



LIST OF ACRONYMS

CS: Civil Society
CSO: Civil Society Organisation ¹
CD: Capacity development
EE: Enabling environment
EU: European Union
EUD: EU Delegations
MS: Member States
PEA: Political Economy Assessment
RM: Roadmap

PART I – BRIEF ANALYSIS OF THE CONTEXT AND PAST EU ENGAGEMENT

1. THE STATE OF CIVIL SOCIETY

- The 2013 Constitution, guarantees gender equality and greater promotion and protection of fundamental human rights and freedoms such as the right to freedom of assembly and association as well as freedom of expression and access to information. The Constitution also recognises the role of civic and social organisations in raising awareness and knowledge of the Constitution as well as in improving the quality of life of citizens.
- Five years after the adoption of the Constitution, the operating environment for civil society continues to be limiting as restrictive legislation is not yet aligned to the Constitution, for example, Public Order and Security Act (POSA) and the Access to Information and Protection of Privacy Act (AIPPA), which undermine freedom of expression, association and assembly. The Constitution guarantees access to information. Section 62(1) states that, 'every Zimbabwean citizen or permanent resident, including juristic persons and the Zimbabwean media, has the right of access to any information held by the State or any institution or agency of Government at every level, in so far as the information is required in the interests of public accountability'. Despite the above provision, information from public authorities is not easily accessible.
- The legal framework applicable to CSOs contains some barriers relating to establishment and registration under the Private Voluntary Organisations (PVO) Act [Chapter 17:05] which is administered by the Ministry of Labour and Social Welfare. The registration process under the PVO Act is lengthy, complex and cumbersome; hence some organisations opt to register as Trusts, because the registration process is manageable. Trusts are regulated under the Deeds Registries

¹¹¹ Civil Society Organisations are defined by the EU (Regulation EU No. 233/2014 of the European Parliament and of the Council of 11 March 2014 establishing a financing instrument for development cooperation for the period 2014-2020) as: 'non-State, non-profit making actors operating on an independent and accountable basis which include: non-governmental organisations, organisations representing indigenous peoples, organisations representing national and/or ethnic minorities, diaspora organisations, migrants' organisations in partner countries, local traders' associations and citizens' groups, cooperatives, employers' associations and trade unions (social partners), organisations representing economic and social interests, organisations fighting corruption and fraud and promoting good governance, civil rights organisations and organisations combating discrimination, local organisations (including networks) involved in decentralised regional cooperation and integration, consumer organisations, women's and youth organisations, environmental, teaching, cultural, research and scientific organisations, universities, churches and religious associations and communities, the media and any non-governmental associations and independent foundations, including independent political foundations, likely to contribute to the implementation of the objectives of DCI Regulation.'

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Act [Chapter 20:05] through the Registrar of Deeds, a department that falls under the Ministry of Justice Legal and Parliamentary Affairs. Trusts have unlimited objectives benefitting a defined constituency. CSOs operating as Trusts have often faced litigation on allegations of running an 'unregistered' organisation under the PVO Act. The Ministry of Labour and Social Welfare has recently (November 2017) indicated that it is reviewing the registration process to ensure speedy turnaround time. A notable development has been the decentralisation of the vetting process for potential PVOs to provincial level and the subsequent PVO board sitting to assess applications four times a year. CSOs anticipate that the move will reduce the backlog and facilitate ease of registration. However, one restrictive factor that may continue to affect organisations operating mostly in the rural areas is the de facto requirement in several districts to sign Memoranda of Understanding with the local authorities who in some instances charge exorbitant fees.

- The period from 2015 to 2017 registered an increase in the number of pressure groups that were calling for governance reforms and transparency at all levels of Government. These activists faced high levels of harassment from the police and other State agents, including intimidation, arbitrary arrest and prosecution. Following the ouster of former President Mugabe in November 2017, the environment has been seemingly open as some CSOs have been able to carry out their work unhampered and have been able to engage with the State at different levels. The improved engagement with the State follows the positive public pronouncements emphasising tolerance, respect for the rule of law and transparency made by the new President. Some CSOs (in particular those working on human rights, governance and trade unions) have had their rights violated by State authorities therefore remain sceptical and wary of the new administration, which is yet to dismantle the deeply entrenched repressive machinery. Thus, the relationship between the State and some sections of civil society continues to be volatile and filled with mistrust.
- Section 194 (1) of the Constitution promotes public participation in policy-making whilst Section 141 promotes public access to and involvement in Parliamentary processes. CSOs' participation in policy dialogue with public authorities has been increasing albeit with limited impact. Various factors hinder their participation amongst them, lack of reliable and easily accessible information to monitor and evaluate Government actions, ad hoc and unpredictable engagement by Government giving them inadequate time to prepare and consolidate their submissions and inability to influence Government to adopt their recommendations. Participation of vulnerable and marginalised groups, including women, youths, sexual minorities and people with disabilities, is still low
- The harsh economic environment and cash crisis has had a negative impact on CSOs' funding level and implementation of activities. The failure to achieve demonstrable impact by some CSOs may also have resulted in reduced support to CSOs. In addition, the number of funding partners declined following the closure of two missions in Zimbabwe (Norway and Denmark). All this has resulted in insufficient funding for CSOs' and consequently greater competition for funding amongst CSOs. Some CSOs end up shifting focus from their organisational mandate towards thematic areas perceived to be "attractive" to donors.
- CSOs continue to be active, conducting their work in most sectors and geographical areas of the country performing important watchdog functions. However, most of them have capacity deficits. The main capacity problems relate to weak internal governance, poor project cycle management, limited funding to fully implement organisational mandates, weak research and advocacy skills and lack of legitimacy and credibility. High staff turnover due to job insecurity brought about by uncertainty of funding is affecting CSO effectiveness. Nonetheless, there still is a considerable pool of highly skilled human resources available in the sector supported by a well-educated national human resource base on which CSOs and other actors in Zimbabwe can draw. Capacity building

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needs to be a continuous process with established reference points and feedback mechanisms, including at the local level. The EU and Member States have provided capacity on project and financial management to CSOs. All projects supported under the 11th EDF support to Civil Society Programme have components on capacity building. These support programmes, however, do not systematically cover Community-Based Organisations (CBOs).

2. LESSONS LEARNT FROM THE EU ENGAGEMENT SO FAR

- The signing of the National Indicative Programme (NIP) between the EU and the Government of Zimbabwe in February 2015, coupled with the recognition of the role of civil society in development, has presented an opportunity for new ways of working between the EU, civil society and the Government.
- The 2014-2017 EU Roadmap for engagement with CSOs has provided a framework for dialogue and created opportunities for civil society to be involved in the identification of priorities for funding. The following outcomes have been realised:
 - The holding of a regular structured dialogue between the EU Delegation and EU Member States and civil society;
 - Co-ordinated participation of CSOs in the development of the Interim Poverty Reduction Strategy Paper and the Universal Periodic review process;
 - Empowerment of communities to know and assert their social economic rights in the constitution, including through litigation;
 - Enhanced capacity of communities to engage local and national Government actors on service delivery and governance issues;
 - Increased CSO engagement with various Parliamentary portfolio committees, constitutional commissions and local authorities.
- However, the implementation of the roadmap has faced the following challenges:
 - Inadequate funding to achieve its objectives;
 - Weak co-ordination between the EU and Member States on implementation;
 - Limited co-ordination amongst CSOs;
 - Lack of an effective framework for monitoring roadmap implementation.
- Some of the lessons learnt from working with civil society are:
 - Regular dialogue with CSOs is essential in the EU's relations with Zimbabwe hence the imperative to further improve communication channels between civil society and the EU.
 - CSOs have become increasingly competitive amongst themselves resulting in disjointed efforts and fragmentation even where collaboration would yield greater impact.
 - When supporting CSOs, it is important to respect their internal governance, leadership, structures and organisational mandates without imposing artificial structures or meddling into their internal affairs. It is also equally important to work with credible, professional and legitimate organisations and to encourage the development of a spirit of collaboration, partnerships and networking.

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- Where CSO partnerships result in the formation of consortia, these should be mutually beneficial and integrate skills transfer and capacity building into their objectives and results. The consortia must make funding accessible to community based organisations working at the grassroots level.
 - Donor co-ordination within the sector is extremely important, with meetings held on a regular basis to discuss developments in the sector and share information on jointly supported organisations to avoid double dipping.
 - Support to civil society needs to be more predictable with a long-term approach in order to allow CSOs to achieve their own strategic direction and effectively contribute to the achievement of national objectives.
 - More funding should be availed for capacity building, analysis and information sharing platforms for CSOs.
 - All projects/programmes should mainstream gender and actively promote women's empowerment.
 - It is vital to actively promote social inclusion in light of the slow progress in protecting and enforcing rights of people with disability and embracing youth participation,
- The EU supports CSOs from both the budget and the European Development Fund (EDF). Since 2014, the EU published two calls for proposals focusing on roadmap implementation under the CSO-LA Thematic Programme. The calls have addressed all three pillars of the roadmap- enabling environment, participation in domestic policies and programmes and capacity development). The participation pillar has recorded more results relative to the other two pillars. In 2017, the EU launched a call for proposals under the 11th EDF targeting the democratic participation of CSOs and promoting good governance, transparency and accountability. As a result, four projects are currently under implementation in the area of justice, good governance, gender equality and promotion of decent work. All these projects are addressing the three-roadmap pillars. Calls for proposals are open to all registered CSOs that fulfil the eligibility criteria spelt out in the call guidelines.² The following evaluation criteria is used to award grants: Financial and operational capacity; Relevance; Effectiveness and feasibility; Sustainability; budget and cost-effectiveness.
 - EU Member States support CSOs directly or through basket funds with some MS providing core support to CSOs in addition to projects funding.

3. REFERENCES TO DEEPEN THE KNOWLEDGE

No independent evaluation of EU support to CSOs has been carried out yet.

² Applicants must be: a) a legal person/entity) non- profitmaking; c) a CSO; d)be established in a Member State of the European Union or in Zimbabwe or in any country eligible for the European Development fund; e)directly responsible for preparation and management of the action; f) have demonstrated capacity and experience of at least two years in managing activities of a scale corresponding to at least half of the size and in the sector of the grant requested.

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PART II – EU STRATEGY AND ACTION PLAN TO ENGAGE WITH CSOs

KEY CHALLENGES AND OPPORTUNITIES	PRIORITIES FOR EU ENGAGEMENT	ACTIONS (analysis, policy dialogue, operational support)	MEANS (programmes/instruments, etc.)
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Pillar 1: Enabling Environment

<ul style="list-style-type: none"> - The prohibitive PVO registration process - Government's selective recognition of organisations registered outside the PVO Act - Limited freedom of assembly and expression by CSOs and individuals - Repressive laws and regulating mechanisms for registration and operating environment of CSOs - Limited improvement in the respect of the rule of law. - The Constitution - Willingness of the Government to engage with multi-stakeholders - Financial and technical commitment by development 	<p>1. All individuals and legal entities can freely establish and participate in informal and/or registered organisations and exercise their right to freedom of expression without unwarranted State interference.</p>	<ul style="list-style-type: none"> - Continuous research and information dissemination on the prevailing legal framework and regulatory mechanism and their impact and implications for civil society incl. platforms for engagement among CSOs, including CBOs and FBOs. - Regular policy dialogue with the Government and with development partners on the regulatory framework concerning CSOs, incl. the alignment to the constitution of laws that hinder CSOs operations (e.g. PVO Act; POSA; AIPPA). - Support public advocacy initiatives and legal actions for defending human rights defenders and monitoring and documentation of human rights violations. 	<ul style="list-style-type: none"> - EU 11th EDF Support to Justice Programme supporting CSOs to empower citizens, with focus on marginalised groups, to know and assert their rights and to access justice through provision of free legal services. - 11th EDF Support to Civil Society Programme seeking to enhance the role of CSOs in the promotion of transparency, good governance and accountability of the State and promoting CSOs meaningful participation in policy dialogue, with an emphasis on those
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<p>partners to support civil society</p>			<p>representing women and marginalised groups,</p> <ul style="list-style-type: none"> - European Instrument for Democracy and Human Rights (EIDHR) funded projects - Policy dialogue at sector level - Political dialogue under Art 8 of the Cotonou Partnership Agreement
<ul style="list-style-type: none"> - Public institutions selectively avail information - High costs for dissemination of information through formal media channels - Limited geographical coverage of existing media platforms - Restrictive media laws and regulations 	<p>2. CSOs are able to access information from public institutions and disseminate information through various media.</p>	<ul style="list-style-type: none"> - Structured dialogue amongst Government, development partners and CSOs on transparency and access to information. - CSO joint lobby and advocacy for access to public information at local and national levels, promoting and implementing media reforms and the opening up of the airwaves including community radio stations. - Joint CSO and media initiatives to increase public awareness on issues of concern, particularly in the hard to reach areas 	<ul style="list-style-type: none"> - EU 11th EDF Support to civil Society Programme - SIDA programme on media reform.



Pillar 2: Meaningful Participation in Policy Dialogue and Domestic Policies

<ul style="list-style-type: none"> - Mistrust and suspicion between the State and CSOs - Lack of an institutionalised mechanism for consultation and involvement of CSOs in national policy, - Legislative and decision-making processes. - Limited preparations for meetings by civil society. - Limited feedback from Government after consultation. - State selective adoption of CSO recommendations. - Improved willingness by the State to engage with CSOs since November 2017. 	<p>3. The State recognises the role of civil society in development, and CSOs are effectively consulted in national policy, legislative and decision-making processes.</p>	<ul style="list-style-type: none"> - Research and knowledge production on experiences of CSOs engagement in national development and policy processes. - Structured platforms for dialogue amongst CSOs on national and local development policies and programs at all levels. - Structured policy dialogue platforms between Government and CSOs on monitoring of Government policies and programmes, including SDGs. - More systematic integration of CSOs in coordination platforms among development partners. - Support to the organisation of more representative thematic CSO groups. 	<ul style="list-style-type: none"> - EU 11th EDF Support to Civil Society Programme - CSO-LA Thematic Programme
<ul style="list-style-type: none"> - Marginalised and vulnerable groups continue to be sidelined in dialogue spaces. - Gender mainstreaming and inclusion in social, economic and political spheres limited. - Non domestication of UN Conventions and treaties. 	<p>4. Gender equality and empowerment, protection and promotion of the rights of marginalised and vulnerable groups is promoted through inclusive dialogue with vulnerable groups.</p>	<ul style="list-style-type: none"> - Development of guidelines by CSO gender experts for gender mainstreaming and social inclusion in policy dialogue for adoption by CSOs. - Lobby and advocate for the alignment of legislation to the constitution relating to gender equality and rights of the marginalized and vulnerable groups. 	<ul style="list-style-type: none"> - 11th EDF Support to Civil Society Programme. - EU Spotlight initiative to fight against sexual and gender based violence and harmful practices in partnership with the United Nations

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<ul style="list-style-type: none"> - Lack of implementation of policies and laws that promote the rights of the marginalized and vulnerable groups. - The constitution has strong provisions on gender equality. 		<ul style="list-style-type: none"> - Regular policy and technical engagement between key State institutions, CSOs, marginalized and vulnerable groups on gender equality, empowerment, protection and promotion of the rights of the marginalized and vulnerable groups. - Lobby and advocate for implementation of conventions and laws on the rights of marginalized and vulnerable groups, incl. actions for youth inclusiveness and empowerment. 	<p>Development Fund, other UN agencies and CSOs. The Spotlight initiative is a coordinated and comprehensive approach to tackling SGBV and HP with focus on 6 pillars: legislative and policy, institutional strengthening, prevention, quality essential services, data availability and support to the Women's Movement.</p> <ul style="list-style-type: none"> - EU 11th EDF Support to Justice Programme- Netherlands support to a project that seeks to strengthen political accountability to and for women through women in political parties and leadership. - Netherlands' support to a project that seeks to empower the girl child through eradicating child marriages.
<ul style="list-style-type: none"> - Limited CSO capacity and resources to monitor and evaluate Government policies 	<p>5. Civil society meaningfully participates in the strengthening and monitoring</p>	<ul style="list-style-type: none"> - Establishment of a CSO Monitoring, Evaluation Accountability and Learning (MEAL) mechanism - Establish a dialogue platform between CSOs, 	<ul style="list-style-type: none"> - 11th EDF Support to Civil Society Programme - Netherlands' support to a

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<p>and programmes.</p> <ul style="list-style-type: none"> - Limited capacity of CSOs in public social accountability. 	<p>of activities promoted in the priority/focal sectors of EU cooperation with the Government.</p>	<p>EU, MS and Government on promoting good governance, transparency and accountability.</p> <ul style="list-style-type: none"> - CSO capacity building on monitoring and evaluation of programme implementing the 11th EDF National Indicative Programme. - Regular co-ordination, collaboration, agenda setting, information and knowledge sharing platforms among CSOs at local and national level incl. on promoting good governance, transparency and accountability of CSOs. - Wide information dissemination on the NIP implementation and results including in the media. 	<p>project that seeks to contribute to the attainment of a just, tolerant and accountable society in Zimbabwe.</p>
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Pillar 3: Capacity Development

<ul style="list-style-type: none"> - Inadequate internal governance and accountability systems. - Inadequate project cycle management skills and capacity. - High staff turnover within the civil society. - Limited capacity for resources mobilization within the civil society. - Political polarization and partiality within civil society 	<p>6. CSOs are independent and professional actors in fulfilling their mandate.</p>	<ul style="list-style-type: none"> - Capacity building initiatives to strengthen CSOs' governance and accountability systems, project cycle management, resource mobilization, leadership, strategic planning, transparency and social accountability, monitoring and evaluation. - Implement mentorship programmes for CSOs, including CBOs. 	<ul style="list-style-type: none"> - 11th EDF Support to Civil Society Programme
<ul style="list-style-type: none"> - Fragmentation, lack of cohesion and sometimes unhealthy competition amongst CSOs. 	<p>7. Improved co-ordination, collaboration and networking amongst CSOs and between</p>	<ul style="list-style-type: none"> - Conduct mapping study of existing co-ordination networks/coalitions and platforms for CSOs at local and national level. 	

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<ul style="list-style-type: none"> - Limited involvement of private sector in national development initiatives. - Limited funding for coordination activities. 	<p>CSOs and the private sector.</p>	<ul style="list-style-type: none"> - Strengthening networking, collaboration and agenda setting among CSOs. - Promote dialogue between CSOs and private sector. 	
<ul style="list-style-type: none"> - Inadequate donor co-ordination. - Rigid funding instruments. - Short term funding cycles. 	<p>8.a Better coordination amongst donors and donors and CSOs.</p> <p>8.b More flexible funding instruments to support CSOs.</p>	<ul style="list-style-type: none"> - Finance CSOs through open and transparent competitive processes, focussing on CSOs core expertise and mandates and where possible, include operational costs.-Regular information sharing on CSOS' initiatives at the Donors-CSO sub working group. - Strengthen structured dialogue among donors on support to civil society. - Ensure that donor-funded programmes are geographically balanced reflecting local needs. 	

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PART III - FOLLOW UP OF THE PROCESS AND STRATEGY

Process indicators		
Indicator	Target	Baseline information and further comments ³
Involvement of Member States in the RM.	Member States present in the country are actively involved in the RM process.	There has been active participation of the Member States during the consultations and in the compiling of the updated RM.
Level of consultations held with CSOs regarding the RM.	The RM entails consultations with a broad range of local CSOs. Ultimately it leads to more permanent and structured dialogue.	A 4-month country wide exercise was conducted with CSOs.
Complementarity of RM vis-à-vis related EU and other donors and partners' processes.	RMs are complementary to related processes including human rights and democracy country strategies, the rights-based approach to development, gender action plans, etc.	The RM is used as a reference document in the preparation of the Human Rights Country strategy, which is developed jointly with EU Member States and in consultation with CSOs.

Outcome indicators				
PRIORITIES	INDICATORS	TARGET ⁴	BASELINE INFORMATION ⁵	SOURCES OF

³ *Baseline information will consist mainly of qualitative information regarding the different process indicators. Only when possible and already available, quantitative information will be included. Other comments will be included only if needed.*

⁴ The target is the goal we are aiming to achieve through the RM implementation, for each indicator ("what do we want to achieve?")

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				INFORMATION & MEANS OF VERIFICATION⁶
1. All individuals and legal entities can freely establish and participate in informal and/or registered organisations and exercise their right to freedom of expression without unwarranted State interference.	<ul style="list-style-type: none"> • The Constitution is fully implemented - The CSO legal framework is modified to be in line with the Constitution as well as regional and international standards. 	<ul style="list-style-type: none"> • Satisfactory alignment of all outstanding laws • PVO act is revised • POSA and AIPPA are aligned to the Constitution • Local Government framework put in place. 	<ul style="list-style-type: none"> • Current legal and regulatory framework is not aligned to the constitution and regional as well as international standards and inhibits the free operation of CSOs and their right to freedom of expression, association and assembly. 	<p>Annual CSO status reports Inter-ministerial website Bills brought to Parliament</p> <p>Enforcement of legislation</p>
2. CSOs are able to access information from public institutions and disseminate information through various media.	<ul style="list-style-type: none"> - Percentage of media laws aligned to the constitution. - Percentage of CSOs who report that public institutions have availed information 	<p>50% of media laws aligned to the Constitution (AIPPA, broadcasting services act, censorship act, cybercrime)</p> <p>50% of CSOs getting information from public institutions (relevant Ministries, Parliament, State Owned Enterprises,</p>	<p>No media laws have been aligned to the Constitution</p> <p>30% of CSOs (health, women, children sectors are getting information)</p>	<p>Ministry of Justice Report/State of aligned laws in Zimbabwe report</p> <p>Civil society perception study report</p> <p>Government reports/CSO</p>

⁵ Baseline information refers to where the EU engagement with CS is, as of today, in relation to each of the indicators (“where are we today?”)

⁶ Sources of information are the providers - such as institutions, actors, materials, etc. - of the information related to each of the indicators (Government of a given country, the beneficiary of a project, etc.). Means of verification are the references used to verify progress in the RM implementation process: the actual tools we are going to use in order to obtain information (an official gazette, an evaluation report, etc.)

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	<ul style="list-style-type: none"> - Percentage of public institutions publicising their reports - Number of licensed independent community radio stations 	<p>Commissions)</p> <p>50% of public institutions making their reports available</p> <p>8 independent community radios</p>	<p>30%</p> <p>0 (no licensed community radio station currently)</p>	<p>media sector reports</p> <p>-</p>
<p>3. The Government recognises the role of civil society in development, and CSOs are effectively consulted and participate in national policy, legislative and decision-making processes.</p>	<ul style="list-style-type: none"> - Number of established, inclusive and functional dialogue platforms at national and local levels - Percentage of policies and laws where CSOs are consulted during formulation - Percentage of CSOs participating in national policy, legislative and decision-making 	<p>10 sectoral dialogue platforms</p> <p>10 provincial multisector dialogue platforms</p> <p>20 district multisector dialogue platforms</p> <p>100% (CSOs should be consulted in all policy and legislative processes)</p> <p>80% of CSOs</p>	<p>4 (Health, Agriculture, Youth, human rights)</p> <p>4 (Bulawayo, Masvingo, Manicaland, Midlands)</p> <p>4 District Committees</p> <p>50%</p> <p>40%</p>	<p>Government sectoral Reports/CSO status reports</p> <p>Provincial administration Reports/ CSO status reports</p> <p>Government reports/CSO status reports</p> <p>Hansard</p> <p>Media monitoring reports</p>

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	processes			
4. Gender equality and empowerment, protection and promotion of the rights of marginalised and vulnerable groups is promoted through inclusive dialogue with vulnerable groups	<ul style="list-style-type: none"> - Percentage of CSOs adopting and implementing gender mainstreaming and social inclusion guidelines - Number of laws promoting gender equality and rights of the marginalized and vulnerable groups aligned to the constitution and international conventions - Percentage of dialogue platforms where each of the marginalised groups issues are put on the agenda and adopted 	<p>80% of all CSOs to adopt and implement the guidelines</p> <p>3(marriage laws, disabled persons Act, children's Act, Labour Act, Public Health Act)</p> <p>100 percent (marginalized groups issues should be discussed at all the dialogue platforms)</p>	<p>0 (no guidelines in place yet)</p> <p>0 (laws are not aligned to the constitution)</p> <p>40 percent (discussion of marginalized groups issues is minimum in dialogue platforms.)</p>	<p>CSO status reports/media articles</p> <p>Ministry of justice report/media articles</p> <p>Ministry of Women and Youth Affairs,</p> <p>Parliament proceedings report (Hansard)</p> <p>Dialogue platforms reports</p>
5. Civil society meaningfully participates in the strengthening and monitoring of activities promoted in the	<ul style="list-style-type: none"> - CSO Monitoring, Evaluation, Accountability and Learning (MEAL) framework 	<p>MEAL framework in place</p>	<p>No M&E framework in place</p>	<p>CSO status reports</p>

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<p>priority/focal sectors of EU cooperation with the Government.</p>	<p>established and operational</p> <ul style="list-style-type: none"> - Percentage of CSO recommendations from the NIP monitoring adopted and implemented by the Government and the EU. - Frequency of coverage of NIP results and achievements in the print and electronic media - EU/CSOs/GoZ dialogue platform established and operational - Number of provincial consultative meetings held on the NIP 	<p>70%</p> <p>At least once a fortnight</p> <p>Dialogue platform in place</p> <p>-Bi annual</p>	<p>0 (no recommendations have been put to government and EU on NIP)</p> <p>0 (no articles have been produced yet on NIP)</p> <p>0 (no dialogue platform in place yet)</p> <p>0 (No consultations on the NIP)</p>	<p>Project reports</p> <p>Project reports/media articles</p> <p>CSO status report/dialogue meeting minutes</p>
<p>6. CSOs are independent and professional actors in fulfilling their mandate.</p>	<ul style="list-style-type: none"> - Percentage of CSOs reviewing, adopting and implementing appropriate governance and accountability 	<p>80 % adopt the governance and accountability code</p>	<p>Governance and accountability code not yet in place</p>	<p>CSO Status reports/</p> <p>CSO status reports</p>

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	<p>systems</p> <ul style="list-style-type: none"> - Percentage of members Networks, coalitions, associations and umbrella organisations, including CBOs, based outside the capital benefiting from capacity building initiatives, including mentorship - Percentage of CSOs supported with sustainable technical capacity in fundraising, project cycle management, monitoring and evaluation, research and advocacy, financial management 	<p>30%</p> <p>50% on all dimensions</p>	<p>Several mentorship initiatives have been undertaken but have not been systematic and properly documented,</p>	<p>CSO Capacity status report</p> <p>Academic papers and articles on CSO organisational development</p> <p>Evaluation reports of projects implemented by CSOs</p>
<p>7. Improved co-ordination, collaboration and networking amongst</p>	<ul style="list-style-type: none"> - Number of structured national and provincial 	<p>20 structured engagements per year</p>	<p>20 engagements per year</p>	<p>CSO status reports/meeting reports/media articles</p>

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<p>CSOs and between civil society and private sector.</p>	<p>coordination engagement amongst CSOs done</p> <ul style="list-style-type: none"> - Number of Joint CSO actions developed -Number of national, provincial co-ordination engagement between private sector and CSOs - Number of CSO private sector alliances established and operational - Number of private sector organisations providing financial and technical support to the work of CSOs 	<p>At least 3 collaborative / joint initiatives developed (1 per pillar)</p> <p>At least 10 engagements per year</p> <p>3 Alliances established and operational</p> <p>-20 private sector organisations</p>	<p>0</p> <p>(coordination meetings were being done with the private sector but not properly documented)</p> <p>No structured alliances</p> <p>10 financially supporting the work of CSOs</p>	<p>CSO status reports/meeting reports/media articles</p> <p>Project/programme reports</p> <p>Evaluation reports</p>
<p>8.a Improved coordination amongst donors.</p> <p>8.b More responsive</p>	<ul style="list-style-type: none"> - Number of co-ordination and information-sharing meetings amongst 	<p>Quarterly Donor CSO co-ordination group meetings.</p>	<p>Ad hoc meetings as and when the need arises</p>	<p>Donors' co-ordination group minutes</p> <p>Donors' financial controllers</p>

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<p>funding instruments allowing CSOs to realise their mandates.</p>	<p>donors</p> <ul style="list-style-type: none"> -Number of structured dialogue sessions between Donors and CSOs at national and provincial levels - CSOs Donor matrix in place - Number of funding opportunities published by EU/MS that are open to all CSOs including CBOs - Percentage of EU and Member States funding initiatives that promote collaboration, co-ordination and cooperation amongst various CSOs 	<p>-Quarterly</p> <p>Donor CSO matrix updated on a regular basis</p> <p>At least one call per donor agency per year</p> <p>50% of initiatives promote collaboration, coordination and cooperation</p>	<p>Matrix updated on an ad hoc basis</p> <p>Some calls are not publicised so the number cannot be ascertained.</p>	<p>group minutes</p>
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