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Tree of Life Zambuko End of Project Performance Evaluation

An independent evaluation conducted by Q Partnership



List of acronyms

1. **ToL - Tree of Life**
2. **PACS - Psychosocial Awareness and Coping Skills**
3. **CAPS - Community Action Plans**
4. **CCF - Community Cohesion Facilitator**
5. **DC - District Council**
6. **DDC - Deputy District Councilor**
7. **RDC - Rural District Council**
8. **FFA - Food Assistance for Assets**
9. **IPTT - Indicator Performance Tracking Table**
10. **MDTC - Mwenezi Development Training Centre**
11. **GBV - Gender Based Violence**
12. **USAID - United State Agency for International Development**
13. **VSL - Village Savings and Loans**
14. **WFP - World Food Programme**

0. Executive Summary

Tree of Life (ToL) demonstrated strong capacity in supporting development players to increase the core resilience capacities of the communities they serve. This was ably demonstrated through the facilitation of PACS workshops and conflict management for beneficiary communities selected to benefit from various livelihoods resilience support interventions. As an add on intervention, PACS training provided much needed mental health and stress management therapy, both fundamental building blocks for a resilient mindset. After benefiting from ToL's distinct offering and learning how to deal with stress and trauma at individual, family and community level, communities were drawn towards a Community Vision and Community Action Plan (CAP) that provided trackable roadmaps to success. With the support of Community Cohesion Facilitators (CCFs) synonymous with ToL and trained in conflict management, several communities actively track progress on their CAPS implementation efforts. Community conflicts are pre-empted, rationalised and significantly reduced. Community cohesion was enhanced, with individuals drawn to participate and work together for the common good. There is a strong voice commending the work of the CCFS and appealing for continued support and capacity building. There is compelling evidence that key outputs which include Community Visions, CAPs, cohesiveness and conflict reduction have been successfully achieved.

Teething problems manifesting in the form of administrative hiccups around beneficiary selection, partner orientations, program implementation and related details could be pre-empted through coordinated preparatory efforts. The sustainability of the outputs achieved will continue to demand support structures and resourcing for the CCFs, training of a critical mass of community members followed by continual rejuvenation of the concepts learnt, and perhaps ongoing ToL visibility within the communities trained.

If the momentum generated by ToL is maintained, and its gains are sustained, communities could begin to become truly resilient in the face of shocks and stressors, with internal capacity for: -

- Coping with stress and trauma at an individual, family and community level.
- community collaboration.
- adhering to their constitutions/operating guidelines.
- being aware of and managing their own barriers and enablers.
- constructing shared community visions.
- designing relevant community action plans, and
- actively reducing conflict as beneficiaries seek out mutual interests.

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1. Introduction and Context

Tree of Life (ToL) Trust Zimbabwe is a non-governmental organisation whose vision is to inspire a healed and resilient cohesive society. ToL offers mental health and psychosocial support services as well as social cohesion interventions to communities and other Civil Society Organisations. World Food Programme (WFP) invited ToL on board their USAID Resilience Challenge funded Zambuko Livelihoods Initiative Project, to provide a novel social cohesion component to enhance the results of community resilience building initiatives. The project was conducted by the Zambuko project partners SNV, MDTP and CIMMYT in 10 wards across the Mwenezi and Masvingo districts of Zimbabwe from 1st March 2020 to 31st May 2022.

A socio-economic background

Located in agro-ecological regions 4 and 5 in the low veld southern part of Zimbabwe with a tropical savannah climate, uncertain rainfall patterns, droughts and livestock diseases, a population of approximately 1.7 million¹ grapples with food security in Masvingo and Mwenezi.

Against this background, WFP and its partners were motivated to implement resilience programs targeting the provision of core stock for hardy small livestock breeding (such as improved goats and indigenous chicken breeds), animal feed and health products, building materials for fowl runs and goat pens, financial support and literacy, access to markets and market intelligence, and capacity building for the administration of various programs.

a. Previous development work

The development partners for the Zambuko Livelihoods Resilience program had provided resilience building support in Masvingo and Mwenezi districts in the past. Their various foci areas are illustrated in *annex 1*. Development work in the two districts has not been limited to the Zambuko Livelihoods Resilience program initiative partners. Several other civic society organisations and non-governmental organisations² such as CARE Zimbabwe, Action Contre la Faim, Cordaid Zimbabwe, Helen Keller International Zimbabwe, and many others, report on various levels of resilience, food security and livelihoods and other such support in wards across the districts.

b. A history of Unsustained programs

Despite receiving extensive support over several years, anecdotal evidence suggests that both Masvingo and Mwenezi districts have struggled to sustain gains achieved during the lifespan of such resilience building programs. Once community programs and asset

¹ Masvingo province population figure of 1,485,090 (as at the 2012 Zimbabwe National Statistics Agency Census Report) projected by the natural annual increase growth rate of 2.2% to an approximate population of 1,767,502 as at year 2020.

² https://www.unocha.org/sites/dms/Zimbabwe/3W/December%202012/ZHCD_International_NGOs.pdf

coordination are handed over by a development player, each community experienced an erosion of such programs and assets. Contributory factors appeared to include a failure to collaborate on the preservation of such assets, and limited mutual contributions (resources, finances, and labour) to the sustenance of ongoing programs. Communities would typically degenerate into unresolved conflict, political or religious divisions, and individualism, while some local leaders would reportedly become unfair or corrupt. Consequently, many would withdraw their labour or resources while some would begin to vandalise or segregate shared assets for personal gain.

c. Political overtones and the election cycle

Stakeholder interactions suggest that most of the communities under the districts in question are ringfenced politically. This suggests that securing multi-stakeholder buy-in and active support, management of routes to community entry, and sustained implementation access are considerably delicate and require adept management.

2. Rationale for Conducting the Evaluation

At the end of the Zambuko project, Tree of Life conducted an open bidding process and commissioned Q Partnership³ on the 30th of May 2022 to conduct a program endline evaluation. The evaluation was conducted during the month of June 2022⁴, *and its focus was to establish the overall performance of ToL's intervention within the Zambuko program, including relevance, efficiency, effectiveness, sustainability, and lessons learned.* This report attempts to summarise findings arising out of extensive desk review and field data collection conducted during the week of 12th to 17th June 2022.

3. Methodology

Primary and secondary data review and analysis.

3.1 Primary Research

Q Partnership carried out primary research in the form of field work in Mwenezi and Masvingo from the 12th to the 17th of June 2022. Tree of Life facilitated community access through availing a database of Zambuko beneficiaries, trained CCFs plus key stakeholders per ward, as well as facilitating introductions of the Q team and their agenda to key stakeholders. Twenty-eight key informant interviews, 4 key staff interviews, 3 implementing partner interviews, 1 ToL Facilitator focus group and 10 Community Cohesion Facilitator (CCF) focus groups were conducted during field work. **Annex 3** provides a breakdown of the field work respondents and **annex 4** shows the field work instruments used.

³ Q Partnership is a management consultancy firm with expertise in social and market research. More details on Q Partnership can be found on www.qpartnership.com.

⁴ **Annex 2** details the ToL Impact on Zambuko Program Evaluation Activity Gantt and timelines.

3.2 Secondary Research

A desk review was conducted to verify Tree of Life's (ToL's) relevant outputs against initial targets set within the Zambuko Livelihoods Initiatives Project. See **annex 5** for an exhaustive list of reference documents within each category of desk review documentation availed to and analysed by Q Partnership.

a. Literature Review

The desk research commenced with a review of key documents shared by Tree of Life covering the Zambuko project, organised in the following categories:

- Zambuko Project Terms of Reference,
- Monitoring and Evaluation,
- Psychosocial Awareness and Coping Skills (PACS) workshop reports per ward,
- Internal Evaluations,
- Monthly & Quarterly reports sent to World Food Programme (WFP),
- Success stories with conflict and Community Action Plan (CAP) updates.

b. Methodology

The documents were reviewed systematically by firstly organising them into review matrices, and then verifying outputs against ToL targets.

Three separate review matrices were developed to address quantitative outputs, qualitative outputs and to analyse ToL's operations as follows in **table 1** below.

Table 1: Outline of Desk Research Matrices

Matrix	Purpose	Methodology
Workshop and participant tracking.	Verify quantitative project outputs.	Quantitative data points were cross-referenced across documents to check consistency and compare against ToL output targets included in the Indicator Performance Tracking Table (IPTT) (annex 5), specifically: <ul style="list-style-type: none"> - Number of PACS workshops held, - Number of PACS participants, - Number of PACS follow-ups done, - Number of Community Action Plans developed by participants, - Number of Community Cohesion Facilitator (CCF) trainings held, - Number of CCFs trained.
PACS workshops reports including Barriers, Enablers, CAPs and Community Visions.	Address qualitative project outputs.	Qualitative outputs were analysed thematically to establish key themes and outputs across the different wards.

Matrix	Purpose	Methodology
Reports to WFP.	Analyse ToL's operations.	Reports were analysed thematically to address ToL's operations within the Zambuko project.

The development of each matrix consisted of the following steps:

- Scanning through the documents,
- Developing headings informed by the top-line scan,
- Organising the contents of each individual document into the matrix accordingly.

All detailed matrices can be made available if requested.

3.3 Research Limitations

In each ward a CCF was identified to facilitate logistical arrangements and mobilizing of respondents ahead of time. The field work was conducted successfully. However, a few limitations were experienced such as:

a. Sample size

Household numbers across Masvingo and Mwenezi Districts are estimated at a minimum of 1,400 per ward. Twenty-eight individual key informant interviewees may therefore not be a representative sample size. Desk review findings from alternative sources and interviews served to triangulate field work findings.

b. Time constraints

Reporting deadlines limited the time budget for evaluation logistics set up, research team deployment, and mobilisation. Whilst good coverage was achieved, it was necessary to corroborate primary data with secondary data to mitigate possible gaps arising from a lack of sufficient field work time.

c. Budget limitations

A limited budget restricted the research team's timelines for visits to the communities, and the researchers' capacity to mobilise and compensate respondents for costs associated with focus group and interview attendance. In mitigation, research teams travelled closer to respondents' location to reduce transport cost burdens and mitigate possible reduced participation. The researchers further observe that the sample size could be sufficient for generalised feedback from the communities representing each ward.

4. Key Findings

Establish the overall impact of the 2 years of ToL's involvement in the Zambuko project, including successes, challenges and lessons learned.

4.1 Efficiency

Extent to which targeted outputs were met. (Findings extracted from qualitative field interviews and analysis)

a. ToL program entry and Zambuko partners' buy-in

During field engagements, stakeholders shared observations that the commencement of the Zambuko project during the onset of the Covid-19 pandemic in 2020 made it difficult for stakeholders to fully engage each other on the project scope. As a result, ToL's contribution – which was novel – may not have been clearly known and understood by respective partners at the outset. Whilst USAID and WFP championed ToL's involvement, it may have taken a little while for other Zambuko project partners to completely appreciate ToL's relevance. There were also some doubts from ToL as to the real impact of their work, given the project's new scope. This could have resulted in some temporary discomforts as the development players contemplated protecting their niche whilst viewing the new entrant with suspicion. Fortunately, after the first PACS workshops were administered it became clear that the mindset shifts ToL facilitated would likely enable livelihood resilience programs to thrive whilst making project administration easier. Subsequently WFP and USAID facilitated key partners' engagement to create an understanding of mutual roles as well as the need for interaction and mutual support. It became apparent that each development partner was key to the success of the Zambuko resilience program.

i) Coordination

Government departments at district and provincial levels, local and community leaders, as well as multisectoral partners such as Agritex, all commend ToL for consistently and deliberately engaging multi-tier stakeholders well ahead of community entry. Stakeholders applaud their notification and involvement in the planning stages of ToL's PACS workshop process. *"ToL helped by giving clarity to madhumeni [agricultural officers]. They have a big role in ensuring equitable sharing of resources by being open and transparent. Chief representative Johannes Manyoka, Ward 25.* District councils were instrumental in advising on the best routes to entry, co-owning the intervention and introducing ToL to its ward councillors. Local leaders such as councillors and traditional leaders such as chiefs and headmen, applaud the solicitation of their guidance and advice in clustering of wards and coordination of various logistics. Furthermore, they were pleased to be tasked with ward coordination for the workshops, including clustering, venue selection, securing of food supplies, and then personally attending one or more of the PACS workshops. The communities felt supported as they were called upon to furnish food supplies for the workshops, giving them an interim market for their produce. Any fears or suspicions of political or other orientations or agendas were effectively quelled as ToL combed through the leadership structures with detailed briefs, regardless of political affiliations of the leaders addressed. It was clear that this was a development effort that was set to benefit all.

ii) Beneficiary selection

Some teething problems were experienced regards the selection of beneficiaries for the consortium project. Whilst this was ironed out early in the project, it illustrated the need for a clear and consistent way to identify beneficiaries for the Zambuko project.

iii) Covid-19

Many cited the pandemic as a key hinderance to ease of communication and connection in the initial implementation stages of the Zambuko Livelihoods Resilience project. During the initial months, the market in general had not established efficient ways of working under pandemic restrictions. This hampered the capacity of Zambuko partners and various stakeholders to effectively meet, mobilise beneficiaries, share insights real time and agree a coordinated approach.

iv) Ward Selection

Some stakeholders observed that beneficiary wards seemed to be those funded by WFP in the past. Some concerns were raised regards the exclusion of wards that are susceptible to significant civil protection cases. Illustratively, Ward 30 - covering Chisase and Masimbiti (after Tokwe Mukosi dam) - is reported to suffer mass destruction of houses during the rainy season. Its community is perceived to be in dire need of real time psychosocial support from accessible persons and could benefit significantly from trauma healing strategies.

v) Political, religious and other overtones

Most rural communities seem to be significantly ring fenced politically, with some wards being significantly more sensitive than others. This could pose a significant barrier to entry for any development partner. Any seeming orientation towards certain leaders or persons of either political, religious or other affiliations could mar the image of well-meaning development partners. Conversely, in the build up to the 2023 elections some local leaders could intend to leverage on the gains of the PACS training to earn mileage for community progress and development.

However ToL was commended for its apolitical approach to community entry and inclusivity which contributed significantly to program success.

vi) Enhanced Government structure involvement

In the aftermath, the Masvingo District Council observed a need for heightened involvement on their part to maintain program momentum through continuous monitoring and support. A wholesome baseline community leadership engagement effort was further recommended, to ensure inclusion of all tiers of local leadership (councilors, village headmen, sabukus, secretaries, chiefs, etc). For instance, the influential subset of community religious leadership had unintentionally been excluded, as well as some Agritex officers. It could have been helpful to carry them along on the initiative.

vii) Limited funding

All stakeholders were pleased with the deployment of funds towards the add on service ToL brought to the Zambuko Livelihoods Resilience project. Several interview respondents lamented the brevity of the intervention, citing a need for continued support and capacity building to consolidate CCF expertise as they progress to maturity in their new roles as the core social structure tasked with program continuity. The limitation in program funding and perhaps scope, where selection was limited to 150 beneficiaries per ward, implies that perhaps the beneficiary per ward were significantly less than a critical mass of at least two thirds of each ward's population. This could mean that a critical mass to sustain the gains of the training is yet to be achieved.

"ToL left too early. When do they come back??"
Councilor Dhemba
Ward 16

viii) Limited coverage

Program funding limitations in term reduced the scope of coverage of the PACS workshops. Several requests were noted, motivating for a renewed funding pot to cover remaining wards in both districts. In addition to the training, more financial support for established community assets were noted in some wards. Such requests included assistance in the building and/or installation of a borehole supporting 300 people. While community contributions are ongoing, fears are that material progress may take a significant amount of time to realise in some instances.

ix) CCF selection

The selection of individuals nominated for CCF training was considered mostly appropriate. At times, cluster (VSL) or market (livestock/agricultural produce market linkages) facilitators were also nominated for the role of ToL CCF facilitator. This has had some success; however, some facilitators have become overwhelmed with the dual portfolios. Capacity may need to be accessed on a case-by-case basis, with a CCF profiling framework to support appropriate nominations.

b. Achievement against Zambuko's Indicator Matrix

Targets from the Tree of Life (ToL) Indicator Matrix for the Zambuko project (*table 1*) were assessed through a combination of reviewing documentation provided by ToL and field work activities including interviews and focus group discussions (FGD).

Table 1: Zambuko Indicator Matrix- Tree of Life, February 2020 – May 2022

No.	Indicators	Target	Outcome	Data Sources
Outcome indicator 0.1.1.	Index of social capital at household level	52%	NA	WFP to report on this indicator
Outcome indicator 0.1.2.	Proportion of groups who report that the PACS process improved community collaboration	70%	100%	Field work interviews and focus groups

No.	Indicators	Target	Outcome	Data Sources
Outcome indicator 0.1.3.	Proportion of group members adhering to their constitutions/ operating guidelines	70%	98.5%	Field work interviews and focus groups
Output indicator 0.1.1.	Number of PACS workshops held	37	41 ⁵	ToL Participant database
Output indicator 0.1.2.	Number of PACS participants	6000	6581 ⁶ 22% Male 78% Female 29% under 35 years old 71% 35 years old and over <i>The list of duplicates can be made available if required.</i>	ToL Participant database
Output indicator 0.1.3.	Number of PACS follow ups done	37	44	ToL monthly reports to WFP
Intermediate Outcome 0.11 -Barriers and enablers of community collaboration identified				
Outcome indicator 0.1.1.1.	Proportion of community members who are able to articulate barriers and enablers of community collaboration	60%	74% barriers 89% enablers ⁷	Field work interviews
Intermediate Outcome 0.1.2 – Shared broad Community vision documented				
Outcome indicator 0.2.1.1.	Proportion of households able to articulate community vision	70%	95% ⁸	Field work interviews
Intermediate Outcome 0.3.1 Communities develop a shared action plan for the duration of the programme and beyond				
Outcome indicator 0.3.1.1.	Number of Community action plans developed by participants	10	10 ⁹	Consolidated reports from ToL

⁵ 137 breakout groups made up the 37 workshops to comply with COVID-19 restrictions.

⁶ 87 participants attended two workshops.

⁷ % of 19 participants interviewed by Q Partnership who explicitly answered questions 3.1 and 3.2 of the interview framework (annexure 3b).

⁸ % of 19 participants interviewed by Q Partnership who explicitly answered questions 2.1 of the interview framework (annexure 3b).

⁹ 137 merged into 10 to have one per ward.

No.	Indicators	Target	Outcome	Data Sources
Outcome indicator 0.3.1.2.	Percentage of community members participating in collective actions (in the community action plan) – USAID indicator	50%	72% were involved with their CAP implementation	Feld work interviews
Outcome indicator 0.3.1.3.	Proportion of community activities aligned to the community action plans started	60%	75.5%	ToL CAP tracking reports
Intermediate Outcome 0.4.1 – Conflict management support provided to participating groups				
Outcome indicator 1.4.1.	% of conflicts amicably resolved	60%	56.3% +34.4% nearly resolved+9.4% unresolved	ToL monthly reports to WFP
Output indicator 1.4.1.	Number of trainings held	3	8 + 5 refreshers	ToL Community Cohesion Facilitator (CCF) database
Output indicator 1.4.2.	Number of people trained by ToL	30	128 (51 males and 77 females)	ToL Community Cohesion Facilitator (CCF) database

5. Effectiveness

Realised outcomes attributable to the ToL processes.

5.1 Community Resilience

1. 'To what extent was the project achieved: i.e., did the ToL processes strengthen community resilience through its social cohesion activities in the Zambuko communities?

In resilience theory¹⁰ it is argued that it is not the nature of adversity that is most important, but rather how individuals, communities or organisations deal with the adversity¹¹. Resilience enables a community to bounce back, survive, recover, and even thrive in the face and wake of misfortune. It is argued that community resilience emphasises the importance of individual mental health and the development on a social system's capacity to unite and collaborate toward a shared goal or objective¹². In the qualitative measurement of the outputs of the PACS workshops, Q sought to understand to what extent, if any, ToL's trainings facilitated such community capacity to thrive and adopt to changes and uncertainty within the beneficiary communities.

¹⁰ <https://positivepsychology.com/resilience-theory/#theory>

¹¹ Resilience has defined by one scholar as “the capacity of a system to adapt successfully to significant challenges that threaten its function, viability, or development” (Masten, 2018, p. 1). Magis defined community resilience as the “existence, development and engagement of community resources by community members to thrive in an environment characterized by change, uncertainty, unpredictability, and surprise.” *Magis, K. 2010. Community resilience: an indicator of social sustainability. Society and Natural Resources 23:401–416.*

<http://dx.doi.org/10.1080/08941920903305674>

¹² Fikret Berkes & Helen Ross (2013) Community Resilience: Toward an Integrated Approach, *Society & Natural Resources*, 26:1, 5-20, DOI: 10.1080/08941920.2012.736605

Illustrated in *Diagram 5.1*, key informants advised that ToL’s social cohesion activities reportedly strengthened Zambuko beneficiary communities’ collective competence and social fabric. These two elements were reported as the critical core for Zambuko’s development efforts to be sustained. All beneficiary communities reported a new ability to define a shared vision, craft action plans to mitigate against shocks and stressors, collaborate on implementation of these community action plans and hold each other accountable. *“The community is now able to resolve its own conflicts, set its own targets, share resources, be productive. We can now focus on development.”* Ward 18 Chief Chekai

Diagram 5.1: Social Capital as the Critical Core for Zambuko Livelihoods Resilience



In addition, key informants submitted that the willingness to correct oneself, resolve differences and work with community members towards shared goals increased across all 10 participating wards.

5.2 Resource Sharing

2. Did the ToL interventions contribute to shifting the dynamics around resource sharing in the WFP projects (e.g., was there more equitable management of shared resources due to ToL)

At the outset Zambuko beneficiary communities recognised poor management of resources (50%) and nepotism and favouritism (30%) as significant barriers to success. However, all communities observed that following the PACS training, and generation of CAPS, community members now make joint contributions (mukando¹³) to support community projects even if resource sharing was formerly problematic. Personal resources are shared to enhance communal infrastructure such as fences for community gardens, bricks for building projects

¹³ Mukando is a savings club, originated among poorer communities, and is made up of a group of people pooling money together for a common purpose or to create an emergency fund for emergencies (e.g. funerals).

or community roads. *“Every Wednesday people take a break from working on their own projects and come out to fix our roads. We use our own time, money and energy. We have also destroyed our individual gardens and created a communal one!”* Councilor Hwena commenting on Ward 19 Wednesday Road Fix (Chisi).

Active sharing of resources was reported to have increased even of resources that were not mandatory to share (such as personal water sources) but would be courteous to do so. These included personal water sources for cattle to drink or offer their rams (male goat) to fertilise others' does (female goats). Further, youth, women, leaders and those living with disabilities were observed to all set aside their differences of opinion and preferences and give of their resources and efforts voluntarily. *“Youth are more respectful, and elders also listen to their ideas.”* Chief Mapanzure Ward 19. *“The PACS training helped a lot especially with the young people – they are no longer idle & troublesome.”* Ward 18 Chief Chekai

5.3 Community Actions (extracted from desk work and field research)

3. To what extent did the ToL interventions affect community actions. i.e., did community collaboration improve and did conflicts reduce as a result of ToL's interventions?

a. Collaboration

All groups interviewed reported a marked increase in their collaborative efforts. *“There is a big difference in the way we interact all, because all [adult] ages were trained”,* reported Councilor Virginia Hwenya of Ward 19 Masvingo District. The willingness to correct oneself, resolve differences, work things out, go and work with community members towards shared goals significantly increased across all 10 participating wards.

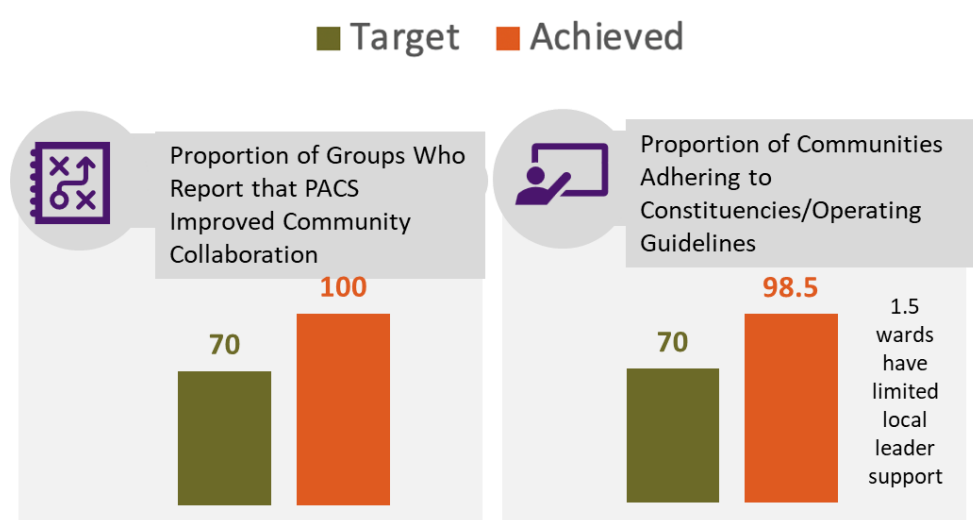
“As a community we can now see where we are going. There is a spirit of oneness. We feel happy and wish ToL would return.”

Chief representative Johannes Manyoka, Ward 25.

The PACS training was unanimously applauded for facilitating the setup of various committees that were tasked to resolve community issues. Examples included dam, garden and VSL committees comprised of individuals from within the same communities. Several wards reported month end (Pfiga Mwedzi) meetings where all community members and leadership engaged on progress on their CAPS and the way forward. Cross-ward collaboration was also evident. Illustratively, Wards 17 & 18 are participating in an ongoing road and bridge construction project. Communities reported that they have been unified and enlightened, inspired to own their community projects as opposed to relegating ownership to donors who are only with the communities for short periods. *“It helped for us to know what things we can do without waiting for others e.g. We do not necessarily wait for CARE to open the gardens or Council to do the roads. We agreed all to work in our fields. We mobilised each other to action.”* Ward 25 FDG.

Respondents in all 10 wards were asked if community collaboration has improved since the PACS training, and whether their communities are still adhering the agreed CAPS. **Figure 5.2** shows a reported increase from the 10 wards in collaborative efforts, and 98.5% of the wards continuing to collaborate on set CAPS.

Figure 5.2 Field Work Quantitative Collaboration Outputs



b. Conflict Reduction

Following education at the PACS workshops on stress and its impact as well as stress management strategies, individuals were becoming better at reducing conflict through stress management, self-regulation, negotiation, making peace with their neighbours, resolving problems and seeking mediation where needed. Communities were observed to be utilising the CCFs as able mediators in conflict situations. Active, collaborative tracking of CAPS was perceived to pre-empt potential disagreements around administrative issues, coordination of efforts or use of power by leadership. CCFs acknowledged that there are still conflicts, but communities are better equipped to manage them and CCFs are confident in providing support, especially as they feel they have support from local leaders.

c. Unintended Consequences

i) Cross learning

Several wards in Masvingo mentioned that visits from community members in adjacent wards for the purposes of sharing ideas and learning from each other's initiatives. The active CCF WhatsApp platform was also commended for real time interchanges, support and ideas sharing. The lack of smart phone access for all CCFs was considered a damper to cross learning initiatives.

ii) Women and youth empowerment

Empowering women and youth were not targeted outputs of the PACS workshops. However, it was repeatedly observed that women of all ages and marital status as well as youth had become empowered to speak up and air their views. While there may be cultural

reservations in some quarters, women were observed to no longer hesitate to query any matters and were no longer intimidated by gender or rank. This has been noted to help bring leadership into check.

iii) Respectful, participatory youth

Following the training a number of youths were observed to have desisted from delinquent behaviours such as disrespecting elders or alcohol abuse, or an attitude of entitlement. Instead, they were observed to involve themselves more readily in value adding and income generating activities. Elders commended their youth for their wholesome contributions and participation.

iv) Partner relationships

The consortium arrangement of the Zambuko partners (SNV, Goal Zimbabwe, MDTC and ToL) created a unique opportunity to establish useful networks and appreciate other players' strengths for possible future collaborations.

v) Reduction of traditional hearing fees

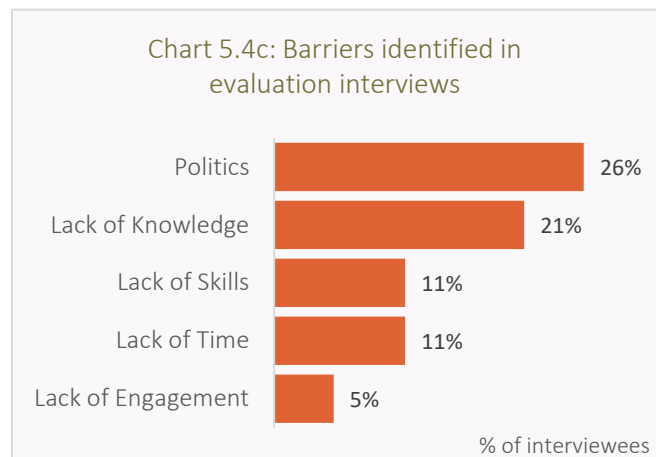
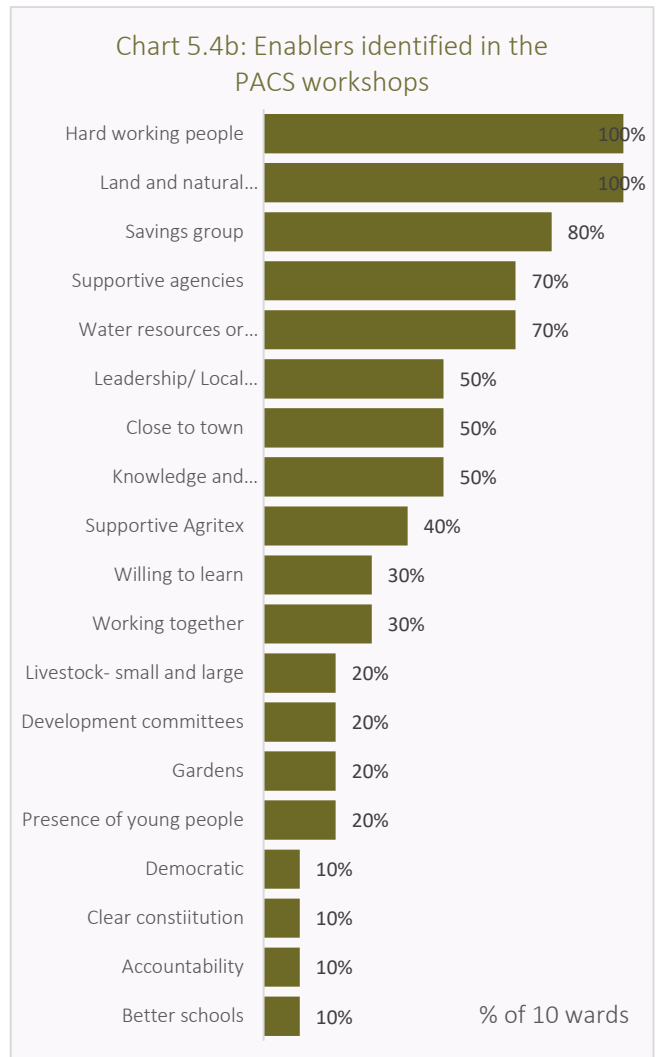
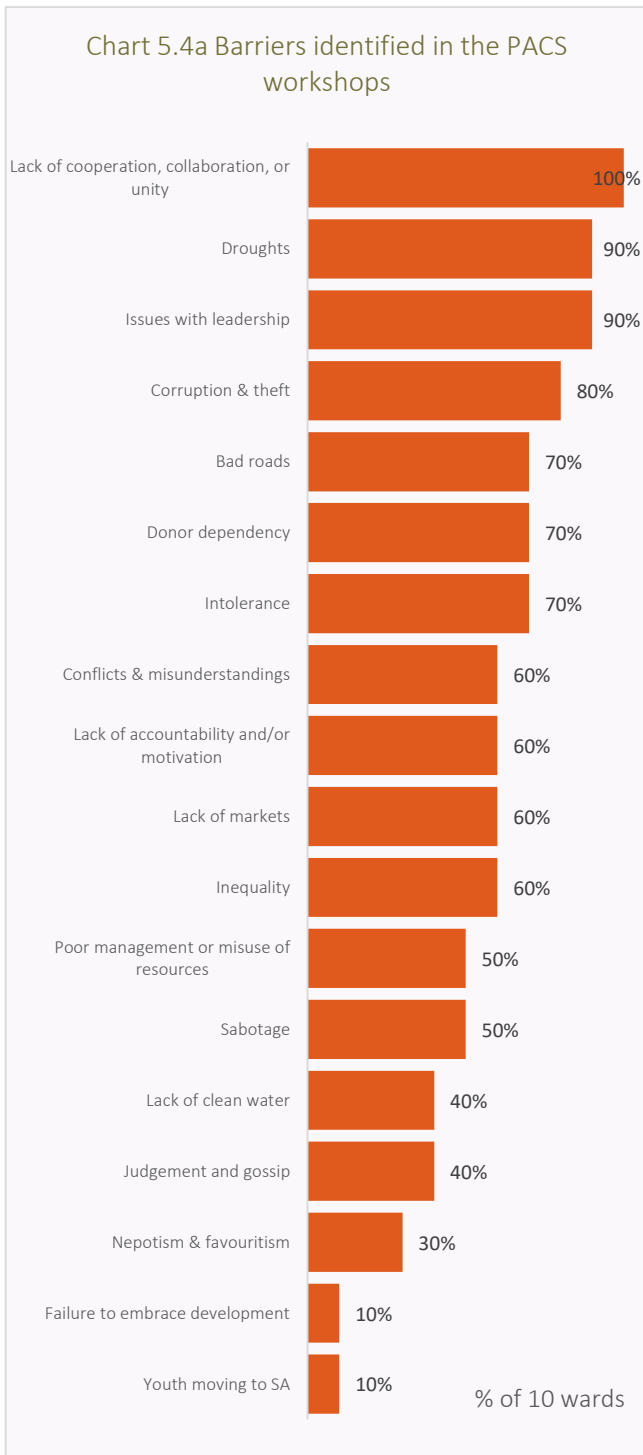
A few traditional leaders were observed to lament the drying up of a pipeline of disciplinary penalties as a result of reduced or zero judicial cases. Traditional courts (matare) typically place a penalty in the form of livestock, penalty fees or other form of value, which penalties must be adhered to when a guilty verdict is established. These penalties provide an income pipeline for traditional leaders (e.g., the chief, the sabukus and headmen). Some stakeholders reported observations regards some traditional leaders who may have been disappointed with the loss of such income.

vi) Community preferences for certain development partners

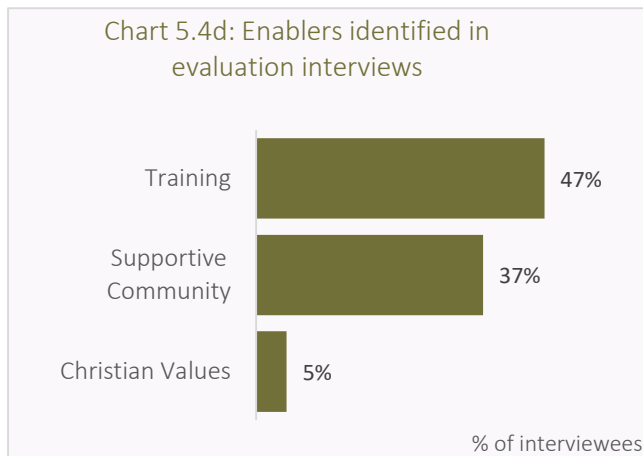
Each of the consortium development partners were observed to hold different policies for the provision of pediums, allowances, refreshments and promotional materials. At times beneficiaries were observed to prefer one partner over another where there was a perception of an immediate financial value or meal. A synchronised program plan with an understanding that different programs require different support structures was suggested to prevent unintended competition arising between the Zambuko partners.

5.4 Barriers & Enablers to Community Development

4. Have the Barriers to community collaboration and community development increased, decreased or remained more or less the same since the ToL processes? Have the Enablers to community collaboration and community development increased, decreased or remained more or less the same since the ToL processes". What proportion of community members questioned are able to articulate barriers and enablers of community collaboration, in general.



As part of the PACS workshops, participants were asked to list barriers and enablers to community collaboration and social cohesion. **Chart 5.4a** illustrates the consolidated lists of identified barriers, and **chart 5.4b** the consolidated enablers, across all ten wards, taken from ToL PACS workshop reports.



The evaluation interviews conducted by Q Partnership found that 74%⁴ of participants could explicitly articulate barriers of community collaboration, the responses to which are summarised thematically in **chart 5.4c**. Likewise, 89%⁴ of participants could articulate the barriers, consolidated in **chart 5.4d**.

a. Malice

In the past, some individuals within the communities would stoop to breaking, stealing, or sabotaging communal resources when they felt left out from resilience programs or did not directly benefit from assets distributed. For instance, a fence at a dip tank in Ward 10 Mwenezi was stolen after it had been installed, possibly by individuals who felt slighted through exclusion from the scheme. However, after becoming aware that community assets in fact benefit the entire community, individuals contributed freely towards the replacement and maintenance of their assets.

b. Leadership & Management

Issues with leadership during the PACS workshops were widespread, being reported as a barrier in 90% of Wards. For the most part, local leaders were observed to have formerly been oppressive of their communities. Superstitions, such as the fear of witchcraft and religion were formerly ample means to segregate. Poor management of resources, nepotism & favouritism were also listed as barriers across 50% and 30% of Wards respectively. Politics remain a barrier to social cohesion and the issue was raised by 26% of respondents in the evaluation interviews. *“Some leaders and community members alike think politics is everything, yet it should not be”*. – Village Head, Ganyani, Ward 16 Mwenzi.

Following the ToL interventions, beneficiaries confirmed that they now had a collective ability to speak up, broach issues and hold leaders to account. Leaders were also observed to have become open, transparent and fair, demonstrating an awareness of their accountability. Several leaders stated that they now work closely with CCFs and mutually support each other’s endeavours

Leadership renewal, such as for community asset or projects (e.g., dams or VSLs) is now openly and actively sought out. Conflicts formerly emanating from undue use of power by leadership and some partners (such as Agritex), perhaps to advance personal gains or unfair sharing of resources were considered fewer.

c. Intercommunity Context

During the PACS workshops, all ten Wards (100%) identified a lack of cooperation, collaboration or unity as a barrier, in addition to reports of sabotage, judgement and gossip. Whereas 37% of participants in the evaluation interviews reported having a supportive community as an enabler, indicating that social cohesion has increased following ToL’s intervention.

d. Donor Dependency & Accountability

70% of wards reported donor dependency as a barrier to community cohesion during the PACS workshops, and 60% of Wards felt that there was a lack of accountability and motivation in their communities. However, during the evaluation interviews, only 5% of respondents discussed issues regarding engagement, whereas others referred to a lack of knowledge (21%), skills (11%) and time (11%) as barriers. Additionally, training was identified as a key enabler amongst 47% of the evaluation interview participants. From the evidence it could be inferred that accountability and motivation to contribute towards community development have increased, though some feel that they lack the resources to participate. Further training and upskilling in line with the Zambuko project is key in enabling members to take ownership of development within their communities.

e. Climate & Infrastructure

Some of the barriers identified during the PACS workshops related to the climate and infrastructure, for example, droughts were identified as the second largest barrier to community cohesion, being mentioned in 90% of wards. Alongside this, 70% of wards stated bad roads, and 60% stated a lack of clean water as barriers. Although ToL's intervention was did not aim to address these barriers directly, there has been a reported increase in community members working together to fix roads, for example.

f. Government Support

Masvingo District Council reported that they now incorporate CCF participation in their community building efforts. They recognised and applauded CCF impact in the reduction of conflict, enhancing of cohesion and acting as intermediaries that reduce the burden of the authorities. This was synonymous with feedback received by Ward Councilors and Agritex officials across all 8 beneficiary wards in Masvingo. Government officials in Mwenezi submitted that their CCFs (present in 2 out of a total of 9 wards in the district) still require significant Tol and government support to achieve meaningful impact across the breadth of Mwenezi district.

5.5 Community Vision

5. Is each Ward familiar with their Broad Community Vision and to what extent have they embraced it? What proportion of households or people could articulate the Community vision in general?

All ten wards developed a community vision agreeable to all local stakeholders, regardless of their personal interests or alternative affiliations. It was observed that initially wards struggled but eventually they all managed to define feasible and attainable community vision. This has been lauded as a unifying concept that coerces community convergence to a common cause and shared interests.

One community vision was consolidated per ward during the PACS workshops, shown in **table 5.5c**. Being self-sufficient, self-sustainable or self-reliant was the at the core of the Community Vision for 9 of the 10 wards. During the evaluation interviews, 95%⁵ of respondents were aware of their community vision, and it was noted that there was a large

degree of enthusiasm when discussing this. The theme of self-sustainability was discussed by 47% of respondents, for example:

- “Yes, we have a community vision. Our vision is to develop our ward and improve livelihoods for everyone”- Community member, Ward 6.
- “Our vision is to see development in this community ...; we want more people to... have their own resources through the gardens and savings clubs” - Counsellor, Ward 17.

Table 5.5c: Community Visions per Ward (collated from ToL PACS workshop reports)

Ward	Community Vision	Ward	Community Vision
Mwenezi 6	"A self-reliant community which does not live on food handouts from donors."	Masvingo 16	"To be a community that work together, focus on processes that empower youths to engage in the process of community development".
Mwenezi 10	"To become a self-reliant community that does not depend on donor support"	Masvingo 17	"To become a developed community through hard, collaboration for self-sustenance ".
Masvingo 12	"A well-developed and self-sufficient community with people leading their lives with less challenges, working together and solving challenges together with little external interference".	Masvingo 18	"To become a united community that work together to be self-reliant and work towards eradicating hunger and poverty"
Masvingo 13	"To see a community that is Self-Sustaining rather than depending on donor support".	Masvingo 19	"To become a community that is self-reliant and working together with the aim of eradicating hunger and poverty.
Masvingo 15	"A community that is united, resilient and self-reliant "	Masvingo 25	"To become a self-reliant community that put all its collective efforts towards fighting poverty and hunger through collaboration.

5.6 Community Action Plans

6. Have the communities been using the Community Action Plans developed at the PACS workshops and how has this process unfolded at large? i.e. What proportion of the CAPS identified have been worked on. Did the communities involve other members who were not direct beneficiaries of the Zambuko or WFP support? Have people been working together better than they have before or not.

As with the community visions, ward members across the ranks confirmed mutual participation in the design of community action plans. Whilst the community vision was reportedly designed during the PACS workshop by direct beneficiaries, the CAPS facilitated the onboarding off all community members that had not attended the PACS training. The community action plans were further lauded for being inclusive, incorporating the

contributions of sabukus (village heads), the youth, the disabled, the women, even widowed and elderly women who may at times have been marginalised or excluded.

The CAPS developed within each ward had specific objectives, shown in **table 5.6**, mostly concerning the construction and maintenance of physical infrastructure such as dams, boreholes, roads and irrigation. Outcomes related to farming were also included, such as developing gardens and keeping livestock. A few wards included the need for clinics and schools in their CAPs, but only one ward (ward 17) included a reference to addressing leadership which is low considering the barriers related to leadership issues.

Table 5.6: Community Action Plans by Ward

Ward	Community Action Plan	Ward	Community Action Plan
Mwenezi 6	<ul style="list-style-type: none"> - Dam construction - Garden - Boreholes - Make use of available resources - Sharing information - Livestock - Road Maintenance 	Masvingo 16	<ul style="list-style-type: none"> - Road maintenance - Work on the bridge - Market - Boreholes - Garden - Irrigation - Livestock - Gully reclamations - Dam construction
Mwenezi 10	<ul style="list-style-type: none"> - Improving roads - Dams - Boreholes - Water Harvesting - Garden 	Masvingo 17	<ul style="list-style-type: none"> - Notification to leaders - Training on projects - Boreholes - Irrigation - Clinic - Repair Dip tank - Livestock - Bee keeping - Savings group - Road maintenance - Dams
Masvingo 12	<ul style="list-style-type: none"> - Dams - Garden - Road construction - Boreholes - Livestock - Savings group 	Masvingo 18	<ul style="list-style-type: none"> - Dams - Road maintenance - Livestock - Clinic - Boreholes - Irrigation - Market - Savings group - Dip tank - Bridge maintenance
Masvingo 13	<ul style="list-style-type: none"> - Boreholes - Road maintenance - Dam - Irrigation - Clinic 	Masvingo 19	<ul style="list-style-type: none"> - Road maintenance - Irrigation - Livestock - Garden - Boreholes

	<ul style="list-style-type: none"> - Garden - Savings group 		<ul style="list-style-type: none"> - Savings group - Dam construction
Masvingo 15	<ul style="list-style-type: none"> - Dams - Road maintenance - Boreholes - Livestock - Secondary School - Garden - Irrigation - Savings Group 	Masvingo 25	<ul style="list-style-type: none"> - Road maintenance - Irrigation - Livestock - Garden - Boreholes - Pre-school - Dams - Secondary school

Figure 5.2 shows that 98.5% of the communities are actively tracking and implementing their CAPS, save one ward and a portion of another ward where local leadership support was minimal. According to the ToL tracking reports, 75.5% of ongoing community activities are aligned to the CAPS and demonstrate continuity. These combined efforts, monthly reviews of CAPS implementation and collaboration on resources and contribution have resulted in untrained members of the community being brought on board to actively support and track CAPS outcomes. Communities reported that they have been unified and enlightened, inspired to own their community projects as opposed to relegating ownership to donors who are only with the communities for short periods.

5.7 Relationships

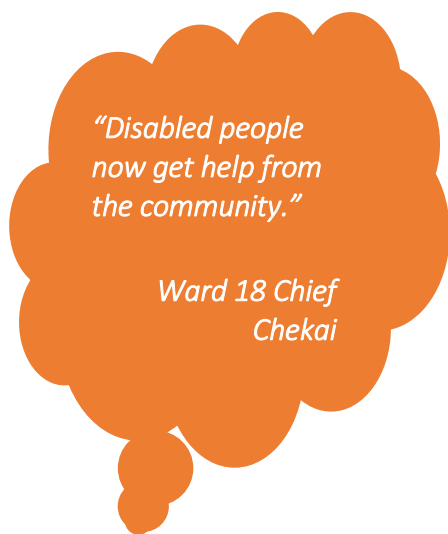
7. Have the relationships between the community leaders and their community members changed in any way as a result of the ToL interventions

At the outset, issues with leadership were widespread, being reported in 90% of all wards with the only exception being ward 15 in Masvingo (in which local leaders were reported as being objective and involving villagers in democracy). Post TOL's PACS training, ward leadership observed that community members now attend meetings when invited and give of their time and/or resources without expecting or demanding payment for services rendered anymore. District Council administrators noted increased community participation in development issues, and more equitable use of power by local leadership. Rather than remaining passive on community issues and relegating responsibility and accountability to the leadership and male folk, beneficiaries confirmed that they now had a collective ability to speak up, broach issues and hold leaders to account. Leaders were observed to have become open, transparent and fair, demonstrating an awareness of their accountability. Several leaders stated that they now work closely with CCFs and mutually support each other's endeavours. Conversely, abuse - of power by those in leadership positions or implementation partners (such as Agritex), or of economic status or lineage by those born out of a privileged heredity was reportedly markedly reduced. Leadership renewal, such as for community assets or projects (e.g., dams or VSLs) is now openly and actively sought out.

District Council administrators and local leaders celebrated a reduced social conflict burden due to an apparent reduction in cases formerly plaguing 'matare' (traditional court hearings) and the Zimbabwe Republic Police.

8. Have the relationships between community members at large changed in any way due to ToL's support? How have things changed, if at all, due to ToL's contributions to the community? What proportion of groups/ people reported that the PACS improved community collaboration?

Key informants and stakeholders across the 10 wards identified previous sources of conflict within the social fabric of the communities. Common themes included tensions over lack of transparency, personality clashes, political overtones, greediness, and perceived unfair or unequitable sharing of resources or access. These often gave rise to gossiping, superstitions, a lack of ownership and collaboration, etc, and heightened conflict. Weakened relationships eroded the social safety nets accessible to individuals and added to the stress levels already heightened by the macro-economic environment. Eventually community members were observed to reduce or withdraw their energies, whilst vandalism surfaced and flourished as resentments grew.



In contrast, any fears or suspicions of political, religious, other orientations or agendas were effectively quelled as ToL combed through the leadership structures with detailed pre-intervention briefs, regardless of their political affiliations of the leaders addressed. It was clear that this was a development effort that was set to benefit all. *"The PACS training helped reduce conflict, improve neighbourly relations, resolve problems, and moved community members to seek mediation."* Chief Mapanzure Ward 19

During the quality of the PACS training, the engagement, energy levels and fun components of the workshop created a conducive environment for individual healing to take place, and reflection to commence. Beneficiaries stated that the training underscored the need for stress management and social cohesion skills, helping individuals discern that their communities can only thrive when everyone works towards the common good, and that when one unit suffers everyone suffers.

Following education at the PACS workshops on stress and its impact plus stress management strategies, individuals were becoming better at reducing conflict through stress management, self-regulation, negotiation, making peace with their neighbours, resolving problems and seeking mediation where needed. *“If we had not gone through the ToL training, we would possibly have had no ability to resolve our own conflicts, [n]or feeling empathy for one another.”* Ward 18 Chief Chekai. Communities were observed to utilise the CCFs within their midst as able mediators in conflict situations. Motivated beneficiaries found it easier to agree to, then abide by cohesive and transformational values for their communities. All individuals are drawn to participate and work together for the common good. Examples included dam, garden and VSL committees comprised of diverse individuals voluntarily from within the same communities, were formerly these were contentious. **Figure 5.2** illustrates that all beneficiary communities reported that collaboration increased significantly in all beneficiary communities. After becoming aware that community assets in fact benefit the entire community, individuals contributed freely towards the replacement and maintenance of their assets.

“We finally managed to resuscitate our community gardens!”

Chief representative
Johannes Manyoka, Ward
25

For example, in ward 25 the community has taken ownership in a road construction project and in developing a pre-school. CCFs in ward 16 are reporting that even those who did not directly attend workshops are looking to take accountability and ownership in the development of the community and the community has worked together to construct a 2km road using their own manpower and resources. Cross-ward collaboration is also evident, for example wards 17 & 18 are participating in an ongoing road and bridge construction project.

Describe your experiences with Tree of Life in one word:



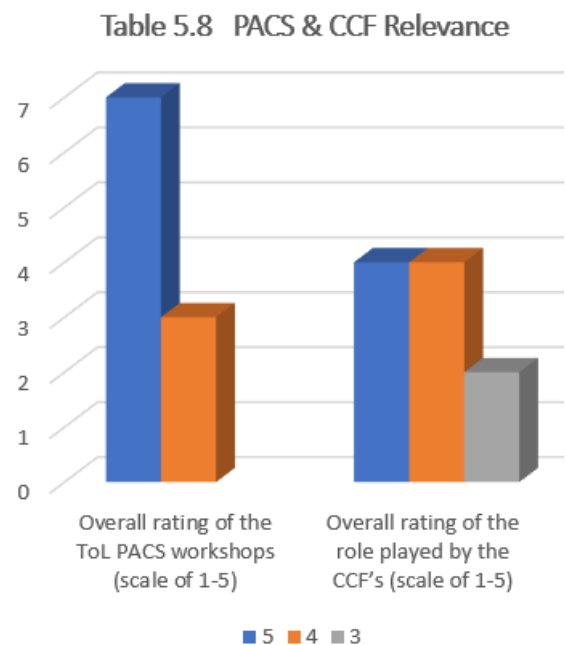
Initiative is also being taken in individuals contributing towards community development without relying on donor funding. For example, ward 16 raised personal funds to purchase building materials for a clinic and contribute towards agricultural farming inputs. Community members took ownership and contributed money to buy wire to cover the garden and towards fixing the roof of the

church in wards 17 and 18. In ward 15, it was reported that community donations would have previously been taken and misused for personal use, but now the community takes

ownership in supporting the development of the community. For example, no one has tampered with the solar system at the clinic as may have previously been done. However, there is still a degree of donor expectancy, for example a borehole that was donated to ward 16 was destroyed but no initiative was taken to repair it, as the community anticipated that the donor would return to do so.

A large proportion of the CCFs have been women, as men are often out of the country for work. This has been advantageous in helping to empower women, as they have reported to be active in taking on leadership positions in wards 17 & 18. Additionally, there have been reports of increased youth participation, for example youth in the community are now hosting fundraising projects to help facilitate development in the community, as they used to be scared to take initiative before the ToL workshops, but now are empowered to raise their voices, and are also involved in the planning processes.

Table 5.8 illustrates the field work findings on respondent perceptions of the PACS workshop and CCFs. Field respondents were invited to rate the PACS workshops' contribution to community cohesion on a scale of 1 to 5 (with 5 being the highest possible score). Seventy percent of the field respondents awarded the PACS workshop a score of 5 out of 5, whilst 30% of field respondents awarded the PACS workshop a score of 3 out of 5. Using the same score guide, 40% of the field respondents scored the role played by the CCFs within their communities as a 5 out of 5, another 40% of field respondents rated the CCFs role as 4 out of 5, whilst the remaining 20% field respondents awarded a 3 out of 5. These positive scores corroborated desk findings suggesting that both the PACS workshops and the CCFs had contributed positively to community collaboration and cohesion.



5.8 CCFs

9. To what extent did the Community Cohesion Facilitators (CCFs) support the communities in monitoring their Community Action Plans and in resolving conflicts as they arose?

There is a strong voice across multi-tier stakeholders and beneficiaries interviewed, commending the work of the CCFS and compelling ToL to continue to provide support and capacity building to even out the differing capacities of individual CCFs. CCFs were reported to be effective in monitoring CAPs and encouraging people to continue working together,

which was reinforced through the refresher sessions which included discussions on effective monitoring of CAP.

The initial stories of success and documents reviewed indicate that CCFs are working in their communities with the support of local and traditional leaders as their impact in reducing conflict and improving social cohesion is being recognized. These stories were corroborated by findings in the field. There was some initial resistance to CCFs involvement by some leaders in the community (due to concerns of political alliances and interference), but reports show that they now recognize the positive impact that the CCFs have in the community and are supporting them in their efforts. According to Mr Madziva, the Assistant DDC for Masvingo, CCFs are playing an effective role mediating in GBV cases within the Zambuko beneficiary wards. Councilor Dhemba of Ward 16 Masvingo shared similar sentiments, sharing examples of conflict arising regards a husband of three wives who was accused of neglecting one wife and her kids, and community disagreements regards contributions to extend houses for nurses at the local clinic. Chief Mukamwi of Ward 15 explained that prior to ToL's intervention conflictual parties would approach the chief for mediation. After the PACS workshops ward members approach the CCFs for mediation. Where cases have come directly before him, Chief Mukamwi reported that he now refers the families to CCFs for follow up counselling after his mediation. In each instance Chief Mukamwi has observed the family becomes stable. He further reported that whereas he formerly addressed 3 - 4 GBV cases per month arising from various family matters as well as a range of theft cases, case incident has reduced to the extent that some months now have no cases to address.

In all instances reported across the 10 wards, CCFs were reported to have successful facilitated resolution of those conflicts. Community leaders further solicited the involvement of CCFs in arising cases. For instance, Councilor Dhemba of Ward 16 Masvingo noted that there were periodic thefts at the community nutrition garden, and he intended to solicit CCF involvement in solving for this challenge.

10. How are the Community Cohesion Facilitators seeing their role in the community as a result of their training with ToL (now and in the future)?

Evidenced by feedback in the 10 CCF focus groups across the 2 districts, 100% of the CCFs trained were passionate and committed to the continued provision of community support for implementation of their CAPS and reduction of conflicts. CCFs acknowledged that there are still conflicts, but they are confident in providing support, especially as they feel they have support from local leaders (particularly in wards 15, 10 and 6). All CCFs considered the calibre of ToL's CCF training was considered second to none in building their confidence and competencies regardless of educational levels. However, there was all round concerns from CCFs in all 10 wards about the lack of continued capacity building for CCFs from ToL, and limited support structures. Ongoing online contact with seasoned ToL CFs has been helpful in accessing real time guidance on conflict matters that may seem beyond their scope of experience or skills sets. The training of additional CCFs within each community could assist in lightening the load. Finally, a clearly defined referral system was recommended for escalation

of matters beyond the scope and capacity of the CCFs. Such matters could include criminal offences and trauma cases requiring professional counselling services.

6. Relevance

Key Inquiry: Ascertain the extent to which ToL achieved its primary objectives under the Zambuko Project (Relevance)

Overall Objective (for ToL): To strengthen resilience in communities affected by recurrent crises through increased social cohesion

Specific objective 1: Increased social cohesion and transformational values of communities

a. A deep need

Mwenezi and Masvingo are vulnerable to shocks occasioned by economic hardships, climate extremes such as droughts or erratic rainfall, and livestock disease. From 2019 through to 2021 the districts suffered several socio-economic shocks including the effects of the 2019-2020 drought season, the Covid-19 pandemic and its limitations, and macro-economic challenges such as inflation plus depreciation of the local currency. These shocks brought additional stressors such as travel restrictions, curfews, limited access to markets, and disruptions in income generating activities. Masvingo further suffered significant livestock losses between 2020 and 2021 due to livestock disease. This reduced access to draught power for farming, increased the cost of farming and impacted food security

The baseline survey conducted by World Food Program in 2020 demonstrated that regardless of repeated resilience building efforts, the 10 wards spanning Mwenezi and Masvingo remained low on adoptive capacity¹⁴. This gap was driven by collectively low social bonding capital, poor access to informal safety nets, the existence of significant community conflict, a lot of mistrust followed along with a lack of cohesiveness. Such variables resulted in significant reductions in the communities' absorptive capacity. The net effect of these negative indices was demonstrable incapacity to maintain community assets and projects, sustained vulnerability and failure to continue to work together toward community interests following the exit of any development partner.

Both districts therefore needed people and soft skills capacitation, particularly in stress management, conflict resolution and cohesion skills, to enable them to effectively sustain the benefits of development efforts received.

¹⁴ Adoptive capacity is a measurement of a community's ability to minimise exposure to shocks and stresses through preventative measures and appropriate coping strategies to avoid permanent, negative impacts.

b. A pattern of community conflicts

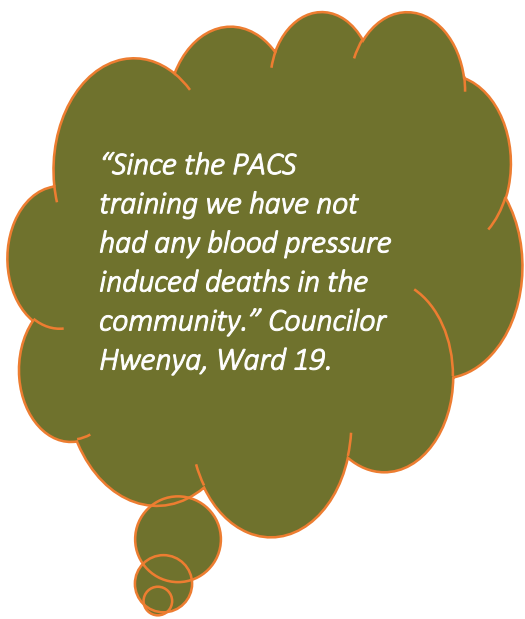
Key informants and stakeholders across the 10 wards identified sources of conflict within the social fabric of the communities. Common themes included tensions over lack of transparency, personality clashes, political overtones, greediness of individual members or leaders, and perceived unfair or unequitable sharing of resources or access. These often gave rise to gossiping, superstitions, a lack of ownership and collaboration, etc, and exacerbated conflict. Domestic fights manifesting into cases of gender-based violence also affected the greater community. These weakened relationships reduced the social safety nets accessible to individuals and added to the stress levels already heightened by the macro-economic environment. Eventually community members were observed to reduce or withdraw their energies, whilst vandalism surfaced and flourished as resentments grew.

All stakeholders including multi-sectorial partners, Government officials, community leaders and members wished ToL had begun their work within their communities over 10-20 years ago. *“Now I hardly have any judicial matters to redress.” Ward 18 Chief Chekai.*

“MDTC operated in 2 wards in Mwenezi, and 4 wards in Masvingo initially. Under our FFA (Food Assistance for Assets) in Mwenezi, we divided the farmers in livestock groups, with a lead farmer per cluster. We provided improved indigenous poultry as well as improved boer and Kalahari red goats on a pass on program. In Masvingo, each ward was divided into 4 clusters, with each cluster having access to a garden and a dam. Cluster committees were created, e.g., a dam committee, a dip tank committee, and a garden committee.

The communities were expected to collaborate within their clusters over the administration of these assets. Unfortunately, social cohesion became a common challenge with conflict resolution glaringly lacking. Community members would abandon the groupings, assets and projects after they failed to manage internal conflicts. Thankfully, ToL trained communities on asset maintenance and cohesiveness”.

Fungai Muposhi, MTDC



“Since the PACS training we have not had any blood pressure induced deaths in the community.” Councillor Hwenya, Ward 19.

It was argued that this would have aided an appreciation of the rich resources within the community and the need for the community to own their own community development, rather than relegate it to development players. Many see an intense need for all in the community to learn the stress and trauma management techniques the PACS workshop exposed, citing a number of hypertension deaths that could have been avoided within the communities.

Community leaders further expressed appreciation for ToL’s facilitation, citing easier to manage communities with less finger pointing and more mutual effort. Leaders across the 10 wards acknowledged the support they now received from

their CCFs. *“CCFs will continue to be a key pillar of our community.” Ward 18 Chief Chekai.*

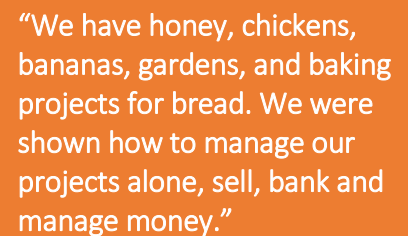
Credit was given to USAID for making social cohesion a priority and motivating for ToL's inclusion in the Zambuko project.

Government departments such as district councils further commended ToL's facilitation which enabled ease of administration of various activities such as food handouts. Previously such exercises were riddled with conflict to the extent that they were often sabotaged or even aborted. Illustratively, a porridge for school kids' handout in a ward in Masvingo was stalled for a week due to tensions around entitlement and distribution methods. Meanwhile, the children continued to starve at the expense of contending parties.

c. Tree of Life emerges as a much sought-after Social Cohesion Facilitator

The PACS workshop facilitation style was reported to be notably fun and a much-needed stress relief for community members. The quality of the training, engagement and energy levels and fun components of the workshop created a conducive environment for individual healing to take place, and reflection to commence.

Motivated beneficiaries found it easier to agree to, then abide by cohesive and transformational values for their communities. The training helped individuals discern their communities can only thrive when everyone works towards the common good, and that when one unit suffers everyone suffers. Community mindsets shifted from assuming that assets installed by a development partner belonged to that partner, to a deep understanding that those assets truly belonged to them. Members of the projects and their communities began to see a heightened need to preserve and protect those assets.



"We have honey, chickens, bananas, gardens, and baking projects for bread. We were shown how to manage our projects alone, sell, bank and manage money."

Ward 18 Chief Chekai

7. Sustainability

Measures taken by ToL to ensure that gains achieved by their contribution will remain after ToL's exit.

Q Partnership sought to understand whether the gains achieved through ToL's facilitation of the PACS workshops were sustainable across the beneficiary communities. Most stakeholders submitted that there were still a range of uncertainties, and that the program's impact would need to be tracked over time. Some of these considerations included:-

“Resilience programs that effect lasting change require longer term support, otherwise within a year or so this can be forgotten. For example, a new development partner can go into the community with a different program and shift community focus.”

Hazel, Monitoring & Evaluation Officer, WFP

a. CCF Anchors and Implementation Support Structures

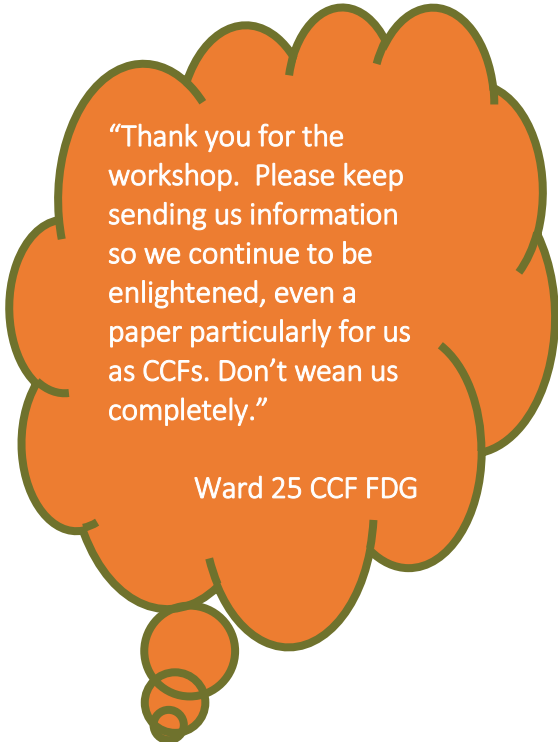
A thriving CCF base is critical to sustain momentum. CCFs across all wards were observed to be energised, dedicated, and focused. Some fears were expressed regards possible dilution of this enthusiasm in the future, possibly through the emergence of new or different developmental initiatives from other players. There were mixed views as to where the umbilical cord of CCFs lay

following the exit of ToL. A significant number CCFs identified themselves as ToL, evidenced by repeated requests for clearly branded ToL uniforms or regalia. Some CCFs requested branded uniforms that at least spelt out that they were CCFs, in a similar fashion to R4 regalia. Local leaders of wards with heavy political overtones, such as Ward 19 of Masvingo, were noted to have queried whom their CCFs owed their allegiance and why they were still in operation post-ToL’s exit. Conversely, external stakeholders such as the Masvingo DC felt they could better support CCFs if they provided monthly feedback to the Council through existing Council community structures. CFs and key ToL staff reported that CCFs had been handed over to local community leadership, who become their local structural support.

As an interim support measure, cluster facilitators under SNV and MDTC who also attended the PACS training have been instructed to provide hands on support to any of the Zambuko partner programs, including ToL. Individualism at program cluster facilitator level is not encouraged.

b. Continued CCF Capacity Building

The calibre of CCF training was considered second to none in building their confidence and competencies regardless of educational levels. Ongoing online contact with seasoned ToL CFs has been helpful in accessing real time guidance on matters that may seem beyond their scope of experience or skills sets. It was observed that the new CCFs did vary in skills and physical stamina levels, with some seemingly requiring more support in order to realise their potential whilst older CCFs struggled to walk the long distances required to attend to cases. In this regard, stakeholders petitioned ToL to provide supplementary support for mentorship and coaching purpose. The training of additional CCFs within each community could assist in lightening the load. Finally, a clearly defined referral system was recommended for escalation of matters beyond



“Thank you for the workshop. Please keep sending us information so we continue to be enlightened, even a paper particularly for us as CCFs. Don’t wean us completely.”

Ward 25 CCF FDG

the scope and capacity of the CCFs. Such matters could include criminal offences and trauma cases requiring professional counselling services.

c. Support for CCF Running Costs

Several CCFs lamented resource limitations that could potentially cripple their efforts in the future. Most CCFs often cannot afford the airtime required to attend to cases or coordinate them sufficiently. Travel between villages to attend to matters arising often requires arduous long walks, a shorter bicycle or a commute. As the CCFs own resources are often limited, this could potentially limit the amount of support they can avail to the community, and protracted frustrations could eventually hamper their enthusiastic spirits. In mitigation and with the true spirit of commitment, some CCFs have started their own mukando (saving schemes), whilst others suggest CCF specific VSLs and community gardens to fund their unique operating costs.

d. Program Monitoring and Evaluation

Community plans may require renewal in the future, with enhanced community capacity to elevate them to ensuing dimensions. Continuous tracking and monitoring could be helpful in maintaining momentum in the light of upcoming election pressures. Wholesome, combined partner monitoring and evaluation efforts would assist in the capturing of key lessons and the refinement of a consolidated resilience building program.

Going on their own steam, some wards were to be commended for installing internal review systems. Ward 19 holds Pfiga Mwedzi (month end) meetings with their chief, Councilor, sabhukus and all community members to review progress and realign efforts. This is reported to have been helpful in maintaining momentum.

8. Observations and Recommendations

a. Observations

Zambuko Livelihoods Resilience end of project evaluation revealed the strength of ToL's community cohesion program as an important contributor to the development of community resilience competencies. It is a tried and tested tool, and it ably facilitates positive mindset shifts within its participants. It is important to celebrate the successes; it is equally important to anchor their sustainability. A sustained change in mindset, habits and actions across different community players, implementation partners and multi-layer stakeholders could require long-term capacity building and material support to navigate new challenges that may lie ahead. The limited interface with beneficiaries and perhaps even more limited funding was heavily underscored by CCFs, ToL facilitators, local and community leadership, beneficiaries, implementing partners and government stakeholders. Natural attrition, demotivation due to resource limitation or reduced leader support may result in a potential dilution of a critical mass of the converted.

Tree of Life's intervention further demonstrated:

- Consortium led interventions can achieve greater value for beneficiary communities, and greater success for each development partner.

- Holistic stakeholder engagement, involvement and inclusive communication served the program well. Inclusion and integration of multiple players from all ages, walks of life and political affiliations was helpful in mobilising for a common cause, enhancing successful implementation and increase the probability of program sustainability.
- Enhanced emotional wellbeing, with an important sense of ownership of individual mental and physical health was possible.
- Significant attitudinal changes including positive shifts in attitudes around developmental projects and assistance can be achieved and are critical to community healing.
- Material strengthening of the social fabric and social cohesion dynamics of beneficiary communities is possible
- Communities could indeed be equipped with a shared community capacity i.e., the ability to dialogue, reason, resolve issues and self-regulate into the future. These are the tenants of good social capital, and a strong start to collective competence.
- Constructive deliverables such as shared community visions and community action plans that mobilise common action are achievable and can be owned and driven at grassroots level.
- Community malpractices such as individualism, blame gaming and finger pointing, a lack of cohesion and cooperation, can successfully be replaced with the willingness to work towards reconciliation, community cohesion and active collaboration.

b. Recommendations

The following considerations could contribute favourably to the sustainability of similar, future ToL interventions: -

- There could be an opportunity to showcase the successes of Zambuko to potential stakeholders (development partners and donors, government partners and stakeholders, local and traditional leaders and communities themselves) and create awareness of the community transformation that the consortium model facilitates. This awareness could generate fresh opportunities to nurture resilience capacities and bring healing to new communities, or resources to further support communities already trained.
- Periodic, joint key stakeholder engagements during program implementation could further enhance implementation efforts. Broader management of stakeholder perceptions could help to reinforce program appreciation and support. These could include provisional, district, and ward levels in additional program partners and enable fuller program synchronisation and integration to achieve mutual objectives.
- Multi-tier stakeholder engagement could be helpful in developing sharper beneficiary selection criterion.
- Strong structural support could be installed with nominations for post-intervention program ownership to compliment program installation and nurture the continued strong will of the beneficiary communities.
- Alternatively, a sustained ToL presence within beneficiary communities could provide helpful ongoing support.
- The training of a critical mass of beneficiary community members could mitigate the possible dilution of the potential strength of collective competencies and shared responsibility each beneficiary community could enjoy.

- Ongoing CCF support through provision of referral pathways and capacity development could be helpful as CCFs mature in their roles
- Periodic CAPS renewal, perhaps with fresh facilitation to enable development of next-level visions and plans.
- Further action could be required to facilitate resolution of outstanding conflicts of a longer-term nature, such as community boundaries or land ownership.
- Sustained funding models that can continue post program installation could help to support implementation of CAPS,
- There are opportunities to broaden the scope of impact to other development issues of interest such as gender-based violence, physical and emotional abuse, substance abuse, in addition to issues of conflict resolution, leadership and cooperation.
- As an add on product, the trauma healing could be a useful ride on service to provide deeper appropriate support for cases of trauma.
- Ongoing, periodic monitoring and evaluation post program implementation could provide learnings for continued program modifications and renewal.

9. Annexures

Annex 1: **Zambuko Partners' Resilience Building Foci Areas**

Partner	Niche
SNV	Financial literacy, financing and access to markets
MDTC	Small livestock production, capacity building and support
CIMMYT	International maize and wheat improvement centre; sustainable agrifood systems and research
GOAL Zimbabwe	Resilient health, sustainable livelihoods, food & nutrition security and emergency response

Annex 2: Zambuko Livelihoods Resilience End of Project Evaluation Activity Gantt

#	Activities across weeks	1	2	3	4	5	6	7	8
1	Contract negotiation, revised roll out activity Gantt and contract sign off	30 th May							
2	Inception meeting	30 th May							
3	Sharing agreed list of documents.	30 th May							
4	Draft Inception Report complete with: - a) Detailed methodology, b) Research questions, c) Research tools and d) Revised timelines	3 rd June							
5	Final Inception Report incorporating ToL comments		7 th June						
6	Q-Zambuko team training		8 th June						
7	Mobilise community KIIs, Staff KIIs, Stakeholder KIIS, FGDx4		10 th June						
8	Pre-field work logistics – accommodation, vehicle and fuel, pediums		10 th June						
9	Q-Zambuko field team deployment			12 th June					
10	Field interviews: conducting 30 Interviews with key community members			15 th June					
11	Facilitating 4 x1.5-hour Focus Group discussion (3 CCFs, 1 ToL Facilitators)			15 th June					
12	Field team travel back to Harare			16 th June					
13	Conducting a systematic desk review of strategic and programme information, to aide tools design and create a database of success stories: a) Random PACS workshop reports b) ToL Excel M&E Tracking database c) ToL reports to World Food Programme d) Physical workshop reports at Tol office			17 th June					
14	Harare based and online interviews: 4 key staff and 4 key stakeholders				20 th June				

15	First draft report and consultation summaries – shared draft in Word				24 th June				
16	Presentation (PPP) – Tree of Life Management & Key stakeholders					27 th June			
	First draft report highlighting key evaluation findings (Word)					29 th June			
17	Written responses from ToL and stakeholders – validation (Word tracked changes)						6 th July		
18	Version two report, incorporating comments and formatted (Word)						8 th July		
19	Final Report – Impact evaluation including stakeholder comments, easy read formatting & final invoice (Word and PDF)							15 th July	
20	Copies of all data handed over (Excel, PPP, Word).								22 nd July

Annex 3: Field Work Breakdown

Target Group	Target #	Total Target	Achieved
Community KIIs	3 per each of 10 wards	30	28*
Key Staff KIIs	4	4	4
Implementing Partners KIIs	-	-	3
CCF Focus Groups	3 – 4 cluster focus groups	3 - 4	10
CF Focus Group	1	1	1

Annex 4a: Zambuko Livelihoods Resilience Program Evaluation – Stakeholder Questionnaire Guide

Key inquiries	#	Probes	Additional searches/ Ranking instruction	Response	Response
Awareness and Buy-In	1	Did stakeholders know and understand ToL's work with the Zambuko Project?	How did the other Zambuko partners (SNV, SIMIT, MDTP, SMIT, AQUA Culture, GOAL Zimbabwe) viewed ToL's intervention and how did they perceive ToL's impact		
Relevance	2	Was the ToL intervention relevant within the Zambuko Project?	Yes/No, How?		
Collaboration	3	Have you noticed a change in community collaboration and resource sharing?	Yes/ No, If yes, what role do you think that ToL has had in the above change, if any?		
Conflict Reduction	4	What types of conflicts, if any, did the communities have 2 years ago vs now?	How were conflicts resolved in the past, how has this changed?		
Sustainability	5	Do you think that the community is better able to handle conflict and increase collaboration now and in the future?	Yes/ No, How?		
Other	6	Did you observe any unintended consequences that came about as a result of ToL's facilitation?	Yes/No, How?		
	7	Are there any other comments you wish to share regards ToL's intervention on the Zambuko project?			

Annex 4b: Zambuko Livelihoods Resilience Program Evaluation – Key Informant Questionnaire Guide

#	Key inquiries	Key Points (guidance for interviewers)	#	Probes	Additional searches/ Ranking instruction	Interviewer Notes	Responses (to be recorded by facilitator)
1	Engagement	<p><i>Did they attend Psychosocial Awareness and Coping Skills PACs workshops & what did they think (in one word or sentence)? This section should be used to see if the participants bring up the Community Vision and Community Action Plans unprompted.</i></p>	1.1	How did you become involved with the ToL workshops?	Did you have any previous engagement with World Food Programme projects? When, how and why did you get engaged?		
			1.2	How would you describe your experience with ToL in one word?	What impact do you think ToL has had in your community? ...and on your life?		
			1.3	What did you do as part of the ToL workshop?	Which documents, if any, did you create and/ or use as part of the ToL project?	<i>Do participants bring up the community vision or action plans without being prompted?</i>	
2	Community vision	<p><i>Did they have one and can they talk about it? Do they think the vision has had impact?</i></p>	2.1	Do you have a community vision? [yes] [no]	What is the community vision? Obtain copy of vision statement if available.	<i>Can participants articulate the essence of the broad community vision?</i>	
			2.2	Has the community vision changed the way you feel about your community?			
			2.3	Do you think the vision has helped the community? [yes] [no]	If yes, in what ways?	<i>Indicative of whether the community vision has been embraced.</i>	

3	Barriers & Enablers	Can they identify any barriers and enablers to community collaboration?	3.1	What do you think are the barriers to community collaboration and development?		Can participants articulate several barriers to community collaboration? 1=None (no barriers remembered), 2=okay; (1 barrier remembered) 3= Good (at least 2 barriers remembered)	
			3.2	What do you think are the enablers?	What do you think enabled/facilitated this?	Can participants articulate several enablers to community collaboration? 1= Poor (no enablers remembered), 2=Okay; (1 enablers remembered) 3= Good (at least 2 enablers remembered)	
4	Community Action Plans (CAPs)	Did they have one and can they talk about it?	4.1	Did you create a Community Action Plan? [yes] [no]			
		Do they think the CAP has had impact?	4.2	What impact do you think the CAP has had on the community?	Did the communities involve other members who were not direct beneficiaries of the Zambuko or R4 support?	Do people think that they have been working together better than they were before? If so, to what extent?	

			4.3	Do you think that community collaboration and development has changed since the ToL processes?	What type of change has occurred? Were there less dropouts in cooperatives?		
			4.4	How do you intend to continue to use your CAP in future, if at all?		<i>Assess plans for continuity</i>	
5	Conflict reduction	<i>What types of conflicts happened previously? Have ToL and the Community Cohesion Facilitators (CCF's) provided support in resolving conflicts? Has resource sharing improved?</i>	5.1	What types of conflicts, if any, did you have before the training and after?	How were conflicts resolved in the past, how has this changed?		
			5.2	Have the relationships between community members and community leaders changed in any way as a result of the ToL interventions?	What about the relationships between community members at large?		
			5.3	Did you receive any help from the CCF's in resolving any conflicts? [Yes] [No]	If yes, what form did the support take?	<i>What proportion of people reported receiving support from CCFs</i>	
			5.4	Do you think that management of shared resources is more or less equitable?	Do you feel that the community has a fair and representative voice? Do you think that the community is sharing donations with people who were not direct beneficiaries of the donations?	<i>Probe on natural, financial assets and social capital for sustainability. If yes, give examples</i>	

6	Sustainability	Have they taken the learnings on board for future? For CCF's- will they continue?	6.1	What is it that you are now able to do on your own without ToL?	Do you think the impact from ToL will be sustainable? [Yes] [No] Please expand on why you think yes or no? Do you think community resilience has been improved?	<i>Type from main question, number from probe</i>	
			6.2	For CCF's- how are they planning to continue their role in the community in future?			
7	Overall impact	Rating the workshops on a scale of 1-5 If there is still time, ask for a summary of the programme successes and challenges.	7.1	Overall rating of the ToL PACS (Psychosocial Awareness and Coping Skills) workshops (scale of 1-5)	How much on a scale of 0-5?		
			7.2	Overall rating of the role played by the CCF's	How much on a scale of 0-5?		
			7.3	What changes would not have occurred without ToL?	Did ToL have its own impact alongside the other partners in the Zambuko project?	<i>Indicative of attribution versus contribution</i>	
			7.4	Successes - examples	Can you explain why you think this is a success?		
			7.5	Challenges - examples	Can you explain why you think this is a challenge?		

Folder	Sub Folder	Files
M_E Various		<p>1. Zambuko Community Action Plans (CAP) plans by ward updated April 2022.xlsx ToL Mid-Term internal evaluation report F. Mavasa - 16 November 2021- Final 17 Nov 2021b.docx</p> <p>TOL name database of PACS participants from registers verified by Anne 310522.xlsx WFP Baseline Study - TOL results extract 2020.docx WFP ZAMBUKO BARRIERS.docx WFP ZAMBUKO BROAD VISION.docx WFP Zambuko Conflict Analysis 2020-2022.xlsx WFP- Zambuko Pacs Training Report June 2021.doc Zambuko revised workplan up to 2022 ToL.xlsx</p>
Consolidated PACS workshop reports per Ward		<p>2020 August WFP PACS REPORT MWENEZI WARD 10 Consolidated.docx 2020 July Mwenezi Ward 6 WFP ZAMBUKO PACS - Barriers and Enablers.docx 2020 July Mwenezi ward 6 WFP ZAMBUKO PACS - Broad Community Vision.docx 2020 July Mwenezi Ward 6 WFP Zambuko PACS Consolidated report.docx 2020 Nov WFP PACS REPORT MASVINGO WARD 12 Consolidated.docx 2020 Nov WFP PACS REPORT MASVINGO WARD 15 Consolidated DM.docx 2020 Sept WFP PACS REPORT MASVINGO WARD 13 Consolidated - DM.docx 2020 Sept WFP PACS REPORT MASVINGO WARD 17 for WFP Consolidated updated.docx 2021 23 April WFP ZAMBUKO PACS MASVINGO WARD 18 Consolidated.docx 2021 May WFP PACS MASVINGO WARD 18 Consolidated.docx 2021 Oct WFP PACS MASVINGO Additional Consolidated.docx 2021 Oct WFP PACS MASVINGO WARD 25 Consolidated.docx 2021 Sept WFP PACS MASVINGO WARD 19 Consolidated.docx 3. June 2020 to March 2021 combined stories to USAID Annex 1 - ZAM IMPACT STORIES June 2020 - March 2021.docx Tree of Life - PACS Facilitator Manual - WFP Zambuko Project.pdf WFP ZAMBUKO PACS MASVINGO WARD 16 Consolidated.docx</p>
Internal Evaluations		<p>1. ToL Mid-Term internal evaluation report F. Mavasa - 16 November 2021- Final 17 Nov 2021.docx 2. Zambuko Internal Evaluation Report F. Mavasa September 2021.docx</p>

Folder	Sub Folder	Files
Monthly & Quarterly reports sent to WFP	2020 reports to WFP	<ol style="list-style-type: none"> 1. 2020 March Tree of Life Monthly report to WFP.docx 2. 2020 April Zambuko Monthly report Tree of Life April CL LW.docx 3. 2020 May Zambuko Monthly report Tree of Life to WFP.docx 4. 2020 June Zambuko Monthly report Tree of Life to WFP.docx 5. 2020 July Tree of Life Zambuko Monthly report to WFP.docx 6. 2020 August Tree of Life Zambuko Monthly report to WFP.docx 7. 2020 September Tree of Life Zambuko Monthly report.docx 8. 2020 October Tree of Life Zambuko Monthly report LW1.docx 9. 2020 November Tree of Life Zambuko Monthly report.docx 10. 2020 Dec Tree of Life Monthly Report to WFP Zambuko Dec 2020 final LWedit.docx <p>2020 Q2 Tree of Life Quarterly Report to WFP Zambuko Q2 draft1.docx</p> <p>2020 Q3 Tree of Life Quarterly Report to WFP Zambuko Q3.docx</p> <p>2020 Q4 Oct - Dec Tree of Life Quarterly Report to WFP.docx</p>
	2021 reports to WFP	<ol style="list-style-type: none"> 1. 2021 Jan Tree of Life Zambuko Monthly report to WFP.docx 2. 2021 February - Tree of Life Zambuko Monthly report to WFP.docx 3. 2021 March Tree of Life Zambuko Monthly report to WFP.docx 4. 2021 April Tree of Life Zambuko Monthly report to WFP.docx 5. 2021 May Tree of Life Zambuko Monthly report.docx 6. 2021 June Tree of Life Zambuko Monthly report to WFP.docx 7. 2021 July Tree of Life Monthly Zambuko Report.docx 8. 2021 Tree of Life Monthly Zambuko Report - August 2021.docx 9. 2021 September Tree of Life Monthly Zambuko Report.docx 10. 2021 Tree of Life Monthly Zambuko Report - October 2021 draft1.docx 11. 2021 November Tree of Life Monthly Zambuko Report.docx 12. 2021 December - Tree of Life Zambuko Monthly report.docx <p>Annex 1 - Zambuko internal evaluation report F. Mavasa.docx</p> <p>Q1-2021 Tree of Life Quarterly Report to WFP Zambuko Q1 2021_HN_MTM corrected 260421.docx</p> <p>Q2-2021 Tree of Life Zambuko Quarterly report April - June 2021.docx</p> <p>Q3-2021 - Tree of Life Quarterly report to WFP Zambuko Q3 July-Sept 2021 draft1.docx</p> <p>Q4-2021 Tree of Life Quarterly report to WFP Zambuko Q4 October - December 2021 finalb.docx</p> <p>Tree of Life Zambuko Monthly report - June 2021.docx</p>

Folder	Sub Folder	Files
	2022 reports to WFP	Tree of Life Quarterly report to WFP Zambuko Q1 2022, Jan-Mar 2022.docx 1. 2022 January Tree of Life Zambuko Monthly report.docx 2. 2022 February Zambuko Monthly report Feb 2022 final.docx 3. 2022 March - Tree of Life Zambuko report to WFP.docx 4. 2022 April - Tree of Life Zambuko Monthly report to WFP.docx
Monthly reports from Dickens	2020 reports DM	2020 Dec ZAMBUKO MONTHLY REPORT DM.docx 2020 Nov ZAMBUKO MONTHLY REPORT Dickens.docx 2020 Sept WFP ZAMBUKO PROJECT MEETING REPORT.docx Sept 2020 WFP- Zambuko Masvingo Ward 13 Report.docx ZAMBUKO MONTHLY REPORT August 2020.docx ZAMBUKO MONTHLY REPORT July 2020.docx ZAMBUKO MONTHLY REPORT October 20.docx
	2021 reports DM	2021 May WFP- ZAMBUKO MONTHLY REPORT DM.docx 2021 August WFP- ZAMBUKO MONTHLY REPORT DM.docx 2021 FEB WFP- ZAMBUKO MONTHLY REPORT DM.docx 2021 Jan WFP ZAMBUKO MONTHLY REPORT JANUARY 21.docx Annex 1 - ZAMBUKO SUCCESS - IMPACT STORIES Feb- March 2021.docx Annex 1 - ZAMBUKO SUCCESS - IMPACT STORIES.docx Tree of Life Monthly Zambuko Report, July 2021 draft1.docx Tree of Life Zambuko Monthly report - April 2021 AW.docx WFP- ZAMBUKO MONTHLY REPORT August 2021.docx WFP- ZAMBUKO MONTHLY REPORT December 2021.docx WFP- ZAMBUKO MONTHLY REPORT June 21.docx WFP- ZAMBUKO MONTHLY REPORT MARCH 21 finalised.docx WFP- ZAMBUKO MONTHLY REPORT May 2021.docx WFP- ZAMBUKO MONTHLY REPORT November 2021.docx WFP- ZAMBUKO MONTHLY REPORT September 2021.docx ZAMBUKO MONTHLY REPORT October 2021.docx
	2022 reports DM	WFP- ZAMBUKO MONTHLY REPORT January 22.docx ZAMBUKO MONTHLY REPORT February 22.docx

Folder	Sub Folder	Files
Success stories with conflict and CAP updates		2020 Dec SUCCESS STORY FROM WFP ZAMBUKO PROJECT- final.docx 2020 July - 2021 January ZAMBUKO SUCCESS - IMPACT STORIES (1).pdf 2021 Feb - March Annex 1 - ZAMBUKO SUCCESS - IMPACT STORIES sent to WFP.docx 2021 Feb - March ZAMBUKO SUCCESS - IMPACT STORIES by DM.docx 2021 Jan Annex 1 - ZAMBUKO SUCCESS - IMPACT STORIES sent to WFP.docx 2021 March USAID MISSION VISIT Zambuko report by ToL.docx June 2020 to March 2021 combined stories to USAID Annex 1 - ZAMBUKO PACS COVCA? SUCCES March 2021.docx Rumwanjiva Weir and garden Donor brief March 2021.docx
To guide definitions		Copy of Zambuko IPTT workplan b.xlsx PIRS sheets TOL for Zambuko.docx WFP and TOL Field Monitoring visit November 2021 indicator ME (003).docx Zambuko Tree of Life indicator tracking word.docx

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