A systematic survey of values or features of a given Programme or activity, taking into consideration the adopted criteria, conformity with the needs (of the sector, beneficiaries), relevance, efficiency, impact and sustainability of its effect.( <i>OECD[DAC], 2002</i> )
Gender Mainstreaming	The reorganization, improvement, development and Evaluation of policy processes, so that a gender equality perspective is incorporated in all policies at all levels and at all stages, by the actors normally involved in policymaking. ( <i>Council of Europe, 1998. Conceptual framework, methodology and presentation of good practices: Final Report of Activities of the Group of Specialists on Mainstreaming</i> )
Good Governance	The striving for rule of law, transparency, responsiveness, participation, equity, effectiveness and efficiency, accountability, and strategic vision in the exercise of political, economic, and administrative authority. ( <i>UNDP, 2002</i> )
Impact	Positive and negative, primary and secondary long-term effects produced by a development intervention, directly or indirectly, intended or unintended. This analysed the demonstrable changes in the lives of beneficiaries as a result of GHR Programme activities. ( <i>OECD [DAC], 2002</i> )
Sustainability	The continuation of benefits from a development intervention after major development assistance has been completed. The Evaluation assessed the extent to which knowledge and expertise was transferred to beneficiaries. The sustainability assessment was cognisant of the contextual challenges that hindered sustainability within the IDP setting. ( <i>OECD [DAC], 2002</i> )

## **EXECUTIVE SUMMARY**

### **Introduction**

This report provides findings, conclusions, lessons learned and recommendations from an End of Project Evaluation of the Action for Better Governance (ABG) project.

### **Objectives**

The overall objectives of the Evaluation are as follows:

- i. To make an overall independent assessment about the past performance of the ABG programme, paying attention to the impact of the project actions against its objectives; and
- ii. To identify key lessons and to propose practical recommendations as follow-up actions.

### **Methodology**

The Evaluation was based on an exploratory, mixed methods and participatory design. The Evaluation used purposive sampling with focus on prioritizing respondents with known potential to provide useful information. Data was collection through secondary literature review, key informant interviews, focus group discussions and most significant change documentation.

### **Key Findings**

**Result Area 1:** *Increased organisational and staff capacity within CCJPZ to ensure that diocese and community structures can effectively facilitate civic reflection and engagement.*

The project managed to strengthen capacities of CCJPZ at national and diocesan level to carry out awareness and advocacy training. The project further contributed towards formation of Parish Advocacy Committees which, coupled with development of an ABG manual were critical for the continuous skills transfer approach. Advocacy Committees in the five dioceses managed to identify and facilitate advocacy activities in their areas. Two examples among others include, the Chivamba Parish Advocacy Committee who engaged the Zimbabwe Water Authority on the need for the community to have clean water while in Tongogara the Committee conducted research on priority community development challenges which provided the basis for Community Share Ownership Trust funding decisions.

**Result Area 2:** *Improved levels of participation in democratic processes of women and youth.*

The project made deliberate efforts to promote participation of women. Different approaches were utilised which range from equal representation in committees and other ABG processes. Other approaches included affirmative action, which included deliberately targeting more women for specific opportunities. Promoting improved access to water was key across all areas especially all rural areas where focus was on reducing the burden of fetching water which often fall on women and youth.

**Result Area 3:** *Increased capacity of CCJPZ actors on leadership and governance issues*

The project successfully supported improvements in CCJPZ actors on leadership and governance issues. The term “CCJPZ actors” refers to all the people or community members, regardless of their church affiliation, who work for justice and peace especially with CCJPZ. To illustrate the all-encompassing approach adopted by CCJPZ, the composition of advocacy committees cuts across religion and includes non-Catholics.

**Result Area 4:***Increased positive engagement and participation between communities and local counsellors/leaders and Members of Parliament on important decision-making, governance and development issues*

The project successfully capacitated communities on how to engage with their leaders while capacitating leaders on how to discharge their responsibilities in transparent and accountable ways. Beyond developing and nurturing capacities, the project invested in creating “spaces” for positive engagement and participation between communities and their various leaders especially at local level.

**Result Area 5:** *Empowered communities that make informed local governance choices, demand responsive leaders and are able to challenge issues of local concern with their decision makers’ actions, practices or policies that undermine good governance and development;*

The ABG managed to capacitate communities as well as leaders on good governance and accountability. Spaces for positive engagements were also created and communities and there is evidence of positive decisions emanating from positive engagements. Communities like Chisambinji invited the local Chief and Councillor during their Transparency day commemorations. Successfully inviting a traditional leader to transparency day commemorations demonstrates progress and the legitimacy of ABG activities among duty bearers.

**Result Area 6:** *Increased local government transparency, accountability and responsiveness to the communities they serve*

The ABG has contributed towards improved local government transparency, accountability and responsiveness to the communities they serve. This was attributed to research and advocacy capacities among communities who can now document evidence of service delivery gaps and expose leaders who will not be performing their duties as expected. In Shurugwi, all the 12 councillors were engaged to address issues road maintenance and consensus based decision-making.

### **Lessons Learned**

- i. **Working within polarised communities requires identification and prioritisation of common challenges:-** The project successfully promoted community healing without necessarily focusing on why violence and polarisation had occurred but by bringing attention to common development challenges which required collaboration across community members from different political persuasions;
- ii. **Community animosity and polarisation is often not based on factual evidence:** -Communities outlined that prior to trainings; they would only think the Police were all corrupt and the DDF was deliberately sabotaging them by not repairing boreholes;
- iii. **Everyone knows about the Church and a message of Good Governance from a Church related institution is much more likely to be credible:-** Communities outlined that the Church has “moral capital” which has been critical in convincing leaders to engage while also drawing non-Catholic community members towards supporting efforts to promote Good Governance;
- iv. **A capacity building project may face some resistance in a context where communities are used to handouts:-** The ABG focused on building sustainable competencies for communities to demand accountability from duty bearers but the efforts were sometimes impeded by the fact that communities were used to receiving handouts;



- v. **Communities' livelihoods statuses have a bearing on their commitment towards Governance processes:-** Communities acknowledged that knowledge of their rights and strategies for engaging duty bearers is critical but their weak livelihood conditions mean they have to prioritize processes that have more immediate material outputs;
- vi. **Promoting Good Governance is a process requiring sustained, long term investments:-** The project has successfully supported communities to demand accountability from their leaders but there is still scope for including more community members especially beyond the Church to ensure sustained dialogue and monitoring of duty bearers;
- vii. **Advocacy positions and demands should be cognisant of what is realistically feasible in the obtaining socio-economic context: -**The project has developed community competencies for advocacy, lobbying and strategic engagement but local authorities often do not have capacities to address legitimate issues raised by communities.
- viii. **Urban and rural communities are organised differently and different approaches may need to be adopted depending on the context: -**Evidence from the Evaluation shows that rural communities have stronger community networks and mobilising them towards a common goal is easier.

### **Overall Recommendations**

- i. Continue the partnership with CCJPZ with a focus on building upon the successes, partnerships and lessons learned from the project
- ii. Explore possibilities of expanding the project's coverage to other Diocese and other parishes especially where there is evidence of limited leadership accountability and transparency.
- iii. Develop mechanisms to ensure Parish Advocacy Committees are supported by CCJPZ even beyond the project. Also, consider investing in supportive visits once or twice after the project has ended.
- iv. Invest in systematic documentation of the approach and methodology used by the project (Best Practice). This should outline key methodological components and should be clear to facilitate replication.
- v. Invest in either marketing of the approach to other funding partners or mobilising resources to expand the current scope of the project. Explore possibilities of linking communities with organisations providing livelihoods support for example Caritas and CAFOD where relations already exist
- vi. Prioritise working with relevant Government Entities in all projects that require service delivery improvements by the Government.
- vii. Future projects should include clear strategies for engaging youths and these should be informed by their specific characteristics of young people as well as the issues closest to them like unemployment.
- viii. Future projects should prioritise mainstreaming beyond equal participation towards ensuring the issues of women are prioritised while activities are scheduled with consideration for the specific schedules of women and men.

## **1. INTRODUCTION**

This report provides findings, conclusions, lessons learned and recommendations from an End of Project Evaluation of the Action for Better Governance (ABG). This is a two year project that is jointly implemented by Progressio–Zimbabwe (capacity building partner) and the Catholic Commission for Justice and Peace in Zimbabwe (CCJP) - (implementing partner). The project started in September 2011 and will end in March 2014. The ABG project aimed at strengthening the capacity of the Catholic Church in Zimbabwe, through its national and diocesan Commissions for Justice and Peace (CCJPZ).

### **1.1 OPERATING ENVIRONMENT**

#### **1.1.1 Political**

The project was conceived, designed and implemented in transitional context with a Government of National Unity (GNU). There was anticipation that the transitional context would provide opportunities for stronger citizen participation. However, there were also threats of a dysfunctional government. Anticipated transformations in the context informed project strategies and underpinned key assumptions within the project. Uncertainty around elections meant elected officials pursued a power retention agenda at the expense of investments in improving service delivery for communities.

Besides assumptions on the return to normalcy, the project was conceived in a context where MDC-T Councillors dominated local authorities. Despite the electorate's faith in them as demonstrated by voting patterns, the Councillors lacked skills and competencies required to adequately serve their mandate. A study by of Councillors elected in 2008 showed that 65% of them were below 35 years of age (ZESN, 2009). The reference to age also underlines inexperience in as far as executing their roles and being accountable to the electorate as expected.

#### **1.1.2 Socio-Economic**

Zimbabwe is experiencing significant socio economic challenges with statistics showing that of currently employed population aged 15 years and above, estimated to be 5.4 million, 84percent were considered to be in informal employment, 11 percent were in formal employment and 5 percent were in employment not classifiable (ZIMSTAT, 2011). Poverty remains a key constraint for most individuals, households and communities in Zimbabwe. It is estimated that 220,000 - 250,000 households (with 625,000-700,000 children) are ultra poor and have insufficient labour to undertake productive work (UNICEF, 2011).

The Poverty, Income and Expenditure Survey (PICES, 2013) concluded that poverty is far worse in rural areas than in urban areas of Zimbabwe. It further concluded that 62.6% of Zimbabwean households are deemed poor while 16.2% of the households are in extreme poverty. The survey outlined the ruralised nature of poverty in Zimbabwe with 76% of rural households being classified as poor compared to 38.2% of rural households with the same classification. An estimated 2% of rural households were food secure from only the cereal stocks they had as of April 2013. In addition, During the first quarter of the 2013/14 consumption year, 241,348 people already had insufficient incomes to access adequate food. An estimated 89.2% of households were projected to be unable to meet their annual food requirements for the 2013/14 consumption year (ZimVac; 2013). Zimbabwe is still one of the countries most affected with HIV as the country has double digit HIV prevalence (15%) despite as mature and sustained response (ZDHS 2010-11).

## **1.2 PROJECT BACKGROUND**

The Action for Better Governance (ABG) is a two year project that is jointly implemented by Progressio–Zimbabwe (capacity building partner) and the Catholic Commission for Justice and Peace in Zimbabwe (CCJPZ)-(implementing partner). The project started in September 2011 and will end in March 2014. It sought to strengthen the capacity of the Catholic Church in Zimbabwe to be more proactive in holding the state accountable for the delivery of good governance, based on the fundamental principles of democracy and human rights.

All the project activities were wholly funded by Ford Foundation with Progressio Zimbabwe being the lead organisation while CCJPZ is the implementing partner. The project came after CCJPZ successfully implemented a pilot Action for Better Governance programme in Chinhoyi Diocese. The aim of the project was to build on this success and spread leadership and governance skills to other dioceses to consequently build up a critical mass capable of holding appointed and elected leaders accountable. The project concept and design was based on the realisation that the more principles of leadership and good governance permeated communities, the more citizens became organised and united to articulate issues that affect them at local level first before spreading out to district, provincial and national levels.

The theory of change was based on the idea that if communities are empowered to question how they are led or governed and given opportunities to overcome challenges themselves, there will be great improvements in performance by leaders and representatives; to serve their constituencies responsively and effectively.

The rationale of the ABG project was to empower citizens to understand their civic roles especially that of freely participating in democratic processes, and consequently engaging with and discussing good governance issues with their leaders. The project aimed to spread leadership and governance skills to Gweru and Masvingo dioceses to consequently build up a critical mass capable of holding appointed and elected leaders accountable. Progressio placed a Development Worker (Advocacy Adviser) with CCJPZ to build the capacity of the partner organisation through on the job coaching and support.

Expected results from the project are as follows:

- Increased organisational and staff capacity within CCJPZ to ensure that diocese and community structures can effectively facilitate civic reflection and engagement;
- Improved levels of participation in democratic processes of women and youth;
- Increased capacity of CCJPZ actors<sup>1</sup> on leadership and governance issues;
- Increased positive engagement and participation between communities and local counsellors/leaders and Members of Parliament on important decision-making, governance and development issues;
- Empowered communities that make informed local governance choices, demand responsive leaders and are able to challenge issues of local concern with their decision makers' actions, practices or policies that undermine good governance and development;
- Increased local government transparency, accountability and responsiveness to the communities they serve;
- Greater regional and international understanding of how to address governance issues in Zimbabwe

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<sup>1</sup> CCJPZ actors are all the people or community members, regardless of their church affiliation, who work for justice and peace, especially with CCJPZ.

### **1.2.1 Evaluation Rationale and Objectives**

The end of project evaluation was envisaged within the project plan as an affirmation made by Progressio to the funding partner (Ford Foundation) in the project agreement. In addition, the End of Term Evaluation is in line with Progressio's Monitoring and Evaluation (M&E) standards. The Evaluation was summarily necessitated by the three points outlined below:

- The need to facilitate self reflection and learning;
- The need to generate evidence to demonstrate changes emerging from development investments made; and
- The need to document opportunities for adjusting in future.

#### **Objectives**

The overall objectives of the Evaluation are as follows:

- iii. To make an overall independent assessment about the past performance of the ABG programme, paying attention to the impact of the project actions against its objectives; and
- iv. To identify key lessons and to propose practical recommendations as follow-up actions.

#### **Specific Issues**

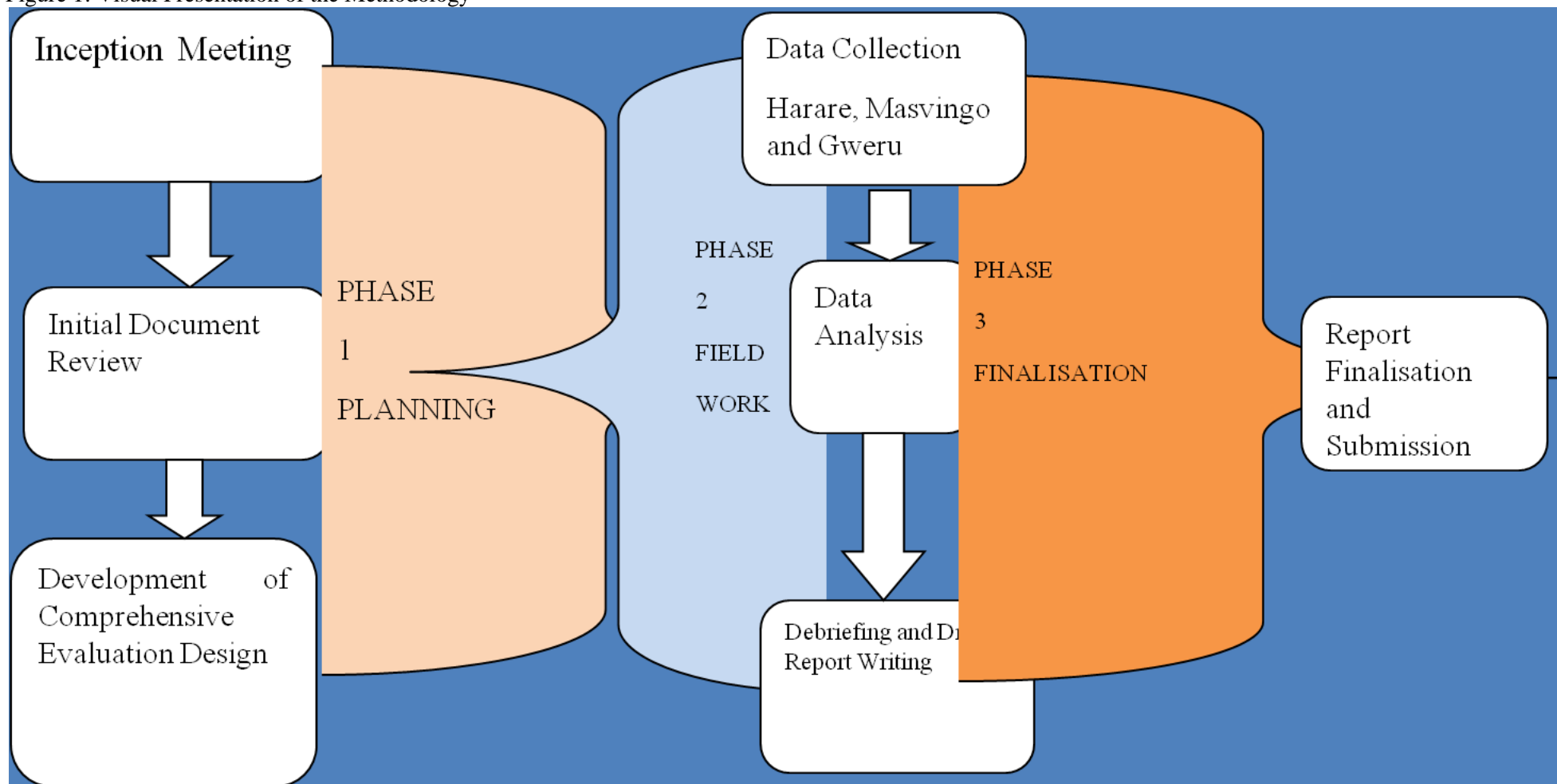
- i. The Evaluation focused on the following specific issues:
- ii. Describing and assessing results of the project; intended and unintended, positive and negative;
- iii. Assessing the major factors which influence results either positively or negatively;
- iv. Drawing key lessons learned; Determining the relevance and appropriateness of the program design to meet the needs of the target beneficiaries;
- v. Determining how well the program was implemented to accomplish the target objectives;
- vi. Evaluating the effectiveness of the project relative to anticipated outcomes;
- vii. Evaluating how efficiently resources were used;
- viii. Measuring the efficacy of the Development Worker Model vis a vis the two-year project cycle; with the partners and recommend measures for its further improvement; and
- ix. Establish lessons learnt and recommendations for improvement.

### **1.1.1 Evaluation Methodology**

The Evaluation was based on an exploratory, mixed methods and participatory design. The Evaluation used purposive sampling with focus on prioritizing respondents with known potential to provide useful information. Data was collection through secondary literature review, key informant interviews, focus group discussions and most significant change documentation. A full respondents profile is provided as Annex1. The figure below shows the overall methodology used for the Evaluation

## Visual presentation of the ABG Evaluation Methodology

Figure 1: Visual Presentation of the Methodology



### **1.2.3 Evaluation Limitations**

The following limitations were encountered and mitigation measures adopted are also provided for each of the limitations.

- i. Data Collection was conducted in a short space of time and mobilisation was done at short notice hence some potential respondents could not be part of data collection. However, the Evaluation had a comprehensive inclusion criteria which guided in mobilisation of respondents who provided the highest value; and
- ii. The Evaluation Team could not meet high level duty bearers like MPs and Local Authority representatives who were engaged by citizens. However, the Evaluation included a strong component of secondary review which was triangulated with primary data from communities.

## 2. KEY FINDINGS

### 2.1 PROGRESS TOWARDS ACHIEVEMENT OF RESULTS

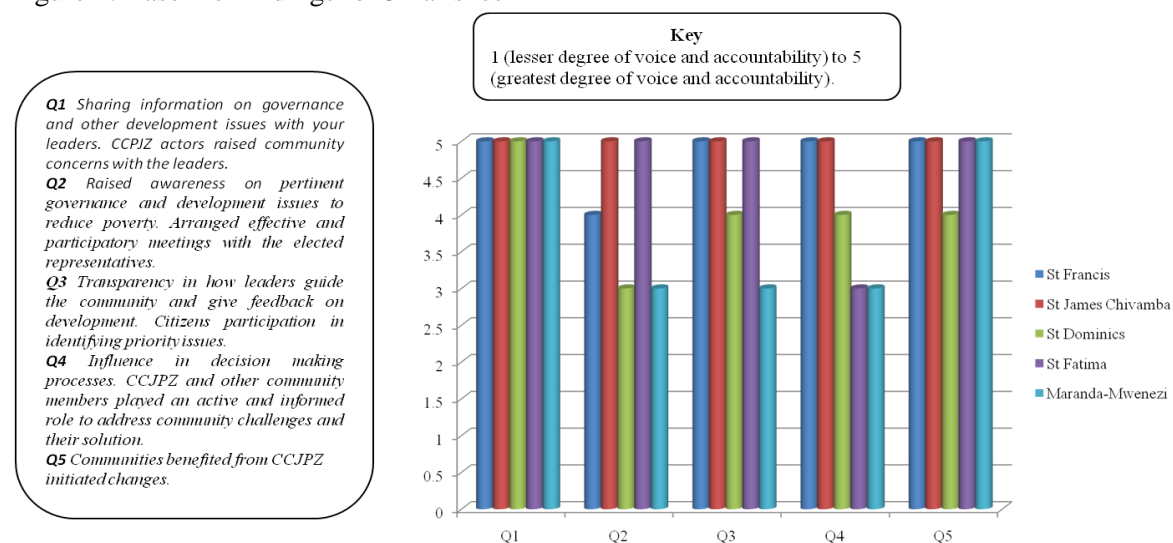
#### 2.1.1 Increased Organisational and Staff Capacity within CCJPZ to Ensure that Diocese and Community Structures can Effectively Facilitate Civic Reflection and Engagement

The project managed to strengthen capacities of CCJP at national and diocesan level to carry out awareness and advocacy training. Facilitated formation of Parish Advocacy Committees whose role is to identify and address issues at the local parish level. The DW assisted in the development of an Action for Better Governance (ABG) Manual, which provided guidance for awareness raising and advocacy trainings. Formation of Parish Advocacy Committees and development of an ABG manual were critical for the continuous skills transfer approach in tow ways as follows:

- i. ***Institutionalising the ABG within different localities:*** -The Parish Advocacy Committees were responsible for mobilising communities as well as researching on and articulating local advocacy issues. This ensured the project to manage to focus on the heterogeneity of community issues as opposed to a generic one size fits all approach where communities are different: and
- ii. ***Institutionalising the ABG approach:*** -Communities acknowledged that trainings they received were important but replication was highly aided by the manual, which provided continuous reference point and they did not have to constantly consult CCJPZ if they had any questions related to the approach.

In Chivamba, the Parish Advocacy Committee engaged the Zimbabwe Water Authority on the need for the community to have clean water and to have access to water from a nearby dam, which was supplying water to a sugar cane plantation, which is 150 kilometres away. Engaging ZINWA demonstrates improved community capacities to identify and articulate issues affecting them as well as developing strategies for holding responsible duty bearers to account. Increased capacity within CCJPZ to facilitate civic reflection is reflected by positive results from the study conducted using the PATT tool in Masvingo where the majority of parishes reported having greater voice and there is accountability from duty bearers. The figure below shows results from the study based on the PATT tool in Masvingo Diocese.

Figure 2: Baseline Findings for 5 Parishes



Three (3) of the five parishes in Masvingo Diocese (St James Chivamba, St Francis and St Fatima) reported greatest voice and accountability for all key dimensions of Good Governance. However, the remaining two parishes (St Dominics and Maranda-Mwenenzi) ranked their access to voice and levels of accountability as moderate on four (4) of the five (5) dimensions of Good Governance as outlined in the figure above. Challenges in parishes like Maranda could be attributed to accessibility challenges for the area and there could be further need to prioritise enquiry into the trends within the two parishes.

The outcomes of successful skills transfer can be illustrated by the fact that CCJPZ at one point continued working on the ABG without a Development Worker as there has been sufficient skills transfer. In addition, CCJPZ has institutionalised ABG and it is part of their 2013-2017 Plan. The Development Worker as well as the CCJPZ National Coordinator highlighted that the CCJPZ structure has been receptive of technical support and there is improved capacity for advocacy capacity.

There is strong acknowledgement within CCJPZ of the strong relationship between the values of Catholic Social Teachings and the demands for better governance, transparency and accountability

### **2.1.2 Improved Levels of Participation in Democratic Processes of Women and Youth**

The project made deliberate efforts to promote participation of women. Different approaches were utilised which range from equal representation in committees and other ABG processes. Other approaches included affirmative action, which included deliberately targeting more women for specific opportunities. There was further evidence of mainstreaming of “issues” relating to prioritising projects that addressed community challenges that disproportionately affected women.

In the 2013 harmonised election, 62% of CCJPZ observers in the diocese of Gweru were women and this was a deliberate affirmative action decision aimed at providing opportunities for women to be more involved in democratic processes beyond being meeting participants and sources of votes.

There is further evidence demonstrating that the project prioritised issues affecting women and this can be exemplified by advocacy with the District Development Fund (DDF) in Chachacha on the need to repair non-functioning boreholes. This was prioritised as women reportedly shouldered the responsibilities of fetching water where they had to walk long distances as boreholes in their communities were not functioning. Advocacy efforts resulted in the DDF sourcing funding from other partners and 120 boreholes ended up being rehabilitated.

All parish advocacy committees have 50-50 representation between women and men. This ensured that committees were compelled to ensure equal access to space and decision making responsibilities between women and men. Prioritising women empowerment was critical as it built the confidence of women who reportedly started to contribute more during meetings like the meet your leader forum. The table below shows the age and sex distribution of workshop participants.

Age	Men	Women	Total
18-30 years	23	9	<b>32</b>
Above 30 years	67	68	<b>135</b>
<b>Total</b>	<b>90</b>	<b>77</b>	<b>167</b>



In Mkoba again the residents comprising mostly of women successfully organised a clean up campaign which was well supported by the local authority which provided brooms and t-shirts. Similarly, women in Mkoba engaged the council on the need for a generator at the Mkoba Poly Clinic and the generator was bought. Despite key evidence of women involvement and empowerment, there are gaps in youth involvement across all project areas and this was attributed to the fact that youths are much more interested in activities/projects that provide immediate livelihood/material support.

“Women previously could not speak during public meetings but now they can also speak and at a meeting with a traditional leader at Chachacha one woman raised the issue of traditional leaders leaving their livestock unattended and destroying other people’s fields. Another woman further asked representatives from the Ministry of Health why it always took them long to attend to patients at the local clinic” Female Parish Advocacy Committee Member, St Pius Donga.

### **2.1.3 Increased Capacity of CCJPZ Actors on Leadership and Governance Issues**

The project successfully supported improvements in CCJPZ actors on leadership and governance issues. The term “CCJPZ actors” refers to all the people or community members, regardless of their church affiliation, who work for justice and peace especially with CCJPZ. To illustrate the all-encompassing approach adopted by CCJPZ, the composition of advocacy committees cuts across religion and includes non-Catholics. This represents a conscious acknowledgement of the diversity of communities who have to come together to confront common community development and governance challenges.

The ABG managed to orient community leaders on their roles, responsibilities and accountabilities to their constituencies. The project successfully localised the concept of leadership to ensure focus of local level decision makers like ward councillors, village heads, some civil servants, local businesspeople, school heads and local level Government employees. The approach was key as it brought issues of good governance and accountability from the abstract level to the local level, which is practical for communities.

The project adopted a dual approach by capacitating communities (rights holders) and leaders duty bearers to ensure all stakeholders understood what was expected of them in Good Governance. Respondents outlined that advocacy is much more likely to be successful if duty bearers are also capacitated on their responsibilities especially in Zimbabwe where there has been limited leadership accountability.

Trained Advocacy Committees have begun to cascade knowledge to wider communities with the consent of traditional leaders. After trainings at diocese level, parishes organized local level training meetings to cascade information. Cascading information is an indicator of successful skill transfer and the investments made by the project towards fostering sustainability.

#### **2.1.4 Increased Positive Engagement and Participation between Communities and Local Councillors/Leaders and Members of Parliament on Important Decision-Making, Governance and Development Issues**

The project successfully capacitated communities on how to engage with their leaders while capacitating leaders on how to discharge their responsibilities in transparent and accountable ways. Beyond developing and nurturing capacities, the project invested in creating “spaces” for positive engagement and participation between communities and their various leaders especially at local level.

All communities cited “meet your leader” forums as key platforms they have utilised to engage with their leaders and demand good governance. In Zimuto, the community engaged the local chief and aspiring Member of Parliament and advocated for the sinking of boreholes. As a result, a committee was been set up to lobby potential supporters and funders who may be able to assist in the sinking of the boreholes.

In Mwenezi West, the reconstruction of Chipwe Bridge was decided upon by the community as the most urgent development initiative. The bridge was swept away in 2009 and there has not been investments towards repairing it. In Chachacha the Community successfully engaged the DDF on challenges of non-functioning boreholes resulting in the Authority sourcing funding for the repair of all 120 boreholes.

In Chachacha the community engaged the Police Officer in Charge on corruption within the force and all community members were provided with the police hotline number whose existence they previously had no knowledge of. Provision of the hotline number has reportedly discouraged corruption as Police Officers now know that community members have a way of reporting them. Significantly, the Police Officer in Charge has also been highly supportive of CCJPZ activities which contributed towards strengthening legitimacy.

In Shurugwi, engagement with leaders resulted in construction of public toilets and the older toilets are now being cleaned as a result of engagement. Respondents from Shurugwi highlighted that lack of accountability was a key challenge as their local authority could not prioritise cleaning public toilets and they started doing so after being engaged on the issue.

In Mkoba, after the trained residents engaged the local leaders burst sewer pipes are being attended to after an average of two (2) hours after reporting where it used to take an average of a month. In addition, residents from Mkoba highlighted that their advocacy efforts focusing on the need for council to address sewerage challenges contributed towards the local authority purchasing a new sewer pumping machine which increases efficiency in addressing burst pipes. Engagement with the local authority in Mkoba further resulted in the Council purchasing a generator for the Poly Clinic.

*“Everything is glaring for all to see the impact of the work of CCJPZ supported by Progressio in transforming our communities and capacitating them to demand good governance from their leaders. Before, no one would dare question a councillor, MP or even the Chief on why development is not taking place in their area. Following the workshops we have had with CCJPZ we are now fully equipped to deal with issues of bad governance in our area. Any leader who loses focus on what the people want risks being removed”* Chief Nhema.

### 2.1.5 Empowered Communities that Make Informed Local Governance Choices, Responsive Leaders and are able to Challenge Issues of Local Concern with Their Decision Makers ' Actions, Practices or Policies that Undermine Good Governance and Development

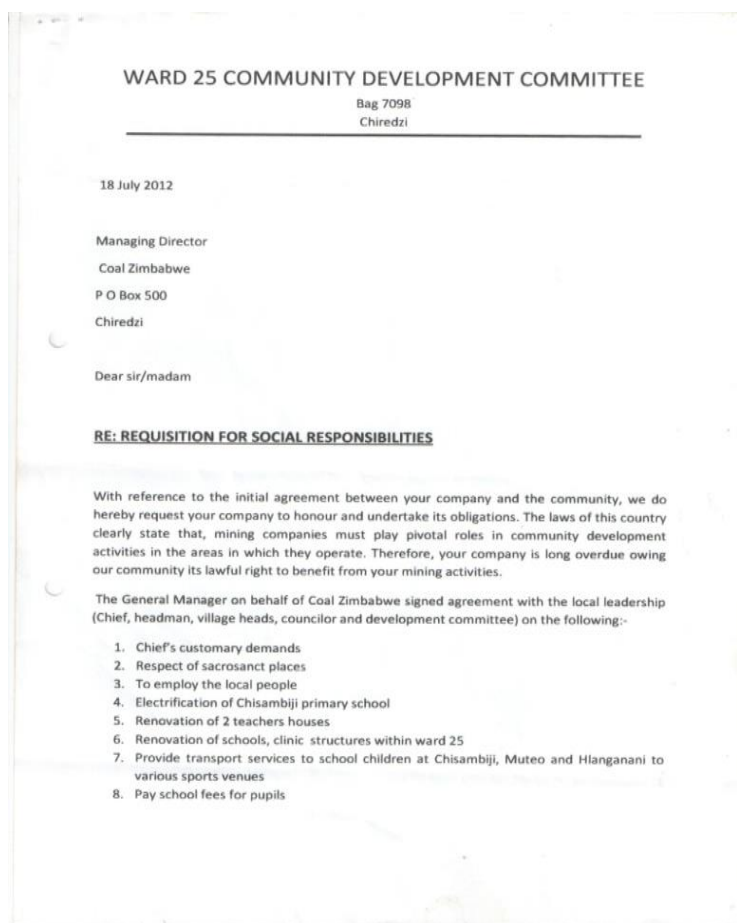
The ABG managed to capacitate communities as well as leaders on good governance and accountability. Spaces for positive engagements were also created and communities and there is evidence of positive decisions emanating from positive engagements.

Communities like Chisambinji invited the local Chief and Councillor during their Transparency day commemorations. Successfully inviting a traditional leader to transparency day commemorations demonstrates progress and the legitimacy of ABG activities among duty bearers. The community in Chisambinji engaged with their traditional leadership and elected officers on issues around engaging sugar-cane producing companies to assist in developing the Chiredzi area.

In the Maranda, Mwenezi West, the community engaged local leaders and aspiring members of parliament on the reconstruction of the Chipwe Bridge. The bridge was destroyed by floods in 2009. The Chipwe Bridge Committee has drawn up a plan of action for the reconstruction of the Chipwe Bridge and has opened a bank account so that they can raise resources for the reconstruction of the bridge;

In Zvishavane, community members engaged the local police and the Zvishavane Town Council and demanded that the police are visible and active in crime and violence prevention. The Zvishavane community was addressed by the Town Clerk on how the town council is working towards improving service delivery in the community. While being addressed by a Town Clerk could be insignificant in other context, it is a critical indicator of legitimacy and influence within the Zimbabwean context as there is no institutionalised culture of leadership accountability.

**Figure 3: Advocacy Letter from Chisambinji Community**



### **2.1.6 Increased Local Government Transparency, Accountability and Responsiveness to the Communities they Serve**

The ABG has contributed towards improved local government transparency, accountability and responsiveness to the communities they serve. This was attributed to research and advocacy capacities among communities who can now document evidence of service delivery gaps and expose leaders who will not be performing their duties as expected.

In Shurugwi, all the 12 councillors were engaged to address issues of road maintenance and consensus based decision-making. As a result, the Shurugwi town councillors drew a work plan of meetings with residents, where they would engage residents in budgeting and other issues residents were demanding effective communication from their leaders. This will potentially improve transparency as residents now have avenues to influence local authority expenditure decisions. Previously, residents would not know how council prioritised local government investments, which compromised subsequent transparency and accountability.

The Gweru City Council was engaged on the need to explain to the public on service delivery on issues such as refuse collection, dumping of rubbish everywhere by residents. As a result, residents in Gweru reported improvements in refuse collection while council has reportedly invested in waste management capacity building for residents to discourage dumping on undesignated sites. Residents in Zvishavane reported improvements in water supply which was reported to be 100%.

The St Pius Donga community conducted research on why their community has remained impoverished despite the availability of resources in the area. The research concluded that mining companies and some traditional leaders were not using mineral resources transparently. Key challenges included processes used by Mining companies to recruit casual labour as it was reported that opportunities were being denied to youths from the area with the mines employing casual workers from as far off as Harare and Kwekwe. After the (CCJP Donga) inquiry into the issue, Traditional leaders, mining companies and local authorities started to explain their actions and plans to the communities, hence greater transparency.

Research and development prioritisation done by the Donga Parish Advocacy Committee was critical in funding decisions by the Tongogara Community Share Ownership Trust. The community managed to influence construction of a primary school at Musasa, a mortuary at Zvamavande clinic and revamping of the road from Chachacha to Tongogara. This was done using resources from the community share ownership trust.

### **2.1.7 Greater Regional and International Understanding of How to Address Governance Issues in Zimbabwe**

The ABG had a component focusing on promoting greater regional and international understanding of how to address governance issues in Zimbabwe. The program led to development of a Regional Advocacy initiative where Zimbabwe's Heads of Christian Denominations used the information to engage regional leaders to support good governance, justice and peace in Zimbabwe. Contributions towards the national governance body of evidence were significantly aided by strengthened research capacities, which facilitated linkages between local level governance realities and national/regional level advocacy priorities.

The project further contributed towards encouraging peaceful political engagement and released a number of press statements on elections. The media advocacy approach was guided by evidence generated from local levels and significantly contributed towards influencing peaceful as a deliberate move to influence national and regional policy making. Media advocacy further contributed towards amplifying local level issues as consolidated press statements and positions were based on an aggregation of evidence from different parishes.

As part of broad national and regional coalition building, CCJPZ also networked with regional organisations like IMBISA and SADC in lobbying for peaceful elections in 2013. Networking with regional organisations provided CCJPZ with access to spaces where issues affecting the communities it operates were granted access to high level decision making fora.

Despite key achievements articulated above around regional and global advocacy, there was scope for strengthening this component and CCJPZ managed to adjust its strategy accordingly. The project managed to prioritise local level advocacy especially ensuring that communities address issues closest to them before focusing on the macro context.

## 2.2 MAJOR FACTORS WHICH INFLUENCED ACHIEVEMENT OF RESULTS

In addition to documenting the results emerging from the ABG, the Evaluation further analysed key factors which facilitated achievement of results. Key factors were related to the project design, structural arrangements along with implementation methodologies. The factors are outlined below.

**Utilizing the Church:** -This was consistently cited as a key contributing factor towards achievement of results as the Church occupies a respected moral position within the communities. The Church was cited as possessing “moral capital” which provided it with legitimacy to be able to gain the trust of citizens, audience of leaders and cooperation of duty bearers. This was critical especially due to the pervasive polarisation within the operating environment.

*“Everyone knows about the Church and it is known for good things hence it was easy to convince other community members to participate in ABG activities without suspecting hidden agendas”. Male FGD Participant (Zaka)*

**Constructive Engagement:** -Respondents outlined that the project prioritised constructive engagement as opposed to the commonly used confrontational approach. Institutions like the Police were much more willing to engage them. Communities reported previously using confrontational approaches which resulted in some duty bearers becoming averse to engagement. In addition, communities were capacitated on using evidence to engage. Previously, engagement was not based on coherent facts which limited the extent to which communities could formulate arguments for constructive engagement.

**Linking rights holders with duty bearers:** -The project prioritised skills transfer and communities were at the forefront of identifying advocacy issues and engaging duty bearers. While capacitating rights holders is a critical step, they have to advocate with structures and duty bearers that are receptive and accommodating. The strength of approaches adopted by the ABG were largely underlined by the capacity to linking communities with their leaders as well as Government Department employees. Through engagement, employees of Government Departments highlighted that they always assisted communities who brought their challenges to Government offices and there were no investments towards promoting community awareness of how they work.

*“Effective policing is based on strong relationships with communities served. The police are in a much better position to combat crime if they have good relations with their surrounding communities. This is what the project is building” Police Officer in Charge, Tongogara*

**Prioritising Capacity Building:** -Placement of a Development Worker has improved capacities for structured advocacy which allowed communities to have more chances of engaging in productive engagement with duty bearers. While CCJPZ has access to communities through the Church structures, they acknowledged previously lacking skills for strategic advocacy which has more potential to yield outcomes in terms of influencing Governance processes.

## 2.3 RELEVANCE

Relevance analysis focused on the extent to which the objectives and the design of the project are consistent with current challenges and concerns in the sector and with the needs and priorities of beneficiaries. The ABG was highly relevant to challenges within the context and its design ensured it addressed issues that were prioritised by beneficiaries. Key evidence of relevance is outlined below.

**Alignment with Catholic Social Teachings:** -The project fitted well with the social teachings of the Catholic Church and supported the Church's aspirations of promoting justice. Parish Priests highlighted that principles of Good Governance, Accountability and Justice are not entirely divorced from the Gospels and it has been easy to integrate it into the Church's overall approach to social development.

**Supporting an institution with structures, respect and commitment but with inadequate capacity:** -The project harnessed the structural strengths of CCJPZ and the DW provided institutionalised mentorship as opposed to once-off trainings. Relevance is demonstrated by the fact that capacity was provided to an institution that needed it and it focused on the specific capacity gaps that had been identified.

**Promoting Healing in Polarised Communities:** -The project was implemented in a highly polarised community where political party allegiances superseded common community development priorities. Instead of mobilising communities towards naming perpetrators of violence, the project focused on common community development priorities which brought formerly polarised people together. Relevance is illustrated by the fact that the project was cognizant of community realities which included polarisation, tension and latent threats of violence.

**A context without leadership accountability:** -Community members highlighted that prior to the project they did not know they had a right to demand accountability from elected leaders and Government departments. Similarly, duty bearers and others with responsibility acknowledged that accountability was low and the project has been instrumental in developing a culture of accountability. Examples are that Councillors are now reporting back to their constituencies while in Shurugwi the community now has access to spaces where Council budgeting decisions are made.

**Articulating the nexus between transparent leadership and improved service delivery:** -The project focused on ensuring communities understood the strong link between transparent leadership and improvements in service delivery. Previously, poor service delivery was blamed only on central government and communities did not have avenues for confronting central Government. The project ensured communities became aware of and engaged local level duty bearers to advocate for improvements in service delivery and accountability.

**Enhancing capacities for coherent advocacy:** -Although communities were aware of their leaders' shortcomings in fulfilling their obligations, capacity building through the DW strengthened research capacities to enhance opportunities for communities to present strong advocacy cases. Community members outlined that duty bearers previously managed to easily dismiss them since they lacked the evidence, strategies and collective will to be able to engage productively.

## **2.4 SUSTAINABILITY**

Sustainability analysis focused on the extent to which the outcome/benefits arising from the project are likely to continue after activities have been completed, or the extent to which the project/program is likely to continue over time. The project is likely to be sustainable based on its design and implementation methodologies as outlined below.

### **Design**

The project design focuses on working with a Catholic institution with its ways of operations and other sources of financing. This ensures the institution will survive beyond the support of Progressio and skills gained can be utilised beyond the ABG. In addition, the Catholic structure means people will continue to congregate and worship and there will be sufficient scope to mainstream ABG messages even if there will be no financing for specific ABG activities. The Spiritual Father for Gweru Diocese outlined that continuity is guaranteed especially as the messages promoted by the ABG strongly resonate with the Gospels and with Social teachings of the Church.

Skills transfer and capacity building also form part of the sustainability strategy as capacitated communities are likely to continue beyond support from the project. Both the communities and the DW concurred that the role of the DW was that of a facilitator and there was no expectation from the community of the DW directly confronting issues that affect communities. All evidence of successes emerging from the project demonstrates a strong role of the community and in some instances the DW is simply mentioned in relation to skills gained only.

Supporting documentation of activities has been another critical sustainability approach where Parish Advocacy Committees have documented institutional memory where they can make reference even if one of the committee members is no longer available. Documentation is kept at community level and will ensure communities follow up on resolutions without necessarily asking for the project's support.

Project sustainability has further been strengthened through developing community research capacities where communities now gather simple evidence on all issues affecting them. This has assisted communities to have coherent information they will use even to mobilise resources and evidence from Tongogara showed that the community used evidence gathered through research to contribute towards priority activities funded through the Community Share Ownership Scheme. In Zimuto the Committee has opened a bank account to mobilise resources to address challenges identify through ABG activities.

There is scope for improving sustainability especially by clearly articulating the exit strategy and ensuring that communities have a full understanding of the nature and scope of the project. Beneficiaries constantly raised expectations to get material benefits but the project does not provide such. Engagement at the initial level should clearly articulate what the project will be able to assist with so that expectations are well managed.



## **2.5 EFFICIENCY**

Efficiency analysis determined the extent to which the project has achieved, or is expected to achieve its results efficiently or at a cost lower than alternatives. The Evaluation mostly focused on the disbursement modalities and their contributions towards timely implementation of activities. It further analysed the design and operational approaches in relation to their contributions towards achievement of maximum outcomes at the lowest possible cost. Efficiency analysis further extended towards the quality of inputs as well as outputs and outcomes emerging from the project. Overall, the ABG was efficient and achieved outcomes at the lowest possible costs.

**Leveraging the strengths and resources of CCJPZ:** - The project leveraged existing CCJPZ structures and resources resulting in cost savings. A key example of leveraging resources relates to the use of Catholic facilities for activities and the project did not have to pay. The use of Church facilities further contributed towards efficiency by improving the quality of trainings as Churches were considered safe spaces and participants were open to participate which improved the quality of their contributions.

**Prioritising capacity building:** - Continuous skills transfer ensured CCJPZ will be able to continue applying the skills gained even beyond the placement period of the DW. This contributed towards efficiency as one Development Worker covered two Dioceses, developed a manual for replication and reduced potential costs of constantly travelling to provide training.

**Providing timely skills:** - The project provided capacity strengthening for communities and the skills directly responded to community challenges. This contributed towards efficiency and value for money as resources were challenged on the priority needs at the time of implementation.

## 2.6 EFFICACY OF DEVELOPMENT WORKER MODEL

The Evaluation determined the efficacy of the Development Worker model especially identifying strengths, gaps as well as opportunities for strengthening the model. All respondents highlighted that the model has been highly effective and well aligned to the objectives of the project. The model reportedly focused on developing practical competencies as opposed to providing knowledge.

**Provided Needs Based Capacity Building:-** The model provided needs based capacity building and CCJPZ respondents outlined that although they have access to communities, they did not have the skills for structured social mobilisation and strategic engagement. The Development Worker facilitated skills building around advocacy and evidence shows that different communities managed to research on issues affecting their communities while some managed to engage duty bearers who made decisions that reflect community aspirations. Improved capacities to engage were illustrated in Chivamba for example where the community engaged the Zimbabwe Water Authority and work is now underway to ensure the community has access to water.

**Continuous skills transfer instead of once off training: -** The DW model was efficacious as it provided long term mentorship instead of once-off trainings which is not consistent with building competencies. Diocese Coordinators outlined that the DW has been a key resource in transferring skills as well as in pioneering new ways of effectively implementing the project. The skills transfer approach was critical as the DW was a facilitator while communities identified their own issues, engaged duty bearers and came up with strategies for addressing challenges.

**An approach to expand the discourse of good governance beyond the Catholic Church:-** The DW model provided entry points towards expanding discourses of Good Governance beyond the Catholic Church and this was important in building the critical mass of people required to strongly lobby and advocate. This approach was critical as the DW identified entry points like Parish Advocacy Committees whose members were drawn beyond the Catholic Church.

**Bringing Professional skills to community level activities: -** The DW model ensured community issues were documented, packaged and presented in formats that are fit for different levels of audiences. While communities highlighted having the will and commitment to carry out advocacy initiatives, they acknowledged having limited skills around research and strategic engagement.

## **2.7 MONITORING AND EVALUATION**

The Monitoring and Evaluation (M&E) component analysed the overall system utilised by the ABG, identified its strengths, articulated its weaknesses and drew some recommendations for strengthening. The project benefitted from the RICA tools which Progressio uses and which guided the overall approach to designing baselines and setting up the M&E system.

The project was preceded by a baseline conducted using the PATT tool and this provided benchmarks for measuring progress. The baseline was critical and ensured adherence to standard M&E practice which requires interventions to be preceded by objective of pre-implementation conditions. There were further strengths in M&E practice with monitoring visits being used to verify outputs and outcomes. The Development Worker also submitted reports to Progressio which further contributed towards strengthening Monitoring and Evaluation. The project has a component of feedback to communities which promotes accountability and ensures focus in not only on extracting information from communities.

Despite key strengths around M&E, there is scope for improvement especially as the project does not have a logical framework and theory of change outlining envisaged links between inputs, outcomes, impacts, intervening factors and assumptions. In addition, the project had seven (7) expected results in two years and this could be an unrealistic expectation. Best Practice in M&E requires an M&E plan, M&E framework and Performance Management Plan (PMP) which were not in place for the ABG.

### 3. EMERGING ISSUES

**Low involvement of Youth:** - The project has a specific focus on promoting participation of women and youth. While there is strong evidence on participation of women, youth participation was low across all areas visited. Low youth participation was attributed to the fact that most of them prioritise activities with immediate material benefits hence they are a difficult population to mobilise.

**Contextual fluidity and uncertainty:** - The project inevitably interacted with key political actors and inevitably was affected by political circumstances which remained fluid and fragile for almost the entire project lifestyle. At one point during elections project activities had to be stopped as participants feared being perceived as supporting a certain political party.

**High levels of corruption:** - Respondents highlighted that corruption levels are very high in most communities and those who benefit from corrupt activities, especially the top political figures, try to impede better governance reforms such as those that the ABG project tried to reinforce.

**Crisis of Expectation:** - Communities were highly appreciative of capacity building support but strongly outlined that they expected material benefits from participating in project activities. Unavailability of material benefits potentially affected their long-term participation in the project;

**Local Level Coordination Challenges:** - Communities highlighted coordination challenges between the church, civic society organisations, and responsible authorities that inhibit the flow of information to wider sectors of the community;

**Timing of events:-** Some ABG project activities reportedly clashed with Diocesan/ Parish/ local (village etc) activities and despite attempts by CCJP to hold activities as regularly as possible, there were several postponements of activities due to some ward, parish or diocesan activities;

**Gaps in ensuring national advocacy:** - There were challenges in exerting influence at national level. Whilst one of the aims of the program was to create a critical mass of people that are capable of influencing policy at national level, it emerged that participating communities were concentrating on local level issues and influencing policy at national level was beyond their scope;

**Challenges with resources for the DW:-** The project is based on leveraging on institutional strengths of CCJPZ but given contextual challenges in accessing resources like vehicles sometimes the DW was not able to execute planned tasks in a timely manner; and

**Political challenges:** - There was (is) a perception among State Security agents that CCJPZ is politically inclined to the opposition hence activities were affected and the latent threat of victimisation hindered the participation of community members who feared retributive action.

#### 4. LESSONS LEARNED

**Working within polarised communities requires identification and prioritisation of common challenges:-** The project successfully promoted community healing without necessarily focusing on why violence and polarisation had occurred but by bringing attention to common development challenges which required collaboration across community members from different political persuasions;

**Community animosity and polarisation is often not based on factual evidence:-** Communities outlined that prior to trainings, they would only think the Police were all corrupt and the DDF was deliberately sabotaging them by not repairing boreholes. Engagement with the Police and DDF ensured communities understood how these departments work and in some instance realised their effectiveness also depended on the extent to which communities were proactive;

**Everyone knows about the Church and a message of Good Governance from a Church related institution is much more likely to be credible:-** Communities outlined that the Church has “moral capital” which has been critical in convincing leaders to engage while also drawing non-Catholic community members towards supporting efforts to promote Good Governance;

**A capacity building project may face some resistance in a context where communities are used to handouts:-** The ABG focused on building sustainable competencies for communities to demand accountability from duty bearers but the efforts were sometimes impeded by the fact that communities were used to receiving handouts;

**Communities’ livelihoods statuses have a bearing on their commitment towards Governance processes:-** Communities acknowledged that knowledge of their rights and strategies for engaging duty bearers is critical but their weak livelihood conditions mean they have to prioritize processes that have more immediate material outputs;

**Promoting Good Governance is a process requiring sustained, long term investments:-** The project has successfully supported communities to demand accountability from their leaders but there is still scope for including more community members especially beyond the Church to ensure sustained dialogue and monitoring of duty bearers;

**Advocacy positions and demands should be cognisant of what is realistically feasible in the obtaining socio-economic context:-** The project has developed community competencies for advocacy, lobbying and strategic engagement but local authorities often do not have capacities to address legitimate issues raised by communities. Consequently, all that communities will receive are acknowledgements of service delivery shortcomings without improvements in the services and

**Urban and rural communities are organised differently and different approaches may need to be adopted depending on the context:-** Evidence from the Evaluation shows that rural communities have stronger community networks and mobilising them towards a common goal is easier. Urban communities like Shurugwi and Mkoba are different, comprised mostly of people in formalised employment hence have limited time for activities and are more likely to demand some material return for the time they invest in project activities.

## 5. RECOMMENDATIONS

FOCUS	JUSTIFICATION/EVIDENCE	RECOMMENDATION
General	The project has successfully capacitated CCJPZ whose structure has been highly supportive and facilitatory.	Continue the partnership with CCJPZ with a focus on building upon the successes, partnerships and lessons learned from the project
	Key informants and community respondents highlighted that successes recorded by the project were in small communities but there has been high demand for the project in other Diocese and Parishes	Explore possibilities of expanding the project's coverage to other Diocese and other parishes especially where there is evidence of limited leadership accountability and transparency.
Sustaining Impacts	Respondents outlined that demanding leadership accountability and strategic engagement are continuous processes, which require sustained efforts. The project has managed to build momentum but there is still limited clarity on how momentum will be maintained.	Develop mechanisms to ensure Parish Advocacy Committees are supported by CCJPZ even beyond the project. Also, consider investing in supportive visits once or twice after the project has ended.
Expanding the Scope	The project has successfully capacitated communities to confront challenging situations without violence. Issues of Good Governance and Accountability transcend the two diocese and are marketable to the broader national/regional context.	Invest in systematic documentation of the approach and methodology used by the project (Best Practice). This should outline key methodological components and should be clear to facilitate replication. Invest in either marketing of the approach to other funding partners or mobilising resources to expand the current scope of the project.
Enhancing Legitimacy	The project successfully ensured legitimacy through engaging different Government departments and creating contact between these and communities.	Prioritise working with relevant Government Entities in all projects that require service delivery improvements by the Government.
Youth Mainstreaming	The project faced challenges in mainstreaming youth although these are often abused and paid to perpetrate violence. This is also despite the fact that the Catholic Church has specific youth groups.	Future projects should include clear strategies for engaging youths and these should be informed by their specific characteristics of young people as well as the issues closest to them like unemployment.
Strengthening Gender Mainstreaming	The project successfully promoted equal participation of women and men but there are still gaps around mainstreaming the "issues" of women as well as ensuring activity schedules are gender sensitive	Future projects should prioritise mainstreaming beyond equal participation towards ensuring the issues of women are prioritised while activities are scheduled with consideration for the specific schedules of women and men.

FOCUS	JUSTIFICATION/EVIDENCE	RECOMMENDATION
Addressing Livelihoods Challenges	The project strongly capacitated communities to articulate service delivery shortcomings within their contexts but high levels of livelihood disempowerment meant communities will not continue to participate if they do not see direct linkages between advocacy and changes to their immediate livelihoods challenges.	Explore possibilities of linking communities with organisations providing livelihoods support for example Caritas and CAFOD where relations already exist.
Monitoring and Evaluation	The project was preceded by a baseline and there were monitoring visits scheduled for specific timelines. However, there is scope for expanding system level tools to include M&E frameworks, Theories of Change and M&E frameworks.	Future projects should consider scheduling quarterly as opposed to 6 monthly visits. All visits should have clear terms of reference and deliverables.
		Explore possibilities of expanding approaches to M&E at system level to ensure they conform to emerging best practice in demonstrating outcomes and value for money.

## 6. ANNEXES

### Annex 6.1: Respondents Profile

Level	Number of Respondents		Community Leaders		Total
	Female	Male	Female	Male	
National	3	2			5
Diocese (Masvingo) KII		2			2
Diocese Gweru KII		1			1
Parish (Chivamba, Masvingo) KII		4		2	4
Parish (Chivamba, Masvingo) FGD	6	6			12
Parish (Fatima, Zimuto) KII	1			2	3
Parish (Fatima, Zimuto) FGD	13	5			18
Parish (Maranda, Mwenezi) KII				1	1
Parish (Maranda, Mwenezi) FGD	4	5			9
Parish (Chachacha, Gweru) KII	1	2	1	2	3
Parish (Chachacha, Gweru) FGD	5	3			8
Parish (Shurugwi) KII				1	2
Parish (Shurugwi) FGD	11	2			13
Parish (Mkoba) KII	1		1	1	3
Parish (Mkoba) FGD	4	6			10
<b>TOTALS</b>	<b>47</b>	<b>36</b>	<b>2</b>	<b>9</b>	<b>94</b>



## **Annex 6.2: Data Collection Tools**

### **FOCUS GROUP DISCUSSION GUIDE**

The Catholic Commission for Justice and Peace in Zimbabwe (CCJP) has been implementing the Action for Better Governance (ABG) project in the Diocese of Gweru and Masvingo from September 2011 with technical support from Progressio Zimbabwe.

The aim of the project is to spread leadership and governance skills within dioceses to build up a critical mass capable of holding appointed and elected leaders accountable. It is based on the evidence that the more principles of leadership and good governance permeate into the communities, the more citizens become organised and united to articulate issues that affect them at local level first before spreading out to district, provincial and national levels. The rationale of the ABG project is therefore to empower citizens to understand their civic roles especially that of freely participating in democratic processes, and consequently engaging with and discussing good governance issues with their leaders. The project will end in March 2014.

In order to assess progress made by the ABG project, an independent evaluation has been commissioned. The Evaluation intends to document progress made against benchmarks set at inception, articulate challenges, draw lessons learned and provide recommendations for the future.

As part of the evaluation, we are conducting consultations with key people who were directly and indirectly involved with the project. We therefore request for your responses on the project and the extent to which it achieved its objectives. Your participation in the evaluation is voluntary and information you provide will solely be used for purposes of completing the evaluation.

**Province/Diocese:**

**Parish/Community:**

**Number of Discussion Participants:**    *Female*           *Male*           *Total*   

**Date:**

**Name of Facilitator:**

**Name of Note-Taker:**

1. What activities were conducted under the ABG project in this community? (Probe for methods of delivery)  
.....  
.....
2. What changes were recorded because of the activities you have outlined above? (Ask for evidence to link activities with outcomes)  
.....  
.....
3. Which factors contributed towards the changes you have outlined above? (Focus on factors that influenced results)  
.....  
.....
4. Did the project address priority needs in terms of transparency and accountability by leaders in this community? (If Yes ask how and if No ask for reasons)  
.....  
.....
5. Were project activities implemented at appropriate times? (If Yes/No ask for evidence/examples)  
.....  
.....
6. How did the programme ensure equal participation and benefit by women and men?  
.....  
.....
7. Did the project provide adequate information and skills to influence community action? (If Yes/No ask for evidence)  
.....  
.....
8. In your opinion, will this community be able to continue with the work they started even if the project comes to an end? (If Yes/No ask for reasons)  
.....  
.....
9. What key best practices emerged from implementation of the project in this community?  
.....  
.....
10. What were the key challenges encountered throughout project implementation in this community?  
.....  
.....
11. What are the key lessons learned from implementation of the project in this community?  
.....  
.....
12. What recommendations would you make for future projects seeking to facilitate similar social change in this community?  
.....  
.....

**THE END**

## THANK YOU VERY MUCH FOR YOUR TIME

### KEY INFORMANT INTERVIEW GUIDE

The Catholic Commission for Justice and Peace in Zimbabwe (CCJP) has been implementing the Action for Better Governance (ABG) project in the Diocese of Gweru and Masvingo from September 2011 with technical support from Progressio Zimbabwe.

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In order to assess progress made by the ABG project, an independent evaluation has been commissioned. The Evaluation intends to document progress made against benchmarks set at inception, articulate challenges, draw lessons learned and provide recommendations for the future.

As part of the evaluation, we are conducting interviews with key people who were directly and indirectly involved with the project. We therefore request for your responses on the project and the extent to which it achieved its objectives. Your participation in the evaluation is voluntary and information you provide will solely be used for purposes of completing the evaluation.

**Level:** *National* ☐ *Provincial/Diocese* ☐ *Parish/Community* ☐

**Date:**

**Name of Interviewer:**

1. How were you involved with the ABG project? (Probe for level of involvement)  
.....  
.....
2. What activities were conducted under the ABG project? (Probe for methods of delivery)  
.....  
.....
3. What changes were recorded because of the activities you have outlined above? (Ask for evidence to link activities with outcomes)  
.....  
.....
4. Which factors contributed towards the changes you have outlined above? (Focus on factors that influenced results)  
.....  
.....
5. Did the project address priority needs given the operating environment? (If Yes ask how and if No ask for reasons)  
.....  
.....
6. Were project activities implemented at appropriate times? (If Yes/No ask for evidence/examples)  
.....  
.....
7. How did the programme ensure equal participation and benefit by women and men?  
.....  
.....
8. Did the project provide adequate information and skills to influence community action? (If Yes/No ask for evidence)  
.....  
.....
9. In your opinion, will results achieved with support from the ABG be sustained once the project has ended? (If Yes/No ask for reasons)  
.....  
.....
10. What key best practices emerged from implementation of the project?  
.....  
.....
11. What were the key challenges encountered throughout project implementation?  
.....  
.....
12. What are the key lessons learned from implementation of the project?  
.....  
.....
13. What recommendations would you make for future projects seeking to facilitate similar social change?  
.....  
.....

## **KEY INFORMANT INTERVIEW GUIDE**

### **PROGRESSIO AND CCJP**

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As part of the evaluation, we are conducting interviews with key people who were directly and indirectly involved with the project. We therefore request for your responses on the project and the extent to which it achieved its objectives. Your participation in the evaluation is voluntary and information you provide will solely be used for purposes of completing the evaluation.

**Designation of Respondent:**

**Date:**

**Name of Interviewer:**

1. How were you involved with the ABG project? (Probe for level of involvement)  
.....  
.....
2. Please provide an overview of the ABG project? (Probe for activities and methods of delivery)  
.....  
.....
3. What changes were recorded as a result of the activities you have outlined above? (Ask for evidence to link activities with outcomes)  
.....  
.....
4. Which factors contributed towards the changes you have outlined above? (Focus on factors that influenced results)  
.....  
.....
5. Did the project address priority needs given the operating environment? (If Yes ask how and if No ask for reasons)  
.....  
.....
6. How efficient was the ABG? (Probe for resource use and Quality of service provision)  
.....  
.....
7. How effective was the Development Worker model in skills transfer and capacity building? (Ask for evidence to support any response)  
.....  
.....
8. How did the programme ensure equal participation and benefit by women and men?  
.....  
.....
9. What was the sustainability strategy for the ABG?  
.....  
.....
10. To what extent has the sustainability strategy been operationalised? (ask for results/evidence of operationalisation)  
.....  
.....
11. How was Monitoring and Evaluation for the project organised?  
.....  
.....
12. What were the key challenges encountered throughout project implementation?  
.....  
.....
13. What are the key lessons learned from implementation of the project in relation to the following?
  - Project Design
  - Project Management and Implementation
  - Project Monitoring and Evaluation  
.....

14. What have been the organisations experiences in the ABG in the project (Probe for intended and unintended outcomes)

.....  
.....

15. What recommendations would you make for future projects seeking to facilitate similar social change?

.....  
.....

16. What could have been done differently?

.....  
.....

## MOST SIGNIFICANT CHANGE STORY GUIDE

The Catholic Commission for Justice and Peace in Zimbabwe (CCJP) has been implementing the Action for Better Governance (ABG) project in the Diocese of Gweru and Masvingo from September 2011 with technical support from Progressio Zimbabwe.

The aim of the project is to spread leadership and governance skills within dioceses to build up a critical mass capable of holding appointed and elected leaders accountable. It is based on the evidence that the more principles of leadership and good governance permeate into the communities, the more citizens become organised and united to articulate issues that affect them at local level first before spreading out to district, provincial and national levels. The rationale of the ABG project is therefore to empower citizens to understand their civic roles especially that of freely participating in democratic processes, and consequently engaging with and discussing good governance issues with their leaders. The project will end in March 2014.

In order to assess progress made by the ABG project, an independent evaluation has been commissioned. The Evaluation intends to document progress made against benchmarks set at inception, articulate challenges, draw lessons learned and provide recommendations for the future.

As a group/individual that was involved with the ABG, you have been selected to provide your story on experiences with regard to this Project. The discussion comprises a series of questions that should take between 20 to 30 minutes to complete. Your participation in this discussion is voluntary and your responses will be treated with confidentiality.

*Do you the storyteller (s), want to have your name on the story (tick one) Yes ☐ No ☐*

Are you comfortable with us taking your pictures so that we can use them in the report and any publications for wider stakeholder dissemination (Yes/No), If “Yes” can you sign here as evidence of informed consent: \_\_\_\_\_

### Contact Details

Name of Group: \_\_\_\_\_

Gender Constitution of Group Members: \_\_\_\_\_

Name of Person Recording Story: \_\_\_\_\_

Location: \_\_\_\_\_

Date of Recording: \_\_\_\_\_

Interview Start Time: \_\_\_\_\_ Interview End Time: \_\_\_\_\_

Title of story \_\_\_\_\_



### Guiding Questions

1. Tell us when and how you (the storyteller(s)) first became involved with the ABG project?

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2. What is your current involvement with the project?

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3. From your point of view, describe significant changes that have resulted from your involvement with the ABG project as group/community?*(before and after scenario giving an account of who was involved, what happened, where and when?)*

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4. Of these significant changes, which one do you rank as the most significant?

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5. Why is this most significant to you? *(What difference has it made/will it make? Why do you think this difference is important?)*

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6. What Lessons have you learnt so far which you may want to share with others?

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7. Do you have any other comments?

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8. (Please read back the story to the storyteller to ensure that the story written is a true reflection of what they have told you).

**THE END**

**THANK YOU VERY MUCH FOR YOUR TIME**

## KEY INFORMANT INTERVIEW GUIDE

The Catholic Commission for Justice and Peace in Zimbabwe (CCJP) has been implementing the Action for Better Governance (ABG) project in the Diocese of Gweru and Masvingo from September 2011 with technical support from Progressio Zimbabwe.

The aim of the project is to spread leadership and governance skills within dioceses to build up a critical mass capable of holding appointed and elected leaders accountable. It is based on the evidence that the more principles of leadership and good governance permeate into the communities, the more citizens become organised and united to articulate issues that affect them at local level first before spreading out to district, provincial and national levels. The rationale of the ABG project is therefore to empower citizens to understand their civic roles especially that of freely participating in democratic processes, and consequently engaging with and discussing good governance issues with their leaders. The project will end in March 2014.

In order to assess progress made by the ABG project, an independent evaluation has been commissioned. The Evaluation intends to document progress made against benchmarks set at inception, articulate challenges, draw lessons learned and provide recommendations for the future.

As part of the evaluation, we are conducting interviews with key people who were directly and indirectly involved with the project. We therefore request for your responses on the project and the extent to which it achieved its objectives. Your participation in the evaluation is voluntary and information you provide will solely be used for purposes of completing the evaluation.

**Level:** *National* ☐ *Provincial/Diocese* ☐ *Parish/Community* ☐

**Designation of Stakeholder:**

**Gender of Stakeholder:** *Male* ☐ *Female* ☐

**Date:**

**Name of Interviewer:**

1. How did you interact with the ABG project? (Probe for level of involvement and interest)  
.....  
.....
2. What changes were recorded as a result of activities implemented through the ABG? (Ask for evidence to link activities with outcomes)  
.....  
.....
3. Which factors contributed towards the changes you have outlined above? (Focus on factors that influenced results)  
.....  
.....
4. Did the project address priority needs given the operating environment? (If Yes ask how and if No ask for reasons)  
.....  
.....
5. In your opinion, will results achieved with support from the ABG be sustained once the project has ended? (If Yes/No ask for reasons)  
.....  
.....
6. How did the programme ensure equal participation and benefit by women and men?  
.....  
.....
7. What were the key challenges encountered throughout project implementation?  
.....  
.....
8. What are the key lessons derived from implementation of the project?  
.....  
.....
9. How do you intend to continue and maintain the successes derived from the project without support from Progressio? Any sustainability strategies  
.....  
.....
10. What recommendations would you make for future projects seeking to facilitate similar social change?  
.....  
.....
11. What could have been done differently?  
.....  
.....