



Gender Links

Evaluation of the Embassy of Sweden (Sida)/Gender  
Links' Gender Justice and Local Government  
Programme in Zimbabwe (August 2012 – October  
2013)

Final Evaluation Report

Sandra Ayoo  
October – November 2013

## 1.0 Programme Identification Details

Title of Programme	Gender Justice and Local Government
Name of Lead Institution	Gender Links Zimbabwe
Start date	01/08/2012
End date	01/12/2013
Reporting Period	1 January – 30 October 2013
Amount of EMBASSY OF SWEDEN (SIDA) Funding	SEK 4,252,000
Brief Summary of Programme:	<ul style="list-style-type: none"> <li>• Provide on-going support to UCAZ for its gender mainstreaming programme, including key strategic activities of the Women in Local Government Forum.</li> <li>• Raise support for the roll out of the Centres of Excellence (COE's) to at least half of Zimbabwe's 91 councils by 2015.</li> <li>• Popularise and enhance application of the SADC Gender Protocol through the village workshops that accompany the COEs and incorporating its targets in the local action plans.</li> <li>• Test GBV indicators at the local level.</li> <li>• Promote peer learning, gathering of evidence and sharing of good practices through the annual national and regional Gender Justice and Local Government summit held in March each year leading to the regional summit in April starting in 2013.</li> </ul>
Programme Location	Zimbabwe
Implementing partner	Gender Links Zimbabwe
Target groups- wider beneficiaries	Women councillors, local authorities, women in communities, communities in Zimbabwe, gender focal persons.
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## List of Acronyms

AIDS	Acquired Immune Deficiency Syndrome
ARDC	Association of Rural District Councils
ARDCZ	Association of Rural District Councils of Zimbabwe
ARV	Anti-Retro Viral
CBO	Community Based Organisation
CEO	Chief Executive Officer
CoE	Centres of Excellence
CSOs	Civil Society Organisations
DFID-PPA	Department for International Development - Programme Partnership Arrangement
ESAP	Economic Structural Adjustment Programme
GBV	Gender Based Violence
GFPs	Gender Focal Persons
GL	Gender Links
GNU	Government of National Unity
GPA	Global Political Agreement
HIV	Human Immuno-Deficiency Virus
LED	Local Economic Development
M&E	Monitoring and Evaluation
MDG	Millennium Development Goal
MDGs	Millennium Development Goals
MJLA	Ministry of Justice and Legal Affairs
MLGURD	Ministry of Local Government, Urban and Rural Development
MOU's	Memorandum of Understanding
MWAGCD	Ministry of Women Affairs, Gender and Community Development
NGO	Non Governmental Organisation
NGO	Non-Governmental Organisation
OVC	Orphans and Vulnerable Children
PLHIV	People Living with HIV and AIDS
RDC	Rural District Council
SADC	Southern African Development Community
SGP	SADC Gender Protocol
SGPA	SADC Gender Protocol Alliance
TOC	Theory of Change
ToT	Training of Trainers
UCAZ	Urban Councils Association of Zimbabwe
UN	United Nations
UNIFEM	United Nations Development Fund for Women
UNWOMEN	United Nations Entity for Gender Equity and the Empowerment of Women
VCT	Voluntary Counselling and Testing
VFM	Value for Money
WiLGF	Women in Local Government Forum
WIPSU	Women in Politics Support Unit
WLSA	Women and Law in Southern Africa
ZiLGA	Zimbabwe Local Government Association
ZimSTATS	Zimbabwe National Statistics Agency

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## Executive Summary

This report presents the outcome of an independent evaluation of Gender Links' Gender and Local Government Centre of Excellence (COE) programme in Zimbabwe implemented with funding from the Embassy of Sweden (Sida) Zimbabwe from August 2012 to December 2013 (see complete summary of the grant at Annex A). This evaluation is in compliance with the requirement by the Embassy of Sweden (Sida) for an independent assessment to be undertaken within the last six months of the programme closure to determine impact; lessons learned and make recommendations for the next phase of the programme (see Terms of Reference at Annex B). The main components of the COE programme are managing the sub-grant to the Women in Local Government (WiLGF), conducting baseline GBV Indicators Research, aligning the old councils' gender action plans with the new COE planning framework, rolling out of the COE work to new councils, and holding the gender justice and local government summit (see Logframe and Achievement Rating Scale at Annex C). Attached at Annex D is a summary of the 54 case studies gathered at the summit, and at Annex E the risks faced by this programme and how these have been mitigated.

The COE programme's goal of mainstreaming gender in the agenda of local authorities to improve service delivery and promote women's representation and participation in decision-making resonates well with the goals of Swedish Government development assistance to Zimbabwe which include promoting participation, gender equality, transparency, accountability, a stronger role for civil society, and improved access to social services (See Annex F on synergies between the GL POA and the Government of Sweden's policies and strategies). The Embassy of Sweden (Sida)-funded activities of the COE programme and its related justice and alliance programmes have directly benefited 9,755 people (51% women, 49% men). The 29 COE councils cover 6,333,342 indirect beneficiaries in Zimbabwe, approximately half the population of Zimbabwe. This includes the capital city Harare, and all provincial capitals.

## Evaluation Methodology

The evaluator employed a combination of methodologies including in-depth key informant interviews (KIIs), focus group discussions (FGDs), and document review as discussed in the report. The evaluator spent approximately 10 days in Zimbabwe from 13 to 22 October and interacted with a total of 148 people, 43 men (30%) and 105 women (70%). This included time in Harare and eight out of the 30 COE local authorities (26%). Representatives of five COE's attended a focus group meeting. The full evaluation schedule is attached at Annex I and list of those interviewed at Annex J. In total, the evaluator met with representatives of 13 out of the 30 COE's (43% of the total number of COE's). The evaluator used purposive sampling that included a balance between urban and rural, verified and non-verified, the proportion of new councillors, strong and weak (in terms of budget allocation, ability of GFP and Gender Champions and administrative environment), and political location of the local authorities. The evaluator triangulated the emerging evidence from fieldwork with final interviews with senior representatives of the Embassy of Sweden (Sida) and Gender Links and also through document review (see list of documents consulted at Annex K). Finally, the evaluator used NVivo computer software for coding and analysing content from

interview transcripts, focus group discussions, and case studies using programme indicators for interpreting the key findings presented in the report.

### **Key Findings**

The ways in which GL's overall strategy and action plan align to Embassy of Sweden (Sida) priorities is summarised at Annex F. The findings below should be read in tandem with this broader strategic outlook of the two organisations.

Achievement of programme results: the implementation of the COE programme is on track, with an overall performance score of 82% (see Annex C), partly affected by the fact that the evaluation took place before final close out of the first phase; and the fact that some of the results (for example increase in the Gender Score) are difficult to measure in 18 months. The programme has successfully achieved planned activities for Women in Local Government Forum (WiLGF), the GBV indicators baseline study, aligning 11 old councils' gender action plan with new COE planning framework; taking on board 19 additional councils to become Centres of Excellence and 111 out of 75 target case studies submitted at the national Gender Protocol@work summit in March 2012 and 2013. The GBV indicators study report was signed by the new Minister of Women's Affairs and will be launched during the 16 Days of Activism in 2013. The major external challenges in programme implementation are lack of finances in local authorities to implement the GBV action plans; the two percentage point decline in women's representation in the 2013 local elections and the 65% turnover of councillors in the COEs in the July elections. Another significant challenge is unclear reporting guidelines that have periodically contributed to misunderstanding between GL and Embassy of Sweden (Sida) Zimbabwe office (See Annex A for details). GL needs to be more vigilant in its compliance with contractual reporting deadlines. This is however not for want of goodwill on both sides but rather an important learning curve in the first phase of the grant.

Programme impacts: The COE built on the work of GL with 11 pilot COE's. As a result of this programme, 23 Councils have gender action plans and seven more will have these at the close of the first phase of the grant. The Ministry of Local Government has sent out a directive requiring that all Councils have gender policies and action plans and that this be written into the performance agreements of senior managers. The ministry has a chart showing progress against the 28 targets of the SADC Gender Protocol and the minister or a representative have officiated at the two national summits. The Minister also spoke at the 2012 regional summit and pledged his commitment to rolling out the COE process to all 92 councils.

As a result of the programme, Zimbabwe has its first comprehensive Violence Against Women Baseline Study, conducted by the gender ministry, working with the COE's. This will be launched on 9 December during the Sixteen Days of Activism campaign, linked to a national and local action plans. The key findings have been translated into Shona and Ndebele, and individual attitude profiles developed for Councils to be used in strengthening GBV action plans. GL has, with counterpart funding from the FLOW fund of the Netherlands government, embarked on entrepreneurship training for survivors of gender violence linked to the gender action plans of Councils. This next phase of the COE process seeks to test the link between economic empowerment and ending GBV.



The most significant changes reported by beneficiaries as a result of the programme are improvement in service delivery, positive institutional practices at council level, increased voice and accountability, and changes in the lives of individual men and women in the local authorities and the communities. The impacts in the lives of individuals include increased self-worth and assertiveness and increase in leadership skills especially through presentations in summits. The people who attended summits reported improvement in their leadership skills, improvement in communication and presentation skills, peer learning and networking, and gaining more knowledge on the SADC Gender Protocol. These changes are in line with the overall expectation that working with councils and municipalities will ensure that gender mainstreaming is entrenched in, and enhances service delivery.

The local authorities demonstrated that increasing women's representation in decision-making of local governments leads to improved service delivery and eventually poverty reduction in communities. This change is related to embedding gender in the institutional practices of councils that over time begins to change the way of doing business. Although councils are constrained financially some of the local authorities have begun allocating gender specific allocations to budgets. During this period six councils specifically allocated \$52,530 to gender work. GL managed to leverage an additional \$327,162 (about 51% of the Embassy of Sweden (Sida) grant). This includes \$237,796 counterpart funding from DFID-PPA, UNWOMEN, and FLOW, \$89,366 in-kind contribution from the councils and the \$52,530 earmarked for gender work by councils. This programme success is linked to the good political will as a result of excellent working relations between GL and the Ministries of Local Government and Gender.

Within Africa, the COE model (that covers 300 councils in ten countries) has been recognised by the UN Economic Commission on Africa (UNECA) as one of seven best practices in mainstreaming gender in a compendium launched in Addis Ababa in November 2013. On the eve of the SADC Heads of State Summit in August 2013 President Joyce Banda of Malawi and African Union (AU) Head Nkosozana Dhlamini-Zuma presented GL one of two awards in the civil society category for its "outstanding contribution" in enhancing women's rights in Africa. In November 2013 South Africa's CEO Magazine named GL CEO Colleen Lowe Morna the Most Influential Woman in South Africa and Africa overall in the civil society category.

## **Conclusions**

- Gender equality is a governance priority: The COE programme demonstrates that the gender equality agenda is indeed a governance priority in terms of increasing voice, accountability and responsiveness within the local, national and international contexts. The programme shows that increasing the number of women in councils positively impacts on service delivery as women councillors are perceived to be more accountable and less corrupt than their male counterparts.
- Institutionalisation of gender mainstreaming in councils: The programme shows that the COE work is self-sustaining in terms of training the GFPs and Gender Champions within councils in an attempt to institutionalise gender mainstreaming. The programme has equipped the key technocrats within councils to develop the gender action plans and drive its implementation from within the councils.

- Using existing structures lead to sustainability of interventions: Gender Links' use of existing structures has worked well to make the programme accepted at the highest levels of government. Partnership with governments and local associations has opened up spaces to Gender Links which an NGO would not have been able to access.
- Collaboration and networking leads to political will: There is strong evidence that collaboration, networking and influencing opinions contribute to obtaining political will and sustainability of the programme results.
- Changes in council composition and new structure has a bearing on service delivery: The lack of retention of seats by nearly 65% of councillors who went through the COE training on gender mainstreaming may negatively contribute to service delivery since new councillors may not be gender aware in their decision-making.
- Mainstreaming gender in budgets does not necessarily translate to actual service delivered on the ground without finances: The majority of councils are financially challenged and cannot implement the action plans without the support of the COE programme. The ability of councils to provide gender specific budgets is further constrained by the electioneering declaration that saw cancelation of debts owed to local authorities.

## **Recommendations**

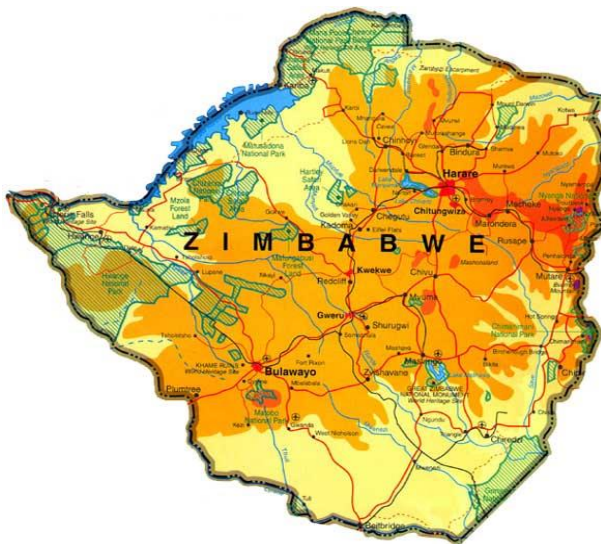
The recommendations at the end of the report broadly cover the following areas:

- In the short-run GL should conduct intensive gender training for all new councillors in the current COE councils.
- The Embassy of Sweden (Sida) should continue to support the next phase of the COE programme on condition that Gender Links develops a comprehensive programme proposal with clear logframe, budget and M&E plan and Embassy of Sweden (Sida) provides clear reporting guidelines to streamline programme reporting.
- GL should develop a three-year COE programme beyond the 2015 SADC Gender Protocol (SGP) and MDG3 deadline and clearly include the following: additional staff for Zimbabwe office, clear demarcation of roles and responsibilities of GL headquarters with staff time clearly allocated on percentage basis; budgetary support for councils to implement some activities on their GBV action plans like 16 Days of Activism, and residential workshops away from council offices to ensure full participation of council executives.
- GL and UCAZ should ensure that the WiLGF component of the next proposal addresses issues like campaigning for the electoral law to provide special electoral measures like quotas for women in local government, engagement with political parties for adoption of women candidates, and re-establishment of the women in local government network.
- GL should partner with the Zimbabwe Women's Resource Council and Network (ZWRCN) to conduct gender budgeting in the COE councils. ZWRCN has been doing gender budgeting in 5 councils and they can develop synergies with GL to equip the councils with the gender budgeting skills.

## 2.0 Main Part of the Report

### 2.1 Introduction and Context

**Background:** The Gender Links office in Zimbabwe is a branch of the Regional office headquartered in Johannesburg South Africa. GL is a Southern African NGO founded in 2001 with offices in ten<sup>1</sup> of the 15 countries of the Southern African Development Community (SADC). GL started operations in Zimbabwe in 2009 and was officially registered in February 2012. It has a fully functional office headed by the Country Manager and three other staff. GL envisions a region in which women and men are able to participate equally in all aspects of public and private life in accordance with the provisions of the Southern African Development Community (SADC) Protocol on Gender and Development (SGP) adopted in August 2008. The SGP provides a road map for the attainment of MDG 3 – gender equality – by breaking this overarching goal into 28 specific targets to be achieved by 2015. GL has integrated the targets of the Protocol into its core governance, media and justice programmes and is also the regional secretariat of the Gender Protocol Alliance. With strong linkages from local to national, to regional and international level, GL works at the macro (policy) and micro (workplace and local) level to promote the empowerment of women who constitute the majority of the poor, unemployed and dispossessed in Southern Africa including Zimbabwe.



**Country Context:** Zimbabwe is politically divided into 10 provinces, with 92 local authorities (32 urban and 60 rural). The Centres of Excellence for Gender in Local Government (COE) programme implemented with the Embassy of Sweden (Sida) funding occurred during a transitional period in 2012-2013 as the country moved towards a new Constitution and general elections. These processes emerged out of the Global Political Agreement (GPA), which led to the formation of the Government of National Unity (GNU) in 2009.

The period of 2009 to date has been characterised by a relatively stable political and socio-economic environment in the country. Government has focused on creating a peaceful and secure enabling environment for economic development and to move the country beyond the humanitarian crisis period of 1997-2008. The country experienced decline in social and human development indicators during this period as a result of several factors including the ill-conceived Economic Structural Adjustment Programme (ESAP) in the 1990s, the Land Reform process in 2000 and the subsequent international

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<sup>1</sup> GL's operations are managed from the headquarters in Johannesburg, Mauritius (Francophone headquarters), Botswana (where SADC is headquartered) and Mozambique (Lusophone headquarters opened in March 2012), and 6 country offices in Lesotho, Madagascar, Namibia, Swaziland, Zambia and Zimbabwe.

response with sanctions that exacerbated the political and economic situation of the country, especially undermining the political and civil rights of women. Zimbabwe's ability to achieve MDG3 and SADC Gender Protocol targets requires the attainment of gender parity in all education levels, women's employment outside the agricultural sector and women's representation in national parliaments. The post-GNU general elections results reveals that Zimbabwe is still far from achieving the 50:50 gender parity postulated in the SGP and MDG3.

A gendered analysis of the 2013 elections results by GL shows that women's representation in the Zimbabwe parliament shot up from 19% in 2008 to 34% while representation in local government declined from 19% in 2008 to 16% in the recent elections. In the eleven councils that GL has worked with longest the average representation of women increased to 21%. The increase in the percentage of women in parliament is attributed to the quota in the new Constitution at this level. Closer analysis reveals that the actual numbers of elected women dropped. But for the quota, there would have been a decline of women in parliament as well. Zimbabwe has missed the 50% target of the SGP and MDG3 since this is the last election to the target date of 2015. This implies that a lot remains to be done to achieve gender parity in elected and executive offices in the local and national government since one feeds into the other.

**Background to the COE Programme in Zimbabwe:** Gender Link's governance programme in Zimbabwe started with the "*At the Coalface, Gender and Local Government*" study in July 2009 – February 2010. This ground-breaking study revealed that women were under-represented in every area of local governance: At 18.8 %, Zimbabwe was below the average of 23.9% of women in local government in the SADC region and 31.5% below the SADC target of 50%. This representation varied from no women at all in some councils to 50% in one (Tongogara). As a follow up to the research, GL held a workshop in partnership with key stakeholders in the Gender and Governance Forum (the Local Government Associations, Women in Politics Support Unit, UNDP and the Zimbabwe Women's Resource Centre) in Kadoma in February 2010. This resulted in a Zimbabwe specific training manual and a tool kit for mainstreaming gender in local government. This workshop also identified good practices in mainstreaming gender and ending violence at the local level. A working group that included the gender ministry began work on a gender policy for local government aligned to the national gender policy. The research report was launched in Victoria Falls in December 2011 at the Urban Councils Association (UCAZ) annual General meeting.

Gender Links started piloting this initial six-stage Centres of Excellence (COE) process in 10 of the 92 local authorities in Zimbabwe. All the six stages were completed in 2011 but additional four stages were added in 2012 after the reflections and recommendations from the second Gender Justice and Local Government Summit. Gender Links has since added 12 new councils to the COE process and also aligned all the gender action plans of all 10 pilot councils to the new modules on local economic development (LED), Care Work and HIV, Climate change and sustainable development, conflict resolution, strategic campaigns, IT for advocacy, re-administer M&E forms. This was made possible with the grant from the Embassy of Sweden (Sida) Zimbabwe Office. The target groups for the programme are the local government councils, both rural and urban in Zimbabwe. These councils are members of the UCAZ and the Association of

Rural District Councils of Zimbabwe (ARDCZ) who are key partners of the COE programme in Zimbabwe.

**Programme Linkage to GL's Theory of Change:** GL's Theory of Change (ToC) aims to bring lasting change in attitudes and behaviour through working with individuals, institutions, state and regional actors. The ToC begins from the premise that gender is the most cross-cutting source of social exclusion. Gender inequality begins in the home and reinforced in formal and informal ways and it is so normalised that it often goes unnoticed, including by women who have been socialised to accept their inferior status. GL's ToC recognises that for change to occur, strategies must go beyond the measures typically taken by governments to include changes in attitudes and behaviour. The COE programme sought to influence change at individual and institutional as well as national policy level.

At the ***state level*** GL Zimbabwe is working with the Ministries of Local Government and Women's Affairs to influence change at the policies and practices. GL's justice programme worked with the Ministry of Women's Affairs to provide baseline data on gender violence for multi-sector national action plans aimed at halving gender violence by 2015. At ***the institutional level***, GL is working with 25 local authorities to integrate the targets of the SGP into their gender action plans that contribute to the attainment of gender parity and gender responsive governance in local government. At the ***individual level***, GL builds the capacity of Gender Champions and Focal Persons – *Drivers of Change* - to demand accountability through learning-by-doing. Gender Link's interventions at the individual, institutional, and state levels are all brought together through the SADC Protocol on Gender and Development (SGP).

**The Key Elements of the Programme:** The key elements of the COE programme are: managing the WiLGF sub-grant, conducting baseline GBV Indicators Research, aligning the old councils' gender action plan with new COE planning framework, rolling out of the COE work to new councils, and holding the gender justice and local government summit.

The WiLGF sub-grant: The key components were to a) increase women's political representation and participation – implemented through activities to support women in leadership within local government, elections and retention, and b) build the capacity of gender desks in councils in UCAZ through a TOT workshop for GFPs. The sub-grant did not support the third key component of conducting a gender audit of UCAZ programmes and policies and coming up with gender policies and gender aware HIV/AIDS policy for councils.

Aligning the old pilot councils' workplans to the new COE planning framework: The target was to align workplans for 13 old councils to include new modules. The councils to benefit were: Beitbridge, Bulawayo, Victoria Falls, Chiredzi, Gweru, Makoni, Kariba, Chitungwiza, Harare, Ruwa, Zvimba, Masvingo, and Chegutu.

Roll out COE work to new councils: The programme objective was to select an additional 19 councils in rural and urban to roll out the COE process. The programme aimed to

equip the gender focal persons (GFPs) and Gender Champions (GC) in a TOT workshop to cascade the COE work to the new councils.

The gender justice and local government summit: The objective was to gather and disseminate best practices on ending violence and empowering women at the local level through 75 entries in the 2012 and 2013 summits linked to the 28 targets of the SGP. The winners announced in different categories aligned to the protocol would compete at the regional level in Johannesburg. The call was put out through associations and councils. Gender Links was to conduct a verification exercise for the councils who completed all 9 stages, organise summit, adjudication and awards.

The GBV Indicators Research: The objective was to conduct a baseline study on the extent, effect and response to GBV at the local level in Zimbabwe so as to be able to measure progress in reducing GVB. This project components had two targets: a) at least ten targets and indicators built into the local level action plans – physical, sexual, emotional, economic violence; knowledge of Sixteen days; four attitude indicators, and b) Publication of indicators and targets for gender violence measured in Zimbabwe. The key activities included: PDA analysis, meeting of stakeholders, collecting I stories, liaising with relevant stakeholders and collect administrative data, publishing and launching the report.

**Relation to Embassy of Sweden (Sida) policies, priorities and country strategy for Zimbabwe:** The overarching objective of the Swedish aid in the 2011-2012 strategy is democratic development characterised by respect for human rights. The Swedish aid initiatives in Zimbabwe are channelled through multilateral and civil society organisations since 2001 when Sweden discontinued bilateral development cooperation with the Government of Zimbabwe. The focus of the Swedish aid during the transitional period of the Government of National Unity (GNU) was short-term measures to support economic stability through provision of basic social service. Long-term measures were suspended until the climate of political uncertainty improved. Most of Swedish aid initiatives were given under the democratic governance, human rights and gender equality sector in addition to measures to increase vulnerable group's access to basic social services. Sweden's aid worked towards promoting participation, gender equality, transparency, accountability and stronger role for civil society. The grant to GL's COE programme for mainstreaming gender in the action plans of local authorities with the ultimate aim of improving service delivery to benefit men and women neatly fits into the Swedish government aid in Zimbabwe. The relevance of the COE programme to the Swedish strategic direction in Zimbabwe will be discussed in more detail in sub-section 3.2.1. of the report.

## **2.2 Evaluation Purpose**

The terms of reference stipulates the objectives of the evaluation are as follows:

- 1) Assessment of the achievement of set goals by GL.
- 2) Assessment of how the programme has contributed to the overall the Embassy of Sweden (Sida) objectives of strengthening capability, accountability and responsiveness to make governance work for the poor.
- 3) Identification of the impact of the programme and ways that this may be sustained.

- 4) Recommend areas for future programme design, management and replicability.
- 5) Assessment of the use of funds as agreed in the grant agreement.
- 6) Verification of how funds were used effectively and efficiently to deliver results.
- 7) Assessment of the efficacy and efficiency of the management of the programme.
- 8) Assessment of the programme structure and its functionality in regards to the current environment.
- 9) Assessment of the organisational structure (Head Office/Harare Office and its functionality in regards to the current environment).
- 10) Assessment of whether the Embassy of Sweden (Sida) should continue to fund this programme.

It should be noted that the Embassy of Sweden (Sida) commissioned financial auditors to do a systems compliance audit concurrently with this evaluation. This assessment was determined a little later after GL and the Embassy of Sweden (Sida) had already finalised the terms of reference of this evaluation. The evaluator requested the Embassy of Sweden (Sida) and GL to transfer the following overlaps in the two processes to be handled by the system auditors since it falls within the ambit of the audit:

- Provide an assessment on the use of funds as agreed in the grant agreement including the systems and general financial environment and how the Embassy of Sweden (Sida) funds were used.
- How far have funding, personnel, regulatory, administrative, time, other resources and procedures contributed to or hindered the achievement of outputs?
- How well did the financial systems work?
- Assess the decision-making processes and order of delegation.
- Assessment of the organisational structure (Head Office/Harare Office and its functionality in regards the current environment).

The evaluator did not address these evaluative concerns in the programme evaluation as they are covered in the systems audit. This evaluation will attempt to assess the programming relationship between the Zimbabwe and headquarters and how the relationship impacted programme implementation.

## **2.3 Methodology**

In accordance with the recommendations on methodology in the terms of reference (see Annex B for detailed TOR) provided by GL and the Embassy of Sweden (Sida), the evaluator adopted mixed methods approach to capture sufficient and accurate information for conducting the final evaluation, focusing on achievement of results, lessons learned, and potential impacts. The evaluator adopted the DAC standard criteria to assess achievement of programme results, impacts, relevance, effectiveness, economy and efficiency in terms of what worked and what did not work. Prior to conducting the fieldwork the evaluator made a presentation on methodology to the Embassy of Sweden (Sida) and Gender Links in an inception meeting held in Embassy's offices in Harare. The evaluator spent the first part of the week interviewing all key stakeholders based in Harare before visits to selected councils both in the urban and rural locations.

## Selection of councils and sample collection

The evaluator adopted a purposive sampling methodology in selecting the councils to be visited based on the criteria agreed on with the Embassy of Sweden (Sida) and Gender Links. The sampling criteria presented in Table One included a balance between urban and rural, verified and non- verified, the proportion of new councillors, strong and weak (in terms of budget allocation, ability of GFP and Gender Champions (GC) and administrative environment), and political location. These sampling criteria were revised following a request by the Embassy of Sweden (Sida) to increase the number of councils after the inception meeting.

Table 1: Sample Selection Criteria

Council	Verified/Not Verified	Total # Councilors	Councillors Retained	New Councilors	% New Councilors	% Councillors Retained	Weak/Strong
<b>Field Visits</b>							
Chegutu Municipality	Verified	12	4	8	66.7	33.3	Strong
Goromonzi RDC	Not Verified	24	10	14	58.3	41.7	Strong
Kadoma City Council	Verified	17	4	13	76.5	23.5	Medium
Kwekwe City Council	Not Verified	14	4	10	71.4	28.6	Medium
Makoni RDC	Not Verified	39	9	30	76.9	23.1	Weak
Manyame RDC	Not Verified	21	11	10	47.6	52.4	Medium
Ruwa Town Council	Verified	9	6	3	33.3	66.7	Medium
Victoria Falls Council	Not Verified	10	1	9	90.0	10.0	Weak
<b>Focus Group Discussion</b>							
Bulawayo CC	Verified	29	11	18	62.1	37.9	Strong
Chiredzi TC	Verified	8	1	7	87.5	12.5	Strong
Gweru City Council	Verified	18	3	15	83.3	16.7	Strong
Harare City Council	Verified	46	19	27	58.7	41.3	Strong
Zvimba RDC	Verified	35	16	19	54.3	45.7	Strong
<b>Total</b>		<b>282</b>	<b>99</b>	<b>183</b>	<b>64.9</b>	<b>35.1</b>	

## Data collection

The study employed a combination of methodologies including: in-depth key informant interviews (KIIs) with stakeholders in Harare and council executives, focus group discussions (FGDs) council employees, document review, and observation of council projects. The evaluator interviewed key informants from UNWOMEN, GL resident Board member, WCoZ, ZiLGA, UCAZ, Ministry of Women Affairs Gender and Community Development, Ministry of Local Government, Zimbabwe Women's Coalition, and Embassy of Sweden (Sida) in Harare. The evaluator visited eight local authorities including Ruwa Town Council, Chegutu, Kadoma, Victoria Falls Local Authority, Makoni RDC, Goromonzi RDC and Kwekwe City Council (See Annex I for Evaluation Schedule). The evaluator also held two FGDs with GBV survivors from Chitungwiza entrepreneurship group and the Gender Focal Persons (GFPs) from Gweru, Chiredzi, Manyame RDC, Zvimba RDC, and Bulawayo City Council.



Document review formed a major part of the final evaluation since GL assembled a primary data in the form of changing lives, women in politics and institutional case studies gathered during the verification exercise (see Annex K for list of documents reviewed). The evaluator spent approximately 10 days starting 13th October to 22nd 2013 collecting data in Zimbabwe. The evaluator interviewed a total of 148 people, 43 males and 105 females as shown in Table 1 (see Annex J for List of People Consulted). The evaluator met with stakeholders represented under 8 clusters as: community beneficiaries, council employees, council management, council executives, national stakeholders, and representatives of GL and Embassy of Sweden (Sida). These clusters are presented in Table Two.

Table 2: Cluster of people interviewed

	Male	Female	Total
Gender Links	0	3	3
EMBASSY OF SWEDEN (SIDA)	2	1	3
Council management	3	1	4
Council employees	15	17	32
Council executives	3	1	4
Councillors	2	2	4
Community members	15	73	88
National Stakeholders	3	8	11
<b>Total</b>	<b>43</b>	<b>105</b>	<b>148</b>

### Data Analysis

The evaluator used NVivo<sup>2</sup> computer software for coding and analysing content from interview transcripts, focus group discussions, and case studies<sup>3</sup>. The views and perceptions of the key stakeholders were corroborated with information obtained from literature review. The evaluator used the revised workplan indicators as a basis for data interpretation in assessing progress of achievements and impacts. In content analysis, the consultant put together the most occurring themes from documents and interview transcripts and how themes relate to overall indicators to assess the number of times that parameter is mentioned. The evaluator used qualitative information to elaborate and explain quantitative findings, particularly using quotes from interviews and focus groups.

<sup>2</sup> NVivo is software that supports qualitative and mixed methods research. It is useful for collecting, organizing and analyzing content from interviews, focus group discussions, surveys, audio, and social media and web pages.

<sup>3</sup> Gender Links gathers three types of changing lives stories: 1) Changing lives measures individual change; 2) Women and men making a difference in the media measures how media leaders are changing their institutions and contexts. 3) Women and men in politics measures how decision-makers at national and local government level are promoting gender responsive governance

## 3.0 Key Findings

### 3.1 Achievement of Results

The evaluator adopted a rating scale of one to five, with five being fully achieved and one not achieved (See Annex C on Achievement Rating Scale). The scoring of five and four shows that the planned result is on track with current milestones and is likely to be achieved by December 2013. The scoring of one and two indicate that the planned result is behind schedule and it will not be achieved by December 2013.

#### 3.1.1 Achievement of outcomes against targets in the original logical framework

Table Three shows that the COE programme is on track with overall rating of 82% (See details in Annex C). The COE programme has successfully achieved planned activities for Women in Local Government Forum (WiLGF), the GBV indicators baseline study, aligning the old councils' gender action plan with new COE planning framework, taking on board 12 additional councils to become Centres of Excellence. The programme has exceeded the target of 75 SADC Gender Protocol@work summits in March 2012 and 2013. The GBV indicators study report which was signed by the new Minister of Women's Affairs will be launched during the 16 Days of Activism in 2013. All programme components are discussed in detail in the subsequent sections of the report.

Table 3: Achievement of outcomes in the original logframe

KEY RESULT AREA	PROGRESS MADE	SCORE/5	COMMENT
OUTCOME OBJECTIVES			
To strengthen the voice of women in local government (WiLGF)	WiLGF held 2 executive committee meetings in 2012 and 1 annual general meeting and distribution of \$1500 per council for 50:50 campaign and trained GFPs.	4	WiLGF achieved all project targets although performance on engaging with political parties was weak.
To increase the proportion of women in local government	Symposium with the Ministries of Local Government and Gender on local government elections	3	The general percentage declined from 18.8 to 16% although marked improvement of 21% in the original COE councils. Article 17 of the new Constitution, as well as the better performance of the established COE Councils, provides a strong basis to argue for a quota for women in local government in the 2018 elections.
To create a strong movement and systems for gender responsive local government	23 councils have undergone the stages of the COE process and 7 new councils started the process	4	A total of 30 COE's have been enlisted; 23 had gender action plans at the time of writing, seven were due to complete the process at close of grant.
To reduce levels of gender violence and empower women in the specified localities	In the 11 Councils that have existed for over one year, the score has increased from 58% to	3	Target is for 30 councils to reach at least 80% in their scorecards. In terms of the model this can only be verified when all councils have been in

KEY RESULT AREA	PROGRESS MADE	SCORE/5	COMMENT
	68%. 1 council has achieved 80% in their scorecard (based on the 2013 summit judges). 4 of the 11 councils that did verification are over 70%.		existence for at least a year, ie March 2015. The original proposal to Embassy of Sweden (SIDA) envisaged a three year programme, but with a detailed work plan for the first 18 months. It is a little early to score this particular indicator.
<b>OUTPUT OBJECTIVES</b>			
Training of trainers workshop	30 gender focal points and champions were trained in 2012 September while 10 gender focal persons were trained in March 2013.	4	Target is to train 30 GFP 10 gender champions and this was fully achieved. The programme has to train new Gender Champions to replace those that lost in the elections.
GBV Indicators Baseline Study	The research has been finalised and the new Minister of Gender signed the report in October 2013.	5	Target is At least ten targets and indicators built into the local level action plans – physical, sexual, emotional, economic violence; knowledge of Sixteen days; four attitude indicators
Additional stages in original COE's	11 'old' COE councils up to date with new content	5	Target is for 13 councils to complete all ten stages (130 stages in total)
COE roll out	19 new Councils undergo the ten stage process	4	12 new councils have gender action plans; seven are at various stages but this is slated for completion by close of grant in December 2013.
Summit	54 Case studies of local authorities and community based organisations using innovative approaches to end violence and empower women submitted at the March 2013 summit; 57 case studies at the March 2012 Summit	5	Target was for 75 entries for both summits. The original proposal envisaged that Embassy of Sweden (SIDA) funding would start by March 2012; GL sourced funds from elsewhere to enable both summits to take place. Altogether 111 case studies have been gathered.
<b>TOTAL</b>		<b>37/45</b>	
		<b>82%</b>	

The two areas of lower performance scoring are in increasing the proportion of women in local government and reduction of levels of GBV in specified localities. As pointed earlier in the introduction section, Zimbabwe had its last general elections this year and it has not achieved gender parity at both parliamentary (34%) and local government (16%). It is worth noting that the proportion of women councillors is higher in the COE councils (21%) compared to all local authorities (16%). The programme did not achieve the target of 30 councils reaching at least 80% in their scorecards. In terms of the COE model and the proposal to the Embassy of Sweden (Sida) that covered a three-year time span, this can only be fully measured in March 2015 when all councils have been in existence for at least one year. There are encouraging signs in that the Gender Score of

the initial 11 Councils (that have been in existence for a year) went up from a baseline of 58% to 68% in the verification that took place in February 2013 and independently verified by a panel of judges at the summit in March 2013. A rural council, Zvimba, scored 80%, and four councils scored above 70%. The Summit process itself, and having Zvimba win the prize at the regional summit for best rural COE is a great incentive to the process.

### **3.1.2 Major external and internal challenges and risks**

Gender Links identified the key challenges and risks in the concept paper and continued implementing the mitigation strategies (see Annex D on Key Risks and Mitigation Strategies). These are summarised below:

Political uncertainties: The political uncertainties in the run up to the 2013 general elections proved to be a challenge because GL works with both councillors and officials and significant change in the council composition would affect ownership of the COE process by the recipient local authorities. The outcomes of the local elections indicate that 35% of councillors in the COE councils retained their seats while 65% are new councillors. The changes in party composition within COE councils are beyond the control of GL or any of the COE partners and do not affect programme implementation. Nevertheless having 65% new councillors has a bearing on the success of the programme in terms of ownership and decision-making processes.

Allegations of political affiliations: Zimbabwe is a politically sensitive environment of work any perceived affiliation to a political party may negatively impact any organisation's work. There were allusions that the Embassy of Sweden and GL support the opposition by virtue of being a western donor and an NGO receiving funds from the west respectively. This allegation also arises from the Embassy of Sweden's prior support to UCAZ which is largely perceived to be affiliated to the opposition party. One of the key informants said:

We generally find most of these development partners tend to side with the opposition and Gender Links was not an exception -- Opposition is white sponsored, yeah. Everywhere else is white sponsored -- I mean the west wants regime change. They don't like Mugabe, Museveni, Kenyatta -- it's that really. But these development partners are also sponsored by people who have political affiliations -- we can see through it (President of ZILGA).

To GL's credit, the organisation has generally succeeded in navigating the political terrain, and is working equally well with urban and rural councils. This is an important achievement, considering that at the start of the programme UCAZ and the ARDC were barely on speaking terms. While these challenges persist, GL has succeeded in having both organisations represented at almost all meetings.

Managing growth of Zimbabwe office: The major concern was for GL to manage financial systems from headquarters in terms of audits, procurements, and anti-corruption. The concept of country offices managing their own resources is still now within GL but the headquarters started rolling out the country financial systems with receipt of Sida money. The systems audit findings will point out areas for improvement.

Home-based workshops are problematic: GL's experience with council-based training shows that most of the times the key people like the Town Clerks, CEOs and heads of departments who are supposed to drive the programme do not attend or they walk in and out to attend to core council businesses. It would be ideal for the COE programme to include accommodation to allow people to travel out of their base stations to attend workshops.

Most councils do not have money to implement the gender action plan: As mentioned in sections 4.6 and 5.0 the councils are struggling financially especially with the recent government directives of debt cancellation which affect council's ability to raise funds for operations. As such some councils are struggling to pay salaries for their employees. Payment of some facilitation at the workshops would ensure more concentration of council employees. The limited financial resources limit the extent to which councils can showcase the gender mainstreaming efforts as these are usually allocated small budgets. The lack of finance is also a major contributing factor to council's reluctance to sign individual Statements of Commitments.

Managing expectations of COE partners: The Embassy of Sweden (Sida) requested GL to manage the sub-grant to WiLGF while UCAZ reorganises. This has periodically contributed to strained relations between GL and UCAZ as illustrated in the excerpt below from the interview with UCAZ. This could be attributed to competition for scarce donor resources in Zimbabwe. Gender Links' work started on the back of UCAZ and GL was also temporarily housed in UCAZ until they got their own office space in Harare. UCAZ has recently undergone tremendous consequences of in-house politicking and reorganisation.

Working with Government institutions sometimes slows down work: The government process is bureaucratic while GL's process as a CSO is often quick and straightforward. For example the GBV research suffered some setbacks in the initial stages as it took longer than anticipated for GL to obtain buy-in from the Ministry Women Affairs and Zimstats but it paid off in the long run.

Inadequate staffing of the GL Office: Although GL staff have managed to balance setting up of the office and the complex work of the COE process and GBV indicators study this has been huge in terms of workload on the existing staff. The evaluator did not assess the work conditions in terms of salaries and other benefits as these were covered by the systems audit. The heavy workload affects staff availability to attend partner events which affects partner relations. The COE partners had this to say about low staffing in GL:

GL is spreading too thin now because of few staff. Priscilla should be freed from certain things (Owen Gwasira, GFP Chiredzi town council).

I don't know how the members of staff of GL survive. I tend to see work overload yet they are supposed to cover the whole country (GFP Gweru city council).

The numbers of staff are too few to manage the workload. That is why we cannot get schedules at the time councils are free (GFP Bulawayo city council).

GL staffing should also be improved because we cannot invite GL to two councils at the same time (GFP Zvimba RDC).

### 3.1.3 Mitigation of key challenges and risks

Political uncertainties: GL mitigated this risk through close collaboration and partnership with the Ministries of Gender and Local Government. The partnership with the local government associations in having the ARDC (rural) and UCAZ (urban) select the councils has minimised allegations of political affiliations and ensured that the programme is perceived as politically neutral.

Managing growth of Zimbabwe office: Ernest and Young audited GL's financial system with the aim of improving internal management and control by the headquarters (refer to audit report for outcome). GL Zimbabwe office relies on the overall organisational systems out of headquarters with modifications to meet the country specific needs in the form of country operation manuals. GL has put in place a Corruption Policy (including fraud and Conflict of Interest policies) to strengthen internal systems against corruption.

Managing expectations of COE partners: GL and the Embassy of Sweden are yet to resolve the constraints on GL and UCAZ relations. Nevertheless GL has signed Memorandum of Understanding (MOU) with partners like the local government associations and the Ministry of Women's Affairs to streamline expectations, responsibilities, and avoid unpleasant consequences that could cripple programme implementation. The MOU with the Ministry of Local Government is work in progress. Working with Zimstats ensured that the data was authenticated and given the national approval as the official government report on GBV which can now be cited by anyone.

Mitigating ownership of the COE programme: GL mitigated the risk of lack of ownership through institutionalizing gender by working with administration by training GFPs to drive the process from within. As discussed in section 3.3 on programme impacts, attendance and winning in summits has also greatly contributed to the feeling of ownership of the COE work in councils.

### 3.1.3 Effectiveness and appropriateness of programme approach

There is evidence from this evaluation that the COE programme approach is effective and appropriate in mainstreaming gender in local government. The COE work blends research and evidence with action planning to apply knowledge to situations on the ground. The approach takes place through sustained interventions that bring together policy, implementation, capacity building through-on-the-job training, monitoring and evaluation and the annual sharing of good practices at the Gender Justice and Local Government Summit and Awards. GL's response to the question of what happens after a council completes all the 10 stages of the COE, attended summits, etc. is that the COE model is intended to be catalytic and self-sustaining. The following quotes from the CEO of Gender Links and the Director of Human Resources in the Ministry of Local Government illustrates the catalytic nature of the model:

The question of what else after COE training is legitimate but it is not a question that GL alone can answer. The COE model is a framework. It's like building a house. Making it liveable is the next level. What else after the 10 stages of the COE work is like furnishing the house. For example GL has initiated the entrepreneurship training but we cannot become a microfinance organisation. We provide the knowledge, skills and we link people to organisations that have the expertise in those areas. We

can say to councils you have a gender action plan and a strategy to economically empower people here are a group of women trained in entrepreneurship skills to work with. The summit case studies shows a multitier effect and GL will continue to work catalytically and strategically to create more impacts. People now come to the summit and say we have a climate change project. That idea came from the action plan (Colleen Lowe Morna, CEO of Gender Links).

It's like this: they train the council -- it's like Priscilla is working herself out of a job. She trains the staff within the councils to actually do the things rather than creating work for herself. Often you will find that an NGO will perpetuate themselves by creating a sort of dependency whereas Gender Links doesn't do that. The only thing that the councils are dependent on Gender Links for is the summit. But actual gender mainstreaming, once the COE processes are setup, it then runs itself. It's not Priscilla sitting in Chiredzi being the gender focal person; it's creating a gender focal person there. That is why when you look at the results that it has been achieved it is almost unbelievable that one person could do it. Yes, it's not. Because she goes in, she trains, she imparts and then she steps back and lets the council do it and she is just there to upload and provide more information if they get stuck (Erica Jones, Director of Human Resources, Ministry of Local Government).

## **3.2 Relevance**

### **3.2.1 Relevance to Embassy of Sweden (Sida)'s Country Strategy**

The COE programme is very relevant to Embassy of Sweden (Sida)'s overall priorities as well as their country strategy (See Annex F for synergies between GL POA and Embassy of Sweden's strategic directions). The ultimate purpose of the COE work is to improve service delivery to the vulnerable people in line with the targets of the SADC Gender Protocol (refer discussion on impacts in section 3.3), hold local governments accountable through the village meetings and the budget consultative meetings with the communities. The programme's support to WiLGF ensures gender equality in representation and participation of women in local government arena. Finally, the COE work advances the Embassy of Sweden's interest of working with CSOs GL's coordinating role of the Southern African Gender Protocol Alliance that brings together local authorities and organisations from the civil society including faith-based organisations, community based organisations, and traditional authorities to present best practices and learn from each other what works in the various gender mainstreaming approaches aimed at achieving the targets of SGP which relate to the focus of the Swedish Aid (See Annex F for details).

### **3.2.2 Relevance to increasing voice accountability and responsiveness**

At the core of GL's ToC is the drive to work with local authorities to integrate the targets of the SGP into their gender action plans that will contribute to the attainment of gender parity in decision-making and gender responsive governance in terms of service delivery. Evidence from this evaluation and other related work of Gender Links shows a correlation between increasing the number of women in local authorities with increased accountability and responsiveness of local government in service delivery. Some of the people interviewed are of the opinion that women managers and decision-makers are less corrupt, business oriented, and care for the welfare of the community. This finding is in tandem with the conclusion in a World Bank study on Gender and Development that women are more trust-worthy and public-spirited than men: "There exists a substantial literature in the social sciences which suggests that women may have higher

standards of ethical behaviour and be more concerned with the common good. Consistent with this micro-level evidence, we find that at the country level, higher rates of female participation in government are associated with lower levels of corruption” (Dollara, D., et al; 1999:6).

The COE programme has motivated and challenged councils to fill gender gaps in employment and to appoint women politicians in key service delivery committees of councils. The decrease in the number of women councillors from 18% to 16% will not necessarily affect service delivery because most of the women councillors are on service delivery committees. In fact almost all the councils the evaluator visited have balanced committee leadership between male and female councillors to ensure equity and effectiveness in service delivery. Local government is the arm of government closest to the people and working with them enables organisations like Gender Links and Embassy of Sweden (Sida) to indirectly influence service delivery to meet the needs of the ordinary person. The COE process has equipped councils with skills for planning, monitoring, and evaluation which helps them to be accountable and responsive to the people they serve and their employers.

### **3.2.3 Relevance to Governance Priorities at local and national levels**

The COE programme is relevant to the governance priorities at the local and national levels in Zimbabwe. The COE programme contributed to the key governance priorities of the GNU on creating peaceful and secure enabling environment for economic development by promoting gender parity in government through the 50:50 campaigns before elections, training and backstopping technical staff in local authorities with skills to execute their duties, and enlightening the communities of their human rights and especially the rights of women. Zimbabwe like any developing country cannot achieve the targets of the MDG without tapping the potentials in half the population locked up in women. The SADC Gender Protocol provides a framework for achieving MDG3 which is further unpacked through the local action plans to end GBV and gender mainstreaming in council plans. The local authorities have started allocating gender specific budgets to address gender gaps in the communities (See Table 5 in section 3.6.1). The recently concluded GBV indicators research will inform both the local government and national government GBV action plans and the overall implementation of gender policies to promote development of the individual women and men in communities and the whole nation.

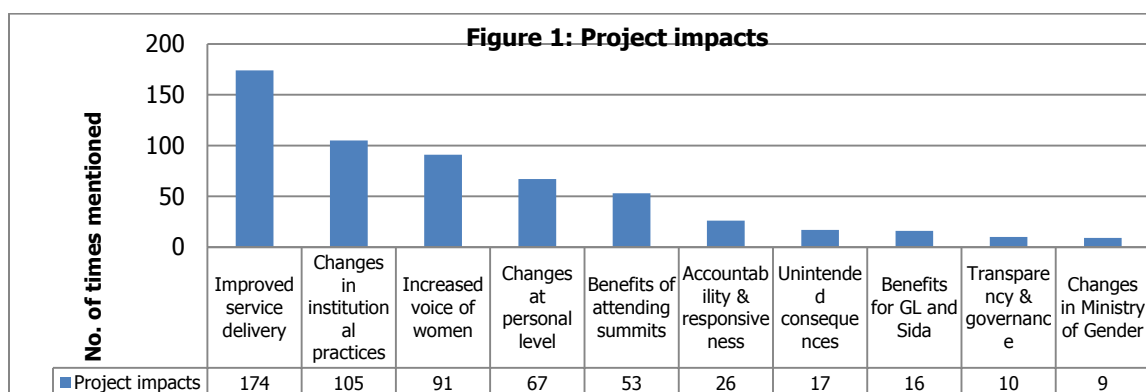
## **3.3 Impact**

### **3.3.1 Programme’s overall impacts**

Figure One shows the programme’s most significant changes as improved service delivery, institutional practices at council level, increased voice and accountability, and changes in the lives of individual men and women in the local authorities and the communities. These changes are in line with the overall expectation that working with councils and municipalities would ensure that gender mainstreaming is entrenched in service delivery. The fact that half the perceived project impacts shown in Figure One are changes in the institutions and improvement in service delivery is significant. This



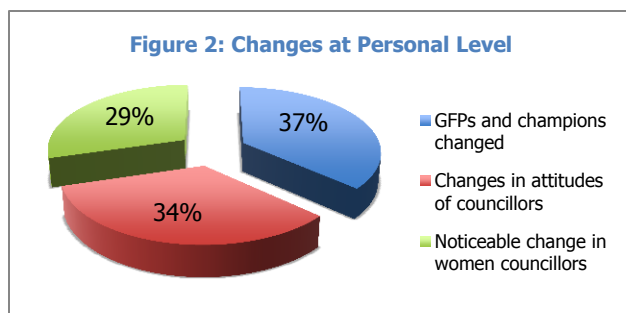
shows that gender agenda is firmly entrenched in the business of local authorities and that the SADC Gender Protocol is being applied where it matters most: in the lives of citizens. These changes are discussed in details in the ensuing paragraphs.



Source: Interviews, focus groups transcripts and case studies materials from GL

### Changes at personal level

The changes in the lives of individual women and men in these institutions drive the changes in councils. The programme has raised a critical mass of women and men who are pushing the gender equality agenda in the form of gender champions (the councillors) and gender focal persons (the technical persons) in all targeted local



authorities. These drivers of change expressed change in their attitudes, change in leadership skills, and more awareness of their rights as illustrated in Box One. Figure Two shows that the gender champions and focal persons expressed the greatest level of change compared to the change experienced by councillors.

### Box 1: Changes in Attitudes Perceptions and Skills of GFPs and Champions

My association with GL has been very positive. My mindset has changed. The first time Priscilla came my main focus was only her beautiful assistant. My attitude towards women has changed. I used to think that gender was about women. The women in my council have been more influential on me than anyone else. (Owen Gwasira, GFP Chiredzi COE).

I used to be a very shy person but now I am a public speaker. I get into discussions and even lead when I find people talking about gender issues. I talk about gender issues and now other churches call me to mentor girls who are getting married. My boys have learnt to work (GFP Zvimba RDC).

At first I used to present gender issues with anger but now I am trained to be calm. I am now a gender champion. I am a leader who now listens and I am leading from behind. I didn't know much about gender budgeting but I learnt that it was about not budgeting for women's sanitary needs but bringing those issues that affect both women and men (Cllr. Patricia Mwale, Gender Champion, Victoria Falls).

The very first thing that changed was change of mindset. Like any other man the issue of women empowerment was looked at as a threat to us men as if women were taking away something from us. But when we went for the training I learnt that the issue of women empowerment is about promoting the woman to where the man is without pulling him down to where she is. This was the biggest thing I learnt and now when that debate comes up I am able to explain that we are not demoting men but

simply pulling women up to where the men are. The training opens your mind and makes you appreciate women much more. I never used to sleep or be comfortable when my wife was driving but now it is different (Brian Nyamande, GFP Victoria Falls COE).

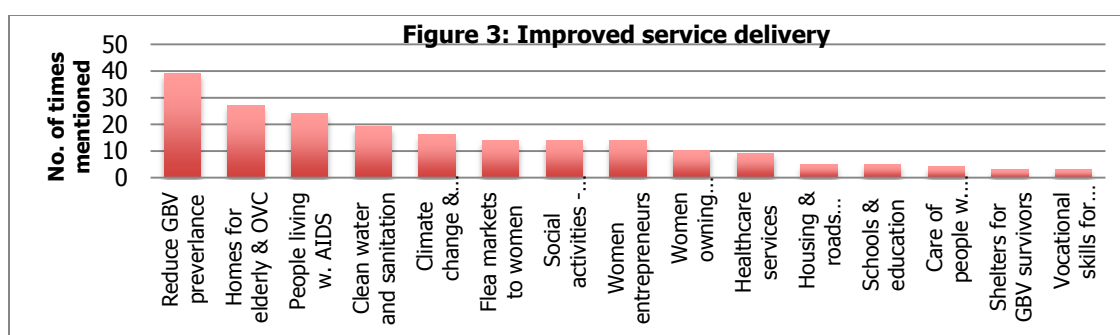
Another significant change at the individual level is the noticeable change in women councillors. GL's training has greatly empowered the women councillors in terms of their leadership skills and assertiveness in councils. These women are now able to speak up in council meetings, organise committee meetings, lobby around issues, and choose committees rather than merely accept committees allocated to them. Below are from interviews and FGDs with GFPs regarding observable changes in women councillors:

About the women councillors they are now participating and talking sense in the council meetings unlike in the past when they would only say prayers and take tea. They are now even making the men to behave --- At council level women chair the water point committees. After training the female councillors are more vocal. In the past they used to second emotions (Focus Group, GFPs – GL Harare Office).

The 2012-2013 budget committee had a woman as chairperson and they performed far much better than the previous committee. It improved in the last 5 years. In the past women never used to participate but this has changed because of the gender training (GFP Goromonzi RDC).

### 3.3.1.1 *Economic and social consequences of the programme in relation to poverty reduction*

Improved service delivery is the number one most significant change as a result of the COE programme (see Figure Three). Three of the five COE national winners won awards at the regional summit for service delivery (See Annex D for details on Summit Case Studies and Winners). As shown in Figure Three, GBV reduction initiatives are the most significant service local authorities are rendering to the communities. This is confirmed by the verification exercise prior to the national summit in March 2013 that found that one council has achieved 80% in their scorecard while 4 of the 11 councils that did verification are over 70% (based on the 2013 summit judges).



Source: Interviews, focus groups transcripts and case studies materials from GL

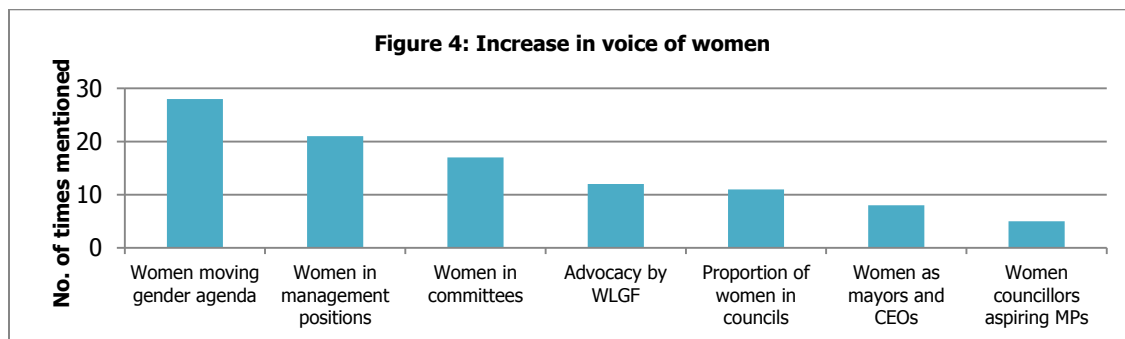
Other significant services include provision of homes for the elderly and the orphans and vulnerable children (OVC), support to people living with HIV and AIDS (PLHIV), provision of clean water and sanitation, and activities to reduce climate change. The most significant economic activities include allocation of market stands to women, supporting women entrepreneurs with some kind of revolving fund, allocation of council houses to women for purchase, and provision of vocational skills to youth in some

councils. These services are modest compared to the prevailing needs in the communities but it is a clear demonstration of good will by local councils to tackle poverty and gender inequality at their levels.

Ruwa town council was the winner at the national level for constructing a water pipeline project to augment water services in the town (See Annex D). The regional winners include Masvingo City Council for re-establishment of a microcredit revolving fund to service clients in the informal sector, Goromonzi RDC for the construction of a clinic, and Kwekwe city council for the creation of jobs for women in council through the intervention of the council's affirmative action. Gweru city council was the winner at the national level for upgrading the housing units in Mtapa suburb.

### ***3.3.1.2 Political impacts in relation to improved governance and transparency outcomes***

**Strengthening the voice of women in local government:** Increase in women's voice is the third most significant impact of the programme (see Figure One).

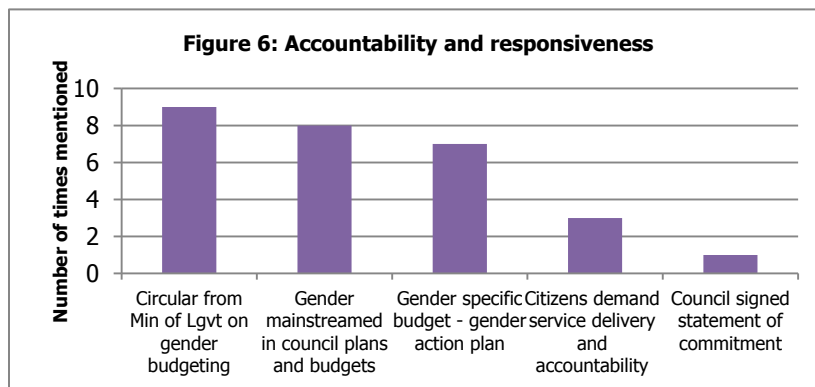


Source: Interviews, focus groups transcripts and case studies materials from GL

Figure Four shows the three most significant governance and transparency outcomes of the programme to be the ability of women politicians to move the gender agenda in councils, increase of women's representation in executive positions in councils, and women's representation and participation in council committees. Although it appears insignificant in the graph, the programme's approach to increasing women's representation in councils is beginning to build a pipeline of women councillors aspiring for the higher political office of Members of Parliament. The graph also shows that women being elected or appointed mayors and chief executive offices although the numbers are still small. Low representations of women in these high political offices are attributed to low proportion of women in councils.

**Increasing the proportion of women in local government:** Figure Five illustrates the decrease in the overall proportion of women in councils by 2% down from 18% in 2008 to 16% in the 2013 local government elections. However, the graph shows that representation of female councillors in the COE councils increased by 4%, up from 17% in 2008 to 21% compared to the 16% overall in the non-COE councils. The higher representation of women in the COE councils can directly be attributed to the COE programme and the advocacy efforts of WILGF. The COE programme built the capacity

of women politicians in stages seven and eight although WiLGF's outreach included even the non-COE councils.



The women in local government forum (WiLGF) distributed \$1500 to 17 councils in 2012 to conduct 50:50 campaigns in their respective councils to conscientise electorates to choose more female candidates in line with the 50:50 target of the SADC Gender Protocol.

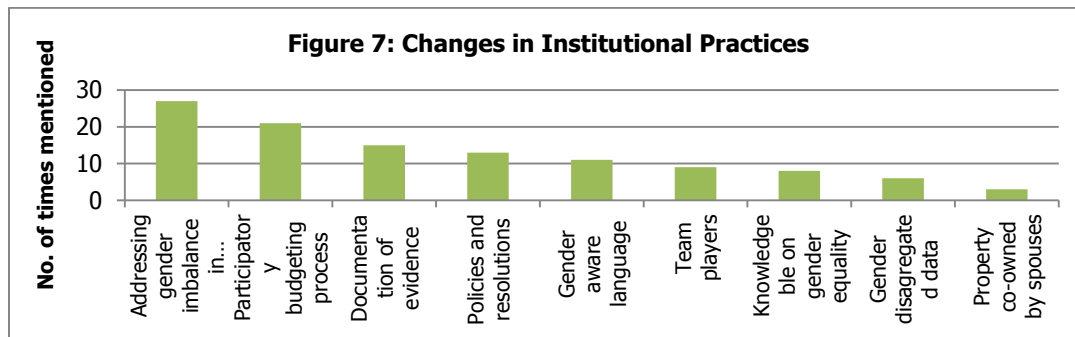
In addition, WILGF held national symposiums with the Ministries of Local Government and Women's Affairs to pitch the issues of women's representation at the highest levels of government. The least significant is WILGF's engagement with political parties to lobby for adoption of more women candidates and equal representation of women in decision-making positions in political parties.

**Accountability and responsiveness – political will:** One of the most significant successes of the COE programme is getting political buy-in from government. Aside from the political buy-in with council executives at the start of the COE process, Figure Six shows that the Ministry of Local Government has demonstrated the most significant level of responsiveness to gender mainstreaming in local authorities. Nowhere in all GL's country programmes has the ministry of local government written circulars directing councils to address the different facets of gender mainstreaming in their core businesses except in Zimbabwe. Nowhere else has the COE programme brought in the Ministries of Gender and Local Government to collaborate on gender mainstreaming except in Zimbabwe notwithstanding the challenges in the collaboration between these ministries. The Ministry of Local Government wrote three circulars signed by the Permanent Secretary on response to GBV, appointment of Gender Focal Persons in Local Authorities, and gender budgeting.

**A strong movement and systems for gender responsive local government:** One of the COE programme outcomes is "to create a strong movement and systems for gender responsive local government." The performance indicator for this outcome is the number of statements of commitment signed and evidence of implementation verified from the scorecards. Figure Six shows that signing of the statement of commitment is an area of weak performance. The argument put forward by most councils is that they do not need to sign another commitment statement since GL signed an MOU with UCAZ, ARDC and ZILGA. GL should rethink this requirement of the COE process in the next phase of the programme.

**Changes in Institutional Practices:** Another most significant success of the COE programme is the impact on the consciousness of local authorities to engender institutional practices (see Figure One). This change is more valuable than monetary

gains as it portrays change in attitudes of individuals in the council establishments. Figure Seven shows manifestation of this change ranging from deliberate efforts by councils to address the gender imbalance in recruitment, adoption of participatory budgeting to solicit the inputs of men and women in the communities on key priorities, improved documentation of evidence of gender mainstreaming to ensuring that spouses co-own property.



Source: Interviews, focus groups transcripts and case studies materials from GL

Other significant changes include development of gender related policies and resolutions, gender aware language, keeping gender-disaggregated data and working as team players. Box Two shows some excerpts from focus groups and interviews on key aspects of institutional changes.

**Box 2: Insights on key aspects of changes in institutional practices**

One thing that has changed in our council because of GL is documentation. The HODs and middle management were given iPads and tablets to improve on documentations because of GL (GFP Zvimba RDC COE).

We balance the number of people shortlisted between men and women. There is a clause that Kwekwe city council is an equal employer to encourage women to apply (GFP Kwekwe city Council COE).

For example, their housing policy has changed -- are now saying that when family is buying a stand from the council, the name of the husband and wife should appear on the council records, meaning they will be having equal power over the stand (Kadoma COE).

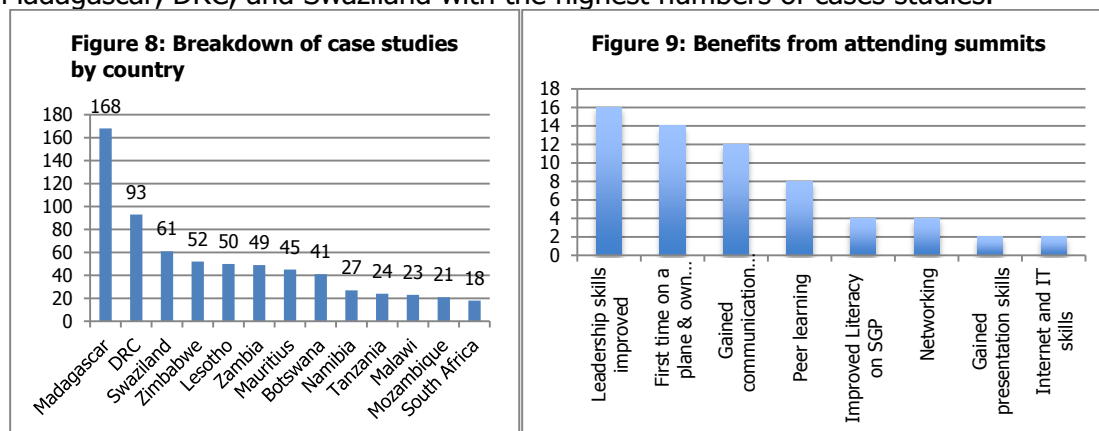
GL has enabled us to be team players. In the past the councillor would do things on gender issues with communities as political work but now it is council activity. We now work with partners like Musasa project (GFP Chiredzi COE).

Perhaps one of the most dynamic structures in council is the existence of departmental Gender Focal Persons (GFPs) -- There are a total of 12 GFPs, consisting of 4 male and 8 females who bring to the fore issues that need to be addressed in their various departments which are then taken for discussion to the human resources and general purposes committee (Harare City Council, Institutional Profile).

The budget making process is lengthy because we now involve residents. In the past we just invited residents just for formality. Now we get information from residents during the consultative process (GFP, City of Bulawayo COE).

**Benefits from attending national and regional summits:** There is evidence that councils are showcasing best practices that are institutionalised and not one-off ideas and that winning awards directly benefit the individuals and their respective councils. GL has institutionalised verification as a measure for checks and balance to avoid councils showcasing ideas but concrete projects. Figure Eight shows that Zimbabwe showcased

52 case studies at the 2013 regional summit making it the fourth highest country after Madagascar, DRC, and Swaziland with the highest numbers of cases studies.



Source: Interviews, focus groups transcripts and case studies materials from GL

As shown in Figure Nine the participants interviewed said the most significant benefits of summits at the personal level are improvement in their leadership skills, improvement in communication and presentation skills, peer learning and networking, and gaining more knowledge on the SADC Gender Protocol. At the institutional level the summits have helped to strengthen documentation of evidence, affirming good practice, learning new ideas of work, and a realisation of the importance of the COE work. Box Three presents excerpts from interviews with council representatives on the benefits of attending summits.

### Box 3: Institutional and Individual Benefits from Attending Summits

What I like about GL is that everything that GL does must be documented and there must be feedback. With GL there must be evidence. It gives you a chance of self-inspection before you go to the summit. We are showcasing programs that are on-going and we keep looking at the different aspects of the organisation (GFP, City of Bulawayo COE).

I remember the councillor from Kwekwe, what she presented here and what she presented in South Africa was dynamically different. She was so confident in South Africa, she knew what she was doing. Ashley had worked with her on her PowerPoint and it had all the important issues coming up. She wasn't talking about everything but pointing towards what was really important (Focus Group, Zimbabwe Women's Coalition).

The process of the stages of the COE process is very useful. Showcasing of best practices in summits is useful because you learn from other councils and change the way you do your own work. You learn a lot even if you don't win (GFP Manyame COE).

The summits are the platform to share best practices. It was good to listen and learn. It opens the eye and creates a sense of healthy competition. There are certain things that we feel might not be important but when you hear it discussed by four-five local authorities you begin to see the importance of the matter (Victoria Falls Local Government Authority COE).

Her most memorable moment was when Colleen Morna, CEO of Gender Links noticed that Bernadette Chipembere had potential and decided that she would go to South Africa. It was her first time on a plane, and she will never forget that (Bernadette Chipembere, Women in Politics Profile).

### 3.3.1.3 *Impact of Embassy of Sweden (Sida) Grant on Gender Links Zimbabwe Office*

One of the key impacts of Embassy of Sweden (SIDA) grant is that it gave GL a credible institutional presence and visibility in Zimbabwe. As discussed in section 3.4 GL Zimbabwe office grew from a briefcase organisation to a well-established office setting with four staff and a vehicle because of Embassy of Sweden (SIDA) funding as expressed below in the excerpt from interviews with the Country Manager.

I used to operate from my house before we received Embassy of Sweden (Sida) funds. It was quite a challenge as partners were not comfortable visiting me at my house to conduct business. I was using my personal vehicle to do office work and was quite expensive in terms of wear and tear. I was paid a mileage fee but it was not enough to service the car because Zimbabwe is so expensive. In addition I used to manage a huge workload and I was struggling to cope. Thanks to Embassy of Sweden (SIDA) grant we managed to get a furnished office right in the central business district. We also purchased a vehicle and employed additional three staff. This has greatly reduced my workload (Priscilla Maposa, GL Zimbabwe Country Manager).

### 3.3.2 Direct and indirect beneficiaries

The Embassy of Sweden (Sida)-funded activities of the COE programme have directly benefited 9,755 people (51% women and 49% men) and 6,333,342 indirect beneficiaries in Zimbabwe, approximately half the population of Zimbabwe by end of October 2013. Table Four shows a breakdown of direct beneficiaries by sex. The COE's cover all ten provinces of Zimbabwe, and include five rural district councils (soon to increase to seven), and include the capital city, Harare, and all the major cities of Zimbabwe, except Mutare.

**Table 4: Zimbabwe Local Governance COE Tracking Sheet- Beneficiaries 1 Aug 2012 to 31 October 2013**

Name of Council/Workshop	Total Female	Total Male	Total	Indirect beneficiaries
<b>COE</b>				
Beitbridge	3	3	6	104,212
Bindura Municipality	18	54	72	44,033
Bindura Rural District Council	1	2	3	124,160
Bulawayo	21	49	70	676,787
Chegutu	21	46	67	224,589
Chimanimani	2	2	4	115,250
Chiredzi	4	5	9	232,616
Chitungwiza	29	0	29	321,782
Goromonzi	65	45	110	178,227
Gweru	60	66	126	225,335
Harare	9	2	11	1,444,534
Hurungwe RDC	31	27	58	309,821
Kadoma	53	92	145	90,109
Kariba	5	0	5	26,742
Karoi Town Council	50	40	90	18,757
Kwekwe	47	62	109	289,039



Name of Council/Workshop	Total Female	Total Male	Total	Indirect beneficiaries
<b>COE</b>				
Makoni	20	34	54	272,578
Manyame RDC	41	78	119	73,314
Marondera Municipality	3	15	18	82,294
Masvingo	9	2	11	265,172
Ruwa	4	7	11	56,333
Shurugwi Town Council	44	38	82	16,863
Tongogara RDC	3	4	7	884,439
Victoria Falls	3	1	4	35,761
Zvimba	19	9	28	220,595
<b>COE related</b>				
Alliance	237	42	279	27,900
Governance	109	79	188	18,800
Zimbabwe SADC Protocol Summit	65	37	102	10,200
Justice	3,529	3,341	6,870	68,700
<b>Total</b>	<b>5,023</b>	<b>4,732</b>	<b>9,755</b>	6,458,942
<b>Percentage</b>	<b>51%</b>	<b>49%</b>	<b>100%</b>	

Source: Gender Links

The direct beneficiaries have received training, materials, and backstopping support to mainstream gender in councils. The indirect beneficiaries have benefited from improved service delivery and knowledge to demand performance from their governments and leaders (refer to discussions on impacts in section 3).

### 3.4 Operationalisation Management and Programming Capacity

Gender Links Zimbabwe office is a registered branch of the regional office based in Johannesburg, South Africa. The Zimbabwe office grew from a project site managed by one country facilitator to a fully operational country programme managed by a country manager who also grew on the job. The office is benefiting from the strategic oversight and guidance from the CEO and technical backstopping from the Governance Programme Manager on programme contents and the Director Corporate Services and Country Operations Manager on donor accounting, reporting and adherence to rigorous financial accountability. The resident board member also guides the Country Manager on organizational policies and procedures.

The country office uses the policies, systems and procedures developed and now customised in the form of country operations manual to suit the country contexts. The Zimbabwe Country Operations Manual is relatively new. Being a new office, the Zimbabwe office is still relatively dependent on the headquarters for programming oversight and overall financial management. Nevertheless the Country Manager is taking greater responsibility in managing the day-to-day running of the office and initiating programme proposals for local funding. Autonomy from the regional office is work in progress but this should reduce with effective operationalization of the operations manual to adapt to country specific issues.



### 3.5 Partnerships

Gender Link's partnership strategy is to make formal links with local government associations and gender/local government ministries through the approach of Centres of Excellence (CoE) with municipalities across the region. In Zimbabwe, the COE programme is implemented in partnership with UCAZ and the ARDC in collaboration with ZiLGA, their umbrella body. The associations planned the training workshops together with GL and co-facilitated some sessions. The other key partners are the Ministry of Local Government, Urban and Rural Development (MLGURD) for rolling out the COE work in council and the Ministry of Women's Affairs, Gender and Community Development in the GBV Indicators Research. The programme also collaborated with members of the Gender Protocol Alliance country network to organise national summit, particularly with WiPSU and Women's Coalition in Zimbabwe. Both GL partners and local authorities appreciate the partnership with GL and are inspired by the excellent leadership ability of the Country Manager as expressed the following excerpts from interviews:

And Priscilla is very dedicated. She has a wonderful rapport with the councils so she is able to sustain that tie that we can't and we have not made a big enough effort to get our staff to be gender sensitive. So she's actually inspired me to do more (Ms Erica Jones, Director of Human Resources, Ministry of Local Government).

I think she (Priscilla) is also quite good a country representative. She is very active, very rural -- she is a very rural person, I mean I have seen her very active doing this and that in the councils. Yes -- and she is accepted very much with the councillors. I was joking saying, "One day you should also be a councillor." Yes, it would mean taking her away from leading us when she becomes a politician (Nimrod W. Chiminya, President of Zimbabwe Local Government Association).

The partnership with UCAZ has at times been strained, as reflected in the sentiments below by the Secretary General of UCAZ, and response by the GL CEO:

We just feel that our relevance was over -- We just feel that they just wanted to use us to get into the field and now when they are in the field they don't need us. It is just like the regional gender summit that was held in Johannesburg in April this year, neither the urban association nor the rural association was invited. This did not go well with us. That shows that they just wanted to use us. We raised this concern after the summit but the Country Manager informed me that they had budget constraints but to the extent that the budget restricted participation of even one person from the association who is your key partner is questionable. They invited our members from local authorities to present case studies and some were adjudicators. For them to know that this is the ministry, this is the local authorities, it was through this association. We housed them here in our boardroom as their office until they found their own place (Perkins Francis Duri, Ag. Secretary General UCAZ).

First I should point out that its not correct that urban and rural councils were not invited to the regional summit; the records show otherwise. As with all partnerships, the relationship with UCAZ is fundamentally a solid one, but it requires constant nurturing. Context is important. UCAZ has been undergoing a forensic audit by Sida. Its naturally awkward for GL to be receiving Sida funds and administering funds on behalf of UCAZ to the WiLGF while funding to our partner is suspended. We all understand the circumstances but this is bound to cause some tensions. There are also political under currents. GL has carefully negotiated the divide between urban and rural, MDC and ZANU/PF. We have to constantly assure both sides that gender equality cuts across all divides, and that we are apolitical. Our best weapon in this scenario is neutrality and professionalism. We have to be guided by these principles at all times, the highs and the lows. This is what we have done over five years of working in Zimbabwe, and I think we've passed the test of time (Colleen Lowe Morna, CEO Gender Links).

### 3.5.1 Management of WILGF grant

Part of the grant from the Embassy of Sweden (Sida) was for GL to manage the sub-grant to WiLGF, a brainchild of UCAZ. The excerpts in Box Four indicate that Sida and WILGF want the grant to remain with GL while UCAZ and GL would be happy with UCAZ managing the grant.

#### **Box 4: Stakeholder views on channelling WiLGF funds through GL**

Nothing is going to affect WiLGF; channelling of the funds through Gender Links is not something that we are complaining about, we have nothing to complain about. If anything, we are very appreciative to Gender Links for having provided that fall-back position otherwise we would not have had the opportunity to exploit this -- And also we must also mention the fact that we have benefited significantly from the leadership qualities of (the GL CEO) Colleen Lowe Morna. Colleen has not come in handy only with her organization but with her expertise and skills, she is the one who trained us in most of our leadership aspects. Colleen herself, and she used her personal resources for WiLGF. Just to demonstrate her commitment: she took us WiLGF leaders into training program in Bulawayo, the executives -- So that helps to show the commitment that personally the head of the organization had for WiLGF to prosper. So really I don't in my view say that we should have anyone else. Quote me -- (Lucia Mkandhla, Director of Central Administration, Kwekwe City Council and Secretary for Women in Local Government).

Sida has an agreement with UCAZ at the moment for capacity building. We did a pre-grant audit that revealed a lot of anomalies in the financial systems. The financial manager was fired by UCAZ and he started writing about the corruption that was going on in UCAZ. He exposed a lot that was happening in-house. Our policy is to act when you get such information. That resulted in a financial audit and the report is now out. That led to suspension of funds to UCAZ. I would want that money to remain in GL. If this funds sits with GL they would come up with a program that would suit the women in local government. GL should be there for UCAZ in this trying time. The GL CEO should continue working with UCAZ. UCAZ was more red than green. The green signifies no problem and red is an indication of problems with the systems (Wonder Jekemu, Zimbabwe Programme Manager Embassy of Sweden (Sida)).

WILGF is a governance structure of UCAZ. The current arrangement whereby GL is managing the UCAZ funds for WILGF was because we were going through an audit after dismissing our Finance manager for incompetence. We have now recruited a new finance manager and instituted more robust internal control system. There is therefore no good reason why the funds should be channelled through another party to fund an important governance structure. WILGF is there to research lobby and advocate for gender reforms and sits both in the executive and presidential committee of UCAZ. It is therefore not strategic to have its funds channelled through another competing partner. To that end if Sida is considering reviewing the grant it must channel the money into the WILGF Account to enhance autonomy in the operations of WILGF. Outsourcing the management of the resources to another party compromises its operations. The independence of WILGF as a political structure of UCAZ is paramount and this should be reflected in the way it's funded (Perkins Francis Duri, Ag. Secretary General UCAZ).

We are also a young and growing organisation with systems challenges of our own. We have played a care taker role with WiLGF; ofcourse its been to our mutual advantage, but we would be more than happy to hand over this function to the forum or UCAZ, its parent body. I agree with Mr Duri that from a governance point of view this is how it should be. (Colleen Lowe Morna, GL CEO)

Managing the WiLGF sub-grant was a win-win situation for GL and WILGF because of the mutual benefits. While GL benefited from WILGF's links with the ministries as well as reaching all 92 local authorities with TOT for GFPs, WILGF benefited from GL's social

capital to strategically link their advocacy work with a high level and strategic lobbying campaign through SGP Alliance work in Zimbabwe. WiLGF and Alliance network in Zimbabwe are keen on engaging with the government to lobby for legislation for affirmative action for a 50:50 representation of women in local government come 2018.

### **3.5.2 Programme Effectiveness in relation to changing political landscape**

The critical change in the post elections political landscape is the new tier of the provincial (8) and metropolitan (2) councils created by the new constitution. These ten (10) new larger councils shall be responsible for the social and economic development of the provinces, and for the implementation of government programmes at the province level. The membership of these councils comprise the women members of the National Assembly elected into the 60 reserved seats; ten (10) members will be elected by a system of Proportional Representation from a zebra party-list where every list is headed by a female candidate; Women Senators elected from the province and women constituency MPs [Section 268 (1)(2)(3)]; and the mayors and chairpersons of all rural and urban local authorities also are members. The Ministry of Local Government and the Ministry of Justice and Legal Affairs (MJLA) are drafting a bill to enact the constitutional provision of new tier. The priorities of the provincial councils have impacts on service delivery at the local level. This was raised in the evaluation by a number of people interviewed as expressed in the views below:

Pre-elections, it was very important to actually give a kind of gender agenda within local government because you always know they are closer to the communities and in terms of the basic needs and services -- the landscape has changed, there is now a new structure in place that was not there before. How it relates to the local authorities is something that needs to be seen because it is not provided for the constitution -- their responsibility according to the constitution is to facilitate the development of the provinces. It doesn't talk about service delivery -- I could tell you, if you get the social-economic development of a province straight, it also filters into the local government and the people. The mayors, deputy majors etc. will be also sitting on those provincial structures. The constitution did provide a special measure for women sitting on those structures (Patricia Made, UN Women and Gender Links Resident Board Member).

### **3.5.3 Strategic direction in relation to changing political landscape**

The key strategic directions for the COE programme in Zimbabwe in the post-elections period should take into considerations the following:

- Consolidation of the gains in all 30 councils that have started the COE work. These councils are at different stages of the COE cycle with at least 23 having local action plans. The target is for 30 Councils go through the ten-stage process by 2014.
- Developing a cascading model to exploit the political good will by the Ministry of Local Government to have all these councils become centres of excellence in gender mainstreaming. The cascading model should be based on working through key functionaries, with GL playing more of a capacity building and backstopping role.
- Engaging with tier of provincial councils to mainstream gender in their work. While the COE programme is non-political in nature, there is need to identify and engage the key custodians of power to ensure gender agenda is given significance in the new structure. Some councillors on this structure may already be gender aware from

the COE work but it is important to assess the training needs for the new councils and incorporate them in the next phase of the COE work.

- This next phase of the COE process seeks to test the link between economic empowerment and ending GBV. GL has, with counterpart funding from the FLOW fund of the Netherlands government, embarked on entrepreneurship training for survivors of gender violence linked to the gender action plans of Council.

### 3.6 Financial Assessment and Value for Money

The evaluator assessed value for money and found evidence of achievement of economy, efficiency, cost-effectiveness in managing the Embassy of Sweden's (Sida) resources to maximise programme benefits.

#### 3.6.1 Economy

Gender Links achieved all programme outputs with fewer resources through leveraging resources, dovetailing project activities, and receiving in-kind contributions from local councils like free workshop avenues. Table Five shows that GL leveraged a total of \$327 162, about 51% of grant from the Embassy of Sweden (Sida). This includes \$237 796 counterpart funding from DFID-PPA, UNWOMEN, and FLOW, \$89 366 in-kind contribution and amount earmarked for gender work by councils. Furthermore, GL dovetailed the TOT workshop back to back with the summit providing cheaper rates and reaching out to all target gender focal persons.

Table 5: GL the Embassy of Sweden (Sida) grant key VFM data August 2012 to Dec 2013

Description	Amount in USD	Comment
Total grant amount – Embassy of Sweden (Sida) (USD)	638 169	A includes the approved \$622 897 and the \$15 272 exchange gains.
No of beneficiaries – direct	9 755	The breakdown of beneficiaries by COE council and programme in Beneficiary sheet
Cost per beneficiary (A/B)	\$65	
No of beneficiaries – indirect	6 458 942	
Counterpart funds raised	237 796	PPA, UNWOMEN, FLOW – as per budget
Embassy of Sweden (Sida) as a proportion of total	73%	
In-kind support	\$36 836	No breakdown available but amount extracted from EMBASSY OF SWEDEN (SIDA) narrative report
Amount now earmarked for gender by councils – F	\$52 530	This is in COE learning paper but may need to be updated
Total amount generated by the grant from councils (in kind and amount earmarked for gender work)	\$ 89 366	
Amount generated by grant from councils as % of grant; G/A %	14%	
Leveraging – amount raised and amount generated from councils	\$327 162	
Amount leveraged as % of total grant	51%	

Source: Gender Links

Table Six shows the summit case study illustrating how the current plan of holding mini-summits in 10 provinces will reduce costs per head from \$513.23 to approximately \$67.66 per head, reaching four times more people and generating double the number of case studies than if GL held just one national summit, as was the case in 2013.

Table 6: Summit case study of VFM

Source of Funding	Cost of summit	No of participants	Cost per head	No of case studies
Summit 2012 (not funded by Embassy of Sweden (Sida))	\$36 000	91	\$395.60	57
Summit 2013 (funded by Embassy of Sweden (Sida))	\$52 349	102	\$513.23	52
Summit 2014 - projected				
10 provinces	\$40 000	500	\$67.66	100
National	\$60 000	102	\$480.46	50
Overall projected 2014	\$100 000	602	\$166.00	150

Source: Gender Links

### 3.6.2 Efficiency

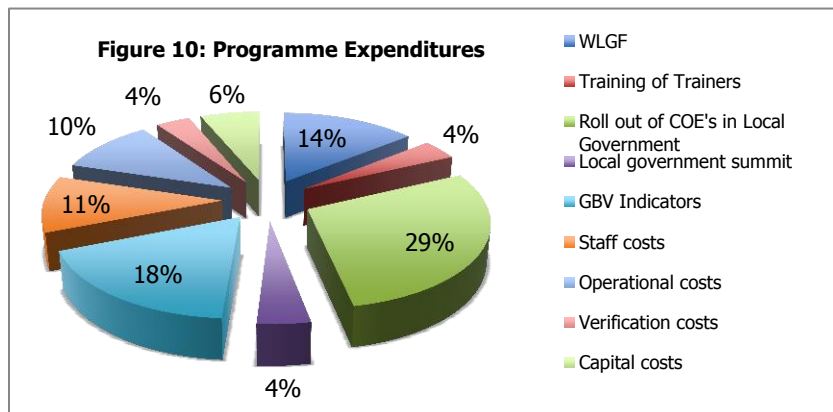


Figure Ten shows that roll out of COE's, GBV indicators research, and sub-grant to WILGF are the most significant project expenditures and also the key programme outputs (See Table Three on achievement rating). The least programme costs at only 4% of total

budget are the verification costs, local government summit, and the TOT for GFPs. The staff costs are only 11% of overall budget which is quite low for a programme of such complexity and outreach. The evaluator did not do a comparative analysis of GL's staff salaries to the prevailing market rates but the recent resignation of the finance officer to pay a significantly higher paying job indicates that GL salaries could be too low for the same skills and level of effort. GL adjusted staff salaries in the middle of the year because the salaries covered in the project costs were low. It costs GL headquarters approximately \$20,000 in staff time spent on the Zimbabwe project. This needs to be factored into budgeting as it is currently a hidden cost.

### 3.6.3 Costs and Benefits of the Programme

The discussions in the preceding sections of the report provide evidence that GL is doing the right thing (effectiveness), in the right way (efficiency), and at the right cost (economy) to achieve programme results with the Embassy of Sweden (Sida) funding.

As discussed in the sub-section on efficiency, the key drivers of programme costs are logistics, capital costs, publications and productions, staff costs and IT. The key benefits of the programme are largely the intangible impacts on the lives of ordinary men and women (changed attitudes and perceptions, increased voice, increased self-esteem, improved service delivery, and changes in changes in policy or the behaviour of policy makers) which cannot be quantified in money terms. GL has achieved Value for Money (VfM) and demonstrated optimum balance between economy, efficiency and effectiveness (See Annex G on Ways of Achieving Sustainability). An excellent example of leveraging council resources and value for money is with Zvimba RDC where GL was able to match the cost of the dollar to dollar which has significantly brought down the cost per direct and indirect beneficiaries to just four cents in this local council (See Annex H for details).

### 3.7 Innovation

The evaluator found evidence of both incremental and radical innovative aspects of GL's COE programme that is replicable to similar programming contexts as illustrated in Box Five. These include: using summits as platforms for sharing knowledge, cementing relations and getting buy-in from governments; GL's use of technology such as SharePoint and Lync to reduce costs of communication and online monitoring for M&E; the GBV Indicators study is the first of its kind in Zimbabwe and use of personal digital assistants (PDAs) to cut out 12 – 18 months of data analysis; and the COE as a model for mainstreaming gender in local authorities. The COE has been recognised by the UN Economic Commission on Africa (UNECA) as one of seven best practices on the continent in mainstreaming gender in a compendium launched in Addis Ababa in November 2013.

#### **Box 5: Incremental and radical innovative aspects of GL's work**

And then you go to the Gender Summit and you see the little Muslim lady from Mauritius and she's made a difference and you think, "Oh, shame on me!" -- And we tell our participants that the fact that you go to the summit is a prize. The prize is going to the summit. If you get something at the summit it is just a bonus, and even like the national pride when we go, we are just going there as Zimbabweans. The ZANU-PF and the MDC councillors mix. The MDC councillors become friends with me, even though I am seen as the minister's person and yeah, it's amazing! (Ms Erica Jones, Director of Human Resources, Ministry of Local Government).

First of all, the GBV indicators research created a platform for us to collect data that we had not been able to collect in the past. Ministry-wise we had focused on certain items related to gender mainstreaming but not a specific study on violence against women. The violence against women study was quite innovative. Secondly we used ministry staff in the study. So it has enhanced their skills because they were trained on how to do the research and the use of PDAs for the first time (Magdalene, Ministry of Women Affairs, Gender and Community Development).

You need to know that the COE process is our program of choice -- One of the things we are very particular about is the system of local government and often what happens when you setup a parallel system to our system. Some NGOs come and sets up parallel structures to the structures that are already there. We don't like that and the COE doesn't do that. They use the existing structure, the gender focal person, the council and committees. They don't make new structures and it's not political because when you get political at the local authorities it can cause problems for the non-political officials and the results are tangible. You can see the difference in individuals who have gone through the COE process. I am taking Theresa as our example. She was at the local level and she is now at provincial level. So we believe that the COE process gave her that confidence (Ms Erica Jones, Director of Human Resources, Ministry of Local Government).

### 3.8 Replicability of the COE Model

The following emerged for this evaluation exercise as conditions that promote replication for gender mainstreaming approaches in local government work: 1) having political will to change discriminatory policies or laws in terms of constitutional provisions and the regional SADC Gender Protocol signed and ratified by the Government of Zimbabwe; 2) availability of resources like that provided by the Embassy of Sweden (Sida) for the COE work; 3) leadership in terms of innovating sustainable approaches such as the 10-staged COE model and the GBV indicators study innovated by GL; 4) partnership with government structures, the COE works with Ministries of Women Affairs and Local Government and local authorities; and 5) willingness of CSOs to collaborate for the common good.

### 4.0 Lessons learned

The evaluator draws the following lessons learned from the design and implementation of the COE programme to provide useful insights for replication to related or similar programmes and for strengthening the next phase of the programme.

- Lessons about the overall programme design: The COE 10-stage process gives a clear roadmap for local authorities on gender mainstreaming and achieving the targets of the SADC Gender Protocol, which the Government of Zimbabwe signed and ratified. Furthermore, the nexus between media, justice, alliance, and governance streams of GL programmes bring out the best in each other through the COE programme.
- Lessons about adapting your methods and approaches: The COE programme applies continuous learning and refining through the rigorous verification exercise and the annual summits to improve content and best practices and ensures relevance and ownership. Learning from the first phase of the COE process led to the expansion of the original six phases to ten phases.
- Lessons about working with partner organisations: Partnerships enabled GL to access the constituencies of partner organisations. Working through partners on the ground has enabled GL to access and to increase geographical coverage of the programme, to lightened the workload, and share risks and responsibilities. Gender Links' use of existing structures has worked well to make the programme accepted at the highest levels of government (refer to discussions in sub-sections 3.7 and 4.6).
- Thematic lessons – operating environment contextual to Zimbabwe: Working on gender based violence and women's political representation are very sensitive issues in the Zimbabwean context as in any country in a democratic transition. Gender Links has succeeded in working in Zimbabwe through getting political buy-in from the government as expressed below.

Politically, what is critical in Zimbabwe is that if one wants to do anything, it is important to work through government which GL has achieved. In Zimbabwe, an NGO cannot just run and go and do something. But it is important to have strong partnerships with the government. Why Gender Links is able to move in terms of the work with the local government is because they have developed a strong partnership with the Minister of Local Government. Why GBV Indicator has succeeded is because they had a partnership with the Ministry of Women's Affairs. (Jelda Nhliziyo, UN Women).



## 5.0 Conclusions

This first conclusion from this evaluation is that gender equality is indeed a governance priority in terms of increasing voice, accountability and responsiveness within the local, national and international contexts. The evidence from this evaluation is in line with evidence from other studies on gender and development which shows that increasing the number of women representation in council positively impacts on service delivery because women councillors are perceived to be more accountable and less corrupt than their male counterparts (Dollara, D., 1999: 1-12, World Bank Report). The second significant conclusion is that institutionalisation of gender mainstreaming in councils is a sustainable approach and further strengthened by making gender mainstreaming part of the performance agreements for mayors and chief executive officers. Third conclusion is that collaboration and networking leads to political will as in the case of working with the Ministries of Women's Affairs and Local Government in Zimbabwe. Final conclusion is that mainstreaming gender in budget does not necessarily translate to actual service delivery on because the majority of councils are financially challenged and cannot implement the action plans without the support of the COE programme.

## 6.0 Recommendations

### 6.1 Short-term medium-term and long-term recommendations

#### Short-term recommendations

- GL should conduct intensive gender training for all new councillors in the current COE councils. There has been a 65% turnover of councillors in the 2013 elections and this can hinder programme implementation and even reverse the gains from the first phase of the programme if not addressed.
- GL should develop a three-year programme proposal to submit to the Embassy of Sweden (Sida) to consolidate the gains with the current 30 COE's. The proposal must include costs for additional staff; clear demarcation of roles and responsibilities of GL headquarters with staff time clearly allocated and budgeted for; budgetary support to councils to implement some activities on their GBV action plans like 16 Days of Activism; and residential workshops away from council offices to ensure full participation of council executives. The proposal must have clear goals, outcomes, indicators, targets and a clear M & E plan for capturing qualitative and quantitative data.
- GL, UCAZ, WiLGF, and Sida must agree on a new arrangement for the management of the funds to WiLGF in line with UCAZ's the interests of the different parties. Gender Links should support WiLGF to develop a comprehensive three-year proposal to include lobbying government for legislative measures like quotas for women in local government, working with political parties to implement the legislation in preparation for the next general elections in 2018, and re-establishment of the women in local government network.

#### Medium-term recommendations for proposal for the COE programme

- GL should design a cascading model learning from the Lesotho model of working with the ministries of gender and local government. Gender Links should develop a



separate a concept paper on the cascading model and present to potential bilateral donors in Zimbabwe with the help of the Embassy of Sweden (Sida).

- Gender Links should explore ways of working with the new provincial councils to mainstream gender in their activities and collaborate with the Ministry of Local Government, UCAZ, ARDCZ, and ZiLGA to lobby for a 50:50 representation of men and women in the executive positions of the provincial councils. Once established, GL should train the councillors on gender mainstreaming concepts to inform their decision-making abilities.

### **Long-term recommendations**

- Gender Links should develop a country strategy and budget for the Zimbabwe office that includes all components of its programming on governance, media, and gender justice.
- GL should establish a library in its offices in Harare and stock it with GL's publication on gender mainstreaming for use by students and public researchers. A lot of GL publications are distributed to stakeholders and partners during events like the summit but there must be a knowledge hub within GL for easy reference.
- GL should partner with ZWRN to conduct gender budgeting in the COE councils. ZWRN has been doing gender budgeting in 5 councils and they can go on the back of GL to equip the councils with the gender budgeting skills. This will enable councils to deepen the gender budgeting exercise beyond the action plans. This will feed into GL's plan to have councils showcase gender budgeting in the next summit as a category.
- Gender Links should use the findings of the GBV indicators study to strengthen and link the local gender action plans with the GBV national action plans and the revised gender policy. This will ensure cross-fertilization and for local GBV action plans to feed into the national plan.

## **6.2 Reasons and conditions for continuation of the Embassy of Sweden's funding**

The evaluation recommends that the Embassy of Sweden (Sida) continue funding the programme for the following reasons (which should be read in tandem with Annex I on synergies between GL POA and the Swedish Government priorities):

- The COE programme contributes directly to Embassy of Sweden (Sida)'s mandate and interests for poverty, service delivery, gender equality, and working with CSOs in Zimbabwe.
- Supporting the COE programme provides platform for the Embassy of Sweden to build relationships with government ministries and to indirectly influence policies in government.
- The Embassy of Sweden's support should continue on condition that GL develops a comprehensive fundable proposal with clear justification on how the support promotes the Swedish Government interests in Zimbabwe.

## 7.0 Annexes

### Annex A. The Embassy of Sweden (Sida)/Gender Links Grant – A5212030 At A Glance

DUE DATE	GL SUBMISSION	COMMENTS	THE EMBASSY OF SWEDEN (SIDA) RESPONSE
<b>PROPOSAL</b>			
(Discussions began in late 2011)	22 February 2012	Proposal revised four times before agreement reached. GL requested proposal and budget format – advised these not available.	Contract signed 8 August 2012
<b>REPORTS</b>			
First report: 30 March 2013	7 April 2013	GL requested an extension in order to report on the best practices summit that took place on 28 March as this provided evidence of results.	The Embassy of Sweden (Sida) granted the extension but upon receipt of the report indicated the report did not focus sufficiently on results. Requested report be redone after the Embassy of Sweden (Sida) RBM workshop being attended by GL Staff on 16 May
	26 May	GL resubmitted the report applying learning from 16 May workshop	At the annual review meeting, the Embassy of Sweden (Sida) indicated the narrative and financial report should match, and be from August to Dec 2012 per grant agreement
	8 June	GL resubmitted the annual report for the period August to Dec 2012 only	GL and the Embassy of Sweden (Sida) finance engaged extensively on the format of the budget as this was not clear.
Second report: 31 July	26 August	GL elaborated on the earlier report that included verification visits and summits, providing rich evidence of results.	Approved on 27 September, with request to GL to observe reporting deadlines
Final annual	Pending	Propose this date be brought forward to	(To discuss)

<b>DUE DATE</b>	<b>GL SUBMISSION</b>	<b>COMMENTS</b>	<b>THE EMBASSY OF SWEDEN (SIDA) RESPONSE</b>
narrative and financial reports: June 2014		February 2014	
<b>ANNUAL AUDIT REPORTS</b>			
30 April 2013	30 April 2013	Included management letter and response	Mislayed
April 2014	Pending		
<b>ANNUAL MEETING</b>			
March	31 May	GL initiated a request for the meeting in March; this was the date given by the Embassy of Sweden (Sida) after a few postponements	
Minutes – within 30 days	8 June	Minutes provided well within the 30 days	Acknowledged
<b>DISBURSEMENTS</b>			
Upon signature of agreement (August)	SEK 2,659,000	The Embassy of Sweden (Sida) requested that funds be channelled via GL HQ – SK – Rands – dollars. This is quite acceptable to GL but does complicate accounting as we work in three different currencies on this programme.	Rcvd in Sept 2012
March 2013	SEK 909,000	The various delays on the first report (see above) led to a delay in disbursement of the second tranche.	Rcvd in July 2013
August 2013	SEK 684,000	Report approved 27 Sept	Not yet received
<b>EVALUATION</b>			
Due to take place before expiry of grant; date not specified.	TOR provided 7 July		The Embassy of Sweden (Sida) provided its template for TOR on 13 July
	Second draft submitted 22 July	GL tried to dovetail evaluation with a DFID evaluation in August to reduce costs;	Comments received on 2 September

<b>DUE DATE</b>	<b>GL SUBMISSION</b>	<b>COMMENTS</b>	<b>THE EMBASSY OF SWEDEN (SIDA) RESPONSE</b>
		however not possible due to elections and delay in getting comments from the Embassy of Sweden (Sida).	
	Draft contract submitted 2 October		The Embassy of Sweden (Sida) agreed to meeting 14 October; indicated contract between consultant and GL
	Agenda for meeting, final contract, updated report, shared 11 October	The agreement does not require GL to update report at this time; we did so due to elections in the intervening period. These have an important bearing on the programme. GL struggled to get data on gender and local government	Head of Development Co-operation indicated displeasure with insufficient time to engage with documentation ahead of the meeting. Indicated programme evaluation to be accompanied by compliance audit conducted by Ernest and Young.

Source: Gender Links

## **Annex B: Evaluation Terms of Reference**

### **Evaluation of the Embassy of the Sweden (Sida)/Gender Links Gender Justice and Local Government Programme (August 2012 – August 2013)**

#### **1. Intervention Background**

Gender Links (GL) has identified local government as a glaring gap in the gender and governance discourse. GL's seminal research study, *At the Coalface, Gender and Local Government* has provided the first comprehensive data on women's representation, participation and impact in local government in Southern Africa including in Zimbabwe – see <http://www.genderlinks.org.za/page/at-the-coalface>.

The programme is expected to contribute towards the attainment of MDG 3 – gender equality, as well as the 28 targets of the SADC Protocol on Gender and Development – see [www.sadcgenderprotocol.or.za](http://www.sadcgenderprotocol.or.za). The implementation methodology is a practical, hands-on approach for localising these targets that includes gathering local level evidence, using this to develop action plans, on-the-job-capacity building, peer learning and sharing through the national and regional Gender Justice and Local Government Summit – see <http://www.genderlinks.org.za/page/gender-justice-and-local-government-summit-2012>.

For the period August 2012 to August 2013, Gender Links (GL) has received support from the Embassy of Sweden (Sida) to implement the Gender Justice and Local Government programme in Zimbabwe. The main focus of the programme is the cascading of the ground-breaking work on Centres of Excellence (COE's) on Gender Mainstreaming for Local Government. The COE programme goal is to mainstream gender in service delivery - see <http://www.genderlinks.org.za/page/centres-of-excellence>.

The Embassy of Sweden (Sida) funded programme also involves supporting the Women in Local Government Forum (WilGF). The governance programme focus during the period under review included the second annual national Gender Justice and Local Government (GJLG) Summit. The GJLG summit serves to profile the COE programme in Zimbabwe; strengthen partnerships and garner support for the roll out phase. Award of certificates to the pioneering COE's at the summit was preceded by on-the-ground verification of work to date. Through the support from the Embassy of Sweden (Sida), GL has also championed a national study to measure the extent, response and effect of GBV at the local level, as well as attitudes towards gender. The Violence Against Women (VAW) Baseline Study also co-funded by UNWomen Zimbabwe is the first stand-alone national survey that will provide a wealth of data and deepen understanding of VAW at national level;– see <http://www.genderlinks.org.za/page/gender-justice-measuring-gbv>.

GL's the Embassy of Sweden (Sida) funded programme is collaborative involving partners from the government, local government associations, the COE councils and civil society organisation. The key government ministries are the Ministry of Local Government Rural and Urban Development (MLGRUD) under which the local councils and municipalities fall and the Ministry of Women Affairs, Gender and Community Development (MWAGCD) whose mandate is to champion issues of gender. GL has a

standing Memorandum of Understanding (MOU) with the umbrella Zimbabwe Local Government Association (ZILGA) and has collaborated with both the Urban Councils Association of Zimbabwe (UCAZ) and the Association of Rural District Councils in Zimbabwe (ARDCZ). GL enjoys strong working relationships with the NGOs in the sector, such as the Women in Politics Support Unit (Wipsu) Women's Coalition; Padare Trust and Musasa Project.

## **2. Scope**

The evaluation covers assessments of the Embassy of Sweden (Sida) funded GL Zimbabwe's programme for from August 2012 to December 2013. The evaluation is in compliance with the requirement by the Embassy of Sweden (Sida) for an independent assessment to be undertaken within the last six months of the programme closure to determine impact. The objectives of the evaluation are as follows:

- Assessment of the achievement of set goals by GL
- Assessment of how the programme has contributed to the overall the Embassy of Sweden (Sida) objectives of strengthening capability, accountability and responsiveness to make governance work for the poor.
- Identification of the impact of the programme and ways that this may be sustained.
- Recommend areas for future programme design, management and replicability.
- Assessment the use of funds as agreed in the grant agreement.
- Verification of how funds were used effectively and efficiently to deliver results
- Assessment of the efficacy and efficiency of the management of the programme
- Assessment of the programme structure and its functionality in regards to the current environment.
- Assessment of the organisational structure (Head Office / Harare Office and its functionality in regards the current environment).
- Assessment of whether the Embassy of Sweden (Sida) should continue to fund this programme.

## **3. Methodology**

The evaluation will be based on key informant interviews with stakeholders, partners and beneficiaries. Annex A.2 lists potential key informants. Other supplementary methods will be identified as appropriate by the evaluator to enhance the information from the interviewing process. Activities for the evaluation include:

- a) An inception meeting with the consultant to discuss the proposed methodology with the Embassy of Sweden (Sida) and GL. Key documents for evaluator reading and reference prior to inception is listed in Annex C.
- b) Field visits to project site to collect evidence including interviews with key partners and beneficiaries. The evaluator shall liaise with GL in setting up stakeholder and management meetings plus visits to the programme site. The evaluation communication plan includes meetings with key stakeholders in the programme, interviews and liaison via email and telephone. The evaluation queries that should be covered by the evaluation are attached in Annex B.
- c) Data and information coding and analysis and triangulation guided by the Principles of Credible Evidence at Annex D.
- d) Evaluation report drafting and writing.

The programme management team and advisors involved in programme M&E will participate in the reviews, but not in the judgments being made to ensure impartiality. According to the DAC (1991) Principles for Evaluation of Development Assistance the process shall be impartial and independent to ensure the legitimacy and credibility of evaluation and the avoidance of bias in findings, analyses and conclusions

#### **Duration**

The evaluation is expected to start during the week of **11<sup>th</sup> October** and end by the **30<sup>th</sup> of October 2013**. The total number of days for the evaluation will be 16 person days.

#### **4. Deliverables**

The key deliverable of the evaluation is a final report which includes a title page with programme identification details, table of contents, list of acronyms and abbreviations, executive summary, introduction to the programme, evaluation methodology, findings in relation to the review criteria and outline in Annex B, recommendations, innovation and lessons learned, and list of people/organisations contacted.

The report will include an assessment of the extent to which the logframe and M&E processes of the programme supported the evaluation, highlighting useful indicators and describing key modifications that would enable a better future evaluation.

#### **5. Evaluation Team Qualifications**

The evaluator should be an external and independent consultant with extensive experience in Monitoring and Evaluation, who has not been involved in the design or implementation of the programme.

Knowledge and qualification requirements from the evaluator is as follows:

- A post-graduate degree or equivalent in monitoring and evaluation or social sciences.
- Qualifications and or experience in gender, media, financial systems management and governance.
- Proven experience in conducting organisational evaluations that operate regionally and working with strategic programmatic documents and log frames.
- Knowledge and experience of organisational systems and development, including financial systems preferably including managing an NGO in a challenging funding environment.
- Experience in managing and conducting big research projects; training and programme management.
- The ability to think and write critically and constructively.
- Excellent inter personal and written skills; ability to use IT to the maximum advantage in such an under taking.
- A sound reputation for independence and fairness; compliance with ethical standards for evaluators.

### Annex C: Achievement Rating Scale

- 5 = fully achieved, very few or no shortcomings;
- 4 = largely achieved, despite a few short-comings
- 3 = only partially achieved, benefits and shortcomings finely balanced
- 2 = very limited achievement, extensive shortcomings
- 1 = not achieved

**NB:** Outcome objectives are for the three year period while output objectives are for the 18 months as agreed with the Embassy of Sweden (SIDA).

OBJECTIVES	INDICATORS	BASELINE	TARGET	ACTIVITIES	PROGRESS AGAINST THE INDICATORS REPORTED BY GL	ACTIONS PLANNED REMAINDER 2013	ACHIEVEMENT RATING BY THE EVALUATOR
<b>OUTCOME OBJECTIVES</b>							
To strengthen the voice of women in local government	Extent to which WiLGF is able to influence policy decisions	WLGF has a work plan that has not yet been implemented	At least one third of the plan is implemented	4 executive committee meetings, 1 general meeting	WiLGF held 2 executive committee meetings in 2012 and 1 annual general meeting. Through distribution of \$1500 per council WiLGF started the 50/50 campaign in local government in their respective councils. A total of 17 councils received the small grants. WiLGF met with the Deputy Prime Minister to lobby for a quota for women in local government and was represented in the "Group of 20" including political decision-makers and civil society to lobby for women's increased political representation.	Training of trainers workshop to clarify roles of Gender Focal Points.  2 Executive meetings.  Local actions on women's representation in local government through the distribution of funds per council.	3



<b>OBJECTIVES</b>	<b>INDICATORS</b>	<b>BASELINE</b>	<b>TARGET</b>	<b>ACTIVITIES</b>	<b>PROGRESS AGAINST THE INDICATORS AS REPORTED BY GL</b>	<b>ACTIONS PLANNED AS REMAINDER 2013</b>	<b>ACHIEVEMENT RATING BY THE EVALUATOR</b>
To increase the proportion of women in local government	Special measures to increase women's participation in decision-making in the new Constitution	Currently women participation stands at 18.8% in comparison to their male counterparts	Quota for women's participation in the new Constitution in line with the SADC Protocol on Gender and development	Conscientise electorate and political parties to choose more female candidates Female councillors to know all community programmes in council (e.g. feeding schemes, BEAM, DAAC, CDC, public works and Red Cross, give something to each cell	While Article 17 of the new Constitution makes provision for women's equal representation in all areas of decision-making, the specific quota only applies to parliament. Women's representation in parliament increased from 18% to 30% in the July elections but in local government women's representation declined from 19% to 16%; however in the COE councils this increased to 21%. There is now a strong basis to lobby for an electoral quota in the 2018 elections, as well as make the case for the roll out of the COE process.	Symposium with the Ministries of Local Government and Gender on local government elections.	3
To create a strong movement and systems for gender responsive local government.	No of statements of commitment, evidence of implementation	14 Councils are at some stage of implementing the COE in Zimbabwe	30 Councils go through the ten stage process by 2014	Training of trainer workshops for Local Government Gender Focal Points and Gender Champions	Two workshops have been held (one linked to the summit); this has created a strong cadre of "Drivers of Change."		4

OBJECTIVES	INDICATORS	BASELINE	TARGET	ACTIVITIES	PROGRESS AGAINST THE INDICATORS AS REPORTED BY GL	ACTIONS PLANNED AS REMAINDER 2013	ACHIEVEMENT RATING BY THE EVALUATOR
			COE in gender mainstreaming for local government workshops in 10 local authorities x 3 years = 30 councils (including existing ones)	Cascading COEs – Roll out of ten stage COE workshops.	23 councils have Action plans which are aligned to service delivery and the SADC Protocol and have allocated resources to achieving these.	7 Councils to undergo the stage 5 of the COE process and adopt their Action plans.	4
				COEs mobilising communities around the SADC Protocol on Gender and Development	Village workshops have been conducted in 23 localities. These include administering an attitude and knowledge quiz and scoring government performance on the 28 targets of the SADC Gender Protocol. This work is increasingly conducted by the Drivers of Change, showing strong ownership of the process.	7 COEs will conduct stages 3 of the COE process which is part of the taking the protocol to the community.	5
				On-the-job and skills training for local authorities in strategic communications and campaigns.	23 Councils have undergone stages 7 and 8 of the COE process which target to equip the councils with media skills and campaigning skills as well as networking through cyber dialogues. and GL are able to demonstrate change over time through scores, case studies and GL's "Changing Lives" series	7 councils to undergo the stages 7 and 8 of the COE process coupled with the 16 days of activism campaigns.	4

<b>OBJECTIVES</b>	<b>INDICATORS</b>	<b>BASELINE</b>	<b>TARGET</b>	<b>ACTIVITIES</b>	<b>PROGRESS AGAINST THE INDICATORS AS REPORTED BY GL</b>	<b>ACTIONS PLANNED REMAINDER 2013</b>	<b>ACHIEVEMENT RATING BY THE EVALUATOR</b>
To reduce levels of gender violence and empower women in the specified localities	Changes in institution level gender scores; GBV attitude and prevalence indicators	Baseline scores are being computed; GBV indicator baseline research still to be conducted.	30 councils reach at least 80% in their scorecards.	Measuring change in localities through gender score cards and the GBV indicators at the beginning and end of the COE process.	Verification of all thirty councils can only take place in 2015 after they have all had at least one year of implementation (the proposal to the Embassy of Sweden (Sida) was to 2015, with the first 18 month being the initial phase). In that time, the 11 original councils have progressed from a score of 58% to 68%.1 council has achieved 80% in their scorecard (based on the 2013 summit judges). 4 of the 11 councils that did verification are over 70%.	To conduct situation analysis – stage 2 in the 7 new councils to determine the gender scores.  Verification will take place in March 2014 and March 2015.	3
<b>OUTPUT OBJECTIVES</b>							
<b>Training of trainers workshop</b>							

OBJECTIVES	INDICATORS	BASELINE	TARGET	ACTIVITIES	PROGRESS AGAINST THE INDICATORS AS REPORTED BY GL	ACTIONS PLANNED REMAINDER 2013	ACHIEVEMENT RATING BY THE EVALUATOR
To convene a training of trainers workshop for 10 gender champions, and 30 GFP who have emerged from the first phase of COE work. to drive and assist with the cascading of the COEs in ZIM.	No of Gender Champions and GFP trained.	Gender champions, who have emerged from the first phase of COE work	30 GFP; 10 gender champions.	Two training of trainer workshops	30 gender focal points and champions were trained in September 2012 September while 10 gender focal persons were trained in March 2013. This has built the capacity of the COEs to become Drivers of Change within the COE process.	Continued backstopping and support for gender focal persons and champions to conduct stages 2,3, 7 and 8 of the COE process.	5
<b>GBV Indicators Baseline Study</b>							
To conduct a baseline study on the extent,	No of concrete targets and indicators built	New	At least ten targets and indicators	PDA analysis	8400 people interviewed on prevalence and attitudes to GBV.	Final sample was 6870; this was still the largest of any SADC country.	4

OBJECTIVES	INDICATORS	BASELINE	TARGET	ACTIVITIES	PROGRESS AGAINST THE INDICATORS AS REPORTED BY GL	ACTIONS PLANNED AS REMAINDER 2013	ACHIEVEMENT RATING BY THE EVALUATOR
effect and response to GBV at the local level in Zimbabwe so as to be able to measure progress in reducing GVB	into the gender action plans of the new COE's		built into the local level action plans – physical, sexual, emotional, economic violence; knowledge of Sixteen days; four attitude indicators	Meeting of stakeholders	Three GBV reference group meetings were held with a high degree of participation and buy-in. GL partnered with the Gender ministry and Musasa, with the COE councils anchoring the study. Launch of the study was slightly delayed by the elections.	Study to be launched on 28 November during the Sixteen Days of Activism campaign including summaries in Shona and Ndebele, and individual profiles for COE councils that will be reviewing their gender action plans in light of the findings during the campaign.	4
				Collect I stories	96 "I" stories collected in councils to demonstrate the prevalence of GBV in Zimbabwe which through the GBV indicators research was marked at 69%.	Advocacy activities to reduce GBV in Zimbabwe. Integration of stories into an 'I' story book.	5
				Liaise with relevant stakeholders and collect administrative data	Administrative data on GBV services collected in 10 provinces of Zimbabwe from a sample size of 8400 people.		5
			Publication of indicators and targets for gender violence measured in Zimbabwe	Finalising report	ZIM GBV Final report in MSWord	Finalise Zim GBV report with stakeholders	4
				Editing	ZIM GBV Final report		
				Layout and design	ZIM GBV Final report		
				Printing	Printed pamphlets of GBV report	Print copies of GBV report	

OBJECTIVES	INDICATORS	BASELINE	TARGET	ACTIVITIES	PROGRESS AGAINST THE INDICATORS AS REPORTED BY GL	ACTIONS PLANNED REMAINDER 2013	ACHIEVEMENT RATING BY THE EVALUATOR
				Launch	Launch report	Organise launch of Zim GBV report on 28 November, 2013.	
<b>Additional stages in original COE's</b>							
Align old councils' gender action plan with new COE planning framework	No of stages completed	Old planning framework Stages 1 – 4 of 'old' COE model completed	13 councils complete all ten stages (130 stages in total)	Align existing action plans of councils with new COE planning framework	13 action plans aligned	Backstopping and support to COEs to implement the Action plans.	5

OBJECTIVES	INDICATORS	BASELINE	TARGET	ACTIVITIES	PROGRESS AGAINST THE INDICATORS AS REPORTED BY GL	ACTIONS PLANNED REMAINDER 2013	ACHIEVEMENT RATING BY THE EVALUATOR
Beitbridge; Bulawayo Victoria Falls; Chiredzi; Gweru; Makoni; Kariba Chitungwiza; Harare Ruwa; Masvingo;				Do workshop on new modules on LED, Care Work and HIV, Climate change and sustainable development, conflict resolution, strategic campaigns, IT for advocacy, re-administer M&E forms, and add new actions on new modules in existing action plans of councils	13 'old' COE councils up to date with new content that includes climate change, local economic development and care work.		5
<b>COE roll out</b>							

<b>OBJECTIVES</b>	<b>INDICATORS</b>	<b>BASELINE</b>	<b>TARGET</b>	<b>ACTIVITIES</b>	<b>PROGRESS AGAINST THE INDICATORS AS REPORTED BY GL</b>	<b>ACTIONS PLANNED REMAINDER 2013</b>	<b>ACHIEVEMENT RATING BY THE EVALUATOR</b>
Extend the COE process to 19 more Councils (30 in total)	No of stages completed	New	19 councils x 10 stages = 190 stages	Roll out the COE process in 19 new councils.	12 additional councils have become COEs Chimanimani RDC, Hurungwe RDC, Karoi, Shurugwi Town Council, Tongogara RDC, Manyame RDC, Goromonzi RDC Bindura Town Council, Bindura RDC, Gwanda Town Council, Filabusi RDC, Umguza RDC. Seven new councils have gone through the first three stages of the process.	Complete the ten stages in all 19 Councils.	4
<b>Gender justice and local government summit</b>							



OBJECTIVES	INDICATORS	BASELINE	TARGET	ACTIVITIES	PROGRESS AGAINST THE INDICATORS AS REPORTED BY GL	ACTIONS PLANNED AS REMAINDER 2013	ACHIEVEMENT RATING BY THE EVALUATOR
To gather and disseminate best practices on ending violence and empowering women at the local level.	No of entries	(57 entries in 2012).	75 entries (NB: This target in the original proposal covered two summits, as it was envisaged Embassy of Sweden (Sida) funding would begin by March 2012).	Put out call through associations and councils, gather and verify, organise summit, adjudication and awards.	<p>58 Case studies of local authorities and community based organisations using innovative approaches to end violence and empower women submitted at the March 2013 summit. 16 winners announced in different categories aligned to the protocol.</p> <p>The March 2013 summit was attended by 102 participants and 11 local authorities presented the improvement that each council has made in 2012 in gender mainstreaming.</p> <p>The 14 winners at the country summit proceeded to the regional summit to compete against other SADC countries in April 2013. Six won prizes at regional level.</p>	Emerging evidence of projects from COEs is being linked with economic empowerment, climate change, health, GBV projects to increase impact of local action on the ground. Document local government projects in a DVD documentary format.	5

## Annex D: Zimbabwe Summit Case Studies and Winners

	Winners National		Winners Regional	
Category	Number of Entries	Winners National-Name of Org	Winners Regional-Name of Org	Brief Description
Climate Change	5	Ruwa Town Council		Nora Valley Water Pipeline Project. Ruwa Town Council is a water stressed town. It has been facing acute water shortages for the last 15-20 years. Council has embarked on a bid to construct a water pipeline project to augment water services in the town.
Constitutional and Legal Rights - Alliance	3	Women`s Coalition		Working for constitutional and legal rights in Zimbabwe Project. The main thrust of this project was raising awareness, mobilising women to participate, engaging policy makers and bringing women together
Constitutional and Legal Rights - Local Government		Kwekwe City Council	Kwekwe City Council	This project centered on the creation of jobs for women in council through the intervention of the councils`s affirmative action.
Education and Economic Development - Alliance	10	Women`s Trust		Providing Livelihoods to Albinos. Recognising the needs of Albino children was the main focus of this project. As a disadvantaged and often marginalised group, the project sought to give Albino children equal opportunity in education. This project has seen the Trust manage to give marginalized Albino children an education by paying for their tuition as well as providing food and in some instances transport.
Education and Economic Development - Local government		Masvingo City Council	Masvingo City Council	New Development Fund. This project is the brain child of the twinning arrangement between Masvingo City Council and Kernan in Germany, which contributed \$7000 into a revolving fund to assist in the re-establishment of a microcredit revolving fund to service clients in the

	<b>Winners National</b>		<b>Winners Regional</b>	
<b>Category</b>	<b>Number of Entries</b>	<b>Winners National-Name of Org</b>	<b>Winners Regional-Name of Org</b>	<b>Brief Description</b>
				informal sector of Masvingo City.
Gender Based Violence ( GBV)& Conflict Resolution - Alliance	5	Fatherhood Peace Project		Building a culture of GBV Prevention through village dialogue on Girls rights. This Project was a case study born out of a baseline survey by the organisation to defend the rights of the girl child and raise awareness on GBV. It sought to reduce the incidence and impacts of violence against vulnerable girls in Mutasa through the transformation of traditional leaders, church leaders, men, boys and the greater members of the community
Gender Based Violence (GBV) & Conflict Resolution - Local Government		Gweru City Council		Mtapa Urban Renewal and Homeownership Scheme. This council project has been running for the last 32 years. Council embarked on an initiative to upgrade housing units in Mtapa suburb. This area has seen people living in very small housing units without proper sanitation.
Media Content - Print	7	Thandeka Moyo of The Chronicles	Thandeka Moyo	Women's Silent Cries. The media articles submitted brought awareness of GBV through a story on how a family was affected by GBV.
Media Content - Radio	4	Emmanuel Nkomo of Radio Dialogue		Radio A Mouthpiece for domestic violence victims. The artefact highlighted in depth radio interviews on the prevalence of GBV in one locality in Bulawayo City. It sought to bring awareness on the need to curb GBV in the town.
Sexual and Reproductive health, HIV/AIDS - Alliance	2	Women`s Action Group	Women`s Action Group	The project promoted networking among organisations, and the activities which were carried out during the implementation of the project shows that they were informed through baseline survey so that intervention was

	<b>Winners National</b>		<b>Winners Regional</b>	
<b>Category</b>	<b>Number of Entries</b>	<b>Winners National-Name of Org</b>	<b>Winners Regional-Name of Org</b>	<b>Brief Description</b>
				appropriate and responsive.
Sexual and Reproductive health, HIV/AIDS - Local Government	3	Goromonzi Rural district Council	Goromonzi Rural District Council	The Construction of a Clinic. The case study is an initiative of the benevolence of council, whose mandate is to provide services to the community they serve. Following the shortage of health facilities, the council constructed a Rural Health Centre
Local Government COE - Best Performer Rural	11	Zvimba Rural District council	Zvimba Rural District Council	COE councils were judged in this category, whose main focus was on mainstreaming gender into policy. The following local government councils were winners in this category:
Local Governement Leadership	4	Melania Mandeya of Chegutu Municipality		Leader with a difference. The case study highlighted the initiatives undertaken by this Gender Focal Person (GFP) in advancing gender issues both at the workplace and in the community.
<b>Total</b>	<b>54</b>	14	6	

## Annex E: Major risks and mitigation strategies

RISK	MITIGATION	COMMENTS BY THE EVALUATOR
<b>EXTERNAL</b>		
<b>Political environment</b>		
GL and all NGOs working in the governance sector in Zimbabwe face the risk of political uncertainties in the run up to elections.	GL has strong relationships with the two key ministries – local government and gender equality – as well as with the two key local government associations, urban and rural. Due attention has been given to political factors in the choice of COE's. GL is alive to the political situation and has made a solid head start to the programme despite political odds and resource constraints. A critical point in this proposal is that GL has now successfully piloted the programme in fifteen COEs. This is therefore a tried and tested - not greenfield – programme.	GL rated this risk as moderate. GL proactively engaged UCAZ and ARDCZ in selection of councils to minimise allegations of political affiliations with either the opposition or ruling party. The changes in party composition within COE councils are beyond the control of GL or any of the COE partners.
There is always a danger when an NGO engages with government structures that they become dependent and do not own and drive the process.	GL has from the outset worked very closely with the two local government associations. The programme itself is about embedding gender into institutional practise and at every council GL works with a gender focal point (GFP). However, in the next phase further safeguards are built in: 1) Strengthening the Women in Local Government Forum so that it plays the lead role 2) Training of Trainers for the GFP so that they have the capacity to drive these processes better from within. 3) Training of gender champions, strengthening of peer learning and sharing. A concern that GL has, shared with Embassy of Sweden (Sida), is the need for gender managers within UCAZ and ARDC; this matter is under active consideration and hopefully will be resolved this year.	This risk was rated moderate. GL has minimised this risk by working with existing structures instead of creating parallel structures. This approach has been well appreciated by the Ministry of Local Government.
<b>INTERNAL</b>		
The Zimbabwe office functioned up to now as a	Although GL Zimbabwe is in its nascent stage, the Country	GL has a resident board member in Zimbabwe to

<b>RISK</b>	<b>MITIGATION</b>	<b>COMMENTS BY THE EVALUATOR</b>
project site – an individual consultant – but is being upgraded to a satellite office following registration in March	Manager has nearly three years experience working on the project and is well respected in her field in Zimbabwe; as well as within GL. A capable programme assistant has been appointed. The Zimbabwe team has the strong backing of head office (see organisational chart). The recent highly successful Zimbabwe Gender Justice and Local Government Summit demonstrated GL Zimbabwe's capacity to deliver on a complex task.	provide strategic guidance and support to the country manager, accompany the country manager to some donor meetings and strengthen partnerships. This kind of support is necessary and good back up for a growing office. This risk was rated minor.
Financial systems are being put in place for the satellite office	Up to now GL Zimbabwe finances have been managed from head office through advance payments against which the CM accounts. With the registration of an office a bank account and finance system are being put in place. While these are new they will be monitored and enforced by GL's finance department that in 11 years has never had a qualified audit. The system will also be monitored by GL's Board Member and co-signatory to the account Pat Made. GL has experience setting up satellite offices in Botswana and Mauritius that will be drawn on for this purpose.	GL rated this risk as minor because of the country office would be fully supported by the finance office at the headquarters. The systems audit findings will show how well the financial system works.
<b>Procurement</b>		
Financial systems are being put in place for the satellite office	Since receiving funds from DFID GL has considerably strengthened its procurement procedures and now has a full time procurement officer - see Value for Money and Procurement policy in GL Policies and Regulations page 64.	See systems audit report.
<b>Corruption</b>		
Financial systems are being put in place for the satellite office	As part of strengthening its financial systems, and following an audit for DFID by KPMG, GL has put in place fraud and Conflict of Interest policies – see pages 78 and 80 of GL Policies and Regulations.	See systems audit report.

**Annex F: Synergies between the GL POA, Embassy of Sweden (SIDA) Policies and Strategies**

Embassy of Sweden (SIDA) Policy/ Strategy	GL Strategy/ POA
<b>Sweden's Policy for Global Development</b>	
The creation of opportunities for poor women and men to improve their living conditions contributing to equitable and sustainable global development	GL's vision is a region in which women and men are free to realise their potential in their public and private lives.
<b>Co-operation strategy for regional co-operation with Sub Saharan Africa 2011- 2015</b>	
Co-operation will take place mainly through the AU and REC's... within these areas support can also be given to civil society organisations.	GL coordinates the Southern African Gender Protocol Alliance that has proven the indispensable role of civil society in moving the gender agenda in the sub-region.
Special consideration should be given to organisations whose strategic role is to support the AU and the REC's, to organisations which monitor how inter-governmental communities discharge their mandates or promote greater accountability, and to organisations whose strategic role is to promote transparency and civil society participation in regional processes.	
<b>Priorities</b>	
Peace and security, conflict management	GL's 300 Centres of Excellence for Gender and Local Government include a module on peace and conflict resolution at the local level
Environment and climate	The Alliance is campaigning for an Addendum on Gender and Climate Change that is now at an advanced stage; GL integrates climate change in its local government and media COE work.
Regional economic integration	In response to the 16 economic targets of the SADC Gender Protocol, GL has formulated a cross cutting economic justice programme that involves the governance, justice and media sectors
<b>Principles</b>	
All forms of support are given within the context of democratic governance and human rights with special emphasis on women's participation in decision-making	GL is at the cutting edge of gender justice campaigns in Southern Africa. Its work on gender and local government fill a vital niche in the gender and governance discourse in the region as well as internationally.
Regional support shall highlight good and transparent financial management including effective anti-corruption measures and accountability.	A growing body of literature, including evidence that GL is gathering at the local level, shows that there is a direct correlation between women's participation in decision-making and reducing corruption.

Participation, non-discrimination, openness and transparency, responsibility and accountability.	GL governance and media programmes respond directly to all these imperatives – they are about making every voice count. The whole SADC Gender Protocol initiative demands accountability and responsiveness by governments.
<b>On Equal Footing: Gender Equality Policy 2010 to 2015 – four key areas of focus</b>	
<ul style="list-style-type: none"> <li>Women’s political participation and influence</li> </ul>	GL has a well established gender and governance programme that has gone beyond numbers, both in the research and the establishment of COE’s for gender mainstreaming at the local level. The link with the media programme, voice and agency for women decision-makers is a critical one.
<ul style="list-style-type: none"> <li>Women’s economic empowerment and working conditions</li> </ul>	GL has worked with journalists across the SADC region on the Business Unusual, Gender, Economy and the Media training; this now forms part of the media COE’s. the local government work has a strong component on Local Economic Development and care work.
<ul style="list-style-type: none"> <li>Sexual and reproductive health and rights</li> </ul>	This is a strong component of the SADC Gender Protocol Alliance campaign where GL is further pushing the envelope with campaigns on sexual minorities during the Sixteen Days of Activism.
<ul style="list-style-type: none"> <li>Women’s security including combating all forms of gender violence and human trafficking</li> </ul>	GL has been at the forefront of strategic communications campaigns on GBV that led to nine national action plans for ending GBV. These prompted the GBV indicators project in three SADC countries, soon to be adapted for measuring change at the local level.



## Annex G: Value for Money in Zvimba RDC

Description		Comment
Total budget amount – EMBASSY OF SWEDEN (SIDA) (USD) – A	\$8 550	This was from the 1 <sup>st</sup> agreed budget, GL added all the stages, for this particular council.
No of beneficiaries – direct	28	
Cost per beneficiary	\$305.36	
No of beneficiaries – indirect (C)	220 595	
Cost per direct and indirect A/(B plus C)	4 cents	
In- kind support E	\$14 000	This was for accommodation and allowances.
Amount now earmarked for gender by council	\$28 580	This is from the COE learning paper.
Total amount generated by the grant for the Council - B	\$42 580	
A/B	4.9	The grant generated almost five times more in in-kind support and funds now earmarked by the Council for gender; this shows the potential multiplier effects of Embassy of Sweden (Sida) funds.

## Annex H: Ways of Achieving Sustainability and Value for Money

Focus area	How this enhances VFM
Partnerships	Through partnerships in Zimbabwe GL has managed to cut on costs for delivery of the programme. Some of the partners have availed their venues for the meetings whilst strong relations with service providers have enabled discounts for events and workshops. The partnership summit planning meeting enabled GL to identify key service providers at reasonable rates whilst some partners paid their way to the summit. The WILGF TOT provided a platform for GL to interface with all 92 councils which would ideally be the total outreach for localities. GL presented the COE programme to all councils and most were keen to join the programme in 2014.
Capacity Building of COEs	Backstopping and support of councils as well as training has enabled councils to plan with the gender equality agenda in mind. Councils are now budgeting for COE workshop costs and some councils are providing in kind support for the work. Councils now understand the need to include gender budgets and to exercise gender responsive budgeting during planning.
Planning tools for workshops	GL uses effective planning tools and through consultation with partners some workshops can be combined. The TOT in March for example was held back to back with the summit providing cheaper rates and reaching out to all target gender focal persons. GL also uses Microsoft tools to enable documentation of plans as well as reducing telephone in call which are now mostly done via the SharePoint Lync.
Training of drivers of change	The training of trainers is a sustainable way of reaching out to councils where GL has not yet reached. Through the drivers of change trained, GFPs can now facilitate some of the COE stages especially stages 3, 7 and 8. This gives a sense of ownership and sustainability to the programme. The cascading model has a potential of reaching out to all 91 councils in Zimbabwe.
Government support	Due to the increased collaboration with the Ministry of Local Government, GL does not need to conduct stage 6 of the COE process which is ultimately covered by the ZILGA MOU. This will save GL money for the ½ day workshop required to conduct the stage. The Ministry is also providing access and support to councils through participating in workshops and summits as well as giving directives. The WILGF TOT has clarified roles of GFPs which is making it easier for GL to conduct COE stages and for the Protocol@ work to be realised.

## Annex I: Evaluation Schedule

### ZIMBABWE EMBASSY OF SWEDEN (SIDA) EVALUATION PROGRAMME 14-18 October 2013

DAY/TIME	PARTNER/ ORGANISATION	INTERVIEWEES
<b>Monday 14 October</b>		
7:00-8:30	Gender Links Briefing with CEO and Country Manager	Ms Colleen Lowe Morna Ms Priscilla Maposa Ms Sandra Ayoo Ms Namatai Moyo
9:00-11:00	Embassy of Sweden (Sida) inception meeting	Mr Magnus Carlquist Mr Wonder Jekemu Ms Joyce Chikuni
11:30-13:00	UNWOMEN	Ms Jelda Nhliziyo
14:00- 16:00	Board member	Ms Pat made
<b>Tuesday 15 October</b>		
8:00-9:30	WCoZ	Netsai Mushonga/ Ashley Chisamba
9:30-11:00	ZiLGA	Mr Chiminya
11:30-13:00	Min of Women Affairs Gender and Community Development	Ms Caroline Matizha
14:00-15:30	Min of Local Gvt	Ms Erica Jones
16:30- 17:30	UCAZ	Mr Duri/ Mr Machinda
16:00-17:00	GL Finance and Institutional review	Ms Priscilla Maposa Ms Sandra Ayoo Ms Namatai Moyo
<b>Wednesday 16 October</b>		
8:00-10:00	Embassy of Sweden (Sida)	Mr Magnus Calquist /Mr Jekemu
		GFP Council employees Councillors Summit attendees Community
14:00-17:00	Ruwa Town Council – Field visit	
<b>Thursday 17 October</b>		
9:00 – 12:00	Chegututu – Field visit	GFP Council employees Councillors Summit attendees Community
15:00 – 17:00	Kadoma– Field visit	
<b>Friday 18 October</b>		
08:00- 09:00	Embassy of Sweden (Sida)	Jekemu
09:30- 12:30	GFPs Focus group Discussion	Unity Jaji-Gweru Owen Gwasira –Chiredzi Stephen Chimbindi-

		Manyame RDC Audrey Manyemwe- Byo City Joyce Mangwiro/Angela Shoko
13:00- 15:00	Media Focus group discussion	Zimpapers
15:30- 17:00	Chitungwiza entrepreneurship Focus Group	
<b>Saturday 19 October</b>	Victoria Falls Local Authority	GFP Council employees Councillors Summit attendees Community
<b>Monday 21 October</b>		
10:00-12:30	Makoni RDC	GFP Council employees Councillors Summit attendees Community
14:30-17:00	Goromonzi RDC– Field visit	
<b>Tuesday 22 October</b>		
10:00-12:30	Kwekwe	GFP Council employees Councillors Summit attendees Community

### Annex J: List of Persons Met – According to Location

SN	Name	M /F	Organisation	Designation	Phone	Email
1.	Molly L Chikwangwadze	F	Ruwa Town Council	Accountant	0712 745 427	<a href="mailto:mchikwangwadze@gmail.com">mchikwangwadze@gmail.com</a>
2.	Julieth Makombe	F	Ruwa Town Council	Town Secretary	0712 808 277	<a href="mailto:juliethmakombae@rocketmail.com">juliethmakombae@rocketmail.com</a>
3.	Chiratidzo S Kwashi	F	Ruwa Town Council	Clerk Typist	0773 517 443	<a href="mailto:thermary@gmail.com">thermary@gmail.com</a>
4.	Memory Badza	F	Ruwa Town Council	Building Inspector	0773 372 414	<a href="mailto:memory.badza@yahoo.com">memory.badza@yahoo.com</a>
5.	Oscar Tsvuura	M	Ruwa Town Council	GFP	0772 723 305	<a href="mailto:otsvuura@gmail.com">otsvuura@gmail.com</a>
6.	MM Mashoko	M	Ruwa Town Council	Councillor	0773 050 546	<a href="mailto:mashokomalvern@gmail.com">mashokomalvern@gmail.com</a>
7.	Grace Chekecheke	F	Ruwa Town Council	Councillor	0778 410 190	<a href="mailto:grace@staitia.co.zw">grace@staitia.co.zw</a>
8.	Pinias R Mushayavanhu	M	Ruwa Town Council	Chairman-Councillor	0772 979 881	<a href="mailto:mpiniasrabson@yahoo.com">mpiniasrabson@yahoo.com</a>
9.	Mayepunzo Mbire	F	Ruwa Town Council	Deputy Chairman	0772 978 399	<a href="mailto:nyepudzai@gmail.com">nyepudzai@gmail.com</a>
10.	Anthony Mujuru	M	Ruwa Town Council	Engineer	0772 722 521	<a href="mailto:Anthony.mujuru@gmail.com">Anthony.mujuru@gmail.com</a>
11.	Kudzai Ganjani	F	Budiriro Group			
12.	Sibongile Mukava	F	Budiriro Group		0775 097 953	
13.	Janet Nyachenje	F	Budiriro Group		0733 965 369	
14.	Loice Mutombeni	F	Budiriro Group		0774 794 238	
15.	Jane Matapeta	F	Mining Project		0737 823 302	
16.	Gaudencia Kamutanga	F	Batanai		0737 049 507	
17.	Cleopas Nevanji	M	Chegutu	Advocacy Secretary	0777 149 749	
18.	Panas Kambarami	M	Batanai	Facilitator	0773 291 014	
19.	Veronica Mangoti	F	Chegutu	Health Promoter	0773 218 285	
20.	Alice Mandizha	F	Chegutu	Health Promoter	0776 618 334	
21.	Nancy Makombe	F	Chegutu	Health Promoter	0738 728 511	
22.	Beauty Uloyi	F	Batanai		0777 187 227	
23.	Melodia Kambarami	F	Batanai		0773 375 482	
24.	Laika Lodi	F	Batanai			
25.	Shupi Mpasas	F	Tashinga		0774 528 127	
26.	Saini Panganai	M	Batanai Health		0778 325 826	
27.	Esnath Masanga	F	Bataai	Secretary	0773 580 238	
28.	Mavhu Nyamasala	F	Matanai	Member	0775 351 897	

SN	Name	M / F	Organisation	Designation	Phone	Email
29.	Fani Lameck	M	Batanai	Member		
30.	Pretty Matekenya	F	Chegutu			
31.	Marita Lameck	F	Batanai			
32.	Steara Dere	F	Batanai	Member		
33.	Hiilda Bhobho	F	Chegutu	Member	0773 074 857	
34.	Deliwe Tengenyika	F	Budiriro	Member	0772 626 135	
35.	Takunda Chesa	M	VOCC	Group Coodinator	0773 157 311	
36.	M Madenyika	M	Chegutu	Health Promoter	0775 470 075	
37.	Esnath Lobo	F	Chegutu	Health Promoter	0777 561 082	
38.	Alice Meja	F	Chegutu	Health Promoter	0733 562 228	
39.	Rebecca Samhembere	F	Chegutu	BC Facilitator	0777 561 073	
40.	Angeline Milanzi	F	Chegutu		0775 118 992	
41.	Rebecca Jacha	F	Nutritional	Member		
42.	Ethel Maruve	F	Chegutu			
43.	Memory Murasiranwa	F	Budiriro Club	Member	0778 691 881	
44.	Tsitsi Mabaire	F	Budiriro Club	Member	0775 848 019	
45.	Consilia Ngonera	F	Budiriro Club	Member	0775 857 818	
46.	Dubekhili Mavhunga	F	Tashinga Club	Member	0778 325 948	
47.	Marita Nkomo	F	Budiriro Club	Member	0776 602 295	
48.	Plaxedes Mara	F	Rise& Shine	Chair	0733 015 695	
49.	Rosemary Chamboko	F	Rise & Shine	Member	0774 288 018	
50.	Shery Dzimhara	F	Rise & Shine	Member	0773 558 469	
51.	Patricia Mapfumo	F	Rise & Shine	Member	0771 778 076	
52.	Shaudhai Fero	F	Rise & Shine	Member		
53.	Gloria kamoto	F	Rise & Shine	Member		
54.	Bathsheba Mutendereki	F	Rise & Shine	Member	0772 634 320	
55.	Peggy Zvaraya	F	Rise & Shine	Member	0778 467 879	
56.	Edith Kaseke	F	Rise & Shine	Member		
57.	Chipo Musengezi	F	Rise & Shine	Member		
58.	Nicholas Chapukira	M	Rise & Shine	Member	0778 905 801	
59.	Alex Mandigo	M	Chegutu Municipality	Town Clerk	0712 432 634	<a href="mailto:alexmandigo@gmail.com">alexmandigo@gmail.com</a>

SN	Name	M / F	Organisation	Designation	Phone	Email
60.	Malania Mandeya	F	Chegutu Municipality	DHHCS	0772 624 296	<a href="mailto:Mandeyamelania@gmail.com">Mandeyamelania@gmail.com</a>
61.	Lauren Muzari	F	Chegutu Municipality	CSSO	0772 404 485	<a href="mailto:laumuzari@gmail.com">laumuzari@gmail.com</a>
62.	Ketty Chirangwanda	F	Chegutu Municipality	Trainee CSSO	0778 774 966	<a href="mailto:kchirangwanda@gmail.com">kchirangwanda@gmail.com</a>
63.	F Magutsa	M	Chegutu Municipality	Trainee CSSO	0774 191 451	
64.	Edias Ticharwa	M	Chegutu Municipality	Deputy Mayor	0773 274 712	
65.	Tonderai Parayiwa	M	Chegutu Municipality	Environmental Health Technician	0773 538 852	<a href="mailto:tonderaiparayiwa@cooltoad.com">tonderaiparayiwa@cooltoad.com</a>
66.	Cresencia Kajewu	F	Chegutu	Club Member	0772 634 266	
67.	Shupikai Chamanga	F	Chegutu	Club Member	0772 636 557	
68.	Charles Zimbati	M	Chegutu	Bore Caretaker	0777 075 917	
69.	Pauline Gonzo	F	Chegutu	F Tater	0772 216 795	
70.	Neria Mutandwa	F	Chegutu	HP Facilitator	0777 561 365	
71.	Nako Garande	M	Chegutu	PH	0775 238 175	
72.	Agenes Eliakimu	F	Chegutu	PH Member	0774 722 444	
73.	Tafumanei Nevanji	M	Chegutu	C member	0775 029 719	
74.	Idah Moto	F	Chegutu	H Promoter	0715 883 190	
75.	Elvis Janhi	M	Chegutu	C member	0779 124 867	
76.	Susan Vengesai	F	Chegutu	C Member	0773 396 520	
77.	Sinikiwe Binali	F	Chegutu	C Member	0779 686 577	
78.	Fracia Runganga	F	Chegutu	C Member	0774 692 530	
79.	Florence Chisango	F	Chegutu	C Member	0775 095 271	
80.	Joyce Mangwiro	F	Chegutu	C Member	0772 359 379	
81.	Mikirina Minuel	F	Chegutu	C Member	0738 323 959	
82.	Robert tembo	M	Chegutu	C Member	0775 756 736	
83.	Queen Gatsi	F	Chegutu	C Member	0776 618 110	
84.	Rudo Machaya	F	Chegutu	C Member	0775 021 792	
85.	Theresa Jongwe	F	Chegutu	C Member	0773 293 876	
86.	Leocardia Midi	F	Chegutu	C Member	0777 067 423	
87.	Estry Muneti	F	Chegutu	C Member	0736 855 871	
88.	Tafirenyika Tsoro	M	Chegutu	C Member	0772 623 699	
89.	Gladys Pondo	F	Chegutu	HP	0774 377 741	

SN	Name	M / F	Organisation	Designation	Phone	Email
90.	Ngonidashe Chiwara	M	Chegutu	C Member	0734 422 651	
91.	Moses Mufanyana	M	Chegutu	C Member	0715 321 609	
92.	Malvern Dondo	M	Kadoma City Council	Town Clerk	0777 280 667	<a href="mailto:kadomatown@africomonline.com">kadomatown@africomonline.com</a>
93.	Shyllette Dzivai	F	Kadoma City	A/ DHCS	0772 667 047	<a href="mailto:sdzivai@gmail.com">sdzivai@gmail.com</a>
94.	Matilda Magaradziko	F	Kadoma City	Community Devt	0773 239 594	
95.	Ruth Munyaradzi	F	Kadoma City	PR Assistant	0772 630 156	<a href="mailto:ruth@kadamacity.org.zw">ruth@kadamacity.org.zw</a>
96.	Micheal Gore	M	Kadoma City	Councillor	0773 013 420	
97.	Aaron Masembura	M	Kadoma City	A/DEC	0777 600 784	<a href="mailto:amasembura@gmail.com">amasembura@gmail.com</a>
98.	Plus Mushana	M	Makoni RDC	Admin Officer	0773 412 792	
99.	David Guy Mutasa	M	Makoni RDC	Chairman	0772 624 077	<a href="mailto:guymutasa@gmail.com">guymutasa@gmail.com</a>
100.	Annah Murigwa	F	Makoni RDC	Focal Person	0772 980 897	<a href="mailto:annahmurigwa@gmail.com">annahmurigwa@gmail.com</a>
101.	Janeffer Muriro	F	Makoni RDC	Treasurer	0773 503 541	<a href="mailto:janemuriro@yahoo.com">janemuriro@yahoo.com</a>
102.	Hillary Mandipaza	M	Women Affairs Min	CDO	0774 304 664	<a href="mailto:hillarymandipaza@gmail.com">hillarymandipaza@gmail.com</a>
103.	Brian Nyamande	M	Vic Falls Municipality	PRO	0776 082 910	<a href="mailto:bryanyamande@vfm.co.zw">bryanyamande@vfm.co.zw</a>
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