



INSTITUTIONAL STRENGTHENING AND CAPACITY BUILDING OF STAFF ANNUAL REPORT

DAPP
ZIMBABWE



JANUARY TO DECEMBER 2016

To
U-landshjelp fra Folk til Folk, Norge

**INSTITUTIONAL STRENGTHENING AND CAPACITY BUILDING OF STAFF
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1	Project name	Institutional Strengthening and Capacity Building of Staff
2	Operational Area	Mashonaland Central Province: Bindura, Rushinga, Guruve, Shamva and Mt Darwin Districts, Manicaland Province: Mutasa, Makoni, Nyanga, Chimanimani districts, Masvingo Province: Mwenezi and Gutu districts and Harare Metropolitan Province: Mabvuku/Tafara.
3	Project Leader	Mathias Paradzai
4	Physical Address and contact Details	4 Kensington Road, Highlands, Harare. Phone, 04 497620 Email: mathias.p@humana.org
5	The Project Idea and the people it reaches	DAPP Zimbabwe is a locally registered and managed Zimbabwean organisation which has been operating since 1980. DAPP Zimbabwe idea is to implement projects in 4 sectors namely: (1) HIV/AIDS (2) Agriculture and Food Security (3) Community Development and (4) Education. DAPP Zimbabwe is implementing 14 development projects reaching out to 350,000 people with a staff complement of 161. In delivery of these projects, DAPP Zimbabwe collaborates with a number of development partners and stakeholders to ensure that target communities benefit from DAPP Zimbabwe' development efforts.
6	The people at the project	Country Director, Finance Partnership Director, Monitoring and Evaluation Officer and 20 key staff
7	The History in brief	Since its inception in 1980, DAPP has built a strong network of community support among local authorities, health agencies, business leaders, local entities, and the central government. The organization has its base in the rural areas and is currently implementing a wide range of rural and urban development programs in the areas of community development, agriculture/food security, education, health, and emergency response. The Community Development projects focus on improving the well-being of vulnerable children and their families through livelihood training; water, sanitation and hygiene (WASH) activities; and other appropriate interventions.

INTRODUCTION

The Executive Board of Directors for DAPP Zimbabwe sat four times in 2016 as the highest decision making entity. The main purpose being to coordinating support for all DAPP activities, for example it was instrumental in the close-out program for Child Aid Mwenezi in the first half of the year. The Board assisted in the crafting of two policies, Health Policy and Security Policy as a way for strengthening DAPP Zimbabwe governance systems.

PROJECT ACTIVITIES

ORGANISATIONAL GOVERNANCE

DAPP Zimbabwe improved the governance structures of its executive board by voting in a new member, Mr Mathias Paradzai as the vice chairman. This however did not change the composition and number of the board as it remained with 5 members as Mr. Zimhondi resigned from the board and his resignation was accepted. The Executive Board met on quarterly basis, meaning that it met four times in 2016, reflecting on the achievements, challenges and making recommendations for smooth operation of DAPP's work. Following such meetings, a number of resolutions were done to ensure that existing partnerships were well taken care of especially, for TC TB Mutasa/Chimanimani, Child Aid Mutasa/Nyanga and Child Aid Mwenezi. In the case of Child Aid Mwenezi, a detailed close-out plan was designed and followed until a certificate of handover was given to DAPP by Practical Action. Regarding, TC TB Mutasa/Chimanimani, the Board assisted DAPP to secure bridging Finance from HPP for specified activities from August to December 2016. For TC TB and Child Aid Mutasa Nyanga, extra support was offered through three monitoring visits by NHQ as a way to strengthen service delivery at the project. The visits have helped to improve the capacities of both the project personnel and the NHQ in terms of project monitoring and governance. Two (2) policies were crafted, the Health policy and Security Policy, as part of systemizing DAPP's handling of issues around health and security.

ORGANISATIONAL PLANNING AND RESOURCE MOBILISATION

DAPP has designed some funding strategies following the 5 year resource mobilisation strategy that was developed in 2015. Whilst following the strategic plan, adjustments have been made so that it accommodates the current Zimbabwe partnership market base focusing on internal organisations, the United Nation Agencies, United States Grants, Foundations and other sources. In order to raise funds for the organisation DAPP worked with all entities; which include the government, business and civil society having taken note of the shrinking donor base in the country. The dwindling donor base forced DAPP to step up effort and invest more through engaging in more meetings with partners across different sectors and engaging in collaborations when applying for funding. Some of the major highlights on this include the application made to The Union Against TB, FH360 where negotiations were for the HIV sector with the aim to be considered for TB case finding and HIV Index testing. In order to make DAPP visible, a lot of investment was done making sure DAPP is represented in all the meetings related to the two subjects.

As a way to try and push harder for funding, DAPP Zimbabwe had to train more staff in resource mobilisation where there has been an additional 2 people who focus on seeking resources from the business sector. An additional negotiator was recruited to boost the fundraising team in order

to handle at least 10 meetings a day. Skills renewal were done for all the negotiators where they were set to move the strategies and each one setting their goals in order to make sure that DAPP reaches a wide range of partnerships and go deeper in search of money for support of the projects. The negotiation team worked systematically focussing on foundations, government departments and national networking clusters and business strategies. Meetings were attended with the Zimbabwe United Nations National Framework, Global Fund Country Coordination Meetings (CCM) of the 3 diseases, National AIDS Council, PEPFAR, Agriculture Cluster meetings, Nutrition Clusters, Water and Sanitation Clusters, Emergency Drought Clusters and the Ministry of Health and Child Care validation meetings which helped DAPP to exchange experiences as well as finding new funding opportunities. These meetings which were attended were an investment as they shaped new strategies that were developed.

FINANCE OPERATIONS AND COMPLIANCE

The accounts department switched from solution 6 to Pastel so that they move with time and it's the accounting package being used by many donors now. The 2015 audit conducted went on very well and it took 3 weeks compared to the 4-6 weeks that it normally takes. In addition, there were few queries that were raised from the audit and these were cleared resulting in a clean audit result. This server was always in shape and data was promptly added and captured. The highly trained and competent staff had their skills refreshed through monthly capacity building workshops led to utmost efficiency in accounting processes.

INTERNAL AUDIT

Every quarter, the Accounts team was supported to go for routine financial audit at HQ Murgwi where standards and performance were upgraded after every visit. Similarly, every month the accounts office conducted compliance checks with the project leaders where standard financial procedures were used and data was sequentially captured. These also entailed visiting some of the projects as a standard procedure and do the physical counting of assets as well as mentoring of the Project Accounts Clerks so that they live according to the DAPP Zimbabwe Financial and Accounting procedures. A capacity building workshop for finance people was postponed to January 2017.

PROJECT MANAGEMENT AND AWARD SYSTEMS

DAPP as the prime partner for the USAID grant for a Community WASH project being implemented in Mutasa, Nyanga (Child Aid Mutasa/Nyanga) and in Chipinge and Chimanimani through ZIMAHEAD noted some weaknesses in ZIMAHEAD's financial systems. Zim-Ahead is the organization that is being sub-granted by DAPP in the USAID Community WASH project. DAPP allocated time to assist ZIMAHEAD to spruce up its financial policies and internal financial control systems. The project staffs for ZIMAHEAD were inducted on these systems by the project accountant, Chief accountant, internal auditor and Finance Director from DAPP.

The NPT and NHQ conducted a management meeting with Zim-Ahead to check if all the compliance issues were being followed. During the management meeting it was noted that Zim-Ahead's project management systems needed to be strengthened and the NHQ and Administration Offices assisted in this area through among others monitoring visits by NHQ in

order to support them so that they achieve planned activities well on time and with the right quality.

Production files for all projects were updated expeditiously in October 2016 with manpower from DAPP who had been with the Child Aid Mwenezi project which ended in June. Other than the project files, all information was neatly filed and labeled for easy access which was a remarkable improvement.

DAPP conducted rapid assessments on district profiles and obtained support letters from the relevant government ministries to support the development of quality proposals. DAPP effort yielded positive results as shown by a pending contract United Nations Environmental Program (UNEP) 10YFP for signing which was developed and negotiated in collaboration with our sister organization in Europe. Work has been done to produce the standard handover files which will be handed over to the Economy and Administration and National Headquarters once the grant has been signed.

DAPP conducted one field visit to Child Aid Bindura/Shamva project with the Japanese Embassy where the embassy assessed the need to fund the construction of 2 Classroom blocks and 2 Teachers' House at one of the Secondary Schools where DAPP works. The signing ceremony with the Japanese for the construction of the 2 Classroom blocks and 2 Teachers' House was done in December 2016. DAPP fundraised to support the signing ceremony event.

MONITORING AND EVALUATION, LEARNING, DOCUMENTATION AND COMMUNICATION

The NHQ leadership conducted three extra monitoring visits in support of Child Aid Mutasa Nyanga in February 2016. A similar visit was done by the same team to TC TB Mutasa/Chimanimani in April. The visits helped to support and make recommendations for the programming and financial aspects for the projects. DAPP then designed some follow-up procedures for each project as a way to ensure that the recommendations made have been considered and are providing feedback. Linked to that, DAPP hosted three Monitoring visits from TB Alert (1) and USAID (2). From all the visits, DAPP work was commended as being above board and recommendations for improvement were given and one of them was the development of a Water and Sanitation Gender Strategy. This is a project specific document, which provided gender lenses for all activities.

DAPP trained its project leaders from Child Aid Mutasa/Nyanga and TC-TB in data tracking of information and documentation skills so that all the useful lessons are recorded. DAPP then cascaded the training to all DAPP project leaders so that project activities were well captured and reflected through case stories, statistics and narrative reports. The training yielded results as the projects are sending weekly highlights to project partners and the DAPP NHQ.

Ponesai Vanhu Technical College was supported to make follow-up to Brick and Block Laying students on industrial attachment at Howard Hospital, in Mt Darwin Council and around Bindura Rural District.

HUMAN RESOURCES MANAGEMENT

One proposal writer was hired in June 2016 to cover a gap left after the resignation of the one who was there before. Leave days for all employees were negotiated and cleared for almost all employees save for a few unique cases. Documentation was adequate and in place. In addition, Human resources information was well captured with records on hard copy tallying well with information stored in the server.

EFFECTS OF PROJECT ACTIVITIES

- DAPP successfully worked with a rural school to seek support for the construction of classroom blocks and a teacher's house from Japanese embassy. This is an initiative that demonstrated DAPP's capacity to engage community stakeholders in changing the lives of ordinary people focusing mainly on the children in the area that Child Aid Bindura/Shamva is working.
- DAPP successfully conducted an enhanced internal M & E visits in support of two projects, Child Aid Mutasa/Nyanga and TC TB Zimbabwe, which strengthened the projects and the personnel in the project
- The adoption of modern financial systems led to the fast paced annual audit which had no flaws. This owes to a well trained finance and ICT team that was capacitated through trainings supported by Humana.
- The systemized handling of project information has improved information flow across departments as all of them have files containing similar information at all times with soft copies which are well placed on the server
- A rigorous selection of proposal writers has led to the organisation employing a high profiled and seasoned proposal writer who is of a mature age.
- The new way of planning as part of project management tools inherited from the Global NHQ Leadership Conference assures that there are improved plans which capture as much detail as possible during the planning of activities to be carried out at production Unit levels. These tools have promoted a complete feedback process between productive units and the NHQ.

ATTACHMENT 1: PROJECT IN NUMBERS

DESCRIPTION	PLANNED 2016	ACHIEVED	DIFFERENCE
Training workshops for staff	4	4	0
Number of staff in NPT, NHQ, E&A	29	29	0
Number of Board meetings	4	4	0
Number of Networking meetings	36	36	0
Number of internal audits	4	4	0
External Audit	1	1	0
Number of M&E Visits by NHQ	4	3	-1

ATTACHMENT 2: PROJECT IN PICTURES



Group photo during a project visit with the Deputy Director for Climate Change in the Ministry of Environment (orange dress)



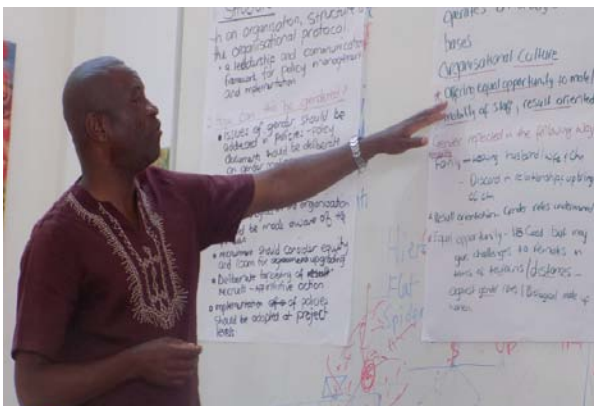
Tariro (DAPP Zim) at the International AIDS Conference 2016 in Durban



DAPP C-WASH staff showing their certificates after training on LIME processes



DAPP C-WASH Chief of Party Petros presenting the water and sanitation project to district stakeholders in Mutasa



Luckson Soda, DAPP Country Director making a presentation to DAPP staff during a gender mainstreaming workshop at HQ Murgwi



DAPP TC TB presents the project concept to the district stakeholders in Mutasa