



NTENGWE FOR COMMUNITY DEVELOPMENT



Profile of the Organization

Name of the Organization	Ntengwe for Community Development (Ntengwe)
Date of establishment	2000 as a Trust & 10 December 2010 as a Private Voluntary Organization
Legality	Registered with the Ministry of Labour and Social Services in Zimbabwe (PVO 42/10)
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Vision	Today's resilient communities for a better tomorrow
Mission	We encourage community-led development in support of economic, climate and social justice to end poverty
Mandate	Ntengwe works with partners and allies by building the capacity of grassroots groups in delivering people-centred regional and international frameworks for transformational change for the most vulnerable children, women, their families and communities.
Values	<p>Empowerment For everyone, from staff, our partners and communities to have information and the tools they need to achieve results and to make change happen.</p> <p>Accountability We are answerable for our actions in a manner consistent with all applicable laws and honesty and fairness in all activities and strive for excellence in all matters of ethical conduct. Also, we believe that others should be held accountable for their actions.</p> <p>Inclusiveness We seek out partnership and embrace inclusive decision-making. We believe that everyone has a contribution to make, regardless of their abilities, disabilities and gender to be respected and appreciated as valuable members of their communities.</p>
Partnerships	<p>Partnerships lie at the core of Ntengwe's work and our role in working for change. Ntengwe works with a set of core Partnership Principles in order to make the greatest difference to the lives of our communities by working with grassroots community groups and network, alliances, with local and international civic society organizations, with other actors – both in funding and non-funding relationships.</p> <p>Our partnership principles are: Sharing values and vision; Commitment to joint learning; Transparency and accountability; Mutual benefit and complementary.</p>
About Ntengwe	<p>Since 2000 Ntengwe has been on the ground in the most isolated areas of Zimbabwe. We work with all stakeholders, community-based/non-government organizations, community groups/networks and governments to empower women, youth, children, families and communities to make vital changes that tackle the roots causes of discrimination against exclusion and vulnerability.</p> <p>Our thematic areas are Child Protection, Care and Development, Health and Education, Social and Climate Justice (including Disaster Risk Reduction), and Economic Empowerment. We work long-term with our communities to address the life changing problems people in poverty face right now. To overcome poverty, injustice and adversity, such as climate related disasters and pandemics, we use the network leadership model, which is collective, distributed and bottom-up, focusing on systematic change in policy and practice towards a more supportive environment for our communities. The active involvement of grassroots women groups and networks in local governance, in turn, builds ownership over local development as well as the leadership capacities of women. These networks such as the Self-Help, Cluster</p>

	<p>level Associations, Federations, Small Scale Farmers, Community Resilience, and Internal Lending and Saving groups engage with governments and policy makers in the decisions that affect women, youth and children and their communities.</p> <p>Operating at local and regional level, we drive change in practice and policy with our consortium partner organizations in Kenya, Uganda, Nigeria and Zimbabwe through the pathways of women’s economic rights and we coordinate the Women Land Link Africa (WLLA) in 10 African countries. Through our engagement with international platforms, Ntengwe is now the National Focal Point and Southern African Regional Advisory Group member of the Global Network for Disaster Reduction (GNDR).</p>
<p>Our Strategy and Ambition</p>	<p>To fulfil the promise of the 2030 Global Goals, our 5-year Strategic Plan is designed to deliver significant change for our communities, putting a special emphasis on gender equality. We work to ensure that our communities know their rights, and have the skills, knowledge and confidence to fulfil them. This approach inspires and empowers communities to create long-lasting change. Our advocacy work not only focuses on international policy but also ensures national government can meaningfully implement and uphold laws that advance women, youth and children’s rights and gender equality at community level.</p> <p>Ntengwe employs a series of tools for community-led resilience building that puts grassroots women at the centre. Such tools, include:</p> <ol style="list-style-type: none"> 1. Community-led risk mapping, power mapping, emergency preparedness, and mitigation and adaptation practices. 2. Strengthen women’s leadership capacity and action-based learning such as transfer of collective knowledge of risk, risk information tools, risk governance mechanisms, and capacity to negotiate with local authorities to advance community priorities. 3. Community Practitioner Platforms for resilience that facilitates grassroots community groups faced with natural hazards, disease outbreaks, climate change, and deepening poverty and inequality to advance common strategies and develop policies and collaborative initiatives that promote pro-poor, resilient development. 4. The Community Resilience Funds (CRF), which serves as an innovative and flexible finance mechanism to channel resources directly to grassroots women’s groups living in risk prone poor communities.
<p>Theory of Change</p>	<p>The Ntengwe Theory of Change lays out a pathway to transformative social change.</p> <p>We seek to enhance support of social movements by creating practical tools and guidance towards community self-determination, community resilience and community solidarity to achieve long-term, transformational change.</p> <p>During participatory evaluation processes with our stakeholders, including the communities, we have collectively made a number of strategic choices to clarify our role and priorities to integrate the three areas in our work as outlined in our mission and vision. These are:</p>

	<ul style="list-style-type: none"> • Community self-determination: Community-led programs operate on the principles of transparency, participation, accountability, and enhanced local capacity. Poor communities effectively organize to identify community priorities and address local problems by working in partnership with local governments and other institutions to develop appropriate intervention strategies to reduce poverty and deliver basic services. • Community-resilience: Communities, particularly grassroots women leaders have a voice and develop processes to support communities. They identify key factors negatively impacting on their lives and utilize strategies to help communities to understand to prevent disaster risks; strengthen disaster risk management; invest in disaster reduction for resilience and; enhance disaster preparedness for effective response and recovery. • Community solidarity: Empowered communities use participatory action and responses to increase self-esteem, social cohesion, and interaction at the family and community levels. Communities, especially grassroots women groups engage in building local, national and regional networks and platforms for knowledge and experience-sharing.
<p>Our Commitments</p>	<p>Rights-Based All of our work is grounded in human rights principles. We adopt strong, clear positions on, and actively support, human rights. We stand with human rights defenders and work with others to contribute to child rights and gender equality monitoring and reporting. The framework of our work is provided by:</p> <ul style="list-style-type: none"> • the UN Convention on the Rights of the Child (UNCRC) • the Convention on the Elimination of all forms of Discrimination against Women (CEDAW) • international humanitarian law and the standards and principles enshrined therein. <p>Gender Transformative We adopt a gender transformative approach to ensure that our work results in positive changes and sustainable outcomes for girls and women, and for society more broadly. We work proactively with boys and men to champion gender equality.</p> <p>Working with other Actors, Organizations and Institutions Partnerships are an essential component of Ntengwe to ensure that real alignment and visions are realized. We pay particular attention to partnerships with our funding partners, other NGO’s and CBO’s, Community Grassroots Groups and Networks, Government departments and other key stakeholders.</p> <p>Working in all Contexts We support targeted responses to deliver immediate life-saving assistance and protection to our communities affected by natural disasters or pandemics. Our work increases the resilience of women, children and their communities by</p>

	using an integrated development and humanitarian approach, we help them to overcome the multiple risks that they face.
Monitoring, Evaluation, Accountability and Learning (MEAL)	Ntengwe recognizes the need to continuously improve the quality of our programming to do more for our communities. To achieve this ambition, we have launched an integrated approach to monitoring, evaluation, accountability and learning (MEAL). The MEAL approach aims to promote the use of data to support decision making, accountability, learning and ongoing improvement in programme quality. Programmes will not only be monitored and evaluated, but stakeholder opinions will be actively sought, the quality of activities will be assessed and findings will be shared and then fed back into the decision-making process. We are also striving to link our MEAL system to digital and open data forms in order to reach a wide range of right holders, policy and decision makers with relevant information to help make meaningful development decisions.
Structure	<p>Governance and Operational Structure</p> <p>The Ntengwe for Community Development Board ensures that all activities are within Zimbabwe law and agreed organizational objects and is responsible for the oversight of, and agreeing the financial plan for all programmes. They are drawn from a wide field of experience, including children and women’s rights, health care, strategy, education and business. The Board guides on strategy and policy and is legally and financially, as well as morally responsible for the organization. Our Board works closely with our management team to guide their decision-making on strategic issues and hold them to account for their leadership of the organization. The Board's specific contributions are unique to its membership role and necessary for proper governance and management. The duties of the Board are crucial to our organization and are responsible for many specific tasks.</p> <p>Management Team</p> <p>Our management team is comprised of the Executive Director, the Programmes Coordinator and Finance Manager. We are a women-led organization and responsible to carry out the job and to take account for good practice, the law and for shaping our goals and ensuring they are achieved. As an organized institution we do not only deliver services but we also manage staff personnel, oversee administration and maintain funds. As recipients of grants from various channels and project holders of welfare activities we uphold principles of accountability and transparency. One of the strong indicators of these principles is that we have policies and manuals in place, and we are guided by those, based on which the day-to-day operations of our organization are to be carried out.</p> <p>Our Offices and Ntengwe Team</p> <p>We have three offices in Binga, Lupane with its headquarters in Victoria Falls. The Ntengwe team consists of 16 employees, 10 volunteers and 6 students on attachment. The team is accountable to the Programmes Coordinator and the Executive Director and the team is responsible for the implementation of projects and for implementing the strategic plan by directly supporting delivery and streamlining.</p>
Project Information	In Binga District

With the support from the Kindernothilfe, Christian Aid and Porticus through Christian Aid and New Zealand Aid, we support child protection initiatives, work in partnership with child-led initiatives, governments and other key actors to stop all forms of violence against children. We deliver for children in both development and emergency contexts through improving our ability to deliver better protection working with grassroots community groups in:

- case management with child protection committees and government structures, holding duty bearers accountable to promote the right to education;
- improve school infrastructure, refurbishing schools, develop water sources and climate-smart farming at schools; provide block grants to facilitate educational benefits for orphans and vulnerable children;
- build the resilience to climate change through adoption of grain and vegetable Amaranth and Red Sorghum with small scale farmers;
- invest in grassroots women entrepreneurs by providing working capital and training programmes in sewing reusable sanitary pads and mask-making. As women run businesses, and earn and control more income, they become decision-makers in their families and communities.
- advocate for inclusive education of children with disabilities and we work closely with schools and key actors as well as parents in the creation of a child, and disability-friendly environment;
- conduct participatory generation and continuous update of data on community vulnerabilities, risks, needs, service delivery experiences and capacities using well developed and tested tools like PVCA, PMSD and COMP. We provide Collation, analysis, packaging and dissemination of information for advocacy and knowledge building on service delivery, performance management and accountability. We use the gathered evidence in advocacy, development and execution of community actions to foster and facilitate collaborative and inclusive development for improved health service access in terms of reach and quality of service and economic inclusion for women and people with disability; and,
- strengthen community emergency responses to COVID-19.

In Hwange District

With the funding from the African Women's Development Fund, the Kindernothilfe (KNH), Vibrant Village Foundation, SIDA and Associated Country Women of the World (ACWW) we safeguard the sustainable livelihoods of women through the use of the Self-Help group (SHG) approach and climate-smart farming, working in partnership with SHGs, Cluster Level Associations, Federation, Community Resilience groups and small-scale farmers by:

- increase the presence and visibility of women in leadership and decision-making processes at all levels of democratic governance;
- support, train and mentor SHGs to contribute to building resilience and enhancing food security in protracted crises;
- empower grassroots community resilience groups through livelihood diversification and preparedness to shocks and climate change,
- address gender policies; action plans and campaigns to end gender violence; interventions to enhance women's economic empowerment and disaster management;

- connect grassroots women and grassroots organizations nationally and internationally and work with a global grassroots women’s movements to address public policy nationally and internationally and work to implement change locally;
- improve climate-smart agriculture through provisions of clean water, training in organic farming practices that improve farm productivity and profitability, help farmers adapt to the negative effects of climate change and help connecting farmers to buyers and markets in keeping the supply chain functioning.;
- influence the policy debates shaping women, youths and children’s lives. Ensuring policy, programming and resource allocations better respond to disaster risk reduction bringing together women leaders and communities and policy makers for dialogue and joint decision-making. For example, in Hwange district we have supported women’s equal representation, gender mainstreaming in local government through implementation of the SDG’s and Sendai Framework for Disaster Risk Reduction, gender budgets and the ongoing review of national climate change policies.

Lupane District

With the support from the African Women’s Development Fund and Christian Aid we equally conduct participatory generation and continuous update of data on community vulnerabilities, risks, needs, service delivery experiences and capacities using well developed and tested tools like PVCA, PMSD and help secure women’s access to and control over land and property by:

- empower rural women economically and strengthen and diversify the livelihoods and income generation of women living and working in rural poor communities. Pressing for the recognition of women’s land and property rights within our shared work with community groups on promoting resilient community development is a cornerstone of these efforts, as a means to build their resilience against climate and disaster threats and insure asset and food security.

Regional

With the support from the African Women’s Development Fund, Ntengwe works as the lead with Survivors in Action (Zimbabwean groups), Int.l Women’s Communication Centre (Nigeria), Shibuye Community Health Workers (initially through the Groots Kenya national network) and Uganda Community Based Association for Women and Children Welfare (UCOBAC) to:

- support rural women’s struggles to secure their rights to use and control of land;
- facilitate empowerment processes, including legal information to enhance grassroots women’s literacy to exercise their land rights;
- establish a critical mass between local authorities and grassroots women’s organizations to access communal and private land for women’s control and use;
- foster local and regional policy advocacy platforms of grassroots women’s organizations for effective implementation of gender responsive land policies, building on existing initiatives such as the AU commitment, SDGs and other relevant commitments to organize policy

	<p>advocacy and change to produce gender just land and property rights.</p> <p><u>Essential Services</u></p> <ul style="list-style-type: none"> • Demand that national governments fulfil their responsibilities for equitable delivery of good quality health, education, water and sanitation, especially for women and excluded groups. • Support civil society partners and alliances to hold governments accountable for delivery of these services. • Ensure better policies from local, national and international institutions, as well as make sure they honour already existing commitments. • Demand that during both development and humanitarian contexts, Children’s rights must never be forgotten as an essential service and policies must be enacted that at all times meet the minimum child protection standards.
<p>Impact</p>	<p>Key results included:</p> <ul style="list-style-type: none"> • 54% in target communities adopting child protection practices in the target communities. • 94% of women from the self-help groups and smallholder farmers reporting increased household food security in Hwange district. • 85% of the women reported a profit. • 32% of women have joint ownership of land with their husbands in Lupane district and women from our partner organizations in Zimbabwe, Kenya, Uganda and Nigeria gained ownership of land by 29%. • The Sendai Framework for Disaster Risk Reduction 2015-2030 supports an inclusive approach to disaster risk reduction. 85% of women in Hwange district are in leadership positions and are part of decision-making processes on gender equality, risk reduction priorities and through the Federation, more women are now being recognized through government decree that gives women from the Federation space during meetings in decision-making bodies.

Finance

Income from International Funding Partners:	Year	Income
<ul style="list-style-type: none"> • Kindernothilfe (KNH) • Vibrant Village Foundation • Comic Relief, Porticus & Isle of Man through Christian Aid • Christian Aid Core Grant • Huairou Commission • Australian Embassy 	2017	\$663 182
<ul style="list-style-type: none"> • Kindernothilfe (KNH) • African Women for Development Fund (AWDF) 	2018	\$457 459

<ul style="list-style-type: none"> • Comic Relief, Porticus & Isle of Man through Christian Aid • Christian Aid Core Grant 		
<ul style="list-style-type: none"> • African Women’s Development Fund • Kindernothilfe • Christian Aid • Porticus • The Associated Country Women of the World • Christian Aid Core Grant 	2019	658,721

Compliance

NO	Best Practice	Evidence
1	Vision, mission, values and key documents position the organization’s work in the context of universal principles and relevant (e.g. UN) document	The organization’s statutes and key programmatic documents.
2	The organization has written policies ensuring that its policy positions are <ul style="list-style-type: none"> • in line with its mission • accurate and • conform with applicable national law 	The organization’s written policies <ul style="list-style-type: none"> • describe the criteria of financial management • define the process for adopting and implementing its positions, involving partners, experts and other parties as appropriate; • contain due diligence provisions and sign off procedures ensuring legal compliance and avoiding unfair or irresponsible public criticism and undue harm to third parties.
3	The organization’s programmes are conducted in genuine partnership with local communities.	The organization’s written strategic plan evaluations of terminated and ongoing programmes and other relevant documents provide evidence that the organization’s programmes strengthen self-reliance, self-help and popular participation by empowering individuals, especially women and children and communities and building capacities of local structures
4	The organization’s programmes aim for sustainable development.	The organization’s strategy, evaluations of terminated and ongoing programmes and other relevant documents provide evidence that the organization’s programmes <ul style="list-style-type: none"> • are based on the potential of local resources to sustain the activity • contribute to further strengthening sustainability at local level and • Do not create or increase dependence on external support
5	Funds raised for specific programmes reach the people or cause in whose name	The organization’s fundraising and donor information materials, donor communication, programme reports and relevant finance statements,

	they were raised	annual audits provide evidence that funds raised and spent for a specific cause have been used to further that cause.
6	Financial management and control ensure that all funds are effectively used and minimize the risk of funds being misused.	<p>The organization operates according to a budget approved by its governing body. The organization exercises adequate internal controls over disbursements to avoid unauthorized payments, prohibiting any un-auditable transactions or loans to members of its governing body or staff.</p> <p>The organization's annual, audited financial statements</p> <ul style="list-style-type: none"> • are produced by a certified public accountant; • presented timely (normally not later than 6 months after the end of the financial year) and in line with the organization's written finance policy; • comply with nationally accepted accounting standards and legal requirements.
7	The organization has evaluation procedures for its governing body, staff, programmes and projects and conducts monitoring and evaluation on the basis of mutual accountability.	<p>The organization incorporates appropriate monitoring and evaluation practices in all relevant policies and systems establishing mutual accountability as part of its culture.</p> <p>The organization conducts regular and deliberate evaluative activities to examine progress towards its goals and mission; and applies in its budget and work plans adequate financial and human resources for monitoring and evaluation</p>