

# ZERO 2003 ANNUAL REPORT



**ZERO**

REGIONAL ENVIRONMENT ORGANISATION

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## Chairperson's Report

In recent years the organisation has found it prudent to redefine its focus from broad environmental issues to land and natural resources management as well as sustainable livelihoods for the poor. The year under review marked a culmination of this strategic repositioning. During the last 12 months ZERO ensured that through its interventions, local communities are able to articulate their own demands. In its quest for sustainable development, ZERO experimented with new tools, strategies and methodologies for development such as the LED toolkit as well as gender analytical tools. This was meant to unlock the potential of the rural men women and youth so that they could become the owners of their own development.

New developments have taken place. New strategies and directions were formulated, heralding a new chapter for ZERO.

2003 was a significant year for ZERO. It marked the end and beginning of a new era. The year saw the appointment of Dorothy Manuel as, Director, for ZERO after holding the position in an acting capacity for more than three years. She has had vast experience on the change process and innovative ways of doing things at ZERO.

On a sad note, the same period saw the departure of one of the founding and secretary of the board of ZERO, Dr Yemi Katerere. He left the country to join CIFOR in Indonesia. He will remain our pillar and mentor. In this regard, it is appropriate that we celebrate the intellectual and inspirational impact, which Dr Katerere had on ZERO. His personal irreverence, political principal and theoretical acumen have combined into a formidable intellectual in the true sense of the word.

ZERO achieved to execute its work by the openness to learn by its staff members as well as the open door policy by its Director. This meant that the organisation was equipped to embrace the challenges facing the world in general and the region in particular. Though a necessary step, the journey was tiresome, difficult and painful.

ZERO sought to consolidate its niche through a gender lenses. ZERO having gone through the gender awareness and sensitisation and analytical skills training, sought to engender its mission statement goals and objectives. This was done diligently. This process ensured that the needs and aspirations of the rural men, women and are identified early to enable proper interventions.

Just like any other NGO, the challenge remains, to ensure that it continues to make meaningful contributions, that is of high caliber and measure. What is more important about the year under review is the fact that ZERO engendered its programme strategy, which is now based on the observation that gender is at the centre of any serious consideration of sustainable development in southern Africa

The majority of the region's people are rural based and depend almost entirely on natural resources for food production, energy, social welfare and security and other economic activities, a situation likely to obtain for the next generation. Addressing gender issues in these sectors ensures that development activities undertaken by any community will be done in a non-discriminatory way.

In addressing the nexus between gender mainstreaming and sustainability in the region, ZERO takes the view that gender mainstreaming means focusing on both women and men and their relationships with each other, land and land resources, and working in a global perspective that allows for and appreciates regional diversity.

ZERO is well aware that mainstreaming gender means creating an enabling working environment that will attract and retain gender sensitive staff. ZERO also recognises the need to analyse and understand the differential roles and responsibilities, relationships, needs and visions for women and men as forming the basis of a gender inclusive development process. Gender equality is a fundamental and integral part of democracy and shall therefore be mainstreamed and promoted.

Information dissemination, communications and documentation remains one of Zero's strategies. The Year under review saw the organization collecting and documenting a lot of wealth information on gender and HIV through its networks and partners. The challenge is to repackage this information into simpler language for the various levels of stakeholders. The knowledge would be used as an advocacy tool.

Let me thank the rural men, women and youths in our different constituencies for bearing with us, the ZERO technical staff, support staff.

I owe these achievements of ZERO to the dedicated Board, commitment of staff (both technical and support), associates and partners. Thank you our donors and everyone who supported us financially and otherwise.

Prof. S. Moyo

Chairperson

### List of ACRONYMS

ACTS	African Centre for Technology Studies
AFLEG	Africa Forest Law Enforcement and Governance
AIDS	Acquired Immune Deficiency Syndrome
ANC	African National Congress
AREX	Agricultural Research Extension
AU	African Union
CASS	Centre for Applied Social Sciences
CBOs	Community Based Organisations
CIDA	Canadian International Development Agency
CIDC	Community Internship Development Programme
CLACC	Capacity strengthening of Civil Society of Least Developed Countries on Adaptation to Climate Change
CORN	Community Organisations Regional Network
CSO	Central Statistical Office
DNR	Department of Natural Resources
FNF	Friedrich Naumann Foundation
GFC	Gender Focal Committee
GTZ	German Technical Co-operation
HIV	Human Immuno Deficiency Virus
IFAD	International Fund for Agricultural Development
IIED	International Institute for Environment and Development
IREN	Development, Innovations and Network
ISO	International Standards Organisation
ITDG	Intermediate Technology Development Group
JOC	Joint Operations Coordination Committee
JPI	Johannesburg Plan of Implementation
LED	The Local Economic Development
MDG	Millennium Development Goals
NGOs	Non Governmental Organisations
OAU	Organisation of African Unity
ORAM	
PLAAS	Programme for Land and Agrarian Studies
RBM	Results Based Management
RDC	Rural District Council

RING	Regional and International Networking Group
SADC	Southern Africa Development Community
SDI	Selective Dissemination of Information
SMEs	Small and Medium Scale Enterprises
UNIDO	United Nations Industrial Development Organisation
WSSD	World Summit on Sustainable Development
ZERO	ZERO Regional Environment Organisation
ZIBF	Zimbabwe International Book Fair
ZIMRA	Zimbabwe Revenue Authority
ZOIC	Zimbabwe Opportunities Industrialisation Centres
ZRP	Zimbabwe Republic Police

## SUSTAINABLE RURAL LIVELIHOODS

### **CORN-Pilot Project Proposal on Cross-Border Trade and Sustainable Land and Natural Resource Management (Chimanimani/Chipinge)**

ZERO received support from the Kellogg Foundation for a pilot project on Cross-Border Trade and Sustainable Land and Natural Resources Management to promote wealth creation within selected communities. Its implementation was integrated into Community Organisations Regional Network (CORN).

Historically rural communities in many SADC countries are marginalized in terms of having access and good quality land and hence the deliberate policies by government to try and resolve the situation through land reform programs. Rural communities particularly in Zimbabwe still lack adequate technical and institutional support to improve agriculture production and management of natural resources.

#### **Overall Aim of the Project**

Premised on the need for local women, men and youths to move way from the donor-dependency syndrome to taking their own initiative to wealth creation and improvement in their livelihoods, the project was meant to examine, in a practical manner, ways in which communities could be empowered to take advantage of local resources to drive their own development. Cross-border trade, land and natural resources were seen as key resources in trying to transform these communities in Chimanimani and Chipinge.

Labelling these rampant cross-border activities as “informal” seems to have resulted in

some very unfavourable conditions being encountered by these cross-border traders who in most cases are women. These range from stringent customs and immigration procedures to highly unfavourable living conditions across the borders. Some of these problems, however, are a manifestation of limited knowledge and skills among the traders on, for example, identification of markets and production of quality products for specific markets across the borders and a general lack of clear understanding of the rules and regulations governing trade across borders.

### *Specific Objectives*

The specific objectives of the project were:

- To assess and understand the local economy of the project sites and provide a platform for consensus building on opportunities for wealth creation
- To provide channels through which information relating to cross-border market access, input sourcing, commodity availability, commodity pricing, etc is made easily available to communities
- To build the capacity of communities to engage in efficient and viable land and natural resource based production and cross-border trading for which there is a competitive advantage
- To improve understanding of policy and legislation concerning cross border trade, agriculture, land and natural resource management.
- To assist in lobbying for policy changes in the context of cross border trade and land and natural resource management.

A participatory and multi-stakeholder strategic planning process was used to determine the vision and aspirations of selected communities leading to an understanding of the constraints and opportunities for wealth creation. A team of experts from knowledge institutions comprising representatives from ITDG, ZOIC, IRED, University of Zimbabwe's Geography and Agriculture Economics Departments, FNF and relevant Government departments were used to guide project implementation. These provided technical advice, and training. The project activities included, field assessments, capacity building and lobbying and advocacy.

The major activities were as follows:

- Field assessments to understand the local economy, land and natural resource management including agriculture production and the nature and extent of cross border trading;
- Capacity building to promote wealth creation within the communities (including training, setting up of demonstration sites and direct information provision) and
- Ongoing lobby and advocacy for policy changes during and after project implementation.

Data collection was done through ward assessments, ward mapping and meeting and dialogue with the various stakeholders. Central to all this was the LED approach, developed by GTZ and adapted for use in this project.

## **Training**

In an effort to empower the local communities, ZERO selected and trained, local research assistants were trained. These carried out, data collection, data analysis and presentation of research results. This was a very innovative approach and was meant to achieve the objective of giving ownership of the project to the communities. ZERO and CORN envisaged a situation where a database of trained community members would be created, hence, forming a resource base for the future. The database of locally trained members would be made available to NGOs, CBOs, government departments, the RDCs and any other researchers working in the area.

## **Major Findings and Achievements of the Project**

### **Cross-Border Trade**

The study revealed that cross-border trade encountered a lot of problems. Access to finance, difficulties in obtaining import licences, visas and limited knowledge of the market needed attention. Lobbying for policy changes was necessary.

The study also tried to assess the risks likely to be encountered by the traders. The risks associated with cross border trade in the two districts ranged from confiscation of goods by customs officials on both sides of the border, police harassment and arrest, traffic accidents, deterioration in the quality of goods, HIV and AIDS to being cheated by conmen to. Police harassment was a very serious problem for females while goods confiscation was a very serious one for males. The risk from HIV/AIDS was recognised by both genders and the young females in particular. Again, these are areas that required advocacy for policy intervention and changes.

### **Gender and Cross-Border Trading**

The ward assessments also revealed that in both districts males and females engaged in cross border trade in equal percentages when taken as a whole. However, Table 1.0 below shows the actual composition by gender and age group i.e. adult or youth for Chipinge. The findings are more or less similar for Chimanimani. The cross-border trade is, therefore female-dominated. Even among the youths, females play a greater role in the trade than their male counterparts. This therefore means that any problems encountered need to have a gender sensitive dimension to their solutions.

### **Table 1.0: Composition of Cross Border Traders by gender in Chipinge**

Gender Composition	Percentage of cross-border Traders by Gender
Male	42
Female	50
Youth (F)	6
Youth (M)	1

**Table 2.0: Reasons for engaging in cross-order trade in Chimanimani**

	Reason for engaging in cross border trading		
	Family support	High profit	Economic hardships
Gender composition			
Male	37.8	40.3	40.3
Female	41.5	41.6	41.6
Youth (f)	7.3	7.8	7.8
Youth (m)	13.4	10.4	10.4

The reasons for engaging in cross-border trade in Chimanimani were: the need to support families, the prevalence of high profits over coming economic hardships.

### **Land and natural resources management**

The highlights of these findings included perceptions on the quality of their environment and natural resources, income generation (both on and off farm) and some social aspects.

Crop sales, non-timber forest products, poultry, vegetable production, vending of clothes and hired labour were the main on-farm income-generating activities for Chimanimani District. The findings revealed a marked gender disparity in participation in on-farm income-generating activities, with more females than males participating in roles that are generally considered female roles e.g. poultry and vegetable production, vending of clothes and even working as hired labour (*maricho*).

The dominance of females in these activities in Chipinge was quite pronounced. For example, clothes vending for females in Chimanimani is just above 50%. For Chipinge it is well over 80%. Females in Chipinge had a greater role to play in on-farm income generating activities in Chipinge compared to their counterparts in Chimanimani.

Findings from the ward assessments revealed that there was little formal employment in the majority of wards except in urban areas (35%) for Chipinge District. Chimanimani urban also recorded the highest percentage of people engaged in trading and Craftwork (60% and 30% respectively), reflecting the importance of informal employment in most urban settings of Zimbabwe. Field observation bore testimony to the existence of a vibrant art and craft industry in both Chipinge and Chimanimani.

### **Project Achievements**

The project had several achievements to its credit among them:

- District dialogues, communication and consensus building were a hallmark of the project. The dialogue included all stakeholders including other NGOs, CBOs, traditional leaders and local authorities working in the communities. Government departments such as the Forestry Commission, ZIMRA, ZRP and so on were also included in the dialogue.
- Skills were imparted through training in research techniques, business management practices, sustainable natural resources management and micro financing for entrepreneurs. Training in marketing and leadership was also given. The training involved a host of partners such as ZOIC, IRED and ITDG. ZERO itself was also involved on the environmental side.
- Possible areas for intervention were also identified.
- The project created awareness among the community of the possibilities of initiating their own development using the resources that they have at their disposal. Value addition to resources was given great prominence in some of the dialogues and training.

### *Recommendations*

- There is need to educate women to help them understand understand immigration rules.
- There is also a need to ensure that their goods are properly stored to minimise losses

## **Enhancing Agricultural Productivity And Environmental Management In Resettlement Areas (EAPEM) / IFAD**

Funded under the Community Empowerment Facility (CEF) of the Popular Coalition to Eradicate Hunger and Poverty, the International Fund for Agricultural Development (IFAD project's overall goal of the project was to promote sustainable use of land and natural resources in resettlement schemes. A subsidiary goal was to develop a set of policy options based on an assessment of community capacity needs with respect to environmental management, agricultural production and the establishment of sustainable local institutions.

The specific objectives are as follows:

- To understand and analyse pre-settlement dynamics and processes (settler selection, scheme planning including environmental and land capability assessments etc)
- To understand and analyse settlement dynamics (land use zoning, land allocation, institutional arrangements and infrastructure support)
- To study the overall performance of the resettlement scheme in terms of agricultural production, other livelihood support activities and environmental management
- To assess and determine community capacity enhancement needs with respect to environmental management, agricultural production and other livelihood options
- To assist communities in the establishment of sustainable local level institutions for improved natural resource management in the resettlement schemes.

The project was nearing completion at the time of compiling this report. The Board and Management committees made up of about eight members were set up in each of the six villages, based on the ideals of the Trust models, to ensure democratic and sustainable governance.

### **The Gender Perspective**

As previously alluded, responding to the gender training provided to staff members, the project team had to put theory into practice by re-defining the proposal to include gender-aspects of agricultural productivity and natural resources management, which had not been taken into consideration before.

A baseline survey report was produced and submitted to Rome. Five new trusts were formed (in addition to the already existing one in village six).

ZERO encouraged the farmers to be gender conscious when choosing their management committees. The results of this intervention were quite satisfactory as

reflected in the following:

- In village 6, the committee comprised eight people, three of whom were women. Women occupied the chairperson and treasurer's posts.
- In an eight-member committee in Village 5, three of these were women who occupy the posts of vice-chair-person, secretary and treasurer
- In Village 3, there were two women in the eight-member committee. One of them was a woman while the other is an ordinary committee member.
- In Village 4, there was only one woman who occupy an ordinary position in the six member committee
- In Village 1, there are two women in the eight-member committee and these occupy ordinary posts in the committee.
- There are two women in the board, and these occupied the positions of vice-chairperson and treasurer.

Electing members of the community trusts then followed this. The Deed of Trust for each of the villages was signed and finalised. Apart from village 6, other villages could not open their bank accounts as they were still waiting for legal documents from the lawyer.

### **Training**

In partnership with ZOIC, all of the management committees received training in business management and micro-finance. Training was held at Masasa Primary School with all members of the management committees participating. A training manual and report of the proceedings of the training workshop was also produced.

### **Inputs Supply**

It was agreed; with the project members that ZERO would purchase the inputs for them. All villages except Village 5 received their two bags of fertilisers for each participating household at the time of writing.

### **Challenges**

The EAPEM project was not without its challenges. Firstly there was hostility from one particular village where a political activist had *once barred* ZERO officials from entering the village despite the production of a clearance letter from the Provincial governor and the District Administrator.

Secondly delays were experienced in completing the PRAs, since the exercise coincided with the farming season. Since the villagers were busy in the fields ZERO had to wait for them to finish harvesting their crops.

Thirdly lack of funds meant that no training was given in group formation and environmental management.

## **Power from the Wind Project**

ZERO was requested by African Wind Energy, South Africa to submit a paper of the Wind Project ZERO had been supporting. The paper was focusing on the Dumbamwe/Temaruru Wind project and its successes. The paper was to be presented at the World Wind Conference, which was scheduled to take place in November 2003 in Cape Town, South Africa.

The "Power from Wind" Project arose out of the growing need for and focus on renewable sources of energy. The project involved a three-year wind monitoring exercise conducted in the country in the late 80s and early 90s, which found that there was potential for the development of a low wind speed turbine that could generate useful amounts of electricity. Through the efforts of its research staff, ZERO initiated this project mainly to prove that wind energy was a viable source of renewable energy in Zimbabwe and can be successfully tapped to provide electrical power.

The project was aimed at alleviating poverty in Temaruru by providing cheaper alternative energy sources from the wind, create self-sufficiency through income generating projects and promoting people centered natural resources management

### **Some successes of the project:**

- Market surveys to gauge market response, three monitoring systems were erected in Chimanimani, Chivhu and lower Gweru.
- Setting up battery charging systems.
- Socio-economic study to assess economic viability of wind-powered water pumping system.
- Production of 1kW and 4kW wind turbines and installation of four turbines with a combined capacity of 4kW at Temaruru Business center, Rusape and two 1kW turbines at Chikukwa Permaculture Center, Chimanimani and Masampa Fishing camp on the shores of Lake Kariba respectively.
- Installation of wind-powered water pumping system and a larger 4kW wind generator at Temaruru Secondary School.
- Local personnel trained on basic repair work and maintenance.
- Production of an operator's manual for the wind system.
- Formation of Community Trusts to take charge of the project.
- Creation of a successful partnership between Government, a non governmental organisation (ZERO) and a private company (Powervision Private Limited)

- Raised awareness on wind power (renewable energy).
- Challenged the myth that Zimbabwe does not have enough wind speed to warrant wind turbines.

## STRATEGIES AND PLANNING: GENDER

### **Mainstreaming Gender in ZERO's Strategic Planning and Programme Implementation Process**

In Zimbabwe, the economy revolves around agriculture, and agriculture revolves around women.

“It is estimated that women in developing countries are responsible for about 60% of agriculture production and 80% of food production. Yet in comparison to men their access to the productive resources in this sector- land, labour, finance and other skills remains poor.” (CTA, 2002)

#### **The Challenges of Gender Mainstreaming in Zimbabwe**

As the gender barometer continued to rise, the year began with a training workshop on mainstreaming gender and Result Based Management (RBM).

The outputs from the training included:

- The increased understanding of RBM and Gender Analysis as project planning and management tools by participants
- Increased capacity for integration of RBM and Gender into project activities,
- Improved capacity for design and management of sound gender sensitive projects by ZERO and One restructured and engendered project including RBM.

#### **Specific Achievements**

As evidence of ZERO's commitment to mainstreaming gender in its programming effectively, the following was achieved:

- A draft gender policy for ZERO (policy statement);
- Realigned and embedded gender in ZERO's development strategy, conditions of employment and job descriptions;
- Resourced the library at ZERO to reflect global gender materials.
- Reformulated two project proposals, focusing one key project Enhancing Agricultural Productivity and Environmental Management (EAPEM).
- Developed a gender focal committee within ZERO (in process).

- Created a gender database and a gender Newsletter (internal)
- Creation of an institutional structure (Gender Focal Committee) to manage the process and some challenges of gender integration in the administrative, projects planning and implementation systems has been created.

## Challenges

- How to increase capacity within ZERO for application of gender mainstreaming in project design and implementation;
- How to increase understanding of gender analysis by staff as project planning, programming and management tools;
- How to improve capacity for design and management of sound gender sensitive projects by ZERO;
- How to constantly introduce new/current gender information and training/mentorship/coaching within the organisation to ensure sustainability that permeates the whole organisation not just a few individuals;
- How to create gender commitment at board level;
- How can ZERO cater for gender outreach to communities (it works with) in an attempt to break gender stereotyping and bias?

In general the activities envisaged to mainstream gender in ZERO through the "learning by doing approach" has proved challenging mainly due to the limited personnel in view of other pressing engagements.

## Self- Reflection Process

The most important aspect pertinent to the complete and true gender mainstreaming in an organisation is the change of culture. The goal posts shifted and this helped to bring the team spirit in ZERO when staff started opening up, indicating hope that gender had personally changed them. This was achieved particularly through the internal brainstorming and self -reflection sessions.

Further highlights also included Gender audit training, whose purpose was to enable ZERO to assess its performance with respect to gender and to identify gender gaps, which could affect its overall performance as well as engendering ZERO's strategy.

In the same spirit, the project, Enhancing Agricultural Productivity and Environmental Performance of Resettlement Schemes in Zimbabwe was also revised. The project proposal now incorporates support for strengthening ZERO's institutional capacity to undertake gender advocacy at the community level.

Gender must be mainstreamed in all development activities, from formulation and design through to implementation and evaluation. Ensuring the participation of women in these processes is a key dimension to success.

## ENSURING SUSTAINABILITY

### Post WSSD Civil Society Initiative (RIO+10)

This was an initiative of Zimbabwean civil society organisations designed to come up with a long-term civil society driven sustainable development action plan. *The overall goal* of this programme was to upscale the Zimbabwe sustainable development agenda in relation to best practices, co-ordination (of information) and vision. The vision of this programme was to harness, mobilise and galvanize civil society for action.

The project was divided into two phases; the inception phase and the operational /implementation phase. This project was launched during the year under review, and was in its inception phase, with the following as its specific objectives:

- To increase the overall understanding of the concept of sustainable development amongst the Zimbabwean population in general.
- To upscale, replicate and pilot some successful interventions of sustainable development in action.
- To develop a long-term response programme that translates and integrates global initiatives like JPI, NEPAD and MDG into local programmes and projects.

A sizeable number of activities were planned, these culminated in a civil society workshop. Sustainable Development Framework for Action: A Zimbabwean civil society response (5-7 August 2003) with Fighting Poverty through Sustainable Development as its theme.

This main objective of the two and half day national workshop was to motivate CSOs to put in place a civil society responsive programme to the Johannesburg Plan of Implementation.

One of the major outputs of the workshop was the formation of a civil society sustainable development institutional framework consisting of a Sustainable Development core group comprising members staff was drawn from organisations dealing with the youth, environment, economic and social issues as well as academia.

The Civil Society Sustainable Development Core Group met several times during the

year were held and a draft proposal was developed.

In summary the major achievements of the project were the:

- holding of a civil society national workshop.
- setting up of an institutional framework for the implementation of the project
- drafting of a proposal for the inception phase for consideration by potential donors.

Achieving the objectives of this programme is a step-by-step process and the activities undertaken so far have contributed significantly towards this direction. The project progressed well, given the Zimbabwean political and economic circumstances.

## **Sustainability Watch**

The sustainability Watch the second phase of the Danish-supported Rio+10 project. This project was a Johannesburg follow up project, planned as a three-year continuation of the first phase Rio+10 project. The phase was supposed to have been support from the Danish government. It is being implemented globally with network partners in Asia, Latin America and Africa.

But unlike the Rio+10 project whose aim was to raise public awareness and mobilise civil society to contribute towards national preparations for the WSSD, this project seeks to increase Southern civil society networks' ability to engage more efficiently in advocacy. The aim was to hold national governments and other stakeholders to their commitments undertaken in Johannesburg as well as to national legislation promoting sustainable development.

The overall objectives of this project was to increase public participation and civil society networks' advocacy in order to influence and enhance implementation of the Johannesburg Plan of Implementation at national, regional and international levels.

The following is a summary of some of the activities undertaken at national, regional and international levels to:

1. National level: participating Southern CSO networks have prepared analysis and begun to publish National Sustainability Watch reports, assessing their government's performance in meeting their agreed commitments on pro-poor sustainable development. A range of proposals have been put forward by the networks, fostering public awareness and debate, leading to advocacy on issues relating to, *inter alia*, environment, poverty, governance and trade.
2. Regional and international level: participating Southern CSO networks in Africa, Asia

and Latin America have undertaken lobbying and advocacy aimed at influencing regional and international institutions concerning follow up to the WSSD Johannesburg summit, in particular by preparing and publishing an International Sustainability Watch Report.

3. Network strengthening: The participating CSO / NGO networks have begun to improve their international capacity to analyse and monitor key national policy instruments related to sustainable development. Additionally, some networks have widened their networking, thus boosting their legitimacy and transparency.

The major activity during the year under review was the circulation of the draft proposal to members of the network for comments, which were then consolidated and sent to Denmark. This was done through to the sub-regional co-ordinator for Southern Africa, Annie Chimpango. The project is still in the proposal development stage.

## **Alternative Land Reform Models - CASS Project**

The year under review saw the successful completion of this project. A workshop was held in Nyanga in March 2003 where all researchers involved in the project presented their findings. International delegates also attended the workshop. ZERO presented a paper entitled "Fast Track and Urban Development in Zimbabwe". The paper written by Nelson Marongwe was well received.

ZERO's terms of reference for this study were to undertake a detailed analysis of the "fast track" and peri-urban agricultural resettlement models. Initiated in 2001, the project aimed to provide critical and conceptual review of current resettlement models and on land acquired by the government of Zimbabwe since independence in 1980. The strengths and weaknesses of the resettlement models were assessed.

## **MAKING INROADS FOR COMMUNITIES: INTEGRATING COMMUNITY AND REGIONAL INITIATIVES**

### **NETWORKS**

#### **Community Organisations Regional Network (CORN): (logo)**

##### **CORN: Preparation for the AU summit**

In its capacity as Regional Secretariat to CORN, ZERO was tasked to coordinate the development of CORN position papers as a contribution to the African civil society

meeting held at Avenida Hotel in Maputo (27 June- 2 July, 2003), prior to the AU Heads of State summit. The meeting was held under the theme “*Strengthening the role of African civil society in the context of the African Union*”, and its purpose was to make participants understand the transformation of the OAU into the AU and strategise on how to engage with its associated processes and the development models that have emerged with the transformation.

Some commentary and input was provided on two papers entitled: "Impact of Community Based Organisations in Regional Trade and Integration in Southern Africa development Community" and "Linking Land and Food Security in Africa: a focus on Southern Africa." These papers were posted on the AU Civil Society web site where CORN and ZERO had a rare opportunity to raise their profiles.

### **RING -Regional and International Networking Group of Organisations Working for Sustainable Development**

## **Study on Problems and Implications for Zimbabwe Concerning Standards, Technical Regulations and Conformity Assessment Procedures (ACTS)**

During the year under review, ZERO undertook study on the Problems and Implications for Zimbabwe concerning Standards, Technical Regulations and Conformity Assessment Procedures. The study was part of efforts by RING's efforts to understand the constraints that developing countries face in relation to the development and implementation of trade standards. The project is being implemented in three regions including South- East Asia, Africa and Latin America. The sub-Saharan component of the project, co-ordinated by the African The Centre for Technology Studies, ACTS (Nairobi-Kenya) is being implemented in five countries including Kenya, Namibia, South Africa, Uganda and Zimbabwe.

The study seeks to provide information that will form the basis for a comprehensive regional needs-assessment for technical assistance and capacity building in the areas of trade facilitation and sustainable development.

Among its specific objectives were to:

- Identify the capacity needed so that developing countries can implement the standards and technical regulations necessary to access developed country markets; in particular with regard to sustainable development-related standards.
- Identify a range of strategies for addressing these needs; in particular, pluri-

lateral, or regional, co-operation.

Due to the limited financial resources made available, the Zimbabwe study focused on the agricultural sector mainly on beef and floriculture. These sectors tend to have the greatest potential for revenue generation judging by export earnings recorded during the past five years.

Information was derived from an initial scoping exercise, which identified and listed all relevant institutions including the contact addresses. This was followed by a questionnaire survey and interviews with key stakeholders. Additional information was obtained from literature and documents collected from the various institutions and the Internet.

The study report provided details on specific constraints within each of the five thematic areas:

- Standards; (mandatory and voluntary)
- Conformity assessment
- Accreditation
- Testing and metrology
- Inquiry and Notification points.
- Identified lead sectors /product categories in the respective countries represented and
- Identified specific constraints for each sector related to human capacity; Institutional capacity as well as organisational capacity.

### **Lessons learnt for ZERO**

This project was a typical case of over-investment in relation to ZERO man-hours vis a vis the budgetary resources. Whilst continued networking is important, in future there will be need to weigh the ultimate benefits to ZERO.

## **RING- Strengthening the Capacity for Adaptation to Climate Change (CLACC)**

This project aims to strengthen civil society's adaptive capacity so as to support the official NAPA in LDC. The three-year project focused on research driven by RING partners in five regions of the RING, namely:

- ◆ Asia: BCAS, Bangladesh
- ◆ East Africa: ACTS, Kenya

- ◆ West Africa: ENDA Senegal
- ◆ Southern Africa-ZERO-Zimbabwe
- ◆ South East Asia: SEI Thailand

The objective of the project include:

- ◆ Strengthening the capacity of civil society in LDC to adopt to climate change and fostering adaptive capacity among the most vulnerable
- ◆ Establishing an information and knowledge system to support countries to deal with the adverse impacts of Climate change
- ◆ Mainstreaming the NAPA process with key non-governmental stakeholders.

Highlights of this project included the CLACC meeting hosted by IIED in Milan (9-10 December) and the Ring International meeting (14 December, 2003).

At the Milan Meeting, RING regional partners presented updates on how far they had gone in initiating the project. Generally there was little progress, since most partners were not keen to make formal contacts with NGOS due to the uncertainty with funding. All partners reported that they had selected the countries where research would be conducted and had also made informal contacts with potential NGO collaborating partners. (*see Local, Regional and International Linkages Section*)

## **POST WSSD -MET**

ZERO has been engaged in a number of activities Post WSSD activities engagements included the attendance and provision of technical advice to the Ministry of Environment and Tourism on the development of a national agenda to implement the Johannesburg Plan of Implementation. In addition some time was given to providing strategic thinking for a ZERO response to the JPI and the furtherance of its leadership role on behalf of Zimbabwe civil society.

ZERO was represented at two important post WSSD stakeholder workshops organised by the Ministry of Environment and Tourism namely the Johannesburg Plan of Implementation follow up retreat and the half-day WSSD follow up workshop on Institutional Arrangements. Fannie Mutepfa also attended meetings of the National Committee on Sustainable Development as part of ZERO's continuing efforts to provide technical support on sustainable development in Zimbabwe meetings for the National Committee on Sustainable development were attended. *For more details, see the Regional Linkages Section*)

## **COMMUNICATIONS AND INFORMATION MANAGEMENT**

One of the main goals of ZERO is to provide an ongoing forum for discussion and information exchange on the environment, land and sustainable development issues.

The main forms of interaction, communication, and information dissemination include publications, newsletters, workshops, a regularly updated website, electronic newsletter, internships, participation in national and regional exhibitions, promotional and publicity materials, public relations and networking using the internet and e-mail.

The ZERO resource centre has over the years assisted external researchers visitors who consulted the books, newsletters video tapes on a broad range of subjects, notably environment, energy, land, sustainable development and more recently ender. The year

under review was no exception

## **GENDER Documentation**

The ZERO resource centre plays a key role in networking and regional efforts to bring a gender perspective to development policy and projects and programming processes. It strives to influence staff as well as policymakers to be more responsive to the aspirations, needs and priorities articulated by women themselves.

To this end, strategic gender documents were procured to boost the library's already gender materials. This was a reflection of the success of the gender training.

A list of key organisations working on gender issues is also being developed to facilitate networking in this critical field.

## **Publications**

The printing and wide dissemination of yet another thought provoking publication entitled "Conservancies as Complementary Land Reform Models" was a major highlight. The monograph takes a look at the political, social, economic, institutional and biological factors pertinent to the development of conservancies within the region. Copies of "Conservancies as a Complementary Land Reform Model in Southern Africa: insights from case studies on Zimbabwe and Namibia" were distributed to all the SADC NGOS and individuals who were involved in the project, among them the major contributors who received the Report were Karl Aribeb (Desert Research Foundation, Namibia) and Munyaradzi Saruchera (PLAAS, South Africa)

During the period under review, the Resource centre facilitated on a continuous basis the dissemination of several in-house publications including: "Conflicts Over Land and Other Natural Resources".

The selective dissemination principle was applied in the distribution of this publication. This was designed to ensure that donors and other strategic partners in the region and worldwide were not overlooked. The high cost of printing and bond paper has obviously had a negative impact on ZERO's publishing culture. It is for this reason ZERO is now publishing on the web.

## **ZERO Website**

Information production and dissemination has always been paramount for ZERO, as it strives to maintain the recognition and impact of its work locally, regionally and internationally. In developing countries, in general and Zimbabwe in particular provision of information and information products and services is problematic. There is limited published information in gender sector, as well as poor access to such

information, as well as the limited awareness of sources of such information.

To overcome these problems, ZERO has taken it upon itself to increase the availability of such information and to improve awareness of different sources of information. By developing new forms of information products and distribution mechanisms ZERO has become a pacesetter in the information technology arena. The strategy has been to produce electronic publications and uploading documents on the net. This strategy has played an important role in Zero's regional and global visibility that is the envy of local and regional NGOs.

The ZERO website for example is a one stop shop that facilitates knowledge sharing, best practices and lessons learnt from sustainable development projects conducted by ZERO over the last 20 years. It has the following features: Programmes; library database, southern Africa and land and energy experts database; publications and news briefs, E-discussion forums, E-newsletters and directory of ZERO's networks in Southern Africa.

During the period under review, the ZERO website received a sizeable number of hits. There was considerable interest in information on the Zimbabwean Civil Society pre and post-WSSD initiatives, the ZERO Strategy document, CORN Electronic Newsletters as well as the RIO+10 Zimbabwe page. Links for cross-referencing were added to make navigation easier.

### **Electronic Newsletter**

As previously mentioned three CORN electronic newsletters were published to coincide with the African Union's second Conference held in Mozambique, Maputo (27 June to 2 July 2003). The newsletters were circulated electronically to the CORN members as well as to the AU participants as well as the hosts. Copies were also uploaded on to the ZERO and AU websites.

### **Exhibitions**

#### **Zimbabwe International Book Fair (ZIBF 2003)**

The Zimbabwe International Book Fair (ZIBF) is a vital meeting place for International book publishers, a market place for books about Africa and a celebration of reading and writing. It also creates a viable international market for books. The ZIBF for the year under review was held from 29 July to 2nd August. 134 exhibitors, including ZERO from all over the world took part at this annual event.

Among the publications on display at the ZERO stand were **Conservancies as**

**Complementary Land Reform Models in Southern Africa**, which proved to be very popular with visitors to the fair. Not also to be outdone was **Conflicts Over Land and Other Natural Resources in Zimbabwe**.

Tandy Ombogo (Library of Congress in Kenya), Antonne Dekker (the Netherlands Institute of Southern Africa), Oleg (Horgath Publications United Kingdom) and Kunle Oyediran the executive secretary for the Nigeria International Book Fair, were the distinguished visitors to the ZERO stand.

As in previous years, the ZIBF created a platform for ZERO to network and build a foundation for the exchange of publications to meet the fast growing the information needs of our library users and to acquire new publications on HIV/AIDS, gender and development.

## HUMAN RESOURCES

### Appointments

#### The ZERO Board

The year under review saw Professor Sam Moyo taking over the position of Chair from being Secretary of the board. He took over from Dr Katerere who joined CIFOR, an International non-governmental organisation. He however maintained the position of board member. He has been the Chair since ZERO's inception. Congratulations welcome Professor S. Moyo and farewell Dr Yemi Katerere

## **Dr Katerere's Career Highlights**

Dr Katerere was one of the founder members of ZERO. He left ZERO with vast experience and knowledge, it is currently utilising. Some of it has been stored for future use. (see Dorothy)

### **Tribute to Dr Katerere**

You were our rallying point to build courage when courage seems to fail, to re-gain faith when there seemed to be little cause for faith, to create hope when hope became forlorn.

You taught ZERO Management to be proud and unbending in honest failure, but humble and gentle in success, not to seek the path of comfort, but to face the stress and spur of difficulty and challenge, to learn to stand up in the storm, to master our selves before we mastered others; to have a heart that is clean, a goal that is high; to reach into the future, yet never to neglect the past.

## **ZERO Management**

The same period saw the appointment of Dorothy Manuel as Director of ZERO having been in the acting capacity for five years. For ZERO staff, this was an overdue process and an event that just needed rubber-stamping. Dorothy saw the birth of ZERO, working in the administration department, specializing in financial management. She rose through the ranks, displaying amazing ability to provide technical backstopping for research staff. Beside being the institutional memory, Dorothy's strong experience in financial matters and fundraising saw ZERO's finances being kept afloat resulting in its financial soundness.

## **Obituary**

### **Loss of Desire Matirekwe**

On 20 April 2003, a long serving ZERO member of staff Desire Upenyu Matirekwe passed away. He had been not so well for a few months.

At the time of his death the late Desire, was the WSSD CSO Zimbabwe's sub-regional Focal Point. Desire achieved a lot during his stay at ZERO. Desire also led the players in Sustainable Development to South Africa for the World summit on Sustainable Development. He worked tirelessly in the MDB energy project. He was also the lead

person in the Wind Energy Technology project, pilot tested in Dumbabwe (Rusape), Permaculture College in Chikukwa (Chimanimani), Msampa fishing Camp (Kariba).

He ran the project since its inception in 1990 till the second Phase of Implementation. Desire died a happy man since he saw the project yield some positive achievements (the fruits of his hard work).

We Miss You Desire.

### **Staff Development**

It is ZERO's policy to develop its staff to enable them to participate and function fully within the organisation. During the year under review

Although ZERO has always been gender-sensitive in its mission, vision and employment Practices, no substantive policy existed on mainstreaming gender within the organisation. This shortcoming was addressed during the period under review with the holding of several staff training workshops on gender mainstreaming.

ZERO recognises that gender mainstreaming means focusing on both women and men and their relationships with each other, land and land resources, and working in a global perspective that allows for and appreciates regional diversity.

ZERO is well aware that mainstreaming gender means creating an enabling working environment that will attract and retain gender sensitive staff. ZERO also recognises the need to analyse and understand the differential roles and responsibilities, relationships, needs and visions for women and men as forming the basis of a gender inclusive development process. Gender equality is a fundamental and integral part of democracy and shall therefore be mainstreamed and promoted.

To confirm ZERO's continued commitment to gender, the organisation was engaged in more training.

### **RESULTS BASED MANAGEMENT**

In addition to the gender drive, in January 2003, ZERO staff underwent training in Results-Based Management (RBM), a participatory and team-based approach to management that emphasised on results orientation in planning, monitoring, reporting and evaluation.

The focus of the training sessions was on the definition of realistic expected results-based on appropriate analysis; the identification of programme beneficiaries and designing programmes to meet their needs; monitoring progress towards results and resources consumed, with the use of appropriate indicators; and identification and management of risks, while keeping in focus and bearing in mind expected results and the necessary resources.

The staff appreciated that RBM can make a difference when results are mutually defined and agreed upon; a participatory approach ensures buy-in, commitment and a common understanding of what the project or programme is trying to achieve; interaction and flexibility allowed project implementers to change strategies during midstream to ensure development results were achieved.

### **Gender training**

This was achieved particularly through the internal brainstorming and self-reflection sessions.

Further highlights also included Gender audit training, whose purpose was to enable ZERO to assess its performance with respect to gender and to identify gender gaps, which could affect its overall performance as well as engendering ZERO's strategy

### **Internship**

As part of its social responsibility and contribution to student empowerment, ZERO offers an internship programme to local polytechnic and university students.

During their period of attachment, the interns provide valuable input into every aspect of ZERO's work, particularly research and information management. In return, they gain valuable experience and knowledge, which they can put to good use when they join the world of workers.

Patricia Chikuni, a final year Library and Information Science student at the National University of Science and Technology in Bulawayo was attached to the library for a year. This was the first time the Resource Centre had offered attachment to a university student. In previous years, attachments were confined to the Harare Polytechnic. She was a major breakthrough for ZERO, and we look forward to high profile attachment. According to Patricia, the 12 months she spent at ZERO were marvelous.

"I was placed in the best possible situation for what I needed to accomplish. One of the most worthwhile experiences of my life. Not only was I gaining academic credit, I was gaining invaluable work experience at the same time. I cannot stress enough how beneficial the internship was for my professional goals and personal life. I was gifted

with a hands on approach to my studies during this internship that has given me a different perspective on my studies and my personal life.”

In fact she looks forward to joining ZERO on a full time basis. Meanwhile we wish her all the best in her final exams.

## **Local, Regional and Global Linkages**

### **Local Workshops attended by ZERO staff**

ZERO continued to be active as a national and regional focal point in various local, regional and international fora.

The communications team received training in designing captivating PowerPoint presentations. The knowledge attained is being put to good use with excellent results.

### **Ministry of Environment and Tourism (MET) Follow up Retreat on Johannesburg Plan of Implementation: 10-11 April 2003**

Around 30 stakeholders from various Government departments, non-governmental organisations and universities attended the workshop whose overall objective was to initiate a process of providing a national response to the Johannesburg Plan of Implementation. Specifically, the workshop also aimed to: prepare a national action programme for operationalising JPI, propose a co-ordination framework for implementing the proposed action programme, propose ways of mobilizing funds to implement the proposed action programme and suggest a way for the national response process.

An action plan which benefited from input by various agencies identified priorities within the three pillars of sustainable development namely environment, social and economic aspects. Indicators of achievement under each pillar were also developed. Recommendations were made on the need to convene provincial stakeholder workshops out of which provincial action plans would be drawn.

### **IUCN Workshop : Media event to raise awareness on the Environmental Management Act (EMA) 21 August 2003**

This workshop held at the Harare Sheraton Hotel, Jacaranda Room 3 on 21<sup>st</sup> August was meant for parliamentarians, private sector and the media to discuss their roles and challenges in implementing the newly enacted Environmental Management Act in urban areas.

The following were of concern to the workshop. At the workshop it was highlighted that there was not much reporting on environmental issues; NGO's contribution in managing the environment in Zimbabwe.

ZERO learnt that:

- There is a need to lobby for environmentally dedicated newspapers
- Capacity building on environmental issues is essential for media personnel

**Friedrich Naumann Foundation (FNF) Facilitation Workshop, Nyanga, Rhodes Hotel, 23-28 March 2003.**

Hosted by Friedrich Naumann Foundation (FNF) in Nyanga, the overall aim of this top-flight training was to produce highly experienced facilitators who would facilitate at any kind of Workshop and magnitude. Two ZERO staff members were accorded an opportunity to attend the facilitation training workshop in Nyanga from the 23<sup>rd</sup> to 28<sup>th</sup> March 2003. For ZERO facilitation and rapportuering will have to be done by the trained staff members. This will be a saving for ZERO as there will be no need to higher facilitators for workshops.

Overall, the workshop was of great benefit to ZERO as the staff is now better equipped to facilitate or organise workshops than before.

**NANGO Workshop: Strategic HIV/AIDS policy, 20 May 2003**

ZERO also attended a workshop organised by the National Association of Non-Governmental Organisations. The aim of the workshop was to discuss how all NGO sectors can mainstream HIV/AIDS in their planning and programmes as well as unearth the relationship between policy and programming.

ZERO learnt at the workshop that, the National Aids policy exists to aid the following:

- to guide action,
- to protect the rights of beneficiaries,
- to guide resource allocation,
- to guide in care and support for the infected and affected,
- to guide strategies on prevention of new infection,
- to guide on elimination of stigma and
- to provide practical guidelines for concrete plans

**Lesson for ZERO**

In order for the national Aids policy to achieve its intended objectives, there was need

to internalise the issue of HIV and AIDS, first within organisations.

### **CIDA Consultative Workshop, Mbizi Game Lodge, 28-29 May 2003**

One of the ZERO Gender Focal Points prepared a paper for presentation at the CIDA Consultative Workshop. The paper highlighted the ZERO Gender Journey, accomplishments, constraints and opportunities. ZERO's experience during the gender journey was applauded as it was unique.

## **Regional Linkages**

### **CORN SA -CBO Network Workshop, 16-18 January 2003**

ZERO was invited to the CORN national CBO-Network strategic planning workshop for South Africa from 16-18 January 2003. The workshop was organised to initiate the expansion of the CBO Network in the whole of South Africa having originated in the province of KwaZulu-Natal. This workshop also provided a forum for reporting back on the work of CORN at the regional level during the preceding year especially its work in relation to the World Summit on Sustainable Development, discussing the ways in which CORN could position itself to implement WSSD and NEPAD and agreeing on the mobilisation process for the launch of the CORN South Africa Chapter.

The workshop brought together around 200 participants comprising CBO representatives from eight regions of South Africa, CORN steering committee members and the representatives from the Regional Secretariat and CORN Trustees. The CIDC, the National Development Agency and the Department of Social Development supported the workshop whilst the Kagiso Trust Consultancy ably facilitated it.

The participants deliberated on issues of the CORN strategy, governance, co-ordination and structure as well as on partnership roles and responsibilities. CORN management also had the opportunity to reflect on the CORN structure. Recommendations from the commissions were packaged for presentation at a follow-up strategic planning meeting. There was agreement on the need to cement the CORN SA national CBO association, as such; an interim committee comprising two representatives from each region. The main challenge for CORN was resource capacity.

### **Africa Forest Law Enforcement and Governance (AFLEG), Randburg Towers Hotel, South Africa, 28-29 May 2003**

ZERO was also represented at the African regional workshop on Standards for

Sustainable Trade and Market Access in Sub-Saharan Africa, in **Nairobi, Kenya**, from 28th to 29th of May 2003. The workshop followed studies conducted in Zimbabwe, South Africa, Uganda, Kenya and Namibia on constraints and barriers to implementing standards for sustainable trade and market access.

The overall objective of the workshop was to review the study findings, prioritise recommendations and consider a long-term implementation strategy that seeks to promote regional centres of technical and institutional capacity building.

The meeting brought together scholars, practitioners, policy-makers and stakeholders in various government ministries, sub-regional bodies, organisations and private sector from Kenya, Malawi, Mozambique, South Africa, Tanzania, Uganda, Zambia and Zimbabwe.

Discussion on the human, organisational and institutional constraints in implementing standards at the enterprise/business, national, regional and international levels took place in groups with the purpose of extracting information that can be transformed in a business plan and funding proposal to address the identified needs.

ZERO invested quite a lot of time in the national study and expects to benefit more from the second phase.

### **CBNRM Workshop, University of Natal, Pietermaritzburg, South Africa, 26-29 November 2003**

ZERO attended the Community Based Natural Resources Management (CBNRM) two-day workshop in South Africa from 26-29 November 2003. The purpose of the two-day workshop was to discuss regional experiences in community based natural resource management, with a particular focus on what has worked in CBNRM in the region and what has not. The idea was to identify and develop case studies on successful or failed stories in CBNRM.

The workshop also discussed the inter-linkages between CBNRM and Land Reform. For example it was noted that both processes needed to address gender equity issues, issues of scale and boundaries and the creation of effective institutions for local resource management. Key research questions on the inter-linkages between land reform and conservation were also asked. These included the following:

- Land reform and conservation, are they distinctly antagonistic and can the two co-exist?
- Conservation for what purposes and land reform for whom, and how do the two link up?
- The role of traditional authority (chiefs, headmen etc) in CBNRM was also

identified as a key research issue. The experiences of Zambia, Zimbabwe and South Africa.

For ZERO, this was an opportunity to identify more promising studies on land Reforms on what has worked and what has not in the area of CBNRM in the region.

**Africa Forest Law Enforcement and Governance (AFLEG) Randburg Towers Hotel, South Africa, 12-13 March, 2003**

The two day meeting, organised by IUCN-ROSA was meant to facilitate input by civil society in Southern Africa in the Africa Forest Law Enforcement and Governance (AFLEG) process. The meeting was held in preparation for the AFLEG Ministerial Meeting scheduled for April 2003 in Congo Kinshasa. The Ministerial Conference was expected to generate commitment by African governments, donors and civil society to work on forest governance issues and produce an action plan. To facilitate the input by NGOs into the process, workshops were arranged in East, West and Southern Africa.

**The Programme for Land and Agrarian Studies (PLAAS), School of Government, University of the Western Cape 5-7 May, 2003**

The objective of the Cape Town workshop was to explore the new NEPAD policy and its implications for land and agriculture, tenure security, property rights and natural resource management, and the opportunities and constraints for civil society engagement in the policy **framework**. The meeting afforded the PAPLRR Network members to self-evaluate and reflect on implemented activities and with the emerging lessons make a decisive and bold plan for the future.

A ZERO representative was invited to present a paper on Land Resource Rights by the Pan-African Programme on Land and Resource Rights (PAPLRR) Network. The workshop was attended by participants from all sub-regions of Africa (North, West, East, Central and Southern Africa).

The Cape Town meeting was held over a period of three days to allow ample time to deliberate on the outcomes of presentations.

**IUCN ROSA Regional Membership Meeting, 17 -19 November 2003**

The purpose of this workshop was to interrogate the strategic programme of IUCN ROSA with emphasis on:

- Platform to explore conservation
- Understanding the current performance of IUCN ROSA

- Enhance collective capacity
- Catalyse inputs
- Strengthen partnerships between three pillars of IUCN
- 

**African Civil Society Meeting on the Occasion of the II Conference of the Heads of State and Government of the African Union, Maputo, Mozambique, 26 June-3 July 2003,**

A ZERO representative attended this workshop, which was held in preparation for the II Conference of the Heads of State and Government of the African Union, which was to be held the following week. ZERO's specific input into the process was to present the paper on Land and Sustainable Livelihoods that had been prepared on behalf of CORN. The conference was Africa wide and therefore attracted representation from all corners of Africa. However, owing to lack of major donors who would fund the process, there was weak representation of other regions except perhaps for southern Africa. Still several other countries from southern Africa were not represented. Even the selection of those who were to represent African Civil Society to the AU meeting was based on who had extra resources to fund their extra stay.

NGO networks, coordinated by ORAM of Mozambique, arranged the various proceedings of the conference. Each network arranged and staged thematic based workshops either in plenary or in thematic based sub-workshops. Thus the CORN network organised the workshop on Land, Agriculture and Food Security

**Chara Chimwe Hachipwanyi Inda: Consolidating the IUCN Programme in Southern Africa, 17-19 NOVEMBER 2003**

This was a regional members' meeting held in Johannesburg 17-19 November 2003. The overall goal of the regional membership conference was to develop a *shared vision* amongst the regional IUCN constituency on the strategic direction of the regional programme and delivery mechanisms for its implementation.

The specific goals were to

Key objectives of the conference include:

- To develop a common understanding of the new intersessional programming framework within the three pillars of the union (secretariat, members and commissions)
- To define the strategic niche for the IUCN programme content in southern Africa
- To formulate strategy for improved understanding of members needs and effective members involvement in the union's programme delivery
- To initiate a process for developing a regional strategy for southern Africa's input into

the WCC III in Bangkok

## **International Linkages**

### **Capacity Strengthening of the LDCs for Adaptation to Climate Change (RING-CLACC) project**

At this meeting, the major highlights were the regional feedbacks from Eastern Africa represented by Evans Kituyi of ACTS); West Africa represented by Youba Sokona and Moussa Cisse from ENDA; South Asia represented by Atiq Rahman and Mozaharul Alam of BCAS):

Dorothy Manuel of ZERO Regional Environment Organisation represented Southern Africa. She reported that the LDC countries in southern Africa had mostly carried out their respective initial National Communications (but not all of them had been submitted yet). They had also identified the areas and sectors most vulnerable to the impacts of climate change. However, none of the countries had officially started their NAPA yet. ZERO recommended the following LDCs for further in-country work:

- (i) Malawi
- (ii) Zambia
- (iii) Mozambique

It was also highlighted that ZERO had worked closely with partners in Mozambique, Zambia and Malawi.

### **Ring Steering Committee Meeting, 20 August 2003, London**

At this meeting it was highlighted among other things that, the Climate Change project, would be organised around activities in southern Africa and East Africa. ZERO would coordinate activities within the LDC countries of Mozambique, Malawi and Zambia and ACTS would be responsible for East Africa.

The overall purpose was to strengthen awareness of adaptation issues, and the project was to be initiated by a series of planning workshops, with a community level focus on the analysis and research.

### **Capacity Strengthening of the LDCs for Adaptation to Climate Change (CLACC) project, 9-10 December 2003**

In summary the CLACC meeting agreed on the following:

- In light of the sensitivities expressed by the government focal points the meeting agreed that partners should approach the respective government focal points in the countries where research was to be conducted to get the name of an NGO that was to lead the research.
- RING regional facilitators were to proceed to invite the selected NGOs and the government focal points to RING methodology meeting, tentatively set for March 2004. Where possible, a representative of IIED is expected to attend.
- IIED was to draft a framework methodology, which would be used as the basis for discussion at the methodology meeting
- IIED to continue its efforts to raise funds for the implementation phase of the project.
- RING partners were advised to start recruitment process for a junior level official with a Masters degree and five years experience to be responsible for managing this project. Partners were also given the option to nominate from within if there was a person meeting this profile. Part of the reason for having a CLACC focal point was to allow exchange of experiences through internships in institutions with expertise in climate change issues. Although there was no funding available, RING institutions were asked to indicate to IIED, the full costs of having this caliber of person, including the expected remuneration package as soon as possible.

The RING meeting recommended the need for program-based collaboration and the need to engage all RING members as equalise even though capacities may differ.

Recommendations were made for a RING internship program for which SDPI would take the lead in developing a proposal. ENDA-Senegal reported that it has received funding for building the capacity of Southern Institution with respect to Climate Change will soon engage RING partners in this initiative.

The limitations observed so far included the failure by southern partners to initiate project. It is hoped that the RING external review will pave the way for a new operational structure and mandate for RING that will see southern partners as equals.

ZERO had the opportunity to meet with the government climate change focal points for Mozambique and Malawi, except for Zambia, which did not attend COP 9, to brief them on the CLACC and get ideas on the NGO to work with. Mr. R. Kabwaza, the Malawi focal point suggested CURE or Wildlife, Environment Society of Malawi.

The Mozambique focal point, Ms Thelma Marilia Manjate promised to send the name of the NGO to work with in Mozambique. ABIODES was selected as a potential NGO to work with.

### **WKKF Conference On Effective Grant Management for Grantee Impact, 8-10 July 2003**

From 8-10 July 2003, two ZERO senior staff members got the opportunity to attend a workshop on “Effective Grant Management for Greater Impact”, organised by Kellogg Foundation. The meeting was held in Johannesburg, South Africa.

ZERO’s attendance meant, increased knowledge on how Kellogg Foundation administers its grants as well as its policies and procedures.

It also increased understanding of Kellogg programmes in the context in which grants are made. It also learnt how input services could be applied by grantees to achieve greater impact as well as identifying platforms for establishment of network linkages for mutual support and learning

ZERO also learnt how best to apply energy and resources to eradicate rural poverty so as to make a difference to the livelihoods of rural communities.

Five Key elements of change, which brings strength to a common agenda as well as encouraging partnerships within grantees, were identified. These were:

- Community Empowerment
- Institutional Building
- Transformational Building
- Public policy awareness and engagement (to bridge the gap)
- Partnership “Golden Triangle” comprising of communities, governments and business.

### **AFRICAN CENTRE FOR TECHNOLOGY STUDIES (ACTS), 28 - 29 May 2003**

The overall objective of the workshop was to review the study findings, prioritise recommendations and consider a long-term implementation strategy that sought to promote regional centres of technical and institutional capacity building.

The meeting brought together scholars, practitioners, policy makers and stakeholders in various government ministries, subregional bodies, organisations and private sector in Eastern and Southern Africa.