Norwegian People's Aid

Mid-Term Evaluation Final Report Implementation of the Zimbabwe Country Programme (2016-2019)

Final Report for NPA

By

Stanley Mashumba

Cell: 0785559417 Land line(TEL) 042005119

Email:stanleymashumba@gmail.com

Address: 6019, Zimre Park, Ruwa

December, 2018

List of Abbreviations and Acronyms

AIPPA	Access to Information and Protection of Privacy Act
AU	African Union
CBO	Community Based Organisation
CHRA	Combined Harare Residents Association
CiZC	Crisis in Zimbabwe Coalition
CoH	City of Harare
CVE	Civic Voter Education
CSO	Civil Society Organisation
DAC	Development Assistance Committee
FGDs	Focus Group Discussions
GBV	Gender Based Violence
KII	Key Informant Interview
MDC	Movement for Democratic Change
M & E	Monitoring and Evaluation
MTE	Mid-Term Evaluation
NANGO	National Association of Non-Governmental Organizations
NGO	Non-Governmental Organisation
NORAD	Norwegian Agency for Development Co-Operation
NPA	Norwegian People's Aid
OCA	Organizational Capacity Assessment
OECD	Organization for Economic Cooperation and Development
POSA	Public Order and Security Act
RO	Regional Office
RWA	Rural Women's Assembly
TIZ	Transparency International Zimbabwe
SADC	Southern Africa Development Community
SDG	Sustainable Development Goal
SMAIAS	Sam Moyo African Institute for Agrarian Studies
SI	Statutory Instrument
SWOC/T	Strengths, Weaknesses, Opportunities, Constraints/Threats
WCDT	Wadzanai Community Development Trust
WLZ	Women and Land in Zimbabwe
WLSA	Women in Law in Southern Africa
UN	United Nations
ZANU(PF)	Zimbabwe African National Union-Patriotic Front
ZCIEA	Zimbabwe Chamber of Informal Economy Associations
ZEC	Zimbabwe Elections Commission
ZELA	Zimbabwe Environmental Lawyers Association
ZESN	Zimbabwe Election Support Network
ZimRights	Zimbabwe Human Rights Association
ZRP	Zimbabwe Republic Police

Acknowledgements

Executive Summary.

Norwegian People's Aid (NPA) is a non-political, membership, development, Norwegian international non-governmental organisation (INGO). Norwegian People's Aid works in partnership with local organizations in more than 20 countries in development humanitarian assistance and mine action programs in various countries, including Zimbabwe. NPA vision is to exhibit "Solidarity in Practice", by partnering with local organisations that are best placed to mobilise marginalised groups for just distribution of resources and defending their interests and rights.

i. Purpose of the Mid-Term Evaluation (MTE).

The mid-term evaluation (MTE) measured current performance (2016-2018) against the expected level of the strategic program 2016 – 2019 in a consultative process. The MTE assessed and documented achieved outputs, outcomes, impacts, challenges, highlight lessons learnt and made clear concrete recommendations to NPA with regards to the country program and partners[iii].

ii. Approach to the Mid-Term Evaluation.

A consultative and participatory approach was adopted for the formative mid-term evaluation. The approach involved a cross-sectional, qualitative as well as quantitative review of the NPA programme in Zimbabwe during the period 2016 to 2018.

iii. Methodology.

The MTE methods included desk/documentation review and analysis, data verification, planned activities versus achieved outputs. The consultant conducted key informant in-depth interviews with all NPA staff and partners, with a focus on leadership, programme and finance management. The key informant tool was embedded with strengths, weaknesses, opportunities, challenges, threats/constraints (SWOT/C) questions. In addition an organisational capacity assessment self- administered tool to assess partners' capacities was conducted. Field site visits were conducted to 5 partners to administer focus group discussions (FGDs) with selected partners' beneficiaries who included women, men and youth.

iv. Data Analysis and report compilation.

Content thematic analysis was used for qualitative data analysis.A draft report was then presented at a feedback workshop for NPA and partners to discuss and validate the findings as well as recommendations from the MTE.

1. Findings:

Relevance of the country programme to the NPA international strategy.

The programme was highly relevant at all the levels .There are clear, evident and relevant links between NPA international strategy and Zimbabwe country strategy as both focus on supporting civil society organizations (CSOs) who are able and willing to challenge existing policies and power or authorities on redistribution of natural resources . NPA Partnership Policy views partnership as a two way relationship based on complementarity in terms of information, financial, technical, objective realities and power dynamics related to marginalized groups[iv].

Relevance of the country programme to the country context.

The programme relevance to the current context of Zimbabwe is evident with selected partners working in priority and relevant areas identified during the 2015 baseline. The NPA International and Country Strategic Plan focal areas are as follows; democracy, human rights, access to control and distribution of natural and information resources, land rights, informal sector, socio-economic rights, gender equality and equity, women's rights and other cross-cutting issues such as social accountability, corruption, governance, environment, climate change and persons living with disabilities. At regional office level the programme enhances regional cooperation, networking,

---

[iii]NPA, Terms of Reference, July, 2018
[iv] Norwegian Peoples AID Partnership Policy

sharing of information and best practices. MTE findings make it judicious to conclude that the programme is very relevant to Zimbabwe's socio-political and economic context.

1.2 Effectiveness: A number of planned activities were successfully achieved by mid-year 2018, although with varying degrees.

1.2.1. Extent to which the results are achievable and achieved.

The impact, outcomes/results and outputs envisaged by the NPA programme were achieved to a great extent with the most significant changes visible at policy advocacy and implementation at regional, national and local authority levels, promoting democracy, human rights, youth rights, women's rights and empowering communities. It was observed that partners' capacities and intervention areas varied. Five well-defined areas of impact or change as outlined in the NPA results framework (RF), 3 outcomes and unexpected outcomes were realised and are highlighted below.

1.2.3. Impact level: Democratic processes strengthened.

Key impacts observed were on increased access, ownership of women's land rights supported by Women in Land Zimbabwe (WLZ). Increased access to mineral resources by youth artisanal miners, formalisation of informal artisanal miners ensuring just distribution of resources by Zimbabwe Human Rights Association (ZimRights). The artisanal miners are now the major gold contributors to the Reserve Bank and have increased personal incomes. There has been a significant increase in the ownership of land and mineral resources for women and youth artisanal miners resulting in partial redistribution of natural resources.

1.2.4. Authorities adopt policies that favour just distribution of resources.

On access, control and ownership, CHRA successfully advocated for the scrapping of fixed water charges for water in Mabvuku, where residents had not been receiving water since 2015.WLZ through the rural women's assembly (RWA) helped to influence and engender the policy implementation of Statutory Instrument (SI) 53/2014[v] which led to a total of 5,335 women being issued with land ownership permits by 2017 against a planned baseline figure of 470 in 2016 in A1 and A2 resettlement areas. In the communal areas traditional leaders allocated land to women to have primary access, control and ownership, which was a distinct change from the traditional paradigm of secondary rights. ZimRights successfully advocated for the formalisation of artisanal miners, with formal access and utilisation of mineral resources.

1.2.5 .Organised communities defend their land and natural resources.

WLZ organized and mobilised 7,117 women to form over 400 (RWA) groups, the impact observed was the strengthening of the solidarity of RWA movement groups among rural women. WLZ and Wadzanai Community Development Trust (WCDT) in coalition with Zimbabwe Land Network (ZiLAN) were instrumental in raising awareness on women land rights among rural women including raising awareness among local leadership and men on women's land rights. This contributed to the increase of land ownership for women.

1.2.6 Civil society organizations challenge authorities who violate human rights.

Crisis in Zimbabwe Coalition (CiZC) challenged authorities on human rights and right to life, they initiated debate on the with regards state arbitrary arrests of rights activists, torture, disappearances and murder of perceived critics of the state. Combined Harare Residents Association (CHRA) challenged authorities with regards restrictive legislation such as section 27 of the Public Order Security Act (POSA) which inhibits citizen's freedom of assembly and expression. Magamba worked on advocacy to influence the repeal of the proposed Cyber Crime and Cyber Security Bill particularly negative implications with regards restriction of on–line access to information and violation of freedom of speech. ZCIEA challenged City of Harare and the local government ministry on decent work and the right to trade for informal

---

[v] Agricultural Land Settlement (Permit Terms and Conditions) Regulations, 2014

traders.ZimRights successfully challenged Tongaatt Hulett on the non-fulfilment of labour rights of sugar cane cutters after reported deaths of 10 artisanal miners during clashes with state security agents. Transparency International Zimbabwe (TIZ) together with Magamba Network challenged Zimbabwe Elections Commission (ZEC)'s lack of transparency during the launch Biometric Voter Registration (BVR) and processes that followed such as registration. The lack of credible and timely information was challenged as it was infringing on citizens right to freely exercise their right to vote. The challenge and spontaneous advocacy with other CSOs resulted in the swift rectification of some of ZEC's policies, such as relaxation of conditions for proof of identity and residence which were required for voter registration. ZESN went further to challenge authorities on right to vote through the "5 key asks on electoral reforms"campaign.The campaign documented several laws in the electoral amendment act that government needed to change for the elections to be deemed free and democratic.

1.2.7 Authorities practice participatory consultations.

CHRA's citizen engagement and participatory consultations with the City of Harare (CoH) resulted in improved billing and consultative participatory budgeting processes. Zimbabwe Chamber Informal Economy Association (ZCIEA) engaged local authorities to stop the harassment of informal traders. ZCIEA's FGDs participants reported use of non-adversarial approaches to engage authorities to adopt participatory consultations with regards citizen participation in national processes. As a result ZCIEA territories in Kariba and Chivhu now sit on local council development committees for participatory consultations. Magamba's Shoko Festival youth engagement resulted in increased participatory consultations of young people by the Chitungwiza local authorities on key issues of concern. ZimRights continued to engage the minister of state in Masvingo, the Human Rights Commission, Tongaatt Hulett and ZRP urging them to pay attention to the plight of sugar cutters. Government leaders and members of the public are now aware of ZimRights work and its important role that it plays toward empowering communities to know and advocate for their rights.WLSA lobbied the Ministry of Women's Affairs Gender and Community Development, parliamentary committees, district administrators, local district councils in Murewa, chiefs and village headmen on constitutional literacy, realisation of women's rights and women's participation in national processes as candidates in national elections. WLZ managed to engage and create a good working relationship with the Ministry of agriculture lands and rural resettlement, Ministry of women's affairs gender and community development, parliament portfolio committees, the District administrator's (DA) Office and local councillors. Through the established relations WLZ has been pushing for the women's access to land and natural resources through the line ministries. Likewise WCDT works with traditional leaders, district administrators and local councillors to advocate for the realisation and prioritisation of women's rights as well as for women to be included in local decision making structures.

1.2.8. Women influence politics.

The Women can Do It Campaign' rolled out by WCDT, WLZ and WLSA resulted in a total of 282 women desiring to run for political office. Of the 282, 123 women were willing to contest for leadership positions in the harmonised elections. In the run up for elections WLSA profiled the women national candidates as part of the WCDI campaign to vote for women into national office. 23 women contested as councillors and 10 contested as members of parliament. Altogether 23 women made it into national office mostly in local councils while one gained a seat at senate. A female elected councillor in Gwanda stated *"I now have the courage to stand for women's and my rights without fear".* '

1.3 Efficiency: The NPA programme was observed to be efficient due to the strategic use of partners with both upstream and down-stream capacities. The MTE assessed the **NPA RF outcomes levels and indicators** and noted the following;

1.3.1 Outcomes related to civil society organisations influencing political decisions,

CHRA influenced authorities to implement policy with regards the constitutional provisions in devolving central government to local authorities. This was achieved and evidenced by the allocation of local budgets in the 2019 budget statement, presented in November 2018. CHRA advocated for annual local revenue to be ploughed back into the development of local wards, which had not been City of Harare local authorities practice. In 2016 with mounting pressure from CHRA and other residents associations, City of Harare agreed to establish a ward retention fund which amounting to 15% of revenue collected to be channelled toward development of ward service structures. To date CHRA coordinates and sits at ward development committees which has successfully proposed the increase of ward retention funds from 15% to 25%.

CHRA also advocated for social accountability to local authorities regarding staff rationalisation, budget allocation, domestic resource mobilization through vehicle licensing fees and liquor licensing which local authorities could administer and be accountable for .Lengthy advocacy and lobbying by CHRA's together with key service delivery CSOs led to City of Harare adopting programme based budget that comply to the 30:70 ratio in favour of services delivery. ZCIEA submitted proposals to relevant government ministries on formalisation of informal traders' activities. ZESN, TIZ and Magamba Network advocated for transparency with regards the BVR. While ZESN further challenged ZEC's lack of credible and timely information dissemination as this was infringing on citizens right to freely exercise their right to vote. The challenge and spontaneous advocacy with other CSOs resulted in the swift rectification of some of ZEC's policies, such as relaxation of conditions for proof of identity and residence which were required for voter registration.

1.3.2.Outcome indicator: number of law initiatives that partners have worked to stop.

Partners working on policy advocacy successfully managed to stop 5 law initiatives and include the following;

- CHRA and other litigants successfully argued for the unconstitutionality of Public Order Security Act (POSA) this was granted by the Supreme Court and the act was suspended for 6 months pending review by the lawmakers.
- Magamba hosted the #DataMustFall Now What? a conversation that brought together civil society organisations on the campaign to fight data tariff increases ensuring that pressure is sustained on government and mobile network operators. Magamba and other CSOs provided input into the draft of the Cyber Crimes and Computer Crimes Bill. This resulted in reduction and regulating of the floor price of data.
- ZimRights together with other partners such as ZELA ,TIZ, WLSA and WLZ provided input into the amended Mines and Minerals Act to decriminalize artisanal mining , gold panning and to amend the act inorder to address the conflict between mining companies and communities . The act provides for the state to seize unexploited mining claims from foreign mining houses and allocate those to small-scale miners without payment[vi] there by formalizing the work of artisanal mining which government had deemed criminalized. Formalization of artisanal mining has also resulted in positive engagements

---

[vi] http://www.thezimbabwedaily.com/news/14820-mining-revolution-to-benefit-makorokoza.html accessed 27/05/15

between artisanal mining and large-scale mining companies, the engagements vary from contractual agreements to provision of technical support. The government has also encouraged women to be involved in artisanal mining. ZimRights trained provided education and legal assistance referrals to artisanal miners on: procedures on acquiring prospector's licenses, mining license application, procedures of group/consortium, environmental management and other socio economic and cultural rights including civil and political rights.

- ZimRights helped the sugarcane cutters of Tongaat Hullet to draft a petition addressed to the Sugar Milling Management, which highlighted the need to improve the working conditions as workers worked for more than eight (8) hours without proper breaks. Also in complaint was the need for the increase of salaries as salaries were continuously getting reduced. Workers were also complaining about the need for proper working safety gear as workers were experiencing increased fatalities, accidents and incidents of snake bites. Through the legal assistance provided to the workers in Chiredzi by ZimRights, in October 2017, Tongaat Hullet Zimbabwe presented its workers with 7, 5% salary increases of after a High Court judgement which respectively backdated its salaries to April 2017.The high court resolution followed a two-year protracted labour dispute between the employer and worker's representatives , the Zimbabwe Sugarcane Milling Industry Workers Union. In addition, Tongaat Hullet management wrote a letter to the employers advising them that an ex-gratia bonus had been authorised for payment with the January 2018 wages/salaries to all permanent employees in the A1 to D2 grades. The ex-gratia bonus was to be pegged at 60% of the December 2017 monthly basic wage or salary.
- Zimbabwe Elections Network (ZESN) and ZimRights successfully applied for accreditation to observe the tendering process of the BVR kits and provided input into the Elections Resources Centre (ERC) position paper on Biometric voter registration (BVR). ZimRights and ZESN observed the tendering process that was conducted by ZEC where 2 international organisations bidded to supply the BVR kits.
- Zimbabwe Human Rights Association engaged and provided farm workers (sugarcane cutters) and artisanal miners (small scale miners) human rights civic awareness on social economic and cultural justice, free legal assistance (including litigation) in the target areas on Hippo Valley, Triangle, Chiredzi, Chirumanzu and Zvishavane.

1.3.3. Intermediate outcome 1: Partners mobilise around common issues.
All partners participated in alliances, organized campaigns, initiated public debates in media and mobilised various communities. All the planned activities in 2016 and 2017 were achieved by 2018. SMAIAS promoted policy dialogues as a way of generating debate among civil society organisations on land reform in South Africa. SMAIAS works with various alliances, NGOs, social networks at local, regional and international level to advance the cause of marginalised rural people in the Global South.

1.3.4. Intermediate outcome 2: Popular organisations are more effective in organizing people who have a common cause.
ZCIEA, ZimRights and WLZ had more than 10% increase in membership from 2016-2018.ZCIEA membership grew from 213 000 in 2016 to a current membership of 217 000. ZimRights members estimated at 222,726 in 2016 grew to 256 000 with the majority being female. WLZ current membership stands at an estimated 20 000 members.

1.3.4 Unexpected outcomes.
- WLSA increased ability of women and youths to publicly speak out against GBV, a demonstration of confidence assertiveness and empowerment. The

communities indicated that they observed stability with regards gender based violence (GBV).

2. Relevance of choice of partners relevant to the Zimbabwean context and for the NPA strategy: Selection and choice of partners of the 10 partners was relevant to the local context. The MTE noted that the choice of partners was based on guidelines set in NPA Partnership Policy. NPA supports a variety of partners ranging from the well-established, traditional NGOs to the less structured fluid social movements such as ZCIEA and Magamba Network. NPA country programme focused on organisations mobilising for democratization (CiZC, ZimRights) and just distribution of resources (WLZ, WCDT), informal sector (ZCIEA), organisations representing women such as WLSA, WLZ, WCDT and membership based organizations (CHRA, WCDT and ZimRights).

2.1. Ability of NPA partner's network to adapt to a changing political and operative environment: Partners re-strategised by adapting to different engagement tactics over confrontation leading to significant increase in citizen participatory consultations. Partners demonstrated high political skills through their capacity to create and preserve 'space' in the political operating context in Zimbabwe. Some CSOs e.g. ZCIEA used negotiation, built relations with key policy makers and key stakeholders. CHRA, Magamba, WLSA and ZCIEA entered into memorandum of understanding with nodal ministries and independent commissions. Magamba adapted innovative forms of non-institutionalised and campaigns such as #DataMustFall and #Dear Rita. CHRA adapted to the use of WhatsApp groups for communication and sharing with CoH district

.

3. **Matching the NPA results and indicator with the ambitions, scope, of the partners;**

The MTE noted that NPA's mission, vision statements, partner's results matched and were related to NPA Results Framework indicators. CiZC and WLSA were active on shrinking democratic space and participated in decision making, ZCIEA was active in pushing the agenda for the formalizing the informal sector, WLZ worked to improve and increase access to land, control ownership for women, while Zim Rights worked to increase access to minerals by artisanal miners (ZimRights). CHRA , Magamba and CiZC worked on issues social accountability , youth inclusion in national processes and anti-corruption, while WLSA's work was steered toward reducing gender power imbalances .WLZ managed to create linkages and work with various partners like SMAIAS within the region through (RWA) in strengthening women's solidarity groups. *In summary this matches country implementation goal, 'organised communities in Zimbabwe claiming their rights to equal access to resources'.*

4. **Gender Equality in NPA programme and partners programming:**

Partners used the rights based approaches to programming; WLSA, WCDT and WLZ in particular used the Gender and Development (GAD) and transformational change approaches to address gender inequality. WCDT, WLSA and WLZ targeted men, women, boys and girls by sensitizing them on issues of gender equality and equity and balancing gender power relations during programme implementation working towards eradication of gender discrimination.

4.2 Other Cross-cutting issues addressed in NPA programming;

4.2.1 Environment: The MTE noted that WLZ programme supported communities' sustainable agriculture and use of indigenous and organic crops. Land reclamation by artisanal miners spearheaded by ZimRights was another key outcome in increasing environmental awareness.

4.2.2. Climate change: Climate change work by partners such as ZCIEA, WLZ, WCDT, ZimRights and WLSA contributed to increased knowledge on climate change and water conservation.

4.2.3. Extractives: WLZ worked with women in reclaiming land affected by mining in Shurugwi. WLSA is advocating for review of the current mining bill which is archaic and not transparent.

4.2.4. Corruption: All partners have anti-corruption policies. Transparency International Zimbabwe (TIZ) whose mandate is to curb corruption in both private and public sectors has raised awareness on corruption through the national anti- corruption strategy.

5. NPA programme value addition: Due to NPA's support most partners have staff and communities now have capacity building programmes on democratic processes, social accountability, anti-corruption, human and women's rights which have added value in addition to partners' organisational development programmes.

6. NPA Zimbabwe Programme enhancement of regional cooperation and impacts at regional level: The country office with strategic support from the regional office in South Africa (SA) has enhanced regional cooperation notably in creating democratic space, human rights, informal sector and facilitated information flow. CiZC has engaged and continues to lobby Southern Africa Development Community (SADC), regional, continental and international partners to intervene in resolving the Zimbabwean crisis.

7. Programme, finance and technical support to partners; the current NPA programme and finance management personnel was observed to be adequate and efficient to support partners and guarantee compliance. The MTE noted financial reports were indicative of a good value for money in view of the financial management with minimal variance of the costs incurred to the budget with the variance of the overall budget pegged at (+) 5% in 2016 and (-) 0, 07 % in 2017.

8 . Key Recommendations:

Based on the findings, the MTE suggests the following key recommendations;

8.1 Support to partners,

- NPA is recommended to strengthen networking, cooperation, collaboration and strategic partnerships with CSOs at regional level and within the country such as CiZC. CiZC needs to regroup in Zimbabwe and re-strategise its approach and coverage.
- Partners indicated that lessons learnt included policy advocacy, facilitating political dialogue which enabled   CSOs to expand and re-focus their existing work strategies and negotiate on issues of power and fair distribution of resources. Further structured support in developing these capacity is required.
- NPA is recommended to strengthen and enhance regional cooperation, linkages and strategic advantages in particular; ZimRights to support the linkage of the newly formed labour union of sugar cane cutters in Chiredzi with the South African (SA) wine farm workers union. The establishment of strategic links between ZCIEA and the informal sector informal association in South Africa, WLZ and ZiLAN in view of the debate on land reform debate in SA.
- NPA and partners to explore and strengthen M & E, resource mobilisation, communication strategies and capacities with partners on improved governance and responsiveness to action points raised in NPA organisational development assessment, capacity assessment and audit reports.

8.2 Recommendations from Partners to NPA;

- Partners recommended NPA to improve the timeous disbursement of funds to partners; however the MTE noted the need for partners to address outstanding issues so that there are no delays in fund disbursement.

- Partners recommended an increase in male involvement and increase in programmes that establish and enhance male champions especially among the youths in partner programmes.
- Key Informants and FGD participants felt that there is a missing link between democracy, governance and socio-economic rights or livelihoods given the country's high poverty levels and unemployment rates.
- Age and gender disaggregated data should be collected and utilized at all the stages of the programme/ project lifecycle especially membership databases.

8.3. Monitoring and Evaluation.

- NPA Baseline survey should collect data linked to partner's key intervention areas to feed into the Result Framework for easy of periodic reporting and for comparison with mid-term evaluations and related summative evaluations. NPA baseline survey 2019 to include aspects of summative evaluation to inform the next phase, 2020 to 2024.The consultant found that some of baseline data in the NPA database was not linked to RF hence some baseline data was not useful in making comparisons in MTE. There was difficulty in getting current and accurate data even from partners.
- There is need to have reference data points for the NPA RF at the various levels e.g. B. outcome level and related B.I for outcome related indicators for systematic reporting and tracking of activities. RF and indicator definitions to be shared with partners during inception of next phase.
- To review the current NPA RF from the current 4 years to 5 years so that it is aligned with most partner strategic plans.
- To address a "counting bias" the MTE recommends the NPA RF to have a mix of qualitative and quantitative indicators. This will help capture the different partner varying capacities with regards to both qualitative and quantitative data.
- Some indicators such as # of partners who have presented proposals to authorities; # of partners whose proposals have been included in policies; #of law proposals presented by partners to authorities may not be as reliable because some partners did not measure progress of proposals presented.
- The MTE also found it difficult to determine # of policy makers trained as most partners' reports did not report specific training activities. In fact what they reported were workshops conducted with community leaders, women and men. As such this indicator is not 'specific' and is difficult for the one collating data to report on. The absence of an indicator guide with indicator definitions posed a challenge on what a policy maker is in in the context of partners.
- Regarding ownership of land # of women who have obtained ownership of land indicator was only documented and reported in AI and A2 where permits were issued. In communal areas the village head could report ownership of land for women but no supporting documents are currently issued in the communal areas. So there is need to review the indicator so that it's more specific on resettlement and communal areas land ownership.
- The absence of disaggregated and updated membership databases posed a problem to report on # of partners with more than 10% increase in membership and (%) of young members (below 30 years) in partner organisation as this was based on estimates due to the absence of membership databases as a result this indicator on youth (below 30 years) in partner organisation is not 'measurable'

9. Lessons Learnt: MTE drew the following lessons learnt;

- Follow-up on policy advocacy is important in policy implementation resulting in access, control ownership and just distribution of natural and informational resources.
- Partners indicated that lessons learnt included policy advocacy i.e. Facilitating political dialogue which enabled CSOs to expand and re-focus their existing work strategies and negotiate on issues of power and fair distribution of resources.
- Use of innovative approaches by Magamba such as internet in campaigns #DataMustFall is cost effective and has a wider reach in targeting the youth. CHRA now sustains citizens' interaction through its WhatsApp group where the residents' report on pressing issues like water issues on the platform that has the CoH District Manager as a group member.
- A stronger focus and investment in community building capacities, volunteers, building relationships, with key stakeholders, authorities, alliances and networks, human rights, women's rights, lands rights, socio-economic rights, anti-corruption and social accountability by partners.

1. Introduction

1.1 Overview of the Norwegian People's Aid (NPA) Programme

Norwegian People's Aid (NPA) is a non-political, membership based Norwegian International Non-Governmental Organization (INGO).

1.2 NPA International Strategy (2016-2019)

NPA International work covers three core areas namely: a) Democratisation, just distribution of power and resources. b) Humanitarian action and crisis response and c) Humanitarian disarmament[5]. NPA aims to improve people's living conditions and to create societies that are more just and democratic in valuing people's own initiatives and agendas.NPA's work contributes to people organising and mobilising for their rights and for participation in decision-making. NPA's overall goals for long-term development and democracy work is *"democratisation and just distribution"*. NPA's aim is to influence democratic processes in programme countries by strengthening partners' capacity to challenge authorities.

1.3 NPA Country Strategy for Zimbabwe (2016-2019)

The NPA Zimbabwe development goal is; 'organised communities in Zimbabwe claim their rights to equal access to resources'[6]. The Country Results Based Framework is attached (see Annex 1). The country strategy sub-objectives are;
   i. NPA partners work to promote people's lives and improved livelihood
   ii. To raise people's awareness, mobilize citizens for social change and influence public opinion and policy makers.
   iii. To strengthen the capacity of local communities to demand for transparency, accountability and enhanced access to natural resources.
   iv. To strengthen emerging social movements (informal sector, women and youths), networks (civil and political rights) and think tanks (research and evidence-based advocacy) with a focus on influencing social change at local and national level.

1.4 Objectives of the Mid-Term Evaluation (MTE)

The specific objectives of the mid-term evaluation restated in the Terms of Reference as follows:
   i. To evaluate and assess the current program fit into NPA Strategic Plan, Results Areas looking specifically into the program, inputs, output, and outcome in relation to current context and program design/strategy and activities.
   ii. To evaluate the progress of program implementation and its sustainability in a consultative process that includes implementing partners, different stakeholders such as networking partners ensuring the participation of key stakeholders.
   iii. To conduct a review on the participation and effect for women (urban and rural), men and youth in the program design and implementation.
   iv. To provide recommendation in the short, medium to long-term with regards program implementation, strategy, implementing partners, results in areas and indicators

---

[5] Norwegian People's AID (2016) International Strategy Partnership for Democratisation (2016-2019) "Mobilising people for democracy and a just distribution of resources"
[6] NPA Country Programme (2016-2019)

2. Evaluation Methodology

2.1 Evaluation Approach
In view of the scope of the evaluation exercise, as outlined in the Terms of Reference (TOR) the evaluation team used consultative participatory and semi structured mostly qualitative approach to gather information. The' evaluation approach was grounded on Development Assistance Committee (DAC) Principles for Evaluation of Development Assistance recommended by Organization for Economic Cooperation and Development (OECD)[7], areas of inquiry or criteria of relevance, effectiveness, efficiency, impact and sustainability. The evaluation team took note of ethical considerations during the evaluation of confidentiality, informed consent, voluntary participation and protection from harm to participants.

2.2 MTE Evaluation Conceptual Framework
The conceptual framework used was based on NPA Country Strategy and Results Based Framework (attached Annex 1). This involved assessment of the relevance of current NPA with NPA International strategy and relevance with country contextual situation. An assessment of baseline or planned activities (outputs) and the degree of attainment of the expected results against achieved results to-date (outcomes) and changes or impacts where it was possible.

2.3 Evaluation design of the MTE
The study design of the MTE was cross-sectional and qualitative. The design enabled comparison of pre-intervention baseline and post- intervention MTE evaluation scenarios. Data collection methods employed included; in depth literature search/desk review of available project documents, consultative meetings and key informant interviews with NPA and implementing partners. This entailed conducting focus group discussions embedded with rapid participatory appraisal during field visits to selected partners. During the MTE, some quantitative information was collected regarding the partner's performance, organisational capacity assessment and perceptions.

2.4 Timeframe: The total time frame of the MTE exercise was for two months spread between October and November, 2018.

2.5 Sampling
The sampling strategy was inclusive of all NPA partners with purposive sampling of 5 partners for the field visits to conduct FGDs with beneficiaries.

2.6 Data collection tools
The consultant developed comprehensive data collection tools for the above assignment key dimensions which included; Key Informant semi-structured interview (KII) schedules for NPA staff and partners (See Annex 6) Organisational Capacity assessment Tool Annex 5 and Focus Group Discussions guide (See Annex 7) for program beneficiaries.

2.7 Data analysis and reporting
Qualitative data analysis: All FGDs and KII were recorded, transcribed, translated and entered into Ms Word. Transcription of FGD and aided by notes taken during discussions. Transcripts were checked for accuracy and then coded. Data was analysed following the

---

[7]The DAC Principles for the Evaluation of Development Assistance, OECD (1991), Glossary of Terms Used in Evaluation, in 'Methods and Procedures in Aid Evaluation', OECD (1986), and the Glossary of Evaluation and Results Based Management (RBM) Terms, OECD (2000). An evaluation framework by Development Assistance Committee (DAC) of the Organization for Economic Cooperation and Development (www.oecd.org)

principles of content thematic analysis, according to the precepts of grounded theory. The draft preliminary report was then presented to NPA and partners for feedback and validation of findings and recommendations.

2.8 Training and quality assurance

A one-day intensive training ensured that the data collectors were familiar with survey objectives, sampling, data quality and technical data collection tools and administrative responsibilities. Five out of 10 local supported partners were selected for field visits which included FGDs. SMAIAS and ZELA are supported by RO.

2.9 Partners and beneficiaries interviewed during MTE
Table 1: Partners and beneficiaries interviewed during MTE

Name of Partner	Location	No of Interviews/FDGs			
		KII & OCA		FGDs	
		F	M	F	M
1. CHRA	Harare	1	1		
2. Crisis in Zimbabwe Coalition	Harare	0	1		
3. Magamba Networks	Harare	1	3		
	Harare			14	17
4. TIZ	Harare	2	1		
	Bulawayo	1		7	7
5. WCDT	Chinamhora	4	3		
6. Women in Land Zimbabwe	Gwanda	1	1	24	0
	Harare	1	1		
7. Women in Law Southern Africa	Murewa				
	Harare	3	2		
8. SMAIAS	Harare		1		
9. Zimbabwe Chambers of Informal Economy Association (ZCIEA)	Marondera			12	8
	Harare	3	3		
10. Zimbabwe Elections Support Network (ZESN)	Harare	2	1		
	Murewa			14	12
11. ZimRights	Harare	1	1		
12. NPA Zimbabwe	Harare	3	0		
13. NPA Regional Office	Harare (Skype)	0	1		
Total		24	21	71	44

A total of 45 (24F: 21M) key informants from all the NPA Country office, regional Office and 10 NPA partners were interviewed. A total of 71 females and 44 males participated in FGDs.

2.10 MTE Evaluation strengths and limitations
Strengths: The mid-term evaluation exhibited the following strengths due to its robust design: Ensuring implementing NPA partners, target beneficiaries and stakeholders included in the evidence, and provide a clear picture of the programme evaluation. Triangulation of quantitative and qualitative data enabling the cross-referencing and validation of findings through mixed methods and use of both primary and secondary data sources. Applying gender lenses in exploring gender dynamics in data collection and having separate, focus groups discussions for males and females to examine inclusivity.
Limitations

> The different methodologies applied in the Baseline (2015) and MTE made comparison of some indicators difficult e.g. level of satisfaction of beneficiaries with programs, inadequate baseline data for comparison with M&E. The restricted CSOs operational and tense political environment, resulting in informal meetings for data collection.

3. Context analysis

Over the past 37 years Zimbabwe has been undergoing seismic political and economic shifts that leave no facet of society untouched including Civil Society Organisations (CSOs)[8].The period under which the MTE was conducted, experienced major unanticipated political changes in Zimbabwe, with the "resignation" or "coup" of long time ZANU (PF) leader, Robert Mugabe, in November, 2017 after a protracted intra-party power struggle and military intervention 'coup'. The transition ushered in a "new dispensation" with long time Mugabe's right-hand man Emmerson Mnangagwa assuming power. The July 30, 2018, elections appeared to bring relief after a traumatic political past with President Mnangagwa pledges of "a new dispensation." But change was not to be with the run-up to the vote, reproducing patterns of unfair campaigning, one-party dominance, and political intimidation inherited from the past. The election results declared by the Zimbabwe Election Commission (ZEC), ZANU-PF garnered two thirds majority (180 out of 270 seats) in the lower house of Parliament[9]. However, the presidential results reflected a highly contested affair with President Mnangagwa securing 50.7% of the valid votes against 44.3% for the main challenger, Nelson Chamisa of the Movement for Democratic Change (MDC) Alliance. Post elections: Elections were marred by post-electoral violence that claimed seven lives after soldiers opened fire in Harare's crowded city, a day after the plebiscite. This resulted in the election outcome being contested in the constitutional court leading to issues of legitimacy of the elections and Mnangagwa's hold on to power. To worsen matters, on August 24, 2018, the Constitutional Court dismissed the MDC Alliance petition to annul the results of the election on the grounds of lack of 'residual evidence' and legal technicalities. The MDC Alliance opposition claimed the election was rigged. The international community was "quick to sanitize" the military coup over excitement of a new Zimbabwe without Robert Mugabe and uninformed position as President Mnangagwa was a military proxy. On August 8, 2018 the USA President Donald Trump signed into law the Zimbabwe Democracy and Economic Recovery (ZIDERA) Amendment Act, S. 2779 which set tougher conditions. The ZIDERA Act reinforces economic sanctions and by implication, the USA maintains the sanctions will put pressure on the Zimbabwean government to leverage political and economic reforms and observance of human rights. Overall it is against the background of a subdued economic environment characterised by significant volatility, foreign currency shortages, cash shortages (US$ dollars and bond notes) and rising inflation. The negative impact is the widespread desperate poverty (80%), unemployment rate of 95%, poor quality of health, education and access to basic services. Since the ascendancy of President Mnangagwa to power, the country has plunged into political instability and is highly politically polarized. As one key informant suggested that what happened was an *"elite transitional framework that extricated the citizen from decision making into a subject or bystander in the political transition".*The observation made was that ZANU(PF) has entrenched itself since independence and ruled undemocratically, albeit the overthrow Robert Mugabe , without being willing to step away from power as evidenced by the piecemeal electoral reforms, having in place draconian laws such as POSA, AIPPA etc. and maintaining existing political, military and securocrats the traditional sources of power. This alone is a serious stumbling block to democracy. The current situation assessment is regressive risky with a tendency of authoritarianism and 'hard economic' reforms.

---

[8]Masunungure E. V. (2014) The Changing Role of Civil Society in Zimbabwe's Democratic Processes: 2014 and beyond

[9] Afro barometer Policy Paper No. 49 | September 2018. Heal the beloved country: Zimbabwe's polarized electorate

3. Findings

3.1 Relevance of the Zimbabwe Country programme to NPA International strategy

The Zimbabwe NPA programme is relevant to the NPA International Strategy (2016-2019), as it provides strategic support to partners working on democratisation and just distribution of resources. The relevance is in the context of the political approach in a country with "democratic deficit, high poverty levels, informalisation of the Zimbabwe economy, high unemployment, segregation policies, gender inequality, unequal and biased distribution of natural and informational resources, inequality and exclusion of women, youth and marginalised groups in mainstream social, economic and politics. Discussions with key informants at NPA regional and country office indicated that the programme was very relevant to the NPA International strategy. It was noted that the programme was appropriate and aligned to the values, goals and expected outcomes of the NPA International Strategy. NPA supports local partners who share the same values.

The NPA International Strategy is partner- based and support actors who are able to mobilise, within the Zimbabwe country strategy fitting in well within the international framework. Zimbabwe Country Strategy supports a variety of CSOs from well-established CSOs and NGOs to the more fluid social movements like ZCIEA and Magamba which are less structured than the traditional NGOs. It was noted that the programme was appropriate and aligned to the goals of NPA International strategy and Partnership Policy. NPA partnership is a two-way relationship based on complementarity in terms of information, financial, technical, objective and power dynamics related to marginalized groups[10]

Looking at the NPA strategic plan, global mandate and its Zimbabwe NPA Programme, it can be deduced that NPA Country Programme is strategically positioned for promoting democracy and just distribution of natural and informational resources. As stated by partner key informant," *We hold the NPA programme in high esteem regarding democracy and just distribution of resources'.* Most partners hold high expectations for extended and enhanced support from NPA. The MTE concludes that the NPA Programme is fully relevant within the context of the NPA International strategy. The relevance of the programme is addressed at the national/macro, middle/meso, or local/micro level. However the MTE noted gaps regarding situation analysis to specific content and context in the NPA International strategy to the Southern African region and country strategy as this appears too broad.

3.2 Relevance the NPA programme to the country context

CSOs are operating in an ever changing challenging economic and political context. The country economic meltdown and political uncertainty as evidenced by inflationary trends, exchange rate distortions and shrinking 'democratic space' calls upon CSOs to lobby and advocate addressing the situation. Of recent current economic challenges 'bread and butter issues' outweigh political challenges in the sense that there is no clear road map to address the economic challenges as compared to the political challenges.
Key findings
- The majority of partners indicated that programme was very relevant to the programme country context. During the FGDs the majority of the participants were in agreement that the partners' programmes were relevant. The reasons proffered were that the programmes were complimenting community efforts and beneficial in mitigating the restrictive legislative environment, negative human rights, socio-economic situation, gender inequality and other cross cutting negative impacts.
- Partners working on democracy indicated that the programme was relevant in promoting democracy through supporting democratic initiatives at grassroots level

---

[10] Norwegian People's AID Partnership Policy

and opening up 'face to face' interaction opportunities to engage with key stakeholders in Zimbabwe given the restricted "democratic space".

- Advocacy and lobbying efforts done by CHRA, Magamba Networks, ZESN and ZimRights during the pre-election period in 2017 resulted in change in some of the requirements for the voter registration process and extension of voter registration to 2018.

- **CHRA** noted the programme was crucial in "bridging the gaps between the citizens and local authorities" by mobilising and providing platforms for citizens voices to be heard through citizens engagement on prominent issues with local authority resulting in improved accountability and transparency e.g. budget consultation processes.

- **CiZC** programme is important given the socio-economic and political challenges that the country has/is experiencing. The role of Crisis in Zimbabwe Coalition to create space for engagement by CSO and impart knowledge on the citizens about the issues (social, political and economic rights). Crisis in Zimbabwe Coalition has therefore been the center for coordination of non- state actors to engage on issues of political and economic governance. Crisis in Zimbabwe also provides the leadership for CSOs. The CiZC regional office helps in engaging the Heads of State/Governments at SADC level on happenings /development in Zimbabwe and is centre for information, regional integration and keeps the diplomatic community abreast with issues happening in Zimbabwe.

- The **Magamba Network** programme is inspiring a new generation of content creators who have embraced the use of and advocacy through new media. Magamba's initiative which caters for young people between the 16 – 35 years of age who form about 60% of Zimbabwe's registered voters in the 2018 elections and has contributed to the large voter turnout in 2018. The adoption of new media contributed to free expression, stirring online political debate on voter registration requirements. Magamba has trained young citizen journalists to initiate debate through use of live stream videos using their phones and share information as widely possible. The broadcasting domain used to be the preserve of monopolies such as Zimbabwe Broadcasting Corporation and other broadcasting organisations which once were the sole information distributors in Zimbabwe. The democratization of online video means governments can no longer regulate freedom of expression, and propagate their propaganda and cannot control what gets reported.

- During the FGDs the majority of the FGDs male participants indicated the Magamba programme was very relevant to them and their lived realities in creating democratic space. In Magamba FGDs all female and male participants said Magamba's programme work was very relevant as it enables them to engage online to input into political debate on national issues which one of the participants described as "*To speak the truth and live the truth".*

- ZCIEA's work with the informal traders contributed to policy makers toning down their harsh tactics towards street vendors who are now a recognized key stakeholders in the economy, and should be widely consulted by central government in crafting sustainable solutions. The work by ZCIEA regarding the informal traders contributed to policy makers stopping some of their actions with regards to chasing the traders out of the city centers during the pre-election period.

- FGDs participants indicated that ZCIEA activities were very relevant in providing solidarity and increasing their knowledge and crafting programs to ensure territories independently implement their activities. ZCIEA has done well in training territory beneficiaries on the importance of good governance. Participants said the ZCIEA programme had empowered most territories on leadership particularly the Marondera women in leadership. The major lesson learnt was the power of

numbers organised for a common cause resulted in their concerns being noted by the local authorities.

- SMAIAS relevance at country and regional office level is its contribution to agrarian transformation in Africa which continues to be characterised by low agricultural productivity, food insecurity, precarious livelihoods and conflicts over land and natural resources which is largely driven by inadequate research and knowledge. SMAIAS fills this gap through evidence research, training of civil society organisations as well as offering advice to governments on land related matters. SMAIAS work supports small producers to remain major actors in agriculture. SMAIAs works with women agrarian networks because women provide most of the labour yet their access to land, water, natural resources, markets and public agrarian resources continue to be constrained. Such inequities require the designing of alternative policies and mobilisation of small-scale farmers into a powerful voice.

- FGDs held in Bulawayo for **Transparency International Zimbabwe (TIZ)** indicated that programme was very relevant in curbing corruption. Testimonies made by victims of corruption in the private and public sector reveal increased awareness on social accountability and corruption at local level.

- **Wadzanai Community Development Trust** influenced gender equality within the local community. As a result of the '**Women Can Do It' campaign,** women in the community now have the courage to run for political office. The programmes impact in the community has resulted in some women candidates gaining seats in senate while others are ward village head supervisors and village heads. "Women have been supported to now participate in the agricultural shows and debates , some of the outcomes being have been increased involvement of women in farming debates such that a member from WCDT won a vehicle at the recently held national agricultural showcase", said Wadzanai Director.

- WLZ, WLSA and WCDT's work on promoting women's rights, access to and equal distribution of resources in particular land, was relevant and bore fruit with regards land permits being revised to accommodate names of both spouses on the land permit.

- The **Women in Land Zimbabwe** programme is increasing women's land rights and their knowledge about the constitution specifically rural women's rural and land access (RWA). The organisation's work is in line with the provisions of Section 8 sub-section 3 of the National Constitution, 2013. KII indicated that the programme aimed at changing the mindset of both women and men. All the women (23) participating in FGDs in Datata Village, Gwanda mentioned indicated that the WLZ programme was helpful in promoting women's rights.

- **The WLSA** programme provides continuous recognition of women's political positions and status in decision-making at local and national level. Women's relevance in politics makes WLSA's work important in strengthening and enhancing women's political representation. The programme strengthened and enhanced women's political representation and has built solidarity among women from various backgrounds through the 'Women Can Do It' campaign. The programme built foundations for grassroots leadership in community spaces that promotes women's political participation. WLSA increased participation of women in decision making processes from grassroots to national level critically addressing power dynamics. FGD participants both female and male participants said WLSA programme in Murewa were very relevant.

- **ZimRights** work contributed to the socio-economic and political context of Zimbabwe. In mining areas, there was need to advocate for the legalisation of artisanal mining as well as raising awareness on environmental issues. Sugar-cane cutters in Chiredzi had to have their rights addressed as they had no protective clothing, and endured poor salaries while working extra hours with no incentives.

The programme was relevant because it addressed the advancement of cane cutters' political rights as well as their bread and butter issues. According to KII the programme is relevant because it ensured that there was a nexus in the national political situation and everyday issues.

- **ZESN** played a critical role in mobilizing citizen participation in voter registration and actual voting. During the 2018 electoral preparations on registration over 5 million people in registered to vote, despite voter apathy in terms of citizens' participation in elections since the last election in 2015. However, following the military assisted leadership change which brought short lived hope which was quickly dampened by the explosion at a ZANU-PF rally at White City Stadium in Bulawayo raising fears of nationwide apathy in terms of citizens' participation in political party rallies. This was compounded by the piecemeal amendment of the electoral law and concerns regarding the independence of Zimbabwe Elections Commission which have a possibility to result in the boycotting of elections or street protest and demonstrations by some major political parties.

NPA programme's relevance is in building innovative trajectories for women and youth participation by creating synergies at different spaces for women and youth from various backgrounds. Mobilisation and advocacy efforts in 2017, by ZimRights, ZESN, Magamba Network and CHRA, were important in mobilising citizens especially youth to register and vote in the 2018 election which saw a huge turnout. The lobbying of the partners resulted in significant changes in some of the requirements for voter registration. The outcome was a high voter registration at over 5.5 million highest ever and high voter turn-out of above 80%. The relevance of the NPA programme was contextual to the partners' mandates, responding to beneficiaries' needs and their communities. This was evident in addressing cross-cutting issues such as gender equality, anti-corruption, environment and climate change. Strategies adopted and used by NPA partners are relevant and effective in the local context and resulted in significant changes. The gap noted was the continued conflict between farming and mining rights negatively affecting access to, control and just distribution of resources.

Recommendations to Country Office;
The partners, beneficiaries and stakeholders proffered suggestions to make the project more relevant which included the following; The NPA programme continues to be relevant to NPA, its partners and target groups, in terms of appropriateness, meet the expected outcomes and impacts.

- As key informants pointed out: *"There is need to adopt the electoral cycle approach to funding partners to keep the citizens engaged"* for pre and post- election activities. *"Voting is not the end of the democratic process but is only the beginning"*
- The mid-term evaluation observed the need to strengthen the links between democracy and socio-economic rights or livelihoods given the country's high poverty levels and unemployment rates.
- The NPA programme to continue supporting the informal sector partners regarding the formalisation of informal sector for a sustainable compromise and solution for the socio-economic rights and reduced harassment of informal traders.
- The NPA programme to be more inclusive of the youth in programme target direct beneficiaries. The mid-term evaluation noted that in some interventions the youth component were 'missed opportunities' by default or otherwise. In the case of CHRA the majority of youths are not house owners and rate payers, and the land distribution exercise most of the youths did not benefit and are or were excluded during the land distribution exercise.
- The key informants recommended the need to increase dialogues with high level stakeholders with both politicians and senior bureaucrats.
- The positive effect and relevance of the media engagements noted points to the need to increase the number of media engagements.

- The continued inflationary trends and loss of value of the local bond note and electronic money transfers against the US$ has led to price increase affecting some partner activities, requiring some fiscal or accounting intervention on budget cost lines.
- The continued deterioration of human rights with increased arbitrary arrests of vendors, political and democracy activists suggests more support to CSOs in Zimbabwe, implying a scale up of the NPA country programme in the next funding cycle.

Summary of relevance of programme in country context.
The relevance of the NPA programme was evident in light of the new political developments in the country.
The NPA programme is still relevant as it complements similar programmes and other initiatives supported by other donors.
• Relevance of NPA support partner's programmes was relevant in mobilising citizens and contributing to increased civic engagement with the authorities at various levels during the mid-term evaluation period.
• The programme is still relevant as it is critical in addressing power dynamics and has enhanced the *"political contract"* between CSOs and communities and "social contract" between the authorities and the marginalised groups in Zimbabwe.
Partners programmes strategies were very relevant based on participatory bottom-up approaches targeting mostly women i.e through partners like WLSA, Wadzanai, WLZ and youth for Magamba whose programmes were appropriate to the country context because women and youth constitute the majority and are marginalised. The NPA programme is relevant as it addresses key issues of democratization, access, control of resources, gender, and access to social services at national/macro, middle/meso and local/micro levels. The overall rating on relevance to the current context of Zimbabwe was highly satisfactory. The mid-term evaluation's view is that the programme had no shortcomings with relevance to the current context of Zimbabwe and highly satisfactory.

3.3 Regional Office (RO) role, support and relevance.
With regards to the NPA regional office is based in South Africa, its presence in the region provides the needed visibility for strategic support to the 3 country offices Mozambique, South Africa and Zimbabwe. South Africa has been providing, a 'mouth piece and efficient safe haven' for information coming out of Zimbabwe. Currently South Africa has created space on information flow from Zimbabwe and the hope is that this will continue into the future. The presence of NPA regional office in South Africa provides strategic support to the NPA Zimbabwe programme in providing updates on current events, facilitating contacts with the diplomat community and regional cooperation with CSOs. RO's role is to focus on capacity building into a broader network and harness resources from like-minded partners within the region.RO works on networking and enhancing cooperation.RO reviews and comments on partner reports and ensures that deadlines are followed.RO ensures in consultation with country office that partners keep operating within the agreed strategic frame
Relevance of Regional Office
Sharing lessons learnt from Zimbabwe with regards the operating political and economic environments is useful for the region and beyond.These include operating in shrinking democratic space threatening environment, violation of human rights, land reform and redistribution amongst others. Regional office enhances regional cooperation and networking.
Recommendations for Regional Office
- Strategic anchoring of the informal sector Zimbabwe Chamber of Economic Informal Association (ZCIEA) and informal sector in South Africa.
- Enhancing cooperation, linkages and strategic advantages of ZimRights support and provide linkages the newly formed labour union of sugar cane cutters in

    Chiredzi with the South African wine farm workers union. Enhancing such regional cooperation is a strategic advantage.

- Review Zimbabwe Country office to work with CSOs with the capacity to work at regional level as the current SA regional programme appears chocked with SA programmes.
- RO to support increased need for regional cooperation, advocacy, partner collaboration and networking.
- Increase capacity of Zimbabwe CO to engage in regional cooperation
- Review and consider in consultations with Zimbabwe Country office CSOs with capacity to work at regional level.
- Current NPA Zimbabwe role and operations and standard qualify for regional status which will be cost effective.

3.4 Extent the results indicated are achievable and achieved

The MTE findings on results achievable and achieved refer to MTE Terms of Reference (ToR 1) restated below at 2 levels;

Level 1: The MTE compared NPA Results Based Framework (RBF) Impact, outcomes outputs indicators or thematic areas rather than partner-based results to assess the achievement or non-achievement of overall results as shown in MTE Conceptual Framework (see attached Annex 1).

Level 2: Partner level planned assessed partner results versus actual level which informed level 1.

Impact, outcome and output indicators were allocated reference data points from A (Impact level), B-D (Outcome level) to E (Outputs) as indicated in the MTE Conceptual Framework.

Effectiveness:

The context of the extent to which the NPA programme met its purpose and objectives was critical in the assessment of its effectiveness based on the attainment of programme objectives and reflective of the output and outcomes target

Efficiency

Programme efficiency was assessed based on its outputs and outcomes and how the entire programme was managed. Efficiency was based on efficacy rating scale as follows; high above 75%, medium above 50%-74% and below 50% as shown Table xx below;

Table Outcome and output performance
Key

High	90-100%	
On target	59 %-89%	
Average	58%- 45%	
Bronze 44% and below		

Outcome Indicator	Performance		
C.1 # of partners who participate in alliances	100%		
C.2 # of partners who have organised campaigns		70%	
C.3 # of partners who have initiated public debates in media		60%	
C.4: # of partners who have mobilised communities		50%	
C.5: # of women who have obtained ownership of land	96%		
D.1 # of partners with more than 10% increase in membership	100%		
D.2 # of partners with political training programmes		50%	
Output Indicator	**Performance**		
E.1: # of partners who have on-going advocacy cases to influence local/regional authorities.		60%	
G.1:# of partners with internal elections in 2011 or later	100%		

G.2:# of partners with policy documents approved by elected assemblies	100%		

A. IMPACT: Democratisation process in strengthened

Impact	Indicators	Partners Focusing on Aim/Pillar	Illustrative Attainment	Level Of Attainment Rating & Comments			
				Blue 90- 100% Achieved	Gold 89-59% On-target	Red 58-45% Average	Bronze 44% and below Off-target
IMPACT							
Democratisation process in strengthened	A.1 Authorities adopt policies that favour just distribution of resources	• WCDT WLZ • SMAIAS • ZimRights	- 5,335 women being issued land permits with the policy implementation of SI 53/2014 on Agricultural Land Settlement (Permit Terms and Conditions) Regulations, which gives effect to the provisions of the Constitution by defining spouse rights when it comes to land acquired, protects women's right to land by making provision for joint ownership. - WLZ and Wadzanai managed to lobby the rural leadership, chiefs and village heads and chiefs to allocate women land in Chinamhora, Gwanda and other areas. - ZimRights engaged the Environmental Management Authority and Ministry of Mines and mining development for the formalisation small-scale artisanal mining, with a review of the archaic regulations, environment laws and registration of claims	• Key informant interviews with WLZ and ZimRights reported increased access to, control of and just distribution of resources to women and youth artisanal miners as a result of the authorities adopting policies that favour of constituencies just distribution of resources. • WLZ Rural Women's Assembly (RWA) slogan explicitly proclaimed during FGDs *"One woman, One hectare, One Hectare One woman"* *"Umama umlimi"* literally translated 'women are farmers. • Artisanal miners access mining resources now major contributors of gold to Fidelity, Reserve Bank			

A. IMPACT: Democratisation process in strengthened

Impact	Indicators	Partners Focusing on Aim/Pillar	Illustrative Attainment	Level Of Attainment Rating & Comments			
				Blue 90- 100% Achieved	Gold 89-59% On-target	Red 58-45% Average	Bronze 44% and below Off-target
IMPACT							
Democratisation process in strengthened	A.2 Organised communities defend their land and natural resources	• WLZ	- WLZ organized and mobilised 7,117 women to form over 400 Rural Women Association (RWA) groups and Wadzanai raised awareness on women land rights.		- WLZ strengthened solidarity groups such as RWA movement of rural women.		
	A.3 Civil society organisations challenge authorities who violate human rights	• CHRA • CiZC • Magamba • TIZ • WLSA • WCDT • WLD • ZCEIA • ZimRights	- CHRA successfully advocated for the suspension of Section 27 of the Public Order and Security Act, on 17th October 2018 as it was inconsistent with the National Constitution, 2013 therefore unconstitutional - CiZC has over the years challenged the authorities on human rights violations. - Magamba, TIZ and WLSA challenged ZEC with regards the lack of transparency in the whole BVR process. - ZCIEA works to advocate for decent work and right to work.	All partners have been involved in various ways in challenging authorities in violation of human rights - CiZC challenges national and regional authorities on human rights violations. - CHRA challenges and advocates suspension of POSA - ZimRights Labour advocates for rights of sugar cane workers upheld. - TIZ advocated for transparency in BVR process-voting rights.			

			- ZimRights mobilised sugar cane cutters and advocated for the labour rights of sugar cane cutters who now have formed their union, Zimbabwe Sugarcane Milling Industry Workers Union (ZSMIWU)	- Magamba participated in the review and input in Cyber Crime and Cyber Security Bill on media freedom and freedom of expression. - ZESN worked on transparency in the voters roll and BVR distribution right to vote - ZCEIA reduced harassment of informal traders' right to work. - WLSA advocates for women's rights and right to vote and participate in national processes. - WLZ and WCDT advocate for women land rights to be realised and respected

A. IMPACT: Democratisation process in strengthened

Impact	Indicators	Partners Focusing on Aim/Pillar	Illustrative Attainment	Level Of Attainment Rating & Comments			
				Blue	Gold	Red	Bronze
				90- 100% Achieved	89-59% On-target	58-45% Average	44% and below Off-target
IMPACT							

| Democratisation process in strengthened | A.4 Authorities practice participatory consultations | • CHRA
• Magamba
• ZCIEA
• ZimRights | • CHRA influenced the adoption of the citizen engagement and the CoH ward development committees and ward retention funds.
• ZCIEA engaged local authorities on harassment of informal traders.
• Magamba Shoko Festival facilitated the youth engagement with Chitungwiza local authorities.
• ZimRights has continued to engage the police, government leaders and members of the public on Human Rights. ZimRights' work is the role it plays a fundamental role towards an empowered society.
• WLSA engagement with Ministry of Women's Affairs Gender and Community Development and Murewa district council, chiefs and headmen on community on the realisation on women's rights.
• ZESN continued to leverage on its' sound relations with state authorities. | • Transparent and improved billing and budgeting, resulting in CoH consulting residents in budgeting in a participatory manner in billing. With engagement and pressure from CHRA and other residents associations, CoH adopted the proposal for ward retention funds.
• Engagement with Kariba and Chivhu local authorities has resulted in ZCIEA territories sitting on local council development committees.
• Youth engagement in political and civic affairs.
• Early accreditation for Civic Voter Education (CVE) by ZEC. |
| | A.5 Women influence politics | • WLSA
• WLZ
• WCDT | • A total of 123 women were willing to contest for leadership positions in the harmonized elections as follows; 59 women Village Assembly Committees, 21 into Ward Assemblies, 23 contested as councillors and 10 contested as members of parliament with support from WCDT, WLSA and WLZ. | • Female Deputy Minister, local councillors profiled and supported by WLSA and WLZ elected in the recent harmonized elections. As one woman councillor in Gwanda stated *"I now have the courage to stand for women's and my rights without fear"* |

B. Outcomes: Civil society influence political decision making

Intended Outcomes	Indicators	Partners Focusing on Aim/Pillar	Illustrative Attainment	Level Of Attainment Rating & Comments			
				Blue	Gold	Red	Bronze

15

				90-100% Achieved	89-59% On-target	58-45% Average	44% and below Off-target
				OUTCOME			
B. Civil society influence political decision making	B.1. # of partners who have presented proposals to authorities:	• CHRA • ZCIEA • WCDT WLZ • TIZ • ZESN • ZimRights • SMAIAS	- Combined Harare Residents Association (CHRA) with other stakeholders advocated for devolving functions of central government in particular Ministry of Local Government and Zimbabwe National Roads Administration - ZCIEA submitted 5 proposals to the Ministry of Local Government, National Housing and Community Development for the harmonisation of the operations of informal traders (especially in CBD), another proposal was submitted to Ministry of Women's Affairs, Gender and Community Development to have a MOU proposal to amend the current of licensing act which was referred to the Ministry of Environment and Climate change for further consultations. - TIZ challenged Zimbabwe Elections Commission (ZEC) around the lack of transparency in the whole BVR process and on the fair distribution of BVR centres in urban areas in view of the limited number of voter registration centres. - ZESN ensured that electoral reforms issue remained on the national agenda as demanded in the 5 Key ASKS which also included completion of the BVR process.	• 7partners CHRA, ZCIEA TIZ, ZESN &SMAIAS presented policy proposals to authorities at local, national and regional levels		

			Illustrative Attainment	
			- SMAIAS submitted four policy briefs to the MoALRS on Land Tenure and Contract Farming.	

B. Outcomes: Civil society influence political decision making

Intended Outcomes	Indicators	Partners Focusing on Aim/Pillar	Illustrative Attainment	Level Of Attainment Rating & Comments			
				Blue	Gold	Red	Bronze
				90-100%	89-59%	58-45%	44% and below

				Achieved	On-target	Average	Off-target

OUTCOME					
B. Civil society influence political decision making	B.2: # of partners whose proposals have been included in policies	• CHRA • WCDT • WLZ • SMAIAS • ZESN • ZimRights	- CHRA: Submission of a petition to parliament into the water governance crisis in Harare resulting on water billing review, implementation of the decentralization policy where revenue collection offices have been established in some districts; increase of the ward retention fund from 10% to 25%; drilling of boreholes at local poly clinics and involvement of women in key decision-making processes - Electoral Amendment Act passed in May 2018 with some of the reforms that ZESN and other CSOs were pushing for. - SMAIAS achieved the standardisation of on contract farming contracts in Zimbabwe ensuring fair contracts through United Nations Food Agricultural Organisations. On contract farming in the tobacco sector. - WCDT and WLZ access control and ownership of land to rural women in resettlements and communal areas. - ZimRights formalization of artisanal miners. - ZESN 5 Asks on elections.	• 6 out of a planned 7 local partners CHRA, ZESN & one regional partner SMAIAS presented proposals to City of Harare, ZEC and Ministry of Agriculture Lands and Rural Resettlement

B. Outcomes: Civil society influence political decision making

	Indicators		Illustrative Attainment	Level Of Attainment Rating & Comments

Intended Outcomes		Partners Focusing on Aim/Pillar		Blue 90-100% Achieved	Gold 89-59% On-target	Red 58-45% Average	Bronze 44% and below Off-target
OUTCOME							

B. Civil society influence political decision making	B.4: # of law initiatives that partners have worked to stop	• CHRA • Magamba • ZimRights • TIZ	- In 2016 (CHRA) engaged the City of Harare and advocated for the cancelation of the illegal contract of Well cash Debt Collectors. Despite the fact that there is no Act of Parliament in Zimbabwe which empowers debt collectors to attach property or issue threats on behalf of creditors. - The Magamba #DataMustFall Now What? Engaged public debate with other CSOs to put pressure on government and reduce data tariffs. - ZimRights advocated for legislation to stop arresting artisanal miners, they now sell their gold to Fidelity a subsidiary of the Reserve Bank of Zimbabwe	- 4 Partners worked to stop 5 law initiatives that had potential outcomes which they successfully lobbied to stop out of the planned 8.
Intended Outcomes	Indicators	Partners Focusing on Aim/Pillar	Illustrative Attainment	Level Of Attainment Rating & Comments

				Blue	Gold	Red	Bronze
				90-100%	89-59%	58-45%	44% and below
				Achieved	On-target		Off-target

						Avera ge	

OUTCOME							
B. Civil society influence political decision making	B.5: # of policy makers reached in dialogue	• CiZC • Magamba • WLSA • ZCEIA	- CiZC reached 67 policy makers: 20 female and 47 male, drawn from regional civil society, social movements, academics, think tanks, labour, churches, students, and political parties representatives from across the SADC region - Magamba Network Hub Unconference held in 2017, 3 workshops attended by 570 participants and policy makers addressed by 40 Speakers over with 15 exhibitors over the 2 days. - In 2016 WLSA reached 18 policy makers in 2017, 37 policy makers (5 women and 32 men) (1 District Administrator, 1 Chief, 3 headmen, 28 village heads and 4 councilors). In 2018 WLSA reached 61 policy makers (28 women and 33 men) 4 Community dialogue with 35 policy makers-10 women and 25 men3 Headmen, 23 village heads, 7 Councilors, 1 Member of Parliament, 1 member of the Mashonaland East Provincial Council, dialogue with 11 members of the Zimbabwe Women Parliamentary Caucus and dialogue meeting with 15 City of Harare councilors with 7 females and 8 males. - ZCEIA President and Secretary General attended the National Local Authorities Housing Directors Forum in Beitbridge on			- 4 Partners CiZC, Magamba WLSA, ZCEIA reached 303 policy makers in dialogue out of the planned 428.	

			the 19th October 2017 (103).PS of various ministries and OPS	

C. Intermediate outcome: Partners mobilise around common issues

Intended Outcomes	Indicators	Partners Focusing on Aim/Pillar	Illustrative Attainment	Level Of Attainment Rating & Comments			
				Blue 90-100%	Gold 89-59%	Red 58-45%	Bronze 44% and below

				Achieved	On-target	Average	Off-target

OUTCOME							
C. Partners mobilise around common issues	C.1 # of partners who participate in alliances	• CiZC • Magamba • TIZ • WCDT • WLZ • WLSA • ZCIEA • ZESN • ZimRights	- Crisis in Zimbabwe Coalition (CiZC) is a conglomeration than 80 CSOs. - Magamba Network established partnership with the National Association for Youth Organisations(NAYO). - TIZ and ZimRights established partnership with the Human Rights Commission, Anti-Corruption Commission. - Wadzanai a member of NANGO, Alliance of CBOs Women in Land. - WLSA and WLZ are work in collaboration with Women in Mining and Women Coalition of Zimbabwe. - Women in Land Zimbabwe is a member of Zimbabwe Land Agrarian Network (ZiLAN) and Sam Moyo African Institute of Agrarian Studies (SMAIAS). - ZCIEA works with Women's Coalition of Zimbabwe, Zimbabwe Cross Boarder Association, Zimbabwe Coalition on Debt, ZimRights, - ZESN works with Electoral Support Network for Southern Africa ZESN is the Secretariat Global Network of Domestic Election Monitors and Observers	All partners participated in alliances.			

			- ZimRights is a member of The Zimbabwe Human Rights NGO Forum a coalition of 21human rights NGOs in Zimbabwe.	

C. Intermediate outcome: Partners mobilise around common issues

Intended Outcomes	Indicators	Partners Focusing on Aim/Pillar	Illustrative Attainment	Level Of Attainment Rating & Comments			
				Blue	Gold	Red	Bronze
				90-100%	89-59%	58%-45%	44% and below
							Off-target

				Achieved	On-target	Average	

OUTCOME							
C. Partners mobilise around common issues	C.2 # of partners who have organised campaigns	• Magamba • WCDT • WLZ • WLSA • ZCIEA • ZESN • ZimRights	- Wadzanai, WLSA and WLZ conducted the "Women Can Do It". - WLZ sensitised and mobilised 7,117(4796 women and 2321 men) through the one woman one hectare campaign. WLZ planned to mobilise and organise 10 000 women into forming the Women's Land Rights Movement (RWA) demanding to exercise their land rights. - Magamba released a total of 13 episodes of The Week Season 3 and Season 4 was completed with a consolidated 1,7 million views on Facebook which exceeded the target set. - ZCIEA launched 4 national and 10 local campaigns on formalisation of the informal sector - ZESN reached 5 000 000 people through radio stations such as Star FM who independency have a listernership of 6 million people Through WhatsApp, Facebook, Twitter, Instagram and You Tube ZESN reached an estimated 465 153 citizens.		7 partners; Magamba, WCDT, WLZ, WLSA, ZCIEA, ZESN & ZimRights' conducted various campaigns out of the planned 10.		

C. Intermediate outcome: Partners mobilise around common issues

Intended Outcomes	Indicators	Partners Focusing on Aim/Pillar	Illustrative Attainment	Level Of Attainment Rating & Comments			
				Blue	Gold	Red	Bronze
				90-100%	89-59%	58%-45%	44% and below
				Achieved	On-target	Average	Off-target
OUTCOME							

| C. Partners mobilise around common issues | C.3 # of partners who have initiated public debates in media | • CiZC
• Magamba
• WCDT
• WLSA
• ZCIEA
• ZESN | - CiZC media strategy entailed issuing stories, statements and media briefings which were picked and developed into full stories by both print and online media houses estimates show that stories reached between 500,000 to 800,000 readers.
- CiZC commissioned 5 country papers as background reports framing the regional dialogue for a SADC Democracy Campaign
- Magamba Network: Open Parly's coverage of #ZimCoup and #Impeach Mugabe provided citizens with a reliable source generating over 7, million impressions.
- WLSA generated public debate on women participation in governance and electoral processes after profiling 13 aspiring women in the herald and posts on WLSA social media platforms.
- ZCIEA held 2 press conferences with CCTV and Voice of America on the Bill of Easy of Doing Business in Zimbabwe and Immovable Property Bill
- WCDT aired 2 radio programmes which have attracted other districts like Seke Marondera, Chinhoyi and Chegutu to invite it to come and work in their areas | Six partners; CiZC Magamba, WCDT, WLSA, ZCIEA, ZESN initiated public debates in media out of the planned 10. |

C. Intermediate outcome: Partners mobilise around common issues

Intended Outcomes	Indicators	Partners Focusing on Aim/Pillar	Illustrative Attainment	Level Of Attainment Rating & Comments			
				Blue	Gold	Red	Bronze

				90-100% Achieved	89-59% On-target	58%-45% Average	44% and below Off-target
			OUTCOME				

| C. Partners mobilise around common issues | C.4: # of partners who have mobilised communities | • Magamba
• WLSA
• ZimRights
• ZCIEA
• ZESN | - Magamba Network during the popular Shoko Festival 'Peace in the Hood' held in Chitungwiza attracted over 15 000 attendees from various backgrounds to do performances highlighting political and social challenges in Chitungwiza. The Shoko festival creates an arts space to build an empowered youth community.
- In 2017 WLSA had a total of 171 community mobilization sessions facilitated by the Community Focal Persons.
- WLZ by end of 2017 WLZ had mobilized and organised 402 groups with total of 4,824 members.
- ZimRights mobilised "makorokoza" artisanal miners on issues of environmental degradation and who are now involved in land reclamation in areas they work.
- ZimRights mobilised sugar cane cutters to form their own labour union which is now affiliated to Zimbabwe Congress of Trade Unions | Five partners; Magamba, WLZ, WLSA, ZCIEA, ZimRights mobilised various communities around common issues. Out of the planned 10. |

C. Intermediate outcome: Partners mobilise around common issues

Intended Outcomes	Indicators	Partners Focusing on Aim/Pillar	Illustrative Attainment	Level Of Attainment Rating & Comments			
				Blue 90-100%	Gold 89-59%	Red 58%-45%	Bronze 44% and below

				Achieved	On-target	Average	Off-target

OUTCOME							
C. Partners mobilise around common issues	C.5: # of women who have obtained ownership of land	• WLZ	- WLZ Women with control and ownership land titles permits /leases were 5,335 by end of 2017	5,335 Women with control and ownership land titles permits /leases out of the planned 5,639 96% achievement .			

D. Intermediate outcome: Popular organisations are more effective in organizing people who have a common cause

	Indicators		Illustrative Attainment	Level Of Attainment Rating & Comments

Intended Outcomes& OUTPUTS		Partners Focusing on Aim/Pillar		Blue 90-100% Achieved	Gold 89-59% On-target	Red 58%-45% Average	Bronze 44% and below Off-target
			OUTCOME				
Popular organisations are more effective in organizing people who have a common cause	D.1 # of partners with more than 10% increase in membership	• WLZ • ZCIEA • ZimRights • WCDT	- WLZ key informant indicated they had a membership of 20,000 the majority being women. - ZCIEA had a membership of 213 000 in 2016 and almost 65% of these were women, currently has a membership has increased 217 000 according to key informants. - ZimRights is has also recorded an increase in membership by 10%. - WCDT now has over 6,000 members and WLZ has close to 20 000 members comprising of women and men in rural communities.		Four partners namely: WCDT, WLZ, ZCIEA and ZimRights, partner membership organisations reported increased in their membership by more than 10% from 2016 to 2017 Based on membership organisations only 100% achievement.		

D. Intermediate outcome: Popular organisations are more effective in organizing people who have a common cause

Intended Outcomes	Indicators	Partners Focusing on Aim/Pillar	Illustrative Attainment	Level Of Attainment Rating & Comments			
				Blue 90-100% Achieved	Gold 89-59% On-target	Red 58%-45% Average	Bronze 44% and below Off-target
OUTCOME							
Popular organisations are more effective in organizing people who have a common cause	D.2 # of partners with political training programmes	• Magamba • WLSA • ZCIEA • ZimRights	• Magamba Networks contributed towards the strengthening of youth participation in political processes and parliamentary debates leading to youth influencing in bill formulation through online engagement and offline interaction • WLSA: Capacity building workshops on constitutionalism and women's participation in decision making. • ZCIEA planned membership education and training on rights and wise voting for all 30 territories of ZCIEA targeting 3000 members in total. In 2017 ZCIEA trained 1534 members (712 women, 358 youths, 464 men on knowledge on rights, wise voting	Four partners Magamba, WISA, ZCIEA and ZimRights conducted political training programmes out of planned eight.			

			• ZimRights mobilised for citizen's voter registration for the 2018 elections. As result there was increased citizen participation (cane-cutters) in political processes that include voter registration and the actual voting.	

E. Partners have capacity to challenge authorities

Intended Outputs	Indicators	Partners Focusing on Aim/Pillar	Illustrative Attainments (Self-reporting)	Level Of Attainment Rating & Comments			
				Blue 90-100% Achieved	Gold 89-59% On-target	Red 58%-45% Average	Bronze 44% and below Off-target
OUTPUTS							
Partners have capacity to challenge authorities	E.1: # of partners who have on-going advocacy cases to influence local/regional authorities.	• CHRA • WLZ • ZCIEA • ZimRights • WCDT	• Harare residents through CHRA have demanded for local accountability from Harare City Council, in Mabvuku and Tafara to petition and to seek Government intervention on the expenditure of funds that were released by Lafarge Cement as part of the community ownership share trust programme.	Six partners CHRA, WLZ, WCDT, ZimRights, ZCIEA and local community on their own have on-going advocacy cases to influence local authority. • 60% achievement			

			- By 2018 local residents in Mabvuku and Tafara petitioned the council on their own for a redo on a recently poorly rehabilitated road in their area. - Some of the ongoing advocacy cases at national level entailed the work that CHRA is advocating for with City of Harare and with the Ministry of Finance - WLZ and WLSA are working together to input in to Mines and Minerals Bill. - Ongoing advocacy cases are also on electoral transparency and the electoral amendment bill. - As well as formalisation of the informal sector economy and realisation of the informal sector rights.	

E. Representative member base in partner organisations increased

Intended OUTPUTS	Indicators	Partners Focusing on Aim/Pillar	Illustrative Attainments	Level Of Attainment Rating & Comments			
				Blue	Gold	Red	Bronze
				90-100%	89-59%	58%-45%	44% and below

				Achieved	On-target	Average	
							Off-target
							Off-target
OUTPUTS						
Representative member base in partner organisations increased	F.1: # of local groups in partner organisations.	• CiZC • TIZ • WLZ • WLSA • ZESN	• CiZC coordinates 168 CSOs • TIZ works with plus or minus other 15 groups which include BUPRA and Manyame Residence. • WLZ works with over 400 RWA groups. • WLSA works with 2 local groups that includes support groups of people living with HIV and AIDS through NAC and Community case care workers • ZESN is a network of 33 different CSOs. • ZCIEA works with informal sector groups that include PWDs.		Five partners CiZC, TIZ, WLSA, ZESN have increased representative member base in partner organisations increase attributed by the increase in local groups within Women and Land i.e. RWA groups and ZCIEA.
Partners have democratic structures in their organisations	G.1:# of partners with internal elections in 2011 or later	• CiZC • CHRA • Magamba • TIZ • WCDT • WLZ • WLSA • ZESN • ZimRights	• CHRA board will have its meeting and have a new board in December, 2018. • CiZC has a board and held 4 Board Meetings in 2018. • TIZ has a board that was elected in 2017 which also meets regularly • ZimRights conducts annual general elections to select a board. • WLSA conducted 2016 elections and in 2018 to select a board. • WCDT and WLZ also have board members who are selected through AGMs. • Magamba and TIZ's board are selected/ invited based on their credentials and expertize.		All partners held internal elections in 2011 or later

G. Outputs: Partners have democratic structures in their organisations

| **Partners have democratic structures in their organisations** | G.2:# of partners with policy documents approved by elected assemblies | CiZC CHRA Magamba TIZ WCDT WLZ WLSA ZESN ZimRights | CiZC completed the review of Financial Systems and Policies developed a Sustainability Plan and change management report. Amendments to the constitution were also made. CiZC conducted an elective Annual General Meeting which ushered in a new leadership CiZC developed and adopted a new Coalition model and new board WLSA approved 4 reviewed Strategic Plan, HR manual, finance Manual and MV policy. | All partners had policy documents approved by elected assemblies such as Strategic Plans, human resources Plan, gender and anti- corruption policies |

3.4 Are indicators adequate to bench mark the progress towards results?

Generally indicators is there should be SMART i.e. Specific, Measurable. Attainable, Reliable or Realistic and Time bound Partner based indicators do not adequately benchmark progress towards results. Some organization such as WCDT have good community mobilization capacities and some strong in policy advocacy such as CHRA.

Some indicators such as # of partners who have presented proposals to authorities; # of partners whose proposals have been included in policies; #of law proposals presented by partners to authorities may not be as reliable as some partners present proposals but do not measure progress.

MTE found it difficult to determine **# of policy makers trained** as most partners' reports did not report specific training activities. In fact what they reported were workshops conducted with community leaders, women and men. As such this indicator is not 'specific' and is difficult for the one collating data to report on.

The absence of an indicator guide with indicator definitions posed a challenge on what a **policy maker** is in the context of NPA was at what level? At the same campaigns and community mobilisation in partners reports appeared not be clear or distinct on the following. Again the **# of partners who have organised campaigns** and # of partners who have mobilised communities Indicator not specify the policy makers mobilised

Regarding ownership of land **# of women who have obtained ownership of land indicator was** only documented and reported in AI and A2 where permits were issued. In communal areas the village head could report ownership of land for women but no supporting documents are currently issued in the communal areas. So there is need to review the indicator so that it's more specific on resettlement and communal areas land ownership.

The absence of disaggregated and updated membership databases posed a problem to report on **# of partners with more than 10% increase in membership and (%) of young members (below 30 years) in partner organisation** as this was based on estimates due to the absence of membership databases as a result this indicator on youth **(below 30 years) in partner organisation** is not 'measurable'

Advocacy cases tend to overlap some times over the years so benchmarking by partner and number of expected cases is not likely to be reflective of progress towards results not 'measurable'

# of partners who have on-going advocacy cases to influence local/regional authorities

# of partners who have on-going advocacy cases to influence national authorities

# of partners who have on-going advocacy cases internationally

Female partner staff and female membership was not clear **% of female members in partner organisations needs to be more explicit.**

This indicator is usually based on large samples and quantitative   **% of beneficiaries satisfied with partners work in qualitative surveys was difficult to determine.**

3.5. Relevance of choice of partners to the Zimbabwean context and for the NPA strategy
Partner identification and selection process

The choice of partners is guided by the NPA International Strategy and NPA Partnership Policy (2015). The partners' selection for NPA Country programme (2016 -2019) was based on the following criteria guided by NPA Partnership Policy:

- ➢ Compatible visions values and complimentary of partners and NPA strategic focus
- ➢ Partners working on mobilising citizens on democratization, access and control of resources, protection of human rights, rule of law (constitution), socio –economic rights (land rights) , social services, young people (through social media).
- ➢ Partners working to narrow gender and democratic deficits affecting mainly women with emphasis on access to and control of resources.
- ➢ Responsive, Realistic and Achievable partners' strategic goals and programming.

NPA Organisational Framework at two levels namely; a) When selecting a partner organisation or a partnership relation is established, and b) During an on-going partner relationship. The NPA International strategy is approved by NPA board. The strategy formulation is a consultative process that includes External Offices (EOs). The EOs is given a format to draft the NPA draft local strategy based on the International Strategy which includes the following steps;

Step 1: Contextual and actor analysis
Step 2: Baseline survey is conducted which includes CSOs mapping
Step 3: Partner Selection and identification by Programs & Geographic Advisors in Oslo
Step 4: Concept note submission, review and approval
Step 5: Organisational Capacity Assessment by administering the NPA Capacity Assessment Form and Financial Assessment Tool
Step 6: Proposal and Budget Proposal submission, rreview and approval. Budget amount is based on partner's geographic coverage, institutional capacities, activities and other funding partner's contribution

Key to partnership selection, the partner has to 'demonstrate coherence of policies and unity at the outset of a partnership with NPA[43]. The broad areas for selection criteria are as follows; Peoples organization, organised and organising to do something i.e. set goals and objectives and organisation and membership agenda context addressing specific issues i.e. issue driven such as democracy, human rights or just and equitable distribution of resources. In addition the following will be reviewed; The policy of the organization, unity of the organization, capacities to influence, have impact, and make changes, capacity to relate to, and make alliances with, other actors, and the technical and administrative competence of the organization.

Summary

The choice of most partners was relevant. NPA supports a variety of partners from the well-established NGOs to the less structured fluid social movements such as ZCIEA and Magamba Network. The selected partners work is within NPA strategic focus i.e. mobilising citizens on democratisation, access and control of resources, protection of human rights, rule of law, respect of the constitution, socio–economic rights and land rights, access to social services, reaching young people through social media. The MTE noted that the selection of partners of the 10 partners was based on systematic documented process based on clear pre-set criteria, coherent objectively verifiable and relevant to the country context an NPA Partnership policy.

---

[43] NPA Partnership Policy (2015)

3.5.1 Partner Organisational MTE Capacity Assessment (OCA)

An assessment of executing agency and country counterparts entailed applying with outcomes in ranking as in attached Annex. The MTE OCA for partners result is shown in Table 2 below.

Table 2: MTE Organisational Capacity Assessment

Partner	Governance	Advisory Board	Organ. Mgmt.	Res. Mob.	Com. Star.	Stake Involmnt	Prog Mgmt.	M & E
CiZC	2-3	3	2	2	2-3	2	2	3
CHRA	3	2	3	2-3	3	3	3	1-2
Magamba	3	3	3	3	3	3	3	3
TIZ	3	3	3	3	3	3	3	3
WCT	2	2	2	2	2	2	2	1-2
WLZ	3	3	3	3	2-3	3	3	3
WLSA	2-3	3	3	2	1	2	2	2-3
ZCIEA	3	3	3	2	3	3	3	2
ZESN	2-3	3	3	3	3	3	3	3
Zim Rights	3	2	3	3	3	3	3	3
Average	2.75	2.7	2.8	2.55	2.6	2.7	2.7	2.55

Key: 1 =Basic   2 =Moderate   3 =Robust

Key Findings

- According to the partners own self-assessment based on the organisational capacity assessment tools the M & E component was the weakest with an average score of 2.55, followed by Resource Mobilisation 2.55 and, Communication Strategies 2.6
  - Organisational Management ranked highest at 2.8.
  - During the MTE review period CHRA in efforts to increase visibility of their work and communication strategy engaged an Information Officer .

Recommendation: NPA and partners explore strengthen M&E, resource mobilisation, communication strategies and capacities with partners and improved governance and responsiveness to action points raised in organisational development assessment, capacity assessment and audit reports.

3.6 NPA partner's network ability to adapt to a changing political and operative environment

There have been significant changes to the economic, political and operating environment for partners and population in general. The pre-election operational environment reported to be generally stable, with partners being able to conduct their work in both rural and urban areas without major challenges, albeit with isolated spats of political violence. .During that period CSOs adopted new avenues and innovative forms of non-institutionalised and campaign oriented approaches such as #DataMustFall by Magamba Network. During the MTE review period partners faced varied experiences of harassment from the state from restricted movement of assembly movement and in some cases detention of their personnel. In 2017 police arrested the Magamba TV project officer and detained her for 7 days. The case dragged on for several months and disrupted implementation of key activities. Harassment has taken the form of persecution by prosecution**.** Magamba has been taken to court and trumped on with charges of trying to overthrow a legitimately elected government and externalizing foreign currency. In February 2017 Magamba's creative hub Moto Republik was targeted for demolition by the local government authority. This in turn affected getting clearances from City Council for artists where officials would evoke stringent requirements for artists to participate at Shoko Festival I.e. Censorship licenses

for every artiste. District Administrators have been demanding memorandum of understanding from CSOs before working in an area, obtaining police clearances and reporting to security agencies. On positive note in October, 2018 the High Court ruled that POSA was deemed unconstitutional and temporarily suspended for 6 months pending review. Partners have adapted to the changing political and operative environment in various ways to continue their work, using different strategies. During the coup partners temporarily suspended their program activities as the situation was insecure and fluid but later rescheduled their activities.

Key Findings

i.   The partner's network continued to operate with support from NPA by reallocating some budget amounts among partners to accommodate short term needs which arose as in the case of election support to ZESN and continued support to Crisis in Zimbabwe Coalition (CiZC).

ii.   ZCIEA 's use of different strategies from being confrontational to engagement with the central government and Harare City Council was crucial for its policy maker engagement and rapport.

iii. CHRA managed to establish working relationships the City of Harare resulting in the disengagement of Well-Cash Debt Collectors as a response to the citizen's demand. CHRA improved its working relationships Portfolio Committee on Local Government, Ministry of Water as well as the Ministry of Local Government to advocate for policy changes on water and billing.

iv.   NPA continued to support Crisis in Zimbabwe Coalition during the change management crisis through Zimbabwe Human Rights Association to coordinate citizens and avoid a vacuum with regards   a civil society coordinated voice during the coup or military assisted transition . In response to the heighted security of staff CiZC had to operate from Botswana with a physical presence.

v.   Wadzanai Community Development Trust with approval from NPA had to relocate its operations to move to another area due to harassment.

vi.   Magamba Network Open Parly ZW adapted a significant positive shift in relations between Parliament and journalists by forming the Zimbabwe Parliamentary Journalists Network. The network has managed to improve the working relationships between Journalists and Parliament by having workshops.

vii. One employee of Magamba networks was detained and the organisation's security breached. With NPA support Magamba Network has reinforced and improved its physical security for the organisation and digital security for the team members as well as replacing confiscated computers.

viii. The security situation regarding some CSOs remains fluid as noted during the MTE were one of personnel at CiZC was under detention on the day of conducting the key informant interviews.

Summary

The MTE noted that the NPA programme partnership approach ensures grassroots are empowered to speak on and demand accountability, flexibility and good governance. The same approach has also allowed flexibility with regards partner interventions to adapt to a changing political and operative environment with NPA support.

3.7 Matching the NPA results and indicator with the ambitions, scope, of the partners

Magamba Network's scope and results for its Shoko festival and Open Parly program exceeded expectations. Open Parly ZW exceeded the target by 100% on average. Attendance at the Shoko Festival matched the intended growth and focus of ensuring offline platforms are created leading

to creative youth interaction and engagement. The Hub Unconference has seen the incubation and acceleration of young start-ups through the Hub awards, whose winners champion initiatives to positively impact society. ZCIEA and ZimRights have improved on gender mainstreaming and are getting traction of new young women members. All of the CSOs missions and vision statements relate and are in alignment with NPA Results Based Framework. MTE noted partners' scope in terms of results matched with NPA indicators and expected results.

3.8 Extent the programme is addressing gender equality

Gender Equality is the centre piece for NPA work for democratic societies with a just equitable distribution and ownership of natural and informational resources. The NPA Gender equality policy, 2018 vision stands for equal rights for all irrespective of disability ethnicity religion, sexual orientation social status and is based on solidarity in action and popular participation to change power dynamics. The NPA Gender Policy provides guidelines during project cycle interventions at the various levels ensuring equal opportunities for both females and males. The project three outcomes sought to uphold the principles of participation and protection of rights. Out of the 10 partners in Zimbabwe three are have their core focal areas being gender equality these are namely Wadzanai Community Development Trust, Women in Land in Zimbabwe and Women in Law Southern Africa. NPA supported the development of the ZCIEA Gender Policy for ZCIEA. Most of the partners have mainstreamed gender throughout the implementation of their programmes. WLZ uses the Gender Development (GAD) approach and transformational change to address gender inequality and change within the communities it is working with. WLZ targets men, women, boys and girls by sensitizing them on issues of gender equality and equity and balancing gender power relations during programme implementation to work towards eradication of gender discrimination. Focus Group Discussions with local RWA groups in Gwanda suggest that WLZ programme interventions have empowered the rural women. The area ward 12 is now represented by a female councillor from the MDC Alliance. Key informants from WLZ confirmed that a total of l 13 women from the areas where they operate won the recent local harmonised election as councillors. The local village head stated that in the village where he has jurisdiction he has incorporated women in the village committee and women are now involved in making key decisions which has resulted in them being allocated land for use and are no longer viewed as secondary 'usufructuary' land users but primary owners. ZCEIA has a specific gender programmes that are funded by NPA, for example, Women Boot Camp, 'Women Can Do It' amongst others. CiZC   has 7 committees in place to deal with various interest areas e.g. women and gender rights; (normally chaired by the Women's Coalition);   young people; peace building; female students network etc.

3.8.1 Extent to which gender equality is being done across the programme or on specific components only

WLZ and WLSA ensure that the UN Security Council 1325 on Women is part of their programming. There are also working in alliance with the Women's Coalition in advocating for women's rights during the recently held 2018 elections. WLSA and Wadzanai programmes have addressed gender based violence (GBV)**.** The support and involvement of traditional leaders and male champion's, communities are heeding the call to ensure equitable distribution of resources, women involvement in power relations and reduced GBV. Through being involved in WLSA activities women and youths are now able to publicly speak out against GBV. During the FGDs women , youths and men demonstrated confidence and assertiveness. Observations within the communities reveal stability on GBV related ills and a push for women's involvement in decision making and equitable distribution of resources. Compared to the period before WLZ, WLSA and Wadzanai interventions indicated that *'women died in silence as relatives would want to grab properties without remorse while others would be forced off the land with children denied access*

to education by the greedy relatives. FGD male participants in Murewa noted they had learnt about will writing , domestic violence, the negative effects of GBV, gender equality, leadership, suitable courts, maintenance, empowerment and roles of village heads and to respect women and child rights. Summarised by one FGD male participant *"Peace and love, to live in harmony".*

Gender Balance

NPA considers gender as core to programing based on the 'Women Can Do It' framework which promotes equal representation within partner organisations and at community level. Female and male representation allows and recognises the fulfilment of different sex-specific needs of both females and males in partner organisations. The partner selection criteria set the tone on gender equality with 7 out of 10 partners being led by women. Wadzanai, WLSA and WLZ are women's organisation whose main agenda is the promotion of women's rights and have adopted the Gender and Development Approach and Study Cycle.

The proportion of female staff in partner organisations is lower compared to males. The MTE observed that the majority of the partner's programme partners had sex-disaggregated data an indication of striving for a gender balance, focusing on the gender needs both females and males.

Figure 5:Female/Male staff representation
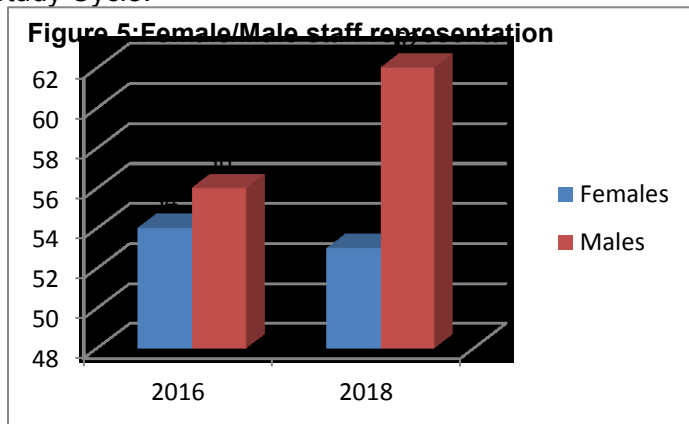
3.8.2 Extent to which gender equality is being addressed by partners

The Gender Policy goals and objectives of the NPA programmes and projects are explicit on gender and puts gender as a priority in accessing funding. However, the design of programmes and projects by partners does not specifically integrate gender. Gender equality and women empowerment goals and the objectives are not included at the project life cycles stages in most partner programmes with exception of Wadzanai, WLZ and WLSA. Most of the partners have a gender policiesin place except for CHRA which indicated did not receive any gender training from NPA, does not have a gender policy. ZCIEA participants during FGDs indicated that the programme on addressing gender equality "was very effective and balanced". WLSA noted the programme is relevant in view of the national agenda on gender equality and increased participation of women in decision making processes from grassroots to national level as it is critical in addressing power dynamics. A key outcome on the promotion of gender equality was the WLZ has advocacy for women in Zimbabwe to have entitlement and joint ownership of land with their spouses, with single women in some rural areas now owning land in their names. Regarding life changing activities one male FGD participant in Murewa said *'I am now respecting women' .*During some FGDs males cited the engagement women in leadership males to be relevant in providing positive opinions on issues of gender equality. A male FGD participant indicated that *'Mumba mava kugara nemufaro'* translated '*There is now happiness in my home'.* On a positive sigh of relief *'It is better living without violence'* stated a male FGD participant in Murewa. The MTE observed that gender analysis forms the core of the partners program notably Wadzanai, WLSA, WLZ and ZCIEA, whose objectives over the 3 years has been to increase the capacity for men to support gender equality and women's right to participate in decision making. The outcome of WLSA interventions show that 30 % of men are now supportive of women's participation in decision making reached during information dissemination.

Key Findings

i. The MTE noted that the majority of partners have mainstreamed gender in the programmes by employing the gender development approach and rights-based approach in programming for all the activities aimed at reducing gender discrimination.

ii. The Baseline, 2015 findings noted that gender disparities hinder access and control of resources. According to the 2015 Baseline Survey Up to 69% of all survey respondents felt the lack of control, an assessment shared by most organisations. During the MTE key informants and FGDs, Wadzanai, WLZ and WLSA, all women's organisations indicated they had made significant strides in women accessing and controlling resources.

iii. Furthermore, their programmes address gender equality, systemic disempowerment through campaigns. WLZ has lobbied and advocated for about 6723 rural women who are now co-owners of land with their spouses.

iv. 'Women Can Do It' training worked to strengthen gender mainstreaming. As stated by one woman during FGDs in Gwanda *"Through the WCDI campaign I now know my rights, can speak for myself and stand on my own"*.

The MTE observed that Wadzanai, WLZ and WLSA have managed to demystify the notion that land rights and are now able to preserve the masculine gender but for both females and males at local and policy level.

Gender Balance: NPA considers gender as core to programing based on the 'Women Can Do It' framework which promotes equal representation within partner organisations and at community level. Females and males representation allows and is in recognition to fulfil the different sex-specific needs of both females and males in partner organisations.

Figure 6: Female/Male staff representation
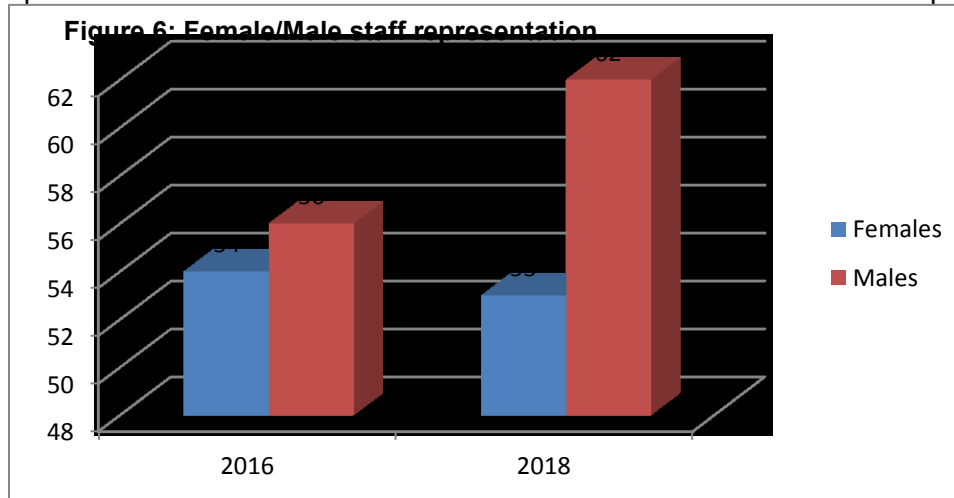
The proportion of female staff in partner organisations is lower compared to males.

3.9 Extent to which the programme is addressing other cross-cutting issues

3.9.2 Environment

WLZ has supported the communities in land rehabilitation projects in Shurugwi. WLZ programme piloted the Famer Managed Natural Resource Regeneration, which is aimed at conserving the forests and use of sustainable land use practices, promoting cultivation of indigenous and organic crops as part of a national food security strategy and sustainable agriculture and growing organic crops as part of a national food security strategy and sustainable agriculture.ZimRights was successful in raising awareness environmental degradation that were taught resulting in most artisanal miners to engaging in land reclamation with a reported 50% compliance with EMA regulations. MTE noted that WLZ programme was supporting communities in land rehabilitation

promoting use of indigenous and organic crops and sustainable land use practices. ZimRights work with artisanal miners had resulted in reclamation of land.

3.9.3 Climate Change

WLZ had 11 women participating at the SADC People's Summit organised by the Women's Coalition on climate change and its negative knock-on effects impacting on the gender dimensions of vulnerability, reducing their economic opportunities and livelihoods. WLZ uses he study circle manual focusing on climate change and its effects in the informal sector developed by ZCIEA in 2017 is being used as training and lobbying tool. During FGDs in Datata Village in Gwanda, women stated that the WLZ programmes had increased their knowledge on climate change and water conservation. The environment and vulnerability to climate programmes are being addressed by Wadzanai Development Community Trust, Women and Land in Zimbabwe, Women in Law in Southern Africa, Zimbabwe Chamber of Informal Association and ZimRights, Climate change has been a key area of SMAIAS advocacy issues regarding its effects on agricultural production

3.9.4 Corruption

NPA has a zero-tolerance mandate and principled   position against corruption. NPA's Partner Financial Assessment Tool addresses corruption risks and assessment of opportunities for corruption, concerning the partner's administrative structure. NPA Zimbabwe has anti-corruption policy which is attached to the partner contracts. Anti-corruption trainings are conducted for partners. Some partners have developed their own anti-corruption policies. Cases of corruption cases are handled according to the zero-tolerance policy and where proven, appropriate investigations and disciplinary action is taken. At both NPA and partner level strict internal controls are in place. The 2015 Baseline Survey noted that all the organisations, identified corruption as the "most important factor hindering accesses to natural resources in the community", a perception shared by more than half (53%) of respondents. According to the 'the sting of corruption is felt more among the youth (60%; compared to 51% among middle-aged and elders), women (57% versus 45% for men) and women organisations (WLZ at 68% and WLSA at 67%). CHRA did not receive any anti-corruption training from NPA but it has its own anti-corruption document. TIZ has an internal anti-corruption document and a clause on anti-corruption. Wadzanai has received training on anti-corruption. NPA has given Wadzanai training on   anti-corruption as a result Wadzanai has created its own anti-corruption guide. ZimRights advocacy on good governance and anti-corruption was able to influence sugar-cane cutters in Hippo Valley to form their own independent trade union that is an affiliate of ZTU. The former trade union was a political trade union that got 'kick-backs' from Tongaat Hulett so that it doesn't advance the issues affecting sugar-cane cutters. This resulted was an exodus of membership from the old trade union to the new trade union. Institutionally, ZimRights has an anti-corruption policy; a field officer does not go into the field alone. TIZ, WLSA and ZCEIA have anti-corruption policies Partners recommended an increase anti- corruption training and need to operationalize their anti-corruption policies.

3.9.5 People living with disability

ZCIEA and ZimRights programmes address the needs of people living with disability (PWD) by lobbying inclusive policies for disabled informal workers. ZCIEA ensures that those people living with disability in the informal sectors are protected.

3.9 Participation and effect for women (urban and rural), men and youth in the program design and implementation; Levels of women's and youth participation varied with partners programmes.

3.9.1 Women's participation

WDCT, WLSA and WLZ exhibited high levels of women's active participation attributed to their mandates as women focused organisations who embraced the 'Women Can Do It' framework. As noted by KII from WCDT the 'Women Can Do It' training program was a success because of the willingness of women to commit to the project. Women FGD participants in Murewa indicated that they have learnt *'To be assertive'*. Zim Rights also mobiliser mostly through women mobilisers to enhance women participation in programming. In Zim Rights women mobilisers are called "flying captains".

WLZ puts women at the centre of programming, such that women in ward 2 Gwanda where WLZ works benefitted by having access to, control and ownership of land and livestock (goats). The WLZ programme increased their knowledge of their rights as women. Most of the women participating in WLZ FGDs indicated life changing situations for the better. As stated by one woman in Gwanda *"I can now pay my children's school fees"* .ZESN also worked toward increasing women and youth participation in voter education campaigns and in electoral processes. As noted by the Gender Commission in its preliminary report on the 2018 harmonised elections, women were the majority of voters although their participation as candidates remained very low. CHRA facilitated women's participation through increased demand for gender responsive needs as evidenced through participation in budget consultative meetings resulting in more allocation towards water service delivery. In Harare CHRA stated that participation of women in Harare was noted to be low. This is attributed to poor service delivery as women would rather prioritise fetching water than attending public meetings. WLSA program speaks to the thrust and direction of the organization in relation to gender, women participation in decision making and access to justice. ZCIEA mobilises women in the informal sector because they face several challenges which include; under representation of women at high levels that do the decision making within the informal sector, lack of resources, low incomes lack of proper vending places, structures and markets.

3.9.2 Youth participation

Youth participation in civic affairs in Harare was noted to be low, as the majority of youth are not home owners or rate payers. CHRA has managed to activate the participation of youths through the setting up of Youth Committees. The organisation sustains the interaction through its WhatsApp group where the residents report on pressing issues like water issues on the platform that has the CoH District Manager as a group member. The organisation also promotes youth participation through communication through other social media platforms like Facebook. One Wadzanai Board member alluded that the level of youth(s) participation in the work that Wadzanai does is average because the youth were not interested in it until the organisation held a Women's Engagement with the Youths Project which was in the form of a Youth Expo in 2017.The organisation has also started working with the Ministry of Youth and this has led to the setting up of Youth Committees. The male youths during Magamba FGDs indicated their involvement and participation high and being involved in the following activities; acting, shooting, editing, scripting and production of videos, cinematography and satire. The youths were also involved in writing articles, planning outreach and field work, organising events covering political rallies and parliament meetings for Open Parly ZW. One FGD participant reiterated in his own words '*I won a mobile phone, featured in comedy, the exposure and introduced me to satire politics.*

3.10 Value addition to the programme beyond financial support

Findings from the WLSA KII indicate that NPA exposed WLSA staff and communities to capacity building and training on women participation, leadership and democratic processes. In terms of organizational development. NPA helped WLSA purchase a multi-purpose printer and vehicles. WLSA also managed to conduct a review of the organizational strategic plans and development of an anti-corruption policy. WLSA has also scaled up of legal aid and services.

Magamba Network's added value to the programme has seen NPA support draw other funding and non-traditional funding partners for the Shoko Festival for Open Parly ZW, Kalabash Media & Magamba TV and Citizen Manifesto. Feedback from the partners indicates that they experience and have recorded added value from NPA support through community capacity building, learning and accessing new opportunities for funding and beyond. Feedback from the capacity assessment has also helped with organisational development and constant reflection of the work of the CSOs.

3.11 Extent to which the current set-up of the NPA Zimbabwe programme enhances regional cooperation and impacts at regional level

Lessons learnt from Zimbabwe's challenging political and economic environments are useful for the region and beyond. These include operating in shrinking democratic space, harsh social and economic environment were violation of human rights is rampant. Land reform and redistribution amongst also remain outstanding problems in Zimbabwe and in southern Africa. Crisis in Zimbabwe Coalition with the support from NPA played a key role before and immediately after the November, 2017 coup in Zimbabwe by coordinating civil society organisations through the National Peoples Convection and in the region at a time when there was very limited democratic space and threating environment for CSOs operations. Magamba's Citizen Manifesto programming managed to enhance regional cooperation of social movements at local, regional and global through the   Shoko Festival 'Peace in the Hood' when it convened a shared learning experience between activists from Zimbabwe, Kenya, and South Africa at the Citizen Manifesto National Conventions. Through Magamba's B Media project, Magamba was able to strengthen the Zambia Civil Society activists by providing training and support for the Open Space Zambia project. Magamba was also able to build a website (OpenSpaceZambia.org) and provide training on creative ways of digital activism. Magamba hopes to replicate its Open Parly ZW initiative in Somalia. Other partners such as ZESN ensured sustained engagement of both local (state institutions, ZEC, ZLHR, ZPRC, parliament, diplomatic community) and regional (SADC and AU) key stakeholders on electoral reform dialogue ahead of the 2018 elections at local and regional level.

3.12   Extent the current management structure manage to support partners and guarantee compliance

NPA Management and administration is guided by the Quality Management System which ensures due diligence and professional management.

NPA Programme management: NPA has a full-time staff of 4, supporting 10 partners. The current management structure of the NPA programme comprises of the Programmes Manager, Programmes Officer, Finance Manager and Finance Officer, administration and logistics which is full capacity according to the HR plan which is in place. NPA Country programme in Zimbabwe is led by Program Manager who oversees the entire management of the country programme. The Program Manager provides overall program leadership, coordination, technical and financial oversight with support from the Regional Office based in South Africa. Zimbabwe   Country program is *'world standard, well established and self- standing'.* CO has a stable staff compliment. NPA CO is fully conversant and anchored on past current and future strategies.

Financial Management: The administration versus program ratio is pegged at 40% administration and 60% for programs for the NPA country Office. However, for partners the ratio was flexible depending on the partner as some partner has only NPA supporting them whilst others have several funding streams and donors. Finance department uses the Financial Assessment Tool in supporting partners, In addition program and finance conduct capacity assessment together with program staff field visits. Planned versus actual finance management and variance are shown in Figure 6 below.

Figure 6: Planned versus Actual -Variance Finance management expenditure 2016-2017

Figure 6:Planned versus Actual -Variance Programme expenditur 2016-2017
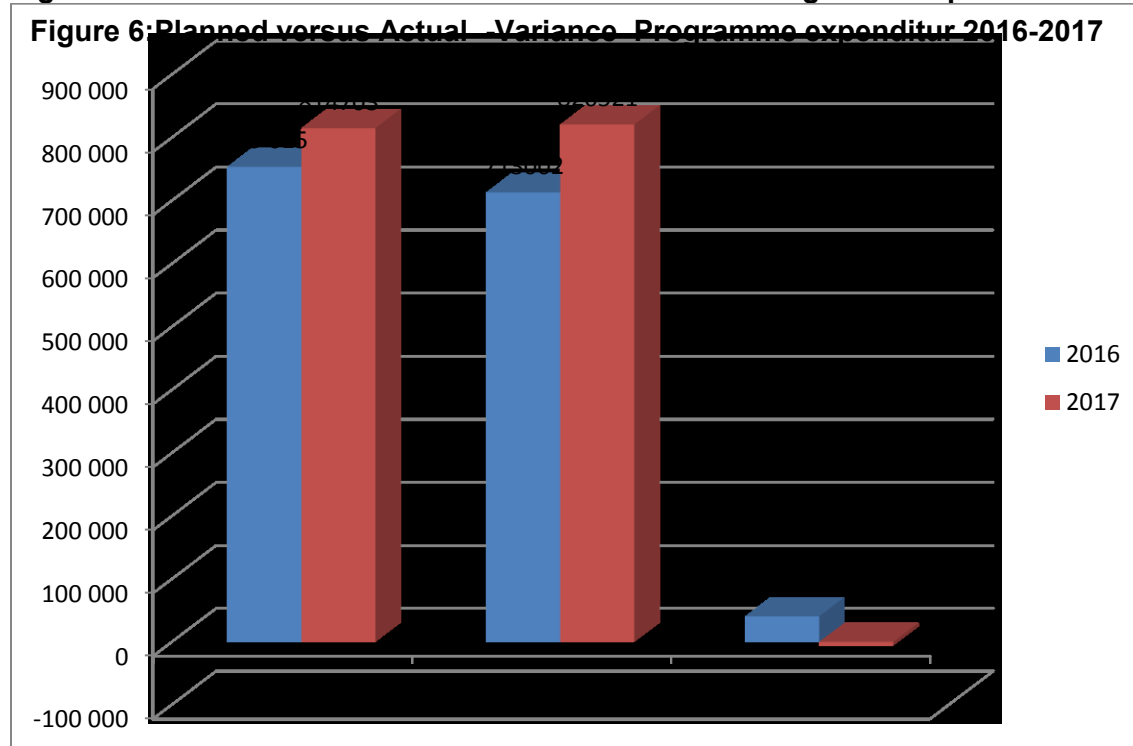
MTE noted there was minimal variance on planned versus actual costs in 2016 and 2018 with the variance of the overall budget pegged at (+) 5% and (-) 0, 7% respectively. This was highly satisfactory considering the coordination requirements of such a programme with 10 different partners**.**

Partner support

NPA country office supported some partners with computers, cameras, servers and screens. In addition some partners have received vehicles such as ZCIEA.NPA programme has two levels of programme and financial management i.e. at NPA Country level and partner level. The financial support provided to partners is based on NPA country funding allocations by NPA Oslo International Head Office. Funding of partners is related to the financial capacity of NPA. Funding is based on a balance to meet core costs and programme activities. Partners are responsible for coordinating and implementing their own programs through their own structures. Partners are required to conduct annual audits by auditors of their preferred choice of approved by NPA Country Office. NPA has provided administrative and logistical support to some partners such as computers, cameras, servers. In addition, NPA has donated used vehicles to ZCEIA and Women in Land.

Key Findings

i. The NPA country office has adequate capacity for programme management administration and logistics support.

ii.   There is evidence of sound project fund management at NPA country level.
iii.   The MTE noted partners' demonstrated very high standards good programme oversight coordination at NPA country office with only one partner which is still a liability.
iv.   The financial reports are indicative of a good value for money in view of the management/administrative cost areas.
v.   The programme has in place mechanisms to reduce possibilities of fiduciary risks at NPA and partner level.
vi.   Weak project monitoring systems at partner level were reported.

3.13. Strengths, Weaknesses, Opportunities Analysis

Strengths, Weaknesses, Opportunities and Constraints/Threats (SWOC/T) analysis were conducted at two levels; NPA and partners level as attached in Annex 5.

3.13.1 Strengths: Strengths of the NPA programme identified were as follows: political partnership and ownership approach. The Results Based Framework which is evidenced based on guides programmes and design has user-friendly templates which make the programme flexible. The programme addresses national, community and partners priorities. The partner selection draws from critical actors in democracy, human rights, and women's and land rights, informal sector, social accountability and anti-corruption with a wide geographical spread. Gender is at the core of NPA programming by addressing power imbalance, mainstream gender resulting in women in influencing politics, increased access to resources, and high participation of marginalised women, youth and men in governance, social accountability and anti-corruption activities.

3.13.2 Weaknesses: Partners have fragmented or un-harmonised approaches. Some partners have low absorptive and implementing capacity. The MTE noted weak monitoring and evaluation systems at partner level.NPA does not share its RBF with partners as such harvesting data becomes uncoordinated and some data is lost as partners do not prioritize on the indicators. Partners cited late disbursement of funds by NPA as affecting programme activities implementation.

3.13.3 Opportunities: Most of the targeted partners in the NPA programme are 'missed in most NGOs interventions. There is wide interest by individuals, CBOs, CSOs NGO, and communities in NPA programme. There is the opportunity of replication of partner best practices and interventions. The programme has the opportunity sensitising and raising awareness on democracy, human rights and just distribution of resources. NPA partners will have the ability to leverage additional funding from other, donors, INGOs due to their association with the NPA programme. Lastly the change of government in Zimbabwe was also an opportunity for CiZC, SMAIAS and other CSOs to increase their visibility as the operating environment for CSOs was initially opened but challenges of space closure are beginning to emerge.

4. Lessons learnt

Advocacy efforts overlap over the years as there are more behavioural steps involved, which take time. As a lesson learnt setting targets for advocacy needs to be taken into account. Not all partners have the capacity to craft and drive advocacy issues in the case of community-based CBOs. Target setting for partners might not provide a clear picture; rather the targets should be based on proposals submitted.

- Mobilising groups for solidarity on common cause through collective voices is critical in demanding social, political and economic challenges. KII stated *'There is power in numbers for a common cause; movement building has a greater impact'*.
- Technology is fast replacing traditional forms of media such as newspaper print and TV as they are becoming out-dated and redundant.

- There is need for a shift in terms of policy formulation by adopting a bottom–up approach with citizen's consultation and engagement at the grassroots level being the driver of policy issues. Edutainment (education through entertainment) methodology that involves probing questions to the audience helps to gather the real issues that are affecting the community especially on sensitive issues that involves service providers and leaders, was effective.
- Involvement of community leaders, such as village heads, councillors, headmen, and chiefs results in positive changes in the community with regards democratic participation of women, men and youths in development processes.

5. Recommendations
Recommendations to Country Office
- The continued deterioration of human rights with increased arbitrary arrests of vendors, political and democracy activists suggests more support to CSOs in Zimbabwe, implying a scale up of the NPA country programme in the next funding cycle.
- Current NPA Zimbabwe role and operations and standard qualify for regional status and for cost efficiency for the Zimbabwe programme.
- NPA and partners explore need to strengthen M&E, resource mobilisation, report and results harvesting particularly at partner level. Partners need to strengthen communication strategies , governance and responsiveness to action points raised in organisational development assessment, capacity assessment and audit reports
- NPA should also consider funding co- administration costs and not only fund programmes where applicable.
- NPA and partners' program staff and finance recommended mid- year, joint planning and implementation participation in work planning and budgeting, reconciling the implementation plan and budget. NPA therefore to consider partners requests in accessing flexible funds where possible in responding to the ever changing political and economic contexts. This in view of the continued inflationary trends and loss of value of the local bond note and electronic money transfers against the US$ has led to price increase affecting some partner activities, requiring some fiscal or accounting intervention on budget cost lines.
- NPA to consider funding in addition to the current partners, partner 'like-minded' coalitions or networks for partners with overlapping mandates and approachesas they tend to be more effective and cost effective albeit with their power dynamics and coordination challenges.
- ZimRights recommends "Merging issues of social and economic justice with issues of civil and political rights".
- ZESN recommended that funding should not dry up after elections because the post-election phase is part of the on-going election cycle and need to start engaging early with partners in the next electoral cycle.
- The key informants recommended the need to increase dialogues with high level stakeholders with both politicians and senior bureaucrats and to increase the number of media engagements.
- Partners recommended conflict resolution and peace-building programmes to promote healing in the aftermath of widely-disputed elections which have left the communities disgruntled and hurt after every election.

Monitoring and Evaluation
- NPA Baseline survey data should collect data linked to partner's key intervention areas to feed into the Result Based Framework for easy of periodic   reporting, for comparison with MTE and related summative evaluations.

- After concept paper is approved some partners require technical support in aligning their proposal and logical frameworks with NPA requirements for consistent and comprehensive M & E reporting aligned to Results Based Framework.
- The need to have reference data points i.e. numbers for RBF at the various levels e.g. B. Outcome level and related B.I for Outcome related indicators for systematic reporting and tracking of activities and RBF and indicator definitions to be shared with partners during inception of next phase
- To review the current NPA R.F from the current 4 years to 5 years.
- To address a "counting bias" the MTE recommends the NPA RF to have a mix of qualitative and quantitative indicators. This will help capture the different partner varying capacities with regards to both qualitative and quantitative data.
- Some indicators such as # of partners who have presented proposals to authorities; # of partners whose proposals have been included in policies; #of law proposals presented by partners to authorities may not be as reliable because some partners did not measure progress of proposals presented.
- The MTE also found it difficult to determine # of policy makers trained as most partners' reports did not report specific training activities. In fact what they reported were workshops conducted with community leaders, women and men. As such this indicator is not 'specific' and is difficult for the one collating data to report on. The absence of an indicator guide with indicator definitions posed a challenge on what a policy maker is in in the context of partners.
- Regarding ownership of land # of women who have obtained ownership of land indicator was only documented and reported in AI and A2 where permits were issued. In communal areas the village head could report ownership of land for women but no supporting documents are currently issued in the communal areas. So there is need to review the indicator so that it's more specific on resettlement and communal areas land ownership.

- The absence of disaggregated and updated membership databases posed a problem to report on # of partners with more than 10% increase in membership and (%) of young members (below 30 years) in partner organisation as this was based on estimates due to the absence of membership databases as a result this indicator on youth (below 30 years) in partner organisation is not 'measurable'.

Conclusions

The MTE has generated useful findings and evidence of and for NPA Country programme implementation. Regarding 'effectiveness' the NPA programme has met and is on course to meet its goal as stated in the Country Strategy 2016-2019 .The set RF targets and partner targets as set in their proposal were achieved at outcome level. The overall programme supports and financial management is efficient. The participation of youths and women was lower notably in civic affairs but high youth participation noted in the Magamba Network programme. High levels of women's participation were noted in Wadzanai, WLZ WLSA and ZCIEA programmes. ZESN efforts contributed to the high turn-out in the 2018 national elections. Significant efforts were noted and policy advocacy by CHRA, to include social accountability and anti-corruption efforts by TIZ and policy implementation by WLZ and Wadzanai. CiZC and ZimRights made significant differences in highlighting human rights violations in the sugar cane cutters and millers labour rights and artisanal miners. Partners contribution and efforts to the the NPA Zimbabwe development indeed capacitates and helps to organise communities in Zimbabwe claim their rights to equal access to resources' is on course and set to be achieved.

END

6 References

Bratton, M., Masunungure E. V. (2018) Afrobarometer Policy Paper No. 49 | September 2018. Heal the beloved country: Zimbabwe's polarized electorate

Masunungure E. V. (2014)   The Changing Role of Civil Society in Zimbabwe's Democratic Processes: 2014 and beyond

Norwegian People's AID (2015) Final Draft Baseline Report 2016-2019 NPA Programme

Norwegian People's AID (2016) Country Implementation Programme (2016-2019)

Norwegian People's AID (2016) International Strategy Partnership for Democratisation 2016-2019 "Mobilising people for democracy and a just distribution of resources"

Norwegian People's AID Partner Annual Reports (2016, 2017 and June, 2018)

Norwegian People's AID (2015) NPA Results Framework

Norwegian People's AID (2015)   Partnership Policy, Oslo www.npaid.org

Norwegian People's AID (2016) Progress Report; Cooperation Agreement between Norwegian People's Aid and Norad GLO-613: Partnership for Democratisation and Just Distribution of Resources

Norwegian People's AID (2010) Zimbabwe Programme Mid-Term Evaluation Report New Dimension Consulting (NEDICO) Harare

Norwegian People's AID (2018) Terms of Reference NPA Country Programme Implementation (2016) Mid-Term Evaluation July, 2018

Organization for Economic Cooperation and Development (1986) The *DAC Principles for the Evaluation of Development Assistance*, OECD (1991), Glossary of Terms Used in Evaluation, in 'Methods and Procedures in Aid Evaluation', OECD (1986), and the *Glossary of Evaluation and Results Based Management (RBM) Terms*, OECD (2000).

USAID (2016) The 2016 CSO Sustainability Index For Sub-Saharan Africa

Zimbabwe Government (2013) Constitution of Zimbabwe, Amendment (No. 20) Act, 2013

Zimbabwe Government (2004) Non-Governmental Organizations Bill 2004, H. B. 13, 2004 Passed by Parliament on 9 December 2004

Zimbabwe Government (1995) Private Voluntary Organizations Act [Chapter 17:05].

ZimRights (2015); Situational Analysis of Vulnerable Employees in Agricultural and Mining Sectors: The Case of Sugarcane cutters, farm labourers and artisanal miners in Zimbabwe

7. Annexes
Annex 1: Conceptual Framework for Results based Framework from MTE
Annex 2: List of partners and key informants contacted during the evaluation
Annex 3: What worked and what did not work beneficiaries' perception
Annex 4: Strengths, Weaknesses, Opportunities and Threats (Partners),
Annex 5: Key Informant Interview Schedule-Partners

Annex 6: Focus Group Discussion Guide-Consultation Guide