



SILVEIRA HOUSE

2018 ANNUAL REPORT

Zimbabwe is Open to Dialogue

Shaping Socio-economic & Political Discourse
by engaging stakeholders across the divide



Editorial Preface

In the absence of dialogue, Zimbabwe degraded to the level of a failed state characterized by mistrust of the government or state apparatus (especially the police and Office of the President and Cabinet), the politicians, the Church and even among the ordinary citizens themselves, there was no one to call a neighbor. The military assisted transition saw the people coming together regardless of their political, religious, racial and other social backgrounds marching together and calling for a new political dispensation; Zimbabwe began its journey into a new era. Behind the scenes, dialogue took place between the former president and the “founding fathers” of the new republic mediated by the Church and diplomatic delegation of the Southern Africa Development Committee (SADC). Key to the ushering in of a new political dispensation was not only the military intervention, but the opening up to dialogue. It is, thus, important for the nation to continue to cultivate this culture of involving people across the divide in articulating and creating “The Zimbabwe we want”.

The cover page of the 2018 Annual Report of Silveira House is not only a colorful image but a work of art demanding deeper interpretation than the viewer’s first impression. From the top, there are faces of people with names (private and public identities), representing very crucial elements of the Zimbabwean society. They include spokes-persons and commissioners of the Zimbabwe Republic Police (ZRP), private and public media, some members of Community Share Ownership Trusts across the country, the majority of the 2018 presidential candidates sitting side by side during a multi-party interface with the electorate, members of the Zimbabwe Heads of Churches and Denominations (ZHOCOD), traditional leaders such as the chiefs, representatives of civil society organizations, and grassroots men and women from cities and villages around the country. All of them in their different capacities represent the collective interests of Zimbabweans which they bring to the table (covered with white cloth), a symbol of a nation’s peace offering. The images collectively express the union of hearts and minds, a fusion of horizons, a willingness to engage one another, and the openness to listen and to be heard. Is it because we trust each other once more? Are we ready to serve the nation with integrity? What brought or brings us together? All of these questions find incomplete answers but meaning in the openness to dialogue.

The theme of this edition of the Annual Report is “Zimbabwe is Open to Dialogue” which sums up the work of Silveira House over the past year. It is also an invitation to the reader to engage in meaningful dialogue with real men and women across the divide through reflecting on their experiences and testimonies of their encounters in the space-time we call “the new Zimbabwe.” The 2018 Annual Report offers the reader an insight into the internal struggle of a faith (based) organization operating in a rapidly changing environment, upholding its counter-cultural values in dialogue with diverse entities across the world. This struggle is, however, not unique as similar traditions such as the national education system undergoes its own reformation while Silveira House takes a lead in the area of technical and vocational skills training. Reflections on efforts to accompany the poor and unemployed among youth testify to our preferential option for the poor in places like Hopley, Matobo, Binga, Mutoko, Bindura, Zvishavane, Chipinge, Umzingwane, Murehwa, Marondera, Mbire, and Uzumba among other districts of Zimbabwe. The report also demonstrates how Silveira House is following up on key issues such as social accountability, corporate social responsibility, community development, peace and conflict resolution through national dialogue and policy advocacy albeit the struggle to maintain a healthy balance in its involvement with various entities on the full length of the spectrum of the Zimbabwean Society.

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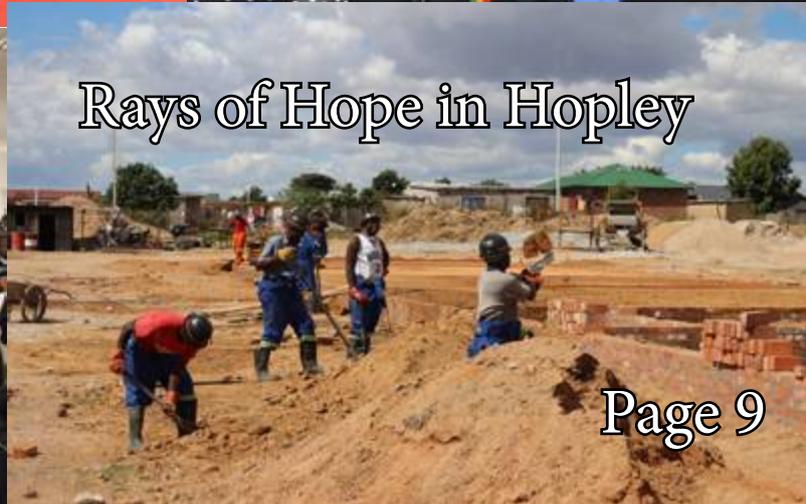
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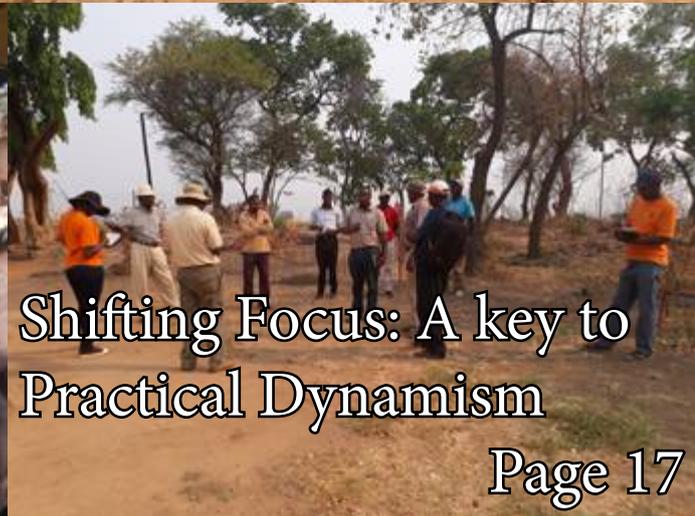
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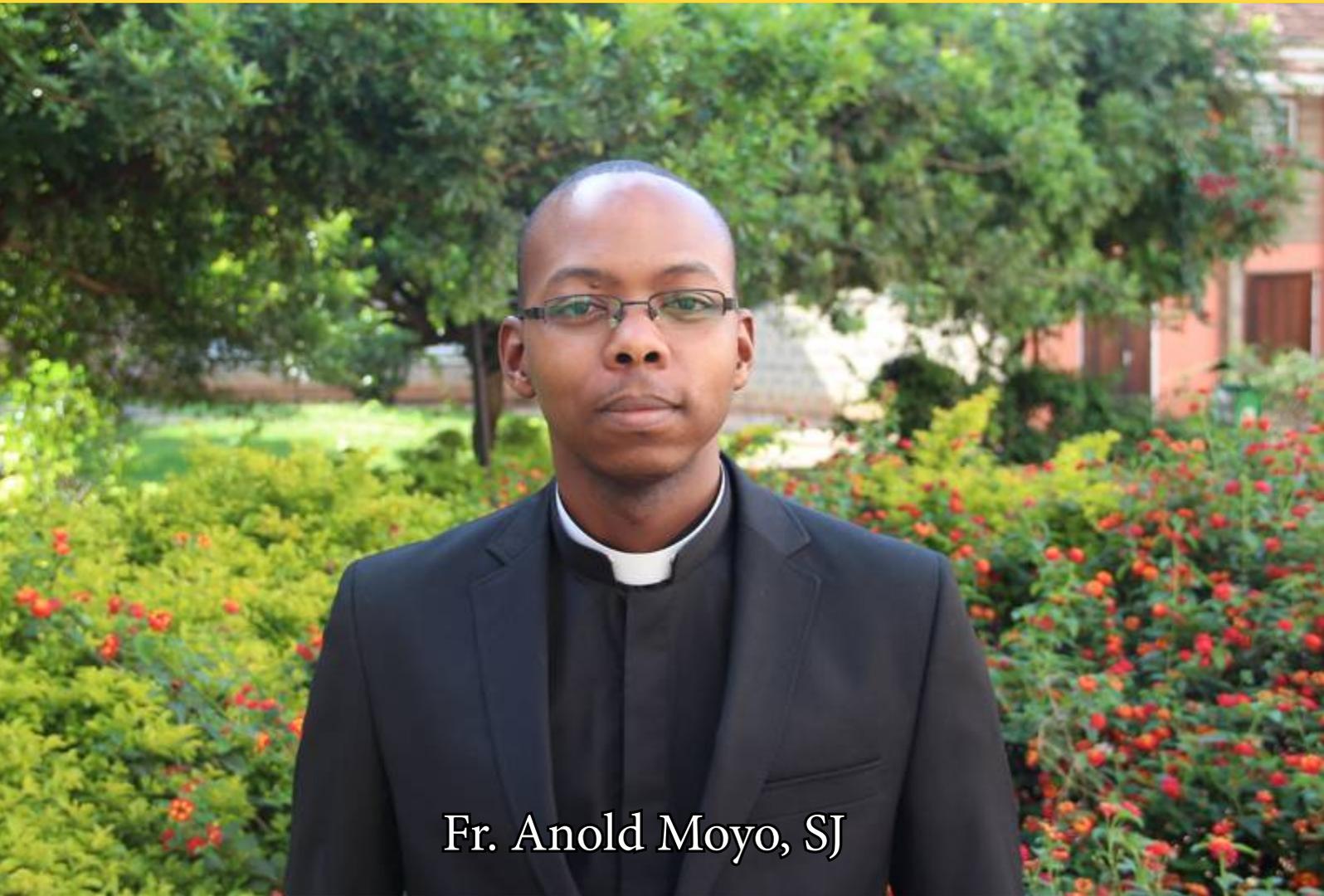
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DIRECTOR'S REMARKS



Fr. Anold Moyo, SJ

Seneca, a Roman Stoic philosopher, asserts that “every new beginning comes from some other beginning’s end”. Thus, at the precipice 2018 we are not saddened because only by accepting its end can we embrace the gift of 2019. While 2018 had many victories, some of which have been detailed in this publication, it also had its fair share of challenges. The conditions of operation in the country, both economically and politically, have become more challenging, sometimes breeding doubt into the efficacy of our various interventions. More often than not, reflecting on 2018 sounds like a collection of excuses as to why things are not turning out the way we envisioned. However, the merit in the team at Silveira House is the continual effort in spite of the many reasons why it appears we should not try. It shows true commitment to the mission, which is true not only for the team we have working here, but also our stakeholders and beneficiaries, on whose support we rely.

A few highlights of the year would be the Inter-Party Dialogue held in July at Arrupe Jesuit University just before the 2018 harmonized elections. The commitment to peace by major political parties set the right tone for the elections, despite what transpired after the fact. Our efforts with Community Share Ownership Trusts also saw some real progress that was unfortunately scuttled when the National Indigenization AND Economic Empowerment Board (NIEEB), which we had been dealing with, was dissolved. We had gone as far as drafting a Statutory Instrument that was to govern the CSOTs and legally oblige qualifying companies to fund the CSOTs. However, continued engagement with the government on the matter, through the newly formed CSOT National Association, brings some hope.

We successfully completed projects in Bindura, Hopley and Matobo where we directly reached over 2000 beneficiaries in the projects’ two and three year lifespans. These projects brought lessons we will be taking into our new projects in old and new districts of operation.

We have always believed, as Julius Nyerere did, that “people cannot be developed, they can only develop themselves”. Our commitment is to facilitate and create a platform for the marginalized to become leaders of development in their communities. However, this has not been simple. For example, all our interventions have the aspect of income generation and they were hard hit by the economic downturn. Some groups which had gone as far quadrupling initial capacities were hit overnight, with input prices shooting must faster than they could adjust their selling prices. So, instead of how to manage growth, the question became the viability of these enterprises. Liquidity challenges resulted in innumerable delays and compromises that sometimes made our work look like an impossibility and kept us in many meetings with bankers and stakeholders; but as Arnold Palmer contends, “the most rewarding things you do in life are often the ones that look like they cannot be done”; at the end of the year, we have done it.

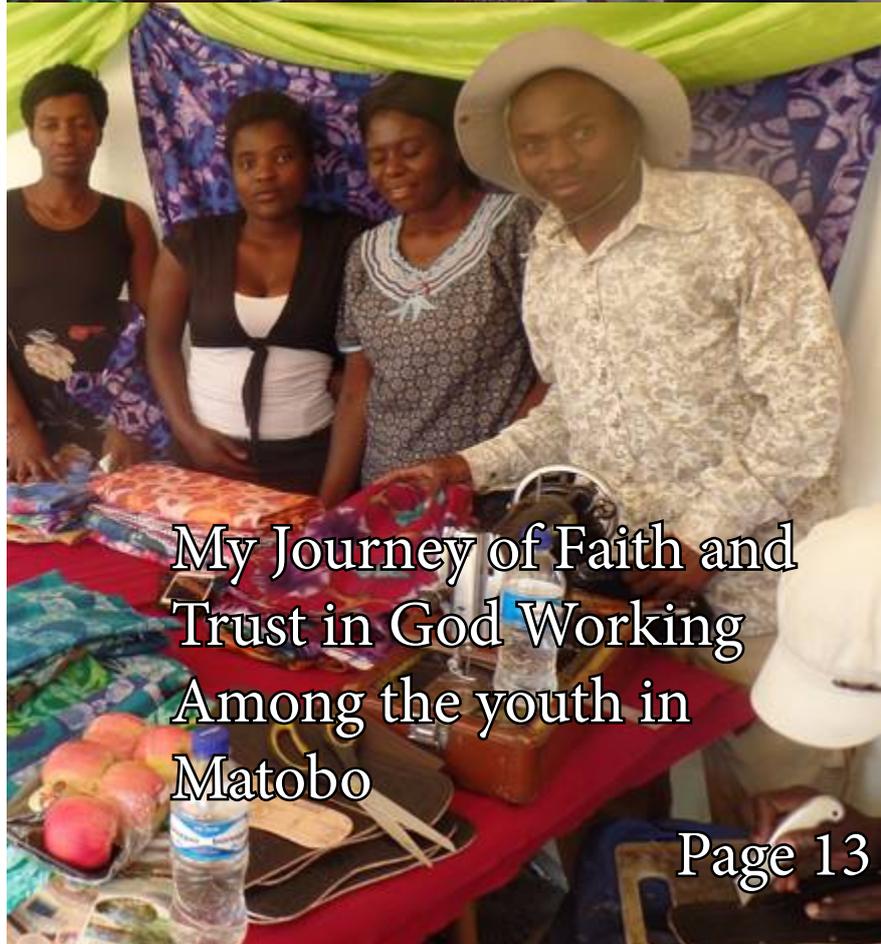
Looking ahead, 2019 will be the year that sees the next period in the history of Silveira House. St Ignatius, founder of the Jesuits, invites us to continually reflect on what we do each day, strive to find in God in all we do, and be impelled to do all for His greater glory, with magis and creativity. For us at Silveira House, that means our response to the challenges facing our country must also change. In many ways, our grassroots work, an area in which we have excelled, continues to come up against policy and leadership barriers at the top; case in point, the economic situation aforementioned. Thus, more effort needs to be put into consistent and coordinated policy, otherwise all other work will flounder against this barrier. Moreover, our society today is faced by new challenges that invite us to leave our comfort zones for the frontiers of the environment, migration, rethinking African development, to mention but a few. Self-sufficiency and problem driven interventions will be another area where we will put much effort, so that the self-reliance we continue to preach in communities is realized at our organizational level as well.

Pablo Neruda, Nobel Prize winning author and diplomat says that “you can cut all the flowers but you cannot stop spring from coming”. Let 2019 be the spring that vindicates all the cut flowers.



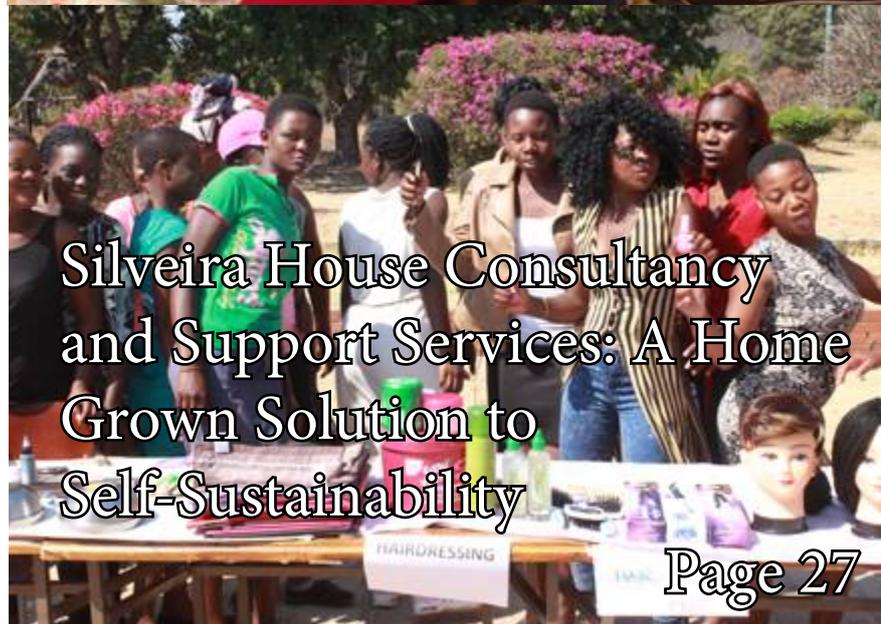
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PROGRAMMES MANAGER'S REMARKS

Mrs. Agnes Chabikwa



Silveira House, Jesuit Social Justice and Development Centre, a Catholic institution, is well known for its person-centered initiatives since 1964. It was founded by Fr. John Dove with the key objective of creating an enabling environment for local people to share their experiences, discuss critical issues and map out practical solutions to their problems ranging from politics, trade-unionism to capacity building of individuals, pressure groups and institutions at various levels of the Zimbabwean Society. Silveira House's approach to stakeholder engagement has continued to evolve in response to the changing needs of the people in order to create a conducive environment characterized by justice and peace. The responses are co-created with the target groups through dialogue and questioning 'what is' in comparison to 'what should be'. The groups own not only the results, but the processes as well and are accountable for the sustainability of the changes thereof. While Silveira House has made resounding successes in the four programmes in 2018, three programmes were fully implemented, namely Advocacy and Peace Building, Community Development, and Technical and Vocational Skills Training. Socio-economic Research and Analysis programme lay quiescent while some of its components are effectively carried out through Monitoring, Evaluation and Learning activities.

Technical and Vocational Skills Training programme

The programme continues to focus on capacity building of the less privileged youth (18 to 35 years) by equipping them with technical and vocational skills in micro-enterprises. These technical vocational skills cover a wide range of viable trades of their choice. Besides their families, the enterprises have also assisted communities at large as

they facilitate availability of otherwise normally expensive and difficult to get goods and services in their communities. In 2018 the programme ran some projects in Matebeleland (Matobo and Binga districts) and in Mashonaland (Mutoko, Mudzi and peri-urban Hopley in Harare South districts). The projects contribute to the resilience of communities against shocks and risks by building the capacity of youths in alternative economic initiatives. The programme works closely with Rural District Councils, the Ministry of Industry and Commerce and Small to Medium Enterprises Development; Ministry of Women's Affairs, Gender and Community Development; and Ministry of Primary and Secondary Education among other line ministries. The non-formal education programme that was introduced by the Government of Zimbabwe, complemented our efforts through inclusion of the youth trained in vocational skills, hence opening opportunities for them to upgrade and gain accreditation as trades-men.

Advocacy and Peace Building Programme

The active participation of many in equitable distribution of resources has continued to deteriorate in Zimbabwe. The 17 November 2017 change of government necessitated a more vigorous approach in building and promoting social capital. The new dispensation with its "Zimbabwe is Open to Business" and Devolution narrative necessitated the strengthening of the programme and the capacity building initiatives which are pro-poor in advocacy and lobbying, and also the review and/or implementation of policies that are inclusive and enabling for capacitation of communities to monitor and demand services from their elected leaders, Community Share Ownership Trusts and other service providers. In 2018 the environment in the country was highly volatile and prone to conflict, hence the programme focused on all levels from district to national, with activities that strengthen capacities of communities to resolve conflicts and ensure collaboration between leaders and their communities through dialogue. Training and mentorship of lobby groups was one such key activity that contributed to successes registered in 2018.

On a different note, our work with the Community Share Ownership Trusts at local and national levels in relation to the effects of amendment of the Indigenization & Economic Empowerment Act (chp 14:55) through the finance act of 2018 which did not compel the qualifying businesses to give seed capital to communities and ensure that the communities own 10% of the

businesses eroded all the gains that Silveira House had made overtime. However advocacy and lobbying continued at a higher level through engagement of the attorney general, petitioning the President through the chiefs and formation of an Apex board for Community Share Ownership Trusts.

Community Development Programme

This year, the programme focused on community transformation at local to national levels through livelihoods projects, leadership training (based on Training for Transformation) in Mashonaland Central (Bindura Rural District), and Mashonaland East (Marondera and Uzumba Maramba Pfungwe Rural Districts). The programme facilitated training of elected councilors in business management, gender and development, among other topics. Livelihoods projects in the target areas were in groups on the basis of selected initiatives which improved the economic situation of the members. The programme embarked on civic education to facilitate community discussions on social issues, development, gender sensitivity and citizen participation in economic and political processes. 2018 was ensnared with political violence and economic uncertainty. In response, the programme facilitated dialogue with the media practitioners to encourage objective reporting that assists the public in making informed decisions, a journalism that is guided by values.

The Way forward

I joined Silveira House in April 2018 and have learnt that Silveira House has survived and continues to grow over the years due to its ability to read the signs of the times and being responsive. Programming practices remain work in progress. During my first year in office, I have put more emphasis on regular meetings to plan and give feedback. Work plans, reporting templates and other programming tools have remained live documents which have been improved continuously with and by the team. My focus in this climate where donor funding continues to diminish is to take advantage of multi-skills staff development while depending on synergies across projects. Silveira House programming team will continue to work on improving documentation anchored by monitoring and evaluation so as to capture all best practices across projects.

PARTICIPATORY DEMOCRACY REQUIRES ACTIVE CITIZENSHIP



Programmes

Technically, Silveira House runs four programmes namely the Advocacy and Peace Building programme, Community Development Programme, Technical and Vocational Skills Training programme and the Socio-economic Research and Analysis programme. However, for practical reasons this year, only three programmes ran independently and the fourth, Socio-economic Research and Analysis programmes, was integrated into the other three. The major reason for this development was the lack of funding for research which made it impossible to viably run the department separately. Nonetheless, in order to continue with the department's crucial work of informing our programming, the activities were incorporated into those of the project that ran under the other three programmes.

This year, Silveira House continued its work among the grassroots communities with special focus on sustainable livelihoods, self reliance, community sensitization, conflict management and training of local leadership. To consolidate these efforts, national activities such as dialogue meetings with law enforcement agencies, public and private media houses, politicians and central government departments took place under various themes. Follow up activities such as training of people in hard and soft skills took place in 17 districts across the 8 provinces of the country. The following pages contain brief accounts of what transpired throughout the year and selected testimonies from beneficiaries of those projects. Reflection papers are also presented in this section that give personal encounters that Silveira House made through its project officers.

It is our hope that, by carefully reading the stories and reflections that follow, the reader may be inspired to actively engage in the process of building a future Zimbabwe where all people enjoy their civil liberties and get satisfactory rewards from their enterprise. Silveira House is open to views and comments that can constructively shape its programming.

The Natural and Inevitable Trajectory of Establishing an Institutional Monitoring and Evaluation System (McDonald Matesanwa)

Silveira House's history dates back to the 1960s when it was founded by Father John Dove in response to the call by the Zimbabwe Catholic Bishop's Conference to act on the needs of the black majority living under repressive colonial rule with its manifest ills. Volunteers driven by a deep desire for social justice and imbued in stern religious values comprised the founding team that rose to the occasion. Demonstrating their impact is not much of a challenge fifty four years down the line. However, in this day and age where institutions are called even more to demonstrate creativity and effectiveness through scientifically developed mechanisms, a struggle presents for older institutions like ours. Strategy for us is not merely described in documents produced from boardroom discussions. It is a product of a long tradition that developed into an institutional culture passed along generations. Therefore, as a strategic management practice, monitoring and evaluation is for us a struggle to maintain a healthy balance between demonstrating progress in continuity with tradition and integrating the new standards and procedures.

Joining Silveira House in February 2018 as Monitoring and Evaluation Officer I had quite a difficult start. The induction could have been better in a handover-takeover fashion. In the absence of the possibility, the director supervised me directly albeit his busy schedule for some time as I settled in. One major challenge was to establish the status of the existing system and standard practices such as project planning and reviews. This I tried through reading project documents, reports and proposals; that is came across some bits and pieces. The gaps I had to fill in with the help of project coordinators and other members of staff. The consultations were not as smooth at first given the fact that my predecessor doubled as the internal auditor contributed to the staff's suspicion of my jurisdiction as they naturally safeguarded their sensitive territory. My other dilemma involved demanding periodic reports from the very people who sat on the same panel that interviewed me for the Job, it was awkward. Eventually, I came up with a strategy and devised a template for planning. Its adoption faced some challenges at first and had to be tested and reviewed several times until the team could implement with ease. Another ice breaker was coming in of the programmes manager. The privileges of her office, coupled with her firm personality came in handy to addressing the challenges we were facing. We gained some stability and momentum.

My first field monitoring visit was in Mutoko where Silveira House is facilitating technical skill training and enterprise development under the Zimbabwe Resilience Building Programme in a consortium with 4 other organizations. There we identified a number of gaps pointed to the need for more presence on our part to adequately accompany the beneficiaries. We needed more evidence to enforce our knowledge of the operational dynamics of the groups. After appraising myself of the situation, I developed a tool by which we collected data periodically to curtail the challenges facing our team and beneficiaries. The monthly monitoring tool

tracked progress indicators and enabled us to establish causes-effect relations for both positive and negative results.

What Silveira House is doing in Mutoko is phenomenally life changing. It has become more visible with the constant learning we are afforded by analyses of the data that we collect periodically. The bottom line is that, there are people out there with the will to transform their communities for the better, however, lacking opportunities and knowledge of how to go about it. One visible outcome area of our intervention in Mutoko is the change of mindset on the role of women in society. We have a number of women involved hands on in trades that were previously male dominated on the basis of traditional role distinctions. Men and women work together in small groups in mutual respect and understanding.



Men and women work together in mutual respect and understanding in Makosa, Mutoko Ward 5

The hyperinflationary environment has affected the enterprises of our beneficiaries and rendered them hopeless. For instance, one of the groups made initial sales of \$800.00, reinvested the whole amount into their project, grew their business to \$1,500.00 and planned to reinvest and make more money before sharing any dividends from it. The changes that sprang from the



A group of men and women engaged in producing metal products in order to meet local demand

market's reaction to the introduction of the 2% government tax on all electronic transfers and separation of foreign and local currency bank account balances in October eroded the value of their savings. Their businesses were totally destroyed. Thus, we learnt a lesson about the existing gaps in advocacy on economic development policy which need plugging in order to protect small businesses from such calamity.

On the surface, one gets an impression that a project did not achieve the targets or expected results as a final evaluation is undertaken. Rather, the lack of adequate documentation of data on relevant indicators due to unavailability of some key informants which contributes to this unfortunate phenomenon. We struggle to demonstrate results without such key information on paper. Nonetheless, we have opportunities for instance in Hopley to show the real impact on the ground of the project through some capital elements like the construction of the business shelter (SMEs Site) in which the products of the beneficiaries will be displayed for all to see.

Another challenge to monitoring and evaluation concerns following the design of a project in order to establish its logic. In Bindura for instance, a single project ran under three objectives that could independently form standalone projects. Tracking such a project is difficult due to the breadth of scope and limited resources, both human and financial. Nonetheless, very tangible and impressive results have been produced on the ground. Widows and single mothers are running viable poultry projects. Poor household heads are sending children to schools, coming together to build classrooms and clinics among other community projects as a result of the livelihoods projects that have produced income and skills that apply beyond managing one's

personal affairs.

Many such transformative works can be cited in other districts which for the sake of brevity in this reflection paper I will not delve into.

Looking ahead, the lessons we have learnt with much pain in our work due, our historical placement and affiliation to the Church, and current engagement in a rapidly changing environment in terms of socio-economic, intellectual and cultural demands, give some pointers to what we ought to do in the near future. One is to leverage on the full capacity of Training for Transformation, an adapted "education for critical consciousness" as a methodology for orienting community development initiatives towards empowerment. However, updates and adaptations of the available material are necessary in order to stimulate new solutions to the ever changing needs of the people. Another pointer is on the digitization of the documentation system and development of training manuals to enhance implementation, monitoring, learn-



Small enterprises affected by the shocks owing to macro-economic adjustments in the heart of the Zimbabwe Resilience Building Programme

ing and evaluation of projects. These range from the ways we collect data from the field, analyze and present it, to how we manage resources. This cannot be emphasized further given the proliferation of information and technology in social and development work. The financial implications cannot be understated but the benefits are even more compelling. Lastly, in order to maximize the impact of our work, more focus should be accorded to policy advocacy informed still by the lessons we learn from our interaction with the grassroots. The results of our work in 2018 are encouraging and convincing that more progress will be realized in 2019.



THE TRADITIONAL APPRENTICESHIP PROGRAMME EVOLVES

Of late, questions concerning the relevance of the education system in Zimbabwe have risen which led to the formulation of a new curriculum for primary and secondary education. One of the major areas of debate is that, the graduates of our education programmes can not relate the theory they acquire from the classes to practical life. The introduction of illustrative methodologies such as research projects, requiring all learners to engage in tasks that involve the application of what they learn in class, promises to bridge the theoretical-practical knowledge gap. Nonetheless, the same problem inverted was noted in our traditional apprenticeship programmes whose thrust has mainly been teaching the learner to engage in practical projects from the onset with very minimal understanding of the theories grounding the practice.

This year, Silveira House, in response to the increasing demand for technical skills training grappled with the question of formalizing the traditional apprenticeship programme in order to ensure that those who graduate are well grounded in both theory and practice of their trades, hence, universally employable. Noteworthy is the minimum academic requirements for one to meaningfully engage in certifiable industrial training programmes, that is, at least 5 ordinary level subjects. This brings, on our part, a programmatic problem in regards to staying true to the core values of our *preferential option for the poor*, most of whom lack access to formal education by virtue of their geographical location in remote undeveloped regions of the country among other determinants.

In collaboration with line ministries and industrial training colleges, the Technical and Vocational Skills Training Programme has made efforts to avail to men and women in poor regions of Zimbabwe the opportunity to enroll into industrially certified skills training programmes. A sizeable number have made it into mainstream programmes and acquired employable skills. Beneficiaries from Matobo, Binga, Hopley, and Chipinge and other poor suburbs in Harare such as Mabvuku and Tafara testify to the impact of this innovation. We are proud pioneers and one among a few (if not the only) organizations offering this sort of dual training, balancing between formal and informal learning in the area of technical and vocational training.

RAYS OF HOPE IN HOPLEY



The presence of Silveira House in Hopley over the past three years left a mark, a hive of activity. Training programmes, clean-up campaigns, construction of an SME Site, and sports tournaments occupied the people of Hopley, direct beneficiaries and by-standers alike, week-in week-out. The purpose of such interventions is to shape a culture of responsibility, active participation and self-reliance by engaging the youth in sustainable livelihoods projects and the whole community in advocacy and peace building activities. Each dollar produced, every song sung, each brick laid, each head plated, every pass completed, and each tiny piece of litter collected and bagged contributed to the total impact. The project came to an end in August this year, 2018. We look back with gratitude to everyone who made this work possible. Together we made a difference.



Hopley, formerly a farm settlement, was developed into a urban area whose occupants are mostly displaced former farm workers, those who lost their homes owing to the 2005 clean up exercise popularly known as Murambatsvina or Operation Restore order and many other less fortunate migrants who found a safer haven in this peri-urban settlement. The Settlement lies along two major roads, one leading to the fourth largest city in Zimbabwe, Masvingo, and another leading to Chitungwiza, home to most of the capital's low income earners. Adjacent to it, Hopley is neighbor to farms to the west, Boka Tobacco Auction Floors to the North, a medium density suburb called Waterfalls to the East and some partially functional and disused industrial factories to the south. Hopley is a high density suburb, comprising mostly the young and the poorest of urbanites. As an "accidental" or unplanned settlement, utilities such as running water and electricity are not within the reach of many. Even the ownership of the land has been disputed as residents have often been discouraged from building permanent structures. More can be said to fashion the context, but for our purposes, this background should suffice for an analysis of the socio-economic and political dilemma.

Our Response as Silveira House centered on the economic deterministic nature of the problems facing the youth in the Area. Their situation was, and still is complicated since, not only does the general unemployment in the country affect them but employability shortfalls as most could not attain average education. They had lost their livelihoods, be they farm employment or the informal enterprises for those who dwelt in the demolished "Illegal structures" and lost property while migrating. Therefore, building their capacity for employability was the most urgent of their needs.

Their challenges we tackled to our best ability through technical and vocational skills training, enterprise development, lobby and advocacy. Silveira House went about assisting the youth in small groups to generate some business ideas, concretize them into business plans, mobilize financial and human resources, create links with markets and networks with relevant stakeholders. Many of the beneficiaries graduated with certificates in trades such as carpentry, welding, dress-making, electrification, interior décor, hairdressing, upholstery, vehicle mechanics and many other practical disciplines.

This however proved to be inadequate from the onset as group dynamics often proved bumpy with conflicts

emerging sporadically. Thus we infused in our target beneficiaries' training and engagement of the larger population various aspects of conflict management and community building activities. These took the form of awareness campaigns, sports tournaments and focus group discussions under themes such as environmental awareness, peace campaign, among others. The offices of the District Administrator, the Councilor, Environment Management Authority, Ministry of Youth, Indigenization and Economic Development, Home Affairs Ministry among other government and non-government stakeholders played a crucial part in the successful implementation of such activities.

Starting a business is not an easy thing. It demands a lot of patience, commitment and hard work. Despite the promise of future pay-off, some opportunities that presented themselves often enticed our desperate beneficiaries, pulling them away from their training programmes, enterprises and associations in search for quick returns. These opportunities included working in the fields, tending gardens and households in the nearby medium density suburbs such as Waterfalls, selling foodstuffs and other items to farmers during tobacco auction seasons and transportation. Worst scenarios involve young ladies prostituting themselves, young men engaging in criminal activities such as burglary (which the enterprises fell prey to several times) and political violence whenever conflicting views were expressed. It was such a dangerous mission. We count our losses numbering from the several dropouts, loss of property and wasted resources in form of unfinished activities. There is so much more to be done to make considerable progress in transforming Hopley into a normal society.

As we exit with the end of the three year cycle, we celebrate the establishment of the Small-to-Medium Enterprise shelter that has already been completed and commissioned. A number of those who successfully completed their training and established their enterprises off the programme, individual cases can be cited as success stories of the project. This is cause for our joy and continued eagerness to work with vulnerable groups in our country. Our mark remains on the ground in Hopley, in the hearts of those we touched and an indelible print in the History of Silveira House and Zimbabwe.



Enterprise development in a Hostile Macro-Economic Environment (Talent Mupfawa)

The past year, 2018 at Silveira House in the Technical and Vocational Skills Training Programme (TVSTP) was characterized by the phasing out of three projects and opening of a new one in Mutoko and Mudzi. It was also a year of celebrating the successes of our advocacy efforts that saw the development of the Traditional Apprenticeship Programmes from entirely informal to different levels of formal industrial training programmes. The macro-economic environment was also a huge factor to our work as an institution and to the beneficiaries of our programmes. There were a lot of changes to our practices and serious navigation of the system in order to cope. A reflection of such dynamics can never gloss over the inevitable challenges of coping with a hostile macro-economic environment. It is a matter of life and death for the poor who are the most vulnerable.

To begin with the new project on board entitled, Building Resilience through Improving the Absorptive and Adaptive capacity for Transformation (BRACT) of Risk Communities in Mutoko and Mudzi Districts of Zimbabwe, has proven once again the important role that Silveira House plays in development work in a consortiums, especially on technical skills training. The technical skills component brings along direct economic empowerment and employability, linking community participation and entrepreneurship by the youth and vulnerable people. Self-reliance which is key to resilience building is also another outcome area where Silveira House plays a big role as one among a few organizations in the country currently

offering Training for Transformation, an excellent tool for individuals, groups and whole communities sensitization. Another new and very promising area that we have ventured into is food processing as part of value addition. It is an exciting and promising venture.

Silveira House exited from three districts this year, namely Hopley, Binga and Matobo where we ran most recent versions of sustainable livelihoods projects since 2015. The projects looked similar in all three areas on face value, but their implementation involved different aspects in each district in response to the specific needs of target beneficiaries. In Binga, we had an education programme that fostered community dialogue in addition to the technical skills and enterprise development training. This came about as a response to the very minimal participation of youth in community development activities by mobilizing those we worked with to participate actively in their communities. From a single problem we could get the entire community to come together and discuss, bring out issues and workout solutions as a collective. In Matobo, an adult literacy and innumeracy programme in collaboration with the Ministry of Primary and Secondary Education became a visible feature as a response to the challenge of our apprentices who, despite doing very well in their practicals, could barely meet the theoretical requirements for accreditation by formal training institutions. Quite a number had no college entry results to accord them a place within formal accreditation categories.

As part of our advocacy work, we pushed for formal recognition through accreditation of our apprentices by well-established vocational training centers such as Westgate Industrial Training Centre. This had an impact of adding value to our work as Silveira House and also to our beneficiaries whose chances at employment have increased. We have, nonetheless, maintained a dual education system, formal and informal apprenticeship, to encompass a wide range of participants including those who are not part of our projects. We are humbled by this development as it sets us apart as one among a few organization in Zimbabwe offering this open for all education opportunity. There are, however, some important adjustments that we have had to make to our programmes in order to meet the demands of the institutions that provide accreditation to our apprentices. The length of our courses has increased from an average of three to six weeks. This development mainly comes in to accommodate more theory in order to ground our apprentices in concepts and open them up to creativity and innovation. We are also developing the capacity of our trainers, having first created categories of those with informal and others with formal training as well.

An area of advocacy that we really made progress on these past two years involved acquisition of workspace for our beneficiaries. This has actually moved from being a major challenge in the past to not even a problem for us. We managed to get the government's support with facilities beyond just buildings and land. An example of this is the common building plan for SME shelters that was approved by the Binga Rural Council which is readily available to future groups at a very affordable price. This will go a long way towards saving costs for startups. To consolidate our rural development initiatives in Binga, a new business and shopping center has been pegged as a result of our ad-

vocacy. The Matobo SME Centre that was established from a former beer hall is another example to prove that local authorities are opening up and responding to the needs of the startups. However, the changes in line ministries that came and are still coming with the new political dispensation are a phenomenon we constantly have to grapple with. Which relevant government ministry to work with is no longer that clear since the dissolution of the Ministry of Youth, Indigenization and Economic Empowerment.

One problem that remains for us that requires more attention is the retention versus dropout rates of beneficiaries in all our projects. The problem lies in tracking the numbers of surviving enterprises and of active members in those enterprises. On the surface it appears

as though the dropouts are as high as 35% to 45% based on a head count of beneficiaries during follow ups on groups that are operating in the designated sites and spot check monitoring visits. Preliminary research has given us some insights into some factors to consider

in order to get a more helpful assessment of the situation. For instance, the opening of the marketing season at tobacco auction floors close to Hopely has an effect of pulling unemployed youth, including our beneficiaries, to "greener pasture" as they cease the opportunity to diversify their sources of income through vending, loading and unloading trucks and transporting merchandise. Another phenomenon is the splitting of the initial groups into smaller groups for practical, administrative and operational reasons. We had to devise new data collection tools that can track individuals rather than groups to get a handle on such developments. The take home lesson is that, programming should not be blind to the micro and macro-economic events which have practical implications on how the people we work with make decisions



A group of women engages in dressmaking projects in Suswe, Mudzi.

and act. The selection criterion for beneficiaries could be another point of departure but difficult to decide whether to base on seriousness and commitment or to carry on leaving no one behind.

Other challenges resulting from the changes in macro-economic environment include the costing of products in an unstable environment. Some groups have incurred losses that threaten the continued existence of their enterprises. They also struggle to make sales due to the shortage of cash since their market is largely informal. The digitization of the currency and payment systems meant that they had to open bank accounts which are subject to taxation and interests on running and maintenance charges which they are not yet prepared to meet. All these developments threaten the very existence of the informal sector, hence livelihoods of poor people.

Moving forward, we see the need for thorough research to inform our planning and implementation of projects. It is unfortunate that we no longer have an independent and well-funded department to coordinate and undertake such activities. In order to adequately address the problems of tracking progress in our projects, we need to create good baselines, identi-

fy relevant indicators and design appropriate tools and constantly review the projects. To support this structure would mean adding more manpower to our thin staff complement, at the least, some interns studying in the area of micro-enterprise development and task them with documentation and analysis as their theoretical background would help to easily grasp the dynamics. It is also our hope that we will have some upgrades on our fleet of vehicles. Given the travelling demands and terrain of our field work, cars are an indispensable resource and their current condition needs urgent attention. We have been building training kits and manuals to launch courses that can run locally, for the Harare catchment area. Some courses like electrical installations and home décor should take off early 2019. We hope to attract people who have innovative ideas and those interested in sharing knowledge and skills through weekend sessions of appropriate technology interactions among other initiatives. These activities will help to boost our fundraising efforts in addition to providing young people with opportunities for mentorship and exploration of their talents. Sponsorships, partnerships, mentorships and networks will be realized through such establishments. 2018 has been a very eventful year, we look forward to an even more exciting 2019.



**My Journey of Faith and Trust in God Working
Among the Youth in Matobo (Fortunate Matshiya)**

My journey with Silveira House began in 2007 as a participant in the Training for Transformation workshop that had been organized for community trainers. Then, I was an Agriculture Technical Extension (Agritex) Officer. I was inspired so much by the Community Development Programme team that facilitated the workshop. They were passionate and very knowledgeable fellows. I told myself that one day I will come back and work for Silveira House. Five years later, I found myself on the team, accepted shortly before I had finished my degree. It was by God's Grace. Patience and faith in God carried me through the years of study to where I am.

As I carried out my work in Matobo among the youth, men and women, single mothers and widows, I saw a lot of potential for good in the people; I saw God in them; and the work, God's, guided by love. I encountered some very unique characters, among them some difficult people, losing out due to lacking wisdom. I always took these encounters as opportunities to help them to understand life better. The youth are dynamic, very mobile, fragile and unstable. They can be swayed easily by various influences, both good and bad. God gave me the patience to accompany them through these moments and I often reverted back to Training for Transformation for remedy to the negative influences.

A particularly touching experience of my work in 2018 involves my encounter of Elias Banda, one of the beneficiaries trained in leather works. At one point, he left the group for greener pastures in Botswana, then came back, enrolled in a vocational training programme and graduated top of his class. He became one of the trainers, then moved from Sparrow, Ward 14, to Maphisa One-stop Shop to carry on with his trade. Elias eventually passed on in October, MHSRIP. But our journey with him continues. We took his wife on board through our backstop training and support programme in Home Décor empower her to carry on with supporting the surviving family.

On a different note, expos are like wedding to me, very uncertain during planning, but, by faith we always pull through. We are currently planning the 2018 edition and excited to participate at the upcoming Gwanda Agricultural Show. Achievement such as the conversion of Matobo RDC Beer Hall into a market stall, the One Stop Shop consequent to our lobbying and advocacy with ordinary youth add more the excitement I find in my work. In addition, most of the students we enrolled in the programme graduated from Westgate

Industrial Training Centre with class 4 National Certificates despite their lack of required ordinary level results. Of these, one Makhokheli who used to be a heavy drinker has since converted. Simon and Proud, from the welders group are currently operating their own enterprise and supplying SaveMor Hardware. Kelvin and Nkosiyabo, carpenters are in the business of making coffins and other kinds of furniture which they supply mostly to surrounding schools. Another, Cosmos Moyo, a builder recently wrote his class 3 national certificate exams. These I know by head and carry along, faces and names as their successes reflect my own which gives me strength and desire to carry on. We also engaged the Ministry of Education to assist our beneficiaries and ordinary members of the community to boost their literacy and innumeracy.

It was not all rosey though. There were instances where I felt inadequate as a project officer. One involves late submission of reports. The pressure of single-handedly managing 52 enterprises in 10 wards came in the way of my fulfilling other, equally important duties such as documentation of the work. As I reflect back, I see the importance since all the good work without documentation is overshadowed by communication barrier upstream that affects collaboration with others. I also recognize my weakness in failing to demand clear reporting frameworks where there was none provided. The changes in the Institution's management necessitated my growth, however painful. I recall breaking into tears during break after excusing myself from a guided report writing session with the programmes manager. Towards the end of the exercise I gathered the courage to confess to her and really felt at ease with her. Such moments add some humour to the work,

Remarks from partners such as youth officers and the Council demanding continuation of Silveira House's work in the district testify to the legacy we have carved out. These and our funding partners' assurance to continue supporting our work further confirms my vocation with Silveira House. Looking ahead, I feel inspired to be more conscious of my work as a mission from God which I ought to undertake in humility and love. I desire to cultivate a positive outlook on life, in how I interpret events, receiving correction from colleagues, taking things less personal and non-judgmental. Lastly, to my colleagues I say fear not; trust that God is in control. Long suffering and endurance will keep us safe."



SILVEIRA HOUSE



USE 2018 STAFF

THE DAWN OF A NEW ERA IN ZIMBABWEAN POLITICS



A Reflection on Peace and Development Post the Zimbabwe 2018 Harmonized Elections

On the 17th of July, a fortnight to the 2018 harmonized elections, a very crucial event took place at Arrupe Jesuit University in Mount Pleasant, Harare. It was the first of its kind in the history of Zimbabwe. The presidential candidates, representatives of political parties, heads of churches and denominations, the Zimbabwe Republic Police, media, civil society and citizens of various backgrounds converged to witness this important event. Unlike the usual rallies, in addition to the speeches from the presidential candidates, the audience got a chance to contribute meaningfully to the proceedings. A key feature was the signing of the peace accord by each candidate or party delegate as a symbol and promise to uphold peace in the period leading to, during and after the election day. The venue bore an ambience of hope, unity, prayerfulness and excitement which resembled in all honesty the dawn of a new era. Months after, we look back at the events that have unfolded in search of insights to what went wrong and what went right.

What took place on the 17th was not a joke for where two or more are gathered in His Name, every word, deed and desire expressed is consecrated, written not just on a piece of paper and forgotten, but endorsed above. The people of God who gathered to witness this event constitute an authoritative commission of inquiry into the disputed results and the ensuing violent outcome of the post election period. It is only when we reflect back in the same spirit we set out with that we can learn the truth and make progress towards meaningful dialogue as we shape the discourse resonant with a new political dispensation. We hold firm to our vision of a peaceful and just Zimbabwean society, where co-responsibility and co-participation are central values. Transparency and accountability are fundamental to creating a new republic.

Zarathustra, the saintly character of the book *Thus Spake Zarathustra* by the controversial German philologist, Friedrich Wilhelm Nietzsche, designates unto us the three metamorphoses "... how the spirit became a camel, from a camel to a lion, and from a lion to at last a child." Zimbabwe prior to November 2018 was a load bidden nation whose

majority lived in constant fear, uncertainty, conflict, mistrust and stuck in survival mode. The freedom march to the State House that marked the end of that epoch and inaugurated the dawn of a new era all the way through to the people expressing their will through the ballot echoes an uncompromising denial of the repression of the past, a “Holy No”. Nonetheless, to remain in a mode of conflict with the past, charged against each other as witnessed so far will not help us to progress into the future. Zimbabwe needs the spirit of a child, the openness to learn and create new values, a “Holy Yes”. Dialogue is at the core of this exodus, this metamorphosis. Here are some points of reflection to usher us into a constructive debate on the nation rebuilding process:

What went wrong?

1. The anomalies in the Electoral Processes:

According to a reports by observers among them the European Union Observer Mission, the Zimbabwe 2018 Harmonized Election fell short of international standards in, among others, the following ways:

a) the media was polarized and biased such that political parties and contestants did not have equal access to the public media. This remains so.

b) the vote counting process had avoidable errors and the results raised suspicions due to the delays in announcing the presidential poll results as well as their unusual aggregation into provincial totals.

2. Post Election Violence and the Killings:

State security used excessive force in response to protesters who took to the streets to demonstrate against the anomalies in the electoral processes leading to loss of six lives by the gun. Subsequent protests by various groups seeking redress of economic hardships have also been met by unfortunate responses from the authorities yielding negative humanitarian outcomes. Among them, arrest and persecution of leaders of unions e.g. the Vendors Association of Zimbabwe and the Zimbabwe Teachers Association, and the Zimbabwe Congress of Trade Unions who sought to protest against some legitimate wrongs are regrettable.

What went right?

1. The Dispute over the results of the presidential election was settled by a ruling of the Constitutional Court of Zimbabwe. This event was televised and widely covered by media, a sign of openness to public scrutiny of national democratic processes.

2. A Commission of Inquiry into the post election killings was set up.

a) The process has been open to the wider public, those who can physically attend, broadcast over radio, television, and the press

b) There has been wide consultation; key informants were included in the investigations.

The Way forward...

The “Zimbabwe We Want” is a nation that values dialogue among its people and with the international community. The democratic processes that have taken root since the beginning of the year, 2018, should continue to shed more light on the dark places of our life as a nation. Examples of some darkness which continues to hold us back as a nation include the the killings of thousands in episodes such as the Gukurahundi, the mass displacement of people during Murambatsvina 2005 and and fast track land reform of 2000, and the violence of the period leading to the 2008 election re-run among others. More continues to pile up. These cases never went under the kind of scrutiny that we all wish to witness in the “Second Republic.” We might be on the right course to a new Zimbabwe, save that there is more to be done. Hopefully the following are helpful proposals to sketch a roadmap to that promised land:

Firstly, The mandate of the National Peace and Reconciliation Commission must be prioritized on the agenda. Building a new nation on a shaky foundation has disastrous longterm effects. Secondly, electoral reforms that not only address the concerns raised in the previous elections, but also look into the adoption of more effective processes ought to take stage right away. Remember the next election is in just 5 years and that is not a lot of time relative to the task at hand. Thirdly, economic and social reforms that nip the problem in the bud are most urgent. Paying debts is one thing but making sure that they do not resurface is another. The solution demands going back to the source, the origins of our problems. There are several research papers that detail these problems and profer sound and effective solutions, needless to repeat. Lastly, we need media reforms that can afford us a new set of lenses through which we can see the world lest, disinformed and misinformed, we stumble and fall.

On July 17th, the Church in Zimbabwe (united) kindled a fire into the hearts of the people when it brought them together to work out a future along the path of peace and harmony. No one lights a lamp only then to hide it under a bushel. The New Era is at hand. May the Spirit of the Risen Lord continue to guide the people of God on their journey to the “promised land.”

Shifting Focus: Key to Avoiding Stagnation Through Depth in Collaboration (Ignatius Makumborenga)



My first full year at Silveira House implementing the Sustainable Peace and Development in Zimbabwe project has been quite interesting. I got to meet some people who were trained by Silveira House as back as the 1960s who gave testimonies of their encounters with the likes of Brothers, Mukonori and Bvukumbwe. For them, to see the work of Father Dove in continuation and how it has evolved with our team more than 50 years later is testimony of God's presence in it. There was also good reception of our projects among the new beneficiaries and appreciation of the impact they have made which goes beyond making resources available to of the accompaniment of people in our interventions.

This year we pushed for a strong presence at the national level in order to capture the nature of Silveira House's peace and development agenda. This we did mainly through national dialogue, such as the pre-election multi-party interface and workshops for the police and the media. We reached out to the politicians encouraging them to see beyond their political differences. We also noticed that the bridge between the politicians and the community is the media, the vehicle of ideas and information. Reporting is an advocacy and community building activity, hence, our collaboration with some media houses. One sad lesson we learnt through our workshops with journalists is that, it is not entirely in their power to guarantee

that information reaches the people. The editors and powers beyond are the ones who decide what is relevant, hence, what goes to print based on the some vested interests. Regardless we continue to insist on professional ethics. The Jesuit pedagogy emphasizes holistic formation of individuals, thus, the importance of values we preach in our work.

Another interesting dynamic is the difference between my former work with migrants and refugees under Jesuit Refugee Service (JRS) and Silveira House. The work of JRS involved accompanying people in transit. At Silveira House, the people we work with are mostly in stable communities. Nonetheless, they are vulnerable in their own way and they derive hope from our accompaniment.

The collaboration aspect also adds excitement to the work. I joined teams from other departments for field work in Zvishavane and Matobo for instance. These experiences helped me to feel involved in a bigger mission than myself. The shifting focus aspect of collaboration immensely helps to one to avoid stagnation. In addition, coherence between our director's vision and that of the Provincial Superior is evident in the later's remarks at the installation ceremony, a breath of fresh air for us members of staff. The trickle down effects of this cohesion are amazing. There is also a healthy evolution that preserves the founding spirit of Silveira House, at the same time orienting the organization to

respond effectively to the context.

Change is not easy but, for me, the need for personal conversion, listening and learning stand out as attitudes that contribute to successful integration. Settling in had its challenges. Training manuals could be developed to orient new staff into the tradition, values, identity, strategy, and methodology. Training for Transformation for instance, should be taught from the onset in order to facilitate the induction of new members of staff like myself.

The socio-economic and political environment in the country poses a lot of threats to our work. One wonders where we are headed to. The hope for transformation continues to diminish. For instance, in response to our expression of interest to the House of Assembly, we received a circular from the government

to the effect that no non-governmental organization has the mandate to train elected leaders, inclusive of councilors and legislators, without special permission and consultation with the government. There is no indication of the situation stabilizing any time soon. The impact of the prevailing situation is evident among the poor who are struggling to get by.

Looking ahead, more staff development and emphasis on cohesion at all levels of strategic planning, implementation and team building will ensure swift responses, hence more positive impact. Deepening the level of our collaboration, communication and reflection can also go a long way towards strengthen Silveira House's engagement with the people of Zimbabwe. The nature of our work is not only physical but also mental/ spiritual, hence a more robust "software" will make the "hardware" more effective.

Sustainable Livelihoods and Community Development in Bindura



Delegates from social services and development agencies that work in Bindura Rural District Council reflecting on the findings of the field monitoring exercise

Silveira House set out to provide a full complement of its programming in Mashonaland Central in an attempt to bring about holistic transformation. The intervention involved cultivating a culture of collaboration, co-responsibility and accountability among development agents in the district. In order to close the gaps in governance and leadership, Silveira House also issued a series of training programmes for traditional and elected leaders to build their capacities for coordinating community development activities. Last but not least, the welfare of the people was at the heart of the project carving out alternative sources of livelihoods for economically challenged members of the community. Consolidating these three objectives would,



The former farm house that was converted into Tarlington Clinic in Ward 5

thus, yield Sustainable Livelihoods and Community Development, hence the title.

Technically, the 2 year project commenced in August 2016 with the implementation of an exit strategy in Muzarabani where a similar initiative had been attempted without much success. The breath of the scope and dependence of the project on the socio-political and economic environment cannot be understated. Its implementation in the midst of a highly polarized intra-party politics in the pre-election period in a district that capitals the Mashonaland Province, home to some of the most prominent politicians, and characterized by strong political opinions and politicization of social interventions meant competing for political space and time. Interests were at stake and any opportunity to gain political mileage caught the attention of the gatekeepers. Our understanding of these dynamics did not deter but rather inspired the excitement of taking up a mission to the frontiers.

We had a late start to initiating the project proper. The selection of beneficiaries for the first phase of the livelihoods projects took place in February 2017. Some councilors of wards that had initially been allocated us expressed their concerns with working with non-governmental organizations and opted out such that we remained in wards 5 and 9 alone. This proved advantageous in the long run as the special differences between the two wards provided an opportunity for understanding the dynamics in resettled and commu-

nal rural areas, ward 5 and 9 respectively. A mixed population of former farm workers and urban to rural settlers on temporary chunks of land comprised the former, while a coherent and stable people comprised the later. Both wards are relatively situated near town and ward 9 even closer to the outgrowth of the Greater Harare city. These factors presented opportunities that only required

an injection of capital and knowledge to setup income generating projects.

After the selection of beneficiaries, a series of workshops followed that resulted in the formulation of business plans and operational strategies (including constitutions and executive committees) for 10 enterprise groups of 15 members on average. All six groups in ward 9 elected poultry projects while one group in ward 5 opted for animal husbandry (goats) in contrast to the rest. A total of 165 men and women in-



A team of Development Partners led by the Assistant District Administrator inspects a construction project at Glamourgen clinic in Ward 7

cluding youth were enrolled under the programme. The other workshops took up various themes such as business management, practical skills training, self-reliance and conflict management at the outset to equip the beneficiaries with the right mindset and

motivation for business.

During week long breathers between trainings, the groups carried out local resource mobilization as laid out in the fundraising plan and task schedules. They brought together small amounts of between \$5 to \$10 (USD) cash to subscribe membership to their groups as agreed in their separate meetings, and bags of maize which provided some form of equity/collateral. Together they built, as per specified standards, poultry shelters from bricks they molded and used top soil from ant-hills as motor for bricklaying up to the roof level. In the background of all this work, Silveira House procured cement, used roofing materials and plastic curtains needed to finish off the shelters. These we only availed at the pace at which each group was completing each phase of the project. To make the project even more exciting, we brought in a trainer to impart fence making skill to the members of the same groups. What they produced during the training became the mesh wire for fencing their poultry shelters. A very healthy competition grew among the groups which facilitated our work. Lagging behind was the animal husbandry project which was capital and labor intensive. Other dynamics mostly internal to the group but characteristic of a resettled population as notable in the other ward 5 groups also contributed to the delays.

that followed. All the poultry groups upgraded their capacity to over 1500 birds per batch within a space of eight months. Initially they had difficulties finding markets for their products but with the help of their councilors and legislators who developed keen interests in the projects, they got access to big markets such as OK Bindura, TM and Chicken Mart. They have had to work together to maintain consistent supplies to the market. Despite other challenges such as timely delivery of day old chick as a result of the nationwide shortage, overall, the poultry projects have been a success.

Just to mention a few outcomes of our efforts to improve collaboration among development partners, the meetings held in September 2016 and March 2017 yielded a communication platform where information could easily be shared among the partners. Noticing the minimal level of dialogue in this platform that never went beyond announcements from the Rural District Council and a few responses, we organized end of year field monitoring visits in collaboration with the coordinating agent, the RDC, and rest of the partners which occupied the whole of October 2017. Unfortunately, the visits did not receive the expected level of participation by non-governmental organizations. Nonetheless, the unexpected results were even more encouraging.

The information collected from the various projects we visited that includes schools, clinics and Community Share Ownership Trusts produced a powerful report. By demand, the draft report was presented to the full council that took the issues raised within with serious concern and made a number of resolutions for the 2018 district plan. The document became a tool for advocacy for us and a reference for the rest of the district development partners in the dialogue meeting that took place in April 2018. Key advocacy outcome ensuing from the report include the status of Tarlington and Chirikadzi Clinics. The disputes around their citing and construction as council project was ascertained, developments which paved way for progress. The impact of training local leaders is tremendous. The level of



Grassroot meetings such as these are the origins of sustainable community development

On completion, we provided each group with a startup package of 250 day old chicks, a complete set of feeds, medicines and equipment such as drinkers and feeders together and spot training by experts from our suppliers. The project took off with great excitement and competitive spirit. Success rates for the first batches ranged between 65% and 92% and improved with each batch

articulation of their roles and responsibilities, and the execution of their mandates is visible in all levels of debate at council, ward and village meetings. The same programme will be needed for the newly elected leaders to ensure continuity, a task which we remain committed to undertake in the coming year.



UNLOCKING DEVELOPMENT THROUGH COMMUNITY SHARE OWNERSHIP TRUSTS

In the spirit of dialogue, Silveira House hosted the Ministry of Industry and Commerce and the Community Share Ownership Trusts in a meeting held at the Silveira House. Since the installation of the Ministry as parent to the Trust by President Emmerson Mnangagwa under the new political dispensation, no formal meetings had been held between the two. A number of issues needed clarification since the amendment of the Finance Bill and the Indigenization Act which negatively affects the operations of the Trusts. Hence, the meeting was both an opportunity for the two to dialogue officially and also to discuss the gray areas emanating from the new policy framework.

The Trust was well represented by members from Mondoro-Ngezi, Chegutu, Zvimba, Bindura, Gwanda, Goromonzi, Shamva, Mazowe, Umguza, Bubi, Hwange, Tongogara, Mberengwa, Shrugwi, Mutoko, Zvishavane and Harare-Mabvuku-Tafara, 41 delegates in total. Mr Never Katiyo, a legal advisor to the Ministry, presented the key-note address on behalf of the Minister. In the address, he raised concerns over the Trust overlooking the Ministry in the establishment of its National Apex Council. This, the Ministry feels, is a development it should have been consulted on before action was taken. Concerning the petition letter that was sent to the present by the Trust highlighting some anxieties over changes to the Indigenization Act, the Ministry also brought to the attention of the trust the need to follow protocol, that is, address complaints to its office before reaching out to an office as high up the hierarchy as the President's. Mr Katiyo went further to express the Ministry's willingness to work with the Trust. Measures are being taken to establish structure for the two parties' future engagement. Clarification was also given on the Ministry's full control over the Indigenization Policy and its role as the parent Ministry to the CSOTs.

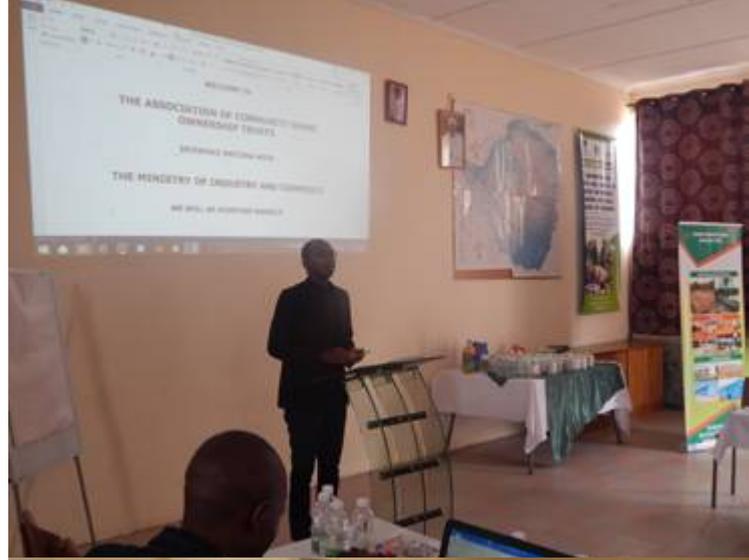
The Minister of Industry and Commerce exhorted the CSOTs to begin engaging various businesses and development partners to advance the interests of the people they represent. The CSOTs were also encouraged to develop and manage value chains, increase efforts on infrastructure development, uphold good corporate governance prac-

tices, and conduct effective research and knowledge management systems. Lastly, the CSOTs were advised to draw up a comprehensive list of the qualifying businesses that are failing to comply with the requirements of the Trusts.

The meeting was not a one way dialogue as representatives of CSOTs present also got opportunity to report on various milestones they achieved since their inception. Umguza CSOT reported that they bought a borehole drilling machine which has since been used to drill approximately 100 boreholes in their district. The machine is currently being used for income generation through hiring it out for a fee. Tongogara CSOT also bought a borehole drilling machine and disbursed a sum of \$25, 000.00 to each ward towards community development. Shamva CSOTs reported mainly on borehole drilling activities. In Zvishavane, the CSOT dedicated itself to building classrooms at schools, furnishing them and also building roads and clinics. In addition to classrooms roads and clinics, the Bindura CSOT engaged in the construction of dams and irrigation schemes. Bubi CSOT reported precisely that they built and furnished 3 classrooms, bought 7 wheel chairs for people living with disabilities, bought 2 mining compressors and a truck.

The Harare Mabvuku-Tafara CSOT had unique responses to social problems among them providing Danhiko with a reliable source of clean water, establishing a bursary scheme, and initiating the establishment of a waste management facility that produces fertilizer from waste products. Last but not least, Mhondoro-Ngezi CSOT embarked on infrastructure development projects such as drilling boreholes, building an x-ray block at Banket, bought 2 ambulances, 2 landcruiser vehicles, constructed clustered houses and acquired some shares in Sable Holdings. They also engaged in poultry and horticulture projects establishing two companies and bought equipment for roads construction.

One can tell from the presentations that Community Share Ownership Trusts play a crucial role in the development of communities. The lack of adequate funding mainly due to non-compliance of qualifying businesses remain the biggest challenge to the capitalization of CSOTs. For instance, only 26 out of 61 CSOTs reported ever receiving funds from businesses. It is our hope that the dialogue generated the anticipated drive for both government and the CSOTs to work together towards unlocking the potential of local communities in development work. The successes registered by some CSOTs should inspire those still failing to take off. The government in its reformation programme can also take on board the agenda of community development through existing local structures such as the CSOTs. The much expected devolution of powers in the new dispensation should build on these efforts that have already demonstrated their efficacy.



Transforming a Nation in a Changing World: The Paradox of Moving Ahead with Innovation and Staying True To Our Founding Principles (Isaac Mumpane)



The year started with a lot of promises of a new dispensation. We, along with other Civil Society Organizations had high expectations. Regardless of minimal publicity, the influence of Silveira House on the national socio-economic arena is quite visible. With the beginning of the year, what struck me the most were the changes in the Indigenization Policy as we had made remarkable progress in our advocacy efforts in favor of the previous policy, entrusted with a huge responsibility of coming up with a draft Statutory Instrument (S.I). The draft was ready for submission and final steps were underway with the former administration. The disruption, therefore came as a

huge blow to our work. The S.I was going to be key in empowering Community Share Ownership Trusts (CSOTs) especially to access revenue from economic activities taking place in their communities and to respond to the challenges they were facing relating to corporate governance and community advocacy. So, we had to adjust to the new scheme of things.

Having accepted the changes, we sought ways of consolidating the benefits we envisaged through our



progress on the former legislation. We, therefore, assisted the chief's (custodians of the CSOTs) to engage the government and express their anxieties with the new legislation through a position paper. This paper was delivered to the President in person by a representative of the chiefs who was asked by the president, not just to leave it on his desk, but rather read it out to him right away. The President was impressed by the chiefs' level of reflection and articulation. From then, the chiefs took it upon themselves to put pressure on the President to address their concerns. In June, the President ordered the Ministry of Land and Mines to review the new legislation in order to incorporate CSOTs. Thus, began our work afresh with the government.

Stakeholder engagement, a silent form of diplomacy

infrastructure development through building schools and clinics to manpower development. It is, therefore, important as the leaders reform policy to take note of the crucial role played by the CSOTs.

Turning to the community based activities in the districts we work in, I am always humbled by the substantial change in the behaviors of the community leaders. Their transformation filters down into the communities they serve, which is a source of encouragement to us as catalysts of social transformation. This kind of change is not easy to quantify or capture in a simple document. Some of the limitations in our capacity to document the impact of our work come with the breadth of the scope of our projects and the fact that we operate within confines of our budget. Inadequacy of the financial and human



remains a key feature of our work, carried on to this day by the advocacy team. It is has many frustrations as navigating the system drains emotionally, but always humbling to see processes unfolding. Patience in advocacy and identifying strategic players in the produces tangible results. The CSOTs, our baby here in Zimbabwe adopted from Zambia has brought about real transformation in the communities ranging from

resources stand in our way to doing more to bring about the desired change. One cannot help feeling helpless in the face of real need. For instance, we had in one case resources to cover only 5 out of 21 wards in each one of 4 districts we worked in. Noticing the difference between the ones we have worked with and the remainder, authorities demand for our intervention in the rest which we unfortunately cannot give a positive response. To this



challenge, more emphasis on depth than breadth of coverage can surely bring better results and substantial transformation to the communities we work with. By this I mean geographical scope. Covering one district completely is more effective than patches of four. As for our partners in the Rural District Councils, prioritization of community sensitization programmes can go a long way to complement our efforts. I am confident of their capacity both technically and financially to run such programmes.

Funding for our work remains a challenge especially owing to the move by funding partners towards pre-defined thematic areas and preset objectives. Ideally, development work should be people (needs) driven if projects are to be responsive to real challenges. But often, implementing organizations like ours are now in the business of responding to the demands of the donors. Even the strategic plan of the organization receives lesser attention if not aligned with the available funds. With the prevailing macroeconomic situation that places us in survival mode, we have no option but to comply. The trade-off is on our autonomy and independence.

The paradox of fundraising partly owes its origins to working under the not-for-profit label in the midst of shifting trends that are capitalistic in nature. The current sources of funding demand creativity and innovation in programming, but the ordinary person is interested in simple answers. They want jobs, access to healthcare, shelter, food, water and education. So, no matter how crafty, if the solution does not respond to these, it remains abstract and alienates the grassroots people. The evolution of development work into an academic discipline and a standalone industry also presents a challenge as it creates a need for sustaining all those trained and employed within as professionals. The industry is here to stay. The Roman Catholic Church's thrust on 1Corinthians 13 that gave origin to this work of Love and Charity is being challenged by capitalist values and business like operating models.

I am someone with a strong passion for local culture. My interaction with various people in the communities and in high profile forums has heightened my dissatisfaction with the distortion of the true meaning of gender equality discourse. The concept of gender



in its original sense is very constructive but its practice often gets mixed up with feminist tendencies, an extremist position that pits women against men. The devastating impact on our culture gets attributed to the gender equality movement and yet feminism is the real culprit. Sadly, civil society organizations are the ones fueling the movement. This calls for Silveira House to deepen its understanding of the concept and move beyond mainstreaming to devise a strong deliberate strategy that shapes dialogue on gender equality in the country. Fortunately we already have partners who express willingness to assist us in this regard.

A key feature of 2018 was the harmonized elections. The “Zimbabwe is Open for Business” mantra of the pre-election period carried some hope that this would be one of the cleanest election in world history. Unfortunately the post-election events, marred by violence, irregularities and fainting confidences on re-engagement of Zimbabwe with the international community drowns all hope. We were almost out of

the woods, but i regret that we are back to the same fear and uncertainty of old. It is very obscure where the nation is headed to given the latest events such as inconsistent policy frameworks from the Reserve Bank that threaten to erode people’s savings.

Looking ahead, Silveira House needs to maintain a strategic balance between policy advocacy and community based social action. This involves advocacy on the formulation of sound policies, their implementation and review. Following up on the already present good policy documents and creating demand for accountability by the people (rights holders) from their leaders (duty bearers) is paramount to sustainable development. At the moment the approach is haphazard, lacking coordination among members of civil society. The lack of civic education among the people also adds to the problem. It breeds low confidence among grassroots people to demand accountability and a relaxed, condescending executive. Therefore, the balance between policy advocacy and community based social action, accompanied by a strong commitment to research should characterize our development work as we go forward.



Silveira House Support & Consultancy Services

Social Entrepreneurship: Home Made Solutions to Self-Sustainability



In collaboration with Mavambo Trust, Silveira House hosted an eight week technical and vocational skills training programme for youth from surrounding suburbs. The courses offered included, household electrification, motor mechanics, interior decor, catering, dress making, bakery, hair-dressing, welding and carpentry among others. These short courses are practice oriented with snippets of introductory theory. The students camped at Silveira House for the full duration of the programme taking both their classes and meals within the facility. This is the work of the Silveira House's support department that facilitates accommodation and conferencing activities for participants who occasionally undergo training programmes within the premises of Silveira House. Such programmes facilitated by Silveira House trainers preserve a unique balance between formal and informal apprenticeship, bringing out a very colourful picture of development work. At the end of the short courses, those who successfully complete the programme are decorated with a certificate of attendance that acknowledges their competence in the discipline trained. The graduation ceremony this



year radiated an atmosphere of hope characterized by smiles, jubilant dances and cheerful speeches.

2018 is the second year in a row since the two organizations have come together to co-implement youth empowerment programmes in the area of technical and entrepreneurial skills development. Given the decline in job opportunities in Zimbabwe, such programmes help to equip youth with hands-on skills that they can use to create value for themselves and the community, hence make a decent living. Among the youth are single mothers and orphans whose role as bread winners and household heads is difficult without a reliable source of income. Therefore, the technical skills programme comes in handy in response to the call to offer these young adults a means by which they can make dignified livelihoods of their own and support their dependents.

Silveira House this year collaborated with many other institutions within the Catholic family such as Jesuit Communications and the Jesuit Youth Ministry on programmes such as the Peace and Elections campaign which sought to educate and encourage the youth, especially college students, to participate actively in the democratic processes of the nation. The role of Silveira House in such consortia is mainly leadership and governance training, monitoring and evaluation and providing insights into the Social Teaching of the Church.

Furthermore, youth formation is not an event but a process that requires collective effort and creativity. To this effect, Silveira House also engaged in facilitating training programmes for young leaders such as induction workshops for school prefects and days of recollection for ordinary and advanced level students. Team building and conscience formation activities form the basis of such programmes, thus contribute to holistic education of students from both private and public schools who take part in our programmes.

The Conference of the Methodist Bishops of Southern Africa also held their 5 day annual conference at Silveira House towards the end of 2017. One of the sessions on spirituality was facilitated by Fr Konrad Landsberg, the Superior of the Jesuit community at Silveira House. This is one among a number of religious conferences that have benefited from the expertise offered by Silveira House Staff and the Jesuit Community and the conducive environment afforded to participants.

We invite interested individuals and groups to leverage on the various opportunities on offer for the advancement of human social, economic, spiritual and academic goals. Our programmes and support staff are at your disposal. Accommodation and conferencing facilities as well as grounds are open to the public for different kinds of activities.



Zimbabwe Is Open To Dialogue

Dialogue occupies a central position in the history of Zimbabwe. On the table at Lancaster House, the future of the nation was decided bringing to an end one of the most bloody and long civil wars in liberation history and ushering in the Independent Zimbabwe in 1980. The political conflict of 2008 was settled by dialogue that brought about the Global Political Agreement and the Government of National Unity. An opportunity is once again before us to take democracy a step further and create a truly new “Second Republic” where citizens enjoy their rights and freedoms. The 2018 Annual Report of Silveira House leverages on this opportunity to demonstrate the possibility of transforming Zimbabwe for the better through engaging stakeholders across the divide in meaningful dialogue.



SILVEIRA HOUSE

Jesuit

Social Justice

&

Development Center



Jesuit Province of Zimbabwe-Mozambique



Zimbabwe Catholic Bishops' Conference

