



## 2021 ANNUAL REPORT - Performance Review



## Message from the Director

*Claris Madhuku – PYCD Director*



*PYCD team present to stakeholders an annual report. In 2021, the focus was on coming up with innovative ways of implementing activities. The organisation took advantage of its organic structures both locally and nationally to carry out robust advocacy through networking, physical and virtual meetings. The COVID-19 continued to cast a dark shadow on our programming as well as general livelihood of the community. This negatively impacted on the right to education, food and information.*

*Within the framework of our values, it was possible to co-create, shape and cultivate small success stories with great zeal and most importantly overcome big barriers.*

*Chipinge district is a highly patriarchal community, but our interventions have proved to be both transformative and empowering to young girls and women. PYCD has always been seized with the question of what is needed to improve the quality of life of rural communities.*

*PYCD approach is to motivate local community to actively participate in the design of our projects*

*Greatly appreciate all the support we had in 2021*

***Claris Madhuku***  
***Director***

*“Success is not final, failure is not fatal: It is the courage to continue that counts”*

***Winston Churchill***

## Table of Contents

<b>1. Introduction.....</b>	<b>3</b>
<b>2. Executive Summary.....</b>	<b>4</b>
<b>3. About PYCD.....</b>	<b>5</b>
<b>4. Activities Impact – Output vs Outcome.....</b>	<b>6</b>
<b>a. Land Rights</b>	
<b>b. gender and culture</b>	
<b>c. other</b>	
<b>5. Organisational Development.....</b>	<b>15</b>
<b>6. 2022 Outlook.....</b>	<b>16</b>
<b>7. Fundraising .....</b>	<b>16</b>
<b>8. Acknowledgement.....</b>	<b>16</b>
<b>9. Recommendations.....</b>	<b>17</b>

### **1. Introduction**

This annual report will discuss PYCD programming in 2021, which has been exceptional because it represents the voices from below. Challenges have always been resolved through a stakeholder’s engagement that is responsible for co- creating solutions. The impact of activities carried out will be evaluated including presenting an overview of the relevance of grass-roots community based organisations in the governance and democracy processes.

The socio – economic and political landscape was predominantly characterised by the Public Health (COVID-19 Prevention, Containment and Treatment) (National Lockdown) Order, 2020, as published on the 29th March 2020 under Statutory Instrument 83 of 2020. The lockdown order was periodically reviewed. This is the context in which the 2021 programming was conducted.

This has resulted in increased poverty and inequality within our community coupled with a reduction in participation by communities in public processes. The COVID – 19 pandemic disrupted livelihoods of common people as it negatively affected their right to education, food and information. This resulted in the majority of the people becoming depended on humanitarian organizations for their survival. Service delivery by the local authority was hugely affected and the community faced severe challenges.

PYCD intervention was informed by these lived realities through partnerships and networking with other organisations including the constitutionally recognized commissions. The organization adopted a human rights approach in addressing the lived realities in the context of COVID – 19 pandemic and a heavily regulated environment.

## **2. Executive Summary**

PYCD intervention was done with a view to revitalize the communities in Chipinge district that has been devastated by the COVID – 19 pandemic. The scale of community action in 2021 was significant. Gender activists, citizen journalists and key community stakeholders stepped forward to support those made more vulnerable by the pandemic. These range from #Ngatirwisei Utungu, human rights law advocacy and policy discussion on gender and culture. All the interventions proved to be a vital part of sustaining and strengthening community resilience.

PYCD's approach was basically to reduce social inequalities through utilizing community centred programming. Land was also identified as an asset that promotes social inequalities in the district, and the organization established innovative ways of gathering insights of communities affected by skewed land tenure systems.

Most importantly, PYCD worked in partnerships with experts on land tenure system in the form of PLAAS, and those knowledgeable in human rights law like ZHLR and ZELA as well as experts on peace – building and reconciliation. These collaborations provided the much needed capacity of the communities. It also enhanced the skills of gender activists, citizen journalists and key community stakeholders.

2022 will build on the current level of community action. PYCD is cognizant of the fact that there is much that the organizations can do to work in solidarity and partnerships so as to create the conditions for individuals and communities to thrive post pandemic.

### 3. About PYCD

The PYCD is a registered non – profit community based organization headquartered at Checheche growth point in Chipinge district. It was founded as a youth organization in 2008 and expanded its reach beyond the youth to service all community members that include elderly men and women.

The strategic plan of 2019 – 2023 guides PYCD to empower men, women, girls and boys with hope, assertiveness, knowledge, skills, tools, communication channels and legal mechanisms to enable them to address their situation and claim their rights individually and collectively. The Strategic Plan also seeks to transform PYCD into a modern organization, which is one stop centre for communities in Manicaland Province.

#### **PYCD Vision:**

An empowered community working towards sustainable development and transformation in Zimbabwe.

#### **PYCD Mission:**

A non-partisan, membership driven organization which exists to mobilize and empower communities in Manicaland Province through lobbying, advocacy and capacity building in order to promote social transformation and sustainability in Zimbabwe.

#### **PYCD Values:**

Ubuntu, Membership, Non-partisan, Inclusivity, Professionalism (Transparency, accountability and integrity), Team work, Non-violence, Gender equality and equity

PYCD has serviced 4 main objectives which are drawn from its running Strategic Planning that has been in existence since 2019. The four pillars are:

**OBJECTIVE 1:** To have an empowered community with capacity to defend and demand the use and preservation of land as the source of livelihood and the mainstay of the economy.

**OBJECTIVE 2:** To transform the role of women and culture as part of community development by focusing on the positive gender roles within the context of tradition and culture in Manicaland Province

**OBJECTIVE 3:** To breed a well-trained, mentored and nurtured young people with life skills in Manicaland Province.

**OBJECTIVE 4:** To produce an accountable organization, that operates on the basis of modern skills of documentation, information sharing, communication and networking.

## 4. Activities Impact – Output vs Outcome

### a). Land Rights, Livelihood and Research (*Collaboration with the Institute for Poverty Land and Agrarian Studies (PLAAS)*)

In Chipinge district, the majority of households engage in diversified food production activities. A land resource plays a critical role in securing sustainable food production activities, and in that understanding PYCD collaborated with PLAAS to implement a project under the title: *Privatisation of Customary Land and Implications for Women's Land Tenure Security and Livelihoods in Southern Africa*.

The project realised that there is prevalent dispossession of women living under communal tenure systems in Chipinge district. PYCD unravelled this process through an empirical study of Munyokowere, Mahachi and Kondo villages as well as Checheche growth point, located in the lowveld of Chipinge district. The organization managed to reach out to 117 women and 39 men through interviews, focus group discussions (FGDs) and community meetings. In these study sites, the state appropriated communal land to realise its vision of building modern urban areas but with consequences for the vulnerable and poorest social groups, especially women.

The land in the study site is governed under the Communal Land Act of 1982, and in terms of the act the President can make declaration to convert communal land to state land. The responsible Minister can also set aside communal land for public purposes. Such provisions prove that any community development is driven from above, blind to the realities of local land-based livelihoods and existing informal land rights for the majority who rely on communal land for diversified food production.

On the 5th of October 2021, PYCD submitted a petition to the Ministry of Lands, Agriculture, Fisheries, Water, Climate and Rural Resettlement. The petition had 30 demands calling for the ministry to take action that promote women's access to use, control, own, inherit and transfer their land and natural resources. This was followed by a policy declaration on the 7th of December 2021 by key community stakeholders. It was convened to stimulate conversation between rural women and local policymakers. The policy dialogue meeting attracted 40 participants comprising the rural women of Chipinge, elected ward councillors, traditional leaders, representative from various community based organisations and members of the National Assembly.

<https://18olw2dtd7sfrkn714mcql9a-wpengine.netdna-ssl.com/wp-content/uploads/2021/02/Southern-Africa-Training-Module-on-Womens-Land-Rights.pdf>

<https://www.plaas.org.za/rural-women-of-chipinge-policy-declaration-on-land-rights/>

<https://www.plaas.org.za/the-silent-dispossession-of-customary-land-rights-holders-for-urban-development-in-zimbabwe/>

[https://www.youtube.com/watch?v=z\\_cNBMSI6Kg](https://www.youtube.com/watch?v=z_cNBMSI6Kg)

## **b) Gender and Culture**

Cultural practices reflect different values and beliefs held by members of a society from generation to generation. Chipinge district has specific traditional cultural practices and beliefs, some of which are beneficial to society, while others are detrimental to the enjoyment of rights by girls and women. Article 5 of the African Women's Protocol directs state parties to condemn and prohibit all forms of harmful practices affecting the enjoyment of human rights by women in society through legislative and other measures necessary. According to the Protocol, harmful practices are defined as 'all behaviour, attitudes, and/or practices which negatively affect the fundamental rights of women and girls, such as their right to life, health, dignity, education and physical integrity'.

Zimbabwe has committed to eliminate child, early and forced marriage by 2030. In the country, child marriage is a significant challenge against the wellbeing of girls. Of the women in the 20 – 49 years' category, at least one in every three (33%), first engaged in a form of marriage union before their 18th birthday. Prevalence of Child marriages is higher (more than double) in rural areas than it is in urban areas and Chipinge district is no exception. In response, PYCD has been implementing a project under Gender and Culture for the past 5 years, since 2016.

Despite the harmful nature of some cultural practices, they persist as they take on an aura of morality in the district due to the relationship between culture and legal systems. Most legal systems were enacted with a view to enforce equal rights for men and women and foster a change in cultural values regarding the position of men and women in society. However, this has not been the case in Chipinge district.

The Gender Project is being supported by Fund for Development in Africa (FEPA) under the theme: Providing safe spaces for young women and girls to breathe in Chipinge district. The project managed to reach at least 7 500 people through various activities that included drop in centre, counselling, women hearings and Kungoma club meetings. The project work closely with 25 gender activists, 15 aunts, 5 uncles and a pool of 250 peer educators who are found in 25 wards in Chipinge district. The peer educators are aged between 8 – 17 years with a primary focus on allowing young people participate and proffer solutions as well as documenting the actual impact of child marriages in the district.

- **Institutionalisation of Drop In Centre for Counselling**

PYCD has a pool of 25 Gender Activists who are well capacitated as organic counsellors on a day to day. This pool of counsellors has transformed the PYCD programming at the community level. The organisation now has an institutionalised platform where the public comes in to get a number of services that includes whistle blowing and counselling. The PYCD Centre has enough space and rooms for confidentiality that is being upgraded into a safe house for victims of Gender Based Violence. PYCD also offers mentorship for its members and the public.

- **Men Engage**

In 2021, the Gender office was able to introduce the concept of MenEngage which has energised programming within the Gender project. PYCD working with its partner FEPA have during the course of 2021 co created a project titled Men Engage which intends to raise awareness of young men and boys to join the struggle of working towards the attainment of SDG5 .The project inception and implementation was done virtually and men engage clubs were formed as implementation mechanism for the project .FEPA supported the concept through their student on internship Niklas Lindenthal who worked with Allan Murozvi from Zimbabwe .Men Engage is now main streamed within PYCD gender project and will run separately in terms of its implementation and physical activities during the work plan of 2022 to sensitize the stakeholders .PADARE has been engaged for mentorship to expand the impact of the concept.

- **Effective Networking**

The Gender Office has increased its outreach by working closely with local based community organisations from Chipinge. Through a Gender Symposium held on the 7th of December 2021, a Memorandum of Agreement was signed with tenCBOS. The activities of the MOU will involve fundraising together sharing experiences and mentorship. The PYCD Gender Office is benefiting from relations such as Just Associates (JASS), Institute for Young Women and Development (IYWD), Youth Empowerment and Transformation Trust (YETT), Girls and Women Empowerment Network (GWEN), Women Action Group (WAG), PADARE, Africa University, Ministry of Women Affairs among other productive networks. The Gender Office is part of a women movement involving traditional leadership pushing for land justice in Zimbabwe. Traditional leaders both men and women, are now the key drivers of gender justice by denouncing gender based violence and advocating for women empowerment. It is projected that in 2022 there will be increased transformative training that is aimed at capacitating chiefs and traditional leaders to continue appreciating the importance of a girl child and how traditional courts can contribute towards gender justice.

The impact of the project is as follows:

- Language proved to be fundamental for the transmission of gender norms by facilitating efficient communication across individuals, it enhances and reinforces the transmission of cultural values
- Key community stakeholders played a critical role in having a strong and coherent community action against child marriages and enhances the transformation of societal attitudes and perceptions
- Early marriages are usually linked to rape and there are more reports to authorities
- The project basically targeted attitudes and perceptions about girls and women, a situation that is safeguarding their rights

### **c) Advocacy with Human Rights Lawyers (ZLHR and ZELA)**

PYCD human rights advocacy is guided by the Universal Declaration of Human Rights especially its preamble. The preamble states that “All human beings are born free and equal in dignity and rights. They are endowed with reason and conscience and should act towards one another in a spirit of brotherhood.” Communities in Chipinge have basic rights and freedoms that they have to live with dignity based on Ubuntu value. Most importantly, these human rights are secured in law.

Unequal access to land in the district has led to violent conflicts. There have been hostilities between the community and Greenfuel configured around the realization by the community of a deprivation by unequal distribution of land. At the same time, the community is currently having a stand off with the local authority in regard to arbitrary eviction against the community from communal land.

PYCD collaborated with Zimbabwe Lawyers for Human rights (ZLHR) and the Zimbabwe Environmental Law Association (ZELA) to embark on a human rights advocacy. The main goal of the advocacy was to defend the rights of the communities to land.

A series of community meetings were conducted with villagers of Kondo, Mahachi, Maparadze and Rimbi. Together with ZLHR, we have carried out 8 mobile legal clinics that have assisted us to identify and offer services to communities who have never had access to legal representation in their whole lives.

ZELA has helped to capacitate 15 Community stakeholders from Chipinge who included traditional leaders, farmers, the church, youths and women .The training was held in Mutare at Sky View hotel from the 12th to the 14th of September 2021.The resolutions of the meeting involved petitioning the President of Zimbabwe to intervene on the land conflict between Green fuel and communities of Chisumbanje and Chinyamukwakwa. After the training, PYCD approached Chief Garahwa on land conflict in ward 28 and 26 of Chipinge south .The engagement of Chipinge Rural District Council Chairperson and other elected councilors on the Green Fuel conflict is also a notable achievement for 2021 programming on land.

ZELA has facilitated for PYCD to engage with the parliamentary portfolio committee on Mining together with Russian owned ALROSA Pvt Ltd over the discovery of diamonds in 5 wards of Chipinge district.

In 2021, the Gender Office worked closely with the Zimbabwe Lawyers for Human Rights for an Essay competition. The Essay competition on the 28th of October involved 5 High Schools namely Rimbi, Takwirira, Chipangayi, Checheche and Vheneka .There were three winners where the first Prize went to Chipangayi, second place Rimbi and the third place to Chipangayi. The competition made so much impact with the pupils getting supported with uniforms and fees. This is an activity that will be repeated in 2022

<https://www.zimeye.net/2021/10/30/zlhr-and-pycd-unite-in-fight-against-child-marriage-in-chipinge-district/>

<https://kubatana.net/wp-content/uploads/2021/11/LM-Schools-Essay-Competition-Edition-.pdf>

The activity impact included the following;

- Helped reduce an individual's sense of isolation when raising issues related to the land based conflict
- Helped the community gain increased confidence and assertiveness so that they can be able to self – advocate when the need arise
- Community requested a degree of security and legal protection against forced eviction, harassment and other threats
- It allowed the dignity of the community to be at the centre of programming and advocacy

#### **d) Banana farmers versus Matanuska in Mutema and Chibwe**

The relationship between banana farmers in Chipinge and Matanuska are guided by the principles of contract farming. The farmers are domiciled in Mutema and Chibwe communities of Chipinge district. Contract farming has improved access to high-yielding input, better extension service, incomes, while also contributing to asset accumulation by local farmers when compared to non - contract farming households. However, lack of platform in the contract design process disadvantages local farmers and exposes them to different forms of buyer firm exploitation such as the charging of high interest rates on inputs.

This has subsequently brought in a conflict between local banana farmers and Matanuska Pvt Ltd.

Banana farming in the district has evolved from a subsistence crop to a commercial enterprise, transforming rural communities.

PYCD is working closely with the banana farmers from Mutema and Chibwe over a contractual conflict with Matanuska Pvt Ltd. Matanuska Pvt Ltd has allegedly used predatory and exploitative tactics in the manner it negotiated contractual arrangements with banana farmers in both Chibwe and Mutema . In Chibwe the farmers complained that they failed to get profits due to the fact that Matanuska did not provide market due to the effects of Covid-19 restrictions. The communities in Mutema through mediation done by PYCD have reached a consensus of terminating the contract. PYCD has been working with the local traditional leadership and the elected councilors for ward3 and 20 in handling these contractual and legal issues .The mainline media has been capturing the developments. The farmers now have more bargaining power and control over their bananas.

<https://www.zimeye.net/2021/04/09/the-voice-of-mutema-banana-farmers-finally-heard/>

<https://www.radiovop.com/mutema-banana-farmers-and-matanuska-end-contractual-row/>

<https://allafrica.com/stories/202110070673.html>

### **e). Engagement with the National Peace and Reconciliation Commission (NPRC)**

The NPRC is one of the Independent Commissions supporting democracy, and was established in terms of Chapter 12, part 6 and section 251 of the Constitution of Zimbabwe (2013). It is mechanism for resolving the burden of violent conflicts and build national and sub – national capacities that guarantee a future of peace and reconciliation.

Through one of its mandate that seek to protect the sovereignty and interests of the people, PYCD wrote to the NPRC requesting them to attend to the land based conflict in Chipinge district.

The commission came to Chipinge in October 2021 for a five (5) day visit.

The visit had a two pronged perspectives which we deemed pertinent. The first one focuses on reconciliation as an outcome in which parties have to change their relationships and are mutually recognising each other's goals and interests in a peaceful environment. The second perspective puts attention on a platform for both, the victim and the perpetrator to have an opportunity to transform the nature of their relationship into one that facilitates the emergence of a new social context that is accompanied by possibilities for a peaceful future

The land conflict in Chipinge district has now affected more than 16 wards directly .The land related conflicts are mainly state-driven due to the land conversion land for privatization and urbanization. The local authority is facing legal challenges as villagers are resisting the displacements that are not done according to the law in which villagers should give consent before the displacements are implemented. The villagers with the backing of PYCD are adamant that adequate consultations have not been done therefore the local communities will resist any force to leave their customary land.

Impact of the Visit:

- Its ability to utilise local knowledge at a micro-level by fostering personal healing, interpersonal relationship recovery and community rebuilding.
- The process was sensitive to the culturally congruent practices of the Chipinge community

### **f) Advocacy on the repeal of Communal Lands Act**

Through the Governance, Research and Development Officer, PYCD coordinated an advocacy work on the repeal of the Communal Land Act (1982). Zimbabwe has four main systems of land tenure: the freehold land that is private, State land, communal and leasehold resettlement systems. With the exception of the resettlement tenure system, the other three systems are largely part of the country's colonial heritage.

The communal land tenure system is governed by the Communal Land Act of 19832 and applies to 42 percent of the land area, where approximately 66 percent of the country's population resides. According to the Communal Lands Act, all communal land is vested in the State President who has powers to permit its occupation and use in accordance with the Act. Com-

munal area inhabitants thus have usufructuary rights over land. Rural District Councils have a dispensation to allocate land to qualified persons on behalf of the State.

The PYCD 2021 programming on land has reflected a lot more on the need by government to consider re-aligning the land governance laws with the national constitution. The bills which intend to amend these laws have been tabled before parliament and our advocacy has put the land issue on the spotlight in Zimbabwe. In addition to the existing programming with the Institute of Poverty Land and Agrarian Studies (PLAAS), PYCD is part of a Civic Society working group against displacements in Zimbabwe.

#### **g) Information and Social Media Advocacy**

The PYCD Information Department adopted a collaborative and active approach with key community stakeholders and the community as a whole. This was done to create a positive and progressive influence on the image of the organisation both internally and externally. In the year 2021, our PYD Information and Social Media was being supported by Fund for Development in Africa (FEPA), Media Institute for Southern Africa (MISA), Gender and Media Connect (GMC) and the Zimbabwe Association of Community Radios in Zimbabwe (ZACRAS).

#### **Activities Implemented under this office:**

- **#NgatirwiseUtungu/#LetsFightCovid-19**

The department was able to implement a two months project that was a response to the lack of empowering information about Covid-19 in Zimbabwe and particularly in the rural areas. The project implemented sought to raise awareness aimed at intercepting the misinformation about the impact of Covid-19 in Chipinge district. The project was implemented from the 1st of March 2021 to the 30th of April 2021 in Chipinge district under the hash tag #NgatirwiseUtungu/#LetsFightCovid-19.

The project had six activities that were spread for two months. The activities included a training that started online before it became virtual. Online training involved 30 citizen journalists with nineteen of them being young women. The training focused more on citizen journalism and story writing with more emphasis on the Covid-19 information dissemination. A physical meeting was eventually done for two days on the 27th and 28th of April 2021. The physical meeting targeted 35 people including the thirty citizen journalists already trained on WhatsApp. PYCD staff members were also incorporated to participate during the training. This training was done in collaboration with Gender and Media Connect (GMC). Throughout the year, this relationship deepened. Gender and Media Connect is a non-governmental organisation that is targeting women in the print and electronic media.

The training helped to debunk a lot of myth that were doing the rounds by ensuring that there was scientifically proven data shared and interpreted responsibly. The training had compo-

nents of fieldwork with study sites being Rimbi, Chisumbanje, Manzvire and Munyokowere villages.

- **Story telling**

During the year, the trained Citizen Journalists submitted 43 stories of which 30 of the stories were published by the mainline media and in particular 263 Chat and on PYCD Social media platforms.

It was noted that most of the citizen journalists who received training both online and physical improved remarkably in terms of their presence on the social media. Outstanding candidates are Sihle Chipiso and Godfrey Mukai eventually received awards through Gender and Media Connect

<https://www.facebook.com/GMCZIMBABWE/photos/a.230082450400174/5364022493672785/?type=3>

<https://www.263chat.com/more-girls-dropout-as-schools-reopen-in-chipinge/>

<https://m.facebook.com/groups/124058064272249/permalink/3236541009690590/>

- **Press release**

During the period of implementation there was one Press release done on the 29th of April at the PYCD Centre. The press release was done through a statement presented by the PYCD Director after a panel discussion involving 5 people. This release provided an update on the statistics for those who had contracted Covid-19 in Manicaland and Chipinge. It was also an analysis on the impact of the pandemic on women including measures to counter the negative impact through getting vaccinated. The press release was given live streaming coverage by Vemuganga Community Radio. Subsequently 2 more press releases were done during the course of the year as a response to the Covid-19 pandemic.

- **Monitoring and Observation**

Monitoring and Observation was done four times. The first process was done on the 4th to the 6th of February 2021, before the launch of this project which was done in March 2021. Between March and April there were three trips in and around the district to support the monitoring and observation activity. The trips were done on the 16th to the 17th of March, another one on the 20th to the 21st of March and the last one on the 27th to the 29th of April 2021.

The Monitoring and observation was done to interpret the behaviour patterns of the public in terms of compliance with the Covid-19 stipulations set up by the Government of Zimbabwe and the World Health Organisation.

- **Production of Information Packs**

During the period Bulk SMS and flyers were produced with Vemuganga Community Radio for two months. This involved sending messages through text .A total of 890 people directly reached. The messages were shared and reached an average of 5000 people indirectly per months. We had budgeted for 40 bulk messages and went over bar by 10.Payment was done at the beginning of the project. There were also videos produced. A total of 54 video clips and 10 video skits were produced.

- **Radio Production**

The activity was implemented in collaboration with Vemuganga Community Radio. 16 radio programs were aired on the Vemuganga Community Radio. The programs were pre-recorded and then distributed through our social media platforms as well as through flash sticks that were played in public transport. The distribution beyond social media were limited due to COVID-19 restrictions, since movement of public transport was limited. Public transport remains our main target for program distribution due to the fact that these are effective platforms where awareness becomes effective in addition to the churches and at home.

- **Access to Information Campaign (ATI)**

PYCD Information department was part of a campaign championed by MISA Zimbabwe. The Access to Information Zimbabwe, popularly known as the Right to Know Key to Life Campaign is a multi-stakeholder campaign. The campaign is centred on the constitutionally guaranteed right to information and on the regional and international recognition of this right in instruments such as the African Charter on Human and People's rights and the Declaration of principles of freedom of expression in Africa.

In this project PYCD was able to write letters to Chipinge RDC to request information on the devolution process. There was response and a follow-up meeting in which budgets were shared in terms of service provision. Throughout the year PYCD started working closely with Checheche Residence and Ratepayers Trust to demand accountability and transparency from Chipinge RDC. This was also the case with Chipinge Residence Trust.

There was another letter written to National Peace and Reconciliation Trust together with the Human Rights Commission, requesting them to share their strategies and annual reports for 2021. The reports were shared. PYCD also wrote to the Ministry of Education to request details on the clarification of the official school terms in view of the Covid-19 pandemic.

The PYCD information department of Artwel Sithole, Cheriell Dzobo and the Director Claris Madhuku attended trainings on digital skills and reporting.

PYD is committed to working with the community to ensure an understanding of critical community issues. The Information and social media department managed to buttress the image of the organisation as committed to reflection, evaluation and learning. Information and Social Media advocacy played a very significant role in reporting and documenting the specific and selected action promoting dialogue and active citizen participation in the 2021.

## **Organisational Development**

PYD's operations are guided by its Trust Deed and the constitution to which all memberships and stakeholders of the organization are accountable. The organization has a Board of Trustees which meets quarterly with a mandate to formulate policy and its implementation, as well as being the immediate custodian of the organization's vision, mission and values. Organizational skills that have been mastered involve monitoring and evaluation, mobilization, engagement, research, conflict transformation and peace building. Financial management in the organization is done by the Finance and Administration Officer who is overseen by the Board. Our programme management capacity is guaranteed by a professional staff of Director, Programs Manager, Finance and Administration Officer, Gender Wellness and Advocacy Officer, Information and Social Media Officer, Research, Livelihood and Governance Officer together with students on internship from local Universities.

The Board of Trustees comprises of young professionals appointed for their skills and expertise. The secretariat, board and volunteers contribute constructively to the organization. The PYCD Board chairperson is Sally Nobuhle Mlambo who is a young woman and feminist.

- **Strategic Plan and Teambuilding**

In February 2021, PYCD carried out a teambuilding exercise from the 19th – 21st February 2021. The team building exercise utilized facilitation, presentations and group sessions and was attended by 13 members who included the 2 facilitators, 6 members of the secretariat and 5 members of the board. The other 3 members of the board attended the exercise virtually.

The programme was configured around the PYCD strategic plan (2019-2023) and an analysis of the political, economic, social, technological, environmental and legal environment that PYCD is operating in. The team building exercise targeted the Board and Secretariat in steering the organization to achieve cohesion and a unity of purpose. The key result areas of the team building exercise were as follows:

- To help members to assess critical factors in team tasks and more deeply explore how teams can effectively capitalize on group resources.
- To help members further develop clear and effective communication skills.
- To inculcate a sense of strategic thinking in PYCD Board and Secretariat
- To enhance self-discipline and appreciation of the role of leadership by building mutual trust and confidence.

## **5. 2022 Outlook**

2022 programming will continue seeking to increase the opportunities of poor and marginalized areas and communities most affected by skewed land tenure system, gender based violence, early child marriages and to strengthen local community's resilience. The youth component of our programming will strive at empowering youth and enhances their involve-

ment and participation in developing themselves, their communities and wider Zimbabwe society as a whole.

PYCD will be guided by the following principles;

- That mutual networking is more effective when it is guided by an MOU. PYCD is geared to enter into a number of agreements with both national, regional and local organisations who are like minded with our objectives
- That we increase engagement and dialogue with policy makers to enhance the organisation's advocacy and lobbying efforts
- That we work hard on our formalisation and professionalism to benefit our activism and volunteerism. We take caution that institutionalism and activism are not always mutually compatible

## **6. Fundraising and Financial Standing**

PYCD was able to carry out an external audit that provided a number of recommendations. The year 2021 was budgeted to the tune of 80 000 but was able to raise 59.891.86 which was contributed by 5 projects distributed as follows

✓ Grant received for the Gender Project from FEPA-	31.306
✓ Grant received for NgatirwiseUtungu(Covid-19)-FEPA	4.191
✓ Grant received for Organisational Development-FEPA	9.655
✓ Grant received for Men Engage-FEPA	500
✓ Grant received from - PLAAS	12.939
✓ Donations	600

## **7. Acknowledgement and Appreciation**

Platform for Youth and Community Development would like to appreciate the effective role played by the Board and members of the secretariat in delivering services for 2021. It has become evident that the work of the organisation is still in demand and we will continue to appeal to our networks and funding partners to continue supporting our programming. We remain confident and promising that we will strive to play our part by providing timeous reports in a transparent and accountable manner.

## **8. Recommendations**

1. Review of the Strategic Plan to map scenarios in view of the 2023 elections
2. Realignment of the staff component to match the skills on demand
3. Reviving action research for the purpose of solution oriented programming
4. Increasing consultancy on Fundraising and new organisational policies
5. Institutionalising and branding the PYCD Centre

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**Compiled by**

**Claris Madhuku**

**Director**