Memory Jameson, a resident of Tadzoka village, poses for a picture with the result of her cartographic skills which identify natural resources, roads, dip tanks, gardens, and irrigation systems in her village. As part of the community visioning process in Ward 12 (Chivi), the legend on Memory's map identifies well-to-do households (red circles), middle-income households (black circles), and in blue circles, vulnerable households. © Charmaine Chitate/CARE

Community Visioning Culmination Report

Takunda Resilience Food Security Activity

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Disclaimer

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LIST OF ACRONYMS

AGRITEX	Agriculture Technical and Extension Services
CAP	Community Action Plan
CPU	Civil Protection Unit
CV	Community Visioning
DDF	District Development Committee
DRR	Disaster Risk Reduction
DFNSC	District Food Nutrition Security Committee
ECD	Early Child Development
EMA	Environmental Management Agency
EWS	Early Warning System
FGD	Focus Group Discussion
FFBS,	Farmer Field Business School
GBV	Gender-Based Violence
GoZ	Government of Zimbabwe
HH	Household Head
IEC	Information Education Communication.
ICT	Information Communication Technology
IGA	Income-generating Activity
MSD	Meteorological Services Department
NGO	Non-Governmental Organization
O&M	Operation and Maintenance
PAOZ	Pentecostal Assemblies of Zimbabwe
PLW	Pregnant and Lactating Mothers
RDC	Rural District Council
SRHR	Sexually Reproductive Health and Rights
VIDCO	Village Development Committee
VHW	Village Health Workers
VSLAS	Village Savings and Lendings Association.
WA	Weighted Average
WFNSC	Ward Food Nutrition Security Committee

EXECUTIVE SUMMARY

This report presents the process, outcomes, and learnings of the Takunda Community Visioning (CV). Takunda is a Resilience Food Security Activity (RSFA) that seeks to promote sustainable, equitable, and resilient food, nutrition, and income, directly impacting 301,636 people in Manicaland and Masvingo provinces Zimbabwe. Community Visioning serves as the starting point and the foundation for all of Takunda's interventions.

The report also sought to understand TOC gaps in discussions with BHA/PCS, where the answers were expected to come through the CV process. The gaps included the existence and functionality of community development structures such as Food and Nutrition Security Committees, Waterpoint Committees, DRR; how and with what success communities previously addressed multiple shocks (environment, health, economic, etc.) and stressors; the currently used channels of communications for early warning systems (EWS) and seasonal climate forecasting; the already established community priorities and aspirations that align with project outcomes and objectives and how they were developed. Comprehension of these gaps is necessary to help refine Takunda's Theory of Change, ultimately informing Takunda programming.

CV is a process in which communities work collectively and continually to identify opportunities and a range of possible context-specific solutions they can implement on their own and through collaboration with other external stakeholders. CV is a response to top-down approaches, which often fail to nurture community ownership and perpetuate donor syndrome. Zimbabwe has experienced over 30 years of substantial resource investments from development partners that include NGOs, government, and the private sector but with little to show. The communities continuously become recipients of "development" that did not engage them during the conceptualization phase. In a way, the development initiatives have destroyed the community's resilience mechanism to shocks and stressors.

The primary outcome of the CV process is a Community Action Plan (CAP) that reflects the aspirations and priorities of different population subgroups by gender and age groups within a specified timeframe, which is usually five years reviewed periodically. Takunda field staff guided communities on coming out with the CAP. In Takunda, a community is a Cluster of Villages ranging from two for Mutare District to six in the other three Takunda districts. A Cluster of Villages, previously called the Village Development Committee (VIDCO), is a planning unit established within Chapter 29, Section 17 of the Traditional Leaders Act of Zimbabwe and deliberates on planning, management of natural resources and their associated activities within the community (Masuku & Macheka, 2021)[i]. The CV process is usually conducted in five days and is premised on five key steps, namely:

Step 1- Where are we?

This is about understanding the community inventory – the social, economic, and environmental aspects that help define the vision for the community's future. The Takunda CV process emphasizes community assets and resources rather than needs and identifies options and opportunities for the future.[ii] The

focus is on the positive attributes of community resources and how they can be sustainably utilized to benefit the whole community.

Step 2 - Where are we going?

This is about understanding community trends to comprehend past climatic, economic, social, and health events necessary to predict the future and how they had affected different community population subgroups by age and gender. In addition, this step is also about understanding recurrent failures in the past project that Takunda should avoid. The main output of this step is an analysis of probable scenarios or events that are likely to continue in the future.

Step 3 - Where do we want to be?

This is about comprehending the community's desired vision. The visioning process starts at the individual level cascading to each community population group by age and gender, and then Cluster level. Ideal communities are encouraged to set a vision for at least five years with periodic reviews depending on the prevailing economic, social, and environmental situations. Takunda uses a river code play, a powerful tool that assists communities in defining their vision. The key lessons from the code are self-reliance, community capacity building, improved organization, and social cohesion to ensure the vision is reached.

Step 4 - How do we get there?

This step entails understanding specific goals, strategies, and action plans that support the vision statement. The specific goals, strategies, and action plans start at each community population subgroup by age and gender before they are consolidated for the whole community and ranked in order of priority. The prioritization of each action plan is guided by its risk level, impact, and sustainability. The sustainability analysis checks on the action plans' compliance with human and environmental conditions, local practices and policies, national policies, and the macro-economy.

Select people do the CAP compilation among the program participants, and once it is complete local leaders append their signatures and stamp dates to it as a sign of endorsement. The original copy resides in the community, while other interested stakeholders will have a chance to make a copy for reference when doing their programming. The local leadership endorses prioritized action plans at a broader community meeting attended by the whole community, government, business, and private sector stakeholders with a stake in the area.

Step 5 - Are we getting there?

This step is concerned with translating priorities and aspirations into action. The step involves implementing, monitoring, and continuous evaluation of the action plans in line with set targets. The key questions answered here are with whom, how, and time frame. The main outputs of the step are a

detailed monitoring and evaluation plan with clearly set targets, and a detailed implementation plan with a clear funds mobilization strategy.

The CV process made several adaptations in response to challenges and issues from program participants, Takunda staff, and the government. The first adaptation done was to reduce the days of conducting the CV from five to three without affecting the process and outcomes. As alluded to earlier, the CV process is usually conducted in five days, distributed as day one sensitization and identification of population subgroups at the Cluster level, day two and three situational and trends analysis and visioning at the village level, day four consolidation of day two and three outcomes at the Cluster level. The consolidation is done by representatives from villages from each population subgroup. Day five is the feedback to the broader community and selection of Cluster CAP writers and a community monitoring team. Following concerns raised by the community that this was increasing time poverty, all Cluster Villages started meeting at the Cluster level instead of in their separate village level from day one. In addition, instead of only doing sensitizations and identifying population subgroups, a situational analysis was also done. This meant there was no need for days four and five, hence the three days. The process also enabled the staff to have more time to conduct the CV in other Clusters.

The second adaptation was the translation of all the CV tools into Shona, the local language. Results from the CV pilot training done in Chivi and Mutare showed varied translations based on dialects by staff and program participants, leading to different meanings. The Shona tool allowed communities to start the CV process even on their own without waiting for Takunda staff.

Further adaptation was developing and using a separate CV tool for young people. The CV tools were applied uniformly among all population subgroups, young and old. However, through interaction with youth, it was seen that the tool needs to be adapted to their needs. The young people's tool design captured their areas of interest, such as income-generating projects (IGAs) and vocational skills. Most young people associate farming activities with their parents and thus do not participate fully in such areas.

In response to the COVID-19 lockdown restrictions, which prohibited community gathering, Takunda used E-Extension (WhatsApp, SMS, or voice calls) to coach and mentor CV facilitators to initiate the CV process in the Clusters. The E-extension has since been extended to coaching and mentoring CAP writers to address transportation of staff challenges that were sometimes faced due to competing Takunda activities. Community-trained CV facilitators were also used in Mutare and Buhera during the COVID-19 lockdown. The community-trained CV facilitators also came in very useful in addressing staff shortages because of competing Takunda studies.

The significant outcomes of the CV process across the four districts are:

a) Livestock production came as the top priority across all four districts. In Mutare and Buhera, the focus is mainly on small livestock in poultry (layers and broilers), prioritized mainly by women 36 years and above. In Chivi and Zaka, the focus is mainly on cattle and goats prioritized by males 36 years and above.

b) Water provision for multi-purpose use became a second priority area across all the four districts and was mentioned by males and females age groups 36 and above. Boreholes drilling and rehabilitation, weirs construction and rehabilitation, and water harvesting techniques were highlighted as crucial action plans to address the water shortage.

c) Next in line are Income Generating Activities (IGAs) mentioned mainly by females 20 to 49 and young males aged 20 to 35.

d) Young people next mentioned vocational skills training, both males and females, 20 to 35. Events management, cosmetology, and catering for females and computer skills, welding, motor mechanic, and carpentry for males.

e) Field crops such as millet, sorghum, and groundnuts were mentioned mostly by females, age groups 36 to 49

f) Village Savings and Lending Associations (VSLAs) are mentioned by females 20 to 49.

g) Gender-based violence prevention and mitigation came out as an essential action plan in the Mutare District. Mutare is home to the Apostolic faith sect where polygamy is rampant and mostly adolescent girls are married to older people.

h) There was also action plans not aligned to Takunda's purpose areas. The emphasis during the CV was to come out with a CAP that holistically looks at all aspirations and priorities of the Cluster. The participants also prioritized roads, footbridges, dip tanks, schools, clinic constructions, and upgrading to meet increased catchment population.

DETAILED PROCESS

Training of staff

Most Takunda staff did not know or understand the community visioning process. To address this, Takunda conducted two staff pilot training sessions through the Community Visioning Lead/Specialists that combined both the theory and the practice of the process. The training, held in Masvingo (8 -16 April 2021) and Mutare (22-30 April 2021), built capacity in staff and provided some learning points adopted during scaling up of the CV process in all the Takunda Clusters.

The staff training was in two parts, over four-days, focusing on understanding key concepts and strategies. This was followed by a five-day practical application of Ward 12 Cluster A in Chivi, Masvingo Province, and Ward 11, Cluster 2 Mutare, Manicaland Province. At the end of each training initiative, half a day was set aside for pause and reflection. Reflecion sessions were aimed towards gleaning lessons learned during the theory training and practical application. The 'pause and reflect' sessions highlighted *"what went well, what did not go well, and recommendations for improving the CV process."* Key highlights from the pilots were the need to use tools in local languages and make the process more community-centered. This would be accomplished by capacitating community representatives from different

population subgroups to facilitate the process with Takunda staff providing technical backstopping and having the CAPs written by the community representatives as opposed to Takunda staff.

Community entry from district level (process and expectations)

The success of Community Visioning is anchored on a community entry process that addresses principles of engagement, namely inclusiveness and gender sensitivity, empowering marginalized groups (like women), building a mutually beneficial partnership, respecting diversity, religion, and recognizing that culture is flexible and dynamic. It is based on a commitment to collaboration.

Takunda's community entry noted three primary levels; the district is made up of mainly government stakeholders, the local leaders composed of ward Councilors, traditional leaders, confident influential leaders, ward-based government extension staff, and more importantly, the program participants. Program participants are women and men of all age groups, and persons with disabilities and those with chronic illness such as diabetes.

District-based stakeholders

Takunda conducted four district inception meetings, one in each district. The primary stakeholder engaged is the Food and Nutrition Security Committee (FNSC), chaired by the District Development Coordinator and comprising government line ministries and other development partners at the district level. The program was welcome in all districts, and Takunda was implored to collaborate with DFNSC through regular updates and joint training, monitoring, and evaluation.

Local leadership and opinion leaders

The local leaders engaged include the ward councilors, traditional leaders (chiefs, headmen, and village heads), opinion leaders such as religious and other influential people in the community, and ward-based government extension staff. The leaders were engaged through various methods such as sensitization meetings/key informant interviews during community visits, telephone calls, and WhatsApp messages. The purpose of the meetings was to raise awareness on the objectives of Takunda and the CV process, seek approval to conduct the CV process, and invite them to mobilize communities to attend. The purpose was also to seek their support messaging and addressing pervasive social, cultural, and religious norms that hinder development in their areas.

Program participants

These are men, women, female youths and male youths, people with disabilities, adolescent girls, etc., further disaggregated by gender, age, life stage (married, unmarried, etc.), social status, religious and cultural groupings, and livelihood status. The engagement of program participants was done to ensure the relevance of design to needs, thereby aligning community priority interventions to the Takunda program. This is critical in informing Takunda intervention strategies and action plans and ensuring sustainability. The program participants were engaged at ward and cluster meeting centers and sat

according to their age, gender and vulnerabilities during the CV process to develop priorities and aspirations specific to them. The purpose of disaggregation by sex, age, and vulnerability was crucial and helped to identify unique challenges, opportunities, visions, and aspirations for each specific group. The subgroups later converged during the compilation, validation, and consolidation of the priorities and aspirations to develop shared community action plans for the Cluster.

Detailed CAPs

Up to today, 150 Community Action Plans (CAPs) that came through the community visioning process across the four Takunda districts were analyzed with the outputs in the report (Table 1). The CAPs reflect various desired priorities and aspirations for each population subgroup (e.g., elderly women, women of reproductive age, pregnant and lactating women, youth, elderly men, young men, persons with disabilities, orphans) and agreed shared priorities for each Cluster. For analysis, the weighted average (WA) was used. The WA is a concept where all elements are not contributing equally to the final result. Some values are more important than others; hence they are multiplied by a higher coefficient (weight). In this case, the community ranked action plans differently, with those they consider having the highest impact in changing their lives ranked more highly. Mathematically WA is given by the formula

$$\frac{W1\ X1 + W2\ X2 + \ldots\ldots + Wn\ Xn}{w1 + w2 + \ldots..wn}$$

where X1, X2...Xn are the ranking of the action plans by the community, and W1 are the weights.

Using the WA formula, action plans in each district are ranked from the highest to the lowest in terms of how the program participants value them (Annex Tables 2 to 5). The highest-ranked action plan has the highest score, with the lowest-ranked having a score of one. For instance, where the community has come out with ten community actions, the highest-ranked project will have a score of ten, and the lowest-ranked will have a score of one.

Table 1: Wards and Clusters for CV Analysis per district

DISTRICT	NUMBER OF WARDS	NUMBER OF CLUSTERS
Buhera	11	36
Mutare	17	39
Chivi	15	39
Zaka	11	36
Totals	54	150

District-based government stakeholders

From the meetings with government stakeholders, their main expectation is that Takunda conducts urgent/swift community feedback after the CV process to address community expectations raised. They also expressed hope that the CV process will help them in their day-to-day work through implementing community-driven initiatives. The RDCs expected the CV process to feed into their ward and district plans. The ministry of women affairs and that of youth and sport expected the CV process to give women, girls, and young people, both males and females, opportunities to decide what is best for them. On the downside, though not explicitly expressed, the lack of refreshments and allowances to stakeholders was a significant hindrance to the full participation of government stakeholders. In the event of competing activities by other NGO that had allowances, most government staff would give excuses not to participate in the CV process. In all districts, government stakeholders echoed that spending 2-3 days from their office-based commitments and getting nothing at the end is a major barrier to participation.

Local leadership and opinion leaders

The local leaders' main feedback was the hope that the CV process would result in action plans ownership by the community since they would have been involved. Councilor Bowas Museki from ward 14 in Zaka had this to say, *"When development partners engage us, they have to make it clear that we own the project too like you have done today. When we then work together, we will remind ourselves that this project is 'ours' and we will ensure we put measures for its sustainability when the partner leaves."* This was also collaborated by Village Head Tadzoka, Chivi' Cluster A' ward 12, when he said, *"if you from NGOs come with your projects, we will not reject them, but the moment your funding ends, that is also the time we go back to what we have been doing before you come."*

The local leaders expressed satisfaction in the CV process in complementing their work and thus looked forward to using the CAPs to inform their development initiatives. The local leaders also pointed out that mobilization for community activities is taxing and sometimes eats into their family income.

Program Participants

The feedback from the program participants was that Takunda should provide quick feedback to them on the action plans they will be funding to allow them to plan for those other action plans that are not aligned with Takunda's purpose areas. They pointed out that already hopes and expectations have been raised on these fronts.

Other direct feedback from the program participants was the appreciation of the CV methodology, especially the use of codes. They pointed out the river code as an eye-opener to them by emphasizing what they as communities can contribute without too much reliance on external support. The code also opened their eyes to the fact that they are the drivers of their development, first and foremost, and external support only enhances what they are already doing. In addition, discussions around historical timelines, present and past projects, visions, and goals to attain the aspirations were a learning curve.

The young people were motivated by their inclusion and the platform to speak their minds and aspirations. They indicated that the past projects in the area were leaving them out. Other young people were motivated by being part of the Cluster team to compile the CAP, recognizing that they felt the older people would see them as helpful community members; as most older people typically view young people as lazy and unproductive. Another feedback from the program participants and CAP writers was the need for refreshments during the CV process. Some indicated that they would have travelled for more than one hour one way to the Cluster centers, while the elderly pointed to having chronic illness such as diabetes.

Preferred Action Plans (projects) by Gender and Age

Table 2 shows the preferred action plans or projects by gender and age from the four districts.

Table 2: Preferred action plans by gender and age

POPULATION SUBGROUP	PREFERRED ACTION PLANS
20-35 females	Vocational training (catering, cosmetology, computer studies, events management)
20-35 males	Vocational training (welding, carpentry, computer, motor mechanics, building)
36-49 males	Big livestock such as cattle, field crops (especially cash crops) production, fish and beekeeping, horticulture gardens
36-49 females	Field crops (small grains, groundnuts, and roundnuts), horticulture gardens, IGAs (buying and selling second-hand clothes), baking, school uniforms, soap making, and peanut butter making
50+ females	Small livestock and IGAS (like weaving and sewing school uniforms)
50+ males	Big livestock, dams, boreholes, irrigations, roads, dip tanks, community halls, bridges, rural electrification
Pregnant lactating women	Clinics, feeding and infant care, ECDs and schools, orchards, horticulture gardens, toilets construction
Persons with disabilities	Less labor-intensive IGAS (such as poultry production), buying and selling goods

CAP summaries

Buhera

In Buhera, small livestock production, health marketing were mentioned as a high-priority action plan. This includes poultry, both for meat and eggs. The action plan was mentioned mainly by the group ages 36 and above, females. They indicated that they already have fowl runs. Some are already in that business but would like to have their business boosted through improved husbandry practices, including market linkages and providing feeds and chemicals. Water for drinking and productive use availability is also a big issue, as indicated by the district. The provision of boreholes, weirs, and water harvesting were the main action plans to address water scarcity issues. This was mentioned by both males and females

36 and above. However, weir dam and water harvesting technologies were prioritized chiefly by men. Most boreholes in the district are non-functional, and the few functional are seasonal, hence being a burden, especially to women and young girls. The water sources were proposed to support horticulture gardens and livestock watering for productive use. Horticulture gardens were prioritized mostly by women age groups 20 and above.

Third is vocational skills training for young people 20 to 35 years old. The young males mentioned such courses as welding, carpentry, motor mechanic, while their female counterparts mentioned cosmetology, events management, and catering. Both females and males mentioned computer studies. Field crops such as groundnuts and roundnuts were prioritized next and mentioned mainly by women 36 and above, whereas the males' age group 36 and above preferred millet and sorghum. Both males and females also mentioned the maize crop, but they all pointed out that history has shown that they will not harvest enough to feed their families unless they have water. VSLA also came out as a priority area, primarily by women aged 36-49. At least 60 percent of the clusters highlighted VSLA as a priority project. There is a correlation between the VSSA and IGAs as women groups highlighted that they need the VSLAs to support their IGAs. Other action plans mentioned outside the scope of Takunda are clinic construction, especially by pregnant lactating women (PLW) and roads and footbridges construction, especially by males age group 50 plus. The complete list of action plans by priority for Buhera is shown in Table 5.

Mutare

IGAs mentioned were along gender lines. In Mutare, small livestock production and marketing is the top priority project. The small livestock mentioned were poultry for both meat and eggs and goats rearing, prioritized mainly by females aged 36 and above. Big livestock, in particular cattle and goats, were mentioned by males age groups 36 and above. Income-generating projects primarily by females age groups 20 and above and males age groups 20 to 49 came out as second priority action plan. Females mentioned baking bread, detergents making, buying, and selling plates, pots, and second-hand clothes; while males mentioned agro-processing, fish, beekeeping grinding mills, and hardware shops. Males and females aged 20-35 also highlighted IGAs as their priority projects. Water provision for multi-purpose use is a third priority action plan in the district. Like Buhera, action plans mentioned are boreholes drilling and rehabilitation, weirs construction and rehabilitation, and water harvesting techniques. Other action plans aligned to Takunda were vocational skills training for young people and VSLA, primarily by women. Gender-Based Violence prevention and mitigation also came out as a priority action plan in Mutare, especially among the Apostolic sect Clusters. The non-Takunda aligned action plans that were prioritized include constructing schools and clinics by mostly PLW, rural electrification by males 50 and above, and footbridge construction at strategic places like across streams linking schools in the ward. Table 6 shows Mutare's full list of prioritized projects.

Chivi

Big livestock such as cattle and goats production and marketing is the top priority action plan in Chivi District, mentioned mainly by males age groups 36 and above. Masvingo Province, where Chivi and Zaka districts are located, has the highest number of cattle in Zimbabwe, and cattle rearing and marketing is

a significant livelihood for most households. Also mentioned were small livestock production such as poultry for meat and eggs and goats rearing, mostly by women. The demand for vocational skills is very high in the district among young people. Vocational skills training thus came as a second priority action plan in the district with course choices along gender lines. IGAs came as a third priority action plan and were cited by females ages 36 to 49 and young females 20-35. Water provision for multi-purpose use came as the fourth priority area where proposed action plans were boreholes drilling and rehabilitation, weirs construction and rehabilitation, and water harvesting techniques; male and female ages 36 and above prioritized water provision. The following action plans prioritized are VSLAs, aquaculture, and drought-resistant field crops. Chivi has several water bodies that participants mentioned can be utilized for fish farming. The program participants also prioritized other non-Takunda aligned action plans such as toilets construction to improve sanitation, mentioned by males age groups 36 and above and PLW, road construction, and planting of trees. Table 7 shows the full list of prioritized projects for Chivi.

Zaka

Like in Chivi, big livestock production and marketing is a top priority action plan in the district. This includes cattle by men and small livestock by women. IGAs came as the second priority action plan, mentioned mainly by females aged 20 and above and males 36 to 49. Some of the IGAs mentioned were coffin making, fodder production, and mushroom farming. There is a ready market for these products in Zaka Rural and Jerera growth point. Water availability for both drinking and productive use is the third priority action plan in the district. Communities look forward to building on ENSURE irrigated horticulture gardens. Next in line is vocational skills training for young people aged 20 to 35, both males and females. Migration by young people to neighboring countries is very high in the area, but mostly they end up doing menial jobs as they do not have requisite technical-vocational skills. VSLA was also mentioned among females age groups 20 and above. They pointed out that the VSLA has supported their IGAs and vice versa. The district also mentioned field crops under irrigation as a project that will improve their livelihoods, considering that they always experience droughts. One of the crops with a ready market being grown in the district is sesame, and Takunda should consider promoting it on a larger scale. Other action plans mentioned include aquaculture, primarily by males aged 36 to 49, infant care by PLW, and tsotso stoves (fuel-efficient wood-burning stove). Table 8 shows the full list of prioritized projects for Zaka.

The link below show an example of original Community Action Plans generated by the community.

[PDF] Buhera Ward 7 VIDCO 3 CAP.pdf

CONCLUSION AND RECOMMENDATIONS

Table 3, below, shows recommendations for improving the CV process.

Table 3: Issues and recommendations

ISSUE	RECOMMENDATION
Implementation of action plans from CAPs	• Takunda should hasten to implement action plans from the program participants aligned to the three purpose areas as communities are getting restless, especially those that address challenges for women, young women, and young people. Livestock production and marketing became a top priority across all four districts. Takunda should have a clear strategy on livestock, mainly focusing on health, feed, and inbreeding, as these were highlighted as significant hindrances to livestock improved production.
Young people's participation and inclusion	• Takunda should make deliberate efforts to promote young people only projects rather than having them among other population subgroup members. • Mobilization of young people should be intentional and consider meeting them at the places they frequent the most. • Promote sporting activities and take advantage of such events to get the voice of young people.
Refreshments during CV process	• Consider refreshments for communities in lieu of the relatively long distance traveled to the meeting center.
Voice of adolescent boys and girls	• Takunda should develop a strategy for capturing the voices of adolescent boys and girls.
Feedback to the communities	• Takunda should start planning for community feedback meetings to highlight what it can implement and what the communities should implement on their own.
Support for government staff	• This refers to Takunda support to government staff in the form of project-related job aids (eg manuals, reporting tools, information education and communication (IEC) and visibility materials such as carrier bags, hats) to motivate government staff. Government staff are ill resourced, hence provision of these project related job aids will go a long way in them supporting Takunda activities.
Motivation for CAP writers	• Consider the provision of facemasks, visibility material (IEC) t-shirts to CAP writers. Cap writers put together all Community data to come up with an authentic document and usually this takes three to five days after the CV process.
Mobilization of communities by local leaders	• There is a need to consider airtime support for local leaders. Mobilization for community activities by local leaders is taxing and eats into their family income. • In addition, Takunda should consider the provision of facemasks, visibility material (IEC) t-shirts as motivation material.

Key gaps answers

Table 4 show the summary findings for each knowledge gap and preliminary draft implications for Takunda program implementation.

Table 4: Findings of the Evidence Knowledge Gaps and draft Implications for Takunda implementation

QN #	QUESTION	TOC PATHWAY	FINDINGS
55	Are Goz funding, structures and mechanisms, and materials to support WASH outcomes currently operating and in place? Are there gaps that need to be addressed?	2.2.2.3	Government funding mechanisms to support WASH outcomes are limited due to resource constraints. District Development Fund, a government department responsible for WASH outcomes, is ill-resourced and sometimes depends on community contributions to attend to WASH maintenance works.
73	What are the currently used communications channels for EWS messaging, and their effectiveness for specific groups of vulnerable and exposed people and communities?	3.2.2.1	**Channels**: AGRITEX, Civil Protection Unit (CPU), Rural District Council (RDC), TVs, radios, bulk messaging through phones, MoHC through VHWs and Health centers, traditional forecasters, physical meetings with communities, IEC printed materials such as fliers, posters, brochures, and other government extension departments Government extension departments' effectiveness is hindered by mobility challenges. Mobile phone (bulk messaging, social media platforms such as WhatsApp, Maisha tips) is the most effective channel for the people who own the gadgets but excludes the most vulnerable. But communities complain that the terms used are too technical. MSD, Radios are effective; communities share the received information. However, only people with radios have access to the information. Printed materials are effective as the information is shared throughout communities. However, this disadvantages those who cannot read and write. Traditional forecasters reside in the community and are easily accessible. However, the community's belief in them is low due to

			modernization as it's now less appealing to young people.
84	What are the established community priorities and aspirations that align with project outcomes and objectives?	3.1.1.1 and 3.2.1.1	Communities prioritized rearing livestock, big for males and small for females, provision of water for multi-purpose use to respond to resilience to shocks and stressors, environmental protection (afforestation), gender-based violence prevention and mitigation, food security, access to health facilities, technical vocational training for young people, and income-generating projects which are all in line with the Takunda project goal.
72	Who are the critical governmental, non-governmental, and business/private sector stakeholders who could support community-based management systems' sustainability for environmental, economic, and climate shocks and stressors?	3.2.1.1	**Government**: Environmental Management Agency (EMA), Rural District Councils (RDC) Environmental Sub Committee, Forestry Commission, AGRITEX Social Welfare department, Civil protection Unity, Small to Medium Enterprise development, Meteorological Services Department **Non-Governmental Organizations**: Environment Africa, Safire, **Private sector**: There is limited private sector involvement in supporting the sustainability of community-based management systems.
74	What type of information and forecasts are available to communities that will address the community's needs to make climate-informed decisions? How do communities have access to MSD early warnings with a lead time to take early action? What are redundant communication channels to ensure early warnings get to people in need if some of the communication channels get disrupted?	3.2.2.1	Communities access MSD early warnings through radios, roadshows, local television channels, phone bulk messaging, extension services from Agritex and Environmental Health Technicians. MSD usually calls for multi-stakeholder meetings to cascade information to stakeholders, including communities, about rainfall patterns for the coming farming season. The information is usually provided early enough for farmers to prepare. Redundant communication channels to ensure early warnings get to the people include traditional local forecasters. Information type: rainfall availability, heatwaves, floods, droughts, frost cyclones, etc.
20	Is the government extension system effective (if we are going to partner with them)? How can we lobby the government to promote the paravet structures,	1.1.1.1	The government extension service is less effective. Each ward has, on average, only three AGRITEX extension staff (1 extension staff to 500 farmers) , and this affects their reach to all the farmers. They lack resources such as transport

			to reach out to farmers and are sometimes stationary. Takunda can lobby the government to promote paravet structures through training extension providers and paravets in the communities in animal husbandry, basic animal health and business management. On basic health, paravets will be trained to treat minor animal diseases in the community for a fee. Therefore the business management training will help the paravets to be business minded in their service to the communities.
19	What are the models available for the private sector that provide extension services? Are they reaching the most vulnerable, and if not, what are the opportunities to extend their services?	1.1.1.1	Private extension in the target districts is minimal and mainly through a few demo plots by seed, fertilizer, and agrochemical companies promoting their products. The profit motive drives the companies. Their reach to the vulnerable is limited as they cannot afford funds to purchase inputs and services from private sector companies. Although limited in reach due to connectivity challenges, cell phone network providers provide E-extension services, especially on marketing and weather-related issues such as Eco farmer. They do not usually reach out to the most vulnerable people.
21	How sustainable are the previously established structures? [By ENSURE and others? Or even by by GoZ]	3.2.1.1	Most of the established structures such as Environmental Sub Structures, FNSC, Market Facilitators, and DRR ceased to be functional with ENSURE and other development. Takunda will draw learnings for the non-functionality of community groups from the CV, SBC and VSLA and Care Group Inventory. The main factors that arose were: • Poor leadership structures. For functional VSLAs groups, Cluster Facilitators continued to monitor and coach group members, which was instrumental in ensuring that groups remained functional, for Care Groups they had lead mothers and VHW. • Absence of business enterprises to anchor the groups. For functional VSLAs,

				Care Groups are involved in business enterprises (e.g., market gardens and income-generating projects).
				• Inflationary environment especially for VSLA groups eroded the groups income. For functional VSLA groups they have diverse saving modalities (i.e., use of USD/rand which is a stable currency).
				• Lack of social cohesion. Division and distrust of fellow community members in the groups (whether identified by religious affiliation, economic or social status, age, or gender) profoundly affects group functionality.
				• Lack of managerial and engagement capacity. For functional Care Groups, well-trained Care Group Leaders and VHWs were cited in the Care Group Inventory Report as significant driving factors behind functional Care Groups.
				• Lack of support, mentorship, and supervision of groups especially during the formative period was also highlighted as reason for non-functionality of community groups.

The above learnings will be used as the basis for strengthening new and existing groups. Takunda will ensure sustainability of the community structures by promoting different models such as promotion of operation and maintenance fund for community asset groups, fee for service model for paravets and urging communities to make savings in United States dollars, a stable currency for VSLAs to address erosion of group members savings. Takunda will promote participation of lead mothers, male champions, lead elderly women and VSLAs group members in FFBS and other income generating interventions as a way of sustaining their operations. The above measures will be done in addition to enhancing capacities of the groups through

			training, mentoring and coaching of all community groups. For Government structures, Takunda will not have trainings, but rather will work with them through review meetings, joint field monitoring, and involve them in project intervention implementations. Government structures, such as WFNSC, that were found to be not functional in most of the wards have been trained before by other development agents. However, due to a lack of proper leadership, relocation of some of the members through transfers, and a general lack of interest their functionality has been limited. Therefore, continuous training of the staff is not expected to yield much change, hence this alternative engagement approach will enable Takunda to sustain the community structures. Takunda will also use the community scorecard (CSC) to create dialogue between the communities and government structures. The CSC is expected to empower communities to demand services from the government and other stakeholders.
18	To what extent is CARE's climate-smart agricultural approach aligned with the current approach of the government's extension services? What might additional training of government extension providers be required? What time burden might the additional engagement with Takunda pose to these extension workers, and will additional compensation/recognition be required to motivate them to take on new tasks/learning?	1.1.1.1	Takunda promotes the resilience design for harvesting water and improving soil texture within the FFBS as one of the climate-smart approaches. The approach constitutes agroforestry, improved conservation basins, and dead level contours. The approach aligns well with the government conservation agriculture (Pfumvudza) program. The government extension providers will require training in the resilience design concept as it is a relatively new approach. There is no extra time burden incurred through engagement with the government extension providers. Takunda will work with the government extension providers in the already planned activities.

			The government extension providers will also require support in resources such as stationery and making them mobile to monitor Takunda interventions.
32	Are FNSCs operational in villages and wards in our target areas? To what degree? What are barriers to engaging FNSCs as the leading platforms for sustainable interventions? What community-level mechanisms are necessary [In existence or need to be developed] to effectively engage and link with FNSCs?	3.2.1.1	FNSCs functionality is limited. Only 7 out of 92 wards were found to be operational (Takunda Care Group Inventory Report) The main barriers to engaging FNSCs are lack of capacitation and resources to attend regular meetings and monitor activities, staff turnover poor and leadership.
75	How can cross-sector collaboration between the MSD and other government services (agriculture, livestock, extension, etc.) work in collaboration with information users (farmers, traders, input providers, etc.) and traditional forecasters in target communities to improve the timeliness and relevance of climate forecasts and other early warning information, and the ability of farmers and livestock owners to access, understand, and use forecast information to improve decision-making related to agricultural production and food security?	3.2.2.1	This is currently being done through a multi-stakeholder meeting called the MSD, where all various groups, departments, and information users are represented to ensure the smooth relaying of information to the public. In some instances, the MSD collaborates with traditional forecasters whom they call upon/ involve in their planning meetings to ensure information reaches all corners. Factors that improve/ impede include access to mobile phones and network coverage issues where information pertaining to EW is shared. Community access to TVs and Radios also improves/ impedes the timeliness and relevance of information shared. In communities with TVs and broader Radio coverage, they usually resort to early action to reduce impact, pending shocks, and hazards.

			There is a need to simplify the language used in forecasting. Community involvement in the whole process, whereby they have representatives, for example, at MSD multi-stakeholder consultative and planning meetings, will improve trust and belief in the whole system. This is crucial as it allows feedback (positive & negative) mechanisms, which is healthy for a functional system.

17	What are the other actors doing in terms of extension? [A mapping of private and public extension service providers analyzing the reach, quality, and equity issues in accessing the services. (This should include livestock, agriculture, and other productive systems including business development/support services.)]	1.1.1.1	Public extension actors are: (a) Agritex - provides both crops and livestock and new and improved farming practices (e.g., pfumvudza, livestock dozing). They are also the conduit through which government provides pfumvudza agriculture inputs, which usually reach even the vulnerable populations. It has an average of 3 staff who are ward-based. They are not currently reaching vulnerable populations due to mobility challenges. Even though some have self-funded/motorbikes, they are hindered from buying fuel and maintaining the bikes adequately; (b) Veterinary Services - provide animal health care services. These are district-based and only work with livestock people and thus hardly work with vulnerable populations; (c) Churches like PAOZ –(Pentecostal Assemblies Of Zimbabwe) are promoting conservation agriculture and small livestock production in the form of empowerment training, projects inputs (bushveld road runners and the stock feed) as well as food rations. They mainly target the vulnerable populations from their church; (d) Ministry of Women Affairs, Community, Small and Medium Enterprises Development – ward-based extension officers are there in the rural communities, but they are affected by mobility. They lack adequate transport to access the targeted communities.
			Private extension actors are limited, with only one district of the four having an agro seed and agrochemical input suppliers who promote their products and are driven by the profit motive. They offer minimal extension services and are seasonal.

NEXT STEPS AND SUSTAINABILITY

Takunda is working with local leaders' government and RDC to ensure the CAPs are incorporated into the ward and district plans. All the CAPs are endorsed by the area chief, headmen, village heads, and councilors. Takunda plans to conduct feedback meetings with Cluster leadership that includes the village heads, influential leaders, headmen, chief, councilors, and government extension officers. The community feedback meetings will also develop strategies of how best the local leadership will mobilize resources for action plans that Takunda will not have taken for implementation. The meetings will also agree on the community and evaluation framework for all the action plans that Takunda and other stakeholders will implement. Following a request from District Development Coordinators and the RDCs, Takunda will consolidating already developed Cluster action plans from each ward into a Ward plan. The planning unit for the district is the Ward while for Takunda it's the Cluster. The choice of the Cluster is to increase program participants representation as it's a smaller unit compared to the ward. Takunda will present consolidated CAPs to the DFNSC and RDC full council for adoption and incorporation into the RDC plan that informs the district plans.

ALIGNMENT OF ACTION PLANS WITH TAKUNDA

Communities prioritized rearing livestock, big for males and small for females, field and horticulture crops, vocational skills for young people and IGAS which are in line with Purpose 1. Communities also prioritized VSLAs under the same purpose area. Under Purpose 2, communities prioritized provision of water for multi-purpose, an action that also is in line with improving crop and livestock productivity under Purpose 1 as well as improving communities respond to resilience to shocks and stressors under Purpose 3. In addition, communities also prioritized issues to do with environmental protection and GBV prevention and mitigation which addresses Takunda cross cutting areas. In the same vein communities also prioritized other action plans not aligned to Takunda which they will implement on their own and partner with other external stakeholders. Takunda CV process emphasized a holistic approach to addressing community challenges.

Table 5: Buhera prioritized Action Plans

DISTRICT	PRIORITIZATION	ACTION PLANS
Buhera	1	Livestock (small livestock-poultry, goats)
	2	Water provision for drinking and productive use (boreholes, weir dams, water storage)
	3	Vocational training (welding, carpentry, motor mechanics, hairdressing, catering, computer skills)
	4	IGAs (food processing, buying, selling second-hand clothes, peanut butter, candle, polish making, sewing, hairdressing, horticulture, etc.)
	5	Field crops small grains (millet, roundnuts, groundnuts)
	6	VSLA
	7	Clinic construction
	8	Fish and beekeeping
	9	Cattle fattening
	10	Toilets' construction
	11	ECD and Primary school construction
	12	Road construction
	13	Footbridge
	14	SRHR education
	15	Dip tank
	16	Afforestation
	17	Rural electrification
	18	Infant childcare and feeding
	19	Schools upgrading
	20	Dairy cattle
	21	Bridge construction

Table 6: Mutare prioritized Action Plans

Mutare	1	Livestock (small livestock mostly)
	2	IGAS (mushroom, food processing, chalk making, buying and selling of second-hand clothes, peanut butter, candle, polish making, sewing, hairdressing)
	3	Water provision for drinking and productive use (boreholes, weir dams, water storage)
	4	Vocational (welding, carpentry, motor mechanics, hairdressing, catering, computer skills)
	5	VSLA
	6	Field crops (millet, sorghum)
	7	Fish and beekeeping
	8	Clinic construction
	9	Cattle fattening
	10	Footbridge
	11	ECD and primary school construction
	12	Rural electrification
	13	Toilets
	14	Afforestation
	15	Recreational facilities
	16	Vocational center construction (site already approved)
	17	Dip tank
	18	SRHR education
	19	Market place construction
	20	Waste management
	21	Gender-based violence prevention education

Table 7: Chivi prioritized Action Plans

DISTRICT	PRIORITIZATION	ACTION PLANS
Chivi	1	Livestock (mostly cattle)
	2	Vocational training
	3	IGAs
	4	Water provision for drinking and productive use
	5	VSLA
	6	Fish
	7	Field crops (especially small grains) production
	8	Existing dam rehabilitation
	9	Road construction
	10	Construction of toilets to improve sanitation
	11	Electrification of business centers
	12	Beekeeping
	13	Cattle fattening
	14	Safe Cross border trade
	15	Afforestation
	16	Rehabilitation of existing irrigation
	17	Establishment of recreational facilities for young people
	18	Establishment of a community orchard
	19	Community hall construction
	20	Clinic construction

Table 8: Zaka prioritized Action Plans

Zaka	1	Livestock (Cattle mostly)
	2	IGAs (coffin making, beer brewing, fodder production, mushroom, rabbits)
	3	Water provision for drinking and productive use
	4	Vocational training
	5	VSLA
	6	Field crops (sesame and potato crops mentioned mostly by women as a viable cash crop)
	7	Fish farming
	8	Beekeeping
	9	Toilets construction
	10	Road and bridge construction
	11	Cattle fattening
	12	Dairy farming
	13	Clinic construction
	14	Afforestation
	15	Existing dam rehabilitation
	16	Preschool construction
	17	Market place construction
	18	Cattle pass on
	19	Orchard
	20	Mining
	21	Recreational facilities
	22	Sexual reproductive health and rights education
	23	Tsotso stove
	24	Lessons on childcare and feeding
	25	Elderly home construction

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