

EVALUATION
REPORT

2017



2017 PROGRAMME EVALUATION REPORT: BULAWAYO, GWANDA AND UMZINGWANE

EXECUTIVE SUMMARY

This evaluation exercise seeks to provide an objective and independent analysis of the five projects guided by the goals, objectives and expected outputs of the respective projects. The general objective that this exercise seeks to achieve is to assess the relevance, effectiveness, efficiency, impact and sustainability and success of the above-mentioned projects. The achievement of this general objective will contribute towards understanding the impact that the projects implemented by WILD during the evaluation period. Most importantly, this evaluation will assess the extent to which individual project objectives were achieved.

The Women's Institute for Leadership Development (WILD) is a Trust that was established in 2012 with the main aim of providing space for leadership development in women and girls through building their capacities and providing necessary skills to improve their participation, competence, confidence and effectiveness in decision-making. WILD implemented the FIVE projects under evaluations from the 1st of January 2017 to the 31st of December 2017. These projects were:

- i. Empowered citizens for equitable and quality local government service delivery
- ii. Multiplying faces. Amplifying voices
- iii. Women empowered for Politics and Public leadership
- iv. Women participating in local government and development
- v. Women social Inclusion

This evaluation employed both qualitative and quantitative methods of data collection. Data was collected (in Bulawayo, Gwanda and UMzingwane) from multiple stakeholders that included the intended beneficiaries, primary project participants (women), other social groups, key stakeholders, staff members and representatives from key partners. Data was analysed through document-content analysis, thematic-content analysis as well as by means of descriptive statistics. The use of multiple methods ensured rigour in analysis and guarantees high standards of reliability and validity of the evaluation findings.

MAJOR FINDINGS

The society in question is dominated by males and in need of gender mainstreaming. This has been shown by the copious numbers of females in super-ordinate decision-making positions particularly those related to national politics. In this regard, the majority of the projects discussed in this evaluation had a deliberate focus on women empowerment particularly in the direction demanding accountable leadership and contributing to policy formulation at all levels of society.

The beneficiaries of the interventions were mostly the local women who expressed gratitude for the efforts by WILD in their empowerment. Nonetheless analysis showed that the youth were less (in numbers) than the relatively older women within the selected beneficiaries despite national statistics

indicating that the youth formed the bulk of the Zimbabwean population. Also, results showed a negative correlation between selection and level of education and employment. Thus, the programmes seemed to attract the less educated and unemployed. The result was the presence relatively older women with limited education and social influence making them hard sells for political office and higher order decision making.

There were notable intersections amongst the evaluated projects that resulted in visible duplication of activities and noted support, building on and revisits within the same communities. This aspect is both positive and negative in nature given that duplication strains accountability while also allowing for more emphasis on various project components (such as demanding accountability and public budgeting in this case).

By and large the WILD projects implemented were highly effective and welcomed by the intended beneficiaries. Nonetheless, some setbacks related to *inter alia* fund disbursement perpetual WASH challenges (particularly in UMzingwane), non-development of the *e-mbizo* platform that had prospects of being published as a quarterly newsletter and poor coordination between partners (largely been attributed to the absence of joint planning in terms of developing annual plans) was noted. Evidently fund disbursement and joint planning with partner organisations are major determinants of the success of future projects similar to those evaluated.

Through the projects, women have begun to hold social leaders accountable and also influence the utilisation of public funds. In addition, a number of women have become active players in national politics holding and running in various elections. From an advocacy dimension, the main structures that are visible are the ward advocacy committees. These advocacy committees have been capacitated to lead advocacy in their respective wards. However, there were concerns that some people had only attended because they expected material benefits.

In addition, WILD facilitated dialogues that have resulted in positive outcomes that had an impact and relevance to the beneficiaries. For example, in UMzingwane, issues surrounding schools holding of birth certificates by due to non-fee payment. Also, the formation of a residence association in Habane was a highlight and it positioned beneficiaries for increased participation in decision making.

The overall effect has been notable levels of women empowerment indicated by the quantitative and qualitative results of the evaluation exercise. Also, the women empowerment drive championed by WILD has laid a solid foundation for equal treatment of the girl child when it comes to resource distribution and education.

Within WILD, there is prudence in the utilization of resources and the upholding of crucial financial dissemination procedures by WILD. Nonetheless, respondents argued that it was necessary to incentivize them and reward positive action rooted in the WILD initiatives. Results showed that this

could be rooted in the fact that most of the women targeted by the programmes in questions are relatively poor. For them to actively participate they expected certain rewards in cash or kind.

Internal staff considered the programmes well managed and with sufficient resources channelled towards the execution of project activities. Furthermore, the interlinkage of projects allowed for the execution of various tasks simultaneously resulting in the effective utilisation of time particularly in the case of the beneficiaries.

Various platforms were created by the projects in question that included advocacy groups and empowered women with a range of skill procured through the project. Nonetheless, the main issues affecting project sustainability include the material expectations that WILD is not fulfilling and the absence of highly educated youth in the programmes. In line with this concern, the evaluation team found that there were very few young people that came forward as beneficiaries of the project. For sustainability, it would be of great benefit to target young people because they still have a future as the respondents rightly says they are the leaders of tomorrow. Targeting poor adults is not a bad idea. However, it comes with disadvantages in the form of expectations for material benefit. Later, this will have a negative impact on project sustainability as beneficiaries are always on the lookout for handouts. Such a situation limits the effectiveness of possible exit strategies (by WILD) requiring re-engineering of engagement processes and beneficiary selection on the part of WILD.

RECOMMENDATIONS

- i. The results showed a bias towards relatively older women amongst WILD programme beneficiaries. This state of affairs is considered unsustainable and may result in the need for financial support rather than empowerment. As such, WILD should consider projects that deliberately cast the net wide in order to have more youth participating so as to guarantee project sustainability and reduce dependency on the organisation upon exit.
- ii. Given the evident socio-economic challenges facing older women, WILD would benefit from programme diversification (away from empowerment) to include entrepreneurial programmes, girl child education and support internal savings and lending groups and other livelihood support schemes. Such interventions would undoubtedly increase the relevance of the organisation to the current beneficiaries. Moreover, utilisation of non-financial incentives such as community recognition, food for work programmes and networking opportunities may be one way to get around the previously highlighted financial compensation.
- iii. The similarity of programmes has been shown to be both an advantage and disadvantage. Nonetheless, to guard against the hazardous aspects, it could be wise for WILD to consider operating in different locations. The project geographical diversity will give a different perspective on project outcomes and allow for new learning experiences. Programme diversification should also include the positive socialisation of the boy child in order to avoid the difficulties of dealing with men who are socially conditioned in patriarchal systems.

- iv. The failure to launch beneficial platforms like *e-mbizo* reduces the sustainability potential of WILD programmes. As such, it is critical that the organisation prioritises computer literacy amongst women and continuously develops platforms where women can engage each other and major stake holders on issues of significance. Such platforms often outlive projects and become points of departure for other similar initiatives in future.
- v. It would also be critical for WILD to identify areas where they intersect with other organisations and prioritise these con-jointly with potential partners in order to allow for coordinated long term planning. Such an initiative will allow for the development of annual operational calendars that will ease coordination of joint projects in the future.

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LIST OF ACRONYMS AND ABBREVIATIONS

AAAQ	Availability, Accessibility, Acceptability and Quality
ANSA:	Alliance for National Salvation
CYDT:	Community Youth Development Trust
ECD:	Early Child Development
MDC:	Movement for Democratic Change
PDP:	Peoples Democratic Party
WILD:	Women's Institute for Leadership and Development
WIMPS:	Where Is My Public Servant
ZAPU:	Zimbabwe African Peoples Union
ZEC:	Zimbabwe Electoral Commission
ZLHR:	Zimbabwe Lawyers for Human Rights
ZWCRN:	Zimbabwe Women's Resource Centre and Network

PART 1: INTRODUCTION

Patriarchal Africa (Zimbabwe included) has long been characterised by societies dominated by males and high levels of cheap or unpaid female labour (Still, 2017; Beneria et al., 1981). Rosemary Gordon in her influential studies on educating the girl child in Zimbabwe argued that patriarchal societies were detrimental to women empowerment as men seemed to be working together to ensure that women were under their control (Gordon, 1996a; 1996b). This lack of empowerment of women has been noted to perpetuate poverty as a significant part of the population (women) lacks critical human, social and physical capital (Sachs, 2005). These challenges are also present in Zimbabwe as noted by the Women Institute for Leadership and Development (WILD, (2017) who explained that women in Zimbabwe continued to face peculiar and structural barriers political and public participation and access to basic services. Furthermore, WILD (2017) reasoned that the burden of domestic responsibilities, cultural norms, political bias, lack of financial resources deter women from participating in public decision-making processes.

1.1. EVALUATION CONTEXT

It is being within the context above that the Women's Institute for Leadership Development (WILD) is a Trust that was established in 2012 with the main aim of providing space for leadership development in women and girls through building their capacities and providing necessary skills to improve their participation, competence, confidence and effectiveness in decision-making. The organisation's mandate is to see women and girls at the core of economic, political and social development through:

1. Enhanced capacity of women and girls to participate in economic and environmental activities, influence structural changes and have access to capital and markets
2. Building awareness and capacity of women to demand fulfillment of their social rights, as well as influence systems that will promote and protect those rights.
3. Enhanced women and girls' interest and participation in politics and governance, as well as influence structural changes to expand and protect safe spaces for women and girls.

In pursuit of the 3 operational objectives, WILD implemented FIVE projects from the 1st of January 2017 to the 31st of December 2017. These projects were:

- a. Empowered citizens for equitable and quality local government service delivery
- b. Multiplying faces. Amplifying voices
- c. Women empowered for Politics and Public leadership
- d. Women participating in local government and development
- e. Women social Inclusion

These projects have since been completed and WILD deemed it essential for relevant stakeholders to know of the project outputs and outcomes in order to justify resources utilized and ascertain the impact of organisational activities. In this regard, WILD sought an external independent eye whose purpose was to evaluate the organisation's activities as they applied to the FIVE above mentioned projects.

1.2. EVALUATION GOALS AND OBJECTIVE

As such, this evaluation exercise seeks to provide an objective and independent analysis of the five projects guided by the goals, objectives and expected outputs of the respective projects. The general objective that this exercise seeks to achieve is to **assess the relevance, effectiveness, efficiency, impact and sustainability and success of the above-mentioned projects**. The achievement of this general objective will contribute towards understanding the impact that the projects implemented by WILD during the evaluation period. Most importantly, this evaluation will assess the extent to which individual project objectives were achieved. This evaluation employed both qualitative and quantitative methods of data collection. Data was analysed through document-content analysis, thematic-content analysis as well as by means of descriptive statistics. The use of multiple methods ensured rigour in analysis and guarantees high standards of reliability and validity of the evaluation findings.

1.3. EVALUATION STRUCTURE

The evaluation proceeds by briefly discussing the contextual operational environment particularly the project implementation areas of Bulawayo, Gwanda and UMzingwane. After a brief on the project areas, the methods that were used in the evaluation are explained and justified. The evaluation then considers the FIVE projects under evaluation focusing on the major project objectives and expected results. Furthermore, the evaluation considers project results based on secondary data compiled by WILD before it delves into primary data results rooted in data collection activities that formed a major part of the evaluation project. Finally, the evaluation draws major conclusions and relevant recommendations in line with the project objectives.

PART 2: CONTEXTUAL ENVIRONMENT

This section shall shed light on the operating environment that WILD finds itself in with a deliberate focus on the major project areas of the City of Bulawayo, uMzingwane and Gwanda Districts. Information regarding the major project aims and objectives will also be presented in this section together with the expected outputs and outcomes in accordance with the specific log frames.

2.1. ZIMBABWE (BULAWAYO, UMZINGWANE AND GWANDA)

Zimbabwe like most southern African countries is home to African cultures that are characterised by patriarchal societies where males dominate society in terms of decision making at household, community and national level. Zimbabwe has an estimated population of 12 973 808 of which 6 738 877 are females and 6 234 931 are males (ZIMSTATS, 2012).

Zimbabwe is divided into 8 administrative provinces, 2 Metropolitan provinces, 59 districts and 1200 wards. Each province has a resident minister, districts have Chief Executive Officers (CEOs) and District Administrators DAs while wards have councillors representing the villages in the ward. In addition, and in line with the historical colonial dispensation, Zimbabwe also has a system of traditional chiefs who operate alongside the councillors and DAs. The chief's authority is also delegated to village heads who control most of the grassroots activities within the villages. Furthermore, the country is divided into constituencies presided over by members of parliament who represent the legislative arm of parliament. Given the patriarchal nature of Zimbabwe, it is no surprise that these positions of authority are predominantly held by males.

Of late, Zimbabwe has been characterised by a misfiring economy that has seen inter alia high levels of unemployment, a deepening liquidity crisis, and infrastructural decay and stressed livelihoods. The economic crisis has moved side by side with political uncertainty allegedly rooted in the failure to have a government accepted by the people (Skalnes, 2016) but rather one that has stayed in power through underhand tactics not appreciated by the population at large (Chari, 2017; Kondlo and Kagwanja, 2015).

2.2. SPECIFIC EVALUATION AREAS

The WILD projects under evaluation were implemented in Bulawayo, uMzingwane and Gwanda as shown in Figure 2.1.

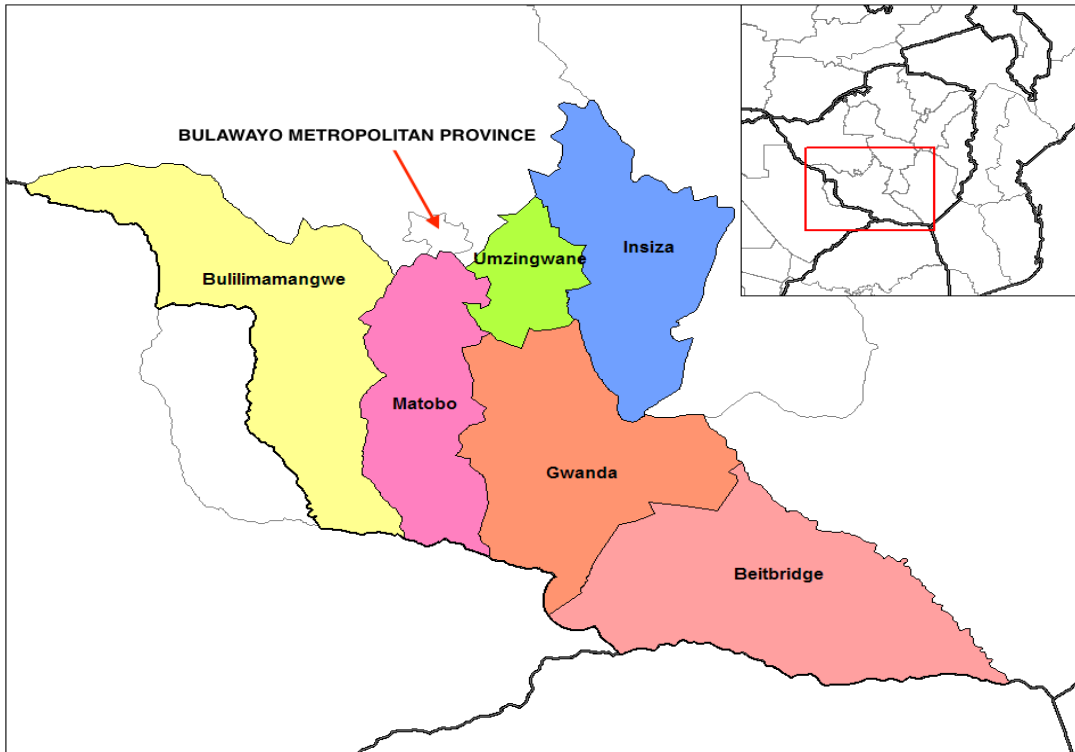


Figure 2.1: Evaluation areas

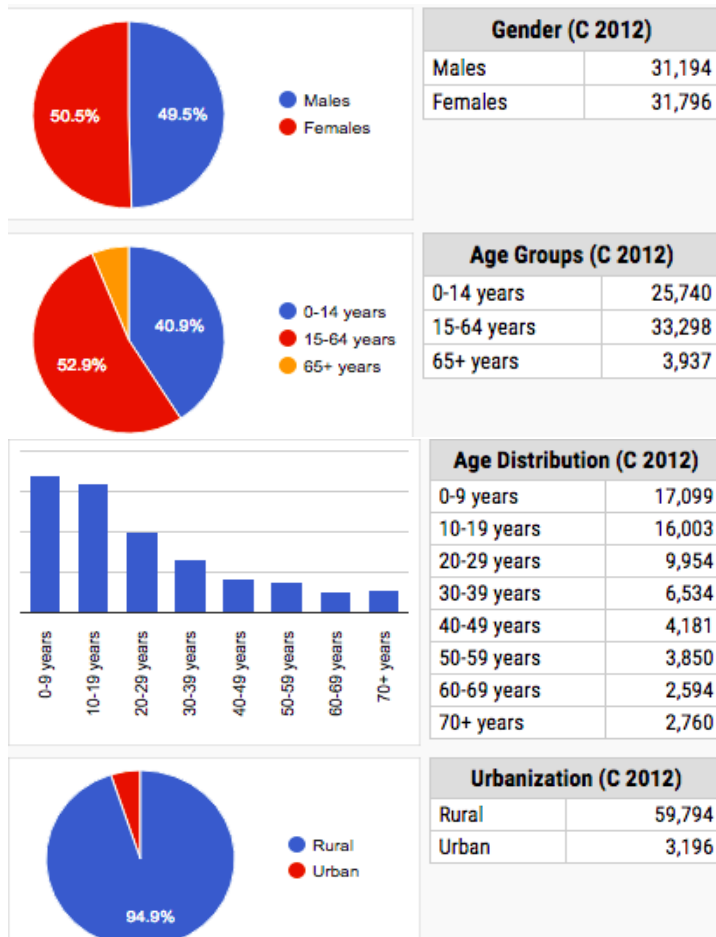
2.2.1. Bulawayo

Bulawayo is Zimbabwe’s second largest city with a population of 653337 (Males 303 346; Females 349 991) as of the 2012 census. The population in Bulawayo Province is relatively young with 34% below 15 years and slightly above 3 percent at 65 years and above. Census (2012) information on education revealed that about 10% of the population aged 3-24 years had never been to school. However, 89 percent of these were below 6 years of age and many of them likely to start school later. Fifty - eight percent of the population was currently attending school and the proportion of the population age 3-24 years that had left school at the census time was 32percent. Of the total female population age 3-24 years, 33 percent had left school while the proportion for males was 42 percent. Out of these, around 60 percent were in the labour force. The proportion of those in the labour force who were unemployed was about 28 percent. Almost 1 percent of children age 10-14 years were economically active. The proportions of those not in the labour force who were students was 39 percent, homemakers 42 percent, and retired/sick/too old 14 percent. Out of those who were employed, the highest proportions (32 percent) were engaged in services related occupations, followed by Business and Finance (8 percent).

Bulawayo is an industrial town which is home to a number of manufacturing industries. During the colonial era, it was referred to as “the Manchester of Rhodesia” due to its heavy industrial sites. Over the years however many of the industries have suffered from the economic meltdown and closed down forcing several people into unemployment. As a result of its links to the border with South Africa, Botswana and Zambia cross border trade is one of the most common sources of livelihoods. Informal employment also plays a major part as the very poor and poor migrate to seek casual work opportunities in the farms around uMguza and Nyamandlovu during the agricultural seasons. Other sources of livelihood include vending, the informal sector which plays a significant part in the province's economy.

From an administrative viewpoint, the city is run by a council of 29 councillors representing the 29 wards of Bulawayo presided over by a Mayor who works through technocrats led by a town clerk. In addition, the declaration of Bulawayo as a metropolitan province created iMbizo, Khami, Raygate, Central and Mzilikazi districts in the province.

2.2.2. uMzingwane



uMzingwane District is in the North-Eastern part of Matabeleland South Province. It shares administrative boundaries with four other districts which are Mguza to the north east, iNsiza to the east, Gwanda to the south and Matobo to the west. The district covers an area of 2797 square kilometres and has twenty administrative wards. These wards are categorized as follows - twelve (12) communal, that is wards 1- 12; wards 13,14,19,20 and part of 17 are resettlement, 15, part of 17 and 18 are commercial and ward 16 is peri-urban. The peri-urban ward houses eSigodini Growth Point which serves as the 'district capital'. Under the traditional leadership, the district is divided into four parts each managed by a traditional chief.

Figure 2.2. Basic demographics of uMzingwane district. Adapted from ZimStats (2012)

2.2.3. Gwanda

Gwanda covers an area of 14 015,31km², broken down into Communal land (5 013. 00 km²); Resettlement areas (8 696.06 km²) and Small Scale Commercial Farming areas (306. 25 km²).

Gwanda neighbours Beitbridge to the South, Matobo to the North West, Republic of Botswana to the South West, uMzingwane to the North, iNsiza to the North East, Mbrerengwa and Mwenezi to the East. Gwanda District falls under

Agro-Ecological Regions IV and V in the North and South respectively. This is a semi-arid area, which receives less than 650mm in region IV and 500mm in region V of rainfall per annum. The area is a semi-extensive to extensive livestock ranching region supported by cultivation of drought tolerant small grains, e.g. sorghum, pearl millet. In addition, the district is endowed with substantial mineral reserves, which make mining (large and small scale) a major economic activity. The district has five communal chiefs, all presided by substantive chiefs and 18 headmen, namely Matshetsheni, Wenlock, Garanyemba, Dibilashaba and Bolamba. Amongst the communal areas are 24 wards all with democratically elected councillors. The district has an estimated human population of 115 778 according to the 2012 census, speaking mainly four dominant languages, Ndebele, Sotho, Venda, Jahunda.

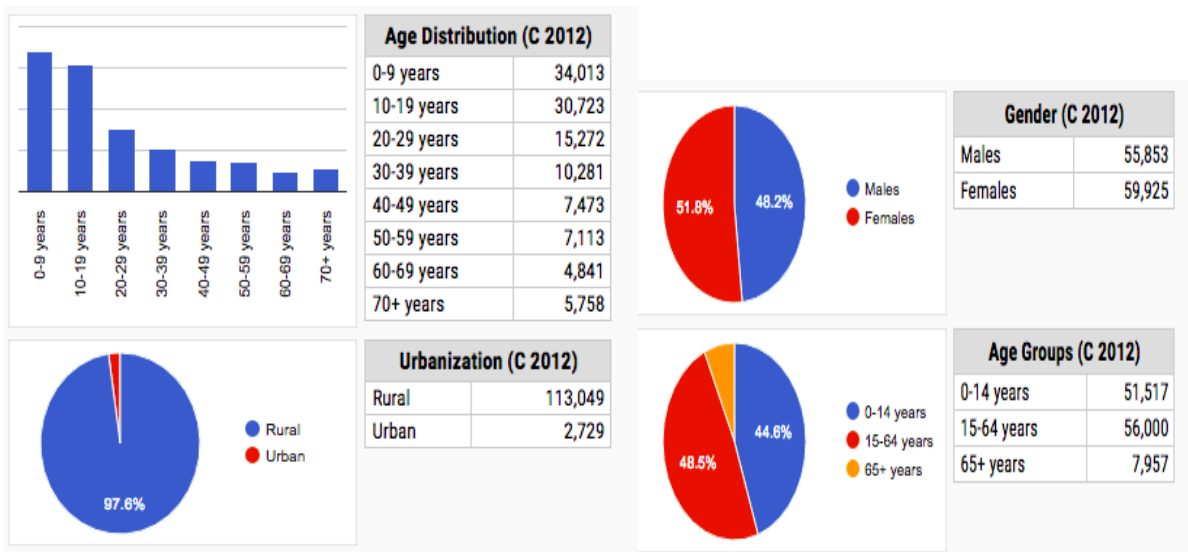


Figure 2.3: Basic demographics of rural Gwanda district. Adapted from ZimStats (2012)

PART 3: EVALUATION METHODOLOGY

This section describes in detail the methodology employed in the evaluation together with the evaluation criterion that guided the assessment. The section will discuss the collection of qualitative and quantitative data shedding light on inter alia sampling, data collection processes, data analysis and ethical issues upheld throughout the evaluation. Data was collected from multiple stakeholders that included the intended beneficiaries, primary project participants (women), other social groups, key stakeholders, staff members and representatives from key partners.

3.1. SAMPLING

Multi stage sampling was used in this evaluation exercise. In each of WILD's 3 operating areas as it relates to the five projects under evaluation, participants were conveniently selected with the help of WILD's local advocacy committee members. The spatial location of participants was severely spaced and it was difficult to reach many of them in the allocated time for the evaluation. Owing to this limitation convenience sampling became the most feasible method to select participants after randomly selecting the wards. In total 270 respondents participated in the evaluation survey inclusive of all operating areas. Care was taken to ensure that participants were representative for each project. While the number of people taking part in each project varied, the evaluation team ensured that not less than 20 people participated for each project in a given operating area.

In addition, a total of 10 FGDs were conducted in this evaluation. Participants were chosen purposively. Of the 10 FGDs, 2 were conducted for each project. FGDs consisted of 10-13 participants. Lastly, 15 Key Informant interviews were conducted. At least 2 key informants responded for each project under evaluation. In total, the evaluation sample for all data collection methods comprised 400 participants covering all 3 operating areas and all five projects.

3.2. DATA COLLECTION

Data was collected using document analysis (WILD documents and other relevant literature), a survey, and Focus Group Discussions (FGDs) with project participants and Key Informant Interviews (KIIs) with influential individuals holding relevant positions of authority in the targeted organisations. Tools that used to collect data were semi structured questionnaires, group discussion guides, key informant interview guides (Appendix 1) and relevant databases. Information derived from the first phase of the study guided the developments of data collection tools.

3.3. DATA ANALYSIS

The frequencies of the responses from the survey, FGD and KIIs regarding the relevance and effectiveness of the programme are used to indicate overall perceptions of the projects. The rate of return on projects based on the levels of change is used to indicate the efficiency of the projects while the survival of created platforms used as a proxy for project sustainability. The coordination, implementation and financial prudence of WILD during the evaluation period are compared with international best practice to determine if it was lacking in any way. The results attributed to the projects but absent from the initial project objectives shall be used to indicate the positive and negative project externalities of the project. Qualitative and quantitative data collected was analysed using relevant computer software such as ATLAS ti and SPSS while Microsoft Excel derived necessary visual presentations of data.

3.4. INTERROGATION OF ASSUMPTIONS

Assumptions that have been made in each project are assessed to verify their validity. This was done in accordance with the project planning documents such as the project log frames and it allowed the evaluation team to observe the effect that the operational environment had on the projects implemented by WILD.

3.5. ETHICAL CONSIDERATION

The evaluation exercise and particularly the data collection processes observed general ethics of data collection from the public which include anonymity, free will, integrity and honesty. Relevant authorities were notified of the study and necessary permission obtained. Survey respondents were asked to read the consent form (Appendix 1) and give consent for the interview process before it begins. Questionnaires were kept safe at all times and the data used only for the purposes of the stated objective.

3.6. EVALUATION CRITERION

The ToRs suggested that the evaluation should specifically focus on project relevance, effectiveness, efficiency, sustainability, impact, cross-cutting issues, and participation. Moreover, there was also an emphasis on highlighting the lessons learnt from the project. In the ensuing section, we present the aforementioned major areas clearly specified in the ToRs as the evaluation criteria:

3.6.1. Relevance

The main aim of this variable was to:

- i. Assess the extent to which the objectives and activities of the project have been relevant and compatible with the priorities and interests of target groups, taking into consideration the context of the given society and any underlying problems,
- ii. Assess whether the selection of the beneficiaries was appropriate, including process, selection criteria, transparency and decision makers, whether activities of the program were duplicated considering similar interventions of other actors and how successful was the cooperation with other actors/stakeholders, and
- iii. Assess whether objectives, concepts, strategies, and activities were consistent with each other for achieving significant impacts in this context,

3.6.2. Impact/Effectiveness

The main thrust of this section was to

- i. Assess if implemented activities have brought about the expected results
- ii. Assess, identify and document the factors of success or failure at the implementation level.
- iii. Assess the extent of effectiveness of cooperation with other actors/stakeholders and/or whether important actors have been included/excluded from networking.
- iv. Assess the Extent to which the activities undertaken helped realize the intended goals.

- v. Assess the positive and negative, intended and unintended changes that have been brought about, directly and indirectly, by the program.
- i. Assess how the project contributed to solving development problem(s) or changing a situation.
- ii. Assess the extent to which guiding principles of development policy such as the women empowerment, poverty reduction or the advancement of women's and girls' interests were being put into practice.

3.6.3. *Efficiency*

major focus of this section was to:

- i. Assess whether resources such as money, staff, equipment etc. were adequately and economically used in accordance with the objectives of the program.
- ii. Assess whether activities were organized in such a way as to make optimum use of the available resource.

3.6.4. *Sustainability*

Under this section, the evaluation was supposed to:

- i. Assess the level of community empowerment, sense of ownership and community contribution to the project,
- ii. Assess initiated processes with regard to stakeholder capacity building, resource mobilization initiatives and availability of an exit strategy,
- iii. Assess whether and in how many communities WILD can scale down the interventions in order to phase out the external support.

The analytical framework used for the evaluation is schematically presented in the Figure 3.1. As shown in the Figure 3.1, the major projects that constituted the broader WILD intervention will be documented and analysed in accordance with an evaluation criteria. Using the results of the analysis, the major impacts of the intervention (with respect to women participation and empowerment) will be drawn and sequential recommendations made.

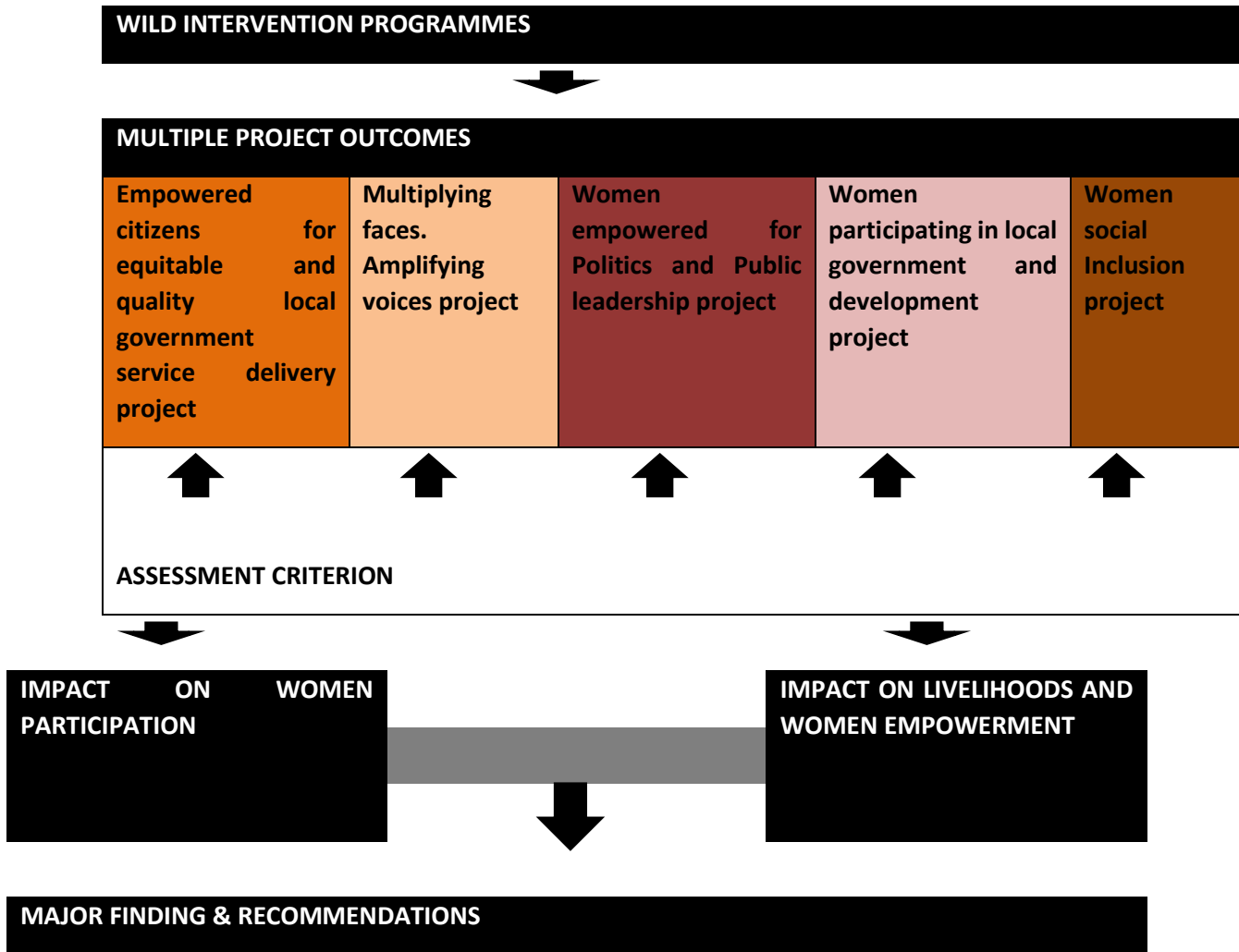


Figure 3.1: Analytical Evaluation criterion

3.7. DEMOGRAPHICS

Considering the population from a measures of central tendencies perspective, the mean age in the WILD project respondents 43.3 years, the median 42 years and the mode 35 years. Figure 3.2 shows the distribution of survey respondents by age and employment.

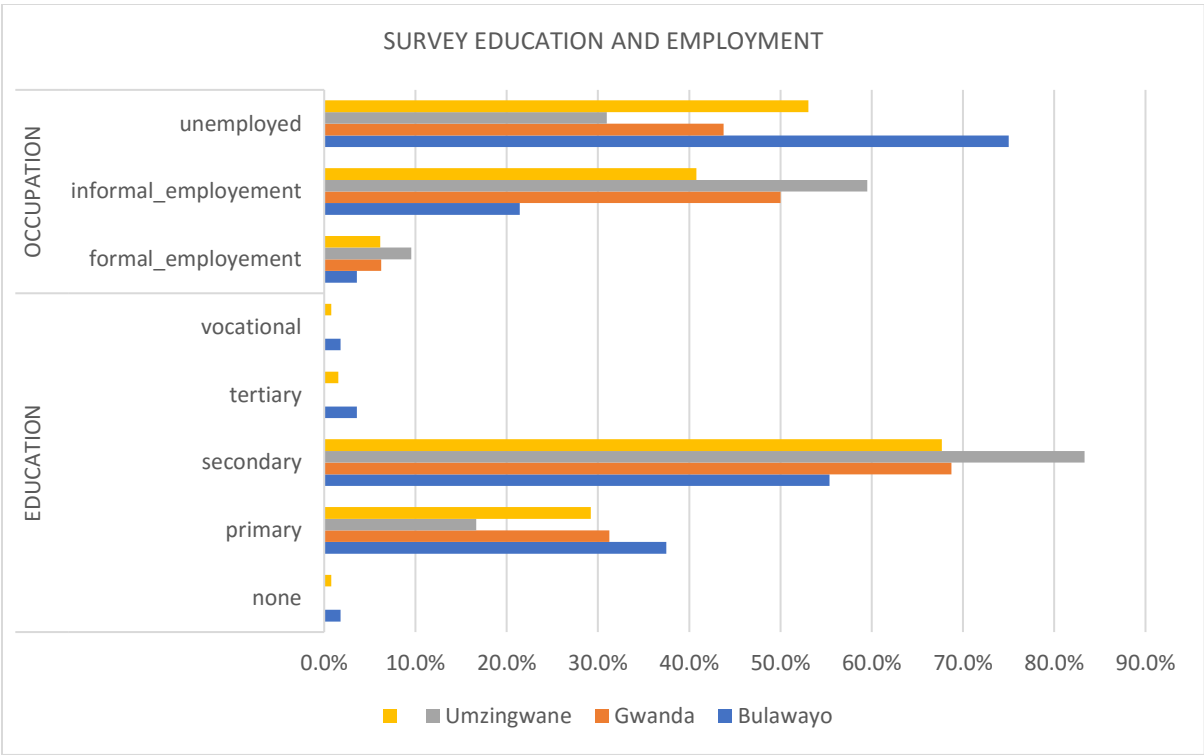


Figure 3.2: Survey population distribution

PART 4: FINDINGS: EXPECTATIONS VERSUS REALITY

This section discusses the WILD intervention projects in detail beginning with the expected perspectives rooted in secondary data then followed by a presentation of reality based on qualitative and quantitative data collected in the evaluation areas. The expected results are then juxtaposed with the reality observed in the evaluation areas to assess the variation and highlight the possible rationale for the discrepancy. The section shall also give relevant answers for each project in accordance with questions raised by the evaluation criterion in part 3 of the evaluation report.

4.1. EMPOWERED CITIZENS FOR EQUITABLE AND QUALITY LOCAL GOVERNMENT SERVICE DELIVERY PROJECT

According to secondary data obtained from WILD, this project's first component focused on organisational and capacity building with the hope to see improved capacity of partner organisation in gender mainstreaming for gender responsive programming. This was to be done through training for partner organisation on: gender mainstreaming, gender responsive budgeting using the ZWCRN training manual, and disseminate report on gender analysis of AAAQ tool. The training sought to enhance the capacity of the partner organisation to streamline gender into its policies, operations and programmes. The achievement of this first project objective would be indicated by the numbers of people trained and gender mainstreaming in management systems, procedures, policies and regulations. Based on the 2017 first quarter report compiled by WILD, programme implementation was affected by the late disbursement of funds leading to a delay in several activities. However, WILD was trained by Habakkuk on AAAQ. The reports also show that WILD is yet to train Habakkuk on gender mainstreaming as per its laid down objectives. Though institutional capacity building is still behind schedule, WILD has been able to use the training it received from Habakkuk to internal and community engagement programming. WILD has been able to develop scorecards that can be used by community members to rate the quality of public services delivered to them. In addition, WILD has developed an internal baseline tool for AAAQ which is used to benchmark against acceptable standards. Moreover, WILD has managed to use disseminate the knowledge gained from the training to communities using different platforms that include amongst others community meeting, workshops and radio programmes.

The project then went on to build capacity of the community in general with a particular focus on women. In this case, Women were trained in advocacy skills, understanding gender roles and the effect of public services on their livelihoods using the reflection action tool. The Women trained would include ordinary women, women in the church, women with disabilities, young women, women's associations and women leaders. Through the training WILD sought to establish women's champions groups to sustain the initiative. This second dimension of the project was thought to result in Women with capacity to identify problems in public services; women who are able to proffer solutions as well as advocate for improvement in public services and women with capacity to mobilize other women around public issues as champions. As such it was expected that there would be an increase in advocacy campaigns by Women's Action Groups in the project areas. Based on secondary data (i.e 2017 quarterly reports), WILD is doing very well on this second dimension of the project. The organisation has active ward advocacy committees led by women. In addition, WILD has been able to reach 81 people (78 women and 3 men) with information and training on to participating in the formulation of plans and budget making processes at local government level. As a result of this advocacy, WILD has managed to equip ordinary citizens, particularly women, with skills to influence policies, budgets and plans. In addition, using pre and post meeting evaluations, WILD was able to note improvements on knowledge of gender sensitive public service delivery among participants. In line with the above, 80% improvement was noted on reflection action and 78% improvement was recorded on participatory budgeting and budget tracking. These have been impressive milestones for this particular project.

The project also sought to train women on gender responsive budget planning, budget tracking and monitoring with a particular focus on how women will contribute to the budget formulating process and track the approved local authority budgets. This aspect aimed at increasing women's capacity to track and monitor the budget and assist them to identify advocacy issues that may arise from failure by local authorities to follow the budget plans. The expected results included the creation of women with increased knowledge on gender budgeting; identification of gender gaps and gender priorities not specified in the budgets and the monitor and identify variances on planned against actual implementation.

Based on data from the 2017 3th quarter report, WILD managed to hold a series of interface meetings where 248 people (168 women and 81 men) were able to meet and converse with local authority leadership (i.e. councillors). These interface meetings where WILD played a facilitating role brought into action the skills that were acquired through trainings on gender sensitive service delivery aimed at participatory budgeting and budget tracking. Issues discussed covered various social service delivery niches that included health, education as well as access to water and sanitation. Problems in the aforementioned niches were identified and interrogated and the citizen's position and views were put across to ward councillors. In addition to facilitating discussions between citizens and local authorities, WILD also facilitated a space for discussion and engagement through radio programmes hosted on a local radio station Skyz Metro FM. In the radio programmes, councillors and residents were brought to the radio panel while others contribute through calling in or sending text messages via social media platforms such as WhatsApp.

The 2017 3th quarter report further showed that WILD has held 3 ward planning meetings in UMzingwane. Women with skills acquired through reflection action training contributed to the development of ward plans to improve social service delivery in 4 wards. It is thus envisaged that these plans will be used to influence council's 2018 budget to adhere to high standards of gender responsive budgeting. Therefore, on this project dimension WILD has made significant strides in meeting expected outcomes. However, a few setbacks such as the failure by council to avail detailed committee budgets have been noted.

Citizen journalism and ICT were also part of the project mix and both aimed at training women on communication for development and on how they can utilize technology for advocating for better public services. In this specific area, women would be trained on how to conduct radio interviews, and to write brief press statements. Furthermore, the citizen journalists would be responsible for uploading information to the **e-mbizo** complaints mechanism to be developed under this specific section for publication in a quarterly newsletter. This specific activity was thought to create an interface and virtual connection between targeted communities, local authorities and civil society for real-time responsive service delivery and Amplify community voices on advocacy through use of ICT.

In line with this project dimension, secondary data shows that a symposium was held with 167 participants (78 men and 89 women). However, the report does not go into detail about this symposium as it relates to its achievements. The report further indicates that 24 people (17 youth and 7 adults) participated in the citizen journalism training. This initiative has reportedly resulted in 3 women submitting stories envisaged for publication. However, the report underscores a concern on the focus on human interest stories as opposed to stories more inclined to public service delivery. While training and some writing has taken place, there has been no indication of a development of the **e-mbizo** platform that had prospects of being published as a quarterly newsletter.

Peer exchange learning was also prescribed in the project and it was characterised by exchange visits between the WILD women's action groups and the Habakkuk Trust Action Groups. The aim of the visits was to allow cross-pollination on issues to do with advocacy, shared experiences, mobilizing and gender budgeting. Based on the reports, WILD has been able to collaborate on selected programmes with other organisations such as Habakkuk trust, BPRA amongst others. However, the reports also show that there has been poor coordination between partners. This has largely been attributed to the absence of joint planning in terms of developing annual plans.

Overall, expectations versus reality based on secondary data show that WILD has met expected outcomes despite a delay in implantation caused by the late disbursement of funds. From the review of financial statements, it is evident that the organisation sends regular reports to the donor partner signifying professionalism and high standards of accountability.

Secondary data shows that the organisation has managed to lead advocacy through stakeholder meetings aimed at building relationships with community, local and district leadership. The lobbying and advocacy component also made use of Ward Planning Meetings to assist the communities to develop gender responsive ward development plans. Women action groups would take a leading role in formulating the plans and use them to contribute to the local authority planning process as well as track the local authority budgets to see if they reflect ward needs. Budget consultative meetings were also planned to mobilise women to participate in the gender budgeting process and influence gender priorities into the local authority budgets. The meetings were thought to allow women a platform to track and monitor local authority plans and budget expenditure. Other platforms envisaged in the project were the Social Accountability Fora and public campaigns where leaders and public institutions were brought to account.

4.1.1 The project through the assessment criterion: Project Effectiveness

This section evaluates the project based on empirical evidence gathered amongst project beneficiaries in UMzingwane. This section presents data following the evaluation criteria. First the project's effectiveness is evaluated based on the expected outcomes of the project versus the evidence gathered through self-reporting beneficiaries in selected operating area. Figure 4.1 presents data in percentages of beneficiaries based on the extent of their agreement to the effectiveness of the project in line with some of the expected project outcomes.

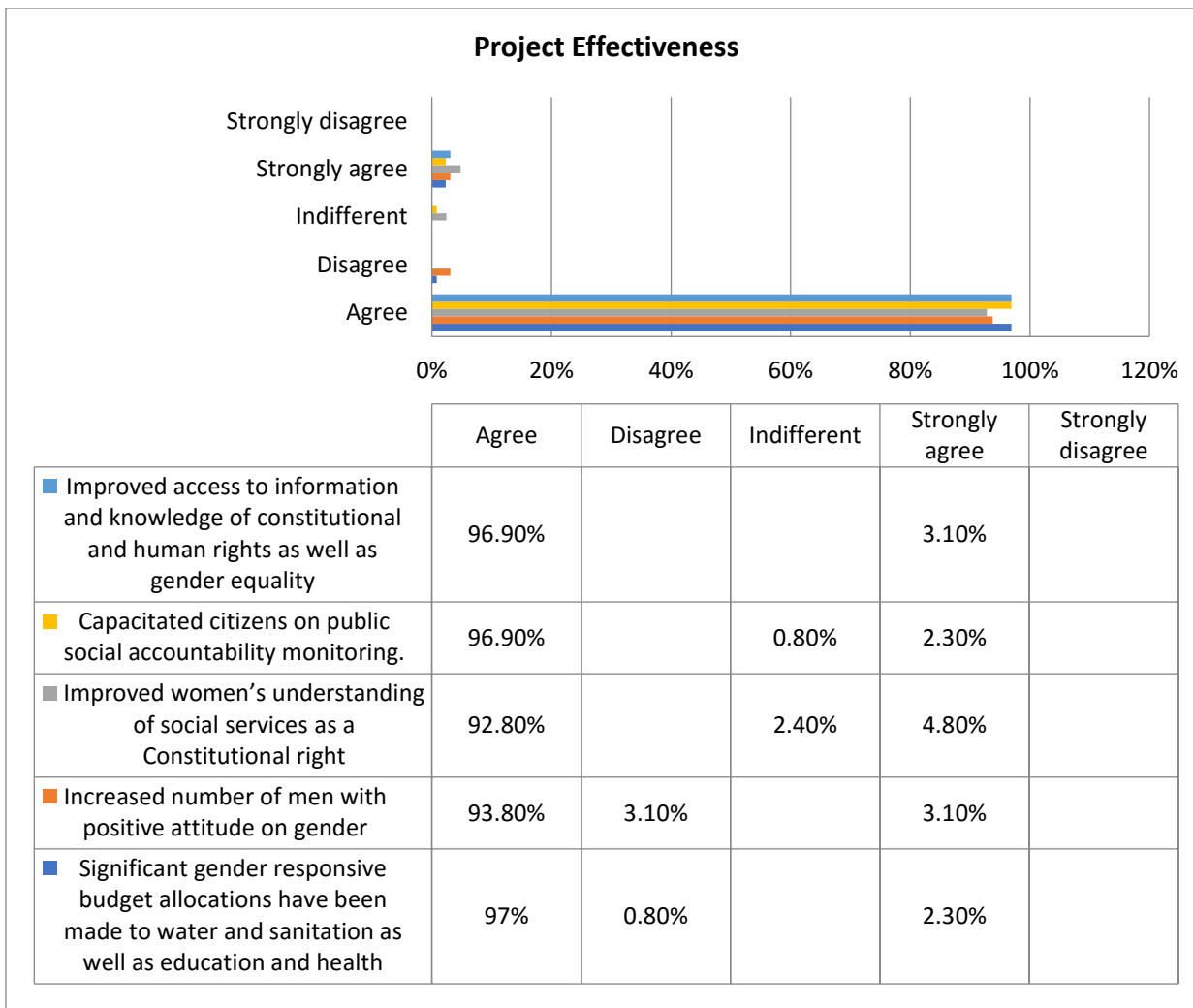


Figure 4.1: Survey responses on specified issues

Evidence gathered amongst project beneficiaries in the UMzingwane operating area shows that all of participants interviewed agreed that the project resulted in improved access to information and knowledge of constitutional and human rights as well as gender equality. In addition, 97.8% of participating beneficiaries agreed that women's understanding of social services as a constitutional right had improved owing to the interventions implemented by WILD. Only 2.4% were indifferent about the aforementioned. The following interview excerpts with key informants also corroborate these findings.

“They [WILD] also helped us and the other women on awareness of women's rights; they again helped us on communication skills as well as knowledge on the constitution. WILD also taught us on the importance of taking care and the livelihood of children... They also helped us on consultation to leadership in the sense that leadership is brought to the people to help us in holding the relevant leaders accountable. Like as it is now I am the councillor for this ward hence the people were taught that whenever there is something they needed be it services they need, they are able to consult me and I am obliged to take it to council so that these services are delivered. The women were also taught on budget consultation. I strongly believe that WILD really helped us a lot” (KI in UMzingwane, January 2018).

“...the information is disseminated to even those that did not attend. In our ward, there are 6(six) villages hence when we mobilize the women, we divide the required number by all the six villages, then those that do attend then pass on the knowledge to the others” **(KI in UMzingwane, January 2018).**

The above interview excerpts show that women in UMzingwane have been empowered through this project. Issues arising for the narrative include that women now have great awareness of the constitution. They also have increased access to information as a result of the constitution awareness campaigns that were implemented by WILD. In addition, the fact that now they are able to hold leaders accountable and demand the provision of services is testimony to their understanding of social services as a constitutional right. Therefore, these narratives explain the high scores in the survey outcomes, and substantiate the effectiveness of the project.

The results of the survey also show that 96.9% of the beneficiaries agreed that the project capacitated the citizens on public social accountability. Moreover, significant changes on gender responsive budget allocations were noted by 96.9% of the respondents. Interview narratives and observations show that roads are being graded and addressing the needs of women who need to bear the burden of travel to seek livelihoods. In addition, there has been an increase in borehole drilling by the District Development Fund (DDF). These developments are credited to the lobbying and increased participation in budget consultation and active advocacy for social accountability.

“In uMzingwane we managed late last year to facilitate the formation of a residents’ association for Esigoni in Habane which now handles issues that cannot be handled by a committee and we also got a lawyer to help in the draft up of a constitution. In ward 9 in uMzingwane; we helped in the facilitation of water rehabilitation of two boreholes. During our engagement with the local authorities they highlighted that they did not have the funds to fix them hence we purchased the two pumps while the local council helped with their technicians and engineers” **(WILD official, January 2018).**

“women are now eager to take part in such initiatives because I still remember we went to Rainbow hotel in Bulawayo for a seminar were also people from the council were present and we were enlightened about what is meant by budget consultative meetings. In our area, here women do take part in local governance and budget meetings where they present a voice that can be heard” **(FGD participant in UMzingwane, January 2018).**

The above interview excerpts further demonstrate the effectiveness of the interventions implemented by WILD under this project. Women have been enlightened and thus are taking part in governance processes in the form of attending budget consultative meetings. In addition, the facilitation of engagements by WILD has opened spaces for demanding gender responsive budgeting and thus access to water has been the main highlights achieved in UMzingwane through the drilling and rehabilitation of boreholes. This indeed is an indication that the project has been effective in attaining positive outcomes.

4.1.2. Project Relevance, Efficiency, Impact & Sustainability

The previous section has assessed the effectiveness of this particular project. This section draws on empirical evidence to evaluate the project based on project relevance, efficiency, impact and sustainability Figure 4.2 presents data on the aforementioned.

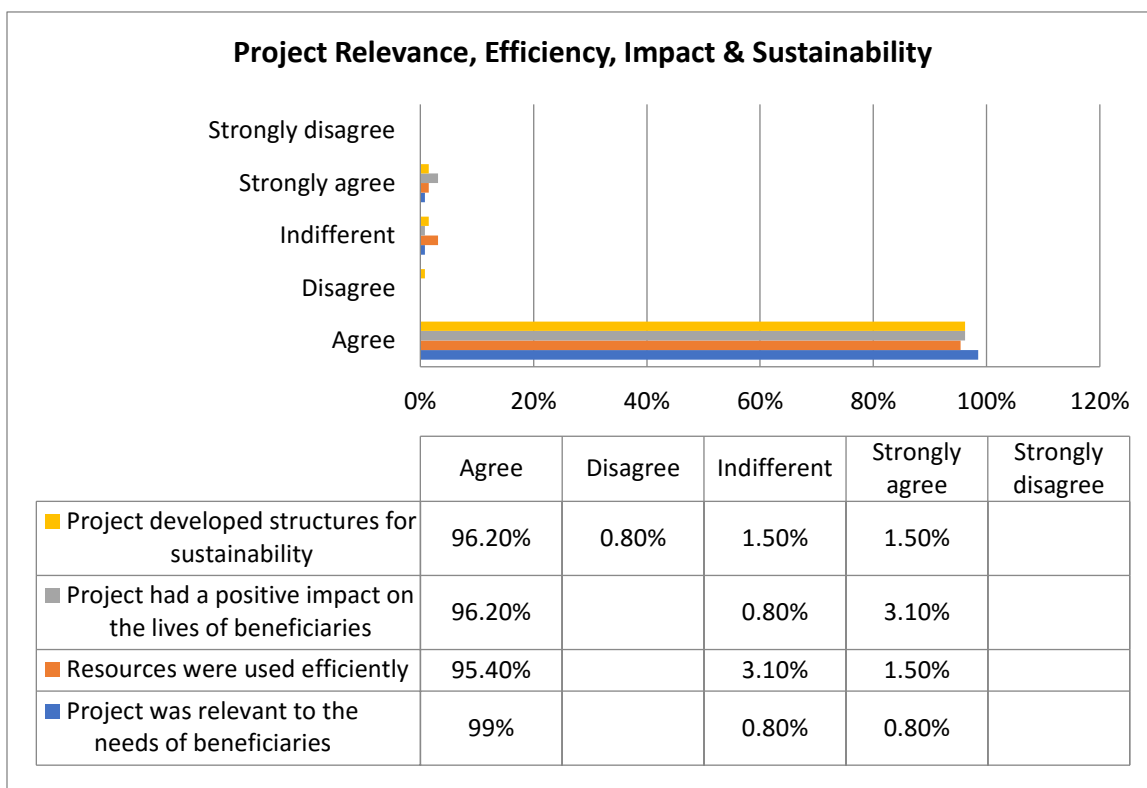


Figure 4.2: Survey responses to evaluation criterion.

The results of this evaluation survey show that all of project beneficiaries reported that the project was relevant to their needs. This attests to the appreciation and reception of the interventions implemented by WILD. In addition, 96.2% of the respondents agreed that the project had a positive impact in their lives. Only 0.8% was indifferent about the project impact. Qualitative insights also give some light on the impact of the project on beneficiaries.

“There is a lodge owner there who takes his occupants to see the natural sites in DOBI for a fee but the community gets nothing hence we facilitated engagements between the owner and the community and we helped in the formation of a committee to oversee the running of the tourism sector in the community where revenue received will be channelled to rehabilitating boreholes and the construction of a local clinic in ward 5” **(WILD official, January 2018).**

“...we are seeing women elevating to leadership positions for example in ward 9 we have a woman as the councillor which has led to more women aspiring to be leaders as well, because now we also have women aspiring to be members of parliament” **(FGD participant in UMzingwane, January 2018).**

“I think it’s a good move to see women being empowered because as it is I am married and if my wife was to get a post in government, it would be a great thing because it gives women responsibility other than being only tasked with cooking. Women empowerment gives women direction and the ability to stand for themselves even when one is a widow they depart from being dependent on men. I strongly applaud women empowerment” **(Ward Councillor in UMzingwane, January 2018).**

The narratives above attest to the impact that the project has had in UMzingwane. There has been some facilitated progress between local investors and residents that had yielded positive results to the envisaged development of the community. This has had an impact in that it has restored hope for the locals particularly women who are in the centre of livelihoods. In addition, women are increasingly occupying leadership positions. This means they have been driven by the project to be active citizens who participate in the local processes. More women have aspirations to be elevated to political leadership positions. An interview with a male councillor brings out the impact the project has had in changing attitudes with regards to the role of women in society. He applauds the efforts made in empowering women this signifies the positive impact owed to WILD's interventions.

On the efficient use of project resources, the results of the survey show that 96.5% of respondents agreed that resources were used efficiently. There were not many complaints about expectations to receive money as they seemed to appreciate the empowerment of women that material benefits. However, the evaluation team learnt that WILD provided refreshments in meetings and also provided participants with transport money. In addition, WILD brought a lot of speakers some of them high profile to their events. At no point did WILD give extra money except that intended for a given purpose i.e. transport. In addition, a look at the institutional financial reports showed that WILD has always spent money in accordance with the budget agreed upon with the donors. Where there were variances, these did not exceed the 10% permitted by the donor. In an interview with the finance official, the evaluation team learnt that a variance above 10% can only be tenable after an official request from the donor has been made and such a request granted. Therefore, despite the fact that some beneficiaries were not happy about the lack of financial rewards for taking part in the project, WILD kept to the budget in line with donor agreements.

The results of this evaluation survey found that 97.7% of the project beneficiaries believed that structures were put in place to ensure project sustainability. The main structures that are visible are the ward advocacy committees. These advocacy committees have been capacitated to lead advocacy in their respective wards. The following excerpt weighs in and gives direction that could help the cause for sustainability.

"I would like to advice is that more women should be invited to these programs, I understand that the information needs to reach more people, unlike if it's only the same group of people being present all the time, I feel it leads to information dissemination barriers. And to also invite men so that they get the true picture of what is being taught at these workshops, I believe it can go a long way in development and empowerment of women because now the men will realize the importance of women empowerment and in turn more men will give and show support to women in leadership positions and those that aspire to one day become leaders" **(KI in UMzingwane, January 2018).**

The high reporting on sustainability is largely drawn from active participants who recognise the existence and role of ward advocacy committees. However, the interview excerpt above makes us look at this more analytically. If there is a plea for many women to avoid circulation of information around the same people, perhaps this calls for better or more robust structures to ensure sustainability. The respondent brings the issue of dissemination and the targeting of men who are the custodians on patriarchy. If men are drawn in as major players and advocates of women empowerment then maybe more sustained effect will be noted in the long term.

4.2. MULTIPLYING FACES, AMPLIFYING VOICES PROJECT

The project largely aimed at enhancing participation of women in public decision-making in Gwanda Rural and Urban District Councils for gender-responsive service delivery and equitable distribution of public resources, as provided for in the Constitution of Zimbabwe. The project vision was to see Community women with strengthened capacity to self-organise and demand improved, gender-responsive service delivery in Gwanda urban and rural district councils, by end of 2020. The project was anchored on inclusive (men and women) good governance and equitable distribution of local resources to at all community and leadership levels.

Based on the 2017 half year report on this project, some significant strides have been made towards the above mentioned goals. Gwanda currently has a dearth of female leaders however, advocacy led by WILD has seen up to 16 women showing interest and ambition to participate in the 2018 up coming elections as councillors and some as members of parliament. In addition, numerous milestones in gender responsive service delivery have been achieved. These include the facilitation of the home ownership scheme as well as access to water. These have been some of the long standing problems affecting women in Gwanda. The intervention of WILD in a facilitating role has resulted in robust engagements led by local women that have influenced public service delivery positively.

The major project strategies included Capacity Strengthening of ordinary women and their community structures in Gender-responsive Service Delivery, planning and monitoring. This strategy sought to develop and strengthen the capacity of targeted ordinary women and Ward Advocacy structures with skills to participate in local council planning, budgeting, expenditure tracking and financial oversight using the Public Service Monitoring Model (PSAM). The trainings shall also cover a topic on illicit financial flows and how they affect revenue collection and service delivery.

Based on the reports on this project, capacity strengthening was done through three training workshops as planned. A total of 116 women were trained. WILD conducted a training workshop on budget and budget monitoring with 34 participants. The organisation also trained 27 participants on illicit financial flows and tax justice. Lastly 27 participants attended a workshop on PSAM model training.

Another strategy was to promote a culture of dialogue and engagement amongst women and their local leadership for public accountability. Through this strategy, women would discuss social accountability/social services with their community and local authority leaders. This strategy would culminate into a Local Women's Leadership Symposium held annually over a day in conjunction with women leaders in the public sector, local government departments and Ministry of Women Affairs for Matabeleland South for joint reflections and planning for the district and region. Such a strategy was thought to result in increased women's political participation in local decision-making by 40%, as elected councillors and voters in Gwanda's selected wards, by end of 2018 elections.

The reports show that WILD trained 10 ward advocacy chairpersons on how to effectively hold quarterly ward advocacy planning meetings. This was aimed at empowering women to participate in discussions on issues that affect them in Gwanda. In addition, up to 94 women participated in town hall meetings that WILD facilitated and provided a platform for women to engage with their local leadership. Furthermore, the reports show that a total of 116 women received training on Gender responsive service delivery to facilitate their effective participation in local council planning, budgeting

and expenditure tracking. The project is still on-going and it shows positive signs of achieving the envisaged increase of women in leadership position in the following year.

The project also aimed at Capacity Strengthening of aspiring and present women leaders across political parties, community structures, churches, youth structures/clubs in Gwanda Central District. This was proposed to be done through Women in Leadership Training Workshops/Retreats focused on building the capacity of women leaders to lead across boundaries and create positive impact using a training toolkit to be produced by WILD. Based on the 3rd quarter program report of 2017, a leadership training workshop was conducted. This training received was geared towards equipping aspiring women candidates with knowledge on the functions of parliament and council. It was also reported that the training also equipped women to be effective leaders and policy makers. An official from the Zimbabwe lawyers for human rights facilitated the workshop.

Another project strategy was the creation of awareness on women's constitutional rights to vote and be voted for women's election debates. These platforms allowed women to interact around electoral processes from voter education, registration and actual voting. This strategy will be undertaken with the support of Election Resource Centre and Zimbabwe Electoral Support Network. The planned meetings aimed at facilitating engagement between women and different political parties on how they have embraced gender equality and quota systems to ensure that more women candidates are nominated to contest in the primary elections; and the affirmative action mechanisms that have been put in place to support these women candidates beyond primary elections.

In line with the above plans, the 3rd quarter program report shows that WILD held a women election debate series. In this meeting officials from Zimbabwe Electoral Commission (ZEC) and Zimbabwe Lawyers for Human Rights (ZLHR) as well as Election Support Network (ZESN) participated. Discussions touched on the need to discard systems that alienated women from the electoral process. In addition, participants were briefed on the biometric voter registration and encouraged to participate as candidates and voters. Furthermore, the report shows that WILD also held a constitutional awareness meeting. In this meeting women took the opportunity raise concerns on unwarranted arrests as well as challenges associated with the office of the registrar general. Most importantly clarifications on sections that women did not understand were sought.

The project also sought to influence behaviour and attitudes to change negative perceptions about women's participation in leadership and decision-making. This was proposed to be done through community woman Leader of the month recognition awards that singled out and publicising excelling and promising women leaders identified from self-written success stories. Under this strategy, quarterly arts performances that depict women as potential and successful public leaders were also planned given the massive impact of visual arts as a dissemination tool. Based on the half year report for this project, 64 women attended a Quarterly arts performance. The performance showed how the involvement of women in public leadership can contribute to improved and effective service delivery and formulation of gender sensitive policies. However, not much is said about this activity in the reports and there is no mention of any women who received the community woman leader of the month award.

Another project strategy was the mobilisation of men and boys as champions of women's public participation in selected Gwanda communities. This was to be done through men's clubhouse meetings that essentially were a space for men and boys to meet on a monthly basis in respective wards to discuss ways and strategies to support women that have interest

in taking up leadership positions in public decision-making and politics. Based on the half year report, a total of 19 men from Gwanda Central attended the men's club house meeting. In addition, a total of 8 Councillors (men) attended the meeting and are part of the men championing women inclusion in decision making. However, the report does not give detailed information on the men's clubhouse. This is a very important aspect of the project that deserves serious attention.

In this project, as in the Empowered citizens for equitable and quality local government service delivery stakeholder meetings (with local leaders and other strategic partners) and Mobilisation of women to participate in public budget consultations and expenditure tracking platforms were planned and would use similar techniques and meetings previously highlighted. In line with this planned activity, the 3rd quarter report of 2017 shows that a pre-budget consultative meeting with women was held in Gwanda. This was in preparation for the upcoming council budget consultative meetings. In this meeting women identified pertinent issues that needed to be prioritised in the budget. The most prominent priority was water and sanitation.

4.2.1 The project through the assessment criterion: Project Effectiveness

This section evaluates the project based on empirical evidence gathered amongst project beneficiaries in Gwanda. This section presents data following the evaluation criteria. This section begins by assessing the project effectiveness taking a closer look at beneficiary self-reporting on selected expected outcomes of the project. The figure below presents data in percentages of beneficiaries based on the extent of their agreement to the effectiveness of the project in line with some of the expected project outcomes.

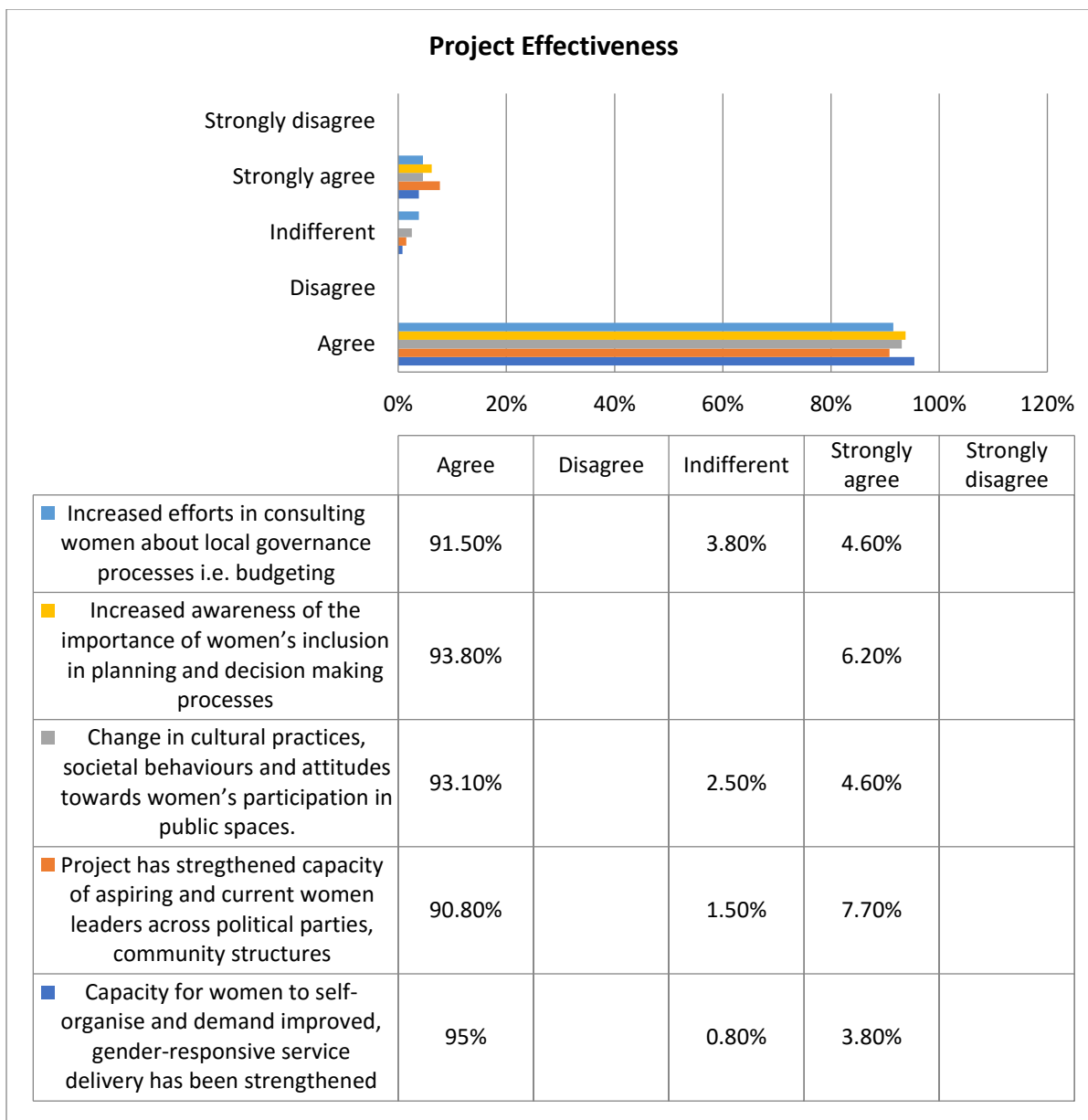


Figure 4.3: Survey responses to women empowerment

The survey results presented in Figure 4.3 shows that of the project beneficiaries who participated, none disagreed on the effectiveness of the projects based on the above selected outcome. There were very insignificant amounts (at most 3.8%) of project beneficiaries who were indifferent about the effectiveness of the project. In order to further understand these survey outcomes, we lean towards the qualitative data to draw on interview narratives on the project effectiveness.

“...there are women who want to take leadership positions, so far I know of 4 or 5 willing to take up leadership positions politically, and I believe WILD has empowered us. I can give an example of what took place end of last year at the budget consultative meeting the local authority had invited us to the budget consultative meeting. the good part of it, what made me realise that he people are now observant when it comes to such issues, when council started telling them about the budget they had made. People queried some of the items on the budget the meeting ended up being cancelled, due to the fact that people asked questions which council could not answer or account for, like why certain items had to be

allocated certain amounts of money, and where was most of the money going to. The revenue that the council collects and the budget did not tally, council was asked to give an explanation. To me that was proof that people are now empowered and can stand their ground, as for aspiring leaders, yes, we have people who were groomed by WILD. We also had our last workshop at Rainbow hotel which was a powerful one where we were given people to mentor us as future leaders” **(KI in Gwanda, January 2018)**.

The facilitators [advocacy committee members] trained by WILD are community leaders and are keeping us on our toes. WILD is even pulling bigger crowds to their meeting than any other organisation. People are now able to speak their mind and views, back in the day women were used in political campaigns but now we can no longer do that. We used to give them our photos and ask them to run around the streets chanting political slogans. We the people of Gwanda consist of the Jahunda and the Venda people. We are very strict when it comes to tradition and culture women don't have a say in any meeting or traditional gathering. Men for example can meet with a son in law who has come to pay lobola without the women knowing, do the whole process and only inform the women after the thing is done but not give them all the details like how much was charged. We first saw women stand in front of a crowd or address a crowd at church at Lutheran, but this was not common. It's only now that we are starting to see the importance of women. Come 2018 elections 5 women are going to be councillors. **(KI in Gwanda, January 2018)**.

The above interview excerpts validate the high scores recorded on the selected project outcomes that measure its effectiveness in the evaluation survey. In the above we learn that things have changed in Gwanda. There have been changes in cultural beliefs and practices that side-lined women participation in decision making. Furthermore, the interviews show that women have been capacitated by providing mentors for aspiring leaders. This is critical given that there is a visible shift in spaces for participation where it is envisaged that more women will occupy political leadership positions. In addition, the project has been very effective in equipping women with capacity to hold local leadership to account. The budget consultation incident quoted above shows that women are now empowered and they are confident in participating in local governance process. They are now ready and capable to ask tough questions. This thus signifies that the project has indeed been very effective.

4.2.2 Project Relevance, Efficiency, Impact & Sustainability

Project effectiveness as an evaluation criterion was assessed in the previous section. This section uses empirical evidence to evaluate the project based on project relevance, efficiency, impact and sustainability. The following figure presents data on these criteria.

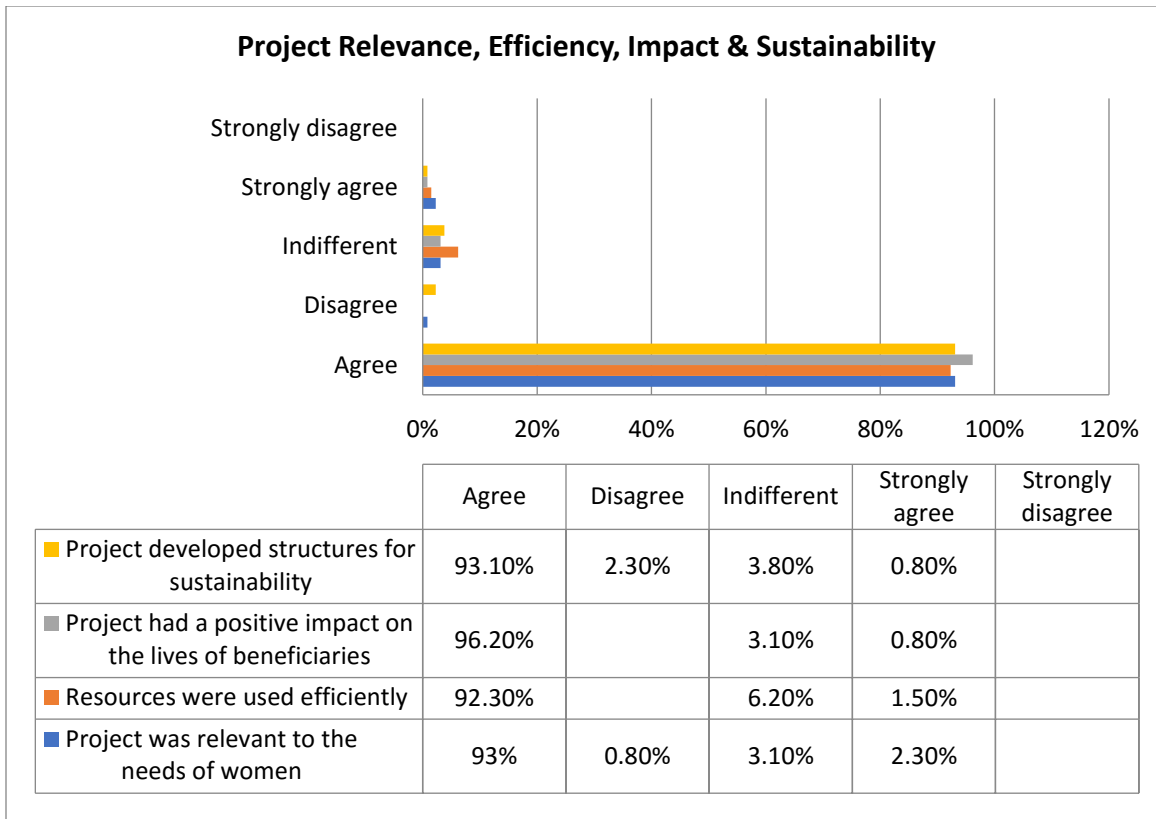


Figure 4.4: Survey responses to evaluation criterion

Drawing from the above evaluation survey results (Figure 4.4), we note that above 90 % of participants agreed that the project was relevant to the needs of beneficiaries. In addition, they agree that the project had a positive impact on the lives of its beneficiaries. Qualitative insights also shed some light on the relevance and impact of the project on beneficiaries.

“I think as women we have been empowered, we once had a workshop on problem analysis. We had to make a problem tree to identify the problem, its cause, what happens if there is a problem, where the problem is emanating from and its fruits so as to come out with a solution. Now if we are able as women to identify problems and come out solution to our problems we able to do all. We are able to stand our ground and know whom to approach and which offices to go to solve our problems. If there is no need to approach people in office we as women can mobilise the community through our chairperson, analyse the problem and approach the local authority to solve our problem” **(FGD participant in Gwanda, January 2018)**.

“...we had a critical issue with ZINWA on water supply. Water in Gwanda goes for long periods because of ZINWA. We ended up writing a petition which was given to the minister then the minister sent a delegation to Gwanda which came to Gwanda to conduct a survey and talk to people of Gwanda and stake holders so that they see that people really need water... so we wrote the petition for water and also repairing of roads which were damaged beyond limit, but they have managed to fix them. Then they returned to the issue of housing, we have a big problem of bachelor houses they were used in the 60s and now these houses are being occupied by families. They were at a critical stage whereby kids usually slept on the roof then one time one of them fell and broke a bone...it was so serious that it came out in the newspaper,

that's when we stood up as a community being assisted by WILD. We said that houses should have ownership and get extended because they were unfit for families and it was done" (KI in Gwanda, January 2018).

The above interview excerpts show us that the project has been relevant and also had a positive impact on the lives of beneficiaries. Women are now able to analyse social issues and identify problems and possible solutions. This is a skill that beneficiaries gained through the initiatives of WILD and they are using it in different social and public spheres. In addition, WILD has facilitated discussions that resulted in visible change that had a positive impact. The engagements that led to solving the home ownership scheme as well as the rehabilitation of roads have been a result of empowerment. Women and residents now have the knowledge to draw petitions and seek recourse for the problems they face in their communities. These and other examples are living examples of the relevance and impact that the project has had in Gwanda.

As is the case on all other projects, the results of the survey show that above 90% of respondents agreed that resources were used efficiently. The evaluation team learnt that WILD provided refreshments in meetings and also provided participants with transport money. In addition, WILD brought a lot of speakers some of them high profile to their events. At no point did WILD give extra money except that intended for a given purpose i.e. transport. In addition, a look at the institutional financial reports showed that WILD has always spent money in accordance with the budget agreed upon with the donors. Where there were variances, these did not exceed the 15% permitted by the donor. In an interview with the finance official, the evaluation team learnt that a variance above 15% can only be tenable after an official request from the donor has been made and such a request granted. Therefore, despite the fact that some beneficiaries were not happy about the lack of financial rewards for taking part in the project, WILD kept to the budget in line with donor agreements.

In this project above 90% of beneficiaries who took part in the survey said they have been capacitated enough to be able to sustain the project in the long term. However, there were suggestions that perhaps if the project had a wider reach more people will be empowered and this will increase sustainability. Suggestions such as making efforts to attract more young people were made. It was also suggested that perhaps things like road shows and meeting in open spaces might draw more women and ensure the project has lasting effects.

4.3. WOMEN EMPOWERED FOR POLITICS AND PUBLIC LEADERSHIP PROJECT

The main goal of the project was to ensure women had equal opportunities and the capacity to fully participate in political and societal decision-making processes in Zimbabwe. Furthermore, the project wanted to ensure that women are recognised and supported in politics and society as leaders and agents of change.

The major project strategies included increasing the Number of Qualified Women Leaders through strengthening the capacity of women leaders and candidates; Team-building for Leadership/ Mentoring and coaching over a sustained period. This approach was thought to help create continuity and allow time for skills and capacities to develop with practice. The trainings included public speaking, voter-targeting, effective use of social media, advocacy, campaigning tools, leadership skills, grooming and deportment, fundraising, networking.

The project also emphasised on strategies to increase women's access to political institutions and public boards. This was to be done through fostering women's inclusion in legal and institutional development during transitions by promoting effective gender quotas through effective campaigns and the *Women's Election Manifesto led and publicised by WILD*.

Furthermore, a deliberate increase in public demand for women party candidates and leaders was proposed through a public administrator's forum, conversations with young women, focus group discussions with relevant stakeholders and Women in Politics and Public Leadership Summit organised by all partners (WILD, WCoZ, WIPSU, MMPZ and GMC).

The project also sought to build alliances with men to support gender equality (Gender Forums). Because men tend to be at the helm of political parties and therefore this project sought out more allies and champions within political parties to ensure that efforts to promote women's political leadership succeeded. It was proposed that every quarter, targeted allies, a small group of men be invited to selected women's discussions and networks at different targeted constituencies, to discuss their thoughts on topics such as: why vote for women, why women can be involved in politics and how family support for household and child care responsibilities can help women be active in politics.

Another project strategy was utilisation of the Media as a force for change (Information & Media) given its ability to shape politics and public perspectives. The project proposed that the utilisation of the media be undertaken through Educating the media and its editors to gender-mainstreaming (on women's empowerment, respect for women leaders and broadcasting positive images of women leaders); Pushing Tailor media messages that promote women's participation and inclusion in politics and public leadership; engaging through social media to reach young women, who may be less interested in or knowledgeable about politics and regular radio debates that include women panellists.

In line with the project objectives, WILD has carried out various activities to advocate for the participation of women in politics and public leadership. Based on the 2017 1st quarter report the project launch in Bulawayo attracted 70 participants who were drawn from various sectors of society. The launch encouraged the need for sisterly solidarity across the political divide. In addition, WILD instituted a gender quota campaign which also ran simultaneously with gender forums in Bulawayo and Gwanda. The gender quota campaign was attended by representatives from different political parties, MPs, senators, council leadership, residents and civil society. In the three gender forums held in Bulawayo and Gwanda, the report states that various issues were discussed, ranging from obstacles and opportunities faced by women in participating in political leadership. Women were encouraged to participate while leaders were encouraged to support women and allow the space to participate freely.

In line with the plans, the 2017 quarterly reports show that WILD also held five Challenge the process, Encourage the heart meetings in the year 2017. The first one was held in Gwanda in June and it attracted 46 women. The second one was held in Bulawayo in July and it was attended by 127 people. The third one was held in Gwanda in September and it was attended by 145 participants. In addition, three of these meetings were held in Gwanda in September.

In the first meeting in Gwanda, presentations from 7 women holding leadership positions in civil society organisations and in political offices were held. The outcome of this meeting emphasised the need for women to support one another during election time regardless of their political affiliations. The meeting in Bulawayo and the second one in Gwanda heard presentations from the commissioner of ZEC and officials from ZLHR and ZESN. The report states that the emphasis was on imparting knowledge on electoral processes as well as educating participants on the new Biometric voter registration (BVR). The subsequent three meetings in Gwanda focused on the constitutional rights of residents with a particular focus on elections and the need to participate as candidates. Another one provided a platform for residents to discuss issues of development affecting their town with local government representatives. The last one focused on gender responsive budgeting.

The 2017 second quarter report also shows that in June 2017, a two-day women's leadership retreat and mentorship programme was held in Bulawayo. This was attended by a total of 53 women. In the retreat women were encouraged to have confidence to take up leadership positions. In addition, mentors and mentees shared experiences and challenges. In addition, mentees were challenged follow in the steps of their mentors and strive to effectively reach their destiny. The report also mentions a woman who was the woman leader of the month in May. However, it is silent on what the person did to be awarded the accolade.

Based on the 2017 second and third quarterly reports, WILD hosted five women's election charter meetings. The first was held in the WILD boardroom with women from civil society, corporate world, and the law fraternity. A further three meetings were held in Bulawayo, Mzingwane and Gwanda in the month of July. The last was held in Bulawayo in the month of August. This last meeting was graced by representatives from opposition political parties that include MDC, ZAPU, PDP, and ANSA. In these meetings, discussions were centred on the issues that women would like to be included in the charter. Discussions sought to strengthen and level the playing field for women to achieve a free and fair electoral process that does not alienate women. Women discussed conditions that will create an enabling environment in the pre-election period, during the election period and in the post-election period. These conditions are detailed in the 2017 quarterly reports.

The 2017 third quarter report also showed that WILD conducted a Young women voice out meeting in Bulawayo in the month of July. The meeting was aimed at identifying the causes of the low participation among young women in leadership spaces. In the addition, there were activities that were aimed at encouraging young women to take part in leadership initiatives.

In keeping up with the goal of using the media as a force of change, the 2017 quarterly reports show that WILD occasionally features on radio programmes on local radio stations. These programmes are aimed at advocating for women's inclusion in legal and institutional development and promote effective gender quotas. In addition, many other issues such as challenges that women face in trying to occupy leadership positions are addressed. Most notably, the 2017 third quarter report also shows that WILD hosted a mini cocktail in the month of August in Bulawayo. This was attended by 19 journalists from different media houses. Different issues that affect women and their low positive media coverage were discussed.

4.3.1 The project through the assessment criteria: Project effectiveness

This section evaluates the project based on empirical evidence gathered amongst project beneficiaries in Bulawayo and Gwanda. This section presents data following the evaluation criteria. First the project's effectiveness is evaluated based on the expected outcomes of the project versus the evidence gathered through self-reporting beneficiaries. The figure below presents data in percentages of beneficiaries based on the extent of their agreement to the effectiveness of the project.

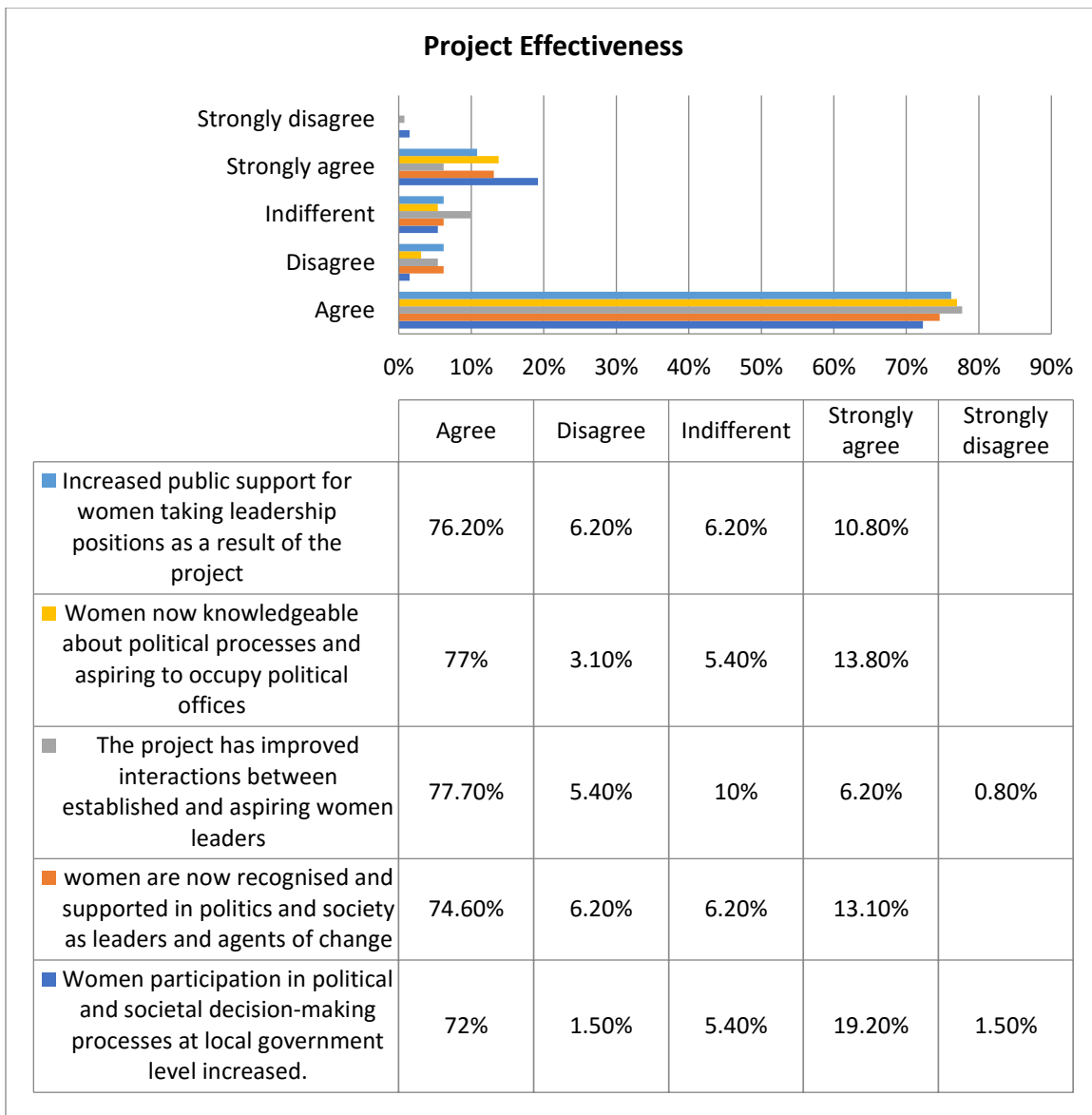


Figure 4.5: Survey responses to women participation in political processes

Data presented in Figure 4.5 shows that this project scored significantly well on effectiveness. Over 80% of the project beneficiaries reported that the project had led to increased public support for women taking leadership positions. Very few beneficiaries either disagreed or were indifferent (12.4%). In addition, the results from the survey show that 87.7% of beneficiaries believe that women are now recognised and supported in politics and society as leaders and agents of change. Insights from interviews also show that the project has been influential in transforming mind-sets and create equal spaces for women to take up leadership positions.

“Now we pray to the Lord for women to contest in the upcoming election and they get elected. As for now we are only men in council and that’s not easy, as you know women play an important role at home. Development comes through women and for a nation to develop we need women they are in charge of everything. They wash our clothes, cook and all other things. If we do not include people like them in our organisations we are losing out on their contribution. Our Council

has a problem. We have not been getting our salaries for a year now. As men, we take this for granted, but if we had women councillors this would have been solved by now” **(Ward Councillor in Gwanda, January 2018)**.

“What we have seen as women is we have the support; there is no home that can be built without a woman because a woman needs to see the wellbeing of the children. So, if there is a woman willing to be elected we will give her the support she needs” **(FDG participant in Gwanda, January 2018)**.

“...if we know there is a woman amongst us who wants to be councillor we will support her fully, because knowing she is going to be of great benefit to us all as women. No woman wants to see other women being mistreated. We used to support men not knowing we are misleading ourselves” **(FDG participant in Gwanda, January 2018)**.

The above interview excerpts corroborate the survey findings. They show that support for women to take up leadership positions now exist after the interventions implemented by WILD. The ward councillor quoted above shows the overall importance of women from a household level to an institutional level. He also points the possible losses that society faces by side-lining women from leadership positions. Beneficiaries in FGDs also link the woman’s compassionate nature in the household to her prospective leadership in the public domain. They believe supporting women to take public office will result in compassion being transferred through the delivery of public services. Women profess that they have indeed seen the light and are now in a position to support one another even in elections.

Survey results also show that over 90% of women are now knowledgeable about political processes and have a dream to someday occupy political office. Only 8.5% were either indifferent or disagreed. Moreover, above 90% of project beneficiaries also believe that the project has resulted in women participating in political and societal decision making at a local government level. This result also shows the effectiveness of this project on its beneficiaries. The following interview excerpts also elaborate.

“There has been a change, more women are now active and others have submitted their names for nominations” **(FDG participant in Bulawayo, January 2018)**.

“Men are now supporting women, and we have seen women now participating in resident associations and they are now able to speak and contribute during meetings” **(FDG participant in Bulawayo, January 2018)**.

“...women now attend budget consultation meetings at ward level and are participating. We have also managed to talk to our councillor and highlighted the challenges we are facing in our community” **(FDG participant in Bulawayo, January 2018)**.

“In this ward, we haven’t been taught much, they have enlightened us that we can also take up leadership positions but how one can do that is the challenge especially if we are looking at political positions such as MPs and Councillors. We request that WILD comes to the community and not select a few individuals for certain programs. They should also avoid combined meetings that comprise of various wards in the city at their offices as these tend not to address problems at

ward level. We need to have meetings with the leadership of this ward so we request that WILD organizes a meeting where we are able to address issues that affect us in the community with our leadership” (FDG participant in Bulawayo, January 2018).

The above excerpts show that indeed most women have gained knowledge about political processes as evidenced by some submitting their names for nominations. In addition, the narratives show that women’s participation in political platforms such as residents associations has increased. This is a further testimony to their knowledge about political processes to which their confidence is accrued. However, while there is a great appreciation of the interventions from WILD there are some with concerns. Some women feel there is more that could be done to capacitate them for occupying political offices. They feel some meetings should be targeted and avoid generalising. Overall, there is an appreciation of the efforts. Thus, this evaluation finds that evidence gathered from beneficiaries point to high scores of project-effectiveness.

4.3.2. Project Relevance, Efficiency, Impact & Sustainability

The previous section has looked at the project effectiveness as an evaluation criterion. This section uses empirical evidence to evaluate the project based on project relevance, efficiency, impact and sustainability. Figure 4.6 presents data on these criteria.

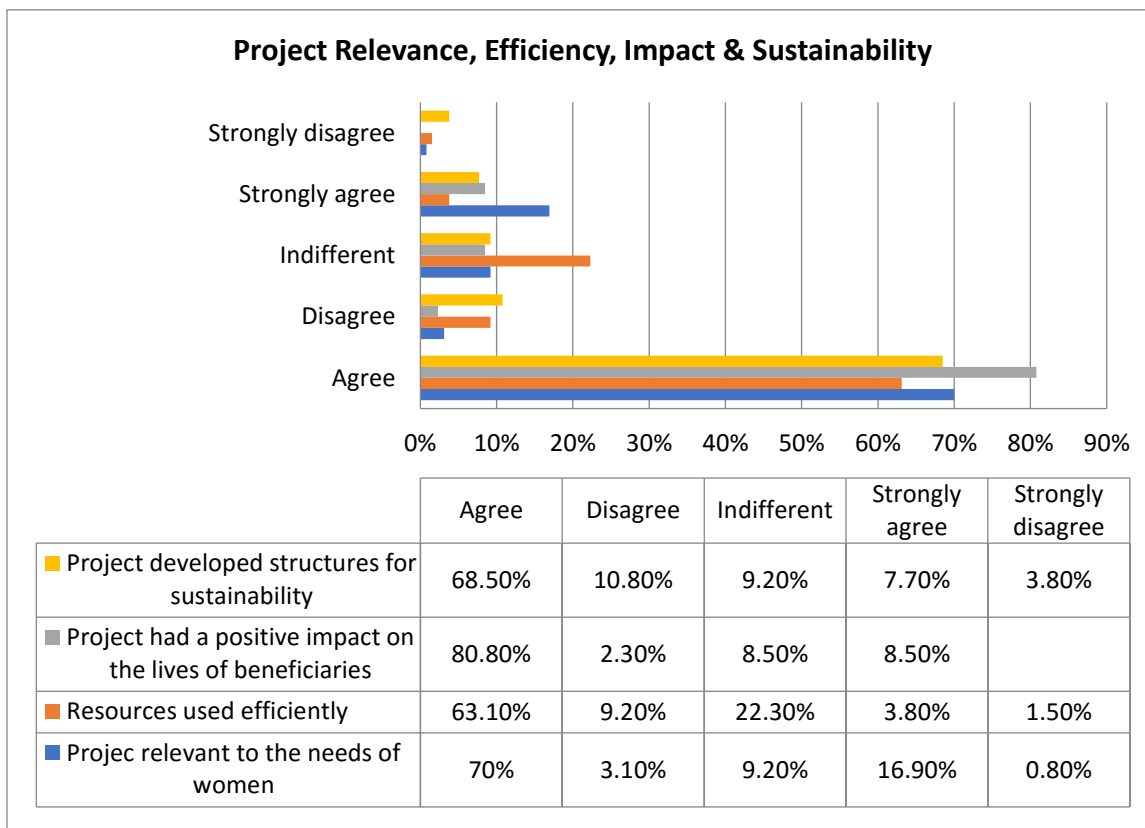


Figure 4.6: Survey responses to evaluation criterion

The results of this survey show that 86.9% of project beneficiaries reported that the project was relevant to their needs. Only 13.1% either disagreed or were indifferent. In addition, 88.5% of the respondents agreed that the project had a positive impact in their lives. Only 10.8% were either indifferent about the project impact or simply disagreed that there was any impact. Qualitative insights also shed some light on the impact of the project on beneficiaries.

“In terms of service delivery, it was a great success because they were doing dialogues between councillors and residents because councillors did not engage with people, all because of WILD people are now able to express their views and queries and the councillors saw it worthy to work together with people and do what people want” **(KI in Gwanda, January 2018).**

“In my own experience, I think WILD has taught me a lot, I didn’t know much about human rights especially for us women...as for now I know where to go if things are not going well and what to do as well” **(KI in Gwanda, January 2018).**

The above narratives show that the project had an impact and significant relevance. Participants appreciated the facilitating role played by WILD in empowering women to face their local leaders and demand gender responsive service delivery. This has resulted in changed mind-sets that accommodate women in decision making. In addition, relevance and impact could also be seen through the conscientisation of beneficiaries about their rights. This has as witnessed in the above interview excerpt empowered women to act and seek their rights as equals.

On the efficient use of project resources, the results of the survey show that 66.9% of respondents agreed that resources were used efficiently. However, there is a significant 22.3% who were indifferent. This could have been caused by the fact that beneficiaries did not really have a way of knowing the budget that was supposed to be used by the organisation. However, the evaluation team learnt that WILD provided refreshments in meetings and also provided participants with transport money. In addition, WILD brought a lot of speakers some of them high profile to their events. At no point did WILD give extra money except that intended for a given purpose i.e. transport. In addition, a look at the institutional financial reports showed that WILD has always spent money in accordance with the budget agreed upon with the donors. Where there were variances, these did not exceed the 10% permitted by the donor. In an interview with the finance official, the evaluation team learnt that a variance above 10% can only be tenable after an official request from the donor has been made and such a request granted. Therefore, despite the fact that some beneficiaries were not happy about the lack of financial rewards for taking part in the project, WILD kept to the budget in line with donor agreements.

The results of the survey also showed that above 70% of the project beneficiaries believed that structures were put in place to ensure project sustainability. The main structures that are visible are the ward advocacy committees. These advocacy committees have been capacitated to lead advocacy in their respective wards. However, there were concerns that some people had only attended because they expected material benefits. The following excerpt weighs in on this.

“These programs are not addressing bread and butter issues that are affecting the community hence participation drops each time these meetings are called. These programs are not involving the youths and we are worried that our children are the leaders of tomorrow but do not have this knowledge therefore we suggest that WILD designs programs that target the youth as well” **(FGD participant in Bulawayo, January 2018).**

The above excerpt points to the main issues affecting project sustainability. The first is the material expectations that WILD is not fulfilling. This is against the background that most of the women targeted are poor. For them to actively participate they expected certain rewards in cash or in kind. This is a problem that affects advocacy work in many areas since the main aim is to empower people so that they can be in a position to find solutions for themselves. The solution lies in the second concern, the involvement of the youth. In line with this concern, the evaluation team found that there were very few young people that came forward as beneficiaries of the project. For sustainability, it would be of great benefit to target young people because they still have a future as the respondents rightly says they are the leaders of tomorrow. Targeting poor adults is not a bad idea. However, it comes with disadvantages in the form of expectations for material benefit. Later, this will have a negative impact on project sustainability as beneficiaries are always on the lookout for handouts.

4.4. WOMEN SOCIAL INCLUSION PROJECT

This project sought to develop the capacity of women, adults and the young, to demand transparency and accountability, improved service delivery and their inclusion in decision-making at local authority level in selected wards of the city of Bulawayo and uMzingwane Districts. This project is a build-up from the Civil Society Strengthening Project it has been implementing since 2013 to 2016 with the Funding Partner, PACT. Remarkable milestones were achieved under the above-mentioned project such as compilation of a comprehensive research “Social Service Delivery by Councils in Matabeleland, Zimbabwe: A Case of Bulawayo City Council and uMzingwane Rural District Council.” The research proffered recommendations which have not been taken seriously by the concerned local authorities, hence this project also sought to exert more pressure for action and improvements identified in delivery of water, sanitation and education in Bulawayo and uMzingwane. WILD expected the product to result in increased and improved gender responsive social service delivery hinged on major outcomes that included *inter alia* increased women’s participation in local decision-making processes as candidates for election or appointment, and as voters by 2018 general elections and increased women’s participation in governance processes, including local planning, budgeting processes, expenditure tracking and monitoring. Such a project was thought to result in immediate outputs such as increased knowledge and education by women on their constitutional rights; evidence based advocacy and increased interest among women to take up leadership roles at local government level.

The major project strategies envisaged by WILD in this project included leadership training for female candidates that is crafted to train potential female election candidates. The training had a focus on basic tenets of leadership, grooming and deportment, media management and campaign message formulation. Furthermore, the trainings sought to demystify leadership as male domain and motivate women to take up leadership positions at local level.

According to the 2017 third quarter report, this was done through the constitutional awareness meetings in UMzingwane. This attracted 251 participants. Owing to the interventions from WILD, the report for the period May-November 2017 for this project shows that there are now women showing interest to stand as candidates in the three operating areas. In Bulawayo 2 women have expressed interest to stand as councilors, 1 as an MP. In UMzingwane, 2 women have shown interest to be councilors. This is also the case in Gwanda. Furthermore, Bulawayo and UMzingwane have 3 ward advocacy committees each while Gwanda has 4. All this shows the positive impact that interventions have had in influencing women to take up leadership roles.

Another project strategy was Civic Education which was designed to educate women on electoral processes. It was to be done in the form of voter education where women will be encouraged to register to vote. Focus would be on the new biometric voting system and the new process of registering. For effective results, partnerships with election bodies such as Election Resource Center (ERC) were sought. A social media campaign on voting together with an SMS blasts on voter registration would also be undertaken to target the youth. In line with this plan, the 2017 third quarter report shows that WILD conducted civic education meeting in Bulawayo and Gwanda. This initiative reached 540 participants. Officials from Zimbabwe Electoral Commission (ZEC) and Zimbabwe Lawyers for Human Rights (ZLHR) presented information on voter's rights and particular focus was on the new BVR.

The project also focused on budget consultative meetings aimed at informing and equipping women with adequate information for them to be able to meaningfully participate in the local authority budget consultative meetings. Similarly, Women's town hall meetings were to be organized in order to open platforms for interface between women and their elected or appointed leaders to discuss socio-economic and political issues that affect their livelihoods. These meetings would enable women to demand accountability and transparency from local authorities, national service providers and other administrative leaders. To enhance the effectiveness of the meetings WILD & CYDT would attend monthly full council meetings in Bulawayo, Gwanda and uMzingwane. The 2017 third quarter report shows that 12 budget consultation meetings were carried out around Bulawayo. Through these meetings women were given an opportunity to actively articulate priorities for their wards. Owing to these meetings, women were able to lobby council to include issues that affected them in the 2018 budget. Some of these issues included maternal health, improved water and education particularly Early Child Development (ECD) in council schools. The 2017 report for the period May-November further shows that 1211 women participated in the budget making process in Bulawayo, Gwanda and uMzingwane. This was indeed a milestone.

Constitutional Awareness was also a project major and was characterized by proposed legal clinics to tackle socio-economic rights that might have arisen from the women town-hall meetings. It was proposed that these be done in liaison and partnership with Abammelli or ZLHR. Radio Programmes were also prescribed to a virtual platform for discussing advocacy issues that would have arisen from Women's Town Hall meetings pertinent to social service delivery. They also would escalate advocacy issues to a national level and reach women from other areas outside the targeted project areas.

The 2017 third quarter report shows that WILD carried out constitutional awareness meeting in uMzingwane and reached 251 participants. These meetings were facilitated by representatives from ZLHR. Many issues that affect women were deliberated on such as constitutional pronouncements on gender equality, political equality, right to marriage amongst many others. Advocacy was also centered on real life problems such as the withholding of result in certain schools. WILD and ZLHR intervened and managed to assist women.

Similar to the Empowered citizens for equitable and quality local government service delivery project this project also focused on gender responsive budgeting trainings that equipped women with skills necessary to understand the budgeting process from a gender perspective. These trainings were supported by women's political discussion clubs whose aim was to provide women with safe spaces for discussing the socio-economic and political challenges they are facing. Research was also considered a critical part of this project in the form of be an evaluation of the previous trainings on gender responsive budgeting done by WILD in uMzingwane. This would assess the effectiveness of the previous trainings to ascertain the need to change anything to improve on the trainings done. The 2017 report for the period May-November

shows that across Bulawayo, UMzingwane and Gwanda, 160 women and 13 men were trained on gender responsive budgeting.

4.4.1 The project through the assessment criteria: Project Effectiveness

This section evaluates the project based on empirical evidence gathered amongst project beneficiaries in Bulawayo and UMzingwane. This section presents data following the evaluation criteria. As a point of departure, the project’s effectiveness will be evaluated based on selected expected outcomes of the project versus the evidence gathered through self-reporting beneficiaries. Figure 4.7 presents data in percentages of beneficiaries based on the extent of their agreement to the effectiveness of this particular project.

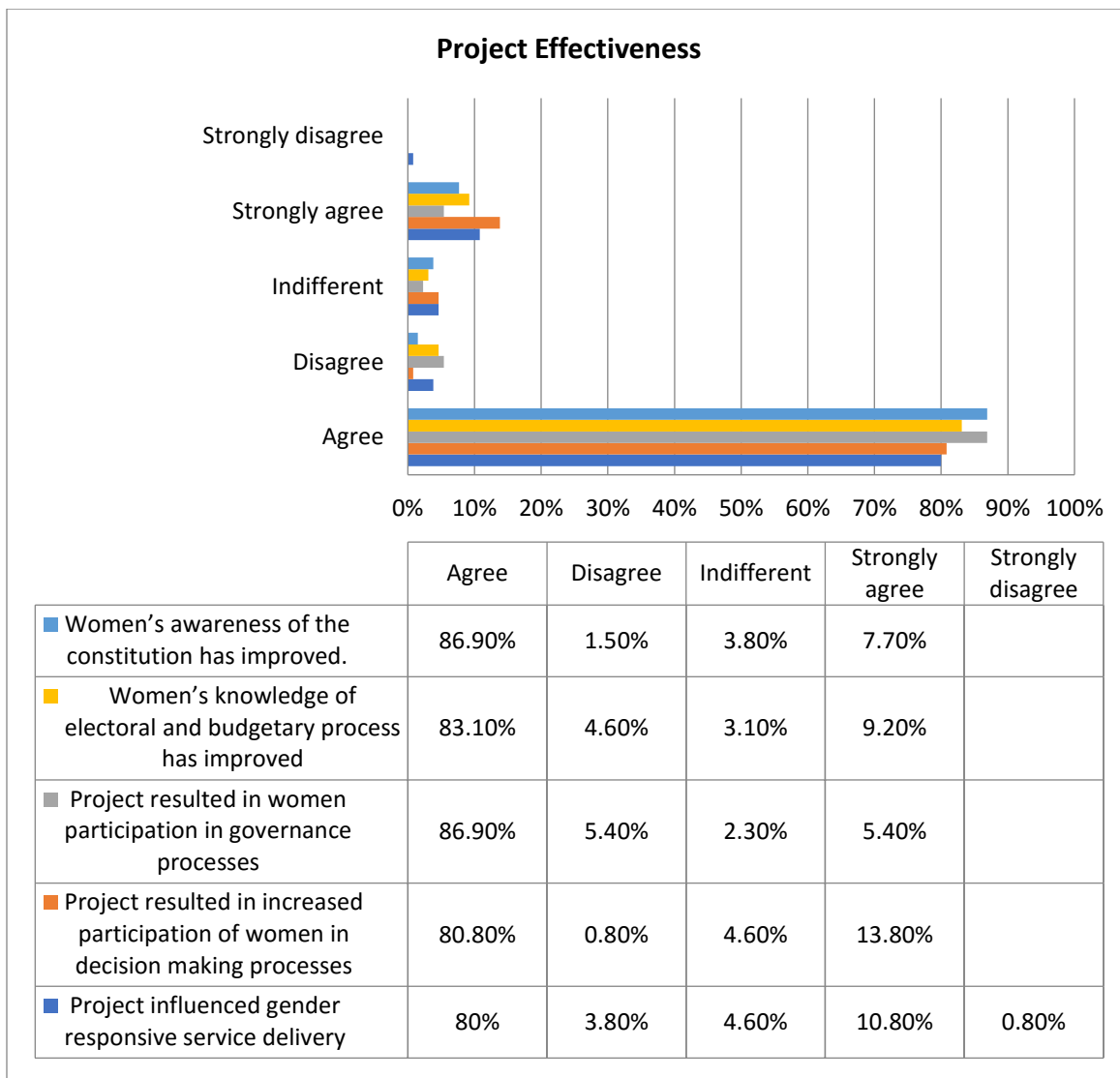


Figure 4.7: Survey responses to women’s knowledge on issues

The findings presented in the above figure show that all five selected outcomes to measure project effectiveness scored above at least 80% and at most 86.9 based on the report that beneficiaries agree to the outcome statement. The results show that the interventions implemented by WILD have influenced gender responsive service delivery. In addition, there has been increased participation of women in decision making processes. Through the budget consultative meetings

women are now capacitated to participate in governance processes. WILD has ensured that there is increased knowledge of the electoral and budgetary processes. Women's awareness of the constitutions has also improved through the constitutional awareness campaigns. There were very few beneficiaries who disagreed with the above achievements ranging between 0.8% and 4.6%. These results show that the project was indeed effective as it managed to achieve good scores on these selected expected outcomes. The following interview narratives also help us to understand these survey results in context.

“We were taught that as women we should stand up for our rights and not fear to take leadership positions. Wild taught us to participate and attend budget meetings. It was highlighted that we the owners of our community and we should take responsibility and be able to address problems that arise in the community” **(FGD participant in Bulawayo, January 2018)**.

“We were taught about our rights and that we are able to change and contribute towards decision making in the community for example at our clinics and schools in the community...We were taught about the constitution and that we should know our rights and not to fear express our feelings as women in the society. As women, we should stand up and be able to take up leadership positions in our community and not be afraid **(KI in Bulawayo, January 2018)**”

The above are examples of how effective the interventions in this project were. Participants still remembered and embraced the lessons learnt from the various platforms organised by WILD. These women have gained a voice to speak out and confidence to participate freely in societal and public issues that affect them. They have increased constitutional awareness and thus have been empowered to stand and claim their rights in society and in political and community leadership without fear. Given the results from the survey and the supporting narratives from the qualitative data we find that this project was very effective.

4.4.2 Project Relevance, Efficiency, Impact & Sustainability

The previous section has looked at the project effectiveness as an evaluation criterion. This section uses empirical evidence to evaluate the project based on project relevance, efficiency, impact and sustainability. Figure 4.8 presents data on these criteria.

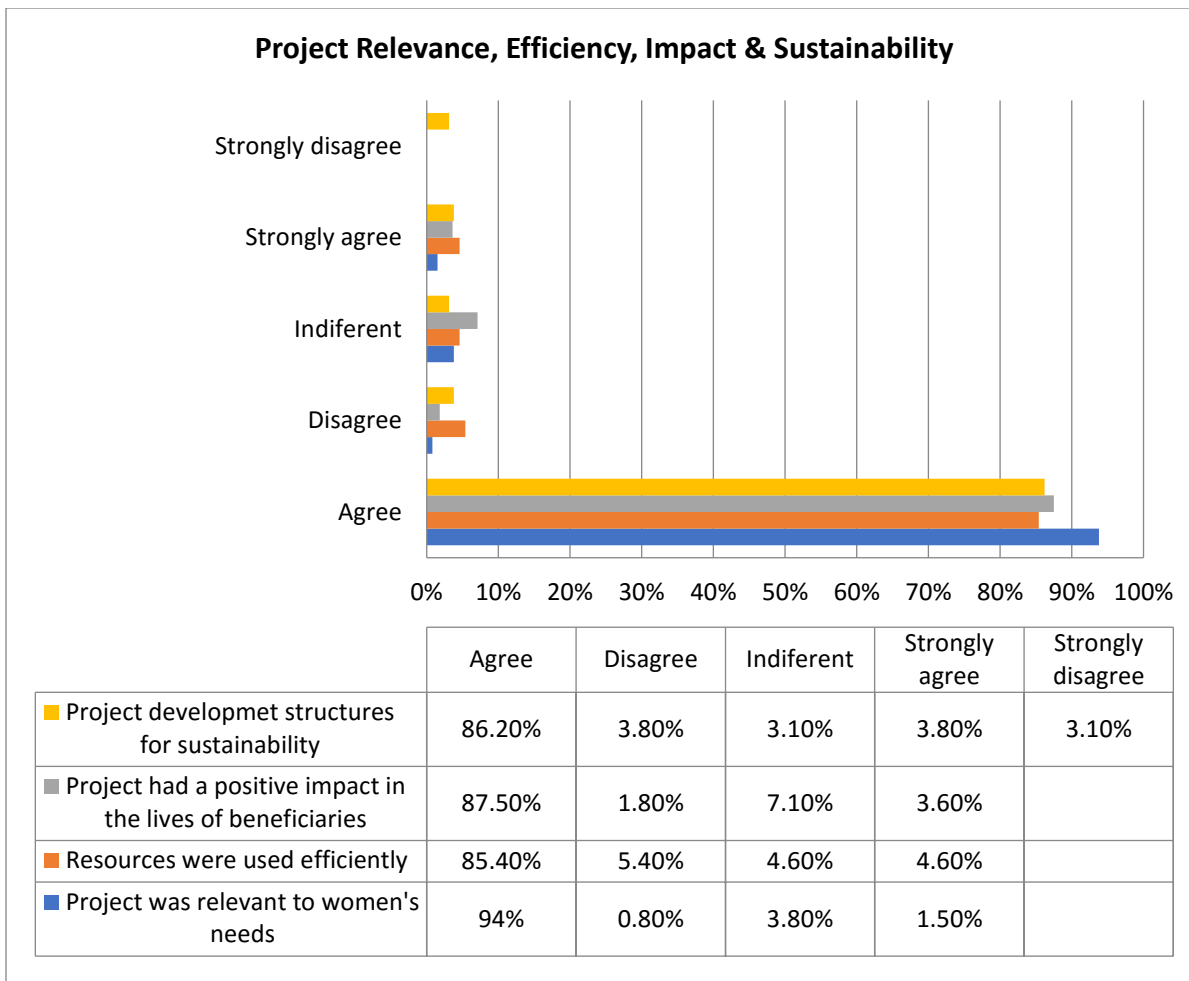


Figure 4.8: Survey responses to evaluation criterion

Drawing from the above evaluation survey results, we note that above 90 % of participants agreed that the project was relevant to the needs of beneficiaries. In addition, 87.5% agreed that the project had a positive impact on the lives of its beneficiaries. This relevance and impact can also be observed through these qualitative narratives.

“I honestly think WILD really opened women’s minds because I remember their first meeting they had requested for youths and women where they taught extensively about women’s participation in politics. They asked the ladies what they aspired to become and some even confirmed that they aspired to be in the senate. Therefore, WILD took it upon themselves to identify those that showed leadership qualities and they were selected to take part in WILD’s training program however I am not sure on how they were trained but they were taken for training in Bulawayo. Then there was another program where aspiring candidates were assigned mentors. I myself was assigned to mentor a young lady that aspired to be a councillor; she was with the MDC (Welshman) whilst I was with the MDC-T. I also mentored another woman from ZANU-PF” **(Ward Councillor in UMzingwane, January 2018).**

“In Bulawayo, we facilitated engagements that have resulted in a lease between Lobengula ward 14 and PSI Zimbabwe which is currently being used as circumcision clinic however it is a council clinic leased out to them. We reached an agreement that the lease would be terminated and it goes back to being a council clinic because people have a hard time and need to walk long distances to Pumula for health care. I think it was a success” **(WILD official, January 2018)**.

The above interview excerpts further corroborate the relevance and impact that this project has had among the beneficiaries in Bulawayo and UMzingwane. Women have been inspired to take up leadership positions. In addition, the mentorship programme cut across different political spectre and united women in supporting one another. Women are now keen to participate in leadership and this speaks to the relevance of this project. In addition, engagements such as the one cited in the above interview quote have been relevant in ensuring gender responsive service delivery. Such an initiative had an impact in the provision of accessible health services and that impact on women.

The results of this survey show that 90% of respondents agreed that resources were used efficiently. As is the case in all the projects the evaluation team learnt that WILD provided refreshments in meetings and also provided participants with transport money. In addition, WILD brought a lot of speakers some of them high profile to their events. At no point did WILD give extra money except that intended for a given purpose i.e. transport. In addition, a look at the institutional financial reports showed that WILD has always spent money in accordance with the budget agreed upon with the donors. Where there were variances, these did not exceed the 10% permitted by the donor. In an interview with the finance official, the evaluation team learnt that a variance above 10% can only be tenable after an official request from the donor has been made and such a request granted. Therefore, despite the fact that some beneficiaries were not happy about the lack of financial rewards for taking part in the project, WILD kept to the budget in line with donor agreements.

In this project above 90% of beneficiaries who took part in the survey said they have been capacitated enough to be able to sustain the project in the long term. However, there were suggestions that perhaps if the project had a wider reach more people will be empowered and this will increase sustainability. Suggestions such as making efforts to attract more young people were made.

4.5. WOMEN PARTICIPATING IN LOCAL GOVERNMENT AND DEVELOPMENT

The Broad objective of this project of was to see females, women and girls living, having improved their capacity and access in public-decision-making with the ability to demand public accountability from public and private institutions in order to reduce poverty in Bulawayo and the Matabeleland region at large. The project sought to inter-alia:

- i. Enhance the capacity of women leaders in public leadership skills for more responsive, innovative and effective local governance,
- ii. Increase the women citizen participation in the political economy towards promoting transparency and accountability in Zimbabwe,
- iii. Increase economic opportunities for women and their inclusion in engendered public service delivery and corporates’ social contributions and
- iv. Amplify the voices of women and girls in demanding their rights to public services through public policy debates as enshrined in the new Constitution.

Through these objectives and other than ensuring efficient and improved service delivery systems the project aimed at creating female citizens that are knowledgeable and effectively participate in local government budgetary processes to ensure for effective and efficient public service delivery. Also, the project aimed at facilitating the development of women in public leadership who are able to contribute in decisions that are open, comprehensive, result-oriented and timely leading to a more responsive, innovative and effective governance.

The project also sought to create economic opportunities for women to increase private sector contribution to public service delivery and reduced demand on state-funded public service. In line with this dimension, it was deemed essential to develop women that are informed about economic policies and use them to gain access to finance from local and national budgets and other economic opportunities available in their respective communities. The project also aimed at having a pool of women that knew their rights to access to economic resources, clean water and sanitation, education and health as enshrined in the new Constitution. The project also noted the need for Well-documented assessments on the impact of and significance of existing policies and legislative frameworks on women's political participation and influence in local governance.

Other project strategies included alliance building, campaigning and advocacy through budget consultative forums focusing on building the capacity of women participants on how to demand accountability from duty bearers through gender responsive budgeting & budget monitoring. Within the same strategy, the project prescribed Campaigns to advocate for increased national budget allocation to basic social services benefitting women and girls for improved access to education, health, water and sanitation.

Focusing on solidarity with other likeminded organisations (NGOS/ Civil Society/ CBOs/ Coalitions/Networks) was considered another fundamental strategy within the project and it would see the development of a support network for young women's organisations to develop strategy for engaging with local and central government and spearhead the establishment of the Association of Women in Local Governance (AWLG). Furthermore, within this strategy, a think tank was mooted to conduct research on the impact and significance of existing policies and legislative frameworks on women's political participation and influence in governance at local and national level. Such a think tank was thought to inevitably result in government policies promoting women's access to basic service delivery.

Lobby, advocacy work and campaigns was considered a major strategy in the project. The project plans proposed that this final strategy have women's economic forums as alternatives to improve the economic status of women so as to reduce the demand on state-funded service delivery. Also, this strategy recommended the Establishment of Women's Round-Table Micro Finance Clubs (promotion of entrepreneurship). Finally, this strategy prescribed the Where Is My Public Servant (WIMPS) platform of engagement where women citizens get opportunities to interact with policy-makers, local and national leaders on issues pertaining to public service, policies and broad issues around women's citizen participation in governance. Similarly, "My Constitution, My Right" public debates were proposed to popularise the new Constitution as the founding document that supports women's right to public participation and access to services and resources.

In line with the above objectives and strategies, the 2017 third quarter report shows that WILD has carried out several planned activities and thus managed make great strides. Through the tax justice meetings, WILD was able to train ward

advocacy committee members in UMzingwane on social accountability and tax justice. This resulted in negotiations with 3 local tourist investors to remit some of their earnings towards community development projects. These efforts have seen two of the tourist investors expressing a desire to support projects that improve community livelihoods.

Through the interventions implemented by WILD, engagements with authorities have yielded results. For example, the report shows that discussions are in place to ensure efficient environmental health management systems. Preservation of nature is key amongst these things. This is aimed at opening other streams of revenue for local women through venturing into tourism. In addition, engagements have resulted in the District Development Fund drilling boreholes around the district to improve access to safe drinking water.

The report also shows that WILD has facilitated the formation of a residents' association in Habane led by the youth. Previously there was no collective representation of residents and this resulted in many challenges such as problems with rates, refuse collection amongst others. This is also a positive step that has acted as a mobilisation tool for citizen engagement meetings. As is the case with all other projects, WILD also implemented budget consultation meetings in Bulawayo and women had a chance to contribute in the budget making process. In UMzingwane a budget tracking meeting was held and the women had an opportunity to get an update on what was included in the 2017 budget. In addition, an opportunity was taken to deliberate on and submit a plan to influence the 2018 budget.

4.5.1 The project through the assessment criteria: Project Effectiveness

This section evaluates the project based on empirical evidence gathered amongst project beneficiaries in Bulawayo and UMzingwane. This section presents data following the evaluation criteria. As a starting point the project's effectiveness will be evaluated based on selected expected outcomes of the project versus the evidence gathered through self-reporting beneficiaries. The figure below presents data in percentages of beneficiaries based on the extent of their agreement to the effectiveness of this particular project.

The survey results in Figure 4.9 show that this project was an effective one. Above 70% of the participants agreed that this project helped in improving service delivery. The survey also reveals that 84.5% of beneficiaries found agreed that 80.4% there were some changes in the local council budgets due to lobbying with the help of WILD. Over 90% found that participation in budget consultative meetings increased their confidence in participating in decision making processes. Moreover above 90% attest to the fact that the intervention from WILD through this project has advanced women's political influence these results indicate that this project was indeed effective.

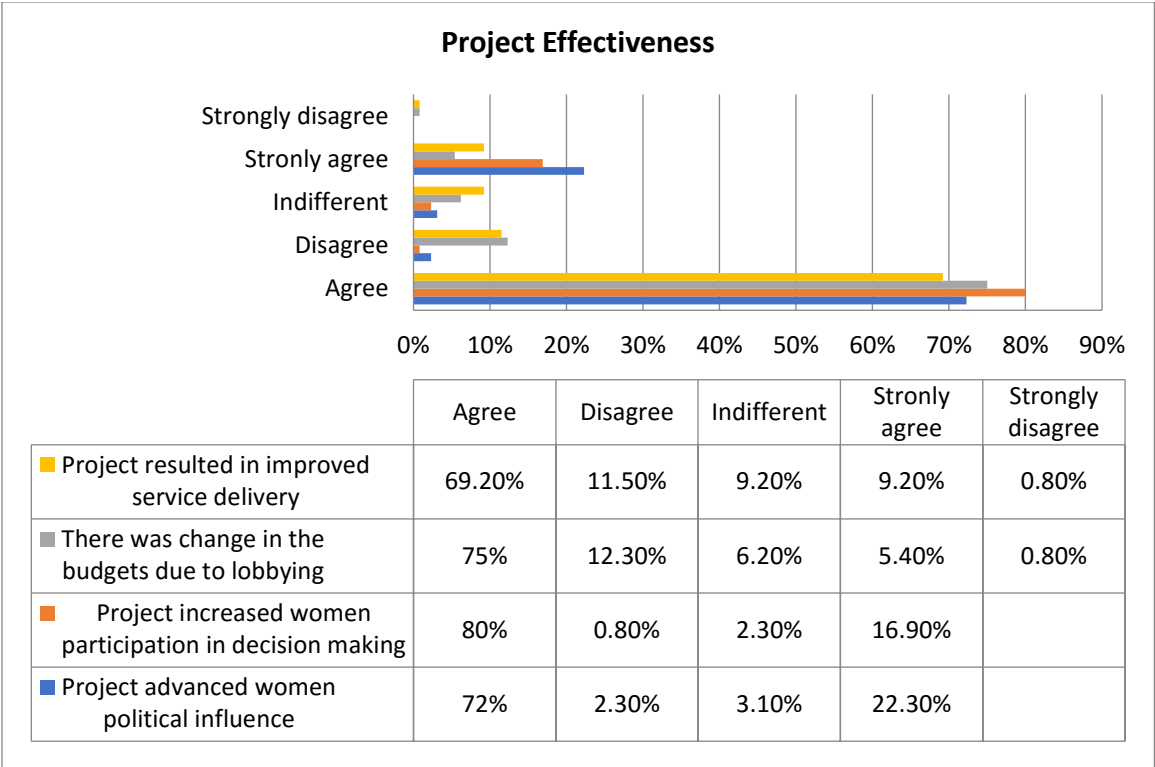


Figure 4.9: Survey results on service delivery and the participation of women

4.5.2 Project Relevance, Efficiency, Impact & Sustainability

The previous section has looked at the project effectiveness as an evaluation criterion. This section uses empirical evidence to evaluate the project based on project relevance, efficiency, impact and sustainability. The following figure presents data on these criteria.

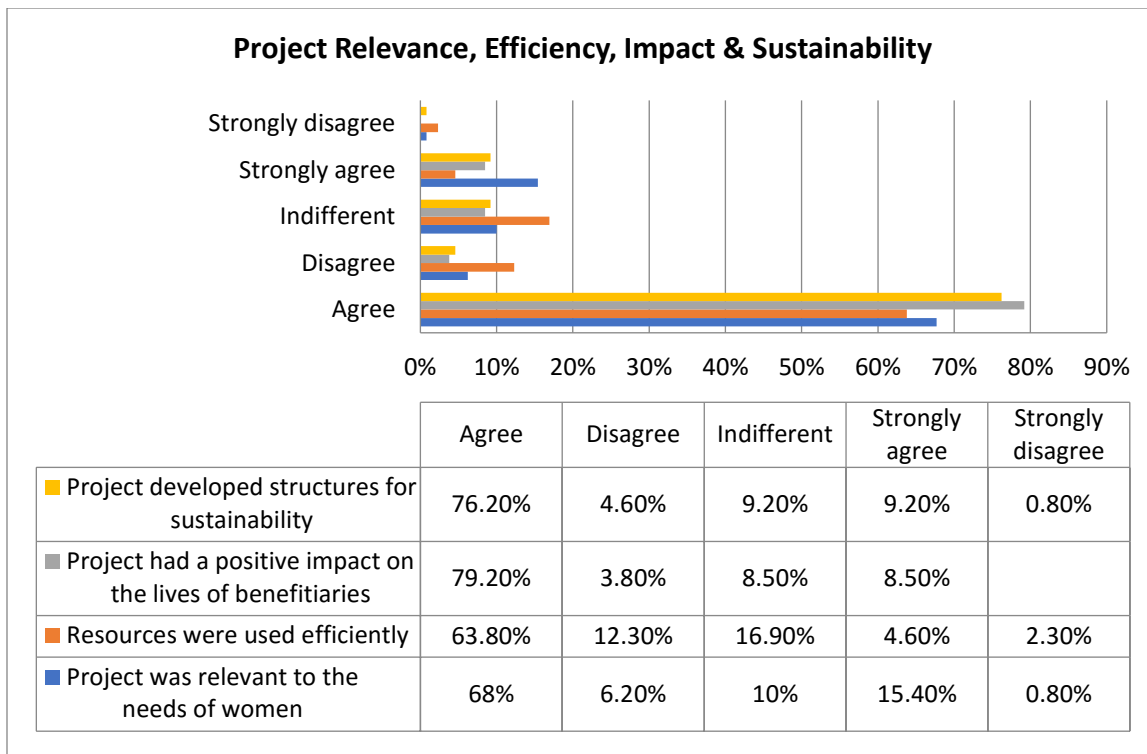


Figure 4.10: Survey responses to evaluation criterion

Drawing from Figure 4.10, we note that above 83 % of participants agreed that the project was relevant to the needs of beneficiaries. In addition, above 87% agreed that the project had a positive impact on the lives of its beneficiaries. This relevance and impact was also permeated through qualitative narratives. Participants mentioned their increased participation in local governance issues such budget consultative meetings. This participation has positioned them to have a say in what they consider to be priorities when budgets are being formulated. In addition, WILD has facilitated dialogues that have resulted in positive outcomes that had an impact and relevance to the beneficiaries. For example, in UMzingwane, issues surrounding the holding of birth certificates by schools due to non- fee payment were engaged leading to the recovery of birth certificates though some were lost. In addition, the formation of a residence association in Habane has been a highlight and has positioned beneficiaries for increased participation in decision making. In this context, we thus find rational in the above survey results.

The results of this survey show that 63.8% of respondents agreed that resources were used efficiently. As is the case in all the projects the evaluation team learnt that WILD provided refreshments in meetings and also provided participants with transport money. In addition, WILD brought a lot of speakers some of them high profile to their events. At no point did WILD give extra money except that intended for a given purpose i.e. transport. In addition, a look at the institutional financial reports showed that WILD has always spent money in accordance with the budget agreed upon with the donors. Where there were variances, these did not exceed the 10% permitted by the donor. In an interview with the finance official, the evaluation team learnt that a variance above 10% can only be tenable after an official request from the donor has been made and such a request granted. Therefore, despite the fact that some beneficiaries were not happy about the lack of financial rewards for taking part in the project, WILD kept to the budget in line with donor agreements.

In this project above 75% of beneficiaries who took part in the survey said they have been capacitated enough to be able to sustain the project in the long term. However, there were suggestions that perhaps if the project had a wider reach

more people will be empowered and this will increase sustainability. Suggestions such as making efforts to attract more young people were made.

This section brings the evaluation to its logical conclusions by providing answers to the major evaluation questions and preferring relevant recommendations rooted in primary and secondary data reviewed. Given the previous extensive debate on the specific projects, this section will give overarching conclusions and recommendations in line with the evaluation criterion that guided the study.

5.1. RELEVANCE OF WILD PROGRAMMES

The society in question has been shown to be dominated by males and in need of gender mainstreaming. This has been shown by the copious numbers of females in super-ordinate decision-making positions particularly those related to national politics. In this regard, the majority of the projects discussed in this evaluation had a deliberate focus on women empowerment particularly in the direction demanding accountable leadership and contributing to policy formulation at all levels of society.

The beneficiaries of the interventions were mostly the local women who through fieldwork results, expressed gratitude for the efforts by WILD in their empowerment. Nonetheless analysis has shown that the youth were less than the relatively older within the selected beneficiaries despite national statistics indicating that the youth formed the bulk of the Zimbabwean population. Also, results showed a negative correlation between selection and level of education and employment. Thus, the programmes seemed to attract the less educated and unemployed. The result was the presence relatively older women with limited education and social influence making them hard sells for political office and higher order decision making.

There were notable intersections amongst the evaluated projects that resulted in visible duplication of activities and noted support, building on and revisits within the same communities. This aspect is both positive and negative in nature given that duplication strains accountability while also allowing for more emphasis on various project components (such as demanding accountability and public budgeting in this case).

5.2. PROJECT IMPACT/EFFECTIVENESS

The evaluation has shown that by and large the WILD projects implemented were highly effective and welcomed by the intended beneficiaries. Nonetheless, some setbacks related to *inter alia* fund disbursement perpetual WASH challenges (particularly in UMzingwane), non-development of the *e-mbizo* platform that had prospects of being published as a quarterly newsletter and poor coordination between partners (largely been attributed to the absence of joint planning in terms of developing annual plans) was noted. Evidently fund disbursement and joint planning with partner organisations are major determinants of the success of future projects similar to those evaluated.

Through the projects, women have begun to hold social leaders accountable and also influence the utilisation of public funds. In addition, a number of women have become active players in national politics holding and running in various elections. From an advocacy dimension, the main structures that are visible are the ward advocacy committees. These

advocacy committees have been capacitated to lead advocacy in their respective wards. However, there were concerns that some people had only attended because they expected material benefits.

In addition, WILD facilitated dialogues that have resulted in positive outcomes that had an impact and relevance to the beneficiaries. For example, in UMzingwane, issues surrounding schools holding of birth certificates by due to non-fee payment. Also, the formation of a residence association in Habane was a highlight and it positioned beneficiaries for increased participation in decision making.

The overall effect has been notable levels of women empowerment indicated by the quantitative and qualitative results of the evaluation exercise. Also, the women empowerment drive championed by WILD has laid a solid foundation for equal treatment of the girl child when it comes to resource distribution and education.

5.3. PROJECT EFFICIENCY

Results indicated prudence in the utilization of resources and the upholding of crucial financial dissemination procedures by WILD. Nonetheless, respondents argued that it was necessary to incentivize them and reward positive action rooted in the WILD initiatives. Results showed that this could be rooted in the fact that most of the women targeted by the programmes in questions are relatively poor. For them to actively participate they expected certain rewards in cash or in kind. This is a problem that affects advocacy work in many areas since the main aim is to empower people so that they can be in a position to find solutions for themselves. Internal staff considered the programmes well managed and with sufficient resources channelled towards the execution of project activities. Furthermore, the interlinkage of projects allowed for the execution of various tasks simultaneously resulting in the effective utilisation of time particularly in the case of the beneficiaries.

5.4. SUSTAINABILITY

Evidence from the evaluation shows that various platforms were created by the projects in question that included advocacy groups and empowered women with a range of skill procured through the project. Nonetheless, the main issues affecting project sustainability include the material expectations that WILD is not fulfilling and the absence of highly educated youth in the programmes. In line with this concern, the evaluation team found that there were very few young people that came forward as beneficiaries of the project. For sustainability, it would be of great benefit to target young people because they still have a future as the respondents rightly says they are the leaders of tomorrow. Targeting poor adults is not a bad idea. However, it comes with disadvantages in the form of expectations for material benefit. Later, this will have a negative impact on project sustainability as beneficiaries are always on the lookout for handouts. Such a situation limits the effectiveness of possible exit strategies (by WILD) requiring re-engineering of engagement processes and beneficiary selection on the part of WILD.

5.5. RECOMMENDATIONS

- i. The results showed a bias towards relatively older women amongst WILD programme beneficiaries. This state of affairs is considered unsustainable and may result in the need for financial support rather than empowerment. As such, WILD should consider projects that deliberately cast the net wide in order to have more youth participating so as to guarantee project sustainability and reduce dependency on the organisation upon exit.
- ii. Given the evident socio-economic challenges facing older women, WILD would benefit from programme diversification (away from empowerment) to include entrepreneurial programmes, girl child education and support internal savings and lending groups and other livelihood support schemes. Such interventions would undoubtedly increase the relevance of the organisation to the current beneficiaries. Moreover, utilisation of non-financial incentives such as community recognition, food for work programmes and networking opportunities may be one way to get around the previously highlighted financial compensation.
- iii. The similarity of programmes has been shown to be both an advantage and disadvantage. Nonetheless, to guard against the hazardous aspects, it could be wise for WILD to consider operating in different locations. The project geographical diversity will give a different perspective on project outcomes and allow for new learning experiences. Programme diversification should also include the positive socialisation of the boy child in order to avoid the difficulties of dealing with men socially conditioned in patriarchal systems.
- iv. The failure to launch beneficial platforms like *e-mbizo* reduces the sustainability potential of WILD programmes. As such, it is critical that the organisation prioritises computer literacy amongst women and continuously develops platforms where women can engage each other and major stakeholders on issues of significance. Such platforms often outlive projects and become points of departure for other similar initiatives in future.
- v. It would also be critical for WILD to identify areas where they intersect with other organisations and prioritise these con-jointly with potential partners in order to allow for coordinated long term planning. Such an initiative will allow for the development of annual operational calendars that will ease coordination of joint projects in the future.

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