

**BUILDING UPON COMMUNITY ASSETS
USING THE COMMUNITY FOUNDATION MODEL
WITH CASE EXAMPLES FROM ZIMBABWE AND PUERTO RICO**

WORKSHOP PROCEEDINGS

**10 November 2000
Burnside Gardens
Bulawayo, Zimbabwe**

Community Foundation for



the Western Region of Zimbabwe



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Community Foundation for



the Western Region of Zimbabwe

The Community Foundation for the Western Region of Zimbabwe (CFWR) was established in 1998 out of contributions from over 50,000 Zimbabweans through a community-based savings practice called *Qogelela*. It is an independent nonprofit grantmaking organization created to address critical needs and improve the quality of life in the Zimbabwean provinces of Matebeleland North, Matebeleland South and the Midlands.

CFWR's mission is to provide greater well-being of the economically disadvantaged communities by supporting and mobilizing support for development initiatives coming from the communities themselves



The Synergos Institute is an independent, nonprofit organization in New York dedicated to developing effective, sustainable, and locally based solutions to global poverty, particularly in Africa, Asia, and Latin America.

Working with partners, Synergos seeks to reduce poverty by strengthening the capacity of grantmaking organizations and bridging leaders in Africa, Asia and Latin America.

BUILDING UPON COMMUNITY ASSETS USING THE COMMUNITY FOUNDATION MODEL

Workshop Proceedings

10 November 2000, Bulawayo, Zimbabwe

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ABOUT THE WORKSHOP

On November 10, 2000, 27 participants, representing more than 15 Zimbabwean non-governmental organizations (NGOs) and 4 foundations, gathered in Bulawayo, Zimbabwe for the workshop *Building Upon Community Assets: Using the Community Foundation Model*. The workshop was cosponsored by the Community Foundation for the Western Region of Zimbabwe (CFWR) and the Synergos Institute (Synergos) to build awareness about the community foundation concept and to strengthen participation in the CFWR.

Two senior fellows of the Synergos Institute¹—Inviolatta Moyo, co-coordinator of the CFWR and Dr. Nelson C3lon, Executive Director of the Puerto Rico Community Foundation—shared how the concept had taken root in their countries. The visit by Dr. Colon to Zimbabwe in November 2000 seemed like a perfect opportunity to compare two community foundation approaches from different geographic and cultural contexts.

Analysis of evaluations from participants showed that they valued the opportunity to learn about the community foundation concept, many for the first time. Many expressed interest in working with the CFWR to strengthen and increase access to resources for the development of Western Zimbabwe. Another key lesson cited by many participants was that “intangible” assets—volunteers, shared understanding, community spirit, etc.—are often undervalued and represent a resource to their organizations and communities.

This report summarizes the presentations and group discussions that occurred during the workshop. Synergos and CFWR are distributing the report to workshop participants and to other community foundations as part of an on-going commitment to strengthen joint learning and collaboration among a growing sector of community focused philanthropic organizations in Africa. Lists of all participants are also included to encourage future collaboration and sharing amongst those involved.

¹ The Synergos Senior Fellows program bring together leaders at the pinnacle of the field of organized philanthropy to share knowledge and experience related to the art and science of grantmaking for social change. Through workshops and consultancies provided by the Fellows, Synergos offers training in areas such as governance, fund development or endowment-building to foundations in the regions where Synergos operates

AGENDA

Mr. Ezra Mbogori, Director of MWENGO, facilitated the one-day workshop.

8.30-9.00	Registration of Participants and Distribution of Workshop Materials	Ms. Andrea J. Rogers, <i>Associate, Synergos</i>
9.00-9.10	Welcome and Guidelines for the Workshop	Facilitator: Mr. Ezra Mbogori, <i>Director, MWENGO</i>
9.10 – 9.45	Introduction of participants	Mr. Ezra Mbogori
9.45 – 10.45	<i>What is a Community Foundation?</i>	Mr. A. Scott DuPree <i>Regional Director, Synergos</i>
10.45 – 11.00	TEA BREAK	
11.00 – 12.00	<i>Community Foundations in Latin America: The Case of the Puerto Rico Community Foundation.</i>	Dr. Nelson Colón, <i>President, Puerto Rico Community Foundation</i>
12.00 – 1.00	<i>How a Community Foundation was Built in Zimbabwe: The Case of the Community Foundation for the Western Region of Zimbabwe:</i>	Ms. Inviolatta Moyo, <i>Co-coordinator, Community Foundation for the Western Region of Zimbabwe</i>
1.00 – 2.00	LUNCH BREAK	
2.00 – 3.00	Group Discussions: <i>The Community Foundation Model –How does it relate to your organization or community?</i>	
3.00 – 3.10	TEA BREAK	
3.10 – 3.45	Group Wrap Up <i>Ways to Go Forward</i>	Mr. Ezra Mbogori
3.35 – 4.00	Closing & Evaluation	Mr. Ezra Mbogori

WELCOME AND GUIDELINES FOR THE WORKSHOP

Mr. Josephat Tshuma, Chair of the Community Foundation for the Western Region of Zimbabwe, opened the one-day workshop. He welcomed participants to an opportunity to learn about community foundations that had been created in the island of Puerto Rico and in Bulawayo, Zimbabwe in response to a need for sustainable resources. He encouraged participants to draw useful lessons from how these organizations were created that could assist their own organizations.

Mr. Ezra Mbogori, Executive Director of MWENGO (Association of Southern and East African NGOs), facilitated the workshop. He began by eliciting expectations. A summary of these expectations follows:

- To learn new methods for asset building in the community
- To understand how to establish a foundation/community foundation
- To hear how organizations are managing to give grants in this difficult economic climate (of Zimbabwe)
- To gain more information about organizational development as it relates to endowment building
- To share a vision of self-reliance and a commitment to eliminating the dependency syndrome present in many organizations
- To network with one another and exchange ideas and experiences

WHAT IS A COMMUNITY FOUNDATION?

A. Scott Dupree, Regional Director of Southern Africa, The Synergos Institute (USA)

Mr. Dupree said the concept of community foundations could be described as an evolving definition. A community foundation is a product of individuals addressing the needs and expectations of a particular community. Therefore, community foundations are as diverse as the environments out of which they emerge. Despite their diversity a useful general definition is: **A *community foundation* is a non-profit organization created by and for a self-defined community that strengthens community action and initiatives forever.**

Three major features of community foundations are commonly accepted:

- **a permanent endowment,**
- **a broad flexible purpose and connection to the community, and**
- **a “philanthropic” mission.**

Three Basic Features of Most Community Foundations

<p><i>A permanent endowment</i> comprised of assets (money, securities, and property) that are invested to earn income. Some examples include trust funds, memorial trusts, and other patrimonial assets.</p> <p>Endowment funds fall into two categories:</p> <ol style="list-style-type: none"> 1. <i>Restricted</i> (some common types are donor advised, designated, or field of interest) 2. <i>Unrestricted</i> (used at the discretion of the Board). <p>Funds in either category are pooled and invested to create an annual income. Interest earned on annual income is used to fund community organizations, programs and operating costs and is also re-invested to compound endowment growth.</p>	<p><i>A broad flexible purpose and connection to the community</i> used to convene a wide variety of groups to work for a common good.</p> <p>It is important that a community foundation's purpose remain flexible to allow for easy adaptation to the changing needs of those people being served.</p>	<p><i>A 'philanthropic' mission</i> to</p> <ul style="list-style-type: none"> • Mobilize and channel resources to critical community needs, • 'Serve donors' and build local philanthropy and • Grow capital and strengthen human resources on an ongoing basis to support the needs of the community.
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Donors to Community Foundations include: individuals and families in the community, local companies, local governments, companies with subsidiaries or markets in the community and funding agencies with an interest in giving more strategically.

People choose to establish community foundations for a number of reasons including: to create a beneficial and growing funding base that benefits a community forever; to enable individuals and families to give back to their communities; to meet a broad range of changing local needs; to enable companies to strengthen their community involvement and to obtain tax advantages. Other general reasons include preserving donor intent, especially when community needs and organizations change, and promoting prudent stewardship and investment practices.

Some challenges to starting a community foundation include reaching out to the community, identifying financial resources, deciding on a structure that is appropriate and easily understood and establishing the permanent, legal endowment.

Participant discussion:

During the group discussion following Mr. Dupree's presentation it was noted that community foundations are among the fastest growing forms of philanthropy. They are taking on new forms and growing at a rapid pace, particularly in Eastern Europe, Latin America and Africa.

In the case of Africa, a distinction was made between *tangible* and *intangible assets*. Typically, community foundations are known for raising tangible resources (endowment funds) but are really also dependent on the intangible assets they can access and mobilize (cultural values and willingness to initiate change in the community's environment). Participants felt that the most significant assets that exist in Africa are the people themselves. They stressed the challenge for community foundations to mobilize and strengthen local action and help it reach its full potential.

Many participants felt that Africa's internal capacities are undervalued and that this is one reason for the difficulty in developing its communities. They felt a need to increase awareness that the continent has significant human and material resources on which to build. They felt that community foundations should find ways to facilitate and support homegrown or indigenous strategies that will be more effective and yield greater results than foreign strategies.

CASE PRESENTATIONS

Cases of community foundations were shared with the participants to encourage dialogue and promote understanding of the community foundation concept.

Community Foundations in Latin America – The Case of the Puerto Rico Community Foundation

Dr. Nelson I. Colon, President, Puerto Rico Community Foundation

Dr. Colon began the session by stressing that the Puerto Rico Community Foundation (PRCF) focuses on the development of people for the people. The PRCF develops resources for the common good of the people using both tangible and intangible assets.

The **mission of PRCF** is to develop the capacities of communities in Puerto Rico to seek their social and economic self-sufficiency, stimulating investment in communities and maximizing the yield of each contribution. PRCF's community fund is divided equally: 50% (US\$17,362,802) for a Program Investment Fund and 50% (US\$17,592,000) for Community Endowment.

The Programme Investment Fund

The Programme Investment Fund seeks to make tangible improvements in the community. It has awarded grants to support initiatives in six areas: Community Development (28%), Education (24.6%), Economic Development (19%), Health and Environment (16%), Arts & Culture (9%) and Philanthropy (3%).

PRCF has developed eight programs:

- 1) The Middle School Renewal Initiative
- 2) Consortium for Community Economic Development
- 3) Community Housing Development Organizations
- 4) Youth Serving the Community
- 5) Permanent Funds for the Arts
- 6) Recovery Fund
- 7) Mini Grants and
- 8) The Toyota Foundation.

Dr. Colon gave detailed profiles of three successful programs: The Middle School Renewal Initiative (MSRI), Consortium for Community Economic Development and Community Housing Development Organizations Programme (CHDO).

The **Middle School Renewal Initiative (MSRI)** was established in 1994 to strengthen and encourage innovation in education and to improve student retention and academic performance. From 1994 to 1997, seventeen MSRI School grants were awarded totaling US\$210,000 for the purpose of improving team teaching skills, curricula development and management, and encouraging parent involvement and student participation. Major successes of the program during this period include achieving a 33% increase in total students receiving a grade of “B” or better, a 32% reduction in the number of students receiving a failing grade of “F” and a 36% reduction in teacher absenteeism.

Today, PRCF provides ongoing technical assistance and runs special projects within IREI such as Radio in Schools, Conflict Mediation, Arts in Education, Self-Esteem and Emotional Intelligence. All these activities have been incorporated into the schools’ curriculum.

Through the PRCF’s Consortium for Community Economic Development of Puerto Rico, banks, philanthropic organizations and educational organizations collaborate to build the capacity of non-profit community-based organizations to promote the development of sustainable economic activity in their communities.

The vision of the Consortium is to establish a network of effective community organizations to serve as support centers for business development and employment in their respective communities. A variety of stakeholders were brought together during the developmental stage to assist in building a sizeable endowment. The Ford Foundation and other foundations, gave PRCF grants that were matched by eight local banks (including Banco Popular of Puerto Rico, Banco Santander, and Citibank). The

University of Sagarado Corazon provided the consortium with technical skills and brainpower.

Today, the consortium provides services in three main areas: Grantmaking, Philanthropy and Education, and Community Organizations. A total of 39 grants worth US\$1,727, 734 have been disbursed (thirty grants given for organizational capacity building and nine grants given for innovative projects capturing new ideas). In addition, 56 jobs were created or sustained, services were provided to 189 enterprises, approximately US\$6.7 million in new funds were obtained while US\$5.5 million in other funds are being pursued and 34 community loans have been awarded.

The **Community Housing Development Organizations (CHDO) Program** was established in 1993. Its mission is to build the capacity of community organizations for the development of low-income housing projects. CHDO focuses on the development of organizations through community capacity building.

Dr. Colon explained that the success of CHDO is largely due to the contributions and interactions of several key local players, namely HUD (the United States Department of Housing and Urban Development), PRCF, participant jurisdictions and project beneficiaries (low-income families). Initial market research and the active role taken by PRCF's Board members to convince the federal government (HUD) that PRCF was the most qualified entity to deliver the service were also contributing factors.

Between 1993 and 2000, the program successfully established 24 certified CHDOs and 272 completed housing units. Of the 272 units completed, 160 units were for HIV/AIDS-infected people and 112 units were for homeless families in Puerto Rico. Participants in the program were responsible for building their own houses. The total aggregated value of the investment totaled US\$ 90,776, 818

Community Endowment Fund

PRCF's endowment building program makes use of marketing strategies build a community endowment and a philanthropic mutual fund from the community, for the community. Several funds that have been established are:

1. The **Family and Memorial Fund** for individuals and families who want to honor special individuals within the family;
2. The **Star Fund** to give prominent Puerto Rican celebrities and sports stars a way to give back to the community; and
3. The **Funder Designated Endowment** set up by community organizations wishing to establish their own endowment within the PRCF's Community Endowment.

PRCF's success in developing organizational capacity was largely due to its ability to leverage local *synergy*. During the foundation's two-year inception period, consultants were engaged, two bankers took the lead in establishing the economic development

framework and a second advisory board was established to look at professional development in the education and health fields.

Participant Discussion:

Participants explored ways that the community-building methods used in Puerto Rico could be applied in Zimbabwe. Many felt that the way PRCF leveraged funding, using challenges from donors like the Ford Foundation and building on local interest was particularly applicable.

Responding to a question about how the PRCF tackles issues of sustainability, Dr. Colon said that at the beginning of every project grantees are made aware that support will continue for one to two years depending on the program. For long-term funding, grants are scaled down in phases until completion. Technical support and capacity building are incorporated in all funded projects to ensure success. In some instances, at the end of the agreed grant period PRCF connects grantees to other funding organizations.

How a Community Foundation was Built in Zimbabwe: The Case of the Community Foundation for the Western Region of Zimbabwe

Inviolatta Moyo, Co-Coordinator, Community Foundation for the Western Region of Zimbabwe

Ms. Moyo discussed the environment out of which the Community Foundation for the Western Region of Zimbabwe (CFWR or the Foundation) emerged. She said there was a need to create local resource institutions to provide support for communities in the western region of the country. The creation of a community foundation established a fund to meet a broad range of changing local needs that could be addressed in a sustained manner.

The Foundation, Zimbabwe's first community foundation, was launched in 1998. The **mission of CFWR** is to provide greater well being for the economically disadvantaged communities in the western region of Zimbabwe by supporting and mobilizing support for development initiatives from the communities themselves. Its goals are to wisely hold, invest and increase an endowment on behalf of the communities of the Western Region of Zimbabwe, to obtain and find financing for community initiatives and to strengthen organizational and institutional capacity in communities.

CFWR is an outgrowth of a grassroots movement of rural Zimbabweans, the Organization of Rural Associations for Progress (ORAP). The idea for the Foundation emerged from the Zimbabwean concept of *Qogelela*, the local practice of "collective savings." Based on this concept, an endowment was raised from over 50,000 community members. This collective effort of members of the community represented a more valuable asset than the money that was contributed. It is this non-tangible asset that has effectively been used to leverage resources from donors.

The endowment of CFWR stands at approximately US\$35,000 including *Qogelega* contributions (used as seed money), pledges, and grants. Over US\$50,000 has been invested in the co-financing of more than 25 community projects, thus far.

Prior to CFWR's inception, many questions were raised regarding the purpose and effectiveness of the community foundation. These questions included: Who benefits from the Foundation? To whom should grants be given? How do we carry out the grantmaking process? What geographic area do we cover? And what is an endowment and how do we create it? The process of answering these questions was a part of the early organizational development of the Foundation.

To learn about foundation building, consultations were held with village community leaders, nonprofits, and local government. In addition, key lessons from exchange visits to other community foundations and credit groups in the US and other parts of Africa contributed to the pooling of local resources to establish the endowment. This entire process was adapted to fit the context of the Western Region of Zimbabwe and build on traditional practices.

Founders felt that changes in the local environment have created a culture of dependency; overcoming this would pose a great challenge to the foundation. Towards this end, they sought to involve people with a variety of backgrounds (legal, finance, management and nonprofit) in setting up the foundation.

CFWR's projects are established in partnership with Rural Development Councils (RDCs) and NGOs that assist groups with skill development, project proposal writing, monitoring and evaluation. The Foundation is governed by three committees: Finance and Investment Committee, Fund Raising Committee and Grants Committee. The staff and Grants Committee make the final selection of all projects and the Board gives final approval or disapproval. From inception the Board has played an integral role in all aspects of the Foundation.

The Board's support to its staff has provided and continues to provide great strength to the propagation of the Foundation, as have the partners. This intangible asset has boosted the image of the CFWR and helped it to raise financial resources. The Foundation still continues to receive the *Qogelega* contributions, interest from which will be reinvested for the next 5 years. In the meantime, sourcing resources to boost the fund continues. The community sees the *Qogelega* contributions as a fund to cater to future generations.

To date all of the Foundation's grants have been given to community-based organizations. Two NGOs have shown interest in partnering with CFWR and CFWR expects to distribute grants to some NGOs in early 2001. The Foundation seeks to build partnerships also with its own donors. This belief in partnership is a central pillar of its way of operating.

CFWR has restricted itself to serving three geographic locations within Zimbabwe. The provinces served are Midlands, Matabeleland North and Matabeleland South. These areas

have been identified as being communities that would benefit the most from grant funding for community development projects.

Ms. Moyo concluded the session by highlighting many of CFWR's key accomplishments. These accomplishments include: strengthening community capacities, achieving higher retention of teachers, increasing income levels, putting administrative and program systems in place, purchasing a new office location and hiring five new staff members.

Group Discussions on the Community Foundation Model

Ms. Inviolatta Moyo and Dr. Nelson Colon as Resource People

Participants were divided into two groups to discuss and examine the community foundation model and share specific experiences. There was general agreement on the following with some additional considerations given for the case of Zimbabwe.

Human capacity and resource creation: Building an inventory of skills and training in research for organizational development are important aspects of a community foundation. Community members should be engaged in the development of strategies. Gender training should engage all people in the community, not only women. Being able to effectively create unique ways to serve communities during times of crisis and apply the lessons during times of stability is also needed.

Endowment building: Tangible and intangible assets must be considered in developing a sustainable endowment. Endowment Funds should not be focused on fast growth. Multiple sources of funding, such as bridge grants, are important to fill funding gaps. There is need to be sensitive to cultural values of beneficiary communities including taking note that children should be viewed as being valuable intangible assets.

It was noted that CFWR should be viewed as the model for community foundation development in the Western Region of Zimbabwe and that endowment enhances the power of the organization. Using local development structures such as Rural Development Committees acts as a vehicle to channel resources and government regulation of such bodies has also proven quite beneficial.

One idea was that NGOs should examine the possibility of establishing endowment funds with CFWR, which will command more power, greater returns and achievement of the community's social and economic development goals.

Project and program development: Communities need to be empowered in foundation projects and ownership must be enhanced through foundation engagement with potential grantee projects.

Sustainability: Bringing in resources from a variety of sources--government, private sector and civil society--is a major element of organizational sustainability.

In the case of CFWR, Ms. Moyo stated that the foundation seeks to provide a basis for partnership engagement and show why this would be in the best interest of the partners. Information dissemination by CFWR is to ensure that communities, stakeholders and other organizations are well aware of the benefits of establishing such association.

PRESENTER PROFILES

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DR. NELSON I. COLÓN is the President of the Puerto Rico Community Foundation since January 2000 and Director of the Consortium for Community Economic Development of the Foundation. Dr. Colón joined the Puerto Rico Community Foundation in 1988 and has held the position of Program Director throughout these eleven years. As Program Director, he has played a major role in conceiving, designing and managing several of the major initiatives taken by the Foundation, including the Institute for the Development of Philanthropy and the Consortium for Community Economic Development, of which he is currently the Coordinator. Dr. Colón organized and directed the First International Conference on Philanthropy, held in San Juan in 1997. He designed and was lead instructor at a series of workshops on foundations and community development corporations in Bogotá, Colombia in 1995 and has been a panelist and guest lecturer at two annual conferences of the Council on Foundations and two Community Foundation Conferences in the U.S.

Prior to joining the PRCF, Dr. Colón was Executive Director of the Hispanic Office for Planning and Evaluation, in Boston, Massachusetts. In San Juan, he also founded and directed the Caribbean Project for Peace and Justice. He has taught anthropology at Inter American University of Puerto Rico and conducted courses at the University of Puerto Rico and the University of Massachusetts, as well as serving as consultant to the Department of Higher Education, the Tamahulipas University in Mexico, the University of the Sacred Heart in Puerto Rico, and the U.S. Embassy in Panamá. Dr. Colón received an MA in Anthropology from the State University of New York and a Doctorate in Education from Harvard University. He has been Principal investigator in several qualitative studies including one on Community-Based Funding and NGO Sustainability in the Caribbean.

Dr. Colón brings his expertise in program design and financial sustainability to the Synergos Senior Fellows Program.

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INVIOLATTA MPULI MOYO is the Co-Coordinator of Programs with the Community Foundation for the Western Region of Zimbabwe (CFWR). Ms. Moyo has over 14 years experience in administration and teaching for the Ministry of Education in Zimbabwe and has spent four years guiding and implementing community development projects with the Organization of Rural Associations for Progress (ORAP). She has strong management and leadership abilities related to non-governmental organizations and has wide intercultural and travel experience, including Africa, Europe and the United States.

Ms. Moyo holds a Bachelors Degree in International Studies from the School of International Training, Vermont, USA, a Diploma in Grassroots Development and NGO Management from ORAP Zenzele College, Zimbabwe and a Certificate in Education from the University of Zimbabwe. She has been instrumental in steering all operations for the establishment of the Foundation, including its legal registration and launch, development and implementation of fundraising strategies and programs. She was a member of the Preparatory Committee for the UN World Social Summit, Denmark, 1995 and the Preparatory Committee for the Women's World Conference, 1994.

Ms. Moyo brings her expertise in the area of formation of grantmaking organizations to the Synergos Senior Fellows Program.

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