

# Application form: **LARGE-SCALE DEVELOPMENT PROJECT** (budget over DKK 500,000)

**March 2009**

This form must be used to apply for funding of large-scale development projects. It is divided into five parts:

**1. Cover page with basic information**

Applicant, partners, synthesis, title, amount applied for, etc.

**2. Application text**

This part is built around a structure, which you need to adhere to in the description of your large-scale development project. Instructions on how to fill in this framework are reproduced at the end of the form.

**3. Budget summary**

The main items of the budget drawn up for the project. Please notice that the budget summary must be elaborated upon in the annex "*Budget format (large-scale development project)*".

**4. Contact information**

Addresses, contact persons, etc.

**5. List of annexes**

This is to indicate the obligatory and supplementary annexes that support the application.

## **Instructions**

This part elaborates on what should be included under each subsection of the application text (part 2). Read the instructions carefully. By following the instructions, you will ensure that you describe all matters required to have your application assessed.

## **Please notice:**

- **NUMBER OF PAGES:** Part 2 "Application text" must not exceed 25 pages. Applications longer than that will be turned down.
- **SIZE OF ANNEXES:** The length of supplementary annexes must not exceed 30 pages.
- **LANGUAGE:** The project description must have been drawn up in cooperation between the local partner and the Danish applicant organisation. Consequently, a document must be available in a language commanded by the counterpart. The actual application, however, can only be submitted in Danish or English.

The application with budget format and all annexes must be submitted in 3 printed copies to:  
**Project Advice and Training Centre (Projektrådgivningen), Klosterport 4A, 3.sal, DK-8000 Aarhus C, Denmark**

In addition, the application form and budget must be sent electronically to: [projektpuljen@prngo.dk](mailto:projektpuljen@prngo.dk)

**You are also welcome to submit the annexes in an electronic format, although this is not required.**


# 1. Cover page

--	--	--	--

## LARGE-SCALE DEVELOPMENT PROJECT (from DKK 500,000 to 3 million)

<b>Project title:</b>	NCA – Building a Platform for Unity		
Danish applicant organisation:	Afrika Kontakt		
Other Danish partner(s), if any:	N/A		
Local partner organisation(s):	National Constitutional Assembly (NCA)		
Country(-ies):	Zimbabwe	Country's GDP per capita: USD 200 (2008 est.) (CIA World Fact Book)	
Project commencement date: 1 August 2010	Project completion date: 31 January 2012	Number of months: 18 months	
<b>Amount requested from the Project Fund:</b>	<b>Annual cost level:</b> (Total amount requested divided by number of project years)		
Is this a re-submission? (To the Project Fund, Mini-Project Fund or Danish Ministry of Foreign Affairs)?	<input checked="" type="checkbox"/> No	<input type="checkbox"/> Yes, previous date of application:	
Phasing – tick as appropriate: <input checked="" type="checkbox"/> A. Is this a new project that has not received previous support? <input type="checkbox"/> B. A new phase of a project that has previously been supported (by the Project Fund, Danida or others)? <input type="checkbox"/> C. First phase of a project with envisaged subsequent phases?			
<b>Synthesis</b> (maximum 10 lines – must be written in Danish, even if the rest of the application is in English): Dette projekt sigter mod at udvikle en ny strategisk retning for og konsolidere den zimbabweanske organisation National Constitutional Assembly's organisatoriske kapacitet og demokratiske base. NCA er den eneste reelt betydningsfulde zimbabweanske CSO, der er fortalere for en inklusiv, folkelig og demokratisk forfatningsproces i Zimbabwe, frem for den nuværende politiske snævre og topstyrede forfatningsproces. Projektet sigter på at involvere hele NCA's base i udviklingen af en ny strategi og derigennem styrke hele organisationen, inklusiv udvikle dens dokumentations- og kommunikationskapacitet, samt gennemføre en kampagne mod organiseret seksuel vold mod kvinder som en platform for at fremme folks rettigheder. Denne kapacitetsopbygning er det første nødvendige skridt i retning af at udøve fortalervirksomhed for at sikre en inklusiv forfatningsproces som i sig selv er forudsætning for politisk forandring og socioøkonomiske fremskridt i Zimbabwe.			

Date  
14 April 2010

  
Person responsible (signature)

Place  
Copenhagen

Person responsible and position (block letters)  
Anna Catherine de Laine

## 2. Application text

### Structure:

#### A. THE PARTNERS

##### A.1 The Danish organisation's history, mission and experience

Africa Contact (AK) was formed in 1978 by a number of Danish parties, trade unions and organisations, in order to make a joint effort against colonialism and suppression in the southern part of Africa.

AK has a vision of a world with social and economic justice for all, where everyone enjoys equal rights and freedoms.

##### **AK's Mission**

To continue its support of people's movements in Africa, and in solidarity and partnership with them contribute to a different political climate, which enfranchises those presently excluded from the political decision-making processes. AK work within two main areas: (1) capacity building and empowerment of grass-roots movements in Africa, and (2) political lobbying and campaigning in partnership with people and organisations that share our vision and values.

Our capacity building of grass-roots movements is based on respect and solidarity. We are strongly focused on helping improve their mobilisation and organisation so that they are included in political and economic processes, facilitating their taking responsibility and control of their own future, thereby securing social and economic justice as well as human rights and freedoms.

In our political lobbying and campaigning work, our mission is to express the views of our partners in Africa, and thereby change public opinion and contribute to fair and just governmental policies. In doing so, we use the knowledge and skills of thirty years of partnerships with African organisations, as well as bringing African partners to Denmark to actively take part in our work.

##### **Key Themes and Project partners**

In its new strategic plan (see annex 1) AK has defined four key themes for its work over the next three years. One of the key themes is The Fight Against Repressive and Corrupt Regimes. AK has taken a strategic decision to focus on five countries in its project work – South Africa, Swaziland, Zambia, Uganda and Zimbabwe – and dependent on the political developments in Zimbabwe, it is expected to further strengthen the project work in that particular country.

##### **Organisation**

AK is a membership based organisation with approximately 500 members, 20 of whom are from the Danish Trade Unions. Each member is entitled to one vote at the Annual General Assembly – which is our highest authority – and our Board of Trustees is elected on an annual basis at the Annual General Assembly (see annex 2 "Organigram"). AK has 15 working groups with approximately 60 volunteers in total.

##### **Experience**

AK has ten years of experience with project work, which started with an EU/Danida grant to build up media networks in the southern part of Africa. Since 2004 AK has received funding from Danida and The Project Fund for development projects. Currently, AK manages several different projects in South Africa, Zambia and Swaziland. All of the Danida funded projects have a strong focus on 1) helping improve the partners' mobilisation and organisation so that they themselves can fight for social and economic justice as well as their rights and freedoms, and 2) our partners' capacity to conduct lobbying and advocacy work. AK's knowledge and experience with project work builds on these key focus areas.

Zimbabwe is a new project country for AK, and this project is the first formalised partnership with a Zimbabwean partner. The Zimbabwe group comprises 8 members with relevant backgrounds for carrying development and human projects work in Zimbabwe. Several members of the group have visited and worked in Zimbabwe and possess a solid understanding of the political, economic and social contexts.

Following an external capacity analysis of Africa Contact in 2009, Africa Contact has developed a new strategy to direct its work for a more focused impact (approved by Africa Contact's Annual General Assembly on 8 April 2010). Africa Contact has further upgraded its project management and accounting systems, including by hiring part-time staff, to coordinate the organisation's projects and to ensure that project finances are managed within donor guidelines.

**Briefly describe the qualifications of relevant staff and/or members/volunteers.**

*The qualifications of the members of the project group and relevant AK staff are listed in the following:*

- Anna Agger: Master of Educational Studies and Communication. Has visited the partner organisation in Zimbabwe and helped found the Zimbabwe group in Africa Contact. Has more five years' experience working with development projects and has participated in several LFA courses.
- Anna Catherine de Laine: Master of Conflict Studies and Human Rights. Has previously worked on civic education projects in Sierra Leone and as a research assistant at a Danish consultancy specialising in international development.
- Carsten Pedersen: Has 7 years experience with developing and implementing Danida projects with particular focus on supporting civil society in southern Africa. Carsten has worked for one of AK's partners in South Africa for two years and currently works as a project assistant at Africa Contact.
- Donatella Calabro: Master of Arts in Communication and Cultural Encounters. Currently works as an Intern at the United Nations Organization for Project Service. Has been a member of AK since 2009.
- Lars Richard Rasmussen: Works as a market analyst in DSB/Business Development. Has worked with rights-based development projects in Africa Contact since 2005, and is originally educated as social anthropologist specialised in southern Africa.
- Marie Villumsen: Master of African Studies. Has been engaged in development work as a volunteer, student and professional for the last 5 years and has worked 2 ½ years in developing countries. Currently works at the Danish Institute for Human Rights.
- Morten Nielsen: Journalist by trade, Information and Campaign Officer in Africa Contact, and editor of Swaziland Online. Visited Zimbabwe first time in 1986 and has worked with socio-economic development of Zimbabwe for more than 20 years.
- Peter Kenworthy: Master of Social Science specialised in international development studies. Has previously taught health-related projects in Zambia. Currently works as a communication and project assistant at Africa Contact.
- Tapuwa Rodwell Marapara: Originally from Zimbabwe, he currently studies for a Master of Science degree in forestry and natural resources management at the University of Copenhagen.

Continuously new members will be included in the group to sustain its capacity. AK's permanent staff members will continue to offer support for the group, in terms of methodology development, project management and administration.

There are four staff employed at Africa Contact: a full time information and campaign officer, a part time project officer, a part time project and communications assistant, and a part time accountant.

**Added value: what is the nature of the link between the organisation's work in Denmark and the activities to be carried out by means of the project applied for?**

The approach of this project is in line with other AK projects in vulnerable states, such as the project in Swaziland. AK has many years of experience in working with civic education and democratization in countries with repressive and corrupt regimes. AK will use these experiences in Zimbabwe – which may in turn improve efforts in Swaziland. AK will further contribute by opening up our network of civil society contacts on democratization issues in the rest of Africa, and particularly in South Africa which is a main player in the political process, for the NCA which can help all civil society partners build experience, demonstrate solidarity and share lessons learnt. Such networking will also allow for a stronger information base for the AK in our work in Denmark.

Through its information and advocacy work in Denmark, AK will also help further the political positions of the NCA and raise such positions and concerns in Denmark and the EU to advocate for appropriate and more informed policies on Zimbabwe and to ensure that the democracy movement receives political support from the North. AK has a long experience in this work. Africa Contact also plays an important role for NCA security, as it ensures that an outside party follows developments in Zimbabwe, including the widespread abuse and harassment of NCA members by Zimbabwean authorities.

*In the case of a 'fragile situation':*

- [Account for the Danish organisation's experience of working in conflict-ridden or fragile situations.](#)

AK has gained significant knowledge on the political developments in Zimbabwe over the past three decades and as such hold in-depth understanding on the causes of its undemocratic development and why the country has become conflict-ridden. This knowledge is important in addressing the current situation and in implementing the project. Furthermore, AK's experience from implementing projects in Swaziland – also characterised as a fragile state with an oppressive regime – is of great importance for supporting NCA in the implementation of the project. With this experience, AK has the skills and competences to take appropriate measures in case of threats to the implementation.

#### A.2 Other Danish partners (to be filled in if several Danish organisations are involved in an alliance)

N/A

#### A.3 Counterpart organisation's history, mission and experience

##### **The year of foundation, brief history, mission and main activities of the National Constitutional Assembly (NCA)**

NCA was founded in 1997, and officially launched in 1998 at the University of Zimbabwe, by Zimbabwean individual citizens and civic organisations, amongst which were trade unions, opposition parties, student groups, women's groups, representatives of the informal sector, and church groups. The NCA was inspired by the popular uprising of the 1990s, and came to see the present constitution as an ideal umbrella cause in pursuing an array of political, social and economical causes. The constitution was seen by the NCA as particularly problematic in that it allowed too much power to be vested in the hands of the president, as well as it being a product of the outgoing British colonial administration, where several clauses have expired because they were only meant to be utilized for a certain amount of years.

The overall aim of the NCA is to protect, promote, deepen and broaden the concepts and practice of democracy, transparency, good governance, justice and tolerance in Zimbabwe. More specifically, the aims are: to help bring about the initiation of an inclusive and broad-based constitution-making process in Zimbabwe; to foster, protect and deepen a culture of human rights and respect for the rule of law in Zimbabwe; to implement, incorporate and protect human rights as stated in, but not limited to, conventions such as The Universal Declaration of Human rights, The International Covenant on Civil and Political Rights, The International Covenant on Economic, Social, and Cultural Rights, The United Nations Convention on the Elimination of all forms of Discrimination Against Women, The United Nations Convention on the Rights of the Child, and The African Charter on People and Human Rights.

The NCA has always seen itself as being part of a broader movement for change. NCA carries out grassroots campaigns, informing people about rights-related issues such as the need for an inclusive, broad-based constitution; facilitates debates; organises meetings, seminars and debate workshops; issues public statements; monitors legal, political and social developments in Zimbabwe; publishes reports on human-rights related topics such as the plight of women in Zimbabwe; and engages in local and international networking. NCA also organises demonstrations and civic education, e.g. enlightening the people on what a people-driven constitutional process is by way of workshops, especially grassroots workshops. Information about workshops and other NCA-activities are disseminated through NCA-structures, advertised on posters, and by word-of-mouth. The campaigns and other activities are generally popular and well-received by the population of Zimbabwe and has resulted in a more widespread awareness of constitutional issues among the Zimbabwean population.

##### **The NCA as an organisation**

The NCA has five branches: The Congress (legislative branch), the Annual Consultative Assembly, the National Task Force (executive branch), the Region, and the constituency. The National Task Force is the top NCA decision-making body. The Annual Consultative Assembly is the supreme governing organ of the NCA. The NCA changed its original structure in 2006, from having an Annual General Meeting (AGM) as its major decision-making entity, to having a Congress.

The congress meets every 5 years, and is made up of representatives from the various constituencies of the NCA, chairpersons, secretaries, youth representatives, women's representatives and committee members. The Task Force of the NCA is akin to an executive board, and deals with the decision-making process in-between congresses, based on annual consultative assemblies. The Task Force has under it a number of sub-committees which make recommendations for it on specific issues. These are the: Information and publicity, Advocacy and action, Gender, Youth, Legal, Disciplinary, Human rights organisations' liaison and political party liaison committees.

The institutional members of the NCA are comprised of other organisations, such as political parties and woman's, youth and students' organisations. NCA also has many individual members. Membership fees have recently been suggested as a source of income – one has generally been able to become a member by simply filling out a form. The organisation is believed to have a support base of up to 500.000 individuals, although this number includes MDC structures, as there is no national membership database. Part of the project will be to determine how big the membership support base is.

The NCA is run on an everyday basis by a secretariat comprising 25 people (see box below). The NCA secretariat is responsible for managing the NCA organisation and its civic education activities, which include consultative meetings with grass roots to solicit their views on the ongoing constitutional reform process, workshops with grass roots and institutional members of the NCA, information and publicity activities such as the production and distribution of pamphlets, issuing of statements to and placement of adverts in the media, and organising public meetings across the country.

### **The NCA's prior experience of working with development projects**

Since 1997, NCA has worked on a range of projects which have mainly focused on advocacy for a new constitution and civic education. This has taken place through a country-wide campaign since its inception in 1997 and to 2008 which advocated for an inclusive constitutional process, as well as through a national 'Vote No'-campaign in response to the February 2000 referendum. Campaign activities included workshops, seminars, public meetings and roadshow, peaceful protest actions and petitioning. These are activities that have been supported by a wide range of partners, including: The Swedish International Development Cooperation Agency (SIDA), the Canadian International Development Agency (CIDA), the Netherlands Institute for Southern Africa (NIZA), the United States Agency for International Development (USAID), The National Endowment for Democracy (NED), Freedom House, the Germany Development Fund, the Friedrich-Ebert-Stiftung (FES), Konrad Adenauer Foundation (KAF), the British Embassy in Zimbabwe, the and Department of International Development (DfID). Recently, the NCA has also conducted surveys and research to develop a study on organised sexual violence against women associated with the NCA and the severe social and economic consequences for them. As such, the NCA has prior experience working with documentation, information and campaign activities through numerous development projects.

### **Assessment of the NCA's strengths and weaknesses**

NCA has been very affected by the direction of donor attention to the narrow political process surrounding the Global Political Agreement settled in 2008. This has meant that NCA has experienced reduced funds as many foreign governments have focused on the unity government over the development of broader civil society. Though some donors (USAID, NED and Troicare) continue supporting the NCA, key donors have turned their financial attention elsewhere. This means that even though the NCA possesses resources in terms of knowledge and manpower, its financial resources have been depleted which severely hampers its efforts to connect with its supporters and conduct advocacy work – i.e., it lacks funds to bring together its leaders and to document and communicate its activities. Due to these changed donor priorities, the NCA may find it hard to retain the staff necessary to carry out its everyday activities as outlined above. These activities have consequently been scaled down. Furthermore, the prevailing economic and political situation in Zimbabwe has forced many NCA leaders into exile, taking with it much organisational capacity. The NCA also suffers from a degree of self-censorship, particularly because of the severe consequences of speaking out against the policies the Government of National Unity. NCA membership is mobilised, but not properly organised yet, and its regional spread is limited.

Notwithstanding these problems, NCA has been able to make its mark as a significant advocate and facilitator of constitutional and human rights improvements. Mainly as the result of the work of the NCA over the past decade or so, a significant part of the Zimbabwean civil society is now united in its call for a people-driven constitutional reform. A direct outcome of this civil society unity in calling for a people-driven constitution was the NCA's 'No vote' campaign that led to the rejection of a proposed government-sponsored, government-driven, constitution in a referendum in 2000.

The NCA's next congress is in 2011, so the NCA has between 12 months and 18 months to prepare itself for the organisational changes that this project entails. The NCA will not start from scratch, however, as its members have a widespread knowledge of rights-related issues in general. NCA structures need to be aided (by way of capacity building) to enable them to run themselves, as the secretariat presently has no means or capacity to guide and run these structures. Internal communication also needs to be strengthened, as does communication with NCA members abroad and external partners.

**The qualifications of relevant staff and members/volunteers of the NCA**

<b>SECRETARIAT Name</b>	<b>Title</b>	<b>Qualifications</b>
Esnath Kadzomba	Account Clerk	LCII, Diploma in Accounting, IAC
Patience Nhliziyo	Programmes Coordinator	Bachelor of Commerce Degree, Current studies: Project Management
Wilson Matamande	Finance & Administration Manager	B. Acc, CIS, MBA
Eddie Sithole	Field Officer, Mashonaland East	'O' Level
Earnest Mudzengi	National Director	B.A, M.A. Media & Communication Studies (UZ), Diploma, Project Planning & Management, Institute of Cultural Studies
Isabel Kupahurasa	Personal Assistant	Top Flight Secretarial Diploma
Allan Tshuma	Advocacy Officer	Diploma Networking IT, Diploma Cisco Reuters IT
Tsungirirai Dhewa	Field Officer, Harare	Studying ZAAT (Final Part), Secretarial
Clemence Chavarika	Office Orderly	'O' level
Joseph Kazisi	Field Officer, Mashonaland Central	Certificate in Quality Management Systems, 7 'O' Levels
Patience Nyangara	Information Officer	B.A. Hons Media & Society Studies
Obert Zulu	Assistant Field Officer	'O' Levels, Diploma in Personal and Industrial Relations, Computers
Matthew Mafuta	Officer Orderly	'O' Levels
Thabani Mhlanga	Field Officer, Manicaland	Diploma
Paul Nechishange	Field Officer, Mashonaland West	'O' Levels
Thokomelang Dube	Field Officer, Matebeleland South	'O' Levels

<b>TASK FORCE: Name</b>	<b>Profession</b>	<b>Sex</b>	<b>Position</b>	<b>Years on the board</b>
Dr Lovemore Madhuku	Lawyer	M	Chairperson (E)	7
George Mkhwanazi	Lecturer	M	Vice Chairperson (A)	3
Madock Chivasa	Social Scientist	M	Spokesperson (E)	3
Tsitsi Mariwo	Lawyer	F	Deputy Spokesperson (A)	1
Felix Mafa	Teacher	M	National Advocacy Chairperson (E)	5
Joy Mabhenge	Social Scientist	M	National Advocacy Committee Vice Chairperson (A)	6
Tsitsi Mutongi	Social Scientist	F	National Gender Chairperson (E)	3
Wellington Chibhebhe	Trade Unionist	M	Trade Unions representative (A)	6
Alois Dzvairo	Engineer	M	National Youth Chairperson (E)	3
Sikhumbuzo Dube	Engineer	M	Political Parties representative (E)	3
Ray Muzenda	Accountant	M	Masvingo Regional Chairperson (E)	5
Hingani Mkandla	Teacher	F	Matebeleland North Regional Chairperson (E)	3
Amos Phiri	Enginner	M	Harare Regional Chairperson (A)	5
Linel Chiimba	Business person	M	Mashonaland East Regional Chairperson (A)	3
Reggies Moyo	Teacher	M	Bulawayo Regional Chairperson (E)	3
Edward Fika	Politician	M	Midlands Regional Chairperson (E)	3
Possent Msimanga	War Veteran	M	Matebeleland South regional Chairperson(E)	3
Elisha Makuyana	Social Scientist	M	Manicaland regional Chairperson (E)	4
Simon Mandiwanzira	Politician	M	Mashonaland Central regional Chairperson (E)	3
Justin Ndlovu	Teacher	M	Media/arts representative (A)	1
Itai Takana	Technician	M	Youth Representative (E)	2

TASK FORCE: Name	Profession	Sex	Position	Years on the board
Rev Paul Neshangwe	Pastor	M	Religious organisations' representative (E)	3
Canfred Pambuka	Social Scientist	M	Residents Associations' Representative (E)	2
Busani Ncube	Activist	M	Human Rights Organisations' Representative (E)	2
Edson Chihota	Prisoners' Rights Activist	M	Human Rights Organisations' Representative (E)	2
Dorothy Bhebhe	Women Rights Activist	F	Deputy Gender Chairperson (E)	2

\*(E)- Elected

\*(A)- Appointed

**The NCA's networking and cooperative relations to authorities, donors and other sources of finance, as well as to other national and international civil-society organisations.**

NCA is supported in its work by a number of governments, intergovernmental organisations and international NGOs from the EU (The European Partnership for Democracy), UK (the British Embassy and the UK Department For International Development) and the United States (USAID and the National Endowment for Democracy). Presently, however, the NCA is experiencing something of a dry-up of donor funds, possibly because of the present tendency in the donor community to mainly support Zimbabwean organisations that support the Government of National Unity and the Global Political Agreement (the wording of the GPA is in direct opposition to NCA principles of an inclusive constitutional process, especially article 6, which allowed for a parliament-driven constitutional process), and because of what is perceived to be a lack of direction within the NCA. The latter is, however, at least partly due to the transitional nature of the focus of NCA that this project will seek to encourage and assist.

**A.4 Experience of previous cooperation**

**The record of cooperation between the Africa Contact and NCA.**

Africa Contact and NCA liaised for approximately two years. Africa Contact and NCA established their relationship by way of a meeting in Zimbabwe, where outlines for the project were discussed. This relationship was further developed during Africa Contact's partnership seminar in Swaziland in November 2009, in which NCA participated. In Swaziland the focus of discussions was on more practical and methodological issues, including the working methods, processes and practices of Africa Contacts close partner organisations in Africa. Africa Contact and NCA have further outlined and aligned their understanding of the situation in Zimbabwe through additional discussions and communication about more general political, economic and civil society-related issues during the last two years. In early April 2010, NCA's National Director, Earnest Mudzengi, and Venitia Governder, a South African senior expert on Zimbabwe visited Copenhagen, Denmark, where meetings were held with Africa Contact on the future of NCA-AK cooperation.

**The development of the project concept**

The initial discussions on this project concept took place on a partner visit in Zimbabwe, July 2009. Subsequently, the Partner Seminar in Swaziland, November 2009 provided an ideal opportunity for the AK Zimbabwe group and NCA to take discussions further and prepare a first project application draft. This draft has been improved continuously via email and phone discussions, and in early April 2010, NCA and a senior expert on the political developments in Zimbabwe visited AK in Denmark to 1) strengthen networking; 2) planning a campaign on violence against women in Zimbabwe; 3) inform and lobby politicians and 4) to finalise the present project proposal.

Initially, the project was meant to focus more squarely on constitutional reform, but given the ever-changing political and social circumstances in Zimbabwe, and the transformation attempted to be undertaken within the NCA itself in regard to these changes, the idea of the project changed to its present focus on restructuring NCA as a broader and more vibrant and responsive movement.



## B. PROJECT ANALYSIS

### B.1 In what context is the project placed?

#### **Main theme of this project:**

The development of a vibrant and independent civil society in Zimbabwe as a vehicle for promoting and protecting people's rights.

#### **The context (geographic, political, social and cultural) in which the project is placed.**

Zimbabwe is a landlocked country where the majority of the population live in remote rural areas. The country is still struggling with its colonial past and its transition to a multi-party democracy supported by its people. The current situation in Zimbabwe is characterised by a collapse of the economy, the social structures and public services such as health and education. This compounds a difficult food and health situation in a country where some 15% of the adult population lives with HIV/AIDS, and that has been visited by droughts and cholera epidemics in recent years.

The recent crisis of hyper-inflation and a collapse of the currency has left the economy extremely weak. The remaining economic assets and activities are largely in the hands of ZANU-PF and to a small elite of its supporters. Until early 2009, the Reserve Bank of Zimbabwe routinely printed money to fund the budget deficit, causing hyperinflation. The power-sharing government formed in February 2009 has led to some economic improvements, including the cessation of hyperinflation by eliminating the use of the Zimbabwe dollar and removing price controls. The economy is registering its first growth in a decade, but will be reliant on further political improvement for greater growth. Consequently, some 65% of Zimbabweans live below the poverty line, while a small elite is controlling the economy and systematically extracting resources and assets. Corruption is widespread and mainly benefits the supporters of ZANU-PF. Due to the extreme poverty, thousands of Zimbabweans have left for particularly neighbouring Botswana and South Africa where they make up a substantial diaspora.

Farm seizures are still common and a recently passed indigenisation law is being used to transfer economic resources to ZANU-PF and its supporters. This program has badly damaged the commercial farming sector, the traditional source of exports, turning Zimbabwe into a net importer of food products. The EU and the US provide food aid on humanitarian grounds.

Politically, Zimbabwe is a fragile state with very high levels of politically motivated violence and where political power rests with a weak coalition between ZANU-PF and Movement for Democratic Change (MDC). Following the highly contested elections in 2008, South Africa facilitated negotiations which led to the signing of the Global Political Agreement (GPA) and the establishment of an inclusive government in 2009, with Robert Mugabe (ZANU-PF) as President and Morgan Tsvangirai (MDC) as Prime Minister. ZANU-PF remains the dominant political party, exercising power in all sectors of society and using violence, intimidation and harassment. The level of state sponsored violence has increased and arrests and harassment of civil society is widespread. This is especially targeted towards potential opponents and challengers to ZANU-PF such as media, churches, civil society groups and human rights activists. Women are particularly vulnerable as they become targets of politically motivated violence and rape. The population is deprived of freedom, their political, social and economic rights, which is further exacerbated by limited communication infrastructure within Zimbabwe (lack of telephone and internet access).

Despite the signing of the GPA, the current political situation can best be characterised as a stalemate. Although MDC formally has political influence, it lacks the organisational capacity and human resources to pose a serious political challenge and to push for a real transfer of power. Consequently, ZANU-PF still exercises almost unchallenged political power over the political processes. This is augmented by the co-optation of civil society by all parties to the inclusive government. There is little openness and transparency in the political development and discussions within the framework of the GPA, which causes confusion and suspicion and contributes to the sidelining of both MDC, the parliament, the judiciary and civil society.

#### **Main area of intervention or sector (e.g. education, agriculture, energy, advocacy, or the like) is your project operating? Also describe local conditions within this sector.**

This project focuses on developing Zimbabwe's civil society. Following the introduction of the inclusive government, many actors in the Zimbabwean civil society have been either co-opted by MDC or ZANU-PF, and can therefore not be characterised as independent or grass root based, or they have been stultified by the strong international and donor focus on the narrow MDC/ZANU-PF political process. Political

suppression, harassment and violence has led to a massive flight of resourceful people and activists. Much of the resource and power base of civil society is now in South Africa and to a lesser extent in other countries outside Zimbabwe. ZANU-PF has created a number of NGOs, which are pursuing ZANU-PF's political agenda, while MDC has been trying to co-opt existing NGOs operating in Zimbabwe. These organisations are operating in a 'parallel' civil society, accountable to the political elite rather than the population.

Furthermore, strong actors in civil society mainly focus on lobbying rather than the broad mobilisation and participation from different layer of the Zimbabwean society. This means that, currently, civil society in Zimbabwe has been subdued by the political elite which severely hampers its chances of representing the voices and promoting the rights of ordinary people in Zimbabwe, particularly as regards the issue of developing a new constitution to enshrine these rights.

The NCA, of which the MDC has been a longstanding member and partner, has played a central role in Zimbabwean civil society for over a decade, but is now experiencing structural weakening due to MDC joining ranks with the ZANU-PF led government as a result of the 2008 Global Political Agreement (GPA). As a result, the NCA requires the building of capacities to duly represent and work for the benefit of ordinary Zimbabweans. This project will focus on the capacity building of NCA, thereby supporting its consolidation as an independent, grassroots-based civil society organisation, which can mobilise people and function as a vehicle for claiming rights and pushing for a democratic new constitution reflecting the needs and wishes of the people.

#### **Outline the work of relevant local authorities and other organisations (including Danida) within the sector**

Local authorities in Zimbabwe are largely operating as extensions of the government in the shape of ZANU-PF, pursuing its agenda at local level. The recent political developments where MDC has been included in the government has silenced the already weak opposition and effectively sidestepped an independent civil society, due to the fact that economic support from donors traditionally has fallen to MDC as the oppositional power and main proponent of transition in the country – a role they no longer uphold.

#### **B.2 How has the project been prepared?**

##### **The preparatory process leading to this application**

Following the changed political circumstances in the wake of the signing of the GPA in September 2008, members of the NCA were consulted on the direction of the NCA through a series of workshops and meetings at national, provincial and district levels held between 15 September 2008 and July 2009. These consultations laid the basis for ideas for a project in partnership with Africa Contact, complimented by NCA web research of the type of activities supported by Africa Contact.

In parallel with this process, two members of AK visited the NCA director in South Africa in the 2008 to discuss the political developments in Zimbabwe and potentials for strengthening the NCA-AK partnership. In July 2009, AK members followed up on this visit, and met with NCA in Zimbabwe to continue the discussions on the political development in the country and in particular to discuss the possibilities and scope of engaging in a joint project with donor funding. At this meeting it was agreed to develop a project concept. This was further developed at the Partner Seminar held in Swaziland in November 2009 which led to the preparation of a first project application draft, focusing primarily on constitutional reform. However, due to the changing political circumstances in Zimbabwe, it was decided to shift the focus more squarely to the present one of restructuring the NCA as a broader civic movement with a consolidated support base.

##### **The planning and role of Africa Contact and the NCA, respectively**

Planning has been undertaken by members of the NCA secretariat, including the National Director, Programmes Coordinator, Finance and Administration Manager and Advocacy Officer together with the NCA National Task Force and members of the provincial task force. The planning which was endorsed by the national task force involved consultations with NCA regional assemblies and constituency committees in the ten provinces of Zimbabwe. The NCA National Gender and Youth Committees were also consulted in the planning of this application's proposed activities.

During the AK Partnership Seminar in Swaziland, November 2009, the project concept was further discussed and the first draft on this project application was prepared by AK and NCA. Three members of the AK Zimbabwe group and AK's Project Assistant participated in the Swaziland seminar, and this has facilitated a solid and joint ownership of the project. The concept and the project application was subsequently

strengthened when NCA (the National Director) visited AK in Denmark in April 2010 – a visit that also further strengthened the partnership and level of solidarity and mutual understanding.

### **Involvement of the target group in preparing the project, including the participation of women, men, children and young people**

Through activities targeting ordinary Zimbabwean men, women, youth and people with disabilities, the views of ordinary Zimbabwean citizens on the contents of an ideal new constitution were gathered and have shaped the contents of this project concept. The views of these people were gathered through grassroots workshops, public meetings, consultative meetings and other advocacy activities that the NCA conducted following the signing of the GPA and the subsequent formation of the inclusive government on 18 February 2009.

### **Consent or non-consent of local and/or national authorities in the implementation of the project**

The project has not been forwarded to any national authority. The NCA carries out perfectly legal activities being independent of national authorities, some of whom have always demonstrated hostility towards the organisation for its pro-democracy stance.

## **B.3 Problem analysis**

### **Describe the main problem that the project is expected to address.**

The GPA includes revising the constitution of Zimbabwe through a process controlled by the political parties to the inclusive government. A draft should be ready for a referendum at the end of 2010, but this deadline seems likely to be missed, as have previous deadlines. The majority of Zimbabweans are not aware of developments within this process and are consequently largely left out. Currently the constitutional process is driven by parliament which has failed to secure a people-driven and consultative process of constitutional reform. The resulting constitution is at great risk of being only elite-driven and not addressing how to protect the rights of ordinary Zimbabweans and further their social and economic development. In the long run, such a constitution is not only undemocratic, it is unsustainable and will not promote unity and development for the benefit of larger Zimbabwean society. Conversely, a broad-based people driven constitutional process will help involve all parts of Zimbabwean society, including the poor and the marginalised, in the country's democratization and secure common ownership and stake in Zimbabwe's future. The centralisation of power with the ZANU-PF, the weakness of MDC and other political forces and lack of transparency in the political processes necessitate a strong role for civil society to push for accountability from the country's political leaders and for a genuinely consultative and people-driven constitutional process. As noted above, however, many key actors in Zimbabwean civil society have been subdued by the political elite with severe consequences for civil society's ability to function as vehicle for promoting people's rights and advocating for a people-driven process of making a new constitution to enshrine and protect these rights. It is this incapacitation of Zimbabwe's civil society that this project seeks to ameliorate.

This situation has also affected the NCA, which has been a key actor in Zimbabwean civil society for over a decade and has continuously worked towards securing an inclusive, rights-oriented constitution for Zimbabwe. This project thus aims to provide the NCA with the capacity to navigate in the changed political situation in Zimbabwe following the inclusion of the MDC into government in 2008 and to lay the necessary organisational foundation for NCA to pursue advocacy and mobilise its grass roots through civic education. The MDC and NCA have overlapping members but their traditional cooperation is threatened by the current political situation, thus threatening the structure and support base of the NCA. With the accession of the MDC to the GPA, the MDC opted for a technical, government-level constitutional process, which conflicts with the NCA's focus on a people-driven process. This developing split between a political, MDC-oriented wing and a civic movement-oriented wing has led to confusion regarding the motives and involvement of NCA leaders at all levels, of the support base and, at a higher level, regarding the vision of the NCA. The split along with the current hardships facing Zimbabweans has also resulted in a depletion of NCA organisational capacity, such as brain-drain as individuals possessing crucial information leave the NCA. As such, the overall structure of the NCA has been destabilised as channels for gathering information regarding the NCA support base and members' needs. The main weakness is a lack of efficient communication structures and organisational support. Furthermore, currently it is unclear what the motives for being a leading member of the NCA are. Conflicting interests between NCA and MDC as well as within NCA is a barrier for establishing common ground and a common vision for the future role of NCA in civil society. Key leaders have already expressed their consent with a strategic re-direction of NCA, but at the moment it is uncertain how the broad leadership will react to the transformation of NCA.

### **Explain the underlying causes giving rise to this main problem.**

The primary cause of the current unstable state that the NCA along with the rest of Zimbabwean civil society finds itself in is the changes in the political situation in Zimbabwe with the entering of the MDC into the inclusive government in 2009. This has led to the subduing and even co-optation of civil society organisations into government in general and a concomitant impediment of the much-needed people-driven constitutional process. For the NCA specifically, it has caused a gap to develop between the MDC-oriented wing of the NCA and an NCA core which intends to work as an independent civic movement. The main negative results of this process have been, firstly, the onset of confusion regarding the vision of the NCA, its role and support base separate from the MDC and, secondly, an erosion of organisational capacity as some activists have shifted towards the political process, and some have left Zimbabwe altogether. Many of NCA's donors have furthermore shifted their focus to supporting the political process around the parties to the GPA rather than developing the broader civil society. As a result, the NCA has experienced a reduction in resources and concomitantly its capacity to undertake activities. Zimbabweans are also burdened by economic hardship. This has further reduced the organisational capacity base of the NCA as activists have been forced to focus their energy on shorter-term activities, such as accessing education, work and food. All of these factors together have compounded the weakening of the capacity and structure of the NCA and hampering its ability to function as a civic movement promoting the rights of Zimbabweans and pushing for a people-driven new constitution.

**Prioritisation: which of the underlying causes does this project give priority to addressing, and why?**

The problem has primarily arisen from a changed political situation outside the hands of the NCA. This has forced the NCA to undergo significant structural and strategic changes as its previous structure is deteriorating in the current confusion, in effect hampering the long-term goal of developing a vibrant civil society in Zimbabwe as a vehicle for promoting people's rights. This project addresses in particular the need of the NCA to redefine its role as a civic movement and strengthen its organisational capacity in order to navigate these different political waters. Addressing the weakened capacity of the NCA is a necessary first step towards developing a strong civic platform from which to conduct advocacy in order to promote people's rights, particularly through a people-driven constitution-making process. Developing the NCA's strategy and defining its role as a platform for promoting people's rights can also help attract funding from donors who prioritise the development of a vibrant and independent civil society in Zimbabwe, thereby addressing the lack of funding.

**How did the issue of women's and men's (girls' and boys') needs, roles, particular starting points and interests enter into the problem analysis?**

While the lack of inclusiveness in the current narrow, political constitutional process affects both men and women, women in Zimbabwe are particularly marginalised and limited in voicing their needs and wishes. Furthermore, women associated with civil society organisations including the NCA are specifically targeted by Zimbabwean authorities through physical harassment and systematic rape. As such, women in Zimbabwe, not least those active in civil society, stand to benefit substantially from the strengthening of civil society organisations to a degree that they are capable of representing their views, independent of political parties and authorities.

**B.4 Stakeholder analysis**

Stakeholders	Involvement in project	Interest in project	Fear of project	Strengths	Weaknesses/risks
Africa Contact	Project partner. Plays key role in monitoring and supporting the implementation of the project.	Consolidate the NCA to promote a people-driven constitutional process.	Failure by partner organisation to implement the project.	Experience in supporting people's movements in Africa and working in a difficult political climate.	High turnover of members and reliance on volunteers.
NCA leadership	Drives the process and must take ownership of re-direction and new strategy. Responsible for securing	That NCA has the social and political influence to push for a genuinely democratic and people-	Conflicting interests between NCA and MDC and within NCA may hinder the establishing of common ground	Ability to carry out a strong engagement in spite of the hostile political environment. Presence of leadership	Lack of efficient communication technology and financial resources to sustain continuous and far reaching

	upwards information flow from the grassroots.	driven constitutional process.	and common vision for the future role of NCA in the civil society.	structures throughout Zimbabwe.	campaign.
Movement for Democratic Change (MDC)	Institutional Member. Forms part of the constitution-making process prescribed in the GPA.	Maintaining the GPA process. MDC and NCA have recently disagreed over the GPA.	The project will spoil the GPA constitutional process and negatively affect its relationship with ZANU PF.	MDC has a strong base both inside and outside Zimbabwe.	MDC does not have a strong influence in the inclusive government.
Zimbabwe National Students Union (ZINASU)	National body. Contributes to spreading civic education through the formal educational system.	A democratic constitution that guarantees the rights and welfare of students.	Co-optation of some students into the government-led constitution-making process.	Broad spectrum of students and a developed student activism.	Poor capacity in terms of information technology and factionalism within ZINASU.
The Zimbabwe Congress of Trade Unions (ZCTU) and its affiliates	Trade union confederation. Will help mobilise support among trade unions across Zimbabwe.	Ensuring that workers benefit from a constitutional framework that guarantees jobs and social economic rights.	ZCTU may be exposed to further repression by the state for supporting the project.	Many reliable affiliates that reach out to the working population in the country in both the public and private sector.	Widespread loss of formal jobs to the informal sector.
Media Institute of Southern Africa-Zimbabwe Chapter (MISA-ZIM)	Media research and advocacy organisation. Will play a key role in disseminating information.	A constitution that promotes media freedom in Zimbabwe.	Increase in state repression and distrust by the inclusive government.	Strong technical and research capacity with regard to media freedom and the right of access to information.	Poor information dissemination infrastructure in the whole area.
Zimbabwe Chamber of Informal Economic Associations (ZCIEA)	Association of those who have businesses in, or are employed by, the highly significant informal economic sector.	To push for a constitution that reflects and guarantees the interest of informal traders.	Intensification of state repression.	Large support base. Represents hundreds of thousands of small traders from across the country.	Weak mobilisation capacity. Must be empowered constantly to undertake programme activities to help it maintain contact with its members.
National Council for Disabled People in Zimbabwe (NCDPZ)	Institutional member of NCA which will help to reach out to the population of people living with disabilities.	A democratic constitution that guarantees the rights of people living with disabilities.	Increase of the marginalisation of people living with disabilities by the inclusive government.	Already present in the selected target areas with a membership of 15,000 Zimbabweans living with disabilities.	Lacks adequate human and technical resources and capacity to undertake activities such as workshops.
Churches	Some church groups are taking	To have a constitution	Being marginalised by	The Churches are highly	Division of opinions towards

	part in the government-led constitution-making process, while others have embraced the NCA's reform agenda	that promotes freedom of religion and worship.	the inclusive government.	influential and reach out to the majority of the population across Zimbabwe.	the constitutional reform process among individual church groups.
Individual Members of NCA	Direct and effective engagement with the grassroots.	An inclusive constitution making process that guarantees the people's political and social economic rights.	By supporting the NCA, individuals may be exposed to state repression and isolation from the activities of political parties to which they belong.	Independence from institutional influence.	Fear of state security agency and poor economic capacities to effectively participate and contribute to some organizational activities.
ZANU-PF	Government party.	Considers the NCA to be committed to regime change and may try to disrupt the NCA's constitutional process in an attempt to retain power.	A successful NCA advocacy for a democratic and people driven constitution will undermine ZANU PF's hold on power.	Control over the Institutions of the State.	Loss of popular support.
South African civil society	Important allies for solidarity purposes and laying pressure on the Government of South Africa (GoSA) as facilitator and mediator regarding Zimbabwean affairs.	A stable prosperous and democratic Zimbabwe with an independent civil society.	The South African government might not listen to the South African civil society advice on Zimbabwe.	Has better access to GoSA. High number of Zimbabweans living in South Africa may help build pressure on GoSA. South African civil society is well resourced in terms of technological capacity to disseminate information. It also has easy access to a significant Zimbabwean diaspora.	Some South African civic organisations lack awareness of the situation in Zimbabwe. They also lack the experience of confronting situations related to the failure of post independent African states.

#### Other civic organisations in Zimbabwe

Since 1997, the NCA has been working with other civic coalitions such as the National Association of Non-Governmental Organisations (NANGO) and the Crisis in Zimbabwe Coalition in advocating for a democratic and people-driven constitution-making process. With the onset of the inclusive government, these other civil society organisations have become part of the government-controlled constitution-making process and, today, the NCA is therefore largely alone in the call for a people-driven constitutional reform process.

## C. PROJECT DESCRIPTION

### C.1 Target group and participants

#### Primary Target Group

The primary target group is the leadership at all levels in NCA:

- Task force members (33 members)
- Provincial leadership (chair, vice-chair, gender representative & youth representative: 10 provinces x 4 people = 40 people)
- Constituency leadership: 120 constituencies x 10 people = 1200 people

Although this project primarily focuses on capacity building of NCA and its leadership, the roots of the organisation are reflected through the involvement of the constituency leadership. Constituency leaders are elected at constituency meetings open to all local members of the NCA, and 10 leaders are democratically elected per constituency. Constituency leaders include representatives of women and youth as well as local trade union representatives. The leaders are rooted in their local communities and have regular contact with the local NCA members and the broader support base. As such, particularly the constituency leadership is important to reach and bring aboard the process of developing a new NCA vision and strategy. NCA and Africa Contact envision a phase two project that has a deeper involvement of the grassroots at the individual level. In order to do this, it is necessary to first strengthen the capacity of the leadership and improve their mobilising skills.

#### Secondary target group

The support base of NCA including institutional members and their members (app. 500,000 people). The support base represents all sectors and people, including the poor and marginalised, of the Zimbabwean society, and therefore there is no common group, ethnic or social identity. However, the broad support base also leads to a large diversity and conflicting views.

#### Change in target group in the subsequent project phase

In a subsequent phase it is envisaged that the focus will be on a broader mobilisation towards the new strategic direction of NCA. The focus will be on civic education on rights and democracy as well as the push for peoples' participation in the constitutional process. This will to a larger extent than in the present project involve the mobilisation of individual members at the grassroots level.

### C.2 The project's objectives and success criteria (indicators)

#### Development objective

A vibrant and responsive civil society in Zimbabwe to function as a vehicle for promoting and protecting people's rights using constitution-making as a platform.

#### Immediate objectives

At the end of the 18 months project period:

- 1) NCA has developed a vision and strategy, through a democratic and transparent process with ownership by NCA leadership at all levels, to be able to engage in civic education and advocacy on rights
- 2) NCA has improved its capacity to document and communicate its political processes at all levels of the organisation
- 3) NCA has engaged in a campaign around organised sexual violence as a way of advocating for the promotion of human rights and justice

#### Success criteria/indicators

- 1) Pertaining to the development of a vision and strategy for the NCA:
  - A strategic plan to be approved at the NCA Congress in 2011
  - A draft programme of action
  - 120 consultative workshops held with constituency leadership
  - 20 consultations held with provincial assembly
  - 2 meetings with institutional members

- 2) Pertaining to the improvement of the NCA's documentation and communication capacity:
- The entire leadership is knowledgeable on civic rights education
  - Website and pamphlets developed to systematically document and disseminate information about strategy development and campaign activities to NCA members and stakeholders
  - 1 person appointed in 120 constituency leaderships to be responsible for upwards information flow
- 3) Pertaining to campaign around organised sexual violence:
- At least 10 public meetings held in the provinces on women's rights
  - 5000 awareness raising pamphlets on abuse against women distributed
  - Petition imploring governments to act against organised sexual violence signed by 10,000 persons

### Means of verification

#### C.3 Outputs and activities

Activities	Expected outputs
<p>Preparatory phase (0-6 months): Initial work and discussions about NCA's profile and role to play in civil society</p> <p>a. Identification of Project Coordinator  b. Task Force meeting and commitment from all 33 members – kick start of the process  c. Consultations with the ten provincial leadership creating awareness and input to strategic re-direction  d. Task Force meeting and two day workshop establishing way forward and preparing draft document to be discussed and worked on in the following consultative process</p>	<p><i>In pursuit of immediate objective 1:</i>  Plan of action and time table  Division of responsibilities and duties  Outline of a strategic plan (scenarios and analysis of options)  Minutes of meetings and consultations (by provincial officers and other NCA staff)</p>
<p>First consultative phase (6-12 months):</p> <p>a. Two day training of 100 facilitators with prior experience and knowledge of inclusive consultation (done by NCA staff)  b. Consultations with broad leadership in all 120 constituencies in Zimbabwe  c. Two consultations with approx. 30 institutional members in each (Harare and Bulawayo)  d. Homepage with discussion forum (primarily institutional members)</p>	<p><i>In pursuit of immediate objective 1</i>  Identification of needs and motives among the broad leadership and the institutional members  Draft of a strategic plan and a programme of action  Minutes of consultations</p> <p><i>In pursuit of immediate objective 2:</i>  Knowledge of general rights issues  Experience with working with systematic documenting and information sharing  Synthesis of consultations  Establishment of communications channels from grass roots to NCA central leadership</p>
<p>Second consultative phase (12-18 months):</p> <p>a. Discussions on provincial level including constituency leadership and institutional members  b. Campaign against organised sexual violence</p> <ul style="list-style-type: none"> <li>• Public meetings at educational institutions in all ten provinces</li> <li>• Petition imploring governments to act against perpetrators of organised sexual violence</li> <li>• Meetings with women's rights organisations in South Africa held by NCA office in South Africa</li> <li>• Meetings with Zimbabwean diaspora</li> </ul>	<p><i>In pursuit of immediate objective 1</i>  Final draft of strategic plan and programme of action  Ownership to strategic plan programme of action to be approved at NCA Congress 2011</p> <p><i>In pursuit of immediate objective 2:</i>  Pamphlets (based on research report)</p> <p><i>In pursuit of immediate objective 3:</i>  Awareness of a current gender specific right issues  Networks with women's rights organisations and diaspora Zimbabweans  Petition signed by at least 10,000 people handed to the United Nations and governments of Zimbabwe and South Africa</p>



## **Project phases**

In a subsequent phase it is envisaged that the focus will be on the implementation of the endorsed Strategic Plan and on broad mobilisation at grass-roots level. The focus will be on civic education on rights and democracy as well as the push for peoples' participation in the constitutional process. Such a subsequent phase will to a larger extent than in the present project involve the mobilisation of individual members at the grassroots level.

### **C.4 Strategy: how will the project be carried out?**

#### **Methods and modus operandi**

The core of the strategy is to actively involve the entire leadership structure through a consultative process which will simultaneously produce a democratically developed strategy, the activation of internal communication and documentation channels, and a solid pillar of support for NCA's future advocacy work. This includes some 1300 individuals, as the NCA leadership structure covers every level from grass roots leaders, provincial leaders and to the NCA task force.

In the preparatory phase, the NCA task force will appoint a project coordinator and an information officer and draft points towards a new NCA strategy, so that the consultative process has a starting point.

The first consultative phase involves, firstly, consulting NCA institutional members and, secondly, activating the provincial and constituency leadership in order to gauge local positions on the strategic re-direction of the NCA and ensuring reporting to the NCA headquarters. In this phase, facilitators for the consultation workshops will also be trained. This will form the foundation for the NCA's advocacy efforts to promote people's rights.

In the second consultative phase of the project, the NCA will initiate a campaign activity demonstrating the new and independent rights-based profile of NCA, on an issue that is of relevance to both NCA members and ordinary citizens and can be used as a platform for mobilisation through the strengthened organisational structures. This issue will be organised around sexual violence against women in Zimbabwe, which is not only an atrocious human rights violation affecting broader society but is also used intentionally to weaken civil society in Zimbabwe. Campaigning and mobilising around this issue will function as a symbol of rights violations and as a platform for broader debates about people's rights in Zimbabwe, as well as provide support for women affected by sexual violence.

To obtain the second immediate objective on improved documentation and communication capacity, the strategy is to anchor the capacity to document meetings and results plus for effective reporting and communication procedures in the NCA structure in parallel with the consultative process. During the workshops, the facilitators from each constituency will also be trained in the necessary documentation and reporting skills which will be put to immediate use, as they are expected to return to their constituencies, gather information about the constituency's position on the NCA strategic direction and write up position points to be returned to the NCA information officer. This will both facilitate the consultative process and help establish upwards communication procedures. Such channels will be utilised in the future for local information gathering on, e.g., activities, rights abuses, and the character of the support base which can be channelled upwards to the information officer at the NCA headquarters for analysis and dissemination to the broader organisation, NCA partners, for advocacy purposes, and for use in Denmark. This tallies with activities to establish a website as a discussion forum and site for knowledge exchange, synthesising and analysing consultations and communicating them to the NCA base and partners through pamphlets. To this end, the NCA will purchase video cameras and computers to ensure documentation of the consultations.

#### **Describe how men's and women's equal participation and gain from the project will be secured**

The current crisis in Zimbabwe hits women harder and this limits them from engaging with leadership activities. Pre-existing structures in NCA allow for women and youth to be well-represented at each level of leadership, though especially at top level gaps exist. 25% of certain positions in NCA are reserved for women. These structures will be strengthened and considered in the conception of a new strategy for NCA and in its entire mindset. Activities promoting women's participation will include meetings with women's groups in South Africa for knowledge sharing and solidarity by the NCA office in South Africa in order to strengthen the capacity and network of female NCA members. The consultative process will also be used to systematically identify and train female prospects for leadership positions, including at NCA top level.

#### **Describe how capacity building and advocacy form part of the project strategy**

This project constitutes a first, necessary step to build a strong organisational platform from which to practice

advocacy for a people-driven constitutional process. Not only is a clear, democratically developed strategy fundamental for advocacy, but the consultative process in itself will help mobilise the NCA support base around this strategy. The process will help stabilise and strengthen the NCA organisational structure, and it will establish stronger lines of upwards and downwards communication within the NCA which are essential for mobilising and maintaining its support base. Better communication and documentation capacity will furthermore improve communication with AK and as such enable AK to do lobby and advocacy in Denmark. The third stage of this project will include a campaign on organised sexual violence to function as a demonstration of the NCA's improved capacity and consolidated role as a civic movement with a clear focus on rights-based advocacy.

It is important to make clear that the NCA leaders, who are to be the main recipients of this project, are in fact very much rooted in their local communities and are thus key persons for mobilising and informing ordinary Zimbabweans on their rights. Consolidating the NCA local support base is thus a first step towards concrete efforts to educate citizens on their civic rights and building pressure to influence the constitutional process. The result of this is meant to ultimately bring about a democratic and popular-driven constitution that is the main precondition for the implementation of genuine pro-poor and democratically founded policies by the Zimbabwean government of the day. There is therefore a direct linkage between capacity building of the NCA – the main, if not only, popularly founded organisation that advocates an inclusive constitutional process – and the future prospect of Zimbabwean government policies that will truly improve the plight of the Zimbabwean population as a whole.

The project is envisioned to be followed up by a phase two that focuses on mobilisation and advocacy, but as the project entails vision and strategy development, the current phase is necessarily open-ended and does not as yet allow for detailed considerations regarding a second phase.

**Describe how the project strengthens the local counterpart's and/or target group's capacity and role as part of civil society**

The overall development aim of this project is to support a strong and independent civil society to constructively engage in and question government-led decisions, regardless of who is in power. There is a need in Zimbabwean society for a platform for promoting people's rights outside of the political parties, that cannot be co-opted into government and which can hold politicians accountable for their actions. By developing an independent profile and a well-consolidated support structure as a civic movement through a consultative strategy development process – and thus severing the ties with the party political elements of the NCA – the NCA aims to fill this role.

**Describe how the project will seek to strengthen cooperation with other relevant stakeholders**

The carrying out of project activities will include close liaising with other stakeholders, particularly institutional members, such as the student and youth movements, people living with disabilities, churches, women's organisations and trade unions (see section B.4). This is essential to prevent that the institutional members feel that 'the train has left the station' without them, and that the NCA is not perceived as a spoiler but as a positive partner which can help stakeholders further their objectives. By consulting and cooperating with these organisations, the NCA will further consolidate its structure and support base and thus enhance its platform for advocacy. Not least, this cooperation will directly and positively affect the overall goal of securing a vibrant civil society in Zimbabwe. However, as part of the project, the NCA must operate independently from the MDC, an important stakeholder. This does not entail antagonising the MDC but rather building a separate positive profile which can help unite civil society as a platform for furthering a people-driven constitutional process.

As part of the project as well as through Africa Contact's extensive network, the NCA will also connect with important civil society groups in southern Africa, such as women's groups, trade unions and human rights NGOs, which particularly in South Africa can play a significant part in adding pressure on the South African government to act on the vulnerable position of women and the exclusion of the Zimbabwean people from the constitution-making process.

**Special inputs: If the project budget contains particularly costly inputs – such as external technical assistance, significant investments in equipment or the like – it must be explained why this is relevant to the strategy**

Not applicable.

**Describe how you expect the project to strengthen the cooperation and partnership between the Danish organisation and its partner(s) in the South**

The project will increase the Danish organisation's understanding of the Zimbabwean partner's vision and

capacity to obtain its objectives and will thus strengthen the future cooperation between Africa Contact and the NCA to enable the partnership to take on the envisioned next project phase to focus on advocacy. The two organisations will develop such mutual in-depth understanding and deepening of partnership ties through the planned project visits in Zimbabwe. Thus, Africa Contact will be in a better position to offer support from a clear understanding of the situation on the ground. It will also help the NCA develop effective partnerships with the NCA's fellow grass-roots movements. Through such cooperation, Africa Contact will become a strategic platform for information about the situation in Zimbabwe in the North.

**Exit strategy: Describe how it is planned to phase out the financial and human resources from the Project Fund grant.**

The main outputs of the project are a clear vision and strategy for future work and the enhancement of organisational capacity for mobilisation, communication and documentation. These are results that largely do not require funding beyond the proposed project phase as they are to a large extent based on the development of procedures and learning. However, the project is open-ended, as future steps depend on the direction the NCA wishes to take. This means that, ideally, the project should be followed up by another phase aimed at actualising the approved strategy. However, as described below, it is envisioned that this clarification of the role and vision of the NCA will attract further donors.

**Strategy for sustainability:**

The project is envisioned as a necessary first step towards strengthening NCA's ability to mobilise its support base and advocate for a people-driven rights-oriented constitutional process. At the end of the project, the NCA will have consolidated its structures and clarified its objective, as reflected in the vision and strategy to be approved by the 2011 NCA congress. The development of a strategy is a tangible output that will positively impact the work of the NCA also after the phasing out of the project, as it lays the foundation for the NCA's future advocacy activities. The improved documentation and communication capacity is to a large extent contained in reporting structures and communications channels which are developed during the consultative process as described. However, it is also envisioned that the clarification of vision and strategy will help attract additional donors that wish to support the development of an independent civil society in Zimbabwe, in order to economically sustain information activities within the NCA. Politically, loosening the ties to the MDC will also have helped the NCA to place itself in a more sustainable and independent position which will increase its political 'elbow room'.

**Strategy for systematisation and dissemination of experiences:**

The project's experiences will be gathered through the NCA's media and publicity department which, among other, things will photograph and video-tape activities. As part of the enhancement of organisational documentation capacity, reports will also be systematically prepared on the activities by the NCA information officer and communicated to stakeholders, including AK and its network of civil society organisations in southern Africa.

**C.5 Assumptions and risks**

**Main assumptions that must hold true for the project to lead to compliance with its defined immediate objectives and how will the project take these factors into account?**

- The overall political structures (the GPA) will remain stable and MDC will stay in the inclusive government. NCA will not be able to influence this assumption.
- The NCA leadership structures and grassroots are committed to the strategic re-direction of NCA. The project will emphasise an inclusive and participatory process targeting all levels of leadership, which will lead to a high degree of ownership and commitment from NCA's leadership.

**External conditions that may hinder compliance with the project's objectives or delay implementation significantly. How will the project take these factors into account?**

- A strategic re-direction may further complicate the relationship to MDC and lead to wider disagreements than at present and NCA might lose part(s) of its support from institutional members as stakeholders. The project will secure that NCA's leadership understand and are prepared to accept the consequences of a new strategy. Also if the new strategic direction leads to alienation and/or loss of some members and/or supporters.
- Worsening of the current hostile environment for civil society (ZANU-PF harassment/violence, lack of access to media and communication, repressive laws, political harassment and intimidation etc.). NCA is already working in an extremely challenging political environment, and the project is designed within the limitations of the current situation.

- A worsening of the political situation and increased conflict and violence may further marginalise civil society actors and lead to more 'brain drain'.

**Are there any significant assumptions that need to be in place before the subsequent phase is embarked upon?**

The main assumption for the continuation of the project will be the successful implementation of the new strategy and the creation of an effective communication and documentation infrastructure in NCA.

## **D. PROJECT ORGANISATION AND FOLLOW-UP**

### **D.1 Cooperation prospects: How does each partner contribute to implementing the project?**

- Describe the division of tasks and responsibilities in project implementation, including:

#### **Distribution of responsibilities in NCA**

The day-to-day administration of the project will be managed by an appointed Project Coordinator and staff from the NCA secretariat. They will be in charge of selecting trainers and facilitators to be trained to conduct the numerous consultative workshops. The Project Coordinator will together with the Campaign Manager be responsible for activities relating to the campaign on organised sexual violence. They will function as a contact point for women's groups in Zimbabwe and southern Africa that are key for establishing regional networks and the sharing of experiences.

The Information Officer will be the main person responsible for recording and synthesising the consultations, maintaining the online discussion forum, and maintaining the communications channels between grass roots and the NCA top. Each constituency leadership is expected to appoint a person responsible for upwards communications and documentation of events (such as local meetings or cases of abuse), but the Information Officer at the national office will spearhead the documentation and communication component. It further rests with the Information Officer to assist in the production and distribution of pamphlets on the NCA strategy-development and the campaign. However, the main campaign activities will be undertaken by the part time Campaign Manager to be hired for the duration of the final six months of the project. The Information Officer is responsible for disseminating and producing information on the strategy development process and campaign both in Zimbabwe and in Southern African media targeting Zimbabweans living abroad. Furthermore, the person is to provide Africa Contact with weekly status news e-mail to be posted and distributed in the AK network, locally and internationally, and must on a regularly basis provide other intelligible information and communication to be used in Danish and European media.

The responsibility for the project on the NCA side rests with the democratically elected NCA Task Force. An internal Steering Committee made up of key members of the Task Force, the NCA Chairman, the NCA National Director, and the NCA Finance Manager will be established to oversee the implementation of the project in close liaison with Africa Contact. The Project Coordinator will be supervised by the Steering Committee which is also responsible for requesting for funds for implementing project activities.

#### **Distribution of responsibilities in Africa Contact**

The overall responsibility of the project lies with the board of AK. In AK there exists a Zimbabwe project group with 10 active members. The daily implementation is in the hands of the Zimbabwe group, which is responsible towards the AK Board in terms of project implementation, including finance management and day-to-day contact with the partners in Zimbabwe. The book-keeping and finance management of the project is carried out by the AK book-keeper in close cooperation with the AK Zimbabwe group. The responsibility for overall monitoring and reviewing progress also rests with Africa Contact. Experienced members of the Zimbabwe project group will conduct monitoring and reviewing through three project visits to Zimbabwe during the planned 18 months project period.

- Describe the advantages of this project being undertaken in cooperation between the Danish organisation and the local counterpart organisation.

Africa Contact has many years of experience in working with civic education and democratisation in countries with repressive and corrupt regimes, and thus, AK possesses in-depth knowledge of methodology and strategy development in democracy work, which can contribute much to this project. The experiences from working in Zimbabwe will also positively affect AK's projects in other vulnerable states such as Swaziland and will contribute to a strengthening of AK's and NCA's regional networks. Such networking will

also allow for a stronger information base for AK in our information and advocacy work in Denmark and the EU. This partnership will therefore result in a strengthening of both the NCA and AK as well as the promotion of a vibrant and informed civil society in both the southern African and European region.

## D.2 Monitoring and evaluation of project implementation

- How will the project be locally managed and continuously followed up (monitored)?

Day-to-day monitoring of the project will be locally based with the Task Force Steering Committee and guided by the NCA National Director. Monitoring activities will include:

- Monthly "internal review-meetings" to assess the progress of the plan of action, timetable, division of responsibilities and duties, the outline of the strategic plan, and the capture of minutes
- Interviews with the broad leadership and the institutional members during field visits
- Reviews of performance of the grassroots leadership in terms of the NCA mission of pushing for a genuine democratic and people driven constitutions process, through field visits
- Assessment of the draft strategic document to see whether it can be implemented on the ground and whether it is in line with the objectives
- Monthly reporting on local positions of and developments from the constituency leaderships to the NCA Information Officer
- Synthesising and disseminating incoming information about the strategy development process

The reports generated from the monitoring activities will be shared with Africa Contact, provincial and constituency leaderships, and institutional members' organisations. NCA will review the project regularly (semi-annual) to ensure that it is on the right course and is alert to any challenges that may arise due to other unforeseeable factors. It is anticipated that changes may need to be made depending on the nature of the challenges/factors that may be at play.

- How will adjustment of the project be ensured during implementation, if assumptions fail to materialise or if other conditions change?

The above monitoring activities will enable the NCA to keep in touch with its members and detect if elements of the project are not going as planned. The strengthening of internal communication channels and the emphasis on documentation will help ensure that the project is on track. It will further ensure that Africa Contact is well-informed about the proceedings of the project. In the event that assumptions fail, NCA will liaise with leaders at all levels, other key stakeholders, and Africa Contact to review the assumptions and re-strategise the way forward – if necessary according the Guidelines for the Project Fund this will be done in consultation with PRNGO.

- How will you collect data on the indicators?

NCA will have the overall responsibility towards AC for systematically collecting data that support the indicators. A key resource for the data collection is the Information Officer who will work closely with appointed constituency documentations persons to ensure the collection, documentation and dissemination of information from the grassroots, from consultative meetings, and from campaign activities.

- Explain if evaluations have been planned, indicating who is to evaluate the project and at what stage of the project period this exercise it to be carried out.

Three semi-annual project visits have been planned with the main purposes of: Monitoring implementation of the project; reviewing results achieved or lacking; discussing potential changes in strategy due to unforeseen circumstances; and deepening the understanding of NCA working conditions and needs. Experienced members of the Zimbabwe project group with AK will be responsible for carrying out the final project review at the end of the third stage of the project.

For projects divided into phases:

**N/A**

## E. POPULAR FOUNDATION AND INFORMATION WORK

### E.1. The Danish organisation's popular foundation

See annex 3 "Popular foundation".

### E.2 Has project-related information work in Denmark been planned?

Information work in Denmark is not a precondition for the realisation of the project, but an option that you may choose to pursue. The maximum amount granted is equivalent to 2% of the project costs.

Africa Contact intends to use information received from the NCA strategically to place the issue of organised sexual violence in Zimbabwe on the political agenda in Denmark and in the EU as a platform for raising the issue of human right violations in Zimbabwe as such. This information and lobbying work will function as a Danish parallel to the campaign activities taking place in Zimbabwe and is aimed at building simultaneous pressure in Denmark and in Southern Africa.

The information work in Denmark and the EU requires the NCA to provide AK with up to date and relevant information. This information is to be used to lobby Danish and European authorities on issues relating to the situation in Zimbabwe. Furthermore, AK has more straightforward access to information in the EU than NCA, the sharing of which can help prepare the NCA for upcoming events that they need to react to.

Regular inter-organisational contact is another important strengthening feature of the partnership that will provide the basis for Solidarity Corporation between AK and NCA.

#### Subjects:

- Human rights violations of NCA members (and Zimbabweans in general) that must persistently be brought to the attention of the international community.
- Political change and reorientation in Zimbabwe and internationally in relation to the Zimbabwean situation.

#### Target groups:

- 1) Politicians in Denmark and internationally
- 2) The general public, internationally

#### Methods:

Since the internet is slow and ineffective throughout Zimbabwe, we must use alternative lines of communication.

- 1) **Cellular phones – text messages;** urgent matters, events and/or happenings are to be sent out by the information officer of the NCA to AK, who can then react by e.g. distributing the information, call for international or regional support.
- 2) **Weekly status news-mail;** once a week the information officer writes a status report of approx. 2.500 characters, incl. spaces, that is posted and distributed in the AK network, locally and internationally.
- 3) **The Website** of Africa Contact
- 4) **Public meetings** held in Denmark
- 5) **Newsletters and articles** in Danish media
- 6) **Direct contact** with Danish and EU politicians

As the information flow will go both ways, the information work will be prepared and carried out by both AK and NCA information officers.

The information work is meant to strengthen the partnership and keep politicians up to date and well-informed about the current political situation as seen from an NCA-perspective. Moreover, the element of risk to NCA members, such as being regularly exposed to e.g. arrests, violence, and police ransacks, makes the swift and immediate action by AK members in for instance contacting embassies or politicians to condemn an arrest very important.

**Notice:** The application text **must** adhere to the above structure, which also underpins the instructions available on the following pages. This part cannot exceed 25 pages.

## 3. Budget summary

Here a summary of the main budget items should be provided.

A detailed budget with notes must be submitted in the annex “*Budget format*”, which can be downloaded at: [www.prnngo.dk](http://www.prnngo.dk). NOTICE: Remember to fill in all three spreadsheets in the Excel file.

See also “Guide to budget preparation” at [www.prnngo.dk](http://www.prnngo.dk)

<b>Budget summary:</b>		<b>currency</b>
Indicate the total cost (i.e. including contributions from the Project Fund as well as other sources)	998,471.00	DKK
Of this, the Project Fund is to contribute	998,471.00	DKK
Indicate any other source of finance, including the Danish organisation’s or its partner’s contributions, if any	-	
Indicate total cost in local currency	181,540.00	USD
Indicate exchange rate applied	100 USD = 550 DKK	
If relevant: Indicate the extent of project-specific consultancy assistance (spreadsheet 3 of the budget format), see also “Guide to budget preparation”	-	DKK

<b>Main budget items:</b>	<u>Full amount</u>	<u>Financing plan</u>	
		<u>Of this, from Project Fund</u>	<u>Of this, from other sources</u>
1. Activities	356,774.00	356,774.00	-
2. Investments	28,600.00	28,600.00	-
3. Expatriate staff	-	0.00	-
4. Local staff	297,000.00	297,000.00	-
5. Local administration	95,700.00	95,700.00	-
6. Project monitoring	81,180.00	81,180.00	-
7. Evaluation	-	0.00	-
8. Information in Denmark (max 2% of 1-7)	17,185.00	17,185.00	-
9. Budget margin (max 10%, min 6% of 1-8)	52,586.00	52,586.00	-
10. Project expenses in total (1-9)	929,025.00	929,025.00	-
11. Auditing in Denmark	4,125.00	4,125.00	-
12. Subtotal (10 + 11)	933,150.00	933,150.00	-
13. Administration in Denmark (max 7% of 12)	65,321.00	65,321.00	-
14. Total	998,471.00	998,471.00	-

## 4. Contact information

<p><b>Basic information about Danish applicant organisation</b></p> <ul style="list-style-type: none"> <li>• Organisation's name</li> <li>• Address</li> <li>• Telephone and fax, if any</li> <li>• Email address</li> <li>• Website, if any</li> <li>• Name and address of other participant Danish organisations, if any</li> </ul>	<p><b>Danish organisation</b></p> <p>Afrika Kontakt  Wesselsgade 4 kld.  2200 Copenhagen N  Denmark  Tel.: + 45 35 35 92 32  Email: <a href="mailto:sak@afrika.dk">sak@afrika.dk</a>  Web: <a href="http://www.afrika.dk">www.afrika.dk</a></p>
<p><b>Contact person</b></p> <ul style="list-style-type: none"> <li>• Contact person's address (if different from the organisation's home address)</li> <li>• Contact person's email</li> </ul>	<p>Anna Catherine de Laine  Nørrebrogade 154, 3. tv.  2200 Copenhagen N  Tel: - 45 20 77 80 95  Email: <a href="mailto:acdelaine@hotmail.com">acdelaine@hotmail.com</a></p>
<p><b>Partner in the South</b></p> <ul style="list-style-type: none"> <li>• Organisation's name</li> <li>• Address</li> <li>• Country</li> <li>• Email address</li> <li>• Website, if any</li> </ul> <p>If there are several counterparts, all organisations must be mentioned.</p>	<p><b>Partner in the South</b></p> <p>National Constitutional Assembly  348 Herbert Chitepo Ave  Harare  Zimbabwe  Tel: +263-(0) 4-736338, +263-(0) 4-730431  Email: <a href="mailto:nca-info@zol.co.zw">nca-info@zol.co.zw</a>  Email (National Director): <a href="mailto:mudzengie@email.com">mudzengie@email.com</a>  Web: <a href="http://www.nca.org.zw">www.nca.org.zw</a></p>



## 5. ANNEXES

### OBLIGATORY ANNEXES

Remember that the following annexes concerning the applicant Danish organisation must be attached:

- a) the organisation's statutes,
- b) the latest annual report,
- c) the latest audited annual accounts,
- d) list of names of governing body's members, and
- e) list of the organisation's Danida-funded projects (including those financed by the Mini-Project Fund and the Project Fund) over the past five years. Indicate reference number, title, country, amount granted and project period.

### Supplementary annexes (max. 30 pages)

Annex no.	Annex title
1	Strategy 2013 - Africa Contact
2	Organigram for Afrika Kontakt
3	Folkelige forankring for Afrika Kontakt
4	Vedtægter og vision for Afrika Kontakt
5	Årsberetning og arbejdsprogram 2010
6	Årsrapport med årsregnskab 2009
7	Liste over Danida/Projektpulje støttede projekter per April 2010
8	Afrika Kontakts Forretningsudvalgsmedlemmer
9	Constitution of NCA
10	NCA staff profiles
11	Project budget

**Notice:** All annexes should be submitted in a format allowing for easy photocopying (i.e. no magazines, books, newspapers cuttings, but only copies of relevant excerpts thereof).