



## **ANNUAL REPORT BY EXECUTIVE DIRECTOR**

### **Dr. Juliet Waterkeyn**

2011 started out with great promise. Zimbabwe AHEAD had consolidated its reputation with government as an innovative leader in the sector, contributing to the national effort in WASH and SAG networks, as well as spear-heading the development of new Health Promoting Schools Curriculum. We were also considered a strategic local partner by many international NGOs wanting to use the CHC methodology as it spread throughout the country thanks largely to our role in Protracted Relief Programme (PRP II), where we had trained 22 NGOs in our methodology. Through our sister Association, Africa AHEAD, we were invited to provide community mobilization in massive engineering contracts by prestigious UK firms, who were bidding for rehabilitation of sanitation in 5 towns in Zimbabwe. By the end of 2010, eight international partners had submitted joint proposals with us for EC Funding and in early 2011 we were delighted to hear the ACF bid was successful. Our team was gearing up to begin this ambitious programme starting 450 CHCs in Gutu and Mberengwa districts. Although we expected to start in May, delays ensued while ACF worked through their own bureaucratic demands from the EU, and ZimAHEAD was left hanging. As our project with OXFAM wound up in mid year, and the ACF programme still showed no signs of start up in July, many field staff were laid off, while others were on half salaries for the rest of the year.

The second half of 2011 taxed our small NGO to near breaking point. As the political situation in Zimbabwe remained locked in stale-mate, we, like many other NGOs this year, found direct funding elusive. To minimize core costs, Regis Matimati, our Director of Programmes has stood in for me as Acting Director most of the year and continued valiantly to keep up morale despite the many challenges, whilst Innocent Marivo, our Admin and Finance Manager patiently kept us in business, with sale of training materials and consultancy training workshops for Medair and PRP II. I would like to recognize the loyalty of our staff, who have all come back to the Zim AHEAD family ready to work again now the ACF project is finally going ahead. We are happy to announce that in January 2012 we are taking on 9 new staff for the ACF Programme, and another 8 new staff for the emergency USAID-OFDA that we expect to start up soon. This will enable Zim AHEAD to go back to our old project areas of Makoni District, Chiredzi and Masvingo, training 240 CHCs with 216,000 beneficiaries in one year. 2012 should be a record breaking year for us as we continue to scale up CHCs throughout Zimbabwe. May this happen as planned!



*Josephine (left) with the late Mrs Toriro, at a CHC Graduation ceremony in Makoni, 2007.*

## **Tribute to Josephine Mutandiro, Zim AHEAD Trustee**

*She contributed her wisdom to our ethos,  
and her words have become our mantra:*

*'Development is a Process, step by step...'*

It is with great sadness that we mark the passing away of Josephine Mutandiro, who devoted her life to alleviating the suffering of others, and was a truly committed development practitioner in a class of her own.

She came to Zimbabwe AHEAD Organisation when it was newly formed in 1999 and brought with her a wealth of experience from her many years with Save the Children Fund. We will always remember her with joy as she would take the stage at a workshop, timing her entrance to proclaim her motto, 'Development is a Process' and how everyone was spell bound by her rhetoric. It was heart warming how she preached her message to the Community Health Clubs, and would dance before the multitudes inspiring them to progress, 'step by step'.

It is impossible to count the number of people she helped, not only in her work, but privately, counselling and assisting where ever she could. Josephine taught herself how to grow and use herbs, and was one of the first to scale up the use of herbs for treatment in the rural areas. When she was District Coordinator in Rusape, the office hosted a constant stream of people coming for herbal treatment or counselling. Every morning at dawn she was in her garden, tending her plants which have been spread to gardens all over the country, from Bindura to Chiredzi. At the height of her work in 2006, when all else was falling apart, she had a network of Ward Coordinators in Makoni running a project with over 4,000 individual gardens, 1,000 communal gardens and an estimated 5,000 bee-keepers. So much income was generated and so much hope was raised by these projects! All these people knew and loved Josephine and will be affected by her passing, and we at Zim AHEAD want to be sure her memory survives and her work continues to expand. It is sad that she leaves us just as the programme she loved, is scaling up throughout Zimbabwe, and as a Trustee in her retirement, she was to have witnessed the fruits of her labour and help guide the organisation onwards. Her life will be our guide. Josephine's family must be proud to have such a wonderful mother, and we thank you for lending her to us for such a long time. We will find a way to honour her memory.

## KEY STAFF OF 2011



**Top Row:** Tendai Ndachengedzwa (PO) Hamilton Orphan, Canaan Makusha (PO); **Morgan Haiza (PO),  
Front Row:** W. Wakatama (Log) C. Chinhengo (PO), A. Muringaniza (PM) I. Marivo, R. Matimati (DP).

<b>Executive Director / Founder</b>	Dr. Juliet Waterkeyn	<b>Since</b> 1995
<b>Director of Programmes</b>	Regis Matimati	2007
<b>Finance and Admin Manager</b>	Innocent Marivo	2009
<b>Internal Auditor</b>	Ruth Evans	2007
<b>Programme Manager</b>	Andrew Muringaniza	1999
<b>Project Manager</b>	Morgan Hayiza	2007
<b>Public Health Promoter, Chiredzi</b>	Cecilia Chinengo	2008
<b>Public Health Promoter, Chiredzi</b>	Canaan Makusha	2009
<b>Logistics Officer, Training Centre</b>	Walter Wakatama	1999



Welcome back on the Board  
to Mr. George Nhunhama,  
Previous Chairman and acting  
Director (2002-2008)

## THE BOARD OF TRUSTEES 2011.

**Chairman:** Anthony Waterkeyn

**Secretary:** Janette Heatherton

**Members:** George Nhunhama  
Josephine Mutandiro  
Reginald Mashingaidze  
Naboth Mawoyo



## **COLLABORATION AND ADVOCACY**

### **Regis Matimati, Director of Programmes**

ZimAHEAD maintained its position in working on the National WASH Strategic Advisory Group (SAG) where we presided and deliberated over national WASH issues and gave recommendations and advice to the National WASH steering committee.

Monthly we attended the national WASH cluster in Harare and a couple of times we attended the Masvingo Provincial WASH cluster as we had projects going in the province. The several meetings we had in the Education cluster may involve us a school health project in collaboration with VVOB and UNICEF.

We worked and contributed on the MoHCW Community Based Environmental Health Promotion Programme (CBEHPP) and we were invited to make presentations and be discussants on CHCs at a 2 day National Environmental Health Officers' forum in Nyanga which we attended together with the ZA Board Chairman.

We joined the NCU led National Sanitation and Hygiene taskforce that came up with the National Sanitation Strategy. We met and deliberated for over 8 months to come up with the document. Due to representations we made at such meetings, CHCs feature in the Strategic document as the way to go for Zimbabwe.

We have been assigned by National WASH cluster to lead the engagement of partners on Urban PHP and to that effect we have presented at the Urban Rehab Technical Working group and the National WASH cluster. A lot of interest has been generated and other organizations are wanting to learn from us about urban PHP picking from our Mutare, Chiredzi and Masvingo urban experiences.

We have been invited to several National forums on the WASH and Education front such as the Regional WASH in School workshop which was attended by representatives from South Africa, Namibia, Botswana, Zambia, Kenya, Malawi and Zimbabwe MoEASC and the National NAC planning and review workshops and that signifies how we are perceived by our significant partners in the sector namely NCU and Unicef who invited us.

#### **MEDAIR**

In March ZimAHEAD secured a contract to train Medair, an international NGO in Gokwe North district. A total of 180 Community Based Facilitators and School Based Facilitators were trained to form and run CHC in 6 wards. One evaluation visit was done by ZimAHEAD and it revealed that the project was a success but could have been better had Medair spent more time monitoring and supporting the CHCs. The Medair Project Officers spend more time on the hardware prong of the project and the CHCs did not graduate. A report was sent to Medair management to this effect and they are organizing to correct the anomaly. They have mentioned including our support in their forthcoming projects.



**WORKER OF THE YEAR: 2011:**  
**Admin and Finance Manager: Innocent Marivo**

We would like to recognize the good work of Innocent Marivo, our Administration and Finance Manager, who has kept his cool through thick and thin and managed to show all our donors that no matter how small or large the budget, our systems are in place and our books are squeaky clean!

Innocent took over the accounts in 2007, at the time of hyper-inflation, when the dollar had been in free fall and accountants throughout Zimbabwe were despairing of being able to balancing their books, with the number of zero's they had to juggle with, and which changed as they were doing the sums. Methodically he went through the previous years, redoing them to meet the exacting standards of Mercy Corps, and passed all compliance tests, whilst setting up systems that have impressed other partners like Oxfam and ACF. In 2010, we had our books audited and they measured up to the international standards which enable us to apply for direct funding from the likes of USAID. Most impressive of all is how he has managed to stretch the limited income this year, prioritizing expenditure and making careful decisions that have enabled us to stay in business through the sale of training materials and consultancy work. At the same time he was able to complete his Masters degree in Accounts! Thank you Innocent and congratulations!

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**PROTRACTED RELIEF PROGRAMME (PRP II)**

Since 2009 ZimAHEAD has been involved on the PRPII project as a technical backstopping partner in collaboration with the Institute of Water and Sanitation Development (IWSD). Our role has been to provide training, monitoring and evaluation for 22 national and international NGOs that are supported by DFID through GRM (formerly MTLC) to use the CHC developmental model in their programming.

This has taken the CHC model across the country. The project ended in March 2011 and a fourth year PRP phase with 16 PRP II partners has seen us invited once more to continue the training and backstopping of the NGOs.

Organizations that have used the CHC tool kit have been more successful than those that copied kits as their communities have materials to use even in their absence whilst photocopies disintegrate with repeated use by communities.