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CHILD PROTECTION FUND CCW REVIEW REPORT

(A review of CCWs Framework in the Context of Volunteerism)

Submitted by

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DISCLAIMER

The views, thoughts and opinions expressed in this report belong to the CCW Review Technical Team on behalf of ACMERET Solutions. The views are expressed solely to address the requirements of the CCW review assignment as outlined in the Terms of Reference (TORs). Furthermore, the views described herein do not represent the views or opinions of the Ministry of Public Service, Labour and Social Services (MoPSLSS) in Zimbabwe, UNICEF or the CPF funding partners (SDC, SIDA and DFID) but an expression of analysed information based on a specified methodology as outlined in the methodology section of the report.

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ACRONYMS

CBM	Community Based Monitoring system
CBO	Community Based Organisation
CCW	Child Care Worker
CIDA	Canadian International Development Agency
CMO	Case Management Officer
CPC	Child Protection Committee
CPF	Child Protection Fund
CRBA	Child Rights Based Approaches
CSO	Civil Society Organisation
DFID	Department for International Development
DMO	District Medical Officer
DSD	Department of Social Development
DSDO	District Social Development Officer
FACT	Family AIDS Caring Trust
FGD	Focus Group Discussion
HCW	Health Care Worker
HIV	Human Immuno-Deficiency Virus
KII	Key Informant Interview
LCCW	Lead Case Care Worker
M & E	Monitoring and Evaluation
MoHCC	Ministry of Health and Child Care
MoPSLSD	Ministry of Public Service Labour and Social Development
MoPSLSS	Ministry of Public Service Labour and Social Services
MoPSLSW	Ministry of Public Service Labour and Social Welfare
NAP	National Action Plan
NCDs	Non Communicable Diseases
NCMS	National Case Management System
NGO	Non-Governmental Organization
OVC	Orphaned and Vulnerable Children
PPE	Personal Protective Equipment

PSS	Psycho Social Support
RCRC	Red Cross Red Crescent
REPPSI	Regional Psychosocial Support Initiative
SADC	Southern Africa Development Community
SIDA	Swedish Agency for International Development
SDC	Swiss Agency for Development and Cooperation
SOP	Standard Operating Procedure
SRHR	Sexual and Reproductive Health & Rights
TORs	Terms of Reference
TRC	Technical Review Committee
TRG	Technical Reference Group
UNICEF	United Nations Children's Fund
WEI	World Education International
WHO	World Health Organization

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EXECUTIVE SUMMARY

BACKGROUND AND METHODOLOGY

This report presents findings of a CCWs review study that was conducted between July and September 2020. The study was a national review of the engagement of community childcare workers (CCWs) who support the implementation of the Child Protection Fund (CPF) programme in Zimbabwe. The overall objective of the review was to enumerate and profile different volunteers' services provided at the community level for the general population and for OVC, including, comparison with other volunteers, and CCW relationships with community members. In addressing this objective, the study explored a gender dimension as women constitute majority of CCWs in Zimbabwe.The review was conducted in twenty districts, 18 supported by the CPF and 2 not supported by the Fund. The review used a mixed methods design that coupled quantitative and qualitative designs.

The review sought to answer the following nine (9) objectives:

1. Compare the volunteer ecosystem of CCWs to other community volunteers in Zimbabwe. The comparison should provide information on volunteer selection, orientation, training, mentoring & coaching, placement, supervision, evaluation, retention strategies, accountability mechanisms to government, UNICEF and its partners, and inform level to which CCWs can be sustained beyond donor incentives and or financial support.
2. Determine how long CCWs and other volunteers stay within their function. Is there a relationship between the age, gender and level of education of the volunteer and how long s/he is likely to stay within their function? Establish the average retention rate for CCWs.
3. Ascertain the incentive structures and their appropriateness for CCWs as compared to other volunteer cadres supported by development partners, and CCWs' job commitment in relation to these incentive structures, also in the context of other volunteer cadres.
4. What is the CCWs' view of items they receive such as bicycles, hats, trainings, t-shirts, bags, stationery etc are these viewed as just tools of the trade or as incentive?
5. Ascertain the average amount of time that CCWs take to carry out their duties in a period of time-day/week/month, as compared to any other paid functions. How do CCWs balance their time allocation in cases where they carry a dual responsibility, e.g. where one is both a CCW and Village Health Worker (VHW) and even behavior change facilitator.
6. Assess the common motivation, demotivators and retention strategies for CCWs and other volunteers. Do CCWs undertake one task with one organisation or several tasks with two or more organisations?
7. Ascertain the CCWs' perception of their safety during their work, being part of the community.
8. Determine levels of satisfaction, and attitudes towards their tasks as volunteers.
9. Recommend empirically based practices among others for the successful selection, orientation, training, supervision, retention, and provision of incentives of CCWs and volunteers which can be promoted amongst all the agencies and guidance of development agencies with interest to engage volunteers.

It is important to note that there is overlap on information gathered to answer five of the nine objectives (i.e. ii, iii, iv, vi and viii). Thus questions and responses associated with one objective may be relevant to answer other objective (s). Therefore, this may result in unavoidable repetition in the report.

FINDINGS AND CONCLUSIONS

Compare the volunteer ecosystem of CCWs to other community volunteers in Zimbabwe. The comparison should provide information on volunteer selection, orientation, training, mentoring & coaching, placement, supervision, evaluation, retention strategies, accountability mechanisms to government, UNICEF and its partners, and inform level to which CCWs can be sustained beyond donor incentives and or financial support.

I. The process followed to become a CCW **(i.e. recruitment & selection)** entails (1) some kind of expression of interest to be a CCW based on one's volition, or acceptance of a nomination to volunteer by community leaders (2) which is followed by community approval or vetting process that may include voting for individual's inclusion. (3) The vetting and voting are based on criteria that include (a) good standing in the community; (b) openness and being approachable especially by children; (c) not having a criminal record; (d) respectability in the community; (e) being literate; (f) being resident in the community; (g) some level of experience doing similar or related work and not formally employed. These processes are not linear but organic, integrated and embedded in community experiences where gatekeepers take a lead role. After selection, **almost all (98%) of the CCWs** received training, mentoring, and coaching. The training focused on CP themes including identification and assistance of vulnerable children' educational, medical, birth registration, food and other special needs for children living with disabilities as well as making appropriate referrals, different types of abuse, basic counselling, child rights, child protection, confidentiality, approaching and supporting families where there is a case of abuse. Mentoring and coaching is done by the District Social Development Officers through feedback after reviewing reports submitted by CCWs through LCCWs on a monthly basis.

   The burden of mentoring and coaching of the majority of CCWs is the responsibility of LCCWs. The remaining 2% (untrained CCWs) are those who were recruited to replace the ones who had passed on or exited for some other reasons. In terms of the **reporting structure**, CCWs operate at the ward level and there is one Lead CCW for every ward. CCWs report either to the District Social Development Officer (DSDO) or Case Management Officer (CMO) through the LCCW or directly in cases where the life of the complainant is in danger. This is the reporting structure in both CPF and non-CPF districts. The review showed that the way **CCWs/volunteers working on child protection activities are supervised** is the same for non-CPF and CPF-supported districts except that supervision in non-CPF districts is less frequent. Overall, in both CPF and non-CPF districts, the intensity of supervision, especially physical visits has drastically reduced generally in 2020 and specifically since the beginning of the COVID-19 pandemic largely due to limited resources.

II. **CCWs motivation & retention:** Regarding CCWs motivation and retention, the review noted that there are no explicit government retention strategies for CCWs in place. CCWs receive, though in an irregular and less systematic way, tools of trade and incentives in the form of bicycles, t-shirts, airtime and cell phones. The majority of CCWs highlighted the need for more defined support mechanism.

III. **CCWS accountability & supervision:** CCWs accountability to the Government and its partners is enforced through the government structure. CCWs are considered to be a government cadre and pivotal to the implementation of the children protection programme, not only in CPF-supported districts, but nationally. However, the relationship between CCWs and other volunteers working on the child protection programme with the Department of Social Development is loose and informal. There are no binding accountability mechanisms built into that relationship. CCWs report to the DSDOs or to the CMOs who are employees

of the Ministry of Public Services, Labour and Social Services. CCWs have no official work schedule in terms of the number of days that they must work per week and number of hours per day. CCWs are not graded and included on the structure of the Ministry. Furthermore, CCWs report to their *'supervisors'* on a willing basis but strictly there are '*no ties that bind'.* The fact that they have no written contracts, they have no salaries and at the same time, they have to sustain their families make management of CCWs by the Department of Social Development tricky.

IV. **CCWs services:** The services provided by CCWs to the community falls into two broad categories. (1) The first category entails providing communities with information that includes parenting skills, awareness sessions on COVID-19, child care, child protection issues especially problems of early marriages, sexual abuse, counselling of families affected, etc. These services sometimes overlap with those provided by VHWs working in the community. The differences are that VHWs focus on the health aspect of children while CCWs focus on all aspects of the child including health; and CCWs have larger catchment areas (wards) while VHWs focus on a village. The services are also comparable to those provided by CCWs in non-CPF districts. (2) Services provided to children include those outlined in the National Case Management Handbook of Zimbabwe where CCWs are expected to raise awareness on child protection issues using different community platforms. The Terms of Reference for CCWs is to identify and make appropriate referrals of complex child protection issues. The cases to be identified include rape, child marriages, physical abuse, children who are not going to school, abandoned children, etc. Furthermore, CCWs have an obligation to Government to make home visits, referrals and prepare monthly activity reports. The reporting is not binding but rather informal. According to the government representatives, CCWs are not expected to conduct investigative work. From a CCW perspective, sometimes the Department of Social Development does not respond to the cases reported and this is when the CCWs have to take what they believe is appropriate action to the affected children. Importantly, CCWs go beyond their formal expected mandate to provide social protection and social welfare functions including foster caring to child victims and accompanying children to service providers due to dire situation of some cases.

Determine how long CCWs and other volunteers stay within their function. Is there a relationship between the age, gender and level of education of the volunteer and how long s/he is likely to stay within their function? Establish the average retention rate for CCWs.

V. The CCW cadre was introduced to support the child protection programme in 2016 while others started as early as 2014. About 81% of the CCWs have been retained since they assumed their volunteer role. Only 1 in 5 of the CCWs has been with the child protection programme for 3 years or less. Given that most of the CCWs have been selected from previous volunteers, it means those who have been volunteer CCWs for more than three years have been in other volunteering capacities a lot longer. Those who served for 3 years or less are likely to be replacements for those who exited the programme for various reasons including deaths and retirement.

VI. The current gender distribution of CCWs as reflected in the probability sample studied is 34% males and 66% females. The data shows that 77.3% and 81.5% of male and female CCWs have served as volunteers for more than 3 years. The difference in the proportions of time served by CCWs according to female or male is not statistically significant showing that both female and male CCWs are being retained by the child protection programme.

Ascertain the incentive structures and their appropriateness for CCWs as compared to other volunteer cadres supported by development partners, and CCWs' job commitment in relation to these incentive structures, also in the context of other volunteer cadres.

VII. CCWs understand what incentives are. They understand a volunteer incentive as something that assists a volunteer in doing her/his work. However, there is an overlap between what CCWs perceived as incentives and tools of trade. The items currently being provided to them are not perceived as incentives. The incentives/tools of trade that are provided by the Department of Social Development are bicycles, phones and airtime. The community has not provided any incentives or tools of trade to the CCWs. However, bicycles are provided once in every five years. All these items that are provided are appropriate for the work that is done by CCWs and CCWs consider them to be appropriate.

VIII. According to CCWs, incentives considered appropriate for this job are: food as there is hunger; money in USD; transport for ease mobility; support – for motivation; phones that can be used for WhatsApp to allow ease transmission of reports. For non-CPF districts, one of their incentives is cash transfers that are being received from the Government. This type of incentive is not received by CCWs in CPF districts.

CCWs' view of items they receive - tools of the trade or as incentive

IX. **Tools of the trade:** CCWS view tools of trade as resources needed to enable them to do their work properly (effectively and efficiently) whereby the absence of which results in reduced performance. With regards to the purpose of tools of trade, some donors emphasised 'enablers to deliver without which volunteers cannot do their work', with government representatives emphasising on 'performance'; NGOs underscored 'mandatory to have necessities and equipment to discharge day to day duties efficiently'. CCWs cited materials that they require as tools of trade as: (1) bicycles given twice since 2012, to reach affected children emphasising that "it must be given regularly as it is an essential tool"; (2) mobile phones given once since 2014 emphasising that they wanted "new… as the ones given earlier when they were recruited are no longer working; (3) other examples of cited tools were airtime for ease of communication; uniform given three times since 2014 bags, given twice since 2014 shoes; identify cards for identification and recognition when handling cases, stationery; and "motorbike and files for LCCWs, and clothes".

X. **Tools of trade and incentive:** There was general consensus among different categories of respondents on distinctions between incentives and tools of trade. "Something given for personal use, to better one's life and family is an incentive and something used for work purposes is a tool for work". It was maintained that "tools of trade can be incentives, but incentives cannot be tools of trade".

XI. **Appropriateness of incentives and tools (materials) received and gaps:** CCWs view incentives and tools of trade they receive as appropriate. For instance, bicycles were appropriate as they enabled CCWs to commute around the ward; uniforms were for ease of identification of CCWs by their roles. The materials required as incentives and tools were however inadequate or not given at all. Uniforms were considered incomplete; CCWs "also need skirts, trousers, jackets and shoes to be added". The cellphones that were given a while ago were now outdated. There was a shortage of transport, and the transport voucher system had weaknesses.

Average amount of time of CCWs in carrying out their duties

XII. **Working hours:** CCWs have no designated working hours. They are available 24 hours and 7 days a week. With every child potentially at risk, CCWs are available all the time to attend to child abuse cases. CCWs engage in many activities beyond the official mandate as defined by the Ministry, as "the policy is fluid on CCWs who occupy multiple positions", also serving as "a social protection cadre at the community level, supporting food security programs".

XIII. **Caseload:** Regarding case load, an analysis by World Education indicated that "CCWs could handle as high as 25 cases/month (high end) 5 cases (low end). However, due to providing a wide array of services, CCWs tend to have high caseloads.

Ascertain the CCWs' perception of their safety during their work, being part of the community

XIV. CCWs view themselves safe in the community. They experience very little interruptions in their work. The biggest safety concerns and uncomfortable experiences relate to public ridicule for doing their work, threats for attending to child abuse and other cases that relate to child protection. Notably, CCWs' safety is linked to the environment and context that they perform their tasks, skills possessed by individual CCWs as well as social, political and community support structures. Community leadership plays a significant role in protecting CCWs. Overall, the safety of CCWs has improved as their work became widely accepted in the community unlike in the earlier stages of their work.

XV. CCWs experienced negative effects of Covid-19 in their work that included a shift in their usual familiar operations to focus on other new areas such as distribution of Personal Protection Equipment (PPE) and Covid-19 information and awareness activities; loss of financial income as activities were stopped and their supplementary income generating activities also stopped; and increased work load due to increase in child abuse cases as children were not attending school.

Determine levels of satisfaction, motivation, demotivation and attitudes towards their tasks as volunteers

XVI. CCWs are satisfied with their work and have a positive attitude towards it. CCWs value being appreciated by the community and making a contribution to their communities. Among other things, CCWs derive satisfaction from the fact that they have great interest in what they do as well as improving the lives of children and community as a whole. Their motivation is sustained and maintained by seeing the positive impact of their work in the community, changes in the lives of children and community, solving community problems, respect and community confidence in them and their work. CCWs discouragement and dissatisfaction arise from slow or lack of progress on some reported cases, a sense of inferiority compared to other volunteers such as VHWs who receive regular allowances. CCWs are sometimes targets of community insults.

Divergences and differences among the various stakeholders regarding CCWs

XVII. The review revealed some divergences and differences as well as conceptual and operational fuzziness among the stakeholders and players within the CCWs framework. These divergences include differences in preference between young and old CCWs; men and women CCWs issues; discord between VHWs and CCWs as cadres working in the same communities; lack of clarity on whether CCWs are volunteers or employees; lack of

clarity on whether CCWs are engaged through self-selection or they are selected by other people; challenging CCWs reporting lines; conflict between DSD defined CCW operational boundaries vs operational realities in the community; decision making on cases vs CCWs low skills; the notion of CCWs as government extension and yet they have no policy protection; the need for balance between DSD workers delegating their roles to CCWs and abandoning it to CCWs; the dilemma of CCWs boundary vs case resolution; the dilemma of volunteerism as poverty accessory to CCWs; the blurred line between items called tools of trade and incentives; and the complexity of a one size fits all approach without considering a differentiated approach to CCWs environments. These differences, tensions, dilemmas should be addressed for effective policy guidelines.

Moral dilemmas undermining and compromising CCWs volunteering work

XVIII. The review also revealed the moral dilemmas that should be addressed by a CCWs policy framework. These moral dilemmas include reports that some people sometimes withhold vital investigation information from CCWs; delays in resolving sensitive issues by government (DSD); failures of the transport voucher system; social, cultural and spiritual fears hindering CCWs work; and tension for CCWs between being a community member and performing their duties, among other things.

RECOMMENDATIONS

Process and operational recommendations

Short-term

Recommendation 1: The Department of Social Development may want to consider putting in place an ongoing community-based monitoring (CBM) system where CCWs and other community issues are raised, discussed and negative issues addressed at community level. Furthermore, community support structures should be trained to support CCWs against community negative pressures.

Recommendation 2: DSD should conduct periodic workshops for all community leaders on the importance of community volunteers, the importance of their participation in development projects and addressing social norms so that volunteers (male or female) may get maximum support from the community leaders and other stakeholders. Maximum support for volunteers would ensure their motivation, commitment and dedication towards community work.

Recommendation 3: Department of Social Development must improve coordination of partners to maximize on efficiency gains through minimizing duplication of efforts.

Recommendation 4: Activate a CCW friendly and supportive legal and social system where CCWs are dealing with “high profile” local cases.

Recommendation 5: The Department of Social Development must collaborate with development partners and ensure that CCWs get a small stipend in US dollars to allow them to meet part of their families’ economic requirements.

Recommendation 6: The Department of Social Development should capacitate the CCWs beyond the current formal mandate of case identification and referral and to support them to do the broad mandate work which they are already performing due to dire community circumstances requiring their intervention.

Recommendation 7: The Department of Social Development together with other government arms should establish a mechanism to protect CCWs including at law, culturally, politically and socially to do their work freely. There is need to make a balance between limiting their roles – getting them to play safe, and getting them to expose sensitive cases to protect children, while reinforcing confidentiality.

Recommendation 8: Department of Social Development should lead efforts to (1) ground child protection and CCW volunteerism as well as (2) empower community ownership and leadership in order to improve community support for CCWs and (3) promote professional volunteering and support for child protection.

Medium term

Recommendation 9: There is need for government to ensure that resources are availed especially a vehicle at the district level, and bicycles at local police stations to enable personnel from Department of Social Development and police officers to follow-up reported cases at the ward level.

Recommendation 10: The Ministry may want to consider having a dedicated budget for supporting refresher trainings for LCCWs and CCWs.

Recommendation 11: DSD should introduce a performance appraisal system for volunteers in order to identify performance gaps and training needs of volunteers. This would help to generate more information regarding volunteers' perceptions, attitudes and behaviours towards their work and enhance behaviour change for volunteers.

Recommendation 12: Department of Social Development should establish and champion a broad based stakeholder and multi-sectoral effort in support of child protection to advocate for increased treasury budgetary support.

Long-term

Recommendation 13: Bicycles are important tools of trade for CCWs and as such, they must be provided to CCWs on a regular basis. The Department of Social Development must have an arrangement with the bicycle suppliers that spare parts for the bicycles must be readily available when they are needed.

Policy and strategic recommendations

Medium to long-term

Recommendation 14: Develop a national policy to guide and promote volunteer work that includes:

- Mechanism for accreditation and professionalization of volunteers in Zimbabwe.
- Provision of formal training and certification of CCWs including their safety.
- Promotion of the establishment of CCW peer support structures.
- Absorb CCWs in official government social welfare programs e.g. Food Support
- Review CCW volunteer guidelines to reflect on reality of multitasking.
- Develop Psycho Social Support (PSS) guidelines for the country to support volunteer work.
- Provide stronger government leadership on CCWs Strategies /coordination.

- Provide guidance on protection of volunteers against COVID-19.
- Separate tools of trade from incentives and provide adequate tools and structured incentives for CCW volunteers.
- Integrate CCWs into existing social protection programs as beneficiaries.
- Encourage professionals to take up volunteer work where they could also fund their own volunteering.
- Build in volunteering in the context of CCWs as a career trajectory for volunteers to both encourage young people to volunteer, and to upgrade skills and career /employability of volunteers.
- Provide specific pathways to transform volunteers and volunteerism beyond 'functional objects' and 'victims' of their spiritual-instinctive satisfaction with altruism, to empowered 'subjects of rights' to economic self-determination building on an objective appreciation of the socio-economic value of volunteerism. This has the potential to promote the participation and transformation of young people – the demographic majority in Zimbabwe, into a huge pool of potential.
- In addition, the policy framework should build on global best practices on volunteering as reported by donors which include among others:
    - Formal recognition of volunteers as frontline workers;
    - Accreditation of volunteers;
    - Formal training of CCWs on how they should stay safe;
    - CCWs belonging to a professional body;
    - Clear policy guidelines;
    - CCW peer support structures in place;
    - Absorb CCWs in official government social welfare programs e.g. Food Support (Social Protection);
    - Child protection issues are to be reported and resolved timely; and
    - Role of CCWs is divided as:
        - Welfare
        - Protection (statutory).

1. INTRODUCTION AND BACKGROUND

The Child Protection Fund (CPF) 2011-2022, currently managed by UNICEF, funded by SDC, SIDA and DFID, is a multi-donor pooled fund. CPF II supports the Third National Action Plan (NAP III) 2016-2020 for Orphans and other vulnerable children (OVC) "to ensure that by 2020, children in Zimbabwe live in a safer and more conducive environment that ensures their care and protection and supports their sound growth and development". In particular, CPF II supports the prevention, early detection interventions, and referrals response in the management of abuse and violence against children by the case management workforce including community childcare workers (CCWs) using the National Case Management Framework. UNICEF provides technical and operational support to the Ministry of Public Service, Labour and Social Services (MoPSLSS), and NGO implementing partners.

CPF considers CCWs a critical community-based volunteer workforce, serving the needs of vulnerable children and families to attain the vision of NAP III. However, volunteers are unpaid and at times feel stigmatised. They are sometimes poorly selected, oriented, trained, supervised and retained. Notably, the absence of a legal framework for engagement of volunteers in Zimbabwe presents challenges relating to incentives and tooling, health and safety at work, and protection and support. There is a lack of effective coordination among different organizations working with volunteers and vulnerable children.

Against this background, it is important to understand the engagement and effectiveness of CCWs in the context of the Child Protection Fund (CPF) in Zimbabwe.

2. LITERATURE REVIEW- CONTEXT OF VOLUNTARISM IN ZIMBABWE - HISTORICAL DEVELOPMENTS PRIOR TO ESTABLISHMENT OF CCWS

A literature review was conducted in preparation for the review, in the interest of understanding current thinking in the field of volunteerism and informing the review approach. Key concepts from the literature are summarised below.

Volunteering in Zimbabwe – historical context

The idea of giving of oneself for the benefit of others has its origins in early Zimbabwean associational life, which had a strong normative and moral basis. Various terms are used in different context to describe this idea. Traditional beliefs and norms fostered a collective responsibility, solidarity and reciprocity. These ideas were important to expressing an individual's humanity through his or her social relations with others, an idea which was a foundation of social growth of pre-colonial societies that relied on mutual aid, kinship and community support to meet human needs (Patel & Wilson, 2004[1]). In some instances, such practices continue to underpin the principles of national youth service programmes across Africa (Obadare, 2007[2]).

Another example is the traditional practice, in some Southern African countries such as Zimbabwe, of working in the fields of those who are not able to tend to their crops due to external eventualities such as sickness and death. Zunde raMambo is an ancient volunteering

[1] Patel, L. and Wilson, T. (2004). Civic Service in Sub-Saharan Africa. Non-profit and Voluntary Sector Quarterly 33 (4 suppl) (December 1): 22S–38S.

[2] Obadare, E. (2007). The effects of national service in Africa, with a focus on Nigeria. In A. M. McBride, and M. Sherraden (Eds.), Civic service worldwide: Impacts and inquiry.

practice according to which members of a village volunteer to work in the fields of their neighbours for one day per week.

Colonisation resulted in the disruption and breakdown of traditional forms of life and the imposition of new religious beliefs and values (Oxford, 2006[3]). Pressures were then placed on kinship and community support systems while the simultaneous denigration of indigenous cultural practices and welfare systems resulted in the erosion of the service ethos over time.

Colonial era welfare concerns were left to religious initiative and philanthropy through, international charity and welfare organisations such as the Red Cross Red Crescent (RCRC) movement and Save the Children that have retained national branches in some parts of Zimbabwe today. In the latter part of the colonial era, as social problems and civil unrest escalated, there was a gradual expansion of public provision (Midgley, 1995[4]).

As formal public provision in social welfare evolved in Zimbabwe, they tended to be fashioned on British colonial systems with a strong focus on remediation, institutional care for children, paternalism, and a piecemeal stop-gap and reactive approach to social provision (Patel & Wilson, 2004[5]).

In the post-independence era volunteering was facilitated by national and international organisations that significantly contributed to Zimbabwean development and nation building (Fowler, 1998[6]). The nature and scope of the voluntary sector in national social development varied across countries depending on their history of colonialism, traditions and approach to public policy.

Conceptualising volunteering in the Zimbabwean context

Most definitions of volunteering are based on an understanding of volunteering in developed countries. While these definitions might be usefully applied in different countries, it may not be entirely applicable in the Zimbabwe context. In this section of the report we first consider commonly accepted definitions of volunteering, and thereafter the concepts are critiqued with reference to the Zimbabwean context.

While there are a number of international definitions of volunteering, most consider three fundamental principles to be important (UNV, 2011a[7]):

a) The activity is out of free will, the person must not be forced or legally obligated to engage in the activity. While social obligations may play a role, the person should nevertheless be free to engage in the activity

[3] Oxford (2nd ed) (2006). Dictionary of World History. London: Oxford University Press. 39 Volunteering in Africa | An overview of volunteer effort in Africa and its potential to contribute to development | Centre for Social Development in Africa

[4] Midgley, J. (1995). Social Development: The Developmental Perspective in Social Welfare. London: SAGE.

[5] Patel, L. and Wilson, T. (2004). Civic Service in Sub-Saharan Africa. Nonprofit and Voluntary Sector Quarterly 33 (4 suppl) (December 1): 22S–38S

[6] Fowler, A. (1998). Non-governmental organizations in Africa: Achieving comparative advantage in relief and micro-development (Institute of Development Studies Discussion Paper). United Kingdom: University of Sussex.

[7] UNV. (2011b). The State of Youth Volunteering in Africa.

b) The activity is not motivated by financial reward, although some financial compensation may occur as volunteering often involve costs to the volunteer
c) That the activity is undertaken for the common good

Definitions of volunteering for the Zimbabwean context

Although the above definitions account for various types of volunteer activity, five key assumptions are explored below. While these are not necessarily peculiar to Zimbabwe, these debates feature rather prominently in the literature on volunteering in Zimbabwe.

Firstly, it is often assumed that volunteering is an act of service conducted through formal structures, for example volunteer programmes or organisations that mobilise and use volunteers in their development activities. However, a significant amount of volunteerism occurs outside formally structured volunteer programmes/organisations and form part of associational life in communities (Patel, 2007[8]). Often such activities are integral to the social fabric of communities, and community members themselves seldom view them as volunteering, rather viewing them as 'the way things are done here'. Consequently, local and community-based volunteering and activism are often overlooked and are not included in estimations of the size of the sector in Zimbabwe.

A **second** assumption relates to the concept of free will. Because voluntary activities are often embedded in community norms and values, they tend to be motivated by social expectations rather than by free will. The assumption is that if one is financially or physically able to assist others in the community, then one is compelled to do so. Voluntary acts are thus very much driven by a sense of obligation and duty rather than by the altruistic notion of free will (Everatt *et al.,* 2005[9]).

A **third** reason why volunteerism in African countries challenges the dominant definitions of volunteering lies in the expectation of payment. Beliefs and practices about one's social obligations to provide unpaid services voluntarily in one's community are still evident in communities in different parts of Zimbabwe. However, as more formal programmes are emerging that pay stipends and also in a context of mass poverty, unemployment and the burden of the HIV and AIDS epidemic in the 90s, there is evidence of increasing expectations of payment for volunteering in formal programmes. Russell and Wilkinson-Maposa (2011[10]) therefore question the applicability of the notion of free will in the African context. For many volunteers, some form of income in the form of stipends or reciprocal giving is expected given these realities. In the Zimbabwean context, there is often an expectation of monetary or non-monetary compensation amongst volunteers especially when activities are associated with registered non-governmental organisations (NGOs) or government programmes.

Volunteering carries costs for individuals both direct (such as transport or the provision of food/medicine to sick individuals) and indirect (such as lost opportunities to search for work or the need to pay for childcare). It has become the norm in the 2000s for NGOs to pay stipends or

[8] Patel, L. (2007). A Cross-national Study on Civic Service and Volunteering in Southern Africa. http://www.vosesa.org.za/publications_pdf/ Research_Partnerships_South_Africa.pdf.

[9] Everatt, D., A. Habib, B. Maharaj and A. Nyar (2005) 'Patterns of Giving in South Africa', Voluntas: International Journal of Voluntary and Non-profit Organizations 16(3): 275–91.

[10] Russell, B. and Wilkinson-Maposa, S. (2011). Where Do We Look for the African Perspective and Understanding of Civil Society and How Do We Engage with It? Retrieved 27 September 2012 from http://www.istr.org/networks/africa/Papers.htm. Stellenbosch, South Africa.

reimbursements to cover these expenses. Where stipends are paid, these may become the motivating factor for volunteer involvement, particularly where this may be the only source of income. This suggests that in Zimbabwe the lines between employment and volunteering, from the perspective of the volunteer, may have become blurred.

Fourth, while one may assume that volunteering contributes to the common good, it may also offer opportunities for financial gain for the volunteer, or it may provide the prospect of gaining in skills and enhancing the employability of the volunteer particularly amongst young people (Wijeyesekera, 2011[11]). This suggests that individual motivations may be as important as motivations regarding the common good.

Finally, Volunteering may be considered to include activism. It can be argued, while activism and volunteerism are often considered to be separate activities, both in fact foster human participation in the achievement of development outcomes and are key forms of civic participation. Volunteering thus involves a wide range of activities that needs to be valued and recognised. Therefore, "Volunteerism is as diverse as the individuals who volunteer".

The defining principles of volunteering that are widely accepted internationally should be critically evaluated when applied in social development programmes in Zimbabwe because they have a direct bearing on programme design and in the assessment of impact.

The nature of volunteering

Volunteer programmes are a response to the human development context in Zimbabwe. Based on data from the 80s in Zimbabwe, health, particularly HIV/AIDS programmes, and human and social service programmes were most prevalent in the volunteering sector, followed by social and community development programmes, education, and services for children and youth.

The majority of volunteers were young people between the ages of 15 and 30, although this varied depending on the nature of the programmes. For instance, the age profile of volunteers engaged in homebased care for people affected by HIV/AIDS were older women (40 years and above); this age profile appeared to be due to the demanding and stressful nature of the work (Patel & Wilson, 2004[12]). Two types of volunteer programmes exist, namely those that are led by governments, such as youth service programmes and those led by NGOs. Local communities, especially poor and rural communities, were most frequently cited as beneficiaries, followed by youth and children (Patel & Wilson, 2004). Although the bulk of volunteers, especially those active in community-based volunteering, are disadvantaged persons involvement of different classes varies across types and goals of programmes and across countries.

Community-based forms of volunteering

Given that Zimbabwe, continues to face low development outcomes, a high prevalence of HIV/AIDS and high unemployment figures, informal volunteering by community members plays

[11] Wijeyesekera, D. (2011). The State of Youth Volunteering in Africa Stepping Back so That Young People Can Step Forward. International Forum on Development Service. Retrieved 12 October 2012 from http://forum-ids.org/wp-content/uploads/2012/02/FORUM-discussionpaper-the-state-of-youth-volunteering-in-Africa-FINAL-January-2012.pdf.

[12] Patel, L. and Wilson, T. (2004). Civic Service in Sub-Saharan Africa. Nonprofit and Voluntary Sector Quarterly 33 (4 suppl) (December 1): 22S–38S.

a vital role in community survival as there are no notable differences between the socio-economic profile of the beneficiaries and volunteers of this form of volunteering. Community-based voluntary service is a vital safety net in circumstances in which the state does not or is not able to provide the required social services and social protection mechanisms (Everatt *et al.,* 2005[13]). In addition, Chaskin (2003) argues that these types of volunteers provide valued social support and contribute to enhancing community resilience.

Volunteering in one's own community increases local level participation, social capital through increased social networks, as well as knowledge and learning about how to solve community needs and build local community level institutions and capacity (Miller *et al.,* 2002[14]).

Cognisance needs to be taken of the gendered nature of both informal and formal community-based volunteering. Understanding is needed of how the social obligations of community members to one another increase the burden of care on already struggling individuals (Patel & Mupedziswa, 2007[15]), particularly women who carry the largest burden of care within the home and community.

Further, community-based volunteering is at times perceived to be a substitute for state provision and has led to the abrogation of state responsibility for public welfare. Ideally, volunteerism and voluntary initiative play a complementary role and work in a collaborative partnership with both formal and informal organisations of both a public and a private nature.

In Zimbabwe volunteers have historically been viewed as a resource and an asset in local development but are now being exploited as a form of cheap labour, and with difficult working conditions, uncertain health and safety standards and no consideration of the opportunity costs associated with volunteering.

3. CONCEPTUAL FRAMEWORK FOR THE REVIEW

The Review of Community Childcare Workers (CCWs) draws on the Terms of Reference (see annex), the Government of Zimbabwe's National Action Plan for Orphans and Vulnerable Children (NAP III) and the Child Protection Fund (CPF II). It is intended to contribute to ''the specific goal of quality service provision to children in need of care and protection'', by seeking to establish the situation of CCWs as key functionaries in achieving **planned results** for child protection. The CPF II supports NAP III - "to ensure that by 2020, children in Zimbabwe live in a safer and more conducive environment that ensures their care and protection and supports their sound growth and development". The number of CCWs working in 18 CPF districts in Zimbabwe is estimated to be 2,857.

In its design, the review is cognisant of the following social development and humanitarian epistemological context in which CCWs operate to advance child protection: NAP III sets out

[13]Everatt, D., A. Habib, B. Maharaj and A. Nyar (2005) 'Patterns of Giving in South Africa', Voluntas: International Journal of Voluntary and Nonprofit Organizations 16(3): 275–91.

[14] Miller, K., Schleien, S., Rider, C., Hall, C., Roche, M., & Worsley, J. (2002). Inclusive volunteering: Benefits to participants and community. Therapeutic Recreation Journal, 36(3), 247-259.

[15] Patel, L. and Mupedziswa R (eds). (2007) Research Partnerships Build the Service Field in Africa: Special Issue on Civic Service in the Southern African Development Community, Johannesburg: Volunteer and Service Enquiry Southern Africa, The Social Work Practitioner-Researcher, Journal of Social Development in Africa. A joint issue of the The Social Work Practitioner-Researcher, University of Johannesburg and the Journal of Social Development in Africa, School of Social Work, University of Zimbabwe.

a broad-based **muti-sectoral /holistic approach** for ensuring that families have means to provide for children, that children develop to their fullest potential, and that they are protected from abuse, exploitation and neglect. Several government ministries are responsible for child protection – **coordinated by Child Protection Committees (CPCs).** However, outside these public institutions, parents, guardians and other adults, traditional, religious and community leaders also have **duty-bearing responsibilities** regarding child protection. Thus ''the child protection system is strengthened through **linkages of community child protection** and **the formal system,** to establish a **standardised 'wrap-around' response service system** that protects children from abuse, violence, exploitation and neglect within a coordinated continuum of care''. "Community Childcare Workers are uniquely positioned to play a social protection extension programme role for all government social protection programmes, regardless of the Ministry under which they fall. This is in line with destroying the silo mentality of programmes," https://www.unicef.org/zimbabwe/press-releases/.

CPF II supports three key strategies of ***prevention, early detection/interventions,*** and ***referrals/response*** in the management of abuse and violence against children by **the case management workforce** as defined in the National Case Management Framework. CCWs are ''**frontline community volunteer workers** rooted within the National Case Management Framework (NCMF), [and] the bedrock of the different CPF components such as the case management system, harmonised cash transfers, justice for children, etc''.

The ''**main aim of the National Case Management System (NCMS)** is to provide a link between the functions of the key stakeholders; detail the roles and responsibilities of each sector; show how the sectors interact within the system to safeguard children; and promote standard terminology, eligibility criteria, standards and processes used by different agencies so as to **encourage inter-agency collaboration**''.

The work of CCWs is underpinned by volunteerism. The United Nations Volunteerism Guidance Note (February 2009) defines Volunterism as ''an expression of people's willingness and capacity to freely help others and improve their society''[16] (UNV 2009). A volunteer is an individual who offers his/her service to a certain organisation, without expecting monetary compensation, a service that might bring benefits for him/her and for others[17] (Shin & Kleiner 2003). The Global Standard for Volunteering for Development Forum[18] (2019) defines a volunteer as:

> [a]ny person donating their time to help others **who has some form of agreement with an organisation**. It refers to volunteers of any age or level of experience, long-term or short-term, working internationally or nationally, **with allowances or not**. It does not refer to community-based volunteers working without a formal structure or citizen activist'.

According to former UN Secretary General Ban Ki-moon, ''Volunteerism is a feature of all cultures and societies. It is a fundamental source of community strength, resilience, solidarity

[16] UNV (2009) Programming volunteerism for development: Guidance Note. February 2009

[17]Shin, Sunney & Kleiner, Brian. (2003). How to manage unpaid volunteers in organisations. Management Research News. 26. 63-71. 10.1108/01409170310784005

and social cohesion. It can help effect positive social change by fostering inclusive societies that respect diversity, equality and the participation of all''[19] (UNV 2007)

The review adopts the **definition of volunteerism** as **any act in which time is given freely without expectation of financial gain to benefit another person, group or causes.** Literature however, suggests that voluntarism can be driven by a combination of intentions (one-factor model), both philanthropic and selfish motives (two factor model), or for personal satisfaction (functional approach) (Skelly 2009).

Different volunteer cadres exist by sector or projects in Zimbabwe. Community Childcare Workers (CCWs) are community members voluntarily working to support child protection efforts. There are **different practices,** and **incentives vary** considerably between projects when it comes **to working with volunteers**. The **absence of specific legal regulation** in Zimbabwe for volunteers and a statutory framework for the engagement of volunteers has **resulted in the current ad hoc or uncoordinated approach** to working with volunteers in Zimbabwe by development partners, government ministries and NGOs. In Zimbabwe, volunteerism has a **gender dimension** with most volunteers being **women.**

The review adopted a **results based, multi-sectoral /holistic**, **gender sensitive, child rights** dimension of the situation of CCWs at the national, provincial, district, municipal and community levels.

The T**heory of change** for the Review in the context of NAPIII and CCWs is:

- If CCW **volunteers** (''the bedrock of the different CPF components'') are adequately recruited, **selected,** oriented**, trained**, mentored & coached, placed, **supervised**, **motivated** and retained, and mechanisms put in place for them to be accountable to government, through **a gender sensitive child rights-results based** and **integrated multi-sectoral support system,** at community level, **then**, "children, families and communities [have access] to improved preventive and responsive child protection services reinforced by household and community economic resilience in targeted areas."

Loaded variables, attributes and circumstances in the theory of change:

1. At the center is the child at risk (vulnerable) of child rights violations [**The Case** when talking of Case Management];

2. There are specific child rights violation(s) **[Problem(s)]** manifested as for example sexual abuse, abuse (physical, emotional, biological), lack of birth certificates, pregnancy, hunger, etc;

3. There are causes of the child rights violations (causal factors - immediate and underlying **[Risks /Risk factors];**

4. There is the family (immediate layer of duty bearers - Child Rights Based Approach-CRBA) that should provide the immediate protection to the child **[Primary Carer /Caregiver];**
5. There is the community (the immediate outer layer of duty bearers) **[Secondary Carer]**

[19]UNV (2007). *UN Secretary-General Ban Ki-moon Statement for International Volunteer Day, 5 December 2007.*

a. Within the community is the **CCW** [A Representative of the Secondary Carer function] as main actor representing the following:
    - Self (Altruism & Motivation—unpaid volunteer);
    - Community representative (assigned role - unpaid representative);
    - Government social services workforce [unpaid Worker]; and
    - Reflection /Mirror of donor's altruism (unpaid representative).
b. The CCW is the focus of the study, But in the context of all the above circumstances;

6. The Interventions of CPF in terms of Prevention, Early Detection, Mitigation (Referrals/Service Provision) can be presented along a continuum.

There are four support systems at play:

a. The child support system of which the CCW is key (INDIVIDUAL person);
b. The CCW support system of which the Community is key (social grouping/ Persons);
c. The citizen service support system of which the government social worker / MPSLSW is key (entity/institution); and
d. International philanthropy support system represented by the donor (entity/institution).

The 4 systems are working together to achieve targeted wellbeing /protection outcomes for the child.
Focusing on the CCW support system, the question is: what do they need - to be motivated - to volunteer services and - to function effectively - to attain child well-being?

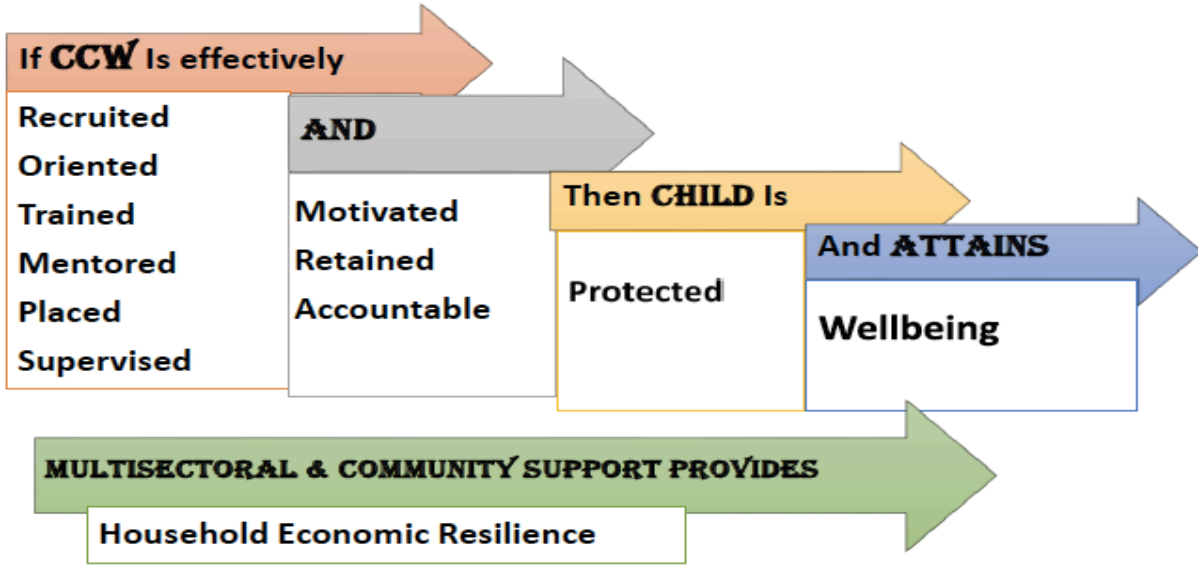
I. Altruistic spirit;
II. Community belonging /support;
III. The skills;
IV. The tools of the trade; and
V. At the same time, they have basic individual survival needs and responsibilities to their own families, with some easily classifiable as ‘vulnerable’.

Assumptions

1. Funding for the child protection programme, and support for CCWs is sustained in the medium to long term to prevent and mitigate existing and emerging child protection challenges.
    - *Government and communities own the programme and are willing and capable of taking over the management and financing of child protection programme when donor funds are no longer available; and*
    - *There is adequate community support for the CCW to execute her/his functions.*
2. Adequate plans and systems are in place to mitigate against the impact of unplanned for emergencies such as Covid-19;
3. There is a pool of more members of the community available to volunteer as CCWs in the event of attrition as well as increase in child protection burden due to emergencies; and
4. Volunteerism is the primary option available to provide community child protection services in a holistic and comprehensive manner.

The above theory of change and theoretical framework guiding the CCW review can be summarised in the diagram below.

Figure 1: Theory of change and review theoretical framework



Source: Zimbabwe CCW Review, 2020

The review aims to address the objectives outlined below.

4. CCW REVIEW OBJECTIVES

4.1 Overall review objective

The overall objective of the review was to enumerate and profile different volunteers' services provided at the community level for the general population and for OVC, including, comparison with other volunteers, and CCW relationships with community members. In addressing this objective, the study explored a gender dimension as women constitute majority of CCWs in Zimbabwe.

4.2 Specific objectives answered by the review and review focus

The specific objectives and focus of the review are listed in the table below.

Table 1: Review objectives and focus

Study objective	Focus of the review
1. Compare the volunteer ecosystem of CCWs to other community volunteers in Zimbabwe. The comparison should provide information on volunteer selection, orientation, training, mentoring & coaching, placement, supervision, evaluation, retention strategies, accountability mechanisms to government, UNICEF and its partners, and inform level to which CCWs can be sustained beyond donor incentives and or financial support.	The review enumerated and profiled different volunteers' services provided at the community level for the general population and for OVC, including, comparison with other volunteers, and CCW relationships with community members
2. Determine how long CCWs and other	This entailed an understanding and application

volunteers stay within their function. Is there a relationship between the age, gender and level of education of the volunteer and how long s/he is likely to stay within their function? Establish the average retention rate for CCWs.	of statistical techniques to establish statistical significance and interrelationships between different factors/variables that motivate & sustain volunteerism among CCWs.
3. Ascertain the incentive structures and their appropriateness for CCWs as compared to other volunteer cadres supported by development partners, and CCWs' job commitment in relation to these incentive structures, also in the context of other volunteer cadres.	The review explored the extent to which incentives are a determinant to volunteerism, and the livelihoods and coping mechanisms for CCWs in the context of extreme poverty and vulnerability for OVC & carers in Zimbabwe rural, urban and peri-urban communities.
4. What is the CCWs' view of items they receive such as bicycles, hats, trainings, t-shirts, bags, stationery etc are these viewed as just tools of the trade or as incentive?	The review elicited perceptions of CCWs on whether they consider the material items provided by projects & programs valuable to them & to their work or not; & extent to which CCWs have been timely & adequately provided with covid-19 prevention & control services.
5. Ascertain the average amount of time that CCWs take to carry out their duties in a period of time-day/week/month, as compared to any other paid functions. How do CCWs balance their time allocation in cases where they carry a dual responsibility, e.g. where one is both a CCW and Village health worker and even behaviour change facilitator.	The review considered: the extent to which CCWs multi-task voluntary work; the motivation for multitasking, and the impact that multitasking has on their personal lives and to the efficiency and effectiveness of their work as volunteers; impact of Covid-19 on their work and workload
6. Assess the common motivation, demotivators and retention strategies for CCWs and other volunteers. Do CCWs undertake one task with one organisation or several tasks with two or more organisations?	The review explored the roles played by different organizations in motivating and sustaining CCWs volunteerism; the extent and effects thereof, of CCWs serving volunteer roles under, and or across different organizations; and the extent of coordination of volunteer activities
7. Ascertain the CCWs' perception of their safety during their work, being part of the community.	The review explored ethical issues for engaging volunteer CCWs among communities and organizations they work under, their operating environment and conditions of work, including impact of Covid-19, and making recommendations on mitigation.
8. Determine levels of satisfaction, and attitudes towards their tasks as volunteers.	The review ascertained indicators and measurement of satisfaction among CCWs, and the extent of professionalism and commitment towards their work.
9. Recommend empirically based practices among others for the successful selection, orientation, training, supervision, retention, and provision of incentives of CCWs and volunteers which can be promoted amongst all the agencies and guidance of development agencies with interest to engage volunteers.	Drawing from (1) international best practices, (2) existing evaluation reports, and (3) experiences on volunteer recruitment, capacity building and welfare, (4) gender dimensions and (5) child and young people, the review team provided recommendations for volunteer policy improvement and standards, in Zimbabwe.

5. METHODOLOGY, DESIGN AND APPROACH

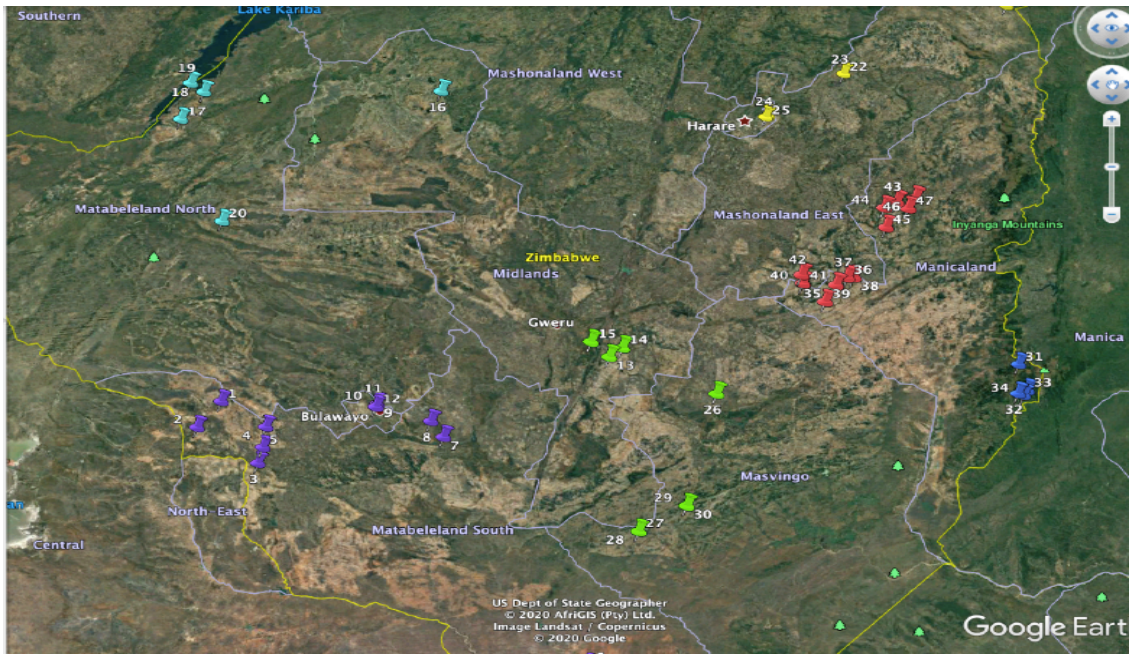
The study was a review to enumerate and profile different volunteers' services provided at the community level for the general population and for OVC, including, comparison with other volunteers, and CCW relationships with community members. This was a national study to review the engagement of community childcare workers (CCWs) who support the implementation of the child protection programme in Zimbabwe. The review was conducted during the period July – September 2020.

The review was conducted in twenty districts, 18 supported by the Child Protection Fund (CPF) and 2 not supported by the Fund. The twenty (20) district sites where data was collected across the country are indicated in figure 1 below.

The review used a mixed methods design that coupled quantitative and qualitative designs. The design was appropriate to allow quantification of variables of interest, explain the levels of quantitative variables and use the two types of data for purposes of triangulation.

The quantitative component used two stage sampling design. The first stage involved grouping of wards into two categories, the first category was made of four most vulnerable wards in terms of child protection burdens. One ward was randomly selected from the four wards. The next stage was selecting a purposive sample of wards juxtaposed to the one randomly selected. The number of wards purposively selected in each district depended on the number of CCWs in each ward. The cluster take all approach was adopted, that is all CCWs in the selected wards were included in the study. Qualitative data was collected from Key Informants (KIs) comprising Government representatives, representatives of NGO implementing partners, Lead CCWs; and Donors; and Focus Group Discussions (FGDs) with CCWs. For the KIs, a purposive sample was selected. For the FGDs, CCWs in the wards sampled for the review who did not participate in the individual interviews participated in the FGDs.

Figure 2: Some district sites where data was collected across the country



See annex 8.6 for key

As indicated above, three methods of data collection were used, that is, a quantitative survey that used a structured interviewer-administered questionnaire; Key Informant Interviews (KIIs); and FGDs. The data on which this report is based was collected from a probability sample of size of 351 CCWs interviewed across 20 districts (18 CPF and 2 non-CPF); 39 Focus Group Discussions (FGDs) with CCWs who did not participant in individual interviews; a purposive sample of 31 Lead Community Childcare Workers (LCCWs) from the 18 CPF districts; and 36 key informants purposively selected. The key informants were representatives from the Ministry of Public Service, Labour and Social Welfare, representatives of Community Based Organisations (CBOs)/Civil Society Organisations (CSOs) who are implementing partners of child protection activities; and representatives from donors supporting implementation of the Child Protection programme.

In terms of quality control, a Standard Operating Procedure (SOP) to standardize the approach to field work was developed. This is the document that was used by all six review teams that collected data from all the ten provinces of the country. Furthermore, the Lead Researchers reviewed all the questionnaires and scripts for KIIs that were completed each day of field work to ensure that quality data was being collected. The quantitative data were entered electronically using excel. After data entry, preliminary frequencies for each variable were run for all variables using Epi Info 7 in order to identify outliers and entries that were not consistent with response categories in the questionnaire. This was the basis for cleaning the data. Epi Info 7 was used to run frequencies and cross-tabulations of variables of interest. Excel was used to produce charts based on the frequencies.

For FGDs, the guide was structured according to themes and during the discussions, notes were taken in line with the themes. At analysis stage, codes were created under each of the sub-themes according to the FGDs and districts. These codes formed the basis of the analysis. The same approach was used for KIIs. The report is an integration of quantitative and qualitative information from the field and information from the literature review. For detailed methodology, kindly see annex 8.5.

6. FINDINGS AND DISCUSSION

This section presents findings and discussion of the review under the respective objectives.

6.1 Characteristics of CCWs surveyed

This section presents the characteristics of CCWs interviewed in order to understand their socio-demographic profile. The table below (table 2) presents the CCWs profile.

Table 2: Characteristics of CCWs surveyed

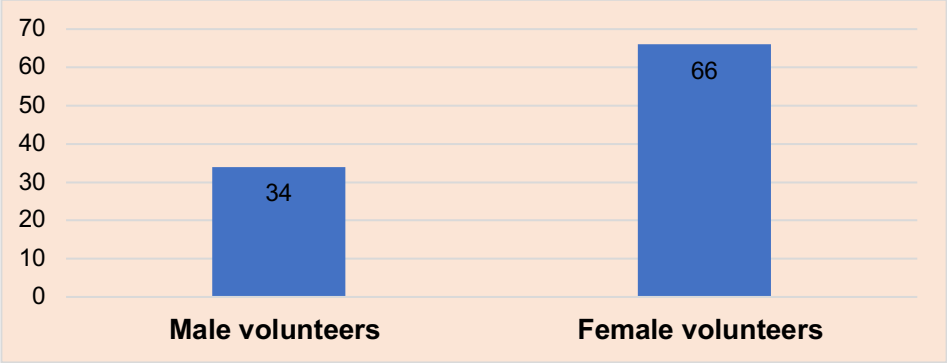
I. Age (Years)		
Age-Group	Number	Percent
Less than 35	28	8.0
35 – 39	40	11.4
40 – 44	66	18.8
45 – 49	78	22.2
50 – 54	64	18.2
55 – 59	38	10.8
60 – 64	19	5.4
65 and Above	18	5.1
Total	**351**	**100.00**

II. Gender/Sex		
Female	232	66.00
Male	119	34.00
Total	**351**	**100.00**
III. Level of Education		
Up to Primary	52	14.8
Up to O-Level	255	72.6
Up to A-Level	6	1.7
Tertiary	14	4.0
Other	24	6.8
Total	**351**	**100.0**
IV. Period served as CCW (Years)		
Less than 1 Years	12	3.4
2nd Year	35	10.0
3rd Year	24	6.8
More than 3 Years	280	79.8
Total	**351**	**100.0**

Source: CCW Review, 2020

Table 2 shows the profile or socio-demographic characteristics of CCWs interviewed in the quantitative survey. In the Child Protection Programme in Zimbabwe, there are more female compared to male CCWs. This is also reflected in the probability sample where the respective proportions were 66% females and 34% male. This sample gender distribution is shown in figure 3 below.

Figure 3: Gender distribution of CCW volunteers interviewed



Source: Zimbabwe CCW Review, 2020

The youngest CCW interviewed during the review was 24 years. In all, only 8% of the CCWs were aged below 35 years. Slightly more than 59% of the CCWs were aged between 40 and 54 years while more than 10% were 60 years or older.

In terms of educational attainment, the majority, 72.6% of the CCWs interviewed were educated up to O-Level. This was followed by those educated up to primary level who constituted about 15% of the sample. Those with A-level and tertiary level of education were about 6%. The CCWs interviewed had been in the volunteer sector for some time with 80% having worked as CCWs for more than 3 years.

6.2 Comparison of the volunteer ecosystem of CCWs to other community volunteers in Zimbabwe

This section presents information on how volunteers working on child protection issues are identified, selected, oriented, trained, mentored and coached, supervised, evaluated and retained. The accountability mechanisms to government and CCWs' respective communities were explored while accountability to UNICEF and its partners was not much explored. The services provided by CCWs to the general population at the community level and those specifically provided to orphans and other vulnerable children are articulated. Finally, the section makes a comparison of CCWs and other volunteers involved in child protection as well as other sectoral programmes such as health in terms of services provided and the key volunteer engagement variables and variations.

CCW selection

Quantitative data collected from CCWs reflects at least three integrated ways of getting into CCW work:

- Individual level volunteering,
- community identification, and
- secondment and transitioning and graduation from being a VHW, CPC, BCF and Home-Based Caregivers (HBC).

Respondents indicated that CCWs volunteer out of their own volition. However, there are processes that are followed. For instance, potential CCWs present themselves to the community as candidates available to offer child protection services for free. Guided by the Department of Social Development, the community then subjects the candidates to a selection process using a set criteria including police vetting. Some CCWs are identified from among existing volunteers of other programmes such as VHW, CPC, BCF and Home-Based Caregivers (HBC). Overall, despite these different ways of assuming CCW role, all CCWs went through a process of community approval for them to assume their volunteer role, with, 82% of CCWs reporting to have gone through a selection process that involved community members' endorsement to become CCWs while the remaining 18% reported that they volunteered to become CCWs.

This information is consistent with the recruitment process of CCWs as explained by CCWs who participated in Focus Group Discussions (FGDs) and other key informants interviewed during the review. According to FGD participants, CCWs were initially identified and nominated at village level by community members and the final endorsement was made at the ward level given that CCWs work at the ward level covering a number of villages. In Epworth, Bulawayo and across a number of wards in the study area, CCWs reported that they were selected because they were already members of the Child Protection Committees or Home-Based Care (HBC) givers or other established community support structures such as BCFs. This shows that community members were interested in having CCWs who already had experience working with the community. This selection process was facilitated by community gate-keepers such as Headmen, councillors and other community structures in collaboration with the Department of Social Development. This indicates that individuals intending to be CCWs presented themselves, accepted nominations and were then vetted through community leadership (gatekeepers). LCCWs were said to have been chosen by their CCWs at ward level.

In districts not supported by the Child Protection Fund, CCWs were voted into their positions by community members. In some cases, the voting was done to select fewer CCWs after the number of individuals expressing interest to be CCW volunteers exceeded the required number.

A few became CCWs by volunteering to replace CCWs who had deceased or left the programme. The information collected shows that there is transparency and full community involvement in the selection of CCWs in both non-CPCF and CPF districts. Ordinarily, this process would suggest community ownership, and guaranteed community support and sustenance of child protection CCWs programme. But as will be shown later, the community does not provide incentives to motivate CCWs, and there are times when the community presents a security and physical threat to CCWs personally and to their work.

In some districts visited during the review, CCWs reported that other volunteers such as Village Health Workers (VHWs) and Home Based Care (HBC) givers were also selected by community members. Thus CCW selection and appointment was not fundamentally different from that of the other community cadres like VHWs, which follows the same process. In contrast volunteers such as BCF that were managed mainly by NGOs through projects supported funding were reported to having to apply, write tests/ exercises and be interviewed for them to be considered as volunteers.

The review also sought to establish an understanding of the **characteristics of people who are recruited as CCWs.** In all the districts visited during the review that is CPF and non-CPF, a person was to be selected as a CCW if she/he had the following characteristics:

- of good standing in the community;
- one able to talk with people and approachable especially by children;
- must not have a criminal record;
- respected by community members;
- literate- able to read and write;
- resident in the community; and
- doing similar or related work and not formally employed. Those formally employed are usually not considered “because they can be transferred any time”. According to government key informants (KIs) CCWs are also expected to resign once they become formally employed.

According to CCWs, LCCWs and Government officials, age, level of education and economic status are not important considerations in the selection of CCWs. This criteria slightly differed from that applied in selecting volunteers by some NGO partners which considered age (relatively young), educational level and gender balance, although this was not very common. The NGOs preferred younger and better educated CCWs, arguing that these were able to interact, meaningfully converse and guide young vulnerable children who are the population sub-group intended to benefit from the child protection programmes. Education level was considered important in so far as one was considered as having the ability to write reports. CCWs highlighted the need for education but questioned the importance of having it as the basis for entry into CCW work. For them, passion on child issues and related subject matter, and simple ability to read and write (literacy) were considered important for CCW work. .

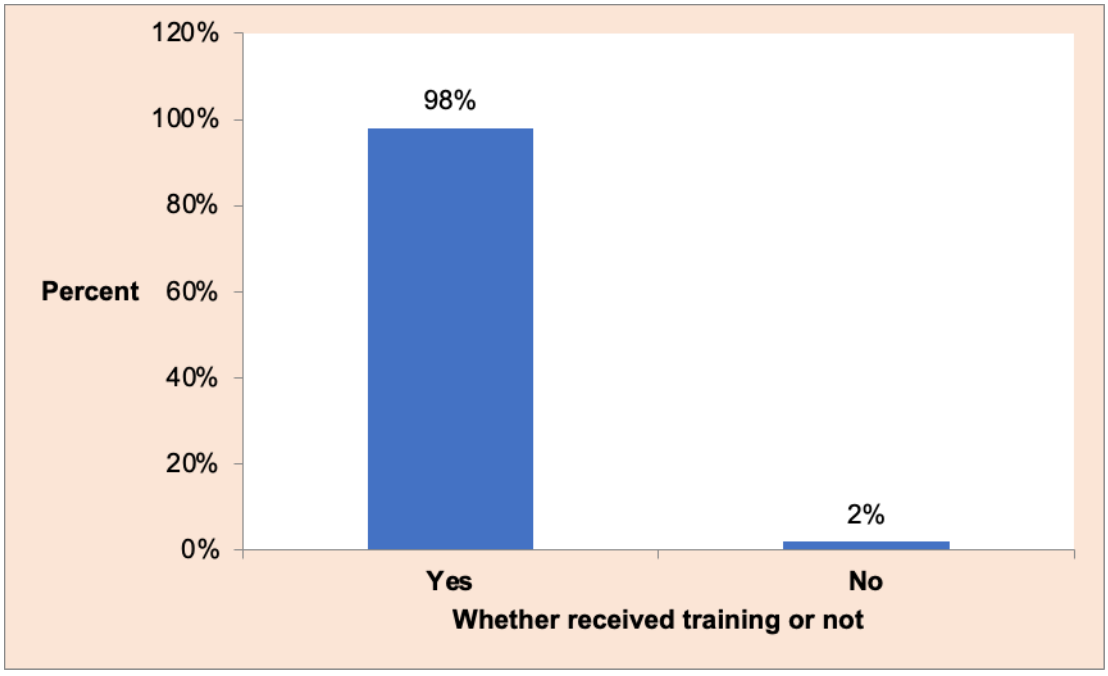
In some districts, CCWs who participated in FGDs felt that when a new development partner comes in an area to support implementation of child protection activities and they require support from volunteers, the volunteers must be selected from among those currently serving as CCWs. This position was confirmed by a Government key informant to be in accordance with a directive of the Department of Social Development. This is the practice in Epworth and other districts.

Overall, on CCW selection, the review noted that the process entails (1) some kind of expression of interest to be a CCW based on one's volition, or acceptance of a nomination to volunteer by community leaders (2) which is followed by community approval or vetting process that may include voting for individual's inclusion. (3) The vetting and voting are based on criteria that include (a) good standing in the community; (b) openness and being approachable especially by children; (c) not having a criminal record; (d) respectability in the community; (e) being literate; (f) being resident in the community; (g) some level of experience doing similar or related work and not formally employed. Important to note, however, is that these processes are not linear but organic, integrated and embedded in community experiences where gatekeepers take a lead. In this selection process, the role of community leaders is sometimes mixed as some may prefer individuals from certain political affiliations. Preference of CCWs based on political influence was not 'overtly expressed' but 'murmured' by CCWs.

CCW orientation, training, mentoring and coaching

In the quantitative interviews a question was asked whether CCWs were trained for their responsibilities soon after engagement. As shown in Figure 4 below, almost all, 98% of the CCWs reported that they received training soon after recruitment (see Figure 4). The remaining 2% are those that were recruited to replace those who had passed on or exited for some other reasons. This meant they would have missed on some trainings conducted before engagement. Included in the 2% were CPC volunteers who through communication from DSD were upgraded to be CCWs. However, some of the CPC individuals who would have been upgraded may have received some training at the time they were admitted to the CPC, but this was not specifically followed up on to confirm during the review.

Figure 4: CCWs who reported having received training after engagement



Source: Zimbabwe CCW Review, 2020

The graph above is consistent with information from FGDs where all CCWs reported that they received training in order for them to understand their work. Although CCWs could not remember the exact names of the courses attended, they reported the following as some of the areas covered during the training: how to identify children's needs which could include educational, medical, birth registration, food assistance, and other special needs for children living with disabilities; how to make appropriate referrals (to Social Development, clinic, police, etc); how to identify different types of abuse; basic counselling; child rights; child protection; confidentiality; and how to approach families where there is a case of abuse.

There were mixed responses regarding frequency of trainings received by CCWs. Some reported that they were only trained once since recruitment while others reported that they attend training courses on a regular basis. It is possible that CCWs require refresher trainings on a regular basis so that they are on the cutting-edge on issues related to their work and also due to the fact that when they attend workshops, they receive per diems. Government officials also indicated that CCWs receive regular refresher training workshops supported by implementing partners.

At the end of their training, some CCWs reported that they were given information, education and communication materials to assist them as they do their work. Coaching, mentoring and support are provided by personnel from the Department of Social Development as they conduct support supervision visits. Part of the coaching is provided in the form of feedback by the District Social Development Officers after reviewing reports submitted by CCWs through LCCWs on a monthly basis. Government officials feel that the training and mentoring received by CCWs in CPF districts is adequate but CCWs in non-CPF districts require more training workshops.

It is important to note that CCWs do not submit their individual reports to the DSDOs or CMOs. Each CCW prepares a report and all the CCWs in a ward meet together with their LCCW to compile a ward report monthly. This is the report that is submitted to the DSDO's office. During their ward report preparation meetings, LCCWs and fellow CCWs support their peer CCWs who may be having problems. Thus, mentoring is an on-going process.

Overall, most (98%) of the CCWs received training, mentoring, and coaching. The training focused on CP themes including identification and assistance of vulnerable children's educational, medical, birth registration, food and other special needs for children living with disabilities as well as making appropriate referrals, different types of abuse, basic counselling, child rights, child protection, confidentiality, approaching and supporting families where there is a case of abuse. Mentoring and coaching is done by the District Social Development Officers through feedback after reviewing reports submitted by CCWs through LCCWs on a monthly basis. The burden of mentoring and coaching of the majority of CCWs is the responsibility of LCCWs.

Supervision and performance evaluation of CCWs

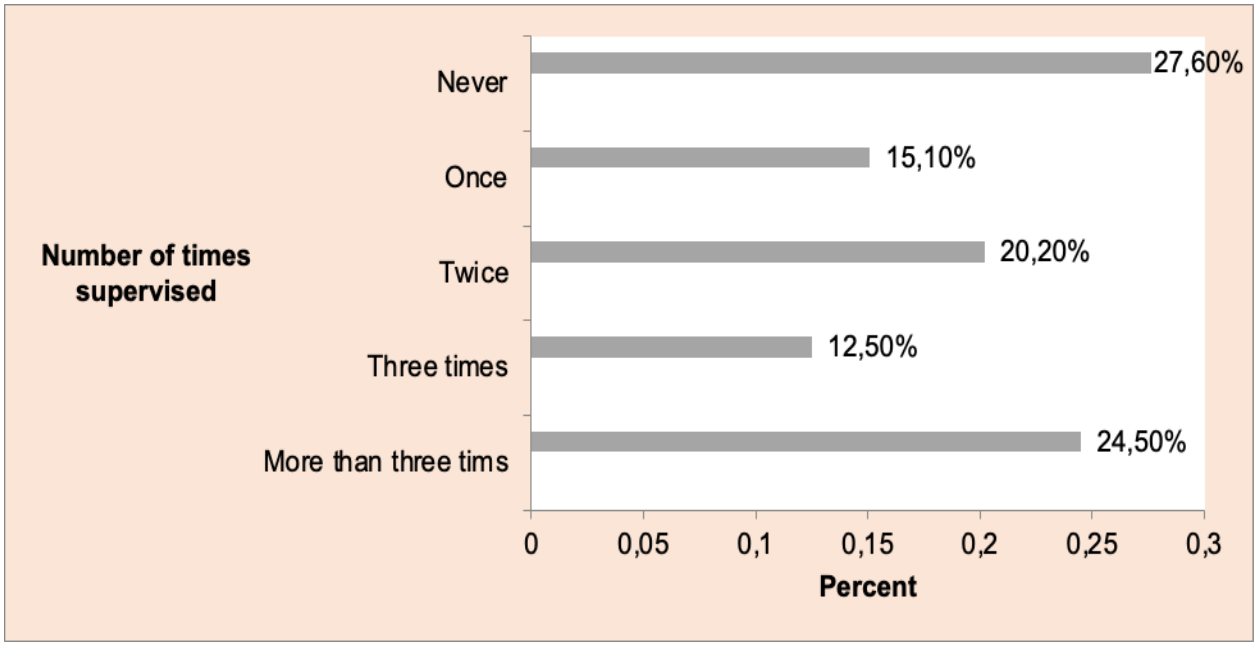
In terms of the reporting structure, CCWs operate at the ward level and there is one Lead CCW for every ward. CCWs report either to the DSDO or Case Management Officer (CMO) through the LCCW or directly in cases where the life of the complainant is in danger. This is the reporting structure in both CPF and non-CPF districts. In all districts, CCWs are either physically visited for support supervision by the DSDO or CMO or they are supervised through phone or WhatsApp calls. In both CPF and non-CPF districts, CCWs are expected to prepare monthly reports which should be consolidated at the ward level and then submitted by the LCCWs to the District Office. The supervisors review the reports submitted by LCCWs and give constructive feedback during physical support visits or case conferencing and debriefing, by phone or

WhatsApp calls. These reports are the basis for assessing the performance of CCWs and LCCWs and as a result, the feedback is appreciated by the CCWs. Meanwhile, according to a Government KI, in terms of performance evaluation, the LCCW and individual CCWs set performance targets on the basis of operational situation of each CCW and an analysis of trends in the case loads. These targets are the basis for assessing the performance of CCWs. The Department of Social Development reported that they hold bi-monthly meetings with CCWs and conduct onsite support supervision on a regular basis, but as the review reveals, DSD staff do not always have transport and capacity to fulfil these scheduled meetings. In some cases, supervisors were reported to have used unobtrusive ways such as *'whistle blowing'* to check whether CCWs are doing their work.

When performance challenges are noted, the Department of Social Development is expected to address these through mentoring.

Figure 5 below shows the frequency of supervision of CCWs in the past 3 to 6 months. The data shows that almost 1 in 3 of the CCWs (27.6%) never received support supervision in at least 3 months, and only 37% received at least 3 support supervision visits during the 3 to 6 months period.

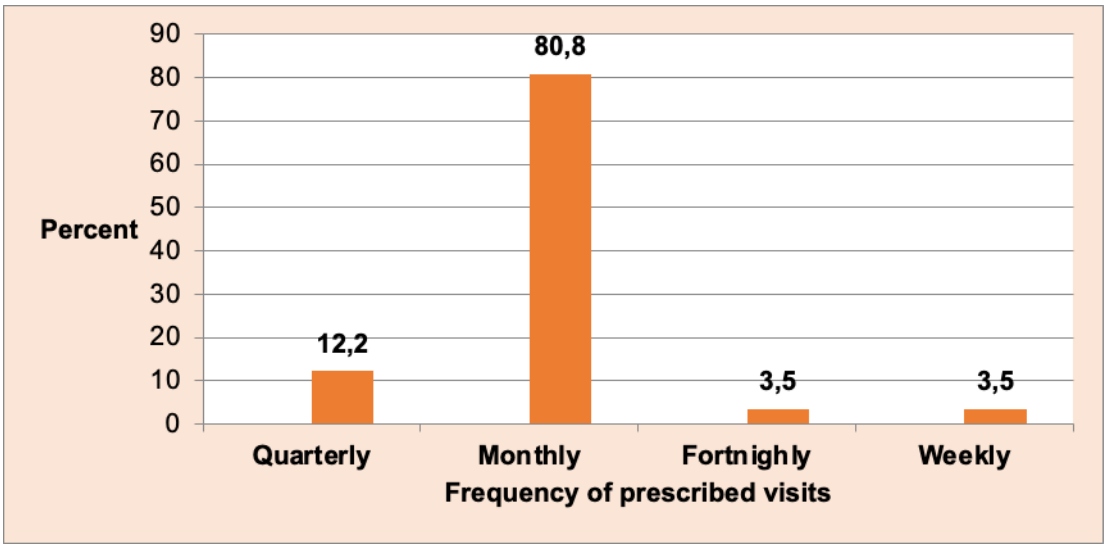
Figure 5: CCWs reported frequency of supervision in past 3-6 months



Source: Zimbabwe CCW Review, 2020

These data refer to physical visits. Meanwhile, supervisors in the child protection programme are expected to provide routine support supervision monthly to CCWs in the wards. Figure 6 shows that about 81% of CCWs are aware of the frequency of scheduled support visits and would therefore expect to be visited and supported at least once every month; only 19% are not aware.

Figure 6: CCWs reporting awareness of frequency of prescribed support



Source: Zimbabwe CCW Review, 2020

If figure 6 is contrasted with figure 5, it shows that only 24.5% of the CCWs who reported to have received support supervision more than 3 times in the past 3-6 months **may have** received monthly support supervision consistent with prescribed routine support supervision; since the question covered 3-6 month period and did not specify monthly or the last 6 months, the percentage may have been a lot less. This indicates that supervision of CCWs by the DSDOs and CMOs was very weak. These findings were confirmed during FGDs with CCWs, interviews with LCCWs and with government, NGO and donor KIs.

According to some among the 37% of CCWs who reported having received supervision support visits at least 3 times in the past 3-6 months, the supervisors are very accessible because they are prepared to be reached any time even during week-ends. As far as CCWs are concerned, visits by DSDOs or CMOs shows community members that the work they are doing is important. Thus, supportive supervision visits are a source of motivation to CCWs.

The main reason cited as to why the DSD supervisors are not able to quickly attend to reported cases in some districts, is that there are no vehicles and critical resources to do so. Thus others only do so when they finally get access to transport coming from NGOs/ development partners. Sometimes, phones are used as alternatives and replacement to required expected visits. Such delays are frustrating on the part of both the CCWs who will have identified cases and the affected families. Delays also put excessive pressure on the LCCW who has emerged as the 1st port of call or reference by CCWs before reaching out to DSD staff. Compared to CPF districts delayed follow-ups of cases was reported to be more common in non-CPF districts, suggesting that it may have been non-existent in some non-CPF districts over a long period of time. Any delay or non-attendance to reported cases impacts negatively on community view of CCWs structure. Community members end up not taking CCWs seriously when reported cases are not attended to promptly. Thus the currently weak supervisory and support visits by DSDOs and CMOs is a major source of demotivation for CCWs.

For child protection and the role of CCWs to have meaningful effect, it is therefore critical that DSDOs and CMOs are urgently capacitated and adequately resourced to conduct scheduled monthly supervisory support visits, and to respond timely to cases identified by CCWs as required by the guidelines and expected by CCWs.

With the DSDO and CMOs facing capacity challenges to conduct supervisory and support visits to CCWs; while there is provision that the LCCW and individual CCWs can set performance targets, it would be necessary that the LCCW's role or (drawing from the VHW supervision relationship with local health personnel) an alternative local sectoral institution/ authority or professional personnel such as teachers or health personnel, be empowered, capacitated and professionalised to provide devolved professional supervisory support functions to the CCWs, while maintaining strong and coordinated cross-sectoral reporting relationship with the DSDO. This could be achieved through strengthening and empowering the CPC architecture.

Effective coordination of stakeholders and service providers is integral and a prerequisite for a holistic and effective case management system and for provision of comprehensive child protection services. Previous reviews of child protection programmes in Zimbabwe indicate that improved coordination has been one of the major successes of the transition from NAP I and the Program of Support (PoS) which primarily focused on individual children, to NAP II and III and CPF I and II which focused on systems strengthening. The supervisors play a very important role of introducing CCWs to other organisations working on child protection activities in the area. Some of these organisations engage the same CCWs to support program and activity implementation. Thus, the role of the District Social Development Office (DSD) is also critical to ensure smooth coordination of child protection activities in the country.

In two non-CPF districts interviewed, some volunteers working on children's (child protection issues) issues report directly to the partners (NGOs/CSOs). Reports from NGO KIs suggest that this is particularly the case with USAID project supported CCWs. However, partners interviewed during the review reported that CCWs do not obey the instructions given willingly. Furthermore, it has been noted that volunteers are known to have raised points of dislike to NGO partners, particularly related to payment of incentives, with CCWs expecting more from NGOs.

As the review reveals, weak coordination is another source of in-efficiency in the work of CCWs and in addressing child protection challenges; it has far reaching consequences for the lack of harmonisation in the management and incentivising of volunteers, which as will be seen later, is another major source of dissatisfaction among CCWs. This calls for a review and revitalisation of the child protection and CCW volunteer coordination mechanism within a strengthened multi-sectoral case management arrangement, and again as noted above, the CPC structure could be strengthened and empowered at ward /community level as part of the devolution of the supervisory and coordination responsibilities of the DSD office.

Overall, in both CPF and non-CPF districts, the intensity of supervision, especially physical visits has drastically reduced since the beginning of the COVID-19 pandemic and also due to limited resources. This suggests that the ideal as pronounced in guidelines and standard operating procedures is not necessarily being practised. Indeed, when asked whether the existing policies and guidelines used with CCWs were being followed, KIs from NGOs, donors and government unanimously said they were partially being followed citing inadequate resources among reasons for partial compliance. Also when asked to rate the performance of their organisations to provide effective child protection and CCWs support all KIs indicated that a lot more could be done better citing inadequate resources.

In both non-CPF and CPF districts, a high number of CCWs and LCCWs expressed unreserved interest to be elevated to the position of their supervisors or even higher. To some, this is one of the reasons that make them work hard while to others, this is not the driving force – instead, hard work is driven by CCWs' passion to serve children. Government KIs insinuated that CCW volunteering was positioned within the trajectory of the social service workforce, offering potential career advancement for CCWs who qualified. Providing for this trajectory officially in a volunteer policy would not only motivate ambitious CCWs, but provide an empowering career development opportunity and incentive for their volunteer service.

In summary, supervision is done through either physical visit by the DSDO or CMO or through phone or WhatsApp calls. CCWs prepare monthly reports that are reviewed by the supervisors and receive constructive feedback during infrequent physical support visits or case conferencing and debriefing, by phone or WhatsApp calls. LCCWs set performance targets to assess performance of CCWs, while government has scheduled bi-monthly onsite support supervision but sometimes fail to do so due to lack of transport. The Government officials sometimes resort to randomly check with community members through a whistle blowing process to check whether CCWs are doing their work or. Notably, the review observed that supervision is not done as stipulated in the guidelines.

A lack of funding /resources for child protection in the Ministry of Social Development was reported by both government and non-government KIs to be the main reason for the incapacitation of the DSD. A worry raised by some donor KIs is that the Ministry may not be doing enough to secure funding from treasury for child protection and CCWs as has been done in Health for VHWs. Even CCW reports call for the strengthening and equipping of the Ministry to better support CCWs and child protection work.

There is a need for a broad based stakeholder and multi-sectoral effort in support of the MPSLSW building on the CPC mechanism and the social sector Ministerial Cluster to launch concerted advocacy efforts for increased treasury budgetary support for child protection. Such efforts should be backed by and begin with a national policy framework on volunteerism. Advocacy could also piggy back and build on: (a) the successes of the VHW arrangement, and as noted later in this report, (b), the overlap in the activities and functions of CCWs and VHWs, arguing for the close linkages between chid protection issues and health under the pretext of the WHO model of Social Determinants of Health; and ironically (c) the overlap in the functions of the Ministry of Health and Childcare and Ministry of PSLW with regards to children.

Grounding child protection and CCW volunteerism and empowering community ownership and leadership could also improve community support for CCWs, as well as promoting professional volunteering and support for child protection. Other potential community funding sources include the community share trusts.

CCW motivation and retention

CCWs are critical for the successful implementation of the child protection programme in Zimbabwe. In order to sustain the services provided by this cadre, they have to be retained in the programme taking advantage of their experience. And as noted elsewhere in the report, respondents did not place an age limit to CCW volunteerism. The review assessed the strategies that are currently being used by the Government and its partners to motivate and retain CCWs. Furthermore, CCWs were asked about the factors that would motivate them to do their work.

There are no explicit government retention strategies for CCWs in place. However, with the support of development partners, the Department of Social Development provides in an

irregular and less systematic way items such as bicycles, t-shirts, airtime and cell phones to CCWs and LCCWs. The inadequacy and inconsistency in the provision of these tools of trade has been noted as a demotivating factor for CCWs. The majority of CCWs interviewed highlighted the need for a more defined systematic support mechanism. Feedback provided to CCWs by the DSDOs on their performance and community recognition are the other motivations that have the potential to retain CCWs in their role. NGOs and donors reported the training services and incentives as factors that motivated CCWs. The CCWs view the above motivators as aspects that will retain them in their roles. Government officials feel that the above implicit retention strategies can yield positive results if they are coupled with the following:

- support visits to CCWs from both district and provincial level staff;
- hosting of workshops and providing monetary allowances for costs incurred;
- convening bi-monthly meetings with CCWs; and
- regular trainings and refresher courses especially outside ward of operation.

Partners involved in the implementation of child protection activities were reported to provide materials and equipment used by volunteers in doing their work and such items were provided as part of critical tools of the trade. These include provision of cell phones; bicycles; airtime, uniforms and sometimes badges for identification purposes. Partners also provide stipends in foreign currency to the volunteers. However, only a proportion of CCWs were being supported through NGOs, and in most cases for short term projects and activity based time frames that are not sustainable. As a summary, the strategies used by partners for motivating and retaining volunteers are: incentives; capacity building; cell phones; identification materials; transport money; airtime; and IEC materials. All these are perceived by partners to be very effective, although CCWs tended to perceive this differently.

FGD participants indicated that if they are given regular and standard monetary incentives, they would focus more on child protection work. Currently, their efficiencies and attention are compromised due to the need to respond and provide for family livelihood needs. According to NGO partners supporting implementation of the child protection programme, the factors reported by volunteers as important in influencing volunteer retention are remuneration, capacity building, identification materials such as uniforms or identity cards and provision of information, education and communication materials. These factors apply to both female and male volunteers.

In the quantitative interviews, CCWs were asked *'What motivates you to offer such volunteer services as CCW/volunteer?'* About 94% of the CCWs interviewed reported that they are motivated by their *'passion to serve'*. This means that one of the major driving force among CCWs is their desire to address child protection issues in their communities. These are the same sentiments that came from FGDs conducted with CCWs, where CCWs reported that they do volunteer work because they get satisfaction from their jobs as well as getting incentives. In some cases, CCWs work hard because they expect to be promoted to positions occupied by their supervisors. These reasons apply to both female and male CCWs. The government and its partners need to reconcile their perceptions of what motivates CCWs with the revealed perceptions of CCWs in order to align programming to be responsive to the needs of CCWs, and to appropriately sustain volunteerism. Most CCWs are in the first instance motivated by their intrinsic spirit of altruism and Ubuntu, as well as recognition and support, with material support being only a secondary factor.

Status position associated with CCW work and subsequent respect from the community and other local structures such as schools, clinics, churches and the community at large were also

identified among motivating factors to engage and continue working as CCWs. On the other hand there are CCWs who work as volunteers so that they have something productive to do in their communities and in their lives. However, discouragement and demotivation is also experienced by CCWs from some community members who insult them due to their interventions in people's homes to protect children. Thus the positive recognition and status in the community in some cases attract ridicule and insults from some community CP perpetrators.

Support requested by CCWs may be indicative of things that can potentially motivate and retain them. According to a Government representative, the most requested support by CCWs are: monetary incentives, airtime and non-monetary incentives such as grocery hampers comparable to that given to VHWs. For example, female CCWs require t-shirts, regular refresher trainings and monetary incentives. According to KIs, the following are perceived to be retention strategies for CCWs: provision of tools of trade; incentives; feedback on performance; support visits from both district and provincial levels; hosting of workshops; convening bi-monthly meetings with CCWs; provision of cell phones; bicycles and community recognition.

Information from FGDs shows that CCWs have never contemplated quitting from their role. Some CCWs vowed that they would never quit no matter what difficulties they faced. However, their desire particularly for monetary incentives in foreign currency should not be taken lightly.

The overall observation made by the review under this section is that there is clear close connection between motivators and retainers. The motivators also perform a retention function. There are two sources of motivation to CCWs, namely intrinsic and extrinsic motivators. CCW intrinsic motivation arises from (1) passion to serve, (2) altruistic spirit and ubuntu, and (3) an internal drive that is coupled with a sense of anticipation for promotion. Extrinsic motivation arises from (1) capacity enhancement in the form of constructive feedback, training, mentoring and coaching, (2) status and recognition within the community, (3) support from support supervisors, (4) materials and resources provided as incentives and tools of the trade including t-shirts, cell phones; identification materials; transport money; airtime; and IEC materials, etc. Conversely, CCWs indicated that among other things, inadequacy and inconsistency in the provision of tools of trade demotivate them. Thus efforts to motivate and retain CCWs should consider both the intrinsic and extrinsic factors taking into consideration contextual realities of CCWs in different settings.

CCWs accountability to the Government and its partners

CCWs are considered to be a quasi-government cadre and pivotal to the implementation of the child protection programme, not only in CPF-supported districts, but nationally. According to a government KI, "CCWs take pride as the face of the department in the community… they are an informal extension of the department". However, the relationship between CCWs and other volunteers working on the child protection programme through NGOs and other government sectors in the country is loose and informal, yet mainly anchored on the National Case Management System. There are no binding accountability mechanisms built into that relationship. CCWs report to the District Social Development Officers or to the Case Management Officers who are employees of the Ministry of Public Services, Labour and Social Services. CCWs have no official work schedule in terms of the number of days that they must work per week and number of hours per day. CCWs are not graded and included on the structure of the Ministry; though according to government KIs, "CCWs are at the same level as Village Health Workers and Ward Community Development Officers of the Ministry of Women

Affairs and serve as Assistant Social Workers. They would probably be Grade B of the Public Service human resource structure – just below social welfare assistants who are Grade C".

Furthermore, CCWs report to their *'supervisors'* on a willing basis but strictly there are '*no ties that bind'.* The fact that they have no written contracts, they have no salaries and at the same time, they have to sustain their families make management of CCWs tricky. According to a Government KI, in terms of setting performance targets, CCWs in collaboration with LCCWs set targets taking into consideration the operational environment of the CCWs and analysis of past performance. However, there are no consequences associated with failure to meet these targets. If CCWs do not meet their agreed on targets, they are mentored and supported by the Department of Social Development.

The Ministry has partners that they collaborate with in the implementation of the child protection programme. Each of the partners has special areas of focus and work closely with CCWs and other volunteers within the case management referral pathways framework to ensure that activities supported are fully implemented. These partners usually offer a stipend to the volunteers during the time that they will be temporarily working with them, to ensure that their activities are implemented. During such instances, volunteers are likely to be accountable to the partners.

From the government perspective, CCWs are the eyes and ears of the Department of Social Development. Furthermore, the plans are that they be mentored and supervised on a bi-monthly basis. To that end, CCWs are accountable to the government. However, it must be noted that CCWs have no grade on the structure of the Department of Social Development. The other down-side to this relationship is that in most districts, the DSDO's Office cannot efficiently carry out all its responsibilities due to limited resources. For example, the DSDOs report or are reported to have no vehicle to facilitate effective supervision and mentoring.

Therefore, in summary, the review established that CCWs are an extension of the Department of Social Development. The CCWs through LCCWs submit reports to the District Social Development Office or to the Case Management Officers. CCWs have no official work schedule, no contract and not paid salaries by government. Even though CCWs have set targets there are no consequences if targets are not met. However, to ensure targets are achieved, each partner has an implementation focus area, which enables monitoring and support. Despite these mechanisms, tight accountability systems are morally difficult to strictly enforce on CCWs since they are not paid a salary, and as indicated under section 6.6, volunteering tend to be primarily an intrinsic individual altruistic attribute that depends on the individual's availability and free-will.

Services provided by volunteer CCWs

The review has divided the reports on the services provided by CCWs into two categories: those provided to the community in general, and to orphans and other vulnerable children. Responses from FGDs and KIs shows that information provided by CCWs to the community in practice are far and wide and include: referrals for children out of school for state sponsored Basic Education Assistance Module (BEAM); facilitate birth certificate registration; offer guidance and counselling to children and adults /families, "help parents understand child rights…and to look after their children well"; educating the youth on being responsible persons; fostering peace among families /in the community; "conducting awareness campaigns, and communicating child rights and any other directives to be communicated to people including on harmonized social cash transfers (HSCT) from the office"; in some cases, CCWs have been identified as community

facilitators of "'Mikando" -ISALS (internal lending and savings societies) to reduce household poverty"'.

Some CCWs offer place of safety to children in extremely difficult situations, and while others are foster parenting neglected children experiencing child protection violations. They may accompany children to statutory institutions in some cases "in the middle of the night…' paying for travel costs from their pockets". Some solve problems that are non-statutory "and do not record or handover them to Social Welfare Officers". CCWs register children especially and the elderly and widows for the social welfare grain distribution, and "keep ears open" when other organizations or churches offer food aid and makes sure they benefit. They may also refer those in need of medical assistance for AMTO, and ensure that on sexual abuse cases, they are reported immediately to social welfare, the police and the child is attended to by the clinic immediately for PEP; they help children living with disability by making sure that they get birth certificates, get medication on time if they are taking any, and get food assistance and educational assistance for those not going to school. They also help them get wheel chairs through social welfare, and raise awareness on child protection issues in the community. They have mothering groups on WhatsApp where they address different challenges with adolescents; offering parenting skills, awareness sessions on COVID-19, child care, child protection issues especially problems of early marriages, sexual abuse, counselling of families affected, etc. Government officials also reported that **"**CCWs support a number of programs such as DCPCs, BEAM, Social Welfare / social protection…"

These services sometimes overlap with those provided by VHWs working in the community, and according to a government KI, "It's difficult to coordinate especially the work of CCWs and VHWs …their activities often clash". This may result in duplication of efforts. A major difference is that VHWs focus on the health aspect of children while CCWs focus on all aspects of the child including health. The other difference is that CCWs have larger catchment areas (wards) and VHWs focus on a village. The services are also comparable to those provided by CCWs in non-CPF districts. This presents an opportunity to harmonise /synchronise the work of CCWs and that of VHWs as a platform to advocate for the official recognition and budgeting for CCWs by Treasury as is the case with VHWs.

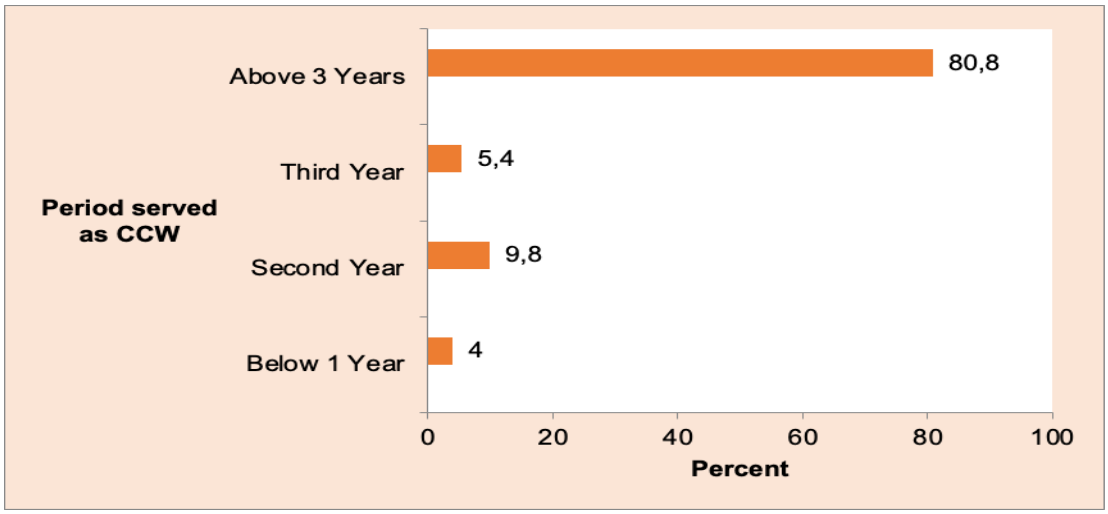
Services provided to children

According to the National Case Management Handbook in Zimbabwe CCWs are expected to raise awareness on child protection issues using different community platforms. The Terms of Reference for CCWs is to identify and make appropriate referrals of complex child protection issues. The cases to be identified include rape, child marriages, physical abuse, children who are not going to school, abandoned children, etc. Furthermore, CCWs have an obligation to Government to make home visits, referrals and prepare monthly activity reports. Yet, according to the government representatives, CCWs are not expected to conduct investigative work. This presents a contradiction and a dilemma as the nature of these services coupled with social workers incapacities would demand some kind of investigation. From a CCW perspective, sometimes the Department of Social Development does not respond to the cases reported and this is when the CCWs have to take what they believe is appropriate action to the affected children, putting them at risk of retribution by alleged offenders and their relatives. This calls for professionalization, skilling and empowering of a CCW cadre, perhaps the LCCW to facilitate such investigations working with law enforcement agents. It also calls for the training and capacitation of child friendly law enforcement officers working at the community level.

6.3 CCWs and other volunteers' length of service as child protection volunteers

In any type of work, the longer the period of time a worker spends in a function, the greater the efficiency in terms of work motivation and organisational commitment (Zbranek, 2013). To that end, the review assessed the length CCWs spend in their role. Interview data shows that about 81% of CCWs have been working as CCWs for more than three years, with FGD reports suggesting that some CCWs have been volunteering under the ambit of child protection and CPCs for 14 years.

Figure 7: CCWs period served as CCW



Source: Zimbabwe CCW Review, 2020

The CCW cadre was introduced to support the child protection programme in 2014. Data from CCWs interviews indicate they hardly leave the programme once they have joined, with 81% of the CCWs having remained with the programme from since they assumed their volunteer role. Only 1 in 5 of the CCWs has been with the child protection programme for 3 years or less. Given that most of the CCWs have been selected from previous volunteers, it means those who have been volunteer CCWs for more than three years have been in other volunteering capacities a lot longer, with some reporting periods of 14 years since 2006 when they began as CPC members. Those who served for 3 years or less are likely to be replacements for those who exited the programme for various reasons including deaths and retirement.

As indicated above, the gender distribution of CCWs is 34% males and 66% females. The data shows that 77.3% and 81.5% of male and female CCWs have served as volunteers for more than 3 years. The difference in the proportions of time served by CCWs according to female or male is not statistically significant showing that both female and male CCWs are being retained by the child protection programme. It is however important to note that there are cases where CCWs have voluntarily left the programme - as reportedly happens with male volunteers in search of livelihood opportunities, but will remain in the records as if they were still active. According to government provincial and district KIs, there is general unofficial reluctance by the Ministry to quickly accept departures of CCWs from the programme, and that there have not been reasons to disengage CCWs. It is possible that the number of active CCWs is smaller than the number of CCWs on record. For this reason, during fieldwork for the review study, it was difficult across all districts to get the planned numbers of CCW respondents from particular wards. In one incident, a CCW who was invited (telephoned from the list of CCWs held by the

district social welfare office) to take part in interviews under the pretext that she was in a targeted ward for interviews, turned out that she had long relocated from the ward and now lives in Harare, yet she was still recorded as a CCW under that particular ward. This suggests that monitoring and supervision is weak, and the registers of CCWs in some districts may be inaccurate. This calls for audit and regular updating of CCW registers in the districts and at national level.

The distribution of CCWs by level of education as shown in Table 2 above, shows that the programme is retaining both CCWs who have attained a lower level of education and those who have higher education. Given the challenges faced by social welfare officers to respond to cases identified by CCWs and to supervise them regularly, a case could be made to train and empower CCWs to assume some official roles of social welfare officers as part of decentralising the roles and responsibilities of social welfare officers This would also require that they are officially recognised as part of the government social service workforce and as para-social work professionals and assistants.

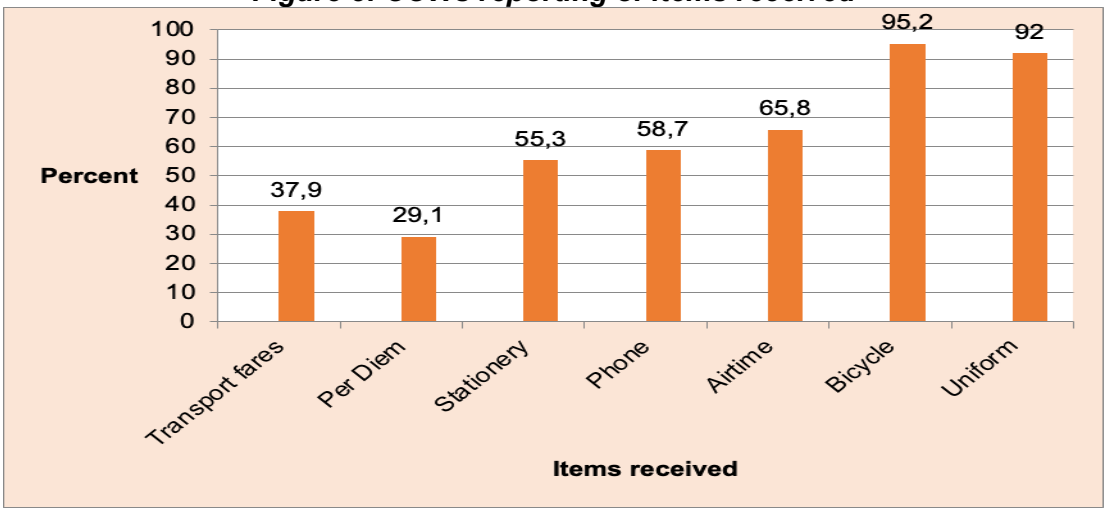
According to key informants from the NGO sector, incentives are motivational strategies in order for volunteers to have fewer challenges and as a result retain them. According to them, what are considered as incentives are stipends paid in monetary terms or food hampers.

Information from the CCW review shows that CCWs stay in their positions for a long time with CCWs who have stayed in their role for more than four years indicating that they have never thought of quitting. Incentives, especially stipends in US dollars together with food and availability of tools of trade can go a long way in retaining CCWs in their role.

6.4 Incentive structures and their appropriateness for CCWs as compared to other volunteer cadres supported by development partners

CCWs understand what incentives are. As will be described in detail under section 6.5, they understand a volunteer incentive as something that benefits them personally.

Figure 8: CCWs reporting of items received



Source: CCW Review, 2020

In the survey conducted during the review, CCWs were asked about the tools or items that have been provided to support their work. The items reported by CCWs are Bicycle (95.2%); Uniform

(92%) and airtime (65.8%). The other items received are phones, stationery, per diem and transport fees. Female CCWs have mostly requested for cell phones and t-Shirts while men have requested for bicycles and airtime.

Other partners such as Plan International give a stipend of US$20 per month. The Department of Social Development gives 300 RTGs per month. Thus, non-CPF volunteers get monetary incentives in foreign currency as opposed to CPF CCWs who don't. This is why CCWs consider a volunteer incentive as money (in foreign currency), airtime, toiletries, eg soap and food. Uniforms are not considered by CCWs as incentives.

6.5 CCWs' view of items they receive - tools of the trade or as incentive

CCWs volunteer to work to effectively prevent, identify and refer incidence of child abuse, violence, neglect and exploitation in their communities; they operate in a difficult socio-economic, and sometimes insecure and threatening environment. As noted under section 6.4 above, CCWs receive a number of material and non-material items or support to execute their child protection work. The review elicited the views of CCWs on the material and non-material items given to them under the CPF program - the ones they consider as incentives, and as tools of trade, and the value they attach to these materials for personal use and to their work as volunteers. These materials include incentives meant to motivate them as volunteers, and tools of trade, including knowledge and skills to help them to do their work. The review also assessed the support given to CCWs to prevent infection from Covid-19 and to mitigate its impact on child protection efforts. In particular, the review assessed the understanding of CCWs, and those of representatives of: government, NGOs, and donors on the following:

a. Understanding of incentives and tools of trade and related items and support services given to them, and the frequency they are given;
b. appropriateness of materials to the needs of women and men CCWs;
c. supervision and mentorship services for CCWs;
d. knowledge and skills to equip CCWs; and
e. the impact of COVID-19 on child protection and the work of CCWs.

Incentives for CCWs

Section 6.2 described how CCWs are nominated, voted, and selected by members of the communities in which they live and serve. In section 6.4 the materials (which can be classified as incentives and tools of trade) given to CCWs to do their work effectively has been outlined drawing on the findings of the review study. As selected representatives of the community on child protection issues, CCWs are expected to receive materials (incentives and tools of trade) from the community, government and development partners, and not to provide them from their own resources. Different English dictionaries agree that an incentive is something given "that motivates or encourages someone to do something…a payment or concession to stimulate greater output or investment".

CCWs defined volunteer incentives as: something "monetary or non-monetary" given as token of appreciation "to a person who has done something good" or according to an FGD in Epworth "a thank you for a job done without charge"… to make CCWs presentable during their work, and for the maintenance and upkeep of their tools of trade. In Binga a CCW explained an incentive as something that he or she can take home and share with the family while tools of the trade are things that he or she alone can utilize eg a Uniform, Hat, Bicycle. A major complain with bicycles was that they needed to be serviced and repaired – something that CCWs found to be

burdensome. They further explained that tools of the trade are not interchangeable with family members. One LCCW defined an incentive as 'something that helps me to do my work well such as transport, communication, salary, etc'. In this regard, incentives and tools of trade are used interchangeably. Examples of incentives given include such items as t-Shirts; bicycles, phones, airtime and proper communication. These sentiments are common among CCWs across all districts, CPF and non-CPF. However for non-CPF districts, one of their incentives is cash transfers that are being received from the Government. This type of incentive is not received by CCWs in CPF districts.

The definition was supported by government officials, donors and NGO representatives, but with noticeable differences in emphasis, and in the examples that they cited**.** Government respondents cited examples as "grain, airtime, and allowances for workshop lunches"; donors representatives supported by government representatives indicated that materials given such as "bicycles, cell phones and airtime" were both incentives and tools of trade because they were used "for work, but also for own use… they are not restricted". Bicycles are provided once in every five years and CCWs have no knowledge on time frames for their replacement and that of other equipment. The community (which selects the CCW as their child protection representative and is thus expected to support the functions of the CCW) was reported as "has not provided any incentives or tools of trade" to the CCWs. Donors and government representatives added that incentives could be in the form of sector based services such as "free health services; free education; exemptions from fees for social services". NGO representatives underscored that incentives were "some valuable - monetary or non-monetary add-ons or benefits - given to one for personal upkeep, to be presentable, and to get going, and to achieve results", citing examples as bicycle, tshirts, stipend, hats, airtime, and money for lunches. CCWs cited examples of what they wished for to be given as incentives including:

> (a) soap to bath and wash, (b) money to buy bicycle parts, for repairs, and for transport, (c) airtime "to enable us to communicate among ourselves and with the office", (d) uniform and shoes as "some distances that we walk are long", (e) umbrellas and raincoats "to protect us during the rainy season", (f) bags, and (g) monetary allowances**.**

The CCWs were asked whether they consider the items that they received to be tools of trade or incentives. Slightly over 57% reported that they consider these items as tools of trade. This was followed by 36.8% who consider these items as both incentives and tools of trade. Only 6% reported that these items are incentives. The data shows that there is an overlap between what is perceived as incentives and tools of trade but the items currently being received are not perceived as wholly incentives.

Tools of trade

Tools of trade were defined as resources needed to enable one to do their work properly (effectively and efficiently), absence of which results in reduced performance. With regards to the purpose of tools of trade, donors emphasised 'enablers to deliver without which volunteers cannot do their work', with government representatives emphasising on 'performance'; NGOs underscored 'mandatory to have necessities and equipment to discharge day to day duties efficiently'.

CCWs cited as tools of trade, some of the materials they had cited as incentives such as:

a. Bicycles given twice since 2012, to reach affected children emphasising that "it must be given regularly as it is an essential tool"
b. Mobile phone given once since 2012, emphasising that they wanted "new… as the ones we were given at the beginning when we were recruited are no longer working and this inhibits

> our communication and coordination with other… the smart phones that we were given in the past were overheating when charging and didn't last".

Other examples of tools of trade were cited collectively by respondents to include: airtime for ease of communication; uniform given three times since 2012; bags, given twice since 2012; shoes; identity cards for identification and recognition when handling cases, stationery; and "motorbike and files for LCCWs, and clothes". Government and donor representatives added with an emphasis on: "smart phone needed to communicate through WhatsApp; reporting forms; manuals for referencing'; pen/ paper and clipboard; badge; transport money, and non-material soft tool as 'knowledge''. NGOs reminded of Covid-19 prevention, citing PPE.

The mention of smart cellphones is important, for they can be used to communicate cases, receive supervisory feedback, and potentially a virtual training, learning and information sharing platform. There is need to make them available and to maximize their use particularly in the context of COVID-19 movement and other restrictions.

There was general consensus among different categories of respondents on distinctions between incentives and tools of trade. "Something given for personal use, to better one's life and family is an incentive and something used for work purposes is a tool for work". Respondents also indicated that incentives are not pay - salaries, wages or income. One NGO representative summarised the distinction thus: "Tools of trade can be incentives, but incentives cannot be tool of trade". When asked about the incentives they are receiving, CCWs lamented that they had "not even been given any incentives from the community".

CCWs went further to suggest that "the office [Department of Social Development] should be assisted with necessary tools such as transport so they can respond quickly to solve cases that are reported to them". There were no differences in gender preferences for equipment with respondents indicating that "all the materials should be provided regularly with no difference for men and women".

Appropriateness of incentives and tools (materials) received and gaps

CCWs indicated that all the incentives and tools of trade they had raised as required were appropriate. According to CCWs, incentives considered appropriate for this job are: food as there is hunger; money in USD; transport for ease mobility; support – for motivation; phones that can be used for whatsapp to allow ease transmission of reports; bicycles as they enabled CCWs to commute around the ward; uniforms were for ease identification of CCWs by their roles. An LCCW reported that the items received influence them to continue working as volunteers. The materials required as incentives and tools were however inadequate or not given at all. Uniforms were considered incomplete; CCWs "also need skirts, trousers, jackets and shoes to be added". The cellphones that were given a while ago were now outdated. There was a shortage of transport, and the transport voucher system had weaknesses

CCWs do not consider that they receive incentives particularly when they compare themselves with VHWs

When asked to indicate the incentives they were receiving, the majority of CCWs (contrary to what donors and government representatives believed) indicated that they were not receiving incentives, paraphrased thus:

> We supervise maize distribution and cash transfers [harmonized social cash transfers (HSCT) but we don't receive the maize and cash transfers. Yet in other wards LCCWs

receive the maize from Social Development. I believe it depends with the councillors in the ward because they are the ones who recommend. Our councillor seems not to be standing up for us. We expect that we should be getting some of the Social Development hand-outs.

CCWs noted that VHWs were given money (regular stipends) and food hampers, umbrellas, stationery as incentives, paraphrased ,"The food hampers are very good 'akakwana…anezvose' (adequate with all the basic items) [and] maize…. helps them in their daily lives, buying soap, cooking oil, etcetera, and it motivates work". Upon reflection, the Shona phrase 'akakwana…anezvose' has connotations of envy and a deep desire to have the same. Sustaining such inequalities can only serve negatively to erode the altruistic spirit of volunteerism.

The reports of CCWs were corroborated by government representatives who indicated that the incentives were "given only when available… there is no funding as government is constrained… little incentives which are inconsistent and not timely… CCWs want to be on payroll like VHWs…there is a need to adopt the VHWs model [of incentivizing and tooling]". NGOs also added that "us, we give incentives [only to volunteers that they work with] as fulfilling needs, while CPF incentives are more like tools of trade". On a good note, the Ministry acknowledged that **"**Being CCW does not absolve them of their vulnerability status", and according to a government KI, "has decided that CCWs should receive grain earmarked for Social Welfare /Social Protection programme". Another government KI further highlighted that bicycles were inappropriate in some areas as Chimanimani and Binga where terrain is not favourable for cycling, and in Harare'', but this was not gender related. Donors echoed that everything provided as tools and incentives was "not enough", and bicycles needed repairs and maintenance, which could otherwise be provided as a service in the community. There was no manual, and the paper handouts that they were given as instructional material are not durable. Donors also observed that there were tools required but not available including "basics such as stationery", soap, PPE for Covid-19, and gloves" and t-shirts needed to be replenished". According to NGO KI, CCWs lack of tools of trade and yet "are expected to work and travel long distances without tools…broken down bicycles, poor communication due to lack of airtime…motivation and morale levels are very low – they lack supervision, regular engagement and incentives".

CCWs financing and government role

The CCWs and KIs interviewed indicated the need for government to play a major funding role to the CCWs and the CPF programme. Notably, the lack of funding and other resources for child protection in the Ministry of Social Development was reported by both government and non-government KIs to be the main reason for the incapacitation of the DSD. A worry expressed by some donor KIs is that the Ministry may not be doing enough to secure funding from treasury for child protection and CCWs as has been done in Health for VHWs. Even CCW reports call for the strengthening and equipping of the Ministry to better support CCWs and child protection work especially on resources.

There is a need for a broad based stakeholder and multi-sectoral effort in support of the MPSLSW building on the CPC mechanism and the social sector Ministerial Cluster to launch concerted advocacy efforts for increased treasury budgetary support for child protection. Such efforts should be backed by and begin with a national policy framework on volunteerism. Advocacy could also 'piggy back' and build on: (a) the successes of the VHW arrangement as noted elsewhere in this report, (b) the overlap in the activities and functions of CCWs and

VHWs, arguing for the close linkages between chid protection issues and health under the pretext of the WHO model of Social Determinants of Health; and ironically (c) the overlap in the functions of the Ministry of Health and Childcare and Ministry of PSLW with regards to children.

Thus the review shows that CCWs do not consider the items that they are getting as incentives. Most would consider them as tools of trade. What CCWs consider as appropriate incentives are stipends in foreign currency and food. This is in line with government respondents who reported that incentives are in two forms, monetary and non-monetary. The perceptual differences between CCWs not considering items they were receiving such bicycles, phones, etc as incentives on one hand, and donors and government KIs considering the same items as incentives could emanate from the fact that:

a) while it could be argued that the CCWs would use the items for work and for personal use, these materials were not available to them, meaning they were not realising the personal benefit from the materials. Perhaps if the materials were available, more CCWs were likely to perceive them as incentives.
b) CCWs did not appreciate being expected to repair and maintain materials that they considered to be used during their work. Doing so would impoverish them further.

The materials should be available to CCWs for them to appreciate their purpose and benefit to their personal lives as volunteers.

6.6 Average amount of time of CCWs in carrying out volunteer work - their duties

The average time CCWs spend on volunteering for child protection was not specifically quantified during the review. This is because the CCW has no official start and end time. The nature of work demands that they are available 24 hours a day. There were no time sheets recorded by CCWs from which to draw information on time spent volunteering

To better appreciate the value of time spent by CCWs doing volunteer work, the review requested respondents to define volunteerism to be certain that respondents could distinguish personal time and volunteering for a common good; CCWs were requested to outline their child protection volunteer activities. The time spent by CCW volunteering was linked to the workload in terms of CCW child protection activities as well as the caseload. The review also established the strategies and mechanisms used for CCWs to cope with multiple and gender roles.

Defining volunteerism

It is important to know CCWs definition of volunteering so as to be sure CCWs can correctly distinguish time spent volunteering from that spent on family livelihoods activities especially in the context of socio-economic challenges and vulnerabilities in Zimbabwe.

CCWs defined volunteerism as commitment or dedication to work without expecting any pay or benefit, and in the words of an LCCW, “such as [synonymous with] helping an old granny to carry a bucket”. CCWs are very clear of what a volunteer is. They know that they work without any expectation of payment. One LCCW defined a volunteer as *‘a person committed to work without expectation of payment at the time that she/he can offer services’*. According to the key informants, the unfortunate part is now they are being called upon to work anytime and this is the major reason why they now expect payment.

Reflections on CCW responses indicate that volunteering is an individual (spiritual) choice coming from within, with volunteers motivated by the “love for children…To be a voice of the

voiceless", and being satisfied by seeing cases of children with child protection issues reduced. As such, one cannot be volunteered as a CCW volunteer against their volition.

To a CCW, "Being an example is the value you get from being a CCW". Even during times of hardships, volunteers have "Never considered retiring as there is no end to community's problems", and remain dedicated to volunteer as "Tajaira hedu chinouya chinotiwana tiri pabasa redu; hatisiyi (we are now used to all problems and challenges associated with the environment in which we operate; we won't quit our volunteer work)". The Shona tone has a negative connotation of resilience to an unrecognizing- exploitative-unbalanced power relationship in the matrix of CPF CCW volunteerism –akin to 'what can we do, we are on our own'. **The review posits that going forward this perspective should be corrected in policies and programs for the sustenance of true-altruistic volunteerism.**

There is a need to transform the resilience of CCWs volunteering in the face of adversity and a hostile socio-economic environment from an implicitly exploitative negativity into positive empowering energy for sustaining 'spirit of volunteerism' by providing a basic incentives (monetary or non-monetary) structure for CCWs.

Caseload and time spent on volunteering by CCWs

Unlike their village health worker counterparts, CCWs "have no designated working hours... can work at night (24 hrs)...and available in the community 7 days of the week". With every child potentially at risk, "CCWs work with all the children in the community, and also adults and community at large…cover more area [when compared to VHWs]". They "don't knock off for the day, and will "handle child protection cases immediately as we receive them and follow-up on a case until it is resolved". They "can handle 6 to 7 cases at the same time", with some taking long to be resolved.

According to an analysis conducted by World Education in 2015, and as reported by a key informant, "the time [spent by a CCW] depends on a case;…otherwise 10-15 days /month; 10 hours per week", average of 3-4 cases per month, which is "Not heavy workload", working "3 days per week or 2-3 hours per day". The analysis by World Education however indicated that "CCWs could handle 25 caseloads/month highest…considered too much in 2017, with lowest being 5 and average at least 10 /month for CCWs". Covid-19 has exerted abnormal workloads on CCWs, and according to government representatives, instances of "63 cases per month per CCW have been reported during lockdown…due to high incidence of child neglect". In the words of a LCCW, ''Caseload depend on individuals not gender".

Government key informants reported that those in high risk areas such as informal mining areas that are rife with sexual abuse cases, and difficult to reach areas such as Binga are likely to work for many more hours. CCWs also spend more time when compared to AfricAID's ZVANDIRI CATS who were reported to spend 2 hours per day… 3 days per week volunteering". The CATS "work as teams", handling "about 30 cases and 5 lowest with 8-10 standard". Guidelines and support for CCWs should thus be tailored to specific risk and vulnerability situations for both children and CCWs rather than be generalised.

Workload and time spent by CCW on child protection volunteer activities

According to key informants (KIs) drawn from government, NGO and donor representatives, the official position on the role and responsibilities of CCWs is that they should only identify (surveillance) and refer to officials, children at risk or experiencing abuse, violence, neglect, exploitation, or some other form of child rights violation. As shown under section 4.2 CCWs engage in many activities beyond the official mandate as defined by the Ministry, as "the policy is fluid on CCWs who occupy multiple positions", also serving as "a social protection cadre at

the community level, supporting food security programs". There is recognition that they "are many [CCWs] with multiple roles". Their levels of multi-tasking according to a LCCW, differs "depending on the duties assigned to the volunteers and depending with the organization they are working for". Thus CCWs are likely to have heavy workloads with little spare time for their personal livelihoods work. They are also likely to experience burn-out, which compromises the quality of their work. This reinforces the need to redefine the Terms of Reference of CCWs to consider the actual work that they do, and subsequently capacitate and empower them to do such work. This should be complimented with paying them incentives in recognition of lost time for personal work. Again, this reinforces the need for a volunteer policy framework in Zimbabwe. The expectation of limited roles as defined in the guidelines for CCWs is discordant to the reality of the multiple roles and many activities conducted by the CCWs.

The challenge with the above inconsistency as will be seen in later sections is that it provides justification to neglect CCWs when they are coerced by circumstances to execute an expanded child protection mandate. It also justifies an understating of the wide scope of services they offer under the ambit of volunteerism. This inconsistency can be addressed by a clear national policy guidance on volunteerism.

The reasons why CCWs may or may not go beyond their designated roles and responsibilities, stretching their time, are implied in the challenges that they, together with key informants, cited as affecting their work which include inter-alia:

- Due to a lack of resources including transport for the social welfare officers, the supervision and support that is "expected from the [district social welfare] office, other service institutions and organisations, and the community is lacking –'haipo' (does not exist), and coordination with other volunteers 'haipo' (does not exist)". As a result people begin to see our work as 'harina basa' [not important]".
- Key informants reported that "Coordination at government level is weak and this is an area which requires attention".
- Delays or a lack of resolving statutory cases, for example, "many sexual abuse issues are not being resolved and some culprits walk free due to lack of support [and] this leads to us being ridiculed and belittled by the community".
- During Covid-19 lockdown restrictions, CCWs adopted innovative ways to continue to assist children with some key informants reporting that: "covid-19 has reduced our contact with CCWs due to the lockdown regulations, face to face trainings have also been affected in the process. The burden of care weighs in too much to the female CCWs"; yet, in the words of an NGO KI, "we are dependent on CCWs in areas where we can't reach". Meanwhile reports from all districts where the review was conducted "point to increased sexual abuse, increase in teen pregnancies and early child marriages, SGBVs and child labour. The girl child, children with disabilities are most at risk of these abuses"; and as put by a respondent, "Our clients fear to go to health facilities fearing infection from corona virus".
- According to Social Development Officers, even though guidelines exist on the work of CCWs, their implementation is limited because "…resources are limited and can't meet the requirements of the guidelines…CCWs [unexpectedly] assume statutory roles. Weak supervision causes problems with CCWs assuming roles of social development workers…We need a specific budget from Treasury to support CCWs in the manner it is done for village health workers". This has direct implications on the time left for CCWs to attend to other chores.
- In the absence of close supervision, experienced CCWs are likely to see themselves as capable of addressing complex child protection issues outside their mandate. One of the

motivation factors for CCWs retention as reported by government representatives is that "CCWs respect authorities and view themselves as employees…they have a sense of identity and belonging to the Ministry and have children at heart"; the relationship with the Ministry empowers the cadres and "puts them in a career trajectory".

- There is already recognition that CCW cadres do more work than they are formally required to do. Thus, some key informants called for "Capacity building the CCWs to move from identifying and reporting cases and equip them with counselling skills".

In this regard, criticising CCWs for doing work beyond their mandate or for being over-zealous, may be rather harsh. Instead, the CPF CCW volunteers programming should in the first instance, acknowledge and seek to address the challenges that CCWs face during their work, and to protect, capacitate and empower them to build resilience while serving the best interest of the child.

Strategies /mechanisms for coping with multiple and gender roles

An understanding of coping strategies for CCWs helps to give indications on what they go through daily, and potentially on how they manage their time. Respondents reported the support provided to CCWs as grossly inadequate, and as Government representatives put it thus, "Support under CPF is erratic…there are hardly any working tools in 2020…no airtime and bi-monthly meetings and mentorship activities". A Provincial Social Development Officer observed that "CCWs are overworked with little support…and volunteer cadres are having fatique and losing hope". Consequently, they have been "delays /late submission of monthly reports".

Meanwhile the situation cannot be rectified urgently as according to Government representatives, the allocation of CCWs per district and ward takes into consideration many issues. The "much needed expansion of district offices is beyond the mandate of the MoPSLSW – this requires the intervention of both Public Service and Treasury". Meanwhile, "expanding number of CCWs is a ministerial decision and districts can't do it alone". The financing system for CCWs "is not efficient and characterized by late disbursement of funds… There is so much bureaucracy in procurement with some items taking two years to procure". This results in delays or late disbursement of resources and training. Other challenges include weak monitoring of caseloads and their resolution, which frustrates and demotivate CCWs.. The program is characterized by lengthy periods without requisite support. The system of support needs to be enhanced for programming and services to be enhanced.

The reports paint a picture of an overwhelmed CCW with very little time and support to lean on. This suggests that there are times when CCWs can be expected to make individual instinctive desperate decisions when confronted with emergency-difficult child protection cases – compelled more by their altruistic spirit of volunteering than rational 'risk- averse' decision making. It suggests that when dealing with CCW volunteers, there is a need to balance the currently overbearing functional epistemology of the CPF program with an epistemology that accommodates rights based and emancipatory perspectives akin to humanism. The institutional challenges of the CCW support system presented by the review should be taken into consideration when defining the policy framework, the specific work and support for CCWs child protection volunteering. There is also a need for all key players – government, community structures, donors and NGOs to go beyond wishful planning and mechanical citation of guidelines and rules reminiscent of simplistic fulfilling of professional roles and mandates, to deeply reflecting and responding to the realities of the CCW volunteer architecture with utmost honesty, empathy and integrity. It is time that the social service workforce professional is also challenged to serve volunteer functions within their profession.

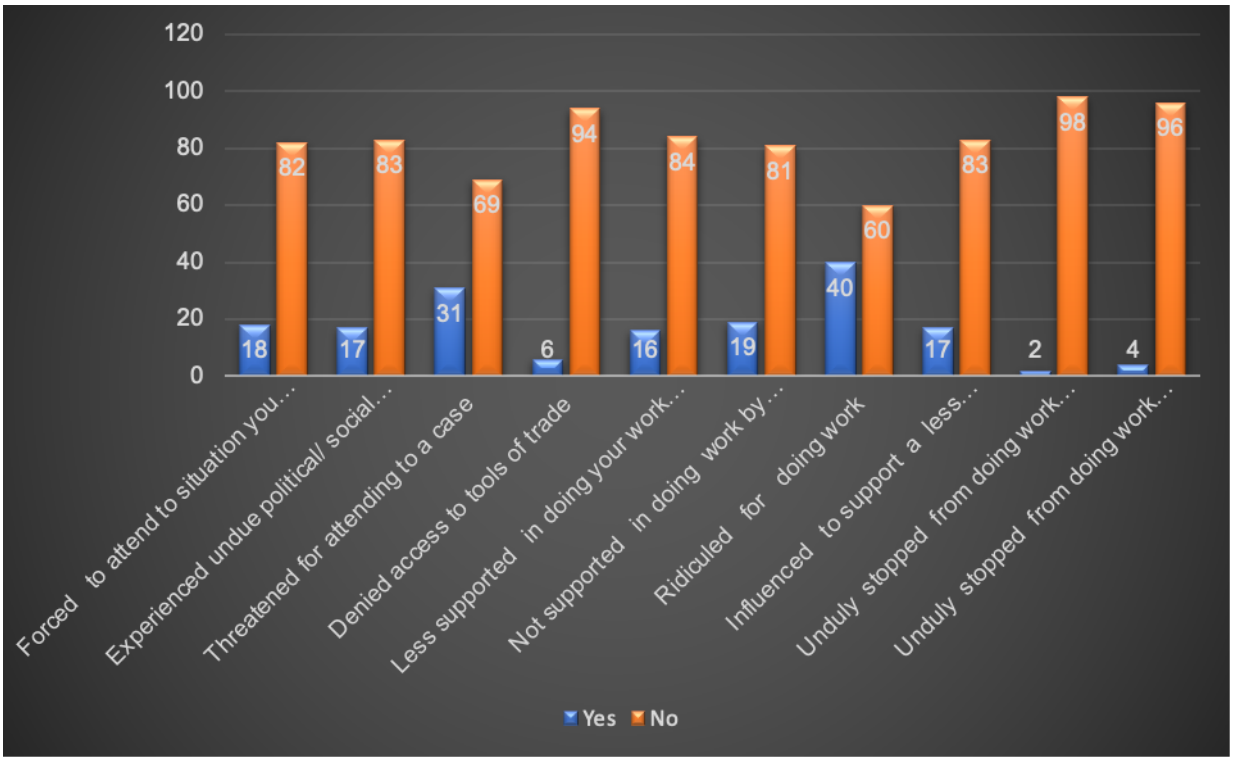
6.7 Ascertain the CCWs' perception of their safety during their work, being part of the community

This section deals with the perception of CCWs' safety during their work as members of the community who perform child protection roles within the government policy framework. This entails exploring ethical issues for engaging volunteer CCWs among communities and organizations they work under, their operating environment and conditions of work, including impact of Covid-19, and making recommendations on mitigation.

6.7.1 CCWs experiences of their safety while performing their tasks

The review included conducting a survey of 351 CCWs to determine their experience of different safety issues while performing their duties. The area that CCWs experienced least safety interference is unduly being stopped to operate (2%) as part of an NGO followed by unduly stopped from working by the community (4%). The highest safety issue concerns CCWs' ridicule for doing their work (40%) followed by threats for attending to cases (31%). The safety issues and responses from CCWs are presented in the graph below (figure 9). These findings were confirmed from KII and FGDs.

Figure 9: CCWs experience of different safety issues while performing their duties



Source: CCW Review, 2020

6.7.2 CCWs perceptions about their safety

The safety issues experienced by CCWs are linked to the environment and context that they perform their tasks, skills possessed by individual CCWs as well as social, political and community support structures. The dimensions explored are discussed below.

Leadership and safety of CCWs

In general, traditional leaders (Headmen), political leaders (councillors) and church leaders provide or are expected to provide safety and refuge for CCWs in communities. Negatively, in cases where the accused or perpetrator is an influential person or is related in some way to the community leader, CCWs find it difficult to deal with the issue. CCWs may experience some varying levels of threats to their safety. There are cases where leadership has been an apparent threat to CCWs work. For instance, some church leaders resist CCWs as disrupting their culture and religious customs, e.g. in cases of child marriages. Other perpetrators in the community refer to their connections with local leadership to threaten or silence CCWs from attending to particular cases. Overall, CCWs across the country identified traditional leaders and politicians as playing a positive role. A de facto engagement plan reported by CCWs to improve personal safety and expedite support mechanisms involve informing local leadership structures on identified child protection (CP) cases even before reaching out to LCCWs. A national policy framework is required to provide for community support to the work and safety of community volunteers. Ironically, CCWs represent community duty-bearer function when attending to child protection issues, yet the same community that is expected to support them can be a hindrance to their work. Regular community engagement and awareness raising on the role and work of CCWs is required, together with the assigning of community to support CCWs volunteer work.

Interplay of child protection issues with other family and community beliefs and practices as factors contributing to weak safety, embarrassment and humiliation of CCWs

Child protection and child welfare issues are often entangled with sexual abuses and gender-based violence cases involving close family members (nucleus and extended family members). As CCWs attend to CP cases, they are sometimes resisted by some families and community members who violate child rights issues. CCWs are perceived as exposing inter and intra family deficiencies and secrets to the public. Hence, CCWs are in some cases resisted, snubbed, misled or excluded. CCWs reported such challenges as being prevalent in cases of suspected rape cases by a close relative, under age sexual activities or cases involving the breadwinner. There are also criminal people in the community who enjoy or claim to enjoy considerable support, protection and immunity who verbally or physically abuse CCWs. Isolated cases of verbal threats made in public spaces during community events to embarrass and humiliate CCWs were noted. While threats seem unrelated to child protection at surface level, the motivation is to weaken the role of CCWs because they are viewed as disruptors and opposers of community ills that sustain child violations. Interpersonal threats are common too. These involve threat of death, be-witching or bad luck directed to CCWs by accused community member or their families when CCWs are conducting their work. According to reports from MoPSLSD, CCWs are an extension of the community. Findings from the review study indicate that it is communities that nominate, vote and select CCWs; the same communities also habour people who threaten CCWs for doing child protection volunteer work "representing the communities". Sustainable solutions to protect CCWs during their work lie in the community ownership and support of CCWs work. It is therefore important for government, donors and NGOs to empower communities and their leadership structures to take ownership of CCW volunteer work, and to devise own ways to protect CCW volunteers. Government and partners should not overly impose themselves as "saviours" on communities, but empower communities to be their "own saviours".

Safety improved over time as CCWs work became widely accepted

CCWs abuses were intense at the start of CCWs work in the communities. The situation subsided and became isolated over time as CCWs' roles increasingly became appreciated and recognized. Equally, the recognition of their position as an extension arm of government is reported to be significantly critical in the roll out of CCW work. Despite this progress, CCWs are still victimised and resisted. The situation of CCWs across the country was aptly summarised by Zvimba FGD CCWs who stated:

> We are now feeling safe unlike at the beginning. We are a bit safe now because we are now popular and known to the community and they now know their boundaries. Despite this appreciation no safety is guaranteed when doing our work because we don't know what people are thinking about us.

Safety concerns due to operational environment and skills of CCWs to perform the tasks

Both male and female CCWs experience the same risks in the community. However, females tend to have a higher risk. For instance, in Manicaland, gender dynamics were strongly highlighted. Thus, while the risks are generally considered the same, male CCWs were presented as being safer and thus critical in dealing with some cases especially those involving fellow men whereas female CCWs felt more threatened. CCWs reported a responsive strategy that they devised, which entails assigning men to cases involving a well-known perpetrator of CP issues. At the same time, male CCWs referred and assigned cases involving girl children to female CCWs due to sensitivities of such cases and the pragmatic interventions that may be required such as overnight accommodation to the girls. The factors that expose some CCWs to higher risks include their ability to manage confidentiality issues, mode of transport and distance travelled, among other things. The CCWs who poorly manage confidentiality issues in the community have higher risk dispositions. These CCWs who lack effective confidential information management skills are viewed with cynicism and scorn by community members as 'rumour' and 'gossip peddlers' resulting in loss of respect. At the same time, the CCWs who travel long distances by foot are highly vulnerable as they arrive from their work late when it's dark. Limited and distant police stations hinder efficient and effective attendance to violent cases resulting in delays in addressing some CP issues. CCWs cope with threats and insecurity differently with some having devised innovative ways as described above. It is necessary to facilitate exchange learning programme among CCWs from different wards to share lessons learnt and experiences and to learn new skills and coping mechanisms.

Little support linked to CCWs special tasks and sensitivity of roles

The CCWs tend to fear for their lives due to threats by some community members, including threats of being bewitched, death or bad luck. There is little support offered to CCWs to overcome the challenges they experience. For instance, in Zvimba, FGD CCWs reported that "a CCW from ward 29 had a house that was burnt down but no help was given". Sometimes the support comes too late due to structural incapacities and limited resources to deliver the required services. The CCWs are protected by the general legal provisions applying to all Zimbabwean citizens. There is no policy that is specific to their nature of work. For instance, any cases arising from their work such as psychological abuses, the CCWs are expected to use the Social Welfare (Development) support like other people with little regard to the special care and support they may require due to the circumstances of their work. As part of the response to documented threats and potential threats, CCWs have devised their own ways to manage their situation. For instance, rather than following up some sensitive cases alone, they team up as a pair to perform follow up cases. The joint visits often include a male CCW and engagement as well as informing local leadership as part of the protocol. The safety, security and protection of

CCWs rest in communities and the respective leadership structures and institutions that provide services.

Inadequate support received to prevent and mitigate threats/harm/insecurity
All categories of respondents acknowledged that CCWs were at inherent risk of threats, harm and insecurity, with "no safety guaranteed when doing CCW work", especially in the context of COVID-19. They feared "witchcraft", reprisals from perpetrators, and sometimes being undermined by members of their communities. Women CCWs were more at risk when doing their work because "they are fragile [and] perpetrators usually undermine women". The impact of COVID-19 was huge, affecting the livelihoods of CCW volunteers, who also were "at risk of contracting corona virus as they do not have PPEs (protective measures)". *These findings project a conditional operating environment that provides no space for CCWs to exercise their free will volunteering.*

Discouragement and demeaning

The CCWs are preforming community respectable roles. However, there are community members who ridicule them as 'overzealous people' who are not recognised and remunerated by the government. This is done to demean and discourage them. A LCCW in Makoni summarised the demeaning and discouraging verbal insults that CCWs receive in the following words:

> At times I receive negative attitude from my fellow CCWs and even the community. They look down on me basically because I am volunteering and earning nothing. They insult me saying '*basarenyu harina kana mari. Kushandira*mahara' [translated you don't earn/receive anything from your job. You are working for nothing].

It is revealing that while female CCWs are generally more unsafe while doing their work due to patriarchal environment, male CCWs are more ridiculed by the community because they are viewed as 'doing a female job' that does not bring meaningful household income. Male CCWs redicule does not only come from the community but from even their immediate family members. However, access and delivery of mainly bicycles, uniforms and other tools of trade has been reported to have changed community perception of CCWs work.

A reflection on the safety issues affecting CCWs in their role as "carers" prompts one to argue that the "carer" needs to be cared for first in order for them to care effectively. The child protection system can only be effective if CCWs are protected, supported, skilled, empowered and cared for by the community and the entire child protection system around them. Communities should in particular be reminded and capacitated to play their duty bearer role for vulnerable children individually, collectively and through support to their willing volunteer representative – the CCW.

6.7.3 Impact of COVID-19 on the work of CCWs

The impact of Covid-19 on the work of CCWs has been noted in a number of areas, including (1) a shift in CCWs work, (2) economic situation (financial income), (3) increase in child abuse cases, (4) stoppage of operations, (5) increased workload, (6) personal risk and fears of infection amid lack of support and protective clothing. This has resulted in the work and activities of CCWs being substantially altered, and more challenging.

CCWs have been personally affected because they usually work through support groups (e.g. monthly meetings /case conferencing), and home visits. COVID-19 affected this pattern and practice. Programming challenges have arisen due to COVID-19. In order to reduce the impact

of COVID-19 on children and their families, programme activities on NGOs working with CCWs shifted to implement activities that include providing food, educating children and their families on ways of protecting themselves from COVID-19, and providing personal protective equipment (PPE). The economic situation of CCWs has also been affected as their income streams have been severely impacted. CCWs are not paid regular allowances and largely live on buying and selling or other small business initiatives. These initiatives were stopped due to Covid-19 shut down. Specific issues relating to the work of CCWs have also been noted during Covid-19, particularly increased workload on both welfare and child protection issues. As children are not attending school and spending time with guardians and parents, there has been both reported and perceived sharp increases in cases of child abuse in closed environments, which sadly have been hard to reach in many areas due to COVID-19 induced restrictions. Emotional abuse and child neglect cases have been reported. Unfortunately, giving corresponding support has been a challenge. Another notable development during COVID-19 has been reduction and in some cases total closure of operations for NGOs . The support that used to come from outside is no longer coming, thus, increasing the suffering of children, community people and CCWs as well. Respondents provided a number of things that should be done going forward in the context of Covid -19 including:

- Disseminating information and raising awareness on covid-19, using radio platforms, community awareness, distribution of IEC materials on covid-19, existing community structures such as CCWS to reach out to remote areas…taking precautionary measures for the safety of CCWs – with PPEs while they do their work.;
- Providing protective equipment;
- "Orienting CCWs to adapt to new normal";
- Social welfare should be treated as an essential service under COVID-19;
- New programmes should be developed urgently to target families;
- "There should be cash for cereals programs in urban areas in place of the physical grain";
- Ministry has a broad network and many vulnerable children to deal with – there is need to deal with stigma and discrimination;
- Practice WHO recommendations especially with home visits;
- Increased remote working through phone /virtual meetings…communication - increased airtime allowances for CCWs. We use WHO guidelines for face to face interaction…use open venues for meetings;
- Use of district coordinators and other community structures to reach out;
- For CCWs Government should chip in with provisions - cash transfers and food handouts;
- Provide more transport; use virtual communication services; provide PPEs;
- Reduced case visits;
- "send children back to school while keeping them safe from COVID-19"; and
  Introduce virtual classrooms to keep kids busy…though this would be difficult in rural areas…but phones should be used. Keep children positively occupied and safe".

6.8 Determine levels of motivation, demotivation, satisfaction and attitudes towards their tasks as volunteers

This section focuses on ascertaining indicators and measurement of satisfaction among CCWs, and the extent of professionalism and commitment towards their work. This entailed exploring the CCWs' reasons for being volunteers, the extent to which the initial reasons for being a volunteer continue to sustain CCWs' motivation in their work, extent to which CCWs are

satisfied or dissatisfied with their work, reasons for CCWs continuing being involved in their work despite discouragements, identify the value that CCWs get from their work, and reasons that can make CCWs resign from their work.

Reasons for being CCW

The CCWs described the reason for their involvement in child protection by words and phrases that include passion, love, interest, desire to make a contribution, desire to do community good, commitment to child protection, dedication and commitment to child protection issues. The CCWs added that they chose to be volunteers focusing on child protection issues to represent the weak and vulnerable children. *"To be a voice of the voiceless*. Child protection cases were being suppressed within families and relatives were reluctant to report perpetrators" (Zvimba FGD CCWs). Therefore, involvement as a CCW provided an opportunity to reduce cases of child abuse and help children who are abused in the community. This job would also contribute to reducing child drop outs at school, assist children to acquire birth certificates and other assistance that children may require. Any strategies to motivate and retain CCW volunteers should build on the reasons that motivated them in the first instance. Applying different strategies, principles and reward systems to community volunteers can only serve to weaken this motivation.

Satisfaction – community appreciation, community trust, being an example, assisting people & capacity development

CCWs are satisfied by their work. CCWs satisfaction arises from a sense of appreciation from the community, being approached by different community people with issues to be addressed as a result of the trust and confidence of the community on them, among other things. CCWs are satisfied with their work despite not earning a salary. They get fulfilment for being an example for good in the community as well as educating the community. CCWs also derive satisfaction from doing work that they have great interest in, improving the lives of children and community as a whole. Interest and commitment to their tasks was also reported as a source of satisfaction. Capacity development interventions and skills gained by CCWs also brought satisfaction as it improved their knowledge, understanding and status in the community. A desire to help the community was also reported as a source of satisfaction by CCWs. Helping people provides a sense of purpose, contribution and meaning to life. "All the CCWs said that they were satisfied with their work as well as the positive changes about the way children are now being handled in the community" (Murewa FGD CCW).

Recognition, contribution, community good, sense of worth and purpose – sustains CCWs motivation

CCWs described the factors that sustain and maintain their motivation in performing child protection issues in words and phrases that included: impact of their work in the community, evidence of change in the lives of children, community appreciation of their work, ability to solve community problems, respect and community confidence in them and their work, being valued by the community, being approached by different community people as a trusted community resource, the support they receive from the community, and having child protection as part of them 'part of my DNA'.

Dissatisfaction - lack of progress, sense of inferiority and inconsistency in volunteer reward system, irregular allowances, community labelling

Despite the satisfaction enjoyed by CCWs, there are numerous discouragements that make them dissatisfied with their work. These discouragements include the general hardships

experienced in the country versus the huge expectations placed on them with little financial support to cushion their needs. The CCWs allowances are too little in light of their needs, which discourage them. The CCWs reported that "their objectives can no longer be achieved without adequate support". Hence, the CCWs expect incentives to cushion them in their lives.

As indicated above, a high number of CCWs aspire to be elevated to higher positions or use the voluntary positions as stepping-stones for their career growth. Sadly, this is discouraging if no such opportunities arise. Some volunteers were recruited on voluntary bases but promised to be paid like Village Health Workers (VHW), which didn't happen. This makes CCWs feel inferior to their VHW counterparts of the Ministry of Health and Child Care (MoHCC). The CCWs stated that "VHWs seem better than us because they receive regular allowances, uniforms and bicycles" (Gokwe CCWs FGD). CCWs in Murewa added that "While our work is voluntary, we would be happy to be given incentives like food hampers or a stipend of US$50 every three months like VHWs who are given $42 every 3 months".

Furthermore, CCWs are discouraged by some community members who accuse them of deriving a living from suffering children despite the struggles they undergo to help vulnerable children. CCWs are also discouraged by unresolved child cases. Referred child cases take a very long time to be resolved and sometimes they don't get feedback on the cases' progress. "Unresolved cases weaken you as a CCW because it shows you that justice for children is not done and the perpetrator is walking free and even insulting and mocking you" (FGD CCWs – Beit Bridge).

Consideration to retire

CCWs don't consider retiring because as grassroots community people, they are always in the community. The CCWs stated that "community needs are never ending. Tajaira hedu chinouya chinotiwana tiri pabasa redu; hatisiyi [translation: we are used to our situation and we will stick to our jobs. We won't resign" (Zvimba FGD CCWs). CCWs said they will retire when they are too old to work; otherwise they are prepared to work until they die. The CCWs stated that "no matter how it is, this is now like our faith, we will never give up on being CCWs and protecting children" (FGD CCWs – Bulilima).

Conflict and ambivalences – male and female CCWs' roles in the community

The CCWs expressed tensions in community perceptions of them. While the majority of CCWs are females, the community regards them lowly as community problem solvers. The majority of men in the community prefer to do work that brings enough money for the household, while women would easily take up voluntary jobs despite being looked down upon.

> The community consider men as people who have the right to solve family problems, as a result it is always difficult to be accepted as female volunteer worker. Men are more accepted as community volunteers as they are viewed as heads of familiesy who will solve family problems. Women are regarded as not able to keep secrets, so they are not easily trusted (FGD CCWs – Nkayi).

This weak view on women discourages many female CCWs but they continue in their role because they are motivated to make a tangible community contribution.

6.9 Divergences, differences and moral dilemmas among CCW stakeholders and CCWs operational framework

This section presents findings of some divergences and differences among the various stakeholders and within the CCWs framework roll out and application in Zimbabwe. It also

highlights some moral dilemmas arising from the CCWs operational terrain. These issues are important for consideration in developing national volunteer policy and future strategies. These are described below:

Divergences and differences among the various stakeholders regarding CCWs

1. **Young vs older CCWs:** There is a divergence and difference of opinion with regards the recruitment of young CCWs versus the recruitment of more mature and older CCWs. For instance, the review noted that some funding agencies prefer the recruitment of younger CCWs or youthful CCWs in programmes that may require strict reporting. The funding agencies argue that communities have a significant number of high school graduates and in some cases Diploma holders who are generally more literate and will be able to provide quality reporting to meet the requirements of funding agencies. At the same time, the young CCWs can easily communicate with orphans and other vulnerable children because they belong to the same age categories. On the other hand, Government and even the majority of CCWs interviewed, argued that the youthful CCWs are very mobile (easily migrate to cities or to South Africa and Botswana). The government argues that resources in terms of training and time are being invested in the young then after a year or less of service provision they migrate leaving the district with a burden of having to recruit and run a new round of training. Reinforcing the tension or polar view is the issue of education levels and bearing on CCWs work. Funding agencies interviewed reflected the need for working with better educated CCWs. Incumbent CCWs interviewed considered education as critical to the extent that one was able to read and write. For CCWs, passion for the work and guaranteed availability was uppermost as consideration for engagement as CCW. They were confident that with the current level of education/ or literacy, they were able to deliver on CCWs requirements.

2. **Men vs women CCWs:** Divergence with regards the recruitment of men or women as CCWs was noted. In the Northern regions of Zimbabwe especially Mashonaland East, Central and West, women CCWs reported that men are more respected than women. Women CCWs are sometimes ridiculed for spending hours walking up and down within the community instead of tending to their chores in the home. In some case community members accuse the women of exposing themselves to would be male suitors in the guise of being a CCW. In Matebeland South women form the overwhelming majority of the CCWs (90% according to the DSDOs of Mangwe District, Bulilima and Umzingwane), this is a reflection of the demographic state of the district with most males migrating from the communities for economic reasons. The absence of males in this region makes it easier for women to participate fully in community initiatives as well as participate as CCWs. However, for Manicaland, men were the ones ridiculed for doing what was considered women's work. Male CCWs interviewed faced tough times both from the community and from their families for doing what was generally regarded as ladies job, a job that was devoid of payment thus exposing men to provision of free labour. Thus, the gender contradiction emerged as multi layered. For instance while men were despised by their families, female CCWs felt that it was important to have men as CCWs as these were essential in responding to issues which involve male perpetrators. Thus, where female CCWs felt threatened and in cases where men were the perpetrators and displayed violent tendencies, male CCWs or more strategically male LCCWs were considered important.

3. **CCWs and VHWs discord:** There is a notable community level discord between Village Health Workers (VHW) and the CCWs. This discord emanates from the significant overlap of

roles especially matters affecting the well-being of children. Secondly, the matter of stipends causes a lot of anguish. The CCWs conduct significantly more work than the VHW but receive very little stipend in Zimbabwe currency for the services rendered while VHWs receive a monthly or quarterly stipend in US dollars. Support given to VHWs has raised expectations from CCWs. They look forward to a day when they will be recognised in the same manner or even better than VHWs. CCWs identified VHW support as regular , systematic and predictable while theirs was the opposite. The request for standardisation of terms of engagement was clearly apparent in our review.

4. **Notion of volunteer vs employee:** There is inherent tension within a Zimbabwean community-based volunteer ecosystem between being a volunteer and employee. On the surface the CCWs understand that they are volunteering but internally after discussion the CCWs view their volunteerism somewhat as work. From that point of view, the volunteerism comes with expectation of reward. For instance, some CCWs expressed the need to be recognized within a government HR ranking (Rank like office assistant or Cleaner). This indicates that while CCWs are viewed as volunteers, there is an expectation or feeling that they should be employees.

5. **Nomination and voted by community to be CCW vs self-selection driven by passion:** While CCWs indicated that they were driven by passion to join CCW work, it is clear that their selection was based on community nomination, sometimes voting and approval. Such a selection process indicates that there could be individuals who may want to be CCWs but are denied the opportunity. This raises the issue of whether CCWs volunteer out of self-selection and interest or their involvement is partly determined by the community leadership structures.

6. **Reporting lines:** During the interviews, it was clear that VHW had a direct community level reporting point through the local clinic and local clinic Nurse-In-Charge. CCWs on the other hand, did not enjoy opportunities for local and immediate reporting. The best they have is the LCCW and local community level leadership structures such as village heads (see figures 10 and 11 below). CCWs framework is highly centralised implying more complexities and probably more time for issues to be addressed. VHW framework on the other hand was noted to be decentralised giving the VHWs immediate and timely supportive framework.

Figure 10: Reporting framework for CCWs

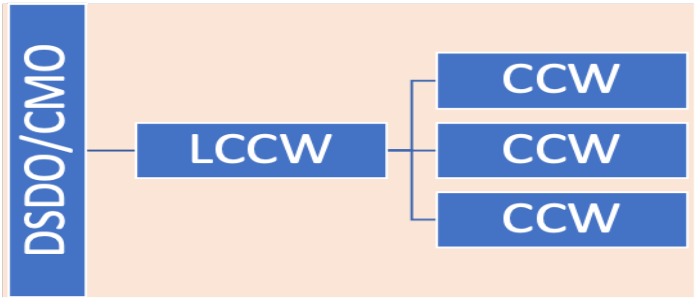
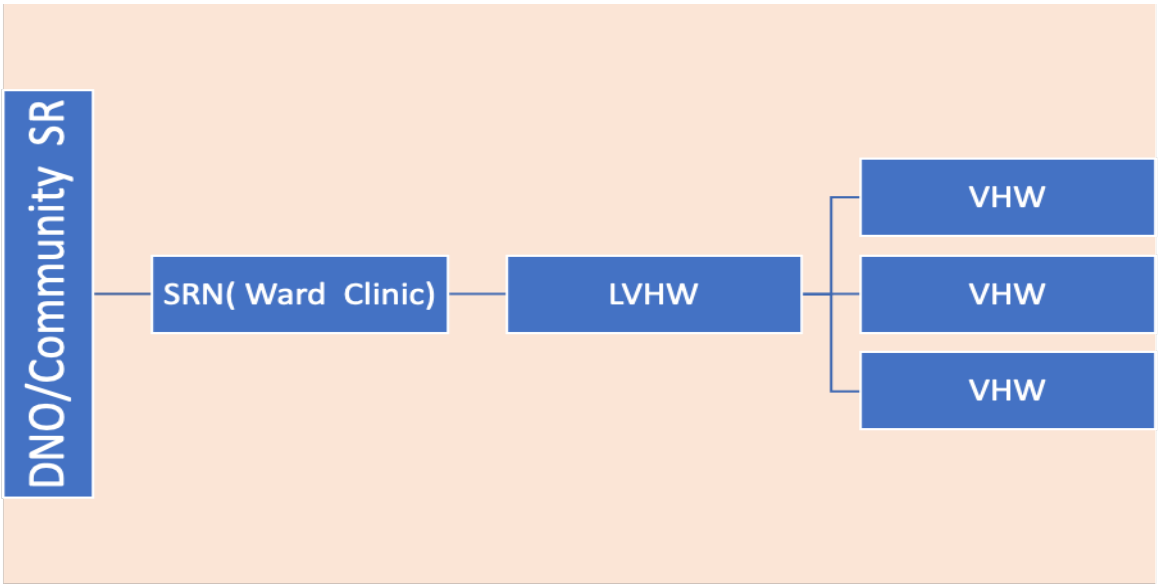


Figure 11: Reporting framework for VHWs



7. **CCWs DSD defined boundaries vs operational practice:** Tension also exists because of the obligation the government places on the CCWs. The CCWs are viewed as an extension of government and are obligated to provide referrals, surveillance on child protection issues, family and child counselling/mediation and other expectations. Official CCWs work is described in three simple terms (identify, assess and refer). However, in practice this is different. CCWs have reported going beyond this and in the process have been accused of being over ambitious not only by the community but by the DSD as well. The theory and practice of CCW work creates tangible and excessive tension on the CCW as CCWs find themselves going beyond the three prescribed responsibilities because of the mutating nature of child welfare and child protection work. CCWs pointed out that in the majority of cases they end up providing food, shelter, transport, counselling and follow up services including investigations of cases as this is the only way that they can follow to reasonably refer a case to the most appropriate source of service. Logistical and personnel limitation of the Department of Social Development inherently exposes and drives CCWS to work beyond the identification, assessment and referral boundaries. Compounding this challenge is the fuzzy and lack of indemnification of CCW engagement process.. However, the government has limited obligations and there are no contracts between the DSD and the CCWs to enforce any obligations.

8. **Decision making on cases vs low skills:** Under the current centralised and distant reporting framework, CCWS are left at the mercy of decision making, collecting and building up evidence, a job which even professionally trained cadres find challenging. Yet CCWs with limited or no training are expected to decide on the merits of reports even those bordering on criminal nature .

9. **Notion of CCWs as government extension and yet no policy protection:** There is contradiction in the statement that CCWs are extension of government yet there is no policy provision on the protection and safety of the CCWs. The DSD officers have significant legal and policy protections in the carrying out of their duties. DSD officers are protected from abuse, injury, violence and threats verbal or physical harm. However, the “extension of

government" CCWs have no such policy or legal protections should any harm befall them as they carry out their CCW duties. CCWs just like VHWs have no written contract neither are they indemnified in the nature of work they do regardless of its fluidity and social stressfulness.

10. **Balance between DSD workers delegating role to CCWs and abandoning their role to CCWs:** CCW being viewed as extension of government in the context of resource challenges has led to the government employees (Social Development Workers) perceived as abandoning their responsibility to the communities and leaving these responsibilities in the hands of the CCWs. The CCWs activities have become far reaching and provide services to the community that are far beyond the scope of their framework and training.

11. **Dilemma of CCWs boundary vs case resolution:** The delineation of the roles of a CCW causes significant challenges. For the CCWs to just hand over (refer) a sensitive case to DSD and stay out of it is problematic for CCWs. The CCWs reside in the community and the affected family will only have the CCW as the only source of updates on the progress of their case but the CCW will be shut out of the case. The DSD argues that this is for the safety of the CCW because the CCW can say "I just refer cases and don't conduct any investigations or prosecution". In this way, the CCW does not have to face the perpetrator during investigation or in the courts.

12. **Dilemma of volunteerism as poverty accessory to CCWs:** The number of hours per day and days per week translates to almost full-time hours for an ordinary employee. This obligation and workload deprive the CCWs of other livelihood opportunities. Volunteerism further impoverishes the CCWs, volunteerism becomes a poverty accessory and "poverty trap".

13. **Blurred line between items called tools of trade and incentives:** The tools of the trade vs incentive seems to be an evolution of the volunteer systems and there are no clear lines between what is a tool of the trade and what is an incentive. For example, if one recognizes a bicycle as a tool of the trade, one may argue that its organizational or governmental property. However, the bicycles are the personal property of the CCWs. Since the bicycle is personal property, it is therefore a form of payment. The bicycles become personal property of the CCWs and this creates a very 'murky' operational environment.

14. **One size fits all approach without considering a differentiated approach to CCWs:** National coverage of CCW work entails differences in terrain, workload and age. For instance, in mountainous districts like Chimanimani, it's almost impossible to ride a bicycle. Current CCWs support is generalised in nature. Some given bicycles have never been or are rarely used in other areas due to terrain, distances travelled and old age of CCWs that make it difficult to ride bicycles.

Moral dilemmas undermining and compromising CCWs volunteering work:

Some reports from the review point to dilemmas that have potential to undermine and compromise CCWs volunteering for child protection. These include:

- Reports that some people were withholding vital investigation information in cases where the perpetrators are the guardians or parents, including in cases where perpetrators were members of CCWs families, making it difficult to help children. This together with

fear of reprisals, could perpetuate underreporting of child protection cases, particularly with CCWs "playing it safe".

- Cases in which children who encountered sexual abuse within the family - required a place of safety which could not be immediately provided due to delayed response from social welfare officers and service provider institutions. CCWs are tempted to offer such shelter with potentially negative consequences to themselves.
- Children being intimidated by police officers and adults during investigative interviews not revealing the truth for fear of consequences.
- Failures of the transport voucher system wherein some transport service providers had not been paid long after the service was provided. There is a risk that such transport services will not be provided even when vouchers become available. In addition, it places a burden on CCWs who are immediately available to account to the service provider.
- Fear of being bewitched has been reported as a major factor in some districts such as Binga and Epworth. Like the fear of reprisals, this fear has the potential to undermine the work of CCWs.
- The absence of personal protective equipment and support for CCWs, coupled with the need for physical family visits especially to children with disability and those experiencing serious abuse presents challenges of choice between personal risk and duty for volunteers.
- The professional "paid" social worker presides over the spiritual /altruistic CCW volunteer in ways that depicts power-play, in which the CCW volunteer – 'a vulnerable functional object' facing economic hardships patiently awaits for some monetary /empowering recognition.

Despite all these differences and challenges, this does not negate the commitment of the CCWs to attend to children's protection needs. The CCWs commitment to the welfare of children trumps all other considerations. That is why CCWs have endured over the years and they declare that they "will never resign". CCWs also have a great sense of honour and respect in the community and the training and knowledge they acquire in the course of their service has a lot of intrinsic worth for them.

7. CONCLUSIONS AND RECOMMENDATIONS

This section presents the conclusions and recommendations of the review. In many instances, this section repeats some information in the findings sections as a way of providing a context. However, the section provides a summary of the review for a quick and easy access to major review information.

7.1 Conclusions

The list of conclusions is concise responses to the CCW review objectives. Accordingly, the conclusions highlight the major findings on each objective.

Compare the volunteer ecosystem of CCWs to other community volunteers in Zimbabwe. The comparison should provide information on volunteer selection, orientation, training, mentoring & coaching, placement, supervision, evaluation, retention strategies, accountability mechanisms to government, UNICEF and its partners, and inform level to which CCWs can be sustained beyond donor incentives and or financial support.

I. The process followed to become a CCW **(i.e. recruitment & selection)** entails (1) some kind of expression of interest to be a CCW based on one's volition, or acceptance of a nomination to volunteer by community leaders (2) which is followed by community approval or vetting process that may include voting for individual's inclusion. (3) The vetting and voting are based on criteria that include (a) good standing in the community; (b) openness and being approachable especially by children; (c) not having a criminal record; (d) respectability in the community; (e) being literate; (f) being resident in the community; (g) some level of experience doing similar or related work and not formally employed. These processes are not linear but organic, integrated and embedded in community experiences where gatekeepers take a lead role. After selection, **almost all (98%) of the CCWs** received training, mentoring, and coaching. The training focused on CP themes including identification and assistance of vulnerable children's educational, medical, birth registration, food and other special needs for children living with disabilities as well as making appropriate referrals, different types of abuse, basic counselling, child rights, child protection, confidentiality, approaching and supporting families where there is a case of abuse. Mentoring and coaching is done by the District Social Development Officers through feedback after reviewing reports submitted by CCWs through LCCWs on a monthly basis.

   The burden of mentoring and coaching of the majority of CCWs is the responsibility of LCCWs. The remaining 2% (untrained CCWs) are those who were recruited to replace the ones who had passed on or exited for some other reasons. In terms of the **reporting structure**, CCWs operate at the ward level and there is one Lead CCW for every ward. CCWs report either to the DSDO or Case Management Officer (CMO) through the LCCW or directly in cases where the life of the complainant is in danger. This is the reporting structure in both CPF and non-CPF districts. The review showed that the way **CCWs/volunteers working on child protection activities are supervised** is the same for non-CPF and CPF-supported districts except that supervision in non-CPF districts is less frequent. Overall, in both CPF and non-CPF districts, the intensity of supervision, especially physical visits has drastically reduced generally in 2020 and specifically since the beginning of the COVID-19 pandemic largely due to limited resources.

II. **CCWs motivation & retention:** Regarding CCWs motivation and retention, the review noted that there are no explicit government retention strategies for CCWs in place. CCWs receive, though in an irregular and less systematic way, tools of trade and incentives in the

form of bicycles, t-shirts, airtime and cell phones. The majority of CCWs highlighted the need for more defined support mechanism.

III. **CCWS accountability & supervision:** CCWs accountability to the Government and its partners is enforced through government structure. CCWs are considered to be a government cadre and pivotal to the implementation of the children protection programme, not only in CPF-supported districts, but nationally. However, the relationship between CCWs and other volunteers working on the child protection programme with the Department of Social Development is loose and informal. There are no binding accountability mechanisms built into that relationship. CCWs report to the District Social Development Officers or to the Case Management Officers who are employees of the Ministry of Public Services, Labour and Social Services. CCWs have no official work schedule in terms of the number of days that they must work per week and number of hours per day. CCWs are not graded and included on the structure of the Ministry. Furthermore, CCWs report to their *'supervisors'* on a willing basis but strictly there are '*no ties that bind'.* The fact that they have no written contracts, they have no salaries and at the same time, they have to sustain their families make management of CCWs by the Department of Social Development tricky.

IV. **CCWs services:** The services provided by CCWs to the community fall into two broad categories. (1) The first category entails providing communities with information that includes parenting skills, awareness sessions on COVID-19, child care, child protection issues especially problems of early marriages, sexual abuse, counselling of families affected, etc. These services sometimes overlap with those provided by VHWs working in the community. The differences are that VHWs focus on the health aspect of children while CCWs focus on all aspects of the child including health and the fact that CCWs have larger catchment areas (wards) and VHWs focus on a village. The services are also comparable to those provided by CCWs in non-CPF districts. (2) Services provided to children include those outlined in the National Case Management Handbook of Zimbabwe where CCWs are expected to raise awareness on child protection issues using different community platforms. The Terms of Reference for CCWs is to identify and make appropriate referrals of complex child protection issues. The cases to be identified include rape, child marriages, physical abuse, children who are not going to school, abandoned children, etc. Furthermore, CCWs have an obligation to Government to make home visits, referrals and prepare monthly activity reports. The reporting is not binding but rather informal. According to the government representatives, CCWs are not expected to conduct investigative work. From a CCW perspective, sometimes the Department of Social Development does not respond to the cases reported and this is when the CCWs have to take what they believe is appropriate action to the affected children. Importantly, CCWs go beyond their formal expected mandate to provide social protection and social welfare functions including foster caring to child victims and accompanying children to service providers due to dire situation of some cases.

Determine how long CCWs and other volunteers stay within their function. Is there a relationship between the age, gender and level of education of the volunteer and how long s/he is likely to stay within their function? Establish the average retention rate for CCWs.

V. The CCW cadre was introduced to support the child protection programme in 2016 while others started as early as 2014. About 81% of the CCWs have been retained since they assumed their volunteer role. Only 1 in 5 of the CCWs has been with the child protection programme for 3 years or less. Given that most of the CCWs have been selected from

previous volunteers, it means those who have been volunteer CCWs for more than three years have been in other volunteering capacities a lot longer. Those who served for 3 years or less are likely to be replacements for those who exited the programme for various reasons including deaths and retirement.

VI. The current gender distribution of CCWs is 34% males and 66% females. The data shows that 77.3% and 81.5% of male and female CCWs have served as volunteers for more than 3 years. The difference in the proportions of time served by CCWs according to female or male is not statistically significant showing that both female and male CCWs are being retained by the child protection programme.

Ascertain the incentive structures and their appropriateness for CCWs as compared to other volunteer cadres supported by development partners, and CCWs' job commitment in relation to these incentive structures, also in the context of other volunteer cadres.

VII. CCWs understand what incentives are. They understand a volunteer incentive as something that assists a volunteer in doing her/his work. However, there is an overlap between what CCWs perceived as incentives and tools of trade. The items currently being provided to them are not understood as incentives. The incentives/tools of trade that are provided by the Department of Social Development are bicycles, phones and airtime. The community has not provided any incentives or tools of trade to the CCWs. However, bicycles are provided once in every five years. All these items that are provided are appropriate for the work that is done by CCWs and CCWs consider them to be appropriate too.

VIII. According to CCWs, incentives considered appropriate for this job are: food as there is hunger; money in USD; transport for ease mobility; support – for motivation; phones that can be used for WhatsApp to allow ease transmission of reports. For non-CPF districts, one of their incentives is cash transfers that are being received from the Government. This type of incentive is not received by CCWs in CPF districts.

CCWs' view of items they receive - tools of the trade or as incentive

IX. **Tools of the trade:** CCWS view tools of trade as resources needed to enable them to do their work properly (effectively and efficiently) whereby the absence of which results in reduced performance. With regards to the purpose of tool of trade, some donors emphasised 'enablers to deliver without which volunteers cannot do their work', with government representatives emphasising on 'performance'; NGOs underscored 'mandatory to have necessities and equipment to discharge day to day duties efficiently'. CCWs cited materials that they require as tools of trade as: (1) bicycles given twice since 2014 to reach affected children emphasising that "it must be given regularly as it is an essential tool"; (2) mobile phones given once since 2014, emphasising that they wanted "new… as the ones given earlier when they were recruited are no longer working; (3) other examples of cited tools were airtime for ease of communication; uniform given three times since 2014; bags, given twice since 2014; shoes; identity cards for identification and recognition when handling cases, stationery; and "motorbike and files for LCCWs, and clothes".

X. **Tools of trade and incentive:** There was general consensus among different categories of respondents on distinctions between incentives and tools of trade. "Something given for personal use, to better one's life and family is an incentive and something used for work purposes is a tool of trade". It was maintained that "tools of trade can be incentives, but incentives cannot be tools of trade".

XI. **Appropriateness of incentives and tools (materials) received and gaps:** CCWs view their incentives and tools of the trade they receive as appropriate. For instance, bicycles were appropriate as they enabled CCWs to commute around the ward; uniforms were for ease of identification of CCWs by their roles. The materials required as incentives and tools were however inadequate or not given at all. Uniforms were considered incomplete; CCWs "also need skirts, trousers, jackets and shoes to be added". The cellphones that were given a while ago were now outdated. There was a shortage of transport, and the transport voucher system had weaknesses.

Average amount of time of CCWs in carrying out their duties

XII. **Working hours:** CCWs have no designated working hours. They are available 24 hours and 7 days a week. With every child potentially at risk, are available all the time to attend to child abuse cases. CCWs engage in many activities beyond the official mandate as defined by the Ministry, as "the policy is fluid on CCWs who occupy multiple positions", also serving as "a social protection cadre at the community level, supporting food security programs".

XIII. **Caseload:** Regarding case load, an analysis by World Education indicated that "CCWs could handle as high as 25 cases/month (high end) 5 cases (low end). However, due to providing a wide array of services, CCWs tend to have high caseloads.

Ascertain the CCWs' perception of their safety during their work, being part of the community

XIV. CCWs view themselves safe in the community. They experience very little interruptions in their work. The biggest safety concerns and uncomfortable experiences relate to public ridicule for doing their work, threats for attending to child abuse and other cases that relate to child protection. Notably, CCWs safety is linked to the environment and context that they perform their tasks, skills possessed by individual CCWs as well as social, political and community support structures. Community leadership plays a significant role in protecting CCWs. Overall, the safety of CCWs has improved as their work became widely accepted in the community unlike in the earlier stages of their work.

XV. CCWs experienced negative effects of COVID-19 in their work that included a shift in their usual familiar operations to focus on other new areas such as distribution of PPE and COVID-19 information and awareness activities; loss of financial income as activities were stopped and their supplementary income generating activities stopped; and increased work load due to increase in child abuse cases as children were not attending school.

Determine levels of satisfaction, motivation, demotivation and attitudes towards their tasks as volunteers

XVI. CCWs are satisfied with their work and have a positive attitude towards it. CCWs value being appreciated by the community and making a contribution to their communities. Among other things, CCWs derive satisfaction from the fact that they have great interest in what they do as well as improving the lives of children and community as a whole. Their motivation is sustained and maintained by seeing the positive impact of their work in the community, changes in the lives of children and community, solving community problems, respect and community confidence in them and their work. CCWs discouragement and dissatisfaction arise from lack of progress on some reported cases, a sense of inferiority compared to other volunteers such as VHWs who receive regular allowances and the fact that CCWs sometimes are targets of community insults.

Divergences and differences among the various stakeholders regarding CCWs

XVII. The review revealed some divergences and differences as well as conceptual and operational fuzziness among the stakeholders and players within the CCWs framework. These divergences include differences in preference between young and old CCWs; men and women CCWs issues; discord between VHWs and CCWs as cadres working in the same communities; lack of clarity on whether CCWs are volunteers or employees; lack of clarity on whether CCWs are engaged through self-selection or they are selected by other people; challenging CCWs reporting lines; conflict between DSD defined CCW operational boundaries vs operational realities in the community; decision making on cases vs CCWs low skills; the notion of CCWs as government extension and yet they have no policy protection; the need for balance between DSD workers delegating their roles to CCWs and abandoning it to CCWs; the dilemma of CCWs boundary vs case resolution; the dilemma of volunteerism as poverty accessory to CCWs; the blurred line between items called tools of trade and incentives; and the complexity of a one size fits all approach without considering a differentiated approach to CCWs' environments. These differences, tensions, dilemmas should be addressed for effective policy guidelines.

Moral dilemmas undermining and compromising CCWs volunteering work

XVIII. The review also revealed the moral dilemmas that should be addressed by a CCWs policy framework. These moral dilemmas include reports that some people sometimes withhold vital investigation information from CCWs; delays in resolving sensitive issues by government (DSD); failures of the transport voucher system; social cultural and spiritual fears hindering CCWs work; and tension for CCWs between being a community member and performing their duties, among other things.

7.2 Recommendations for successful selection, orientation, training, supervision, retention, and provision of incentives of CCWs and volunteers which can be promoted amongst all the agencies and guidance of development agencies with interest to engage volunteers

The recommendations are clustered into two categories, namely (1) process and operational; and (2) policy and strategic. The recommendations are further classified as short, medium and long-term.

7.2.1 Process and operational recommendations

Short-term

Recommendation 1: The Department of Social Development may want to consider putting in place an ongoing community-based monitoring (CBM) system where CCWs and other community issues are raised, discussed and negative issues addressed at community level. Furthermore, community support structures should be trained to support CCWs against community negative pressures.

Recommendation 2: DSD should conduct periodic workshops for all community leaders on the importance of community volunteers, addressing social norms and emphasising the importance of their participation in development projects, so that volunteers (male or female) may get maximum support from the community leaders and other stakeholders. Maximum support for volunteers would ensure their motivation, commitment and dedication towards community work.

Recommendation 3: Department of Social Development must improve coordination of partners to maximize on efficiency gains through minimizing duplication of efforts.

Recommendation 4: Activate a CCW friendly and supportive legal and social system where CCWs are dealing with "high profile" local cases.

Recommendation 5: The Department of Social Development must collaborate with development partners and ensure that CCWs get a small stipend in US dollars to allow them to meet part of their families' economic requirements.

Recommendation 6: The Department of Social Development should capacitate the CCWs beyond the current formal mandate and to support them to do the broad mandate work which they are already performing due to dire community circumstances requiring their intervention.

Recommendation 7: The Department of Social Development together with other government arms should establish a mechanism to protect CCWs including at law, culturally, politically and socially to do their work freely. There is need to make a balance between limiting their roles – getting them to play safe, and getting them to expose sensitive cases to protect children, while reinforcing confidentiality.

Recommendation 8: Department of Social Development should lead efforts to (1) ground child protection and CCW volunteerism as well as (2) empower community ownership and leadership to improve community support for CCWs and (3) promote professional volunteering and support for child protection.

Medium term

Recommendation 9: There is need for government to ensure that resources are available especially a vehicle at the district level, and bicycles at local police stations to enable personnel from Department of Social Welfare and police officers to follow-up reported cases at the ward level.

Recommendation 10: The Ministry may want to consider having a dedicated budget for supporting refresher trainings for LCCWs and CCWs.

Recommendation 11: DSD should introduce a performance appraisal system for volunteers in order to identify performance gaps and training needs of volunteers. This would help to generate more information regarding volunteers‟ perceptions, attitudes and behaviours towards their work and enhance behaviour change for volunteers.

Recommendation 12: Department of Social Development should establish and champion a broad based stakeholder and multi-sectoral effort in support of child protection to advocate for increased treasury budgetary support.

Long-term

Recommendation 13: Bicycles are important tools of trade for CCWs and as such, they must be provided to CCWs on a regular basis. The Department of Social Welfare must have an arrangement with the bicycle suppliers that spare parts for the bicycles must be readily available when they are needed.

7.2.2 Policy and strategic recommendations

Medium to long-term

Recommendation 14: Develop a national policy to guide and promote volunteer work that includes:

- Mechanism for accreditation and professionalization of volunteers in Zimbabwe.
- Provision of formal training and certification of CCWs including their safety.
- Promotion of the establishment of CCW peer support structures.
- Absorb CCWs in official government social welfare programs e.g. Food Support
- Review CCW volunteer guidelines to reflect on reality of multitasking.
- Develop PSS guidelines for the country to support volunteer work.
- Provide stronger government leadership on CCWs strategies /coordination.
- Provide guidance on protection of volunteers against COVID-19.
- Separate tools of trade from incentives and provide adequate tools and structured incentives for CCW volunteers.
- Integrate CCWs into existing social protection programs as beneficiaries.
- Encourage professionals to take up volunteer work where they could also fund their own volunteering.
- Builds in volunteering in the context of CCWs as a career trajectory for volunteers to both encourage young people to volunteer, and to upgrade skills and career /employability of volunteers.
- Provide specific pathways to transform volunteers and volunteerism beyond 'functional objects' and 'victims' of their spiritual-instinctive satisfaction with altruism, to empowered 'subjects of rights' to economic self-determination building on an objective appreciation of the socio-economic value of volunteerism. This has the potential to promote the participation and transformation of young people – the demographic majority in Zimbabwe, into a huge pool of potential.
- In addition, the policy framework should build on global best practices on volunteering as reported by donors which include among others:
    - Formal recognition of volunteers as frontline workers;
    - Accreditation of volunteers;
    - Formal training of CCWs on how they should stay safe;
    - CCWs belonging to a professional body;
    - Clear policy guidelines;
    - CCW peer support structures in place;
    - Absorb CCWs in official government social welfare programs e.g. Food Support (Social Protection);
    - Child protection issues are to be reported and resolved timely; and
    - Role of CCWs is divided as:
        - Welfare
        - Protection (statutory).

8. ANNEXES

8.1 Review Project Team

The review was conducted by a team of seven (7) consultants. The team members have extensive experience in implementing and conducting research, reviews and evaluations on child protection and children vulnerability issues and hands on experience in working with volunteers in Zimbabwe. Each member is an expert holding at least a master's degree in Social Sciences with over 15 years in development. The assignment leaders and methodology specialist hold PhD degrees with each having authored over 40 reports and published referred work on Child Protection and programme management related areas. The consultants are Zimbabweans with a thorough knowledge and understanding of the country's development and humanitarian situation. Additionally, the consultants have extensive knowledge and experience on volunteerism at international, regional and local levels. The Consultants have implemented, managed and led programmes on child protection issues and cash transfer in Zimbabwe, SADC and across Africa. The team members are proficient in Ndebele, Shona and English. A summary of the team members' qualifications, experience and role in the assignment is indicated below.

Prof Vhumani Magezi (PhD, MA, MBA, MTh) is Co-Project Team Leader for this assignment. He is a development expert with over 20 years integrated experience in practical implementation of development programmes, research, programme design including developing monitoring and evaluations (M&E) systems, conducting evaluations and policy informing research. Prof Magezi is Founder and Director of ACMERET Solutions, a Development Consultancy firm with a focus across Africa and global. His 20 years' experience has been accumulated as (1) Programme Manager (2) Research, Monitoring and Evaluation Specialist; (3) Programme Director; (4) Executive Director; and (5) Community Engagement and Stakeholder Relations expert. He facilitated high-level stakeholder engagements, including governments, businesses, foundations, development agencies, regional and international bodies including SADC, Global Fund, WorldBank, WHO, UNICEF, UNFPA, USAID, UKAid, SIDA,IrishAid and CIDA. Prof Magezi has been part of NAP 1, 2 & 3 implementation and made input to the designs. With over 20 years' experience in development work, Prof Magezi has recruited, remunerated, trained and supervised volunteers in Zimbabwe and other African countries. He has experienced the evolving role of the generic Home-Based Care volunteers who have been split between Community Health Workers (CHWs) and Community Care Workers (CCWs) in Zimbabwe. He was a Co- Investigator responsible for Mother Support Group volunteers of a World Health Organisation study[20] in Zimbabwe. Prof Magezi has author over 40 research reports, 3 books and over 60 referred academic articles.

Dr Manasa Dzirikure (PhD, FAPM) is Co-Project Team Leader for this assignment. He is a trained programme management expert, social and behavioral scientist, 'systems thinker, and qualitative researcher who served as gender mainstreaming champion for the social sector at SADC for more than 10 years. He has demonstrated thought leadership in programming for orphans and other vulnerable children (OVC) and youth at national and regional levels in southern Africa. His doctoral work unearthed salient protection issues for children and their carers living under conditions of exceedingly extreme vulnerability (EEV) in Zimbabwe., with recommendations for sustainable comprehensive service delivery (CSD) to empower them. Manasa has contributed to the global discourse on social workforce, volunteerism and case

[20] https://www.who.int/hiv/pub/journal_articles/inspire-intro/en/,https://www.who.int/hiv/pub/journal_articles/inspire-zimbabwe-mother-support-group/en/

management in the context of CSD for OVC at international fora.He has conceptualized and facilitated development of regional policies, strategies, programs and standards on OVC and youth, SRH, HIV/AIDS and psychosocial support. Manasa has also served in various regional technical and policy advisory committees to integrate child youth vulnerability management.

Dr Ityai Muvandi (PhD, MPS[ID]) is Project Methodology Specialist for this assignment. Dr Muvandi is a social scientist trained in economics (including health economics), demography and international development. He has over 30 years' experience in undertaking research; supervising consultants commissioned to undertake research and programme evaluations; as well as conducting training in social science research methodologies. In terms of both training and research, Dr Muvandi couples both quantitative and qualitative research methodologies to help quantify phenomena of interest as well as explicating reasons for observed levels of quantitative variables. In terms of quantitative data analysis, he is experienced in using SPSS, STATA and Epi-Info software in quantitative data analysis. Dr Muvandi has worked in research, monitoring, evaluation and reporting at national and regional levels for organisations that include Zimbabwe Family Planning Council, SADC Secretariat and International Planned Parenthood Federation (IPPF), among others. In all his roles at national and regional levels he has supported operationalisation of Management Information Systems (MIS) for health, family planning, HIV and AIDS and education programmes. Dr Muvandi has written over 30 evaluation and research and published a Book entitled: 'Monitoring, Evaluation and Research: Tools for supporting effective managerial decisions and policy development'. Further to being a Methodology Specialist, Dr Muvandi will directly be involved in data collection in Harare and Masvingo Province.

Ms Dorcas Mgugu (MSc, MPH) is the Gender Specialist for this project. Ms Mgugu is programme management expert with extensive experience in child protection and child rights as well as gender programmes. She has over 16 years in case management, conditional and unconditional cash transfers and providing support to survivors of child abuse. She has coordinated implementation of Education assistance programmes, parenting programs, health/ HIV and AIDS, cash transfer programs and livelihood programs targeting OVC in Zimbabwe. These programmes entailed working directly with volunteers. Dorcas has also conceptualized and facilitated development of child friendly policies, Youth Friendly Services to integrate HIV and AIDS programming in OVC, Youth and Girl Child empowerment initiatives. In this study, Ms Mgugu will be responsible for data collection in Mashonaland Central and Harare.

Mr Gilson Mutanga (MSc, LLB, BSc) is project leader trained in law, monitoring and evaluation as well as project management. He has cumulative experience of over 15 years in development work focusing on monitoring and evaluation, family health, family law, child protection, life skills programs for youth, gender, sexual and reproductive health, HIV and AIDS programming, water and sanitation, participatory health and hygiene education, access to justice for children and volunteer management. Mr Mutanga will manage all project logistics and provide a legal dimension on the work of CCWs. He will also be responsible for directly collecting data in Matabeleland North, Matabeleland South and Bulawayo.

Donald Denis Tobaiwa (MBA, BA, BSc) is the Executive Director of Jointed Hands Welfare Organization who has leap frogged the organization from a community based to a national result-based organization. He has 15 years' experience in developmental work with an emphasis on organizational development, programme management and advocacy issues. He has extensive experience Community Systems, Health (HIV, TB, SRHR and NCDs). He has vast experience in Case Management, sexual and gender-based violence, social protection,

having been part of an organization which has and is still implementing Orphans and Vulnerable Children (OVC) since NAP 1 and the USAID supported OVC in Zvishavane, Gweru and Nkayi to date. Mr Tobaiwa will be responsible for community entry protocols as well as directly collecting data in Midlands and Mashonaland West.

Mr Pemberai Zambezi (Hons M&E, MSocSc, BA) is experienced in Research, Knowledge Management and Monitoring and Evaluation. He is a Senior Manager at Family Aids Caring Trust where he specializes in M&E. He has over 15 years of directly monitoring children and child protection issues including in NAP programme. Mr Zambezi has engaged OVC Volunteers in a wide range of programmes including CCWs in OVC programmes and Community Health Workers (CHWs) in health care facilities, among others. He has been part of a study on low male volunteer participation in Manicaland. Further to child protection programmes, he has engaged in programmes focusing on volunteer community development, gender and development, case management, Child abuse /SGBV and many others. Mr Zambezi will be responsible for community entry protocols as well as directly collecting data in Manicaland and Masvingo.

8.2 Standard Operating Procedures for the Review Team

8.2.1 SOP 1: Researcher guidelines for conducting interviews

This SOP provides guidelines to the researchers on how to engage with respective individuals to be interviewed.

The researcher(s) shall:

1. Obtain full contact details of the person to be interviewed;
2. Establish contact with the person to be interviewed through email. The email should indicate (a) the purpose of the interview, (b) proposed interview date, (c) data collection instrument to ensure preparation in advance, and (d) introductory letter from the MoPSLSW;
3. Follow up the contact person telephonically or any agreed communication method to confirm the meeting;
4. Hold the interview meeting (see data collection instruments introductory cover note);
5. Send location to the Review Team Coordinator;
6. Transcribe the interview;
7. Determine any additional information you may require after the meeting and request it;
8. Seek permission to contact the person again in case you have questions that may arise again later during the period of review (until 31 August);
9. End the interview by thanking the interviewee; and
10. Have a photo shoot with the interviewee if he/she agrees.

……End……..

8.2.2 SOP 2: Researcher guidelines for entering Provinces and Districts to conduct KIIs and FGDs

This SOP provides guidelines to the researchers on how to enter Provinces and districts to conduct review meetings and FGDs.

The researcher(s) shall:

1. Obtain full contact details of the person (s) to be contacted;
2. Establish contact with the person to be interviewed through email. The email should indicate (a) the purpose of the contact, (b) proposed contact and activity dates, (c) data collection instruments to be used to ensure preparation in advance, (d) introductory letter from the MoPSLSW, (e) expected support and assistance from the Provincial and District official including (i) introducing the researchers to the relevant provincial and district government structures particularly MoHCC, Police and other security structures like the President's office; (ii) participation in KII; (iii) assist in recruiting NGOs and CCWs in the study; (iv) providing important information that is scantly documented or undocumented regarding CPF programme and CCWs functions pertinent to sampling and conducting the review; and (v) provide back up and troubleshooting in case of challenges arising during data collection or at any stage;
3. Follow up the contact person telephonically or any agreed communication method to confirm the meeting;
4. Travel to the Province or district and upon arrival go straight to the Provincial or District Development Officers;
5. Introduce yourself in person and the review study and its objectives;
6. With the help/facilitation of the Provincial or District Social Development Officers to pay a courtesy call to all the relevant provincial and district structures including Provincial or District Administration Office, MoHCC, Police and other security structures like the President's office;
7. Hold the interview or FGD (see data collection instruments introductory cover note);
8. Send location to the Review Team Coordinator;
9. Transcribe the interview;
10. Determine any additional information you may require after the meeting and request it;
11. Seek permission to contact the person again in case you have questions that may arise again later during the period of review (until 31 August);
12. End the interview by thanking the interviewee; and
13. Have a photo shoot with the interviewee if he/she agrees.

…….. End…….

8.2.3 SOP 3: Researcher guidelines for entering district wards and conducting FGDs

This SOP provides guidelines to the researchers on how to enter communities i.e. in wards to conduct CCWs FGD meetings and Lead CCWs interviews.

The researcher(s) shall:

1. Ensure that the DSDO introduces the researchers and the review team to the CCWs in the sampled wards;
2. Ensure that the DSDO, CCWs and Researchers agree on a date to conduct FGDs;
3. Ensure that the agreed date is shared with the relevant government structures including the DA, Police, DMO and DNO as well as the leader of the local Health Care facility and Ward Political leaders;
4. Provide airtime money to the Lead CCWs to enable them to call and coordinate other CCWs;
5. Follow up with Lead CCWs to check the level of preparedness and CCWs availability i.e. there should be a total of 5-8 CCWs available to attend FGDs;
6. Accompanied by the DSDO or his/her representative who could be Lead CCW on the day of the interviews.
7. Upon arriving in the ward, be accompanied by the Lead CCW to visit the local Health Care facility.
8. In agreement with the leader of the local Health care facility, ensure that there is a Health Care Worker (HCW) on standby to support the FGDs in case there are health related cases that may require attention especially in view of Covid19;
9. Ensure that the HCW designated by the local Health Care facility inspects the FGDs set up to ensure that they are being conducted according to Covid19 WHO and MoHCC national guidelines.
10. Upon arriving at the FGDs venues in the wards, (1) distribute masks to the CCW participants; (2) arrange the chairs at least 1.5m apart to allow for social distancing; and (3) sanitise the hands of all participants.
11. Ensure that FGDs with CCWs and interviews with Lead CCWs are prefaced by a brief Covid19 awareness and prevention session highlighting the use of masks, social distancing and sanitisation/washing of hands.
12. Hold the FGD meeting (see data collection instruments introductory cover note);
13. Send FGD location to the Review Team Coordinator;
14. Transcribe the interview;
15. Determine any additional information you may require after the meeting and request it;
16. Seek permission to contact them again in case you have questions that may arise again later during the period of review (until 31 August);
17. End the FGDs by thanking the participants; and
18. Have a photo shoot with the interviewee if he/she agrees.
19. Serve refreshments to FGD participants.

…….. End ……..

8.2.4 SOP 4: SOP for data transcription

This SOP provides guidelines to the researchers on how to transcribe interviews and FGDs to ensure standardisation.

The researcher(s) shall, under the guidance of the Research Team Leader as well as the practical CPF implementation processes followed in the district, do the following:

1. Agree on the nature of the transcription needed, which in this study is edited approach.
2. Decide and agree on the language, which will be the native language.
3. Agree on the meta data and additional information to include. This entails agreeing on who will add information at the start and end of the transcript, and what information. The information to be added is:
    - The name/code/pseudonym of participant(s);
    - Description of the characteristics of participant(s);
    - Date and place of interview;
    - Names of interviewers and notes takers
    - Additional observations made by the researchers including quality of FGDs, any interesting non-verbal communications, or any important contextual information.

…… End ……..

8.3 KII and FGDs Consent form

PARTICIPANT INFORMATION LEAFLET AND CONSENT FORM FOR:

CHILD PROTECTION FUND CCW REVIEW.

TITLE OF THE RESEARCH PROJECT: Child Protection Fund CCW Review - to review CCWs Framework in the Context of Volunteerism

You are being approached to participate in Child Protection Fund CCW Review - to review CCWs Framework in the Context of Volunteerism.

The Review Team members will take some time to read the information presented here, which will explain the details of this review. Please ask the Review Team members any questions about any part of this review that you do not fully understand. It is very important that you are fully satisfied that you clearly understand what this review is about and how you could be involved. Also, your participation is **entirely voluntary** and **you are free to decline to participate**. If you say no, this will not affect you negatively in any way whatsoever. You are also free to withdraw from the review discussion at any point, even if you do agree to take part.

This study is being conducted in a way that **follows standard ethical principles, which include** the ethical guidelines and principles of the international Declaration of Helsinki and the ethical guidelines of national research ethics boards.

What is this review study all about?

This review entails: *(1) conducting a survey, (2) Focus Group Discussions (FGDs) and (3) Key Informant Interviews with stakeholders at the national, provincial, district levels and community (ward) levels to enumerate and profile different volunteers' services provided at the community*

level for the general population and for OVC, including, comparison with other volunteers, and CCW relationships with community members.

The Review Team members have been trained to conduct this review. The objective of this review is to:

- *Enumerate and profile different volunteers' services provided at the community level for the general population and for OVC, including, comparison with other volunteers, and CCW relationships with community members*.

Why have you been invited to participate?

- *You have been invited to participate because you have been exposed to this programme and its activities and can give meaningful input and feedback on how it is working.*

What will be your responsibilities?

- *You will be expected to* ***participate in the interview/FGD to provide feedback on the way the programme is working in response to the questions that will be asked.***

Will you benefit from taking part in this review?

- *The direct benefits for you as a participant will probably be* ***that as someone involved in this programme, it will be implemented better and its intended objectives effectively achieved. Overall, this will benefit the entire community and country indirectly.***
- *The indirect benefit will probably be* ***that children will be effectively protected.***

Who will have access to the data?

- *Anonymity – no one will have access to raw data except the trained reviewers. All quotes will be anonymous. We assure you that we will protect the information we have by ensured that all informed is secured in locked cupboards and destroyed after the report has been submitted. Reporting of findings will be anonymous by assigning numbers where verbatim quotes are used.*
- *Only the reviewers will have access to the data only for the purposes of analysis. Data will be kept safe and secure by locking hard copies in locked cupboards in the reviewers office and for electronic data it will be password protected.*
- *Data will be stored for 6 months post report submission after which it will be destroyed.*

What will happen to the data?

The data from this study will be reported in the following ways: Through a report to the Ministry of Public Service, Labour and Social Services (MoPSLSW), UNICEF and NGO implementing partners. In all of this reporting, you will not be personally identified. This means that the reporting will not include your name or details that will help others to know that you participated (e.g., your address or the name of your school).

This is a once-off study, so the data will not be re-used.

Will you be paid/compensated to take part in this study and are there any costs involved?

No you will not be paid/compensated to take part in the review, but refreshments will be served. If participating in the review means that you have to travel especially for the purpose of participating, then your travel costs will be paid. There will thus be no costs involved.

How will you know about the findings?

- The general findings of the research will be shared with you by through the Ministry of Public Service, Labour and Social Services (MoPSLSW) district Officer.

8.4 TERMS OF REFERENCE FOR REVIEW OF CCWs FRAMEWORK IN THE CONTEXT OF VOLUNTEERISM

Title	Consultancy
Purpose	To understand the engagement and effectiveness of volunteer Community Childcare Workers (CCW) in the context of the Child Protection Fund (CPF) in Zimbabwe
Location	Harare, Zimbabwe
Start date	Mid/end June 2020
End Date	31 August 2020
Reporting	Swiss Agency f or Development and Cooperation

1.0 INTRODUCTION

The National Action Plan for Orphans and Vulnerable Children (NAP for OVC) is a programme developed by the Government of Zimbabwe through a national stakeholder consultative process. The Ministry of Public Service, Labour, and Social Welfare (MoPSLSW) has taken the lead from government side on the NAP and CPF processes. Its vision is that orphans and vulnerable children in Zimbabwe are protected from all forms of abuse and have improved health, nutritional, educational and psychological wellbeing (NAP for OVC&Y 2011-2020). The CPFII supports the realization of the vision of NAP III - to ensure that **by 2020, children in Zimbabwe live in a safer and more conducive environment that ensures their care and protection and supports their sound growth and development**. In 2019, the consortium of donors extended the life of CPFII to 2022.

1.1 Overview of Child Protection Fund

The Child Protection Fund (CPF) 2011 –2022 was established as a multi-donor pooled fund which was designed to support the National Action Plan for Orphans and Vulnerable Children NAP II (2011-2015). The second phase (CPF II) supports implementation of the NAP III. CPF II is funded by DFID, SIDA and SDC. It is managed by the Child Protection section of UNICEF. UNICEF is also responsible for technical and operational support to the Ministry of Public Service, Labour and Social Welfare, and NGO implementing partners.

In order to realise its vision, NAP III sets out a broad-based approach for ensuring that families have means to provide for children, that children develop to their fullest potential, and that they are protected from abuse, exploitation and neglect. CPF II supports three key strategies of *prevention, early detection/interventions,* and *referrals/response* in the management of abuse and violence against children by the case management workforce defined in the National Case Management Framework. Its theory of change underscores access for “children, families and communities to improved preventive and responsive child protection services reinforced by household and community economic resilience in targeted areas.” Implementation of the programme focused on a combination of national, provincial, district, municipal and community level interventions to develop and strengthen systems and activities for preventing abuse and providing timely, age/gender-appropriate and comprehensive services for children that suffer abuse and violence.

Several government ministries are responsible for child protection in Zimbabwe. However, outside these public institutions, parents, guardians and other adults, traditional, religious and community leaders also have duty-bearing responsibilities regarding child protection. Child Protection Committees (CPCs) were put in place at national and sub-national levels to coordinate implementation of child protection and safeguarding interventions by various players at each level, including village, ward, district, provincial and national levels. CPCs advance the decentralized child protection debate and practice.

Volunteer cadres, called Community Childcare Workers (CCWs) under the CPF are members of the CPCs, as well as frontline community workers within the National Case Management Framework (NCMF). They (CCWs) form the extension structure of government within the National Case Management System. Donors are funding their functioning through UNICEF in the form of tools of trade and training, indirectly through CSO partners, but they are technically reporting – through Lead CCWCs to government in terms of their day to day work. Unlike Village Health Workers, the community arm of the Ministry of Health, the CCWC workforce has always remained an unpaid cadre. The Framework recognizes the essential role played by CPCs and CCWs as the "eyes and ears on the ground" as well as other community-based care providers in child welfare and protection service delivery. The system recognizes the importance of a "triggering" role for case detection and subsequent interventions played by community-based workforce. However, **anecdotal evidence during field visits points to concerns regarding the selection, orientation, training, supervision, retention, and provision of incentives for CCWs** that may be deeply affecting voluntarism.

The absence of specific legal regulation in Zimbabwe for volunteers and a statutory framework for the engagement of volunteers presents innumerable challenges. These span the spectrum from reimbursement of expenses, one-size-fits-all tools of the trade, appropriateness of incentives/rewards, protection of volunteers against risks of accident, illness and third party liability connected to a volunteer's activities (Mbohwa, 2009). This lack of statutory guidelines has resulted in the current ad hoc or uncoordinated approach to working with volunteers in Zimbabwe by development partners, government ministries and NGOs. The levels and types of tools and incentives that can be cash, food, uniforms, and bicycles, sometimes given to volunteers to encourage participation also vary considerably between projects. The inconsistencies between different project sites or across different actors can result in damaging effects to voluntarism in Zimbabwe. The CCWs are recognized as part of the social welfare work force in Zimbabwe. On different occasions CCWs have reported stigma associated with volunteers in trying to access social services, with the service providers assuming as CCWs they already receive assistance. To our knowledge, the impact of these inconsistencies, including the effect on relationships of the different collaborators, has not been investigated in Zimbabwe.

It is imperative to **investigate the engagement of volunteer workers given their ever growing niche in humanitarian and development work.** The large number of volunteers working with UN agencies, government and NGOs further **bolster the need for developing a clear understanding of voluntarism and how it can work better**, especially in the context of Zimbabwe.

1.2 Overview of Voluntarism

Skelly 2009, identifies three categories of volunteers, generic volunteers, international or skill-based volunteers. CCWs are classified as para-professionals. They are a community-based social workforce who serve the needs of vulnerable children and families. Volunteers are defined as community members voluntarily working to support program activities for a few hours per week. Volunteering encompasses a range of activities that include child protection, visiting the sick, raising awareness about HIV/AIDS, counseling and awareness creation on different subjects. Volunteering is any activity in which time is given freely to benefit another person, group or causes. The volunteering can be informal or formal but in most cases tends to gravitate towards the formal mode depending on the circumstances. Volunteers use their own time, free will, choice and motivation without expectation of financial gain. The value of informal and formal volunteering is equally valuable in different ways to both humanitarian and development work. However in poverty and emergency contexts, this is changing as they forego income and livelihoods opportunities to serve communities. They should not emerge worse off from their support roles in communities. This could explain why there are different practices when it comes to working with volunteers.

Volunteering has the potential to help foster the level of participation needed to confront the possible tensions and challenges of humanitarian and development efforts. Different stakeholder facilitators in Zimbabwe have had different success stories with the engagement of volunteers. Most of the volunteers in Zimbabwe also happen to be women. Various CPF meetings and some evaluations have acknowledged CCWs as the bedrock of the different CPF components such as the case management system, harmonized cash transfers, justice for children, etc. At the global stage, Bussell & Forbes (2002) argue that the success and sustainability of community development hinges on the voluntary sector and volunteer involvement. Nevertheless, the strategies employed by different stakeholders to motivate volunteers vary widely.

In such diverse circumstances, the question then becomes “what motives one to volunteer”. In Africa, the economy of affection revolves around the expectation that members of the extended family or kinship group should provide support to other members experiencing crises. This has long provided a drive for volunteering among Africans. However, at a global level, different arguments and models have been posited to answer this question. Some literature suggests that a person’s decision to get involved in voluntarism is a product of different elements. Cnan, 1993 argues that a combination of intentions and not a single purpose or category of motives are the drives of voluntarism. This is referred to as the one-factor model. The other model suggests that people volunteer both for philanthropic and selfish purposes. This is referred to as the two factor model. Clary et al, (1998), argues that people engage in voluntarism in order to achieve important psychological goals, and that different individuals will be seeking to satisfy different motivations through volunteer activity. This is referred to as the functional approach. This approach views volunteering as a way of people expressing and acting on values important to the self.

2.0 OBJECTIVES OF THE ASSIGNMENT

The Consultant will be required, in consultation with the relevant UNICEF and MoPSLSW staff to:

- Compare the volunteer ecosystem of CCWs to other community volunteers in Zimbabwe. The comparison should provide information on volunteer selection, orientation, training, mentoring & coaching, placement, supervision, evaluation, incentive/reward structures and their appropriateness. What the different incentive/symbolic rewards are for different volunteers working with different entities in Zimbabwe, retention strategies, other volunteers and CCW relationships with community

members, accountability mechanisms to government, UNICEF and its partners and inform level to which CCWs can be sustained post beyond donor incentives and or financial support.

- Determine how long CCWs and other volunteers stay within their function. Is there a relationship between the age, gender and level of education of the volunteer and how long s/he is likely to stay within their function? Establish the average retention rate for CCWs.
- Ascertain the incentive structures for CCWCs as compared to other volunteer cadres supported by development partners, and CCWCs job commitment in relation to these incentive structures, also in the context of other volunteer cadres.
- What is the CCWS' view of items they receive such as bicycles, hats, trainings, tea shirt etc are these viewed as just tools of the trade or as incentives
- Ascertain the average amount of time that CCWs take to carry out their duties in a period of time-day/week/month, as compared to any other paid functions. How do CCWs balance their time allocation in cases where they carry a dual responsibilities, e.g. where one is both a CCW and Village health worker and even behavior change facilitator)
- Assess the common motivation, demotivators and retention strategies for CCWs and other volunteers. Do CCWs undertake one task with one organisation or several tasks with two or more organisations?
- Ascertain the CCWs' perception of their safety during their work, being part of the community.
- Determine levels of satisfaction, and attitudes towards their tasks as volunteers.
- Recommend empirically based practices among others for the successful selection, orientation, training, supervision, retention, and provision of incentives of CCWs and volunteers which can be promoted amongst all the agencies and guidance of development agencies with interest to engage volunteers.

3.0 SCOPE OF SERVICES

The Consultant will be expected to execute the following tasks:

1. Review organizational documents, including annual reports, evaluations of the CPF Health Development Fund, DREAMS, Gender Based Violence 360, and other reports of development programmes that support a volunteer workforce in the social sector, and other ministries reports on volunteers, etc. in Zimbabwe
2. Have key informant interviews with selected staff in Government, CSOs including SCI, UN agencies including UNICEF and development partners

3. Propose methodology and assess the different parameters for CCWs and volunteers in selected ministries and NGOs in Zimbabwe

4. Based on the findings, draw conclusions with empirical recommendations on identification, orientation, screening, motivation, appropriate rewards systems, retention practices for CCWs and volunteers, tasking etc. Motivation and type(s) reward/incentives systems preferred by volunteers should be supported by a preference ranking by the CCWs.

4.0 DELIVERABLES

The Consultant will provide a final report that includes the following deliverables:
A draft inception report and work plan detailing the:

- methodology,
- availability of data sources
- schedule of activities and timeline tools (e.g. questionnaires)

Final inception report incorporating comments and quality assurance plan

Final review report with recommendations

5.0 TIMEFRAME

It is anticipated that the Assignment will be completed within a total of eight (8) weeks from the date of the signing of the contract between the consultant and SDC. All work must be completed by 31 August 2020.

6.0 CO-ORDINATION OF VISITS OR INTERVIEWS

The Consultant will be responsible for arranging their own logistics, including meetings, transport and accommodation, if required. UNICEF will compile and provide background documents of the CPF in Zimbabwe. They will also facilitate contact with NGOs, including national focal points to ascertain what data sets are available and possible data points. All relevant expenses will be covered by the contract budget.

7.0 Accountability and Responsibilities

The Consultancy team or individual will report to SDC but is expected to work with relevant staff from UNICEF, the MoPSLSW, NGOs within the consortium and other relevant national partners and ministries/departments.

8.0 Suggested breakdown of activities

Preparation	
Briefing with SDC	Minutes of meeting
Review all relevant data sources and prepare an inception report to be submitted to the SDC. The inception report will detail: (i) methodology; (ii) availability of data sources (iii) schedule of activities and timeline (iv) tools (e.g. questionnaires)	Draft inception report including tools available for comments
Submit the final Inception report and quality assurance plan with all comments integrated	Final inception report available
Data Collection	
Literature review of available documents and published studies on CCWs and volunteers in relation to all aspects under 2.0 and other aspects relevant to the scope of this assignment	

Interviews with CCWs/volunteers and stakeholder and FGDs with key stakeholders and key informants taking into context COVID 19 realities	
Data Entry and data processing (data cleaning)	Clean data sets available
Data Analysis and Reporting	
Analyse data collected and prepare draft report	First draft evaluation report available for review
Integrate comments from development partners and UNICEF in first draft report and share draft	
Powerpoint presentation of the second draft report. Comments made by the key stakeholders will inform the final report	Second Assessment Report
Produce and submit final review report incorporating all comments	

7.0 PAYMENT

The Consultant will be paid for the amount agreed between SDC and the Consultant:

a. 25 % on signing of contract
b. 10% on completion and submission of the **inception report and work plan**, detailing how the Assignment will be accomplished with realistic timelines.
c. 25% on completion of draft report
d. 40% on completion and acceptance of the **final report** with recommendations.

Deliverables will be reviewed and certified as satisfactory by the SDC. They must be submitted in both electronic version in relevant Microsoft Office format.

8.0 SKILLS AND QUALIFICATIONS

We a looking for company or team of consultants that should have knowledge and experience in the following areas:

At least 10 years community development experience

Knowledge and understanding of Zimbabwe's development and humanitarian contexts

Knowledge and experience with volunteerism at international, regional and local levels

Experience and knowledge about child protection and cash transfers would be an added advantage

Social Science degree – Master's degree preferable

The team members should be proficient in Ndebele, Shona and English

9.0 CONTRACT AWARD CRITERIA

The contract will be awarded based on the following:

#	Description	Weighting
Main criteria (60 marks total)		
a	Quality of suggested consultant/consultants team to undertake all aspects of the assignment.	15

b	Adherence to ToR's specifications and related requirements: a clear understanding of required deliverables and robust, appropriate proposed approach	25
e	Displayed capacity for similar high quality work on data collection, evidence-gathering, and evaluation. Experience working in SADC region, in social protection, child protection, voluntarism in education and health sectors, and on climate change and management information systems will be an advantage.	15
e	Communication, writing skills and language proficiency	5
Commercial criteria (40 marks total)		
f	Competitive fee rates and expenses in relation to the market and demonstration of Value for Money.	25
g	Clear and effective financial plan to deliver output based deliverables and key performance measures	5
h	Financial approach and methodology for ensuring the requirements will be delivered on time and in line with agreed costs, highlighting any financial risks.	10
	Total	**100**

10 Key Documents (list not exhaustive)

The consultant(s) is expected to review all possible sources of existing information and documents include:

- National Action Plan for Orphans and Vulnerable Children Strategic Concept and design
- National Plan for Orphans Vulnerable Children in Zimbabwe 2011-2015 and 2016-2020
- UNICEF CPF1&11 Project Proposal documents to the donor consortium
- CPF Evaluation Reports
- Zimbabwe Harmonised Social Cash Transfer Programme Endline Impact Evaluation 2019
- Zimbabwe National Case Management System manual

UNCEF will provide the consultant with the documents and may suggest further reading material.

11 Application Procedures

Interested consultants are requested to submit a technical offer by latest 15 June 2020. This should not exceed 7 pages, excluding annexes.

Criteria and weight for rating the offers will be:

- Understanding of the assignment,
- Proposed methodology
- Expertise of the consultant, company or team composition incl. institutional background
- Fees

The offer should be submitted electronically to: Edson Mugore: edson.mugore@eda.admin.ch

and with copy to esther.chilawila@eda.admin.ch. Please mention Child Protection Fund CCW Review in the subject line.

Only short-listed applicants shall be contacted.

8.5 DETAILED METHODOLOGY & REVIEW PROCESS

This section presents the detailed methodology followed in conducting the review. It outlines the scope of the review and the methodology that was employed to adequately address the objectives of the review. It outlines the (1) sampling strategy that was used; (2) methods of data collection; and (3) the data analysis approach. The methodology took into consideration the World Health Organisations' (WHO) recommendations to prevent the spread of Covid-19 and ameliorate its impact.

In order to adequately address the review objectives, a mixed methods design was used. The design coupled quantitative and qualitative methods. The strength of this design was that it enabled quantification of variables of interest and explained factors that promote success of the CPF-supported activities or those negatively affecting progress. Furthermore, the qualitative information generated was used to validate the quantitative information collected during the review.

Scope of the Review: CPF-supported programme activities are implemented at various administrative levels of the country, that is, national, provincial, district and ward/community levels. Data was collected at all these levels. The selection of people who participated at these levels is detailed in the section on sampling.

Quantitative methodology

The quantitative methodology used two methods of data collection, that is, review of relevant literature and survey of CCWs. Review of relevant literature entailed reviewing of programme reports especially those based on quantitative indicators. The purpose of the review was to establish levels and trends of these indicators as a way of assessing implementation progress or otherwise.

The survey of CCWs involved collection of primary quantitative information from a representative sample of CCWs in order to better understand the way the CCWs perceive their work environment. Information was also collected from a sub-sample of CCWs who have left services in order to objectively understand how long CCWs are retained by the CPF programme. CCWs were sampled from both CPF-supported districts and non-CPF districts to facilitate comparison between CCWs and other volunteers working in child protection interventions. The survey method used a structured questionnaire that was administered by Research Assistants to CCWs from both CPF and non-CPF supported intervention areas in order to facilitate comparison between the two groups.

Qualitative methodology

Three qualitative methods were used, that is, (1) review of relevant literature; (2) Focus Group Discussions (FGDs) and (3) Key Informant Interviews with stakeholders at the national, provincial and district levels.

- **Review of relevant literature:** This included review of programme documents to give context to the review and review of evaluations that have been conducted on CCWs in the context of volunteerism and other studies focusing on voluntarism.

  FGDs were held with CCWs. FGDs are usually discussions conducted with between 8-12 participants in order to solicit detailed qualitative information on views, opinions, perceptions, etc pertaining to an issue of interest. However, for this study, FGDs were held with fewer participants of 5-10 people in order to accommodate World Health Organisation

(WHO) social distancing norms during COVID-19. Details on the numbers of FGDs conducted are provided under the section on data collection. An FGD Guide was developed to structure the discussions.

- **KIIs:** Key Informant interviews were conducted to gather in-depth qualitative information from programme stakeholders at the district, provincial and national levels. A question guide was developed with questions aligned to the objectives of the review.

Sampling

There were many potential respondents to this review, and it was not feasible to interview all of them. We sampled from each of the respondents' category and ensured that the samples selected were representative so that the results could generalised across the CPF-programme and inform national policy standards. The sub-sections below provide details on how respondents from the different categories were sampled.

3.4.1 Sampling of respondents for the CCW survey

In order to determine the sample size for CCWs to be interviewed during the review, we applied the Lorenz formula:

$$n = \frac{p(1-p)Z^2}{d^2}$$

Where: **n** is the minimum sample size required in order make meaningful statistical inference; **p** is the proportion of service uptake, in this case is access to CPF programme services by children and youth; Z, the standard normal deviate is value from table of probabilities of the standard normal distribution for the confidence level required. If the confidence level required is 95%, then Z is 1.96; d is the margin of error that the researchers require. In this case, we do not know the value of p and the normal procedure is to assume that it is 0.5. Z is 1.96; and d=0.05. The minimum sample size will be representative nationally. Substituting these values in the formula above we get a minimum national sample size of 384 respondents.

All the 18 districts in which CPF-supported child protection activities are being implemented will be included in the survey. Furthermore, two non-CPF districts will also be included in the study. The selection of the two non-CPF districts is presented below. The sample of 384 CCWs to be interviewed will be proportionately distributed to the 20 participating districts (18 CPF and 2 non-CPF) using the number of CCWs in the 20 districts as weights.

Sampling of CCWs in CPF Districts: With the assistance of District Social Development Officers, from each district, a listing of wards that are most vulnerable were drawn and one ward randomly selected. Three wards geographically close to the one randomly selected were included in the study. Thus, in all, four wards from each participating district were included in the study. A list of all active CCWs in the four wards was drawn and a random sample of CCWs to be interviewed was selected. The combination of probability random sampling and purposive sampling was intended to make results of the review externally valid while focusing the interviews in a relatively smaller geographical area in the era of COVID-19. The rural-urban dynamic that is important for this type of study was captured as Harare and Bulawayo are urban while the other districts are largely rural.

The **inclusion** criterion for the CCWs to participate in the study was that they should be in the District Social Development Officers' registers or confirmed by them to be CCWs. Even for non-CPF districts, this criterion was adhered to.

Sampling of CCWs in non-CPF Districts: With guidance from District Social Development Officers, non-CPF districts are first categorised in terms of urban and rural. One district was randomly selected from the urban category and one from the rural category. These are the two non-CPF districts surveyed. From each of the randomly selected districts, a listing of more vulnerable wards was drawn and one ward was randomly selected. Three other wards geographically juxtaposed to the randomly selected one are included in the study. This sampling approach was adopted to reduce travelling distance by the review team especially during COVID-19 and to ensure that the rural-urban dynamic of the child protection programme is captured. A list of volunteers involved in child protection programmes in the selected wards was drawn and a random sample of CCWs to be interviewed selected.

Table 2: Target CCWs per district

Province	# districts to be surveyed	Districts	Number of CCWs/Volunteers	# target CCWs
Midlands	2	Gokwe North	213	28
		Shurugwi	140	18
Matabeleland North	1	Binga	168	22
Matabeleland South	4	Beitbridge	87	11
		Bulilima	110	14
		Umzingwane	124	16
		Mangwe	83	11
Masvingo	1	Mwenezi	300	38
Manicaland	3	Buhera	259	33
		Chimanimani	113	15
		Makoni	216	28
Mashonaland Central	1	Rushinga	270	35
Mashonaland West	1	Zvimba	213	28
Mashonaland East	2	Murehwa	141	18
		Mudzi	122	16
Harare	1	Harare Central-Epworth	162	21
Bulawayo	2	Fort Street	41	5
		Tredgegold	49	6
Non – CPF districts	2	Masvingo	69*	9
		Lupane	90*	12
Total	20 i.e. [18 CPF + non CPF districts]	20 i.e. [18 CPF + 2 non CPF districts]	2,970	384 CCWs

* Numbers of CCWs in the non-CPF districts were estimates based on the numbers in similar CPF districts.

Sampling of stakeholders for KIIs

Government Level: There are structures that have been put in place in order to oversee the Child Protection programme from the national level down to the ward level. From the Government side, at the national level, the **Director (n=1)** in the Ministry of Public Service, Labour and Social Services (MoPSLSS) responsible for the Child Protection programme and **two** Officers **(n=2)** were interviewed during the review. The two Officers were purposively

selected with guidance from the Director. At the provincial level, all Provincial Social Development Officers were included in the study meaning a total of **eight (n=8)** provincial level officers were interviewed. These do not include Bulawayo and Harare which are also provinces. At the district level, all District Social Development Officers from the eighteen **(18)** districts getting support from the CPF were included in the study. It is important to note that District Social Development Officers were interviewed in their dual capacity as a District Officer and District Child Protection Committee Chairperson.

Because the review compared CCWs and other volunteers from non-CPF supported interventions, we randomly sampled **two (n=2)** non-CPF supported districts. The District Social Development Officers from these two districts were interviewed. There is a Child Welfare Council Board which is a government structure under the Ministry of Labour, Public Service and Social Welfare. The Chairperson of the Board **(n=1)** was interviewed.

Thus, in all, **32** Government officials were interviewed during the review.

Non-Governmental structures: Outside Government structures there is a National Consultative Forum. Members of this forum were listed and **three (n=3)** purposively sampled for interviews. There are Non-Governmental Organisations that are actively involved in Child Protection programmes. The major ones include Kapnek Trust, World Education Inc (WEI), Childline, Plan International, Save the Children, REPSSI, Justice for Children and AFRICAID **(n=8)**. The Officer responsible for Child Protection programmes from each of the **8** organisations were included in the study. There are also local non-governmental Organisations involved in Child Protection programmes even though they are not implementing the CPF programme. The major ones include Catholic Relief Services, FACT, MAVAMBO Trust and HOSPAZ. **Four (n=4)** Programme Coordinators from these organisations will be interviewed.

There are three major donors supporting CPF-activities. These are DFID, SIDA and SDC. To these we add UNICEF which provides technical support to the Ministry of Public Service, Labour and Social Welfare and USAID which supports Child Protection programmes under its HIV PEPFAR funded programmes. Individuals responsible for programmes relevant to Child Protection, e.g. USAID HIV programmes from each of the **five (n=5)** organisations were interviewed.

Sampling of CCWs who have left service: One of the objectives of the review was to objectively determine the duration that CCWs are retained in the programme and the factors responsible for the attrition. This information was collected from CCWs who left the programme. To this end, using district records, we identified CCWs who left and conveniently selected at most two from each of the CPF districts for key in-depth interviews. This meant in all, 36 CCWs from CPF districts will be interviewed.

Sampling of Lead CCWs: Two Lead CCWs were interviewed from each of the 18 CPF districts. Thus, in all, 36 Lead CCWs were interviewed from the 72 wards sampled for the review. It is important to note that CCW individual interviews, interviews with Lead CCWs and CCW FGDs were conducted in the four wards sampled from each participating district.

Table 3: The table below indicates a breakdown of the participants to be interviewed.

Participants Category	Individuals	Total
Government	Director x 1	1
	Officers at national level x2	2
	Provincial Social Welfare Officers x 8	8
	CPF District Social Welfare Officers x 18	18

	Non-CPF District Social Welfare Officers x 2	2
	Chairperson of the Child Protection Council Board	1
Non-Governmental	CPF Partner organisations x 8	8
	Non CPF NGOs x 4	4
Funding partners and UNICEF	DFID, SIDA, SDC, USAID and UNICEF x 5	5
CCWs who have left service	CCWs x 36	36
Lead CCWs	2 Lead CCWs x 18 Districts	36
Total		**121**

Sampling for FGD participants

Focus Group Discussions were conducted with CCWs and other volunteers involved in child protection programmes not supported by the CPF.

FGDs for CCWs/Volunteers: From each of the 18 CPF districts and 2 non-CPF districts that were included in the review, four wards were included in the review (see sampling of CCWs above). From each of the four wards in each district, two FGDs were conducted. Note that these 18 districts include Harare and Bulawayo. Thus, in all, 40 FGDs were conducted with CCWs. Table 4 below shows the breakdown of FGDs per district and wards.

We defined the mix and profile of CCWs that we want to participate in the FGDs as follows: i) 18-24 year-olds; ii) 25-34 year-olds; and iii) those aged 35 years and above. These should be women and men in these age groups and there should be strict balance between women and men. Youth chairpersons of Child Protection Committees were purposively included in the FGDs. In order to achieve the desired mix, purposive sampling from a listing of CCWs was used. The other important condition is that all CCWs selected to participate in the FGDs gave both verbal and written consent.

Table 4: Breakdown of FGDs in district wards

Province	# districts to be surveyed	Districts	# CCWs FGDs
Midlands	2	Gokwe North	2
		Shurugwi	2
Matabeleland North	1	Binga	2
Matabeleland South	4	Beitbridge	2
		Bulilima	2
		Umzingwane	2
		Mangwe	2
Masvingo	1	Mwenezi	2
Manicaland	3	Buhera	2
		Chimanimani	2
		Makoni	2
Mashonaland Central	1	Rushinga	2
Mashonaland West	1	Zvimba	2
Mashonaland East	2	Murehwa	2
		Mudzi	2

Harare	1	Harare Central-Epworth	2
Bulawayo	2	Fortstreet Tredgold	2 2
Non – CPF districts	2	Masvingo	2
		Lupane	2
Total	20	20 i.e. [18 CPF +2 non CPF districts]	40 FGDs

Data Collection

Quantitative data collection

A structured questionnaire was prepared during the inception phase. This was shared with stakeholders who sponsored the review for their inputs. This questionnaire was administered by Research Assistants to a probability random sample of CCWs. Two Research Assistants were recruited with the assistance of local CBOs/NGOs/ Government Departments /Stakeholders at the Ward level who administered the questionnaire. The two Research Assistants were young person's i.e. one male and one female or local professionals such as teachers residing in the same or close by wards where sample of respondents were coming from. The Research Assistants were trained by Senior Researchers at the district level or virtually.

The completed questionnaires were collected by the Senior Researchers who oversaw the data collection process in the provinces. During the early stages of data collection, the Senior Researcher went over the completed questionnaires to assess whether every item has been correctly completed, responses are aligned to the questions and ensure general quality of data being collected.

Qualitative data collection

KIIs: Question guides were developed at inception phase and shared with stakeholders who sponsored the review for their inputs. The KII were conducted by Senior Researchers. After the interviews, a post-coding scheme building on to initial pre-coded scheme was further developed and agreed upon by the consultancy team.

FGDs: The Senior Researchers together with the locally recruited Research Assistants recruited participants to the FGDs with assistance from local CBOs/NGOs, government and local stakeholders. The Senior Researchers and the Research Assistants facilitated the FGDs. The number of FGD participants were restricted to between 5 and 10 in order to adhere to COVID-19 social distancing norm.

Data quality control measures

It is always important to ensure that data collected is of high quality as it will be used to inform policies and programmes. It is therefore good research practice to have clearly defined data quality control measures in place.

The following are the data quality control measures that was followed during the review:

i) The Senior Researchers oversaw the data collection in the provinces were. These researchers were involved in the development of data collection tools and they were

also further oriented on the data collection tools so that they have a uniform understanding of all items/questions in the data collection tools;

ii) Research Assistants were recruited and trained on the data collection tools to ensure that they fully understand the questionnaire and the FGD guides;

iii) A standard operating procedure (SOP) was developed to guide field work.

iv) The Senior Researchers who oversaw data collection in the provinces reviewed all completed questionnaires at the end of the day to ensure that all questionnaires are correctly and fully completed. If gaps were identified, the Research Assistants followed-up on the respondent to collect the missing information. Furthermore, the Senior Researchers together with Research Assistants analysed information from FGDs to identify emerging issues; and

v) During the early stages of data collection, Senior Researchers had a zoom video conference every evening to discuss challenges that were being encountered in the field and agree on how the challenges must be resolved.

vi) Pretesting and follow up adjustments and standardisation.

Data Analysis

Quantitative data analysis

Quantitative data from the questionnaire administered to a sample of CCWs was entered onto the computer using the statistical package Epi-Info. The data was then cleaned in preparation for analysis. The types of analysis conducted included frequencies and cross-tabulations using Epi-Info.

Qualitative data analysis

Qualitative data generated from FGDs was recorded during discussions and comprehensive notes taken. The transcribed data was analysed using a thematic approach. Priori codes (themes), which are themes developed before analysis were broadly generated from the review objectives. Under these broad priori codes, further codes (themes) were generated inductively to understand the diverse nuances of the phenomenon under review. These emerging themes (themes) helped to explain the participants' perceptions about the programme.

Qualitative data themes helped understand the success factors of the programme, opportunities, major challenges and make recommendations for sustaining and institutionalising the child protection programme beyond donor support.

The KIIs and FGDs were assigned pseudonyms (non-identifying numbers) during thematic coding through assigning number or letters to ensure confidentially of participants. During interviews, and FGDs, participants were allocated numbers as identifiers rather than their real names. This gave participants confidence to speak and share even such information considered controversial and confidential.

Procedure followed for the review

The consultancy firm (ACMERET Solutions) was engaged to conduct the CCW review. Following the engagement, the team of consultants and the firm were introduced to the relevant stakeholders particularly UNICEF, CPF funding partners and MoPSLSW.

Permission and gatekeeping – country level: Permission to conduct the review study was given by MoPSLSW, which is the government ministry responsible for CCWs. Due to Covid19

situation, Ministry of Health and Child Care (MoHCC) and its Provincial and respective district offices were notified through the Permanent Secretary's (PS) office to ensure that they provide support and are on standby. This ensures that suspected Covid19 cases are immediately reported and relevant steps taken as per WHO and national Covid19 guidelines.

The MoPSLSW national office informed the Provincial and District Social Development officers and advised them to support the review team. The support to be provided included (1) introducing the researchers to the relevant provincial and district government structures particularly MoHCC, Police and other security structures like the President's office; (2) participating in KII; (3) assist in recruiting NGOs and CCWs in the study; (4) providing important information that is scantly documented or undocumented regarding CPF programme and CCWs functions pertinent to sampling and conducting the review; and (5) provide back up and troubleshooting in case of challenges arising during data collection or at any stage. Thus, while the MoPSLSW national office provided the overall gatekeepers permission for country review, District Social Development Officers (DSDO) play a district gatekeeping role as (1) representative of the responsible ministry and (2) Chair of Child Protection Structures.

Gatekeeping at sub national levels and role of District Social Development Officers (DSDO): At district and wards level, the DSDO introduced the (1) research team and (2) the review study to other relevant government arms at district level such as (a) District Medical Officer (DMO), (b) District Administrator, (c) Police and (d) security structures where necessary. The DSDO through the relevant Social Development Officer responsible for CCWs in the district, was responsible for (1) identifying the wards where CCWs FGDs were held together with the researchers based on the described inclusion criteria; (2) introducing the researchers to ward leadership; (3) recruiting and linking researchers to the implementing NGOs for KII; and (4) provide any political and administrative back stop that may be needed that is not related to the direct research but affects the smooth flow of the research processes especially data gathering.

Recruitment of MoPSLSW, Funding partners, NGOs and CCWs: At national level structures, UNICEF and MoPSLSW introduced the researchers and the review to the MoPSLSW officers, funding partners, CPF implementers and Child Protection national structures. The researchers approached the respective organisations for secondment of the relevant individual with experience and exposure to the CPFII programme.

At district level, the DSDO contacted the NGOs and CCWs through their NGO district list and Lead CCWs respectively as well as through any other communication channels they use in the district. A convenient meeting venue in the ward for CCWs FGDs was agreed between the DSDO and the CCWs. The researchers travelled to the venue on the agreed date of the interviews or FGDs. On arriving in the ward before conducting interviews and FGDs, the researchers together with the DSDO or the Lead CCW paid a courtesy visit to the local Health Care facility to ensure that there was a Health Care Worker (HCW) on standby to support the FGDs in case there are cases that may require attention. The HCW inspected the FGDs set up to ensure they are being conducted according to Covid19 WHO and MoHCC national guidelines. Furthermore, upon arriving at the FGDs venues in the wards, the researchers will (1) distributed masks to the CCW participants; (2) arranged the chairs at least 1.5m apart to allow for social distancing; and (3) sanitised the hands of all participants. Before conducting the interviews or FGDs, the researchers prefaced the discussion with Covid19 transmission and prevention discussion to ensure health and safety.

Data gathering: The researchers led the discussions by asking data collection questions. All responses will be recorded and transcribed. There are three types of transcription of fieldwork,

namely verbatim, intelligent and edited.[21] In verbatim, each word is transcribed into text including mumbles such as "uh" or "hum" during conversations. Hence such interviews need to be recorded as it is spoken by the speaker in the audio. In intelligent transcription, a voice recording is converted into text excluding pauses unnecessary for context or meaningless nods. The transcriber needs not pay attention to those pause which sounds like- " hmmm, know, Got it, you know, ahaan" etc. In edited transcription, further to the intelligent transcription work, the transcriber alters existing sentences into the sentences that make sense. Since large volumes of qualitative data will be gathered and data sets need to be prepared as part of the report, edited transcription will be used. This will ensure that the collected data is in sentences that make sense that will be further analysed later. This will also ensure that data is cleaned at source level.

Research Assistants administered the questionnaire by directly interviewing the CCWs and Led CCWs. KII respondents were interviewed through any of the following ways: (1) face to face where Covid19 guidelines were observed; (2) telephonically where the researcher e-mailed the question guide and then went through the interview over the phone; or (3) through technological virtual platforms such as zoom, teams, skype and WhatsApp as well as any other preferred platforms that were agreed between researcher and key informant. These three KII approaches ensured flexibility of conducting interviews during Covid19, which facilitated timely data gathering.

Review credibility and trustworthiness

To ensure credibility and trustworthiness of the data collection and analysis processes, the following steps were taken:

Data collection

- Instrument 'dry run': The developed data collection instruments were jointly reviewed and an instrument 'dry run' done by the researchers in pairs. This ensured the instrument collected the required data (see data collection tools). A dry run is a testing process where the effects of a possible failure are intentionally mitigated.[22]
- Fieldwork data collection authentication: To ensure that FGDs are indeed conducted in the sampled district wards, real time geographical location was collected from the researchers and a points map indicator showing the exact points where CCW FGDs were conducted was done. Locations were sent to the research Coordinator through smartphones.
- Data triangulation: Data triangulation was done through using different methods and perspectives to ensure a more comprehensive set of findings. As already indicated above, the study employed both qualitative and quantitative approaches, which were used to triangulate findings. Furthermore, qualitative data was triangulated through 5 structures, i.e. (1) CCWs, (2) Lead CCWs, (3) DSDO, (4) CPF implementing partners and (5) other NGOs.

Data analysis

[21] https://globalhealthsocialscience.tghn.org/articles/preparing-data-not-so-simple-stage-transcription-and-translation/

[22] Richard Wyss, Ben B. Hansen, Alan R. Ellis, Joshua J. Gagne, Rishi J. Desai, Robert J. Glynn, and Til Stürmer, 2017, The"Dry-Run"Analysis: A Method for Evaluating Risk Scores for Confounding Control, American journal of epidemiology, March 2017.

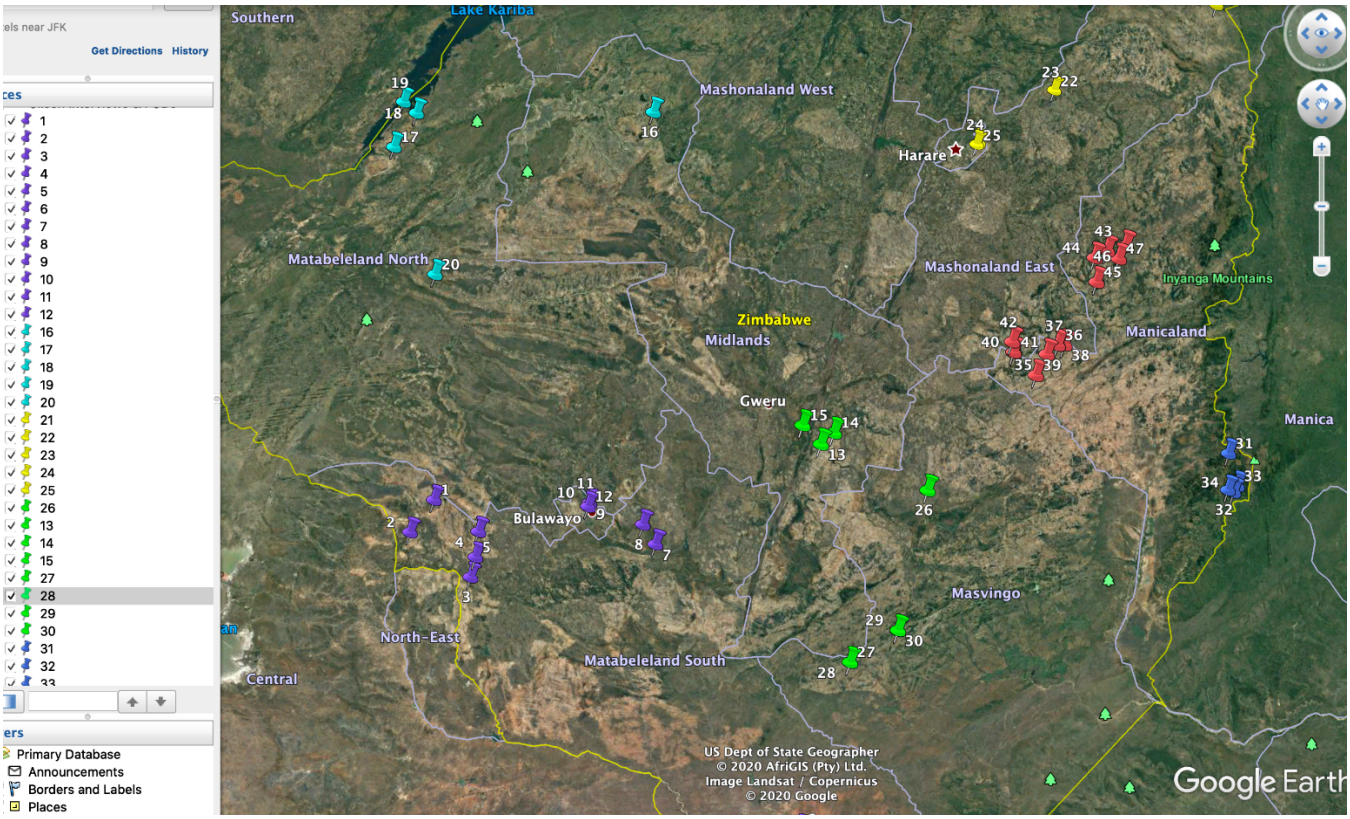
- The researchers, on an ongoing basis, critically reflected on methods employed to ensure sufficient depth and relevance of data collection and analysis. The research team held post fieldwork reflection each day to debrief and reflect on the data collected. The team jointly documented summaries of major themes that emerged from the data while it was still fresh. This constituted a team data analysis conference to ensure themes are identified at source level.
- The consultants employed case comparison to seek out similarities and differences across accounts to ensure different perspectives are represented.
- The consultants included rich and thick verbatim descriptions of participants' accounts to support findings.

Ethical considerations

The review followed standard ethical principles. All the researchers were trained and oriented on conducting ethical review. The review was guided by international research ethics standards. The international research ethics standards that guided the review study included:

- Minimising the risk of harm – the review should not harm participants. Where there is the possibility that participants could be harmed or put in a position of discomfort, mitigation measures will be put in place.
- Obtaining informed consent – participants will be expected to give verbal consent. Informed consent means that participants should understand that (a) they are taking part in review and (b) what the review requires of them. This information will be explained to participants through introduction of the study where the purpose of the study, the methods being used, the possible outcomes of the review, as well as associated demands, discomforts, inconveniences and risks that the participants may face explained.
- Protecting anonymity and confidentiality - Protecting the anonymity and confidentiality of research participants is a practical component of research ethics. Participants may volunteer information of a private or sensitive nature. The data will be assigned pseudonyms to ensure confidentiality and anonymity.
- Avoiding deceptive practices – the purpose, goal and methods of the review will be explained to participants to clearly understand.
- Providing the right to withdraw – The research participants will always be allowed to withdraw from the research process at any given time. Thus, participants will have the right to withdraw at any stage in the review process. When a participant chooses to withdraw from the research process, they will not be pressured or coerced in any way to try and stop them from withdrawing.

8.6 LOCATIONS WHERE DATA WAS COLLECTED



Key

No.	Name	Latitude	Longitude	May Key/ Colour
1	Bulilima - Masendu Pri Sch	-20.130178	27.533837	
2	Bulilima - Mafeha Pri Sch	-20.331817	27.366069	
3	Mangwe - Ngwanyana Pri Sch	-20.615830	27.773306	
4	Bulilima - Gwambe Pri Sch	-20.330708	27.832432	
5	Plumtree - town	-20.490493	27.808637	
6	Beitbridge - town	-22.212193	29.993433	
7	Umzingwane - Mbalabala (town)	-20.414230	29.019648	
8	Umzingwane - Esigodini (town)	-20.290338	28.936394	
9	Bulawayo - Fort Street	-20.156494	28.580304	
10	Bulawayo - Tredgold Building	-20.153061	28.581222	
11	Bulawayo - town	-20.153132	28.581032	
12	Bulawayo - Belmont	-20.177280	28.571667	
13	Shurugwi - Chachacha Business Centre	-19.788555	30.121193	
14	Shurugwi - Tongogara Shopping Centre	-19.718554	30.207584	
15	Shurugwi - town	-19.671673	30.000561	
16	Gokwe North - Nembudziya	-17.715565	29.011026	
17	Binga - Siachilaba	-17.907723	27.281139	

18	Binga - Sikalenge	-17.695822	27.433603	
19	Binga - town	-17.622612	27.345667	
20	Lupane - Jotsholo	-18.718048	27.556278	
21	Mudzi - Kotwa	-16.973303	32.748631	
22	Murehwa - Cheunje High Sch	-17.551247	31.657595	
23	Murehwa - Cheunje High Sch	-17.551340	31.657549	
24	Epworth - Domboramwari High Sch	-17.893623	31.156485	
25	Epworth - Salvation Army Church	-17.903084	31.144079	
26	Masvingo - town	-20.072777	30.832739	
27	Mwenezi - Mushawe River	-21.150305	30.323629	
28	Mwenezi - Mushawe River	-21.150305	30.323629	
29	Mwenezi - Mwenezi Dev Training Centre	-20.949053	30.643623	
30	Mwenezi - Mwenezi Dev Training Centre	-20.949053	30.643623	
31	Chimanimani - Ngangu Pri Sch	-19.821411	32.855232	
32	Chimanimani - Ndakopa	-20.050968	32.856636	
33	Chimanimani - Hlabiso Sec Sch	-20.024496	32.920101	
34	Chimanimani - Ndima Business Centre	-20.064442	32.895176	
35	Buhera - Murambinda Hospital	-19.218103	31.617289	
36	Buhera - Hande Pri Sch	-19.160194	31.689659	
37	Buhera - Hande Pri Sch	-19.160240	31.689672	
38	Buhera - Gaza Munyanyi Clinic	-19.157049	31.734682	
39	Buhera - Mutasa Shopping Centre	-19.349735	31.545727	
40	Buhera - Chigavakava Shopping Centre	-19.207928	31.396408	
41	Buhera - Chigavakava Shopping Centre	-19.207769	31.396259	
42	Buhera - Gandachibvuva Business Centre	-19.143107	31.385607	
43	Makoni - Tandi Chiunu	-18.563938	32.013405	
44	Makoni - Madzingidzi Turnoff Kanda	-18.610445	31.930666	
45	Wedza - Jecha Bvekerwa	-18.762608	31.945236	
46	Makoni - Rusape Resthaven	-18.531071	32.136696	
47	Makoni - Tsanzaguru Clinic	-18.613455	32.092327	

8.7 Data collection tools

	TOOL 1 Community Child Care Worker / Volunteer Questionnaire (Survey)				
	My name is _____. We have been commissioned by MoLPSW, UNICEF and their partners under the Child Protection Fund for supporting the Third National Action Plan (NAP III) for Orphans, and other Vulnerable Children (OVC), to carry out a review of the Community Childcare Workers (CCWs) to better understand how they work as community volunteers, and what needs to be strengthened to improve their effectiveness in child protection. The findings will inform the improvement of the support given to OVCs in the country. The review is taking place across 18 districts that are supported under the CPF, and 2 districts that are not supported by CPF for comparison. The survey questions will take about 1 hr (60 mins) of your time. Your participation in the discussion is voluntary. In the event that you feel uncomfortable to continue you can withdraw from the discussion. If there are questions you are not comfortable to respond to, you are free to not answer them. However, we encourage you to complete all the questions as that will go a long way to fulfilling the objectives of the review.				
	Consent	1. Yes		2. No	
	Interview Date and Time	DD/MM/YR		1. AM 2. PM	
A	**BIO**				
1	Province				
2	District				
3	Ward				
4	Gender / Sex	1. Female		2 Male	
5	How old were you on your last birthday	_____ Years			
6	Education (highest)	1. Up to primary; 2 Up to O Level; 3 Up to A level; 4 Tertiary; Other			
B	**Background Information: CCW/Volunteer**				
7	Period as a CCW/Volunteer	< 1 year	1-2 years	More than 2-3 years	More than 3 years
8	Caseload (#of cases in the last one month)	< 5	5 to 10	11 to 5	>15
9	Over the course of your service, what was your highest or lowest case load?	Lowest load		Highest	
10	Wards Covered (Number)				

11	#of organisations currently being served (include names) & time allocation per week	a)	# of orgs	1	2	3	>3
		b)	Time (hrs)				
12	# of Trainings attended related to Child protection in the past 3 years (include name of training courses)						
13	Convener of trainings (Circle all that apply)	1. NGO 2. Gvt 3. Both Gvt & NGO					
14	Occupation(s) outside CCWs/ Volunteer work						

C. CCW Engagement, Support Supervision & Incentives (Now we want to talk about your engagement as a CCW. Can you please share with us the following)?

15	Selection Process	1. Applied & Interviewed 2. Volunteered 3. Identified & Seconded by community structures i. (church/ ii. locals/ iii. leadership)
16	Period served as a CCW/ Volunteer	1. Below one year 2. 2nd year 3. 3rd year 4. Above 3 years
17	After engagement, were you trained in your new responsibility as a CCW/ Volunteer in preparation for work?	1. Yes 2. No
18	[**If yes**] List the trainings received	1. …… 2. …….. 3. …….
19	How frequently have you received support & supervision for your work in the last 3/6 months? (*cognisant of corona effect on cut off)*	1. Never 2. Once 3. Twice 4. Three times 5. >3times

20	What is the prescribed routine for support and supervision?	1. Weekly 2. Fortnightly 3. Monthly 4. Quarterly
21	How have you been supported / supervised (tick all applicable)	1. N/A 2. Physical visits 3. Phone and whatsapp calls (electronic)
22	What tools/items have been provided to support your work (tick all applicable)	1. Uniform (hat/cap/ shoes/bag/ 2. Bicycle 3. Airtime 4. Phone 5. Stationery 6. Per-diems 7. Transport fees

23	Frequency of receipt in the past 6 months?		Uniform	Bicycle	Airtime	Phone	Stationery	perdiem	Transport fees
		Once							
		Twice							
		never							

23b	Do you consider these items as tools of trade or incentives	(1) Tools of trade (2) Incentives **(3)** Both (Incentives and tools of trade)

24	Most preferred item/ incentive in the order of importance to CCW work (rank)	**1st**	**2nd**	**3rd**	**4th**	**5th**	**6th**	**7th**

		All important?
25	Explain your ranking	……

26	Anything additional that you consider important/ essential for your work as a CCW/Volunteer (list- rank order of importance)	**Females**	**Males**

27	What services do you provide as a CCW/Volunteer	Community	Children and youth
28	Are these services comparable with those by other volunteers (CPF/Other)	1. Not different/Same	
		2. Partly Different	
		3. Very different	
29	Means of reaching out to clients / beneficiaries	1. Walk 2. Cycle 3. Walk or Cycle 4. Use public transport	
30	How much time do you need to reach out to furthest /closest place in your catchment area?	**Furthest**	**Closest**
		1. 30 mins & Below	1. 30 mins & Below
		2. Within 1 hr	2. Within 1 hr
		3. Within 2 hrs	3. Within 2 hrs
		4. Above 2hrs	4. Above 2hrs
31	What motivates you to offer such volunteer services as CCW/ other volunteer? *(tick all applicable)*	1. Happy to serve / passion to serve 2. Benefits associated with this 3. Items and exposure associated with CCW 4. Other explain …… ……..	
32	Are the items and support provided to CCWs different from that provided to other volunteers?	Entirely different	List the differences
		Not different / the same	1……. 2…….
		Almost the same	
32b.	How do you collaborate with other community workers in this are?		
D	**Balancing Community Child Care work & Livelihoods (Multi-tasking & Livelihoods) CCW and household livelihoods**		

33	What livelihoods activities are you involved in? (tick all applicable)	1. Agriculture (gardening/ seasonal farming/ animal rearing 2. Buying & Selling 3. Trading 4. None 5. Professional / nurse/ teacher / builder / driver / 6. Other……	
34	How do you balance livelihoods and gender needs with CCW/Volunteer work?	1. Allocate time/days slots (state days per month /hrs per day) ……. 2. Have more than enough time to do both 3. Assign my partner / children to do livelihoods 4. Abandon some livelihoods needs for CCW work 5. Abandon/postpone CCW needs for livelihoods 6. Other explain …… …… ……	
35	If multitasking and multi engaged (how do you balance such?)	1. Allocate time 2. Attend to the neediest/(triage) first 3. Other explain …… …… …….	
E	**CCW/Volunteer Safety & Security Issues**		
	Over the period of engagement as a CCW/Volunteer have you encountered the following:	Males	Female
		a) Forced to attend to situation you considered comparatively not appropriate	a) Forced to attend to situation you considered comparatively not appropriate
		b) Experienced undue political/ social influence to enrol/support a case	b) Experienced undue political/ social influence to enrol/support a case
		c) Threatened for	c) Threatened for

		attending to a case	attending to a case
		d) Denied access to tools of trade	d) Denied access to tools of trade
		e) Less supported in doing your work by NGO	e) Less supported in doing your work by NGO
		f) Not supported in doing work by community leadership	f) Not supported in doing work by community leadership
		g) Ridiculed for doing work	g) Ridiculed for doing work
		h) Influenced to support a less worthy cause	h) Influenced to support a less worthy cause
		i) Unduly stopped from doing work by NGO	i) Unduly stopped from doing work by NGO
		j) Unduly stopped from doing work by community	j) Unduly stopped from doing work by community
		k) Felt unappreciated by community / beneficiary	k) Felt unappreciated by community / beneficiary
		l) Felt like quitting (Explain	l) Felt like quitting (explain…..)

		),…..	
		m) Other (Specify):	m) Other (Specify):
37	How did you deal / respond to some of the issues above		
F	**Recommendations for Volunteer Engagement**		
38	What are the 3 major challenges you have faced as a volunteer CCW?	1. Community snubbing/ resistance 2. Mobility issues 3. Competences 4. Limited support 5. Overwhelming requests from community 6. Other list ……	
38b	How have you addressed these challenges?		
39	Comment on your capacity to meet demands of CCW/Volunteer work	1. High 2. Low /limited 3. Medium 4. No capacity ……	
40	What three recommendations would you give to improve volunteer/CCW work	1. Improve on support (regular & systematic) 2. Regular training and support (refresher 3. New recruits and replacement 4. Stipend ($.....) 5. Provide tools for trade in a regular manner Other …….	
41	In your opinion how long should a CCW/Volunteer serve in his community?	1. 6 months 2. 1 year 3. 2 years 4. 5 years 5. Until one is incapacitated /feels incapacitated	
42	What should be the basis of discharge from CCW/Volunteer engagement (rank in order of importance/ seriousness) weighted	**Basis**	**Rank**
		Community disapproval	
		Theft /	
		Age	
		Incompetence	

		Dedication to work	
G	Impact of Covid19		
43	How has Covid-19 affected the work of CCWs	1. Insignificantly 2. Significantly 3. Very significantly	
44	How has the hardship stipends paid to you during Covid19 impacted you and your work?	1. Insignificantly 2. Significantly 3. Very significantly	
45	What would be your recommendation funders regarding providing hardship stipends to CCWs in future?	List two recommendations 1…….. 2……	

THANK YOU VERY MUCH FOR PARTICIPATING IN THE INTERVIEW

TOOL 2: Government Representatives (DSDO, PSDO& National Officials)

REVIEW OF COMMUNITY CHILD CARE WORKERS (CCWs)

Introduction

My name is _____. We have been commissioned by MoLPSW, UNICEF and their partners under the Child Protection Fund for supporting the Third National Action Plan (NAP III) for Orphans, and other Vulnerable Children (OVC), to carry out a review of the Community Childcare Workers (CCWs) to better understand how they work as community volunteers, and what needs to be strengthened to improve their effectiveness in child protection. The findings will inform the improvement of the support given to OVCs in the country.

The review is taking place across 18 districts that are supported under the CPF, and 2 districts that are not supported by CPF for comparison. The interview will take about 1.5 hrs (90 mins) of your time.

Your participation in the discussion is voluntary. In the event that you feel uncomfortable to continue you can withdraw from the discussion. If there are questions you are not comfortable to respond to, you are free to not answer them. However, we encourage you to complete all the questions as that will go a long way to fulfilling the objectives of the review.

Consent	1) Yes 2) No	
Interview		
Date and Time	DD/MM/YR	1) AM 2) PM
Province		
District		

A. BIO

1	**Gender / Sex**	1) Female 2) Male
2	**Education (highest)**	1) Tertiary 2) Other explain
3	**Job title /role of respondent**	1) CPF officer/ Case Management officer 2) District Social Development Officer 3) Provincial Social Development officer 4) Director
Volunteer Policy/ Guidelines		
4	Do you routinely work on or with child protection volunteers?	1) Yes 2) No 3) Occasionally
5	Which volunteer guidelines or policy framework (s) is/are used by the Ministry on CPF and non-CPF CCWs? [Indicate by name of publication(s)]	
6	Who developed the volunteer guideline(s) or policy framework (s) used by the Ministry?	1) Developed by the Ministry 2) Developed by other (name (s) of organization (s)
7	Who developed the volunteer guideline(s) or policy framework (s) used by the Ministry?	
8	Please describe 1) the specific aspects of CCW volunteer work and how they are managed, (from when they are identified, recruited, conduct their work up to when they retire or exit the service, including safety, welfare and gender) which are covered by the guideline(s) / policy framework(s) 2) the specific aspects of CCW volunteer work and how they are managed, (from when they are identified, recruited, conduct their work up to when they retire or exit the service including safety, welfare and gender) which are not covered by the guideline (s) / policy framework(s)	

9	Please explain the position of the Ministry regarding CCW volunteers who occupy other community volunteer roles /positions across different organizations. 1) How does the Ministry coordinate such multi-tasking volunteers?	
10	Please describe step by step, the process or procedures that are followed by the Ministry to ensure that the right CCW volunteer candidates are recruited and skilled /capacitated, and supported to provide child protection services effectively	
Volunteers' management and support		
11	CCWs offer a volunteer community social welfare service as an extension of the workforce of the Ministry.	
	a)Please describe the nature of the relationship between the Ministry and the CCW cadre in terms of managing & enforcing performance and accountability standards and targets on the volunteers.	
	b)Please describe the strengths and shortcomings of this relationship in practice, in terms of impact on effective delivery of child protection services.	
12	Explain the category/ grade or rank of the professional social service workforce of the Ministry under which the volunteer CCW cadre falls under?	
12	**Please illustrate:** a. the supervision, accountability and reporting hierarchy for CPF and non CPF CCWs b. the performance management targets set for CCWs and how they are Determined and agreed upon c. the role of the community in this supervision, accountability and reporting hierarchy for CPF and non CPF CCWs	
14	Taking into account possible differences between female and male volunteers please describe your views on: a. the adequacy of the training and support offered to CCWs, relative to the job and performance expectations of the Ministry and the CPF programme on the volunteer CCW cadre. b. please explain whether your views on the adequacy of the training also apply to non CPF supported CCWs or they do not apply.	
15	**Describe the Ministry's obligations (if any) and support to the CPF CCWs indicating:** a. the type of obligation and support that is requested by CCWs most often b. the type of support that is requested by CCWs least	

	often c. differences in the type of support requested by female and male CCWs d. Is the support provided to CPF CCWs by the Ministry adequate or not? Please explain your answer.	
16	Describe the specific obligations of CCWs to the Ministry and the CPF programme in terms of: a. specific activities b. whether the CCWs are adequately fulfilling these obligations or not c. measures that are taken when CCWs are not fulfilling these obligations and expectations	
17	List down ways through which the Ministry accesses information on services rendered and activities of CCWs? *Indicate if the Ministry has a functional system to receive real time standardised information about volunteers from partners*	
18	Describe the mechanisms that are in place to coordinate the activities of all (CPF and non CPF) volunteer and non-volunteer child protection activities in the country.	
19	**What are the challenges faced in coordinating?** 1. CPF CCW only volunteer activities? 2. CPF CCW and non CPF CCW volunteer activities together 3. Volunteer and non-volunteer child protection activities together	
20	List what you see as the most common factors that influence retention of CPF volunteers. *Indicate separately, the factors that are more common among women than men, and those that are more common among men than women*	
Volunteer Retention/Motivation		
21	List what you see as the most common factors that influence retention of CPF volunteers. *Indicate separately, the factors that are more common among women than men, and those that are more common among men than women*	
22	What are the 3 major challenges you have faced working with volunteer CCW? *Distinguish the challenges that are commonly associated with women from those that are commonly associated with men*	
23	How are young women and men participating as volunteers in child protection activities?	

	What efforts are being made by the Ministry and its partners to promote the participation of young people in volunteer child protection activities?	
24	List (in terms of effectiveness) the strategies promoted by the Ministry and its partners to motivate and retain volunteers, describing how you assess the effectiveness of each strategy.	**a. ……** **b. ……** **c. ……..**
Volunteer Incentives & Comparisons		
25	List all forms of incentives that the Ministry and its partners gives to CCWs under the CPF & the frequency (Write all types of incentives)	Incentive type Frequency …… …… …… …….
26	Indicate how the incentives given to CPF CCWs differ from those given to non CPF volunteers in other sectors and programmes ……	
27	Describe any reports that have been received by the Ministry suggesting that some incentives may not have been appropriate for women or for men, and for people of different ages"	
28	What strategies and efforts has the Ministry put in place to improve volunteering and volunteer retention, capacity and efficacy?	
Gender & Volunteering		
29	Describe the Ministry's gender policy position for volunteers	
30	Indicate the noticeable differences among male and female volunteers working in programmes that are coordinated by the Ministry (e.g. in terms of participation, case load and work load, retention, etc) and provide explanation for the differences	
31	Indicate the noticeable differences among male and female volunteers working in programmes that are coordinated by the Ministry (e.g. in terms of participation, case load and work load, retention, etc) and provide explanation for the differences	
32	Identify differences that occur between CPF and non CPF volunteers……	
33	Describe how the incentives provided attract male and female volunteers differently	
34	How does the Ministry define (listing examples under each category)	a. Incentives ● Give examples a. Tools for the trade ● Give examples
3	Indicate separately for males and females, which tools have	a. Female

5	been requested the most by CCWs, giving reasons for the differences in preferences.	b. Male c. Reasons for any preferences and differences……
Volunteer Case load		
36	On average how much time do volunteers spend providing CPF/Volunteer services per each of the following	Hours per Day…… Days per Week..... Days per Month.....
37	On average how much time do volunteers spend providing CPF/Volunteer services per each of the following:	
38	Please indicate the highest CPF Volunteer case load recorded in the last 12 months for?	a) Females b) Males …….
39	Indicate the average time (in months) a CPF CCW would typically carry a Case load (allocated a particular number of cases) for:	a) Females b) Males
CCW Safety & Security Issues		
40	Please describe challenges, threats, harm, security issues and fears experienced by volunteers in the course of duty, listing and briefly describing for each:	a) the cause b) the perpetrator **c)** if it has been resolved, and by whom and how
41	Describe the type of support that Ministry offers to volunteers facing retribution or being hindered to perform their duties, giving examples of how this has been done in the past.	
42	What measures are in place in Zimbabwe to protect volunteers from injuries and harm (physical, moral or psycho-social) in the course of duty and to compensate or redress in case of loss or harm	
43	Would you say that volunteers are safe from injury and harm during the course of duty? Please explain your response.	
Impact of Covid-19		
44	How has Covid-19 affected the child protection work of:	a) the Ministry **b)** CCWs personally and in terms of their work? Explain showing any differences for females and males
45	Describe specific cases on record, of children whose vulnerability has increased due to the covid-19 pandemic.	
46	Describe any difference you have noted in the way covid-19 is affecting girls and boys, young men and women.	
47	What is your Ministry doing differently or innovating to facilitate coping with the impact of covid-19 among CCWs and vulnerable children?	
48	Covid19 is likely to be with us for a while. What do you think should be done to reduce the impact on vulnerable children	

	and their families?	
Recommendations for Volunteer Engagement, efficiency & effectiveness		
49	How would you rate the Ministry in terms of the way it is meeting the demands of CCWs?	
50	What three recommendations would you give to improve volunteer CCW work?	
51	In your opinion how long should a CCW serve in his community?	
52	What should be the basis of discharge from CCW engagement (rank in order of importance/ seriousness)	

THANK YOU VERY MUCH FOR PARTICIPATING IN THE INTERVIEW

TOOL 3 NGO Rep Questionnaire KII REVIEW OF COMMUNITY CHILD CARE WORKERS (CCWs)

Introduction

My name is _____. We have been commissioned by MoLPSW, UNICEF and their partners under the Child Protection Fund for supporting the Third National Action Plan (NAP III) for Orphans, and other Vulnerable Children (OVC), to carry out a review of the Community Childcare Workers (CCWs) to better understand how they work as community volunteers, and what needs to be strengthened to improve their effectiveness in child protection. The findings will inform the improvement of the support given to OVCs in the country.

The review is taking place across 18 districts that are supported under the CPF, and 2 districts that are not supported by CPF for comparison. The survey questions will take about 1.5 hrs (90 mins) of your time.

Your participation in the discussion is voluntary. In the event that you feel uncomfortable to continue you can withdraw from the discussion. If there are questions you are not comfortable to respond to, you are free to not answer them. However, we encourage you to complete all the questions as that will go a long way to fulfilling the objectives of the review.

A. **BACKGROUND**

Consent	Yes	No
Interview date	DD/MM/YR	AM / PM
Province		
District(s)		
Ward (s)		

B. **BIO**

Gender/Sex	Male			Female
Education (highest)				
Age last B/day				
Job title	PM	PO	FO	Other

1.0 Volunteer Management

1.1 Do you routinely work on or with child protection volunteers?	Yes (Always No Occasionally Other(explain)
1.2 Which volunteer guidelines or policy framework does your organization use? (Indicate by name of publication).	a) b) c) d)

1.3 Who developed the Volunteer Guidelines or Policy framework used by your organization?

a) Developed by own organisation
b) Developed by other (name of organization/ministry)..……..…
c) Other(explain)

1.4 What is covered by the policies /guidelines used by your organization? (Tick as applicable below)

a) Recruitment	Yes	No	Not sure
b) Orientation	Yes	No	Not sure
c) Placement			
d) Supervision			
e) Discharge			
f) Incentives			
g) Remuneration			

h) Allowances

i) Period of serving

j) Volunteer restrictions

k) Gender preferences

l) Multi-tasking/multi volunteering

m) Other

1.5 Are the guidelines / policies being followed	no	Yes	Not sure	Partially

a. Please explain how you coordinate/work with CCWs who occupy multiple volunteer roles

……

……

…….

2. Comparison Volunteer Ecosystems

2.1 List the differences (if any) in how non-CPF & CPF volunteers in areas are managed and supported ?

……
……
……

……

2.2 Rank the importance of the following variables in determining engagement of one as CPF volunteers (5 being most important and 1 being least important)

Age

Gender

Education level

Ability to read & write

2.3 Describe your relationship with CCWs in terms of the following:

	Yes	No	Sometimes
a) Direct reporting to you			
b) obey what your organization requires of them out of their own free will or out of fear that you are their supervisor's "bosses" who can fire them			
c) Raising points of dislike about NGOs			
d) Indicate what they like about working with your org			

2.4 Does your organization or any organization you know of that works with volunteers, often promise them with rewards in future as a way of encouraging them to perform better as volunteer CCWs? Please explain

Explain if yes

e)

f)

2.5 Describe how your organization recruits and manages CCW compares with the way other categories of volunteers are recruited and managed by your organization or other organizations you know of. An example would be village health workers, among others.

……

……

3.0 Volunteer Retention/Motivation

3.1 List three main factors that are commonly reported as influencing retention of CPF volunteers

a) ……..

b) ……

c) ……

3.2 Probe to find out whether the factors are similar or different for males and female volunteers, establish how they treat the differences if any

……

……

……

3.3 What are the 3 major challenges you have faced working with volunteer CCW?

……

……

……..

3.4 Probe to find out if the challenges are the same for female and male volunteers and how they handle the challenges

Challenge	**Male**			**Females**		
	Prevalent	Less Prevalent	Not Prevalent	Prevalent	Less prevalent	Not Prevalent

4.0 Volunteer Incentives & Comparisons

4.1 List all forms of incentives that your organization gives to CCWs & Frequency (Write all types of incentives)

Incentive	**Frequency**		
	Monthly	**Quarterly**	**Annually**

4.2 Indicate how the incentives given to CPF differ from those given to Non CPF volunteers

…….

4.3 What strategies has your organization put in place to improve volunteering and volunteer retention, capacity and efficacy

……

……

……

4.4 Do you use the same strategies for both male and female volunteers,

Yes No Sometimes

4.5 Which gender is easier to convince with and why?

Gender	Reasons
Male	
Female	

5.0 Gender & Volunteering

5.1 Describe your organization's gender policy for volunteers

……

……..

5.2 How different are male and female volunteers working with your organization in terms of the following

				Explain
	Different	The same	Better	
Participation				
Case load				
Retention				

5.3 Are there any differences between CPF and non CPF volunteers working in your organisation/area in terms of the following?

	CPF & Non CPF Volunteers	
	Yes	No
Incentives		
Caseload		
Retention		

5.4 Describe how the incentives provided attract male and female volunteers differently……
……
…….

5.5 How does your organization define (listing examples under each category):

Incentives	Examples
……	
…….	

Tool of trade	Examples
……	
……..	

5.6 Indicate separately for males and females, which tools have been requested the most by CCWs, giving reasons for the differences in preferences if any.

Females	Tools	Reasons

Males	Tool	Reasons

5.7 Indicate separately for males and females, which incentives have been requested the most by CCWs, giving reasons for the differences in preferences.

Females	Tool	Reasons

Males Tool Reasons

6.0 Demands/Involvement Engagement In Volunteer Services

6.1 On average how much time do volunteers spend providing CPF/Volunteer services per each of the following? Please tell us in terms of female and male volunteers.

Hrs Per Day Days Per Week Days per months

6.2 What is the highest CPF Volunteer case load recorded in the last 6 months(@Peak)? Kindly highlight who takes the biggest caseloads between males and female

	Highest Caseload	Lowest Caseload	Standard Caseload @ Peak
Female			
Male			

7.0 RETENTION & Motivation of Volunteers

7.1 List (in terms of effectiveness) the strategies your organization use to motivate and retain volunteers, describing how you determine the effectiveness of each strategy.

Strategy	Highly effective	Somewhat effective	Not sure	Reasons
1				
2				

3

4

8.0 CCW Safety & Security Issues

8.1 Please describe challenges, threats, harm, security issues and fears experienced by volunteers in the course of duty, listing and briefly describing for each:

Challenge/ Threat/Harm	Cause / Perpetrator	How it has been resolved / if not state as outstanding
1		
2		
3		
4		

8.2 who's more susceptible to harm between males and females. Give reasons and examples from your organization if you have any

Challenge	Susceptibility Male		Susceptibility Females	
	High	Low	High	Low
1				
2				
3				
4				

8.3 Describe the type of support that your organization offers to volunteers facing retribution or being hindered to perform their duties, giving examples of how this has been done in the past. Do you provide the same kind of support for both males and females?

……

……

……

8.4 What measures are in place in Zimbabwe to protect volunteers from injuries and harm (physical, moral or pshycosocial) in the course of duty and to compensate or redress in case of loss or harm

……

……

……..

8.5 Probe for differences if any between measures in place to protect females.

……
…

8.6 Would you say that volunteers are safe from injury and harm during the course of duty. Please explain your response.

……

……..

9.0 Impact of Covid-19

9.1 How has Covid-19 affected the work of your organization and that of CCWs personally and in terms of their work? Explain showing any differences for females and males.

……
……
…..

9. 2 Describe specific cases on record, of children whose vulnerability has increased due to the covid-19 pandemic. Probe to find out who's most at risk- girls or boys and the reasons behind

……
……

9.3 Describe any difference you have noted in the way covid-19 is affecting girls' and boys'

……
……

9.4 What is your organization doing differently or innovating to facilitate coping with the impact of covid-19 among CCWs?

……
……..

9.10 Covid19 is likely to be with us for a while. What do you think should be done to reduce the impact on vulnerable children and their families?

10. Recommendations for Volunteer Engagement, efficiency & effectiveness

10.1 How would you rate your organization in terms of the way it is meeting the demands of CCWs? In terms of demands between males and females

……
……..

10.2 What three recommendations would you give to improve volunteer CCW work

……
……

……
……

10.3 In your opinion how long should a CCW serve in his/her community?

……

10.4 What should be the basis of discharge from CCW engagement (rank in order of importance/ seriousness) weighted?

……..

……

THANK YOU VERY MUCH FOR PARTICIPATING IN THE INTERVIEW

Tool 4: Key Informant Interview Guide for Donors & UNICEF		
REVIEW OF COMMUNITY CHILD CARE WORKERS (CCWs) **Introduction** My name is _____. We have been commissioned by MoLPSW, UNICEF and their partners under the Child Protection Fund for supporting the Third National Action Plan (NAP III) for Orphans, and other Vulnerable Children (OVC), to carry out a review of the Community Childcare Workers (CCWs) to better understand how they work as community volunteers, and what needs to be strengthened to improve their effectiveness in child protection. The findings will inform the improvement of the support given to OVCs in the country. The review is taking place across 18 districts that are supported under the CPF, and 2 districts that are not supported by CPF for comparison. The interview will take about 1.5 hrs (90 mins) of your time. Your participation in the discussion is voluntary. In the event that you feel uncomfortable to continue you can withdraw from the discussion. If there are questions you are not comfortable to respond to, you are free to not answer them. However, we encourage you to complete all the questions as that will go a long way to fulfilling the objectives of the review.		
Consent	1. Yes 2. No	
Interview		
Date and Time	DD/MM/YR	1. AM 2. PM
Province		
District		
B. BIO		

1	**Gender / Sex**	1. Female 2. Male
2	**Education (highest)**	1. Tertiary 2. Other explain
3	**Job title /role of respondent**	
4	Do you routinely work on child protection programmes or with child protection volunteers?	1. Yes 2. No 3. Occasionally
5	Which volunteer guidelines or policy framework (s) you know of is/ are used by MoLPSSW on:	1. CPF CCW volunteers? 2. non-CPF CCW volunteers? 3. Indicate by name of publication(s)
5	Which volunteer guidelines /policy framework (s) is/are used by other sectoral community volunteer programmes in Zimbabwe?	
6	Describe the Zimbabwe community volunteer policy in general; then in terms of Child Protection broadly; and then the CPF programme in particular highlighting:	
6a	a. the strengths e.g. i. responsiveness to gender, ii. protecting the rights of CCWs, iii. defining the support given to CCWs in order to ensure standardization	
6b	b. gaps in the policy environment and how they have affected child protection in general and the work CCW volunteers in particular	
6c	c. the extent of synergy and policy coordination or lack thereof and the impact on child protection efforts	

6d	d. what should be done to improve the policy and regulatory environment to enhance gender appropriate volunteerism and child protection in Zimbabwe	
Funding and Support for CCW volunteers		
7	Who do you identify as the main child protection funders in Zimbabwe? Please enlist indicating the funding preferences or priorities of each as you know them	
7a	Please describe: a. the specific aspects of CCW volunteers work which your organisation is funding or supporting.	
7b	b. Indicate for how long your organisation has been funding CCW volunteer work in Zimbabwe	
7c	c. the aspects of CCW volunteerism not funded by your organization which are funded by other organisations	
7d	d. Important aspects of Community child protection volunteerism that are not supported at all in Zimbabwe	
8a	Please enlist and explain in your view, which aspects of CCW volunteers: a. is adequately funded or funded the most	
8b	b. is not adequately funded or funded the least	
8c	c. is not funded at all	

9a	Describe in your view, the extent and effectiveness of coordination among partners supporting child protection and volunteering in Zimbabwe highlighting: a. What is working well	
9b	b. What is not working well	
9c	c. What needs to be done to improve coordination and effectiveness of the support provided for child protection and volunteers in Zimbabwe	
10	Please describe in general, in your view the outlook of funding and technical support for child protection in general; and for CCW volunteer programs in Zimbabwe in the next 5 years	
11	Are there any new areas of volunteer work in child protection that you envisage to fund in future (2years, 5years, 10years)	
12	Would you say the position taken by your organization regarding funding for child protection and CCWs in Zimbabwe is shared by other organisations who support child protection and the work of volunteers? Please explain your view	
13	What other funding and support opportunities for child protection are available but not currently being tapped into by the government of Zimbabwe?	
CCWs volunteer services and capabilities		
14	Please define in detail what volunteerism means as it is interpreted by your organization. *Please give specific examples in your definition of volunteerism*	
15	What should be done to maintain what is working well, and to improve what is not working well? *Please specify and indicate how it should be done*	

16	From your experience and from reports submitted to you, would you say that the support given to CPF CCWs (female and male separately) to conduct their work is: *a. of good quality, adequate and effective* *b. not good quality, inadequate and not effective* *Please give reasons citing examples* *c. What can be done to improve the quality and effectiveness of services that CCW volunteers provide* *d. considerate of the differences in needs between female and male volunteers by age of volunteer; and of the girls and boys targeted with the support.*	
17	Please explain the position of your organization as a funding partner regarding female and male CCW volunteers who occupy other community volunteer roles /positions across different programmes and organizations. *Is this something you would encourage or not? Please explain.*	
CCWs Welfare, Security and Protection		
18	What are the global good practices for supporting volunteers that you would consider basic minimum standards? *Please describe in brief citing examples especially from your organizational policy perspective*	
19	Would you say that the support given to volunteers in Zimbabwe meets the basic minimum of good practice	
20	What are the main welfare and security issues that affect female and male CCW volunteers in Zimbabwe? *Please list them and explain gender differences*	
21	What can be done to improve the welfare and security of female and male CCW volunteers in Zimbabwe	
Incentives and tools of the trade for volunteers		
22	Please define a volunteer incentive according to guidelines of your organization giving examples	

22 a	What is the position of your organization regarding? a. giving of incentives to CCW volunteers	
22 b	b. the type and quantity of incentives by female and male CCWs/volunteers	
22 c	c. appropriateness of incentives for male and female	
22 d	d. for how long incentives should be given	
23	What is the position of your organization regarding ascertaining and reimbursing of expenses CCWs incur while on duty?	
24	Is this position being observed in practice? Are CCWs reimbursed for expenses they incur doing their work?	
25	Which incentives given to CPF CCWs is your organisation supporting and which ones are not supported by your organization?	
26	How do the incentives given to CPF CCWs compare to those given to CCW volunteers in other sectors and programs? Please give specific examples	
27	Please describe specific differences in incentives given to female and male volunteers	
28	Please define tools of the trade for child protection volunteers citing examples	
29	Comment on the extent to which the CPF CCWs have been given adequate tools fit for the trade, and appropriate for females and males	
30	Which tools are required but currently not available? Cite reasons why	

	Recommendations	
31	Give as many specific gender and age considerate recommendations as you want on how volunteerism for child protection can be strengthened in Zimbabwe. Draw on international experiences and distinguish recommendations for: a. CCWs and communities: b. Civil society c. Government d. Funding partners e. Any other stakeholders	
32 a	What is your view regarding volunteering for child protection among professionals? a. globally, and in Zimbabwe	
32 b	b. in what ways and at what levels can professionals offer voluntary services for child protection in Zimbabwe?	
32 c	c. Is this a subject matter your organization can promote, and if so how?	
33	Please share with us, anything else you would like to say about child protection and volunteerism in Zimbabwe. Anything!!	
	Thank you for your time	

TOOL 5: FGD Tool CCWs & LCCWs

CCWs FGD GUIDE & LCCWs KII

REVIEW OF COMMUNITY CHILD CARE WORKERS (CCWs)

My name is _____. We have been commissioned by MoLPSW, UNICEF and their partners under the Child Protection Fund for supporting the Third National Action Plan (NAP III) for Orphans, and other Vulnerable Children (OVC), to carry out a review of the Community Childcare Workers (CCWs) to better understand how they work as community volunteers, and

what needs to be strengthened to improve their effectiveness in child protection. The findings will inform the improvement of the support given to OVCs in the country.

The review is taking place across 18 districts that are supported under the CPF, and 2 districts that are not supported by CPF for comparison. The discussion will take about 2 hr (120 mins) of your time.

Your participation in the discussion is voluntary. In the event that you feel uncomfortable to continue you can withdraw from the discussion. If there are questions you are not comfortable to respond to, you are free to not answer them. However, we encourage you to complete all the questions as that will go a long way to fulfilling the objectives of the review.

Consent given: Yes…… No…...

[IF YES], person signs consent register for FGDs and joins the group discussion. [IF NO], thank person and ask her/him to leave.

Interview Date……

Interview Time: .....

Province: .....

District: .....

Ward (s): .....

Profile of FGD participants

Number of participants: .....

Age	**Total**
CCW	**Avg**
Years	

1.0 Recruitment, skilling and supervision

a. Describe how you were identified as a CCW, recruited, trained and any induction you may have received and how it helped you.
b. Describe any coaching, mentoring, or any support given, and how it helps you to understand, and to do your work better as a CCW.
c. Tell us about how you are being supervised to do your work, the people (person) you report to, and any performance evaluation that you go through, and in what ways you find this useful or not useful to your work.
d. Please describe what you think should have been or should be done better to equip you to improve your capabilities as a CCW?
e. As a volunteer, please describe your relationship with your supervisor to whom you report (Lead Child Care Worker or government social workers) in terms of the following:
    - whether you obey all they require of you to do and you report to them out of your own free will or you do that out of fear that they are your supervisors' "bosses" who can fire you
    - the things that you don't like about the way you work with them, and
    - the things you like most about working with them
f. Do you wish to one day be elevated to a position held by your supervisor or to a paid government or NGO social worker position, and is that something that you would say motivates you to be committed to your work as a volunteer CCW.?
g. Please compare and comment on how the way you were recruited and have worked as a volunteer CCW differs with the way other volunteers are recruited and work
    - Give specific examples of the type or category of volunteers you compare with that you know of such as village health workers, etc.
h. What would you say are the factors that determine if one can be a CCW volunteer or not? **[*Probe for sex (male/female), age, level of education, employment status, household economic /social status etc]***

2.0 Motivation to volunteer as a

CCW and incentives

2.1 Volunteering spirit

a. In your own words, please define what you understand by volunteer or volunteering. Please give examples.

b. What would you say are the most important reasons why you considered and accepted to become a volunteer CCW?
    - Are these reasons still the same that keeps you committed as a volunteer CCW today, and if they have changed please explain how?

c. Please explain to whether you are satisfied or not satisfied with your position or your work as a CCW in this community.
    - What keeps you going each day doing this work? What do you consider to be the value you get from being a CCW?
d. Please explain to me if you have ever considered retiring/exiting from your service as a CCW,
    - Give specific reasons that would make you consider to exit or retire from your work as a CCW?

e. If you consider what is happening in your area, how does being female or being male influence whether one becomes a CCW volunteer or not, and how does it affect their performance as CCW volunteers?

2.2 Volunteer incentives

a. In your own words, please describe what a volunteer incentive is, and what it is not. **[PROBE IF THIS IS THE SAME FOR MEN AND WOMEN VOLUNTEERS]**

b. Please describe the types of incentives that you have received as a CCW, specifying the quantities of each incentive, where you get each of them from, and how often you have received them per month or per year?
   - Please distinguish incentives you may have received from members of your community and from elsewhere.

c. Of the things you have received from the child protection programme in your capacity as a CCW, which ones would you say were /are appropriate and which ones would you consider inappropriate for you. Give reasons why you say so. **[PROBE FOR ANY DIFFERENCES BETWEEN WOMEN AND MEN VOLUNTEERS IN TERMS OF APPROPRIATENESS]**

d. What are the incentives given to volunteers working in this ward or district for other organisations or sectors that you know of?

e. Would you say that the incentives given to volunteers of other programmes or organisations or sectors are more /better or are less/ fewer than the incentives that you are receiving? Please explain

f. In your view what would you consider as the most appropriate incentive for this type of work (**please rank if these are multiple**) giving reasons to explain why you think they are most appropriate. **[PROBE IF THERE ARE DIFFERENCES BETWEEN WHAT WOMEN AND MEN CONSIDER AS INCENTIVES. WHAT ARE THE REASONS FR THE DIFFERENCES]**

g. Please explain in what ways you would say the incentives that you are receiving have influenced how long you have stayed as a volunteer,
   - indicate if they will also determine how much longer you are likely to stay as a volunteer.

h. What do you consider to be essential tools of the trade for a CCW volunteer?
   - Indicate any differences between what you regard as incentives and what you regard as essential tools of work? **[PROBE FOR DIFFERENCES BETWEEN WOMEN AND MEN]**

3.0 CCWs Volunteer Services and Multi-Tasking

a. What are the services that you provide to the community as a CCW?
b. How many cases (children) [case load] do you handle on average as a CCW, and over what period on average are you assigned to handle such a number of cases?
   - Please explain if you find the number of cases to be too much for you or just okay [work load]
c. Describe your daily routine as a CCW from the time you work up in the morning to the time you go to bed in the evening.
   - Bring out the amount of time you take daily on handling child protection cases as a CCW

d. How do these services compare with the services provided by volunteers in the other programmes? Please explain the similarities and differences?
e. Describe other organisations that work with volunteers in your community and their programmes.
f. How do you juggle your time to fit in volunteerism, attention to your family, and your personal livelihoods earning work?
g. If you are serving more than one organization or you have more than one volunteer position, how do you juggle your time between 2 or more organizations and volunteer positions?

4.0 Volunteer Safety and Security

a. What challenges, threats, security issues and fears have you encountered and experienced in your day-to-day work as a CCW? (list them in the order of the most to the least threatening and explain them) **[PROBE FOR WHAT MEN CONSIDER TO BE THREATS, CHALLENGES AND SECURITY ISSUES AND WHETHER THERE ARE DIFFERENCES BETWEEN MEN AND WOMEN]**
b. Describe the type of support you may have received to overcome these challenges; the sources of support and whether it was (is) adequate or not adequate and why.
    - Specify the support which came from the community; government authorities; NGO staff; other, etc **[PROBE WHETHER THE SUPPORT GIVEN IS DIFFERENT BETWEEN WOMEN AND MEN]**.
c. Have you heard of cases of violence or harm against other volunteers in the district? [IF YES]: What was the nature of harm?
d. Who is more at risk of violence in terms of severity and vulnerability to harm?
e. Do you feel safe now as a CCW? Please explain your response.
f. Establish who feels more at-risk female or male volunteers.

5.0 Impact of Covid-19

a. How has Covid-19 affected the work of CCWs?
    - How has it affected you personally - socially or in terms of your income earning opportunities and livelihoods?
    - How has it affected your work as a CCW?
    - Describe any specific cases of children whose vulnerability has increased due to the covid-19 pandemic.
    - Describe any difference you have noted in the way covid-19 is affecting girls and boys, young men and women. [**EXPLORE IN TERMS OF PERCEPTION OF RISK BETWEEN MALES AND FEMALES – WHO FEELS MORE AT RISK AND WHY?]** What have you been doing to cope with the impact of covid-19 on you personally and on your work?
    - Covid19 is likely to be with us for a while. What do you think should be done to reduce the impact on vulnerable children and their families?
b. In what ways has the stipend paid to you during Covid19 impacted you and your work?
c. What difference has the stipend made to your life and work during Covid19?
d. What would be your recommendation to future funders regarding providing hardship stipends to CCWs?

6.0 Challenges

a. What are the 3 biggest challenges of the child protection programme?

b. Comment on your ability to meet the expectations of volunteer work
c. Please explain if you have received cases that have exposed you to the risk of physical /emotional /spiritual harm, and the type of support if any that you received, and from where, to overcome the injury or harm or risk?
d. Would you say volunteers have peace of mind or not dealing with or handling child protection cases? Please explain your response?

7.0 Recommendations

a. What 3 recommendations do you have towards improving the child protection programme in Zimbabwe?
b. Please tell me any specific recommendations you would like to make to ensure the continued working and effectiveness of CCWs in your community and in the country.
   - You can Classify your recommendations under any one of the following levels of:
     i. The child or Case

     ii. The immediate family of the child

     iii. The Community

     iv. The government

     v. Donors and NGOs,

     vi. The CCW setup in general

THANK YOU VERY MUCH FOR PARTICIPATING IN THE GROUP DISCUSSION

TOOL 6 FGD Tool CCWs who resigned as CCWs or left their MoLSW role as CCW

REVIEW OF COMMUNITY CHILD CARE WORKERS (CCWs)

My name is _____. We have been commissioned by MoLPSW, UNICEF and their partners under the Child Protection Fund for supporting the Third National Action Plan (NAP III) for Orphans, and other Vulnerable Children (OVC), to carry out a review of the Community Childcare Workers (CCWs) to better understand how they work as community volunteers, and what needs to be strengthened to improve their effectiveness in child protection. The findings will inform the improvement of the support given to OVCs in the country.

The review is taking place across 18 districts that are supported under the CPF, and 2 districts that are not supported by CPF for comparison. The discussion will take about 2 hr (120 mins) of your time.

Your participation in the discussion is voluntary. In the event that you feel uncomfortable to continue you can withdraw from the discussion. If there are questions you are not comfortable to respond to, you are free to not answer them. However, we encourage you to complete all the questions as that will go a long way to fulfilling the objectives of the review.

Consent given: Yes…… No…...

[IF YES], person signs consent register for FGDs and joins the group discussion. [IF NO], thank person and ask her/him to leave.

Interview Date……

Interview Time: .....

Province: .....

District: .....

Ward (s): .....

Profile of FGD participants

Number of participants: .....

Age		**Total**
CCW Years		**Avg**
Period as CCW	**Started**	
	Ended/stopped	
Reasons for leaving	**Why did you resign as a CCW**	

1.0 Recruitment, skilling and supervision

i. Describe how you were identified as a CCW, recruited, trained and any induction you may have received and how it helped you.
j. Describe any coaching, mentoring, or any support given, and how it helps you to understand, and to do your work better as a CCW.
k. Tell us about how you are being supervised to do your work, the people (person) you report to, and any performance evaluation that you go through, and in what ways you find this useful or not useful to your work.
l. Please describe what you think should have been or should be done better to equip you to improve your capabilities as a CCW?
m. As a volunteer, please describe your relationship with your supervisor to whom you report (Lead Child Care Worker or government social workers) in terms of the following:
   - whether you obey all they require of you to do and you report to them out of your own free will or you do that out of fear that they are your supervisors' "bosses" who can fire you
   - the things that you don't like about the way you work with them, and
   - the things you like most about working with them
n. Do you wish to one day be elevated to a position held by your supervisor or to a paid government or NGO social worker position, and is that something that you would say motivates you to be committed to your work as a volunteer CCW.?

o. Please compare and comment on how the way you were recruited and have worked as a volunteer CCW differs with the way other volunteers are recruited and work
   - Give specific examples of the type or category of volunteers you compare with that you know of such as village health workers, etc.

p. What would you say are the factors that determine if one can be a CCW volunteer or not? **[*Probe for sex (male/female), age, level of education, employment status, household economic /social status etc]***

2.0 Motivation to volunteer as a

CCW and incentives

2.1 Volunteering spirit

i. In your own words, please define what you understand by volunteer or volunteering. Please give examples.

j. What would you say are the most important reasons why you considered and accepted to become a volunteer CCW?
   - Are these reasons still the same that keeps you committed as a volunteer CCW today, and if they have changed please explain how?

k. Please explain to whether you are satisfied or not satisfied with your position or your work as a CCW in this community.
   - What keeps you going each day doing this work? What do you consider to be the value you get from being a CCW?

l. Please explain to me if you have ever considered retiring/exiting from your service as a CCW,
   - Give specific reasons that would make you consider to exit or retire from your work as a CCW?

m. If you consider what is happening in your area, how does being female or being male influence whether one becomes a CCW volunteer or not, and how does it affect their performance as CCW volunteers?

2.2 Volunteer incentives

f. In your own words, please describe what a volunteer incentive is, and what it is not. **[PROBE IF THIS IS THE SAME FOR MEN AND WOMEN VOLUNTEERS]**

g. Please describe the types of incentives that you have received as a CCW, specifying the quantities of each incentive, where you get each of them from, and how often you have received them per month or per year?
   - Please distinguish incentives you may have received from members of your community and from elsewhere.

h. Of the things you have received from the child protection programme in your capacity as a CCW, which ones would you say were /are appropriate and which ones would you consider inappropriate for you. Give reasons why you say so. **[PROBE FOR ANY DIFFERENCES BETWEEN WOMEN AND MEN VOLUNTEERS IN TERMS OF APPROPRIATENESS]**

i. What are the incentives given to volunteers working in this ward or district for other organisations or sectors that you know of?

j. Would you say that the incentives given to volunteers of other programmes or organisations or sectors are more /better or are less/ fewer than the incentives that you are receiving? Please explain

n. In your view what would you consider as the most appropriate incentive for this type of work (**please rank if these are multiple**) giving reasons to explain why you think they are most appropriate. **[PROBE IF THERE ARE DIFFERENCES BETWEEN WHAT WOMEN AND MEN CONSIDER AS INCENTIVES. WHAT ARE THE REASONS FR THE DIFFERENCES]**

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