



END LINE EVALUATION

CREATING OF MULTISECTOR PARTNERSHIPS FOR
SUPPORTIVE REGULATORY AND POLICY ENVIRONMENT
FOR INFORMAL TRADERS IN HARARE AND ADJACENT
RURAL DISTRICTS

END TERM EVALUATION -FINAL REPORT

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LIST OF ACRONYMS

Agritex	Agriculture Technical and Extension Services
ARDC	Association of Rural District Councils
COVID	Corona Virus Disease
DAC	Development Assistance Committee
DDC	District Development Coordinator
ESAP	Economic Structural Adjustment Programme
EU	European Union
FGD	Focus Group Discussion
HEA	Household Economy Analysis
ICT4D	Information and Communications Technology for Development
ILO	International Labour Organisation
IMF	International Monetary Fund
ISALs	Internal Savings and Lending schemes
KII	Key Informant Interview
LAMIS	Local Authority Management System
MC	Montana Carswell
MLA	Market Linkages Association
NDS I	National Development Strategy I
OECD	Organisation for Economic Cooperation and Development
PMS	Primson Management Services
PPP	Public Private Partnership
PVT	Private
SCI	Save the Children International
SMSes	Short Message Services
SRH	SRH sexual and reproductive health
WB	World Bank
Zimstat	Zimbabwe Statistical Office
ZITC	Zimbabwe Informal Traders Council

EXECUTIVE SUMMARY

I. INTRODUCTION

I.1 Background Context

For years, the informal trade has been representing a prominent phenomenon in Zimbabwe and all over Africa. The term “informal sector” was used for the first time in the reports on Ghana and Kenya prepared under the International Labour Organisation (ILO) World Employment Programme at the beginning of the 1970s. The term is commonly used to refer to that segment of labour market in the developing countries that has absorbed significant numbers of jobseekers, mostly in self-employment, and to workers in very small production units. In most cases, informal trade or informal activities are often outside the scope of official statistical enumeration and government regulations, and beyond formal systems of labour and social protection¹. Informal sector describes economic activity that takes place outside the formal norms of economic transactions established by the state and formal business practices, but which is not clearly illegal in itself. It applies to small or micro-businesses that are the result of individual or family self-employment. Efforts to estimate the size of the informal sector in African economies are fraught with difficulty, but a new labour force survey suggests that the sector in Zimbabwe is huge and has been growing very rapidly as retrenchments have been mounting and formal employment has been sliding. According to the 2015 Zimstat report, 94.5% of the 6.3m people defined as employed are working in the informal economy. The largest number which was estimated to be around 4.16 million is made up of smallholder farmers in communal agriculture, followed by 615,000 in trade and commerce. Some 210,000 are said to have informal jobs in manufacturing, 70,000 in mining, 118,000 in education and 92,000 in transport². What has always been alarming about the informal trade or sector in Zimbabwe is not just the size of it but the extent and speed of its growth. Comparable data for 2011, also published by Zimstat, show that in the three years leading to 2014 informal-sector employment grew by a staggering 29%, from 4.6 million to 5.9 million.

The informal traders have been facing a number of challenges which has affected not only their economic growth but their physical and psychological well-being. On first hearing the phrase ‘informal trade’, most people think of illegal activities, such as trading in drugs or prostitution, paying bribes or avoiding taxes. As such, it is often regarded as something that should be eliminated in pursuit of a formal economy. Without much analysis, one can even assume that the informal sector is a transitional route to formality as economies grow and regulation becomes stronger. Most informal traders suffer from lack of capital and collateral. As much as the government and other stakeholders in the economy have begun to realize the sector’s importance, there is still little assistance for many informal traders, and some are operating at below capacity. A significant number of entrepreneurs in the informal sector have no access to banking facilities at all. Most have no collateral to secure loans from banks. Most informal business operators lack the necessary skills in operating their businesses. They at times do not keep proper records and rely on their memory for purposes of business records. The business can only thrive as long as the owner still has the will and perseverance to remain in the business. Many inter-related constraints to informal trade that arise from weak representation of the perceived disorganized informal sector are lack of capacity to provide services to the emerging and growing informal sector by Government and local authorities, lack of linkages between the informal and formal sector and an insensitive

¹ Chidoko C. (2011). Impact of the Informal Sector on the Current Zimbabwean Economic Environment

² Zimbabwe National Statistics Agency. Facts and Figures 2015

legislative and regulatory framework. It is because of such reasons, that most informal businesses have a short life span, that does not go beyond the life span of the owner. It is therefore against this backdrop that **Save the Children** in collaboration with other organizations came up with the project **“Creating of Multisector Partnerships for Supportive Regulatory and Policy Environment for Informal Traders in Harare and Adjacent Rural Districts”** to improve quality of lives of young women and men who depend on the informal business for livelihoods in Goromonzi, Manyame, Murehwa and Mutoko Districts.

I.2 Assignment Background Context

Save the Children International joined hands with a number of organizations which include the Zimbabwe Informal Traders Council (ZITC), four local authorities that are Goromonzi, Manyame, Murehwa and Mutoko Rural District Councils and two private companies namely Galileo Holdings and MC Meats (Pvt) Ltd and they set their action in four adjacent rural districts of Mashonaland East province. This consortium sought to contribute towards **improvement of quality of life for young women and men engaged in informal trade through market linkages, value-addition and beneficiation, and promotion of Private-Public Partnerships (PPPs)**. The project was working towards strengthening informal sector associations, facilitating private-public partnerships, improving informal sector regulatory framework and construction of necessary infrastructure for informal trade. The project ended up being implemented in the four rural districts of namely Manyame, Murehwa, Goromonzi and Mutoko after the partnership with the Harare City Council was revoked in 2019 due to a conflict of interest. For the project, the consortium partners constituted a multi-disciplinary team of experts that sought to introduce demand-driven productive capacities to grow wealth within a novel business intelligence framework. These emerging assets- driven enterprises would be underpinned by guaranteed and pre-secured private sector domestic and export- oriented markets that will be supported by local authorities' deployment of land and infrastructure to support this initiative. The project was implemented over a period of 4 years from 2018 to 2022 and it was expecting to reach a total of 45 000 beneficiaries with interventions varying from partnerships in beef and tomato value chains, bulking centre establishment, supportive regulatory framework as well as youth employment creation.

I.3 Objectives of the Evaluation

The general objective of the assignment was to conduct an end of project evaluation survey for the project **“Creating of Multisector Partnerships for Supportive Regulatory and Policy Environment for Informal Traders in Harare and Adjacent Rural Districts”**. The specific objectives were to:

- i.** Assess its impact of the project towards improving quality of lives of young women and men who depend on the informal business for livelihoods in Goromonzi, Manyame, Murehwa and Mutoko Districts.
- ii.** Assess the efficiency, effectiveness, sustainability and relevance of the intervention to the communities and targeted populations
- iii.** Document good practices and lessons learnt from the SCI's food security and livelihoods response programming implementing the EU MPT4D project.

- iv. Provide recommendations to strengthen/diversify response strategies for future programming of food security and livelihoods interventions.
- v. Identify challenges/obstacles as well as difficulties experienced during the intervention.
- vi. Measure the impact of the livelihoods/ source of income of the individuals/beneficiaries targeted by the project.
- vii. Assess the situation at the end of the project in line to the indicators for the project.

1.4 Scope of the Evaluation

The evaluation process was conducted in the four rural districts where the project was implemented and these are Murehwa, Goromonzi, Manyame and Mutoko district.

2.0 METHODOLOGY

This section highlights the approach and methodology that the evaluation team implemented to fully satisfy the expectations of SCI and partners in this assignment. A participatory approach was pursued through all the processes involved in implementing this assignment. This included close involvement of SCI and partners in implementation and feedback processes and that of the project beneficiaries in data collection and knowledge sharing.

2.1 Desk Review

Relevant literature which carries existing secondary data with information pertaining to the project and its context was reviewed. The relevant key documents that were reviewed include the baseline survey reports, the project proposals, annual progress reports, the logical framework, the closeout presentations that were presented by the implementing partners. These documents assisted the team with background information and enabled a better understanding of the way in which progress in implementing the project evolved over the 4 years.

The documents that were shared with the team by SCI included the following:

- i. Logframe matrix of the project.
- ii. Project dossier or document.
- iii. Close Out Deck PowerPoint.
- iv. EU Construction Presentation PowerPoint.
- v. Galelio holdings MP4ITZW presentation.
- vi. ZITC Presentation.
- vii. Zimbabwe Interim Narrative Report October 2020.
- viii. Zimbabwe Annual Report.

These reports provided the evaluation team with invaluable initial insights as to the overall performance of the programme. They were instrumental in shaping the questions relevant to the assignment and the development of the draft data collection tools that were used in the evaluation.

2.2 Stakeholder Analysis

The stakeholders of the project primarily consisted of 45,000 beneficiaries that were expected to have been reached by the project by its closing date of January 2022. These beneficiaries were to be reached out through various partnerships in socioeconomic spheres covering beef and tomato value chains, bulking centre establishment, supportive regulatory framework as well as youth employment creation. Other key stakeholders included the financier, the European Union (EU) and project implementing partners led by SCI. Other players included Government ministries and departments as well as local authorities in the four targeted districts of Murehwa, Mutoko, Manyame and Goromonzi. Table I summarises the stakeholders and primary intended audiences of the end of project evaluation.

Table I: Stakeholders and Primary audience of the study

STAKEHOLDER	FURTHER INFORMATION
Project donor	<ul style="list-style-type: none"> • EU
Primary implementing organisation	<ul style="list-style-type: none"> • Save the Children (Project team; Program Development, Quality Improvement team; Advocacy and Communications team) • Save the Children Spain
Implementing partners	<ul style="list-style-type: none"> • Zimbabwe Informal Traders Council (ZITC), • Four local authorities (Goromonzi, Manyame, Murehwa and Mutoko Rural District Councils) and • Two private companies – Galileo Holdings and MC Meats (Pvt) Ltd., • Project Steering Committee
Government stakeholders	<ul style="list-style-type: none"> • District Development Coordinator, • Agritex, • Min of Small to Medium Enterprises
45,000 Beneficiaries	<ul style="list-style-type: none"> • Farmers and Vendor Associations (members and representatives). • Men adults involved in the program/project/s and the study. • Women adults involved in the program/project/s and the study. • Young men and involved in the program/project/s and the study. • Children involved in the program/project/s and the study.

Source: Terms of Reference of the study

The stakeholders in Table I made up the sampling frame from which samples were drawn for the collection of qualitative and quantitative data which facilitated the analysis for this evaluation.

2.3 Research Design

The study involved a non-experimental design. It made use of the mixed methods whereby both qualitative and quantitative methods were utilised, and it was highly participatory in nature. All the data gathered was segregated by gender, age, disability, and vulnerability status among others. The end of project evaluation was premised on the OECD-DAC criteria which looks at issues of relevance, coherence, effectiveness, efficiency, impact, and sustainability. Cross cutting issues which are gender, protection, safeguarding, disability, and inclusion were also taken into consideration. The evaluation made use of both secondary and primary data to provide the basis for the analysis and the drawing of conclusions and recommendations. Secondary data was drawn from reports and documents that were generated by the project throughout its 4 years of implementation.

Primary data was gathered through the employment of standard primary data collection approaches. Qualitative data was collected using key informant interviews (KIIs), focus group discussions (FGDs) and observations. KIIs were conducted with the key stakeholders like the Primary implementing organisations, Implementing partners,

Government Stakeholders, and the community leaders. FGDs were undertaken with the targeted households and informal sector traders. Quantitative data was collected through a survey of beneficiary households and informal sector players who were the main beneficiaries of the project. All the primary data collection process was gender sensitive, and women were given a fair opportunity to participate.

2.4 Conceptual Framework

Figure I illustrates the conceptual framework employed in the evaluation which was benchmarked on the OECD Criteria.

Conceptual Framework – Analysis Components



Figure 1: Conceptual Framework for End of Project Evaluation for the project ‘Creating of Multisector Partnerships for Supportive Regulatory and Policy Environment for Informal Traders in Harare and Adjacent Rural Districts’ (2018 – 2022)

2.5 Key Research Questions

This section summarises the key research questions that underpinned the end of project evaluation. They were structured in such a way as to probe issues relevant to each aspect of the evaluation criteria and the OECD/DAC approaches. The table in Annex 2 provides these specific questions. They also underpinned the questions that were asked to the beneficiaries and stakeholders through the various data collection tools.

2.6 Quantitative Methods

Two sets of questionnaires were administered in this assignment to collect quantitative primary data, the first focussing on household economic analysis (HEA) and the second focussing on perceptions regarding improvements brought about by the project on quality of life. The HEA component of the survey targeted a population of 10,000 households in the 4 targeted districts, while the perceptions component targeted a population of 8,000 young men and women. The primary data collected under this assignment was disaggregated by gender, age, disability, location, and vulnerability status of the beneficiaries. Gender sensitivity was addressed, particularly ensuring the participation of women as respondents during data collection process.

2.6.1 Sampling Framework and Reach for Study Sites

On the HEA, the total household targeted from the four districts was 10,000 on the informal traders' platform. The total sample size was calculated using the Cochran (1997) Formulae:

$$n = \frac{Z^2 p(1-p)}{e^2} \text{ where } n \text{ is the sample size, } Z \text{ is the selected critical value of desired}$$

confidence level, p is the estimated proportion of an attribute that is present in the population and e is the margin of error. Assuming a 95 % confidence level (hence Z is 2.58), 5 % margin of error, target population of 10,000 and 50% estimated proportion, the minimum sample size required for the **HEA Survey** was **370** from the four districts. Random sampling was used to select the households for the HEA in the four districts and this allowed every target household a fair chance in being selected for the evaluation.

The sample frame for the perception survey was 8,000 young men and women. The above formulae, confidence level and margin of error, were used to determine the sample size for the perception module on the improvement of quality of lives of the young women and men in Harare and adjacent rural areas who depend on informal businesses for livelihoods. The minimum sample size required was **372**. Stratified random sampling was used to select the respondents for this survey and it allowed for equal representation of the young men and the young women who are in the informal sector. Table 2 provides a summary of the distribution of samples for HEA and perception surveys that were carried out in the four targeted districts.

Table 2: Distribution of sampled population across districts

SURVEY TYPE	GOROMONZI	MANYAME	MUREHWA	MUTOKO	TOTAL
HEA	121	0	129	125	375
Perception (Farmers)	34	51	9	43	137
Perception (Vendors)	58	45	86	52	241
TOTAL	213	96	224	220	753

A total of 753 beneficiaries participated in the surveys, with 375 participating in the HEA and the remaining 378 participating in the perception survey. The enumerators who administered the questionnaires were trained on the tools to ensure that they were familiar and well versed with the contents, structure, and relevant protocols. The HEA questionnaire was not administered in Manyame. This is because the district falls in the same livelihood zone as Goromonzi, and there was agreement between Save the Children and PMS that the results from Goromonzi could be used to represent Manyame as well.

2.6.2 Approach to HEA

For the HEA component, PMS adopted the approach and tools as used under the baseline to the project conducted in 2018 after having discussed it with Save the Children International. The HEA Outcome Analysis was conducted in the 3 districts of Goromonzi, Mutoko and Murehwa. Manyame was excluded because it falls within the same livelihood zone as the other districts.

Table 3: Livelihood Zone by District and Ward

District	Wards	Livelihood Zones
Goromonzi	5	High Prime Cereal and cash crop resettlement (HPCR)
Murehwa	8	Highveld Prime Communal (HVPC)
Mutoko	2	High Prime Cereal and cash crop resettlement (HPCR)

The findings from the three districts were used to generalise for Manyame. Furthermore, as with the baseline, the HEA data was collected for four wealth groups (very poor, poor, middle, and better off). However, an in-depth analysis was done for two wealth groups of interest namely the middle and better off. Two livelihood zones of interest were of greater focus, and these were Highland Prime Cereal and Cash Crop Resettlement (HPCCCR) and Highveld Prime Communal (HPC) falling within the 3 selected districts of Murehwa, Mutoko and Goromonzi. The HEA analysis used the 2010 normal year/baseline for reference. The research team developed data collection tools for tracking key parameters identified during the 2018 baseline.

2.6.3 Training of Enumerators

The enumerators to participate in this survey were recruited from the respective districts in which the surveys were administered. PMS already had a database of enumerators from the targeted districts, based on our past work assignments in the same districts. These were academically qualified persons, with a minimum of a first relevant degree and also some experience in survey data collection. Given the structure of the survey, two groups of enumerators were recruited with one group focussing on the HEA survey, while the other group undertook the perception survey. This enumerator training was undertaken separately for each of the two groups. Training modules were developed for this purpose in order to provide more formal structure to the training and also for the manuals to act as reference material for the enumerators during the implementation of the survey.

Data collection for the surveys was done using the Kobo Collect platform and therefore the enumerators were required to have android based smart phones that are compatible with the system. The Statistician and the team leader spearheaded the process of quality checks and assisted the enumerators to download the Kobo software and uploading the questionnaires in their smartphones/tablets. The training of enumerators was done over

one day. The team members present for the enumerator training were the team leader, co-team leader, statistician, and the project manager.

2.6.4 Survey Questionnaire Administration

As highlighted in Section 2.5.1, a total of 753 beneficiaries participated in the surveys. 375 participated in the HEA survey and 378 participated in the perception survey. The data collection process for the surveys, excluding enumerator training, was rolled out over a period of 5 working days.

2.7 Qualitative Methods

Qualitative data for this end of project evaluation was collected through FGDs with project beneficiaries and KIs with institutional project stakeholders. Permission and consent were sought from the participants for the live recording of the proceedings. Permission and consent were also sought for the team to take pictures of the proceedings for the purposes of including these in the end of project evaluation report.

2.7.1 Focus Group Discussions

The FGDs were conducted at the places at which the project beneficiaries normally conduct their EU MPT4D project related meetings. This allowed them to remain in their comfort zones and familiar surroundings at the same time it did not require them to travel for long distances to attend the focus group discussions. Table 4 shows the specific sites where the FGDs were conducted.

Table 4: FGD Sites

GOROMONZI	MANYAME	MUREHWA	MUTOKO
Juru Growth Point Majuru Growth Point Showground	Westminster Muda Ziko	Ward 30 Zihute Ward 29 Macheke Ward 4 Nyamutumbu	Ward 6 Kabasa B Ward 20 Mutoko Centre

A total of 7 days were dedicated to the implementation of the FGDs. PMS allocated the Associate Consultant and the project manager to administer the FGDs.

Stratified random sampling was used to select participants for the FGDs for the value chain study component to ensure equal gender representation for the FGDs. The groups of the primary beneficiaries were stratified by sex of beneficiaries as well as their ages. In this regard, **9 FGDs were conducted in the 2 districts of Goromonzi and Murehwa.**



Figure 2: Focus group discussions in session in the four districts (Source: PMS Evaluation Team, 2022)

Eight (8) FGDs were conducted in Mutoko while 3 FGDs were conducted in Manyame. Discussions were held to gather information on the relevance, coherence, efficiency, effectiveness, impact, and sustainability of the project; specifically looking at the quality of life of the traders, regulatory environment for informal traders, employment, linkages between formal and informal sectors and improved access to trading. These FGDs were conducted with the beneficiaries of the project under the informal sector component, and these are farmers and vendor associations. Table 5 summarises the FGDs that were carried.

Table 5: Focus Group Discussions

FGD COMPOSITION	GOROMONZI	MANYAME	MUREHWA	MUTOKO	TOTAL
Community Leaders (HEA)	0	0	0	1	1
Farmers and Vendor Associations	3	3	3	3	12
Adult Men (HEA)	1	0	1	1	3
Adult Women (HEA)	1	0	2	1	4
Young Men (HEA)	2	0	1	1	4
Young Women (HEA)	2	0	2	1	5
TOTAL	9	3	9	8	29

2.7.2 Key Informant Interviews

Semi structured interviews and discussions were held with the project’s key stakeholders. KIs were held with the Government stakeholders (DDC, Agritex, Primary implementing organisation (Save the Children), local authorities (Manyame, and Mutoko Rural District Councils) and two private companies i.e., Galileo Holdings and MC Meats (Pvt) Ltd. **Due to the COVID-19 situation, most KIs were conducted virtually using Microsoft Teams.** Some of them were held physically and all the COVID-19 protocols were observed. Table 6 summarises the KIs that were conducted for this evaluation.

Table 6: Key Informant Interviews

STAKEHOLDER	# OF PROPOSED INTERVIEWS
NATIONAL	
Save the Children	2
Agritex	1
Galileo Holdings	1
Association of Rural District Councils of Zimbabwe	1
MC Meats	1
DISTRICT	
Local Authorities (Mutoko, Manyame, Murehwa, Goromonzi)	2
District Development Committee	2
TOTAL	10

This part of the research experienced setbacks because it was difficult to secure appointments with some of the relevant stakeholders. Even when appointments had been secured, some of the officials would still not be available due to other commitments.

2.7.3 Observations

Observing the developments, structures and behaviours as real-life experiences was an important part of this evaluation. All team members for this assignment participated in the field work and this gave them an opportunity to see, experience and document their observations in terms of the changes that were brought about by the EU MPT4D project. This included the state of construction projects that were supported by the intervention and production enterprises of farmers in the tomato and beef value chains. Photographs were captured to document the state of development.

2.8 Data Analysis and Reporting Plan

The quantitative and qualitative data supported triangulation of data and was analysed together to generate a multi-dimensional picture of project outcomes and impact. The evaluation assessed the materialization of the expected results and their facilitating and contrasting factors. It provided an understanding of the cause-and-effect links between inputs and activities, and outputs, outcomes, and impacts of the project. Statistical Package for Social Sciences (SPSS) was utilized for statistical analysis of quantitative data.

2.8.1 Quantitative Data

As the survey data was collected by the enumerators through the Kobo Toolbox, the information flowed directly to the server which was managed by the project statistician. Daily, the statistician downloaded and analysed the data. This enabled the statistician to identify any data outliers and problems that needed to be corrected and would then communicate with the enumerator accordingly for corrective measures. Daily updates were provided by the statistician through email and a WhatsApp group on the progress made in data collection. The statistician provided a summarised table showing the enumerator, district, type of survey, and the number of interviews completed and uploaded onto the system.

2.8.2 Qualitative Data

Thematic and inductive approaches were applied when analysing the qualitative data to facilitate systematic construction of meanings, explanations and formations of concepts grounded in the data. Data reduction techniques and concepts were applied during the analysis process, namely:

- i. Contextualisation, in which understanding of local dynamics in each district forms the context of analysis and interpretation.
- ii. Discovering patterns through determination of frequencies, causal relationships, and chronology of occurrences issues.
- iii. Coding in which sets of related ideas or observations are categorised into limited number of themes to facilitate thematic analysis and interpretation.

2.9 Ethical Considerations and Consent

The evaluation complied with the Save The Children Norms and Standards for evaluation. To this end, the evaluation process was committed to taking great care when involving vulnerable individuals, especially women and children, in the research activities in a manner that is consistent with ethical principles that are widely accepted in the sector. This was to ensure that participants were protected from exploitation and abuse, while building capacity and promoting wellbeing. There was high consideration of identification, timing, and location of FGDs ensuring that they were in line with preference of respondents. The following are some of the ethics that were considered.

- **Human Rights and Gender Sensitivity in Research:** Women and vulnerable groups' participation was encouraged by the evaluation team across all phases of the study.
- **Inclusivity:** Data collection to people and children with various forms of disabilities to ensure that their participation was also included.
- **Obtaining informed consent:** All the participants were interviewed after signing the consent forms designed prior to data collection. The consent forms were translated into local languages to ensure understanding.
- **Confidentiality and anonymity:** The protection of the privacy and anonymity of participants was ensured (participants names and images were not used in the report).
- **Transparency in research and avoidance of harm:** The team informed participants on the essence and importance of the study and their role in it.

- **Working with local experts and assistants:** The team included local research assistants and enumerators who spoke the local language and dialects to reduce misunderstandings.
- **Provision of the right to withdraw:** (Voluntary Participation): The researchers informed participants of their right to withdraw from the study at any stage of the data collection exercise.

3.0 FINDINGS

This section presents the findings of the evaluation process. The findings emanate from the discussions that were held with key informants, and the focus group discussions and the questionnaires that were administered to some of the households that participated in the project. The findings will be used to craft recommendations for the adoption and actioning by Save the Children and its partners.

It is the general finding of the evaluation that the **Creating of Multisector Partnerships for Supportive Regulatory and Policy Environment for Informal Traders in Harare and Adjacent Rural Districts** project satisfied all the **OECD-DAC** criteria. The followings sections provide the details of each component.

3.1 Relevance

It is the conclusion of the evaluation that the project implemented by Save the Children and its partners was relevant given the context in which it was designed and implemented. The informal sector in Zimbabwe started gaining prominence in the early 1990s. This was the time that the Government of Zimbabwe introduced wide ranging economic reforms under the Economic Structural Adjustment Programme (ESAP) that was supported by the Bretton Woods institutions, the World Bank (WB) and the International Monetary Fund (IMF). The purpose of ESAP was to liberalise the economy and make it more competitive. This resulted in massive retrenchments and job losses across all sectors of the economy. The people who lost their jobs had two options: relocate to their rural areas or find alternative livelihoods in the urban areas. Most of them opted for the latter and engaged in informal economic activities.

The period from 2000 was characterised by serious economic challenges. These peaked in 2008/2009 and from 2014, the economy has been on a downward spiral. Between 2014 and 2015, most streets in the central business district of Harare were impassable. Vendors selling all types of wares clogged both the pavements and the vehicle lanes. There were running battles with the City of Harare Municipal Police. The efforts by the project to establish properly designated selling points such as the facility in Graniteside was meant to relieve the city centre of this pressure, but also provide the vendors with better facilities to transact their business.

Whilst the project had clearly designed activities which were meant to solve specific problems in the four districts, it was being implemented in a context where communities face a plethora of challenges. During the evaluation process, views of smallholder crop and livestock farmers were sought on the key challenges that they faced. These are shown in Figure 4.

MAJOR DEVELOPMENT CHALLENGES

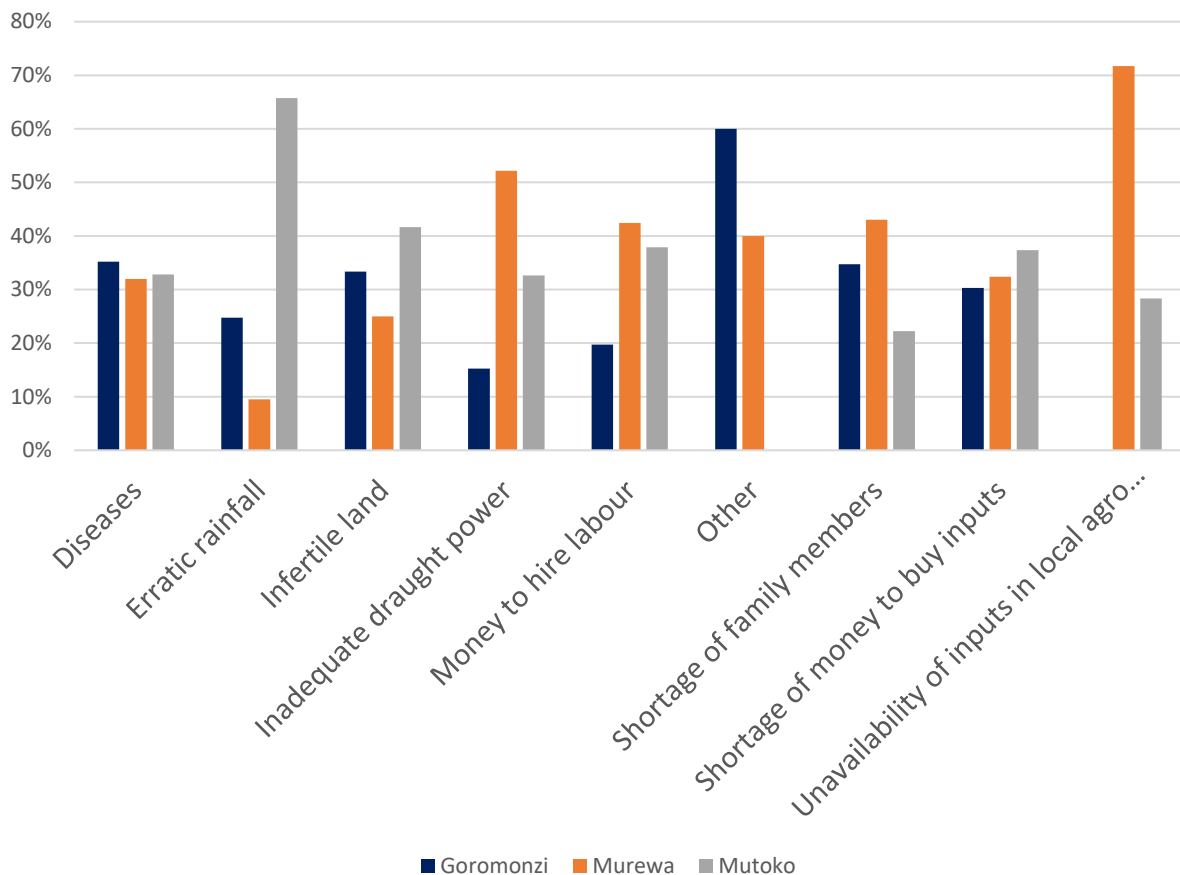


Figure 3: Key development challenges in Goromonzi, Murehwa and Mutoko

Whilst the project was not meant to address some of these challenges it had to be seen to be sympathetic to the needs of the communities where it was implemented.

The project was also relevant for the work that rural district councils are supposed to do for their residents and ratepayers. As will be discussed again in section 3.2.1 and 3.2.4, the Rural District Councils Act mandates rural local authorities to provide a conducive operating environment for those who want to conduct business within the area under their jurisdiction. The project provided an opportunity for the RDCs to work with Save the Children and relevant stakeholders to provide market and marketing facilities for the communities. The smallholder farmers operating on the periphery of the City of Harare face two critical problems. The first is that their local market is too small to sustain their economic activities. These farmers are largely attracted to Harare, and specifically Mbare Musika, especially for the horticulture produce. However, the bigger market also means that the prices may be lower. In the case of the livestock farmers, they fall prey to middlemen, commonly referred to as “makoronyera” (conmen), who buy the livestock, especially cattle and goats at well below the market prices.

Working with the ZITC, the project managed to organise all the farmers into cohorts. This was important not only for ensuring that the farmers had collective bargaining power, but also making it easier for them to receive training.

The project was also relevant for the local authorities as it managed to contribute towards addressing one of their biggest challenges: revenue collection. According to the Association of Rural District Councils of Zimbabwe (ARDCZ), on average, most local authorities are collecting only 40-60% of the potential revenue. A major reason for this is that the local authorities do not have an authentic database of all their revenue sources, and they are not up to date with their defaulters. The ICT4D component that was implemented through Galileo assisted the local authorities to have an updated debtors' ledger. According to the CEO for Manyame RDC, the project has contributed immensely to the revenue streams of the local authority as the council is now able to follow up on those who would not have paid.

One of the interesting design components of the project was how it worked with the private sector. There has been a growing trend in most NGO programmes to involve the private sector. This is based on the realisation that if smallholder crop and livestock farmers are to thrive, then, from the onset, they have to develop linkages with the private sector. The private sector comes in as an input supplier and a market, and in both cases, provide technical assistance and handholding. **The three companies that were involved in the project, MC Meats (beef), Galileo (ICT4D) and Sunspan³ (horticulture), all agreed that this project was relevant to their operations as it allowed them to go into areas that they would not have hitherto worked in.** The project opened up new innovations within their operations and they now have a better understanding of rural communities and the role they can play to ensure that they continue to build on the gains made during the implementation of the project.

The project was relevant in terms of the two value chains that it focused on. All the four districts are very strong in horticulture and beef production. Their nearness to Harare is a big attraction to the farmers as they are exposed to a bigger market. However, this also poses serious viability challenges because there are suppliers from within and the outskirts of Harare who also depend on the same market. This sometimes reduces the margins that the farmers make.

For Save the Children, the project was a perfect fit for its country programme. Save the Children's key interest is to protect and further the interests of children. This project focused on empowering the youths in the four districts that were participating. In addition, and perhaps more importantly, Save the Children is on the path to transition from humanitarian towards development programming. Projects which seek to improve the livelihood options of previously vulnerable and marginalised communities are critical in this regard.

3.2 Effectiveness

The project was effective in addressing the major outcomes of the project. Whilst the discussion on the relevance of a project is an attempt to justify if the intervention was necessary, effectiveness focuses on how far the project went in addressing the challenges that the participating communities and institutions faced before the project. This part of the evaluation sought to understand how effective the project was in its efforts to ensure that the participating communities were left better off than they were before the project started.

³ Sunspan came into the project to take over the responsibilities that Schweppes was supposed to undertake in the horticulture value chain

3.2.1 Regulatory Environment for Informal Traders is Improved

Outcome I: Regulatory Environment for Informal Traders in Improved.

Whilst not all the local authorities were able to finalise the enactment of by-laws to support the informal sector, they had all made significant steps in this direction. The operations of RDCs in Zimbabwe is governed by the provisions of the Rural District Councils Act. According to the Act, rural local authorities are supposed to be at the forefront of service delivery in the areas under their jurisdiction. Part XI, Section 88 of the Act gives local authorities express powers to make by-laws. The Second Schedule of the Act lists the 113 areas that a local authority can make by-laws for. Of these, sections 73: Crops, vegetation, rubbish, and waste material, 76: Keeping of animals, bees, reptiles and birds, 84: Food introduced from outside council area or particular areas, 85: Market gardens, 86: Markets, and 91: Hawkers and street vendors, were relevant to the project.

Table 7 summarises the achievement of the project in line with the targets set at baseline.

Table 7: Extent of Achievements on Outcome I Indicators

Indicator (Regulatory environment for informal traders is improved)	Target	Achievement	% Achievement
I.Oc.I.1. Number of policies regulating the operations of the informal sector	4 (2021)	11	175%
I.Oc.I.2. Percentage of targeted young businesspeople who have formalised their businesses	60% (2022)	44.0%	44.0%
I.Op.I.1. Number of grassroots organisations formed or reorganised	42	51	121.4%
I.Op.I.2. Number of office bearers whose knowledge has been enhanced through trainings by ZITC	336	342	101.8%
I.Op.I.3. Number of local authorities/private companies/banks participating on a common ICT4D platform with ZITC	14	7	50%
I.Op.I.4. Number of social protection schemes established with the support of the project	2	2	100%

Source: Closeout Presentation EGKI

Almost all the indicators were achieved, with the indicator on the number of grassroots organisations surpassed. There was very minimal movement on the number of policies regulating the operations of the informal sector. This is because the development of policies and by-laws within the RDC is guided by the provisions of the Rural District Councils Act. The process takes quite a long time as the RDC has to make sure that the legal document is fit for purpose and is also covered by the general provisions of the legal framework, such as the Constitution. The by-laws and policies also have to be approved by the Ministry before they can be implemented, and this is beyond the control of the RDC.

During the course of the project, all four participating local authorities started the process of enacting by-laws to make it easier for the informal sector to conduct its business. Murehwa RDC, for example, set up a sub-committee to work with the informal sector and address its challenges in the district. Figure 4 shows the perceptions of the project participants as far the enabling environment is concerned.

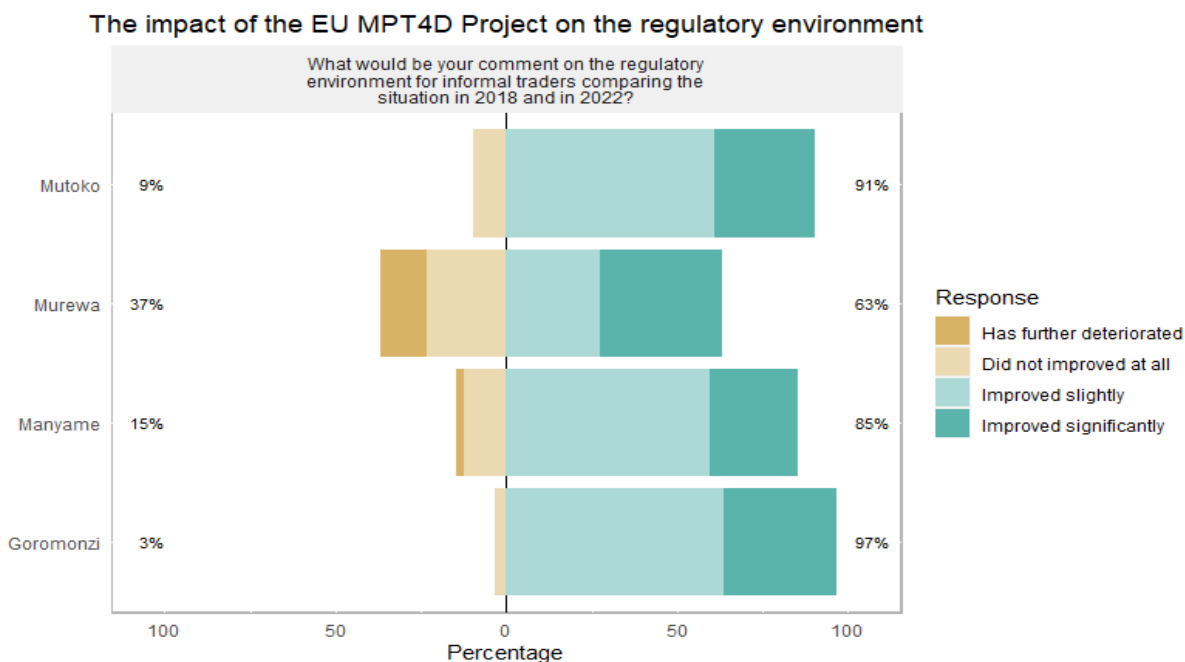


Figure 4: Improvements in the Regulatory Environment between 2018 and 2022 (Source: PMS Perception Survey, 2022)

Most of the project participants indicated that the legal framework had greatly improved as a result of the project.

“Before the project started, we had running battles with the local authorities who did not want us to trade in the places that we felt made business sense for us. However, through the project, the RDC engaged us, and we agreed that there is need for a legal framework to guide where we will be trading. We are happy that the local authority listened to us, and we now have a very good relationship”. (FGD participant at Domboshava, Goromonzi District)

Whilst the local authorities are doing their part, the major drawback might be that all the by-laws still have to be approved by the Minister of Local Government before their provisions can be implemented. There is not much that the local authorities can do in this regard, except to raise the issue with the ARDCZ, which could lobby the Ministry to be more proactive when it comes to the approval process.

3.2.2 Employment Created

OUTCOME 2: EMPLOYMENT CREATED

The project was supposed to enhance employment creation in all the local authorities. This was supposed to be both upstream and downstream of the two main value chains of beef cattle and horticulture. In addition, and as originally designed, in Harare, opportunities were supposed to be created for youth employment in keeping the city centre clean, and in the construction of market facilities. **However, the non-participation of Harare in the project meant that some of the targets that had been set were not reached.** Table 8 shows the progress made by the project in addressing this outcome.

Table 8: Extent of Achievements on Outcome 2 Indicators

Indicator (Employment Created)	Target	Achievement	% Achievement
I.Oc.2.1. Number of young women and men employed at fresh produce market, bulking centres, and waste recycling plant	500	220	44.0%
I.Oc.2.2. Number of production and marketing contracts signed	2,000	240	12.0%
I.Oc.2.3. Number of vendors registered and linked to project value chains	3,000	2,081	69.4%
I.Op.2.1. Number of policy briefs and lessons learned reports disseminated	4	2	50.0%

Source: Closeout Presentation EGKI

This outcome was greatly affected by the COVID-19 pandemic. The restrictions imposed by the Government to curtail the pandemic had a negative impact on job creation opportunities. In addition, and as discussed elsewhere in the report, the pulling out of the City of Harare from the project meant that some of the jobs that could have been created, were not, leading to a reduced overall figure. It is also important to note that due to the pandemic, the reduced activity made it difficult for the farmers to agree with the buyers of both crops and livestock produce. In some instances, especially in livestock production, some communities were engaging in pen fattening for the first time, and it meant that the process of agreeing on the contracts would take longer than normal.

“I think the whole issue is when you are dealing with a scheme, a farmer needs to come to a point and see what things are done, you got to demonstrate it to before they embark on it”, KII discussion with MC Meats

However, this process has continued even at the end of the project. MC Meats has now taken up contracts with farmers in Murehwa and Goromonzi to continue to assist farmers with their pen-fattening enterprises.



Figure 5: Vendors selling their horticulture produce in Goromonzi (photo by PMS evaluation team, 2022)

During the focus group discussions in Mutoko and Goromonzi, farmers were asked if they had had to hire extra labour as a result of increased production. Most attested to the fact that during the peak production periods, they have to hire temporary labour in order to meet the labour demands. As the enterprises continue to grow, more employment opportunities will also be created.

The project also influenced the creation of a new job post for the Systems Administrators in all the 4 districts. The Systems Administrators have the responsibility of ensuring that the already existing investments in ICTs and LAMIS is well managed. Save the Children and Galileo supported the recruitment and selection processes in the districts.

3.2.3 Linkages between the formal and informal sectors and households created & strengthened

OUTCOME 3: Linkages Between the Formal and Informal Sector and Households Created And Strengthened.

The evaluation concludes that whilst major initial steps were taken to link the participating households, especially with the private sector, there are still key areas that need attention. Relationships of this nature are built over time. The project sought to create viable linkages between the informal and formal sectors and households in vegetable and livestock value chains. The achievement of this outcome was to be measured through a set of five indicators and these indicators together with the results from a SCI report are summarised in Table 9.

Table 9: Extent of Achievements on Outcome 3 Indicators

Indicator (Linkages between the formal and informal sectors)	Target	Achievement	% Achievement
I.Oc.3.1. Number of local authorities/private companies/banks providing SRH/ agricultural, financial, or social protection services to young women and men in project areas	12	7	58.3%
I.Oc.3.2. Number of targeted young men and women accessing digital public services (agricultural, SRH, business, social protection, etc.)	8,000	8,803	110.0%
I.Oc.3.3. Number of young women and men enrolled on social protection schemes on willingness to pay basis	2,000	306	15.3%
I.Op.3.4. Number of targeted young men and women whose skills have been trained in business modelling and project management, disaggregated by sex	3,000	1,929	64.3%
I.Op.3.5. Number of value chain studies undertaken	1	1	100.0%

Source: Closeout Presentation EGKI

There was target overachievement on only one indicator, that is, I.Oc.3.2. However, indicators I.Oc.3.1. and I.Oc.3.3. focussing on social protection have been victims of the challenging macroeconomic environment, particularly exchange rate induced inflationary pressures. These have made it very difficult and almost impossible to accumulate savings by the vendors and farmers. A vendor at the Showgrounds in Domboshawa highlighted that the VSLs scheme that the vendors in the area had started at the beginning of the project collapsed due to lack of willingness of the members to continue making the contributions. The emergence of the Covid 19 pandemic resulted in diminished earnings and therefore lack

of capacity to contribute by the members. A few members that now remain have started a scheme in which the members make contributions to a member who would have faced an illness or family bereavement.

Number of local authorities/private companies/ banks providing SRH/ agricultural, financial, or social protection services to young women and men in project areas increased: The project, through the efforts of the ZITC, worked on the organisation of the farmers and members of the informal sector. It was reported that 4,759 farmers registered an interest in participating in the project and all of these received at least on training. An additional 1,078 new entries/unregistered farmers (715 women and 363 men) received training in horticulture to bring the cumulative total trained to 5,837. Two hundred and thirty-five (235) farmer were contracted by private sector companies- namely, MC Meats (205) and Sunspun (30)⁴.

Table 10: Number of grassroots organizations formed or reorganized

Manyame	Goromonzi	Mutoko	Murewa	Total	Project Target	% Achievement
11	12	14	14	51	42	17.6%

Source: Close out Deck – Powerpoint

Table 10 shows that the target was actually surpassed by 17.6%. This is an important part of the process to ensure that farmers and those engaged in the informal sector can start to speak with one voice about the issues that affect them.

Number of young men and women accessing digital public services (agricultural, SRH, business, social protection, etc.) increased: The project, through the efforts of Galelio, one of the key partners, was able to develop, design, deploy and implemented the Local Authority Management Information System (LAMIS) in Manyame, Goromonzi, Murewa and Mutoko districts. The system focuses on capacity strengthening for Agricultural and Sexual Reproductive Health. This system allows for a two-way communication through the use of short message services (SMSes). Galelio have complimented ZITC and SCI Zimbabwe’s efforts in ensuring that all the registered farmers and vendors were uploaded on the LAMIS database. Table 10 provides the distribution of farmers and vendors who have been linked to the LAMIS system.

Table 11 Distribution of farmers and vendors linked to the LAMIS system

District	Farmers	Vendors	Total
Mutoko	2,930	464	3,394
Goromonzi	1,479	381	1,860
Mrewa	2,031	630	2,661
Manyame	743	545	1,288
Totals	7,183	2,020	9,203

Source: Galelio holdings MP4ITZW presentation

The LAMIS has influenced the setting up functional committees and structures on ICT4SRH and ICT4Agric (joint for Livestock and crop production). These committees are chaired by government representatives who are resident in the respective

⁴ ANNEX VI, INTERIM NARRATIVE REPORT, Reporting period: 01/02/2020 to 31/01/2021, page 6.

districts and they work directly with the local authority on the crafting and broadcasting of messages that influence behaviour change in issues to do with SRH and agriculture.

The LAMIS has incorporated a system functionality which supports the debt recovery processes of the targeted local authorities. This functionality allows the local authorities to send personalised reminders on outstanding bills/rates which will prompt the clients to pay their dues to the local authorities. The 4 RDCs are at different stages of adoption and use of the system⁵.

The project also worked with the districts through the use of a standard client registration tool to register the clients/citizens in the respective districts. The process has been going on very well although there is need for the districts to step up on the process of registering their clients. By the time of the study, 27,748 clients had been registered in the 4 districts as summarised in Table 12.

Table 12: Support on registration of RDC clients provided by the project

District	Registered clients
Mutoko	14,577
Goromonzi	2,719
Murewa	3,747
Manyame	6,705
Total	2,7748

Although there was information flowing from the project to the beneficiaries on SRH and other technical aspects of agriculture, sometimes feedback on requests from beneficiaries was not adequate. FGD participants highlighted that the project had promised them that if they send messages through the Command Centre they will receive responses either individually or as a group depending on the challenge that they would be facing. By the time of the field visits such communication had not been received.

“All platform was set by Galileo and at times they would send us messages advising us on how to stay safe from Covid but as for us to send messages informing them about diseases that attacked our goats there was no response from them so they left us hanging”. (FGD participant, Muda Shopping Centre, Manyame District)

Number of young women and men enrolled on social protection schemes on willingness to pay basis increased: Social protection support interventions under the project were provided through number of formal and informal institutions. These were as summarised in Table 13, with the largest support having been from internal savings and lending schemes (ISALs), 52.3%, followed by Ministry of Women Affairs and SMEs (15.0%) and Rural District Council schemes (13.0%).

Table 13: Social protection institutions enrolled by the beneficiaries of the Project

Institution	n	Percent
ISAL Schemes/Mukando	32	53%
Ministry of Women Affairs and SMEs	9	15%
Government Council	8	13%
Ministry of Youth	3	5%

⁵ Galelio holdings MP4ITZW presentation

Institution	n	Percent
Rural District Council	3	5%
Ministry of Social Welfare	1	4%
ZITC	2	3%
ZCIA	1	2%
Total	59	100

Source: Survey Data

ISALs were confirmed to be the dominant form of social protection among the beneficiaries by FGD participants. For example, the study found that at Chitowa 2 in Murewa District, the members of the livestock group have a scheme in which they each contribute US\$10 as a joining fee and thereafter subscribe US\$2 on a monthly basis. Individuals who want to borrow from the fund for other purposes are charged a 10% interest per month. The group's aim is to eventually buy cattle for pen fattening for the benefit of the group members.

Young men and women trained in business modelling and project management: The project was also tracking the number of grassroots organizations' office bearers whose knowledge has been enhanced through training by ZITC in (a) Business Modelling, (c) Project Management, (c) Evidence Based Lobbying and (d) ICT4D platform.

Table 14: Number of office bearers with increased capacity

Manyame	Goromonzi	Mutoko	Murewa	Total	Project Target	% Achievement
100	98	74	70	342	336	2.0%

Source: Close Out Deck – Powerpoint

The project trained more office bearers that had been targeted, overachieving by about 2.0%. This is an area that needs to be continuously revisited to equip the office bearers with the latest skillsets in the sector. One of the measures undertaken by the project was to provide training to the beneficiaries to facilitate the promotion and strengthening of production and marketing linkages. Four training packages were administered in this respect covering business modelling, business management, evidence-based lobbying and ICT4D Platform.

Only 23.5% of informal sector beneficiaries reported having hugely benefited from the business modelling training. The largest proportion of these beneficiaries (32.0%) were female beneficiaries, while 15.0% were males. At least 31.5% of the beneficiaries indicated that they had only so far slightly benefited from the training on business modelling (21.0% females and 42.0% males. On the other hand, 44.5% of the beneficiaries highlighted that they had not yet benefited from the training received on business modelling (47.0% females and 42.0% males). The high number of those not having benefited as expected was a reflection of inability of beneficiaries to apply the acquired business skills due to various constraints especially the lack of access to finance to expand their operations. Another constraint faced by the beneficiaries was the emergence of the Covid 19 pandemic during the time when they were supposed to have been making use of the skills newly obtained. The lockdown regulations meant that they had access to reduced number of customers, not only in terms of their physical availability, but also in terms of lower sales volumes and revenues due to reduced demand for products.

Table 15: Extent to which beneficiaries have since benefited from Business Modelling training

	Female, N = 243		Male, N = 130	
	Informal Sector, N = 174 ¹	Farming, N = 69 ¹	Informal Sector, N = 66 ¹	Farming, N = 64 ¹
1. Hugely benefited	32%	30%	15%	44%
2. Slightly benefited	21%	32%	42%	38%
3. Not benefited yet	47%	38%	42%	19%

In the farming subsector, 37.0% of the respondents had hugely benefited from the training on business modelling. The largest proportion of these beneficiaries (44.0%) being males, while 30% were females. Thirty-five percent (35.0%) of the farming respondents highlighted that they had only slightly benefited from business modelling training (32.0% females and 38.0% males). At least 28.5% of the farming subsector respondents had not benefited at all from the business modelling training (38.0% females and 19.0% males). There could be various reasons for with the most important being that most informal sector enterprises are not entirely run as business units. So, some of the capacity building initiatives will take time to make their mark. The study noted that some of the skills acquired through these trainings are bearing fruits. For example, a group of 12 members who make up the Muda Development Association in Manyame district have utilised the skills obtained from training provided by SCI and the ZITC to raise money through an ISAL scheme. The group managed to start a goat rearing project and by the time of the field visit they had 16 goats. All the goats are for the association and members make monthly financial contributions of US\$4 to the fund which they use to buy feed and drugs as well as to buy more goats.

“At the moment we are using our own money to buy goats and we are still using our own money for the project to expand. The project for goats was not basically a result of Save the Children funding. Save the Children only managed to facilitate the creation of an association for us but nothing more was done therefore we decided as a group to buy our own goats and start this project”. (FGD participant, Muda Shopping Centre, Manyame District)

The study found that 48.0% of beneficiaries in the informal sector expressed having hugely benefited from the business management training (see Table 15). This proportion comprised of 60.0% females and 36.0% males. This was followed by 32.0% who indicated that they had slightly benefited from the business management training (22.0% females and 42.0% males). Lastly, 19.5% of informal sector players highlighted that they had not benefit from the business management training (18.0% females and 21.0% males). Vendors in Domboshawa highlighted that they are now practicing what we were taught during training workshops such as to record our profits and losses thus benefiting from improved bookkeeping practices. They also try to keep workplace clean as they were taught during the training workshops.

“The program was important in the sense that it taught the importance of bookkeeping in any business especially in our informal businesses on which we rarely recorded anything with regards to our cash flows, so the program was really helpful as we can now keep records of our finances hence we have minimised our losses by maintaining a strict expenditure. We can now also account for every cent we have made, of which this is helpful in future planning and checking business growth”. (FGD Respondent at Domboshawa, Goromonzi District)

Table 16: Extent to which beneficiaries have since benefited from Business Management Training

	Female, N = 243	Male, N = 130
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	Informal Sector, N = 174 ¹	Farming, N = 69 ¹	Informal Sector, N = 66 ¹	Farming, N = 64 ¹
1. Hugely benefited	60%	38%	36%	58%
2. Slightly benefited	22%	20%	42%	25%
3. Not benefited yet	18%	42%	21%	17%

Among the farmers 48.0% expressed that they had hugely benefited from the business management training. Of these, 38.0% were females while 58.0% were male beneficiaries. At least 22.5% among the farmers highlighted that they had only slightly benefited from the training on business management (20.0% females and 25.0% males). Lastly, 29.5% expressed that they had not at all benefited from the business management training that they received under the project. Cattle farmers at Bunu in Murewa District highlighted that their producer group had been trained to produce own cattle feed and this knowledge has seen them being a source of knowledge to farmers from other districts who come to learn from their experiences. However, productivity has not been good this year because of the January disease which resulted in massive cattle deaths in the area (the group of 19 members used to take on average between 20-30 cattle per year to the abattoir). This group of farmers currently does not have access to funding to quick-start its cattle fattening enterprise. Farmers in Domboshawa alluded to attending training workshops under the project on bookkeeping, keeping a clean environment around farms (that is places that they keep livestock and places they keep harvests), having clean animal feeding utensils, proper disposal of vegetable waste (creating composts) and market gardening. It was highlighted market gardening trainings were specifically designed to make them improve crop yields and also to see the value of market synergies.

“The project also helped us improve our yields as we were taught how to effectively do market gardening (proper application of fertilisers, use of the right chemicals when spraying, and use of new farming techniques)”. **(FGD Respondent at Domboshawa, Goromonzi District)**

Respondents highlighted that program has helped them in minimising losses as they are now aware of the benefits of book-keeping. This outcome has helped them grow their farming business given that they can now track cash flows more accurately and effectively. As a result, the farmers are now able to grow crops and raise livestock more productively which has improved their standards of living.

It should also be observed that there were more females relative to males who highlighted having hugely benefited from the business management training among vendors (60.0%), while there were more males relative to females who expressed the same among the farmers (58.0%). The same situation also prevailed on the business modelling component, with a proportionally higher percentage of females (32.0%) having hugely benefited compared to males (15.0%) among the vendors. The opposite was true among the farmers with more males (44.0%) relative to females (30.0%) reporting that they had hugely benefited. These outcomes are a result of the dominance of females in the informal business especially given the low entry costs associated with the trade compared to farming which requires not only bigger finances, but also equipment and machinery.

Eight percent (8.0%) of the informal sector respondents highlighted that they had hugely benefited from results of the evidence based lobbying training they had received. About 13.0% of these beneficiaries were among the females while only 3.0% were

among the male beneficiaries. At least 24.5% of the beneficiaries highlighted that they had slightly benefited from training on evidence-based lobbying (19.0% among females and 30.0% among males). On the other hand, 67.5% of the informal sector beneficiaries were of the view that they had not benefited at all from the training on evidence-based lobbying.

Table 17: Extent to which beneficiaries have since benefited from Evidence based Lobbying training

	Female, N = 243		Male, N = 130	
	Informal Sector, N = 174 ¹	Farming, N = 69 ¹	Informal Sector, N = 66 ¹	Farming, N = 64 ¹
1. Hugely benefited	13%	7.2%	3.0%	16%
2. Slightly benefited	19%	33%	30%	28%
3. Not benefited yet	68%	59%	67%	56%

The registration of informal sector associations that resulted in the associations receiving registration certificates from the ZITC has resulted in improved relations with the RDCs and other government departments including the Zimbabwe Republic Police (ZRP). This is a view that is shared by beneficiaries all the four districts of Manyame, Murewa, Mutoko and Goromonzi. In Domboshawa for example one group of farmers informed the study team of their registering the Ever Fresh Farmers Association, while in Manyame District all the three sites visited had associations that had been registered and possessed registration certificates.

“The project helped us in creating group structures and selecting group members. We were also taught on how to select committee members from the chairperson, vice chairperson and other committee members through voting. We were also told that we must have a constitution which aligns with Zimbabwe Informal Traders Council principles and recommendations. We are now registered with the Zimbabwe Informal Traders Council and we do have a certificate”.
(FGD participant, Muda Shopping Centre, Manyame District)

The study found evidence of involvement if the beneficiaries having participated in lobbying activities as a result of the training initiatives of the project. At a FGD at Juru Township in Goromonzi the study team was informed that the members of the Juru Vendors Association were involved in “programme planning as informal traders specifically in areas of designated for vending sites and formulation of by-laws⁶”. They highlighted that the committee members of the association were, at the time of the field visits, “centred on expanding their informal trade operations, lobbying for flexible by laws, clean vending sites and the general rights of the vendors⁷”. Vendors at Ziko and at Dema Business Centres in Manyame District highlighted that they had become more knowledgeable on protocols that should be followed to approach the RDC for solutions to challenges that they would be facing.

Only 11.6% of the farmers had hugely benefited from training on evidence-based lobbying (7.2% among females and 16.0% among males). At least 30.5% of the farming beneficiaries had slightly benefited from the training on evidence-based lobbying, 33.0% among females and 28.5% among males. On the other hand, 57.5% of the farming beneficiaries had not realised benefits from the evidence-based training. These were made up of 59.0% among female beneficiaries and 56.0% among male beneficiaries.

⁶ Focus Group Discussions, Juru Business Centre, Goromonzi District

⁷ ibid

At least 14.1% of the beneficiaries within the informal sector highlighted that they had hugely benefited from training on the ICT4D Platform (see Table 17). Of these beneficiaries, 19.0% were among females, while 9.1% were among the males. These were followed by 23.0% of the beneficiaries who indicated that they had slightly benefited from the training on the ICT4D Platform (17% among the females and 29.0% among males). The study further found that 63.0% of the informal sector beneficiaries had not realised the benefits from training on the ICT4D Platform (64.0% among females and 62.0% among males).

Table 18: Extent to which beneficiaries have since benefited from ICT4D Platform Training

	Female, N = 243		Male, N = 130	
	Informal Sector, N = 174 ¹	Farming, N = 69 ¹	Informal Sector, N = 66 ¹	Farming, N = 64 ¹
1. Hugely benefited	19%	14%	9.1%	22%
2. Slightly benefited	17%	23%	29%	27%
3. Not benefited yet	64%	62%	62%	52%

The study found that 18.0% of the farming beneficiaries had hugely benefited from the training on the ICT4D Platform. These were apportioned as 14.0% among the female beneficiaries and 22.0% among the male beneficiaries. At least 25.0% of the farmers highlighted that they had only slightly benefited from training on the ICT4D Platform (23.0% among the females and 27.0% among males). The study also found that 57.5% of the farming beneficiaries had not realised benefits from the ICT4D Platform (62.0% among females and 52.0% among males).

Most of the activities that were supposed to facilitate the linkages could not be carried out to their full extent as a result of the COVID-19 pandemic. The operational environment became constricted as all social gatherings were restricted to not more than 50 individuals, travel between districts and cities was curtailed and passage at police/security manned checkpoints was difficult particularly at the beginning of lockdown in March/April 2020⁸. A more restrictive lockdown was reintroduced in January 2021 due to a resurgence of COVID-19⁹.

The implementation period was short relative to the time required for building confidence and trust among the stakeholders to be able to produce more sustainable relationships. A good example has been the initiative to link beneficiaries with off-takers in which the study found that linkages between the farmers with Schweppes had not been successful despite the farmers having opened bank accounts with Agribank with encouragement from the project. The initial monies deposited into these accounts ended up being eroded by inflation and the accounts eventually being closed.

A feeder finance scheme was introduced in the beef value chain as part of market linkages creation strategy but it produced mixed results. In the livestock value chain, the off-taker was paying the farmers in the RTGS currency which resulted in farmers losing part of their earnings due to loss of value. It was also further observed that sometimes off-takers discouraged farmers from producing own livestock feed. Given that the off-takers were also suppliers of livestock feed, there was a feeling among the farmers that this was because

⁸ ANNEX VI, INTERIM NARRATIVE REPORT, Reporting period: 01/02/2020 to 31/01/2021, page 4.

⁹ ibid

the off-takers wanted to be guaranteed a secure market for their own products despite the disadvantages accruing to the farmer¹⁰. One of the farmers had this to say:

“We had recommended that Montana Meats equips us with capacity for stock feed production but they showed no interest. We demonstrated to them on how to produce stock feed using local materials, but they insisted that we stick to their own feeds. When the EU visited us, we also demonstrated our feed producing knowhow and they concurred that it was highly nutritious for the livestock. As a group we have adequate resources including land and infrastructure but the main challenge we face is lack of affordable and adequate funding”.
(FGD participant, Chitowa 2, Ward 6, Murewa District)

3.2.4 Improved access for trading through established facilities

Outcome 4: Improved access for trading through established facilities

Under this outcome, the project had set out to improve trading access through establishing the trading facilities. **To a larger degree it was well achieved as there are some structures that the project managed to construct which are now being used by the informal traders in their day-to-day business operations.** The outcome faced some challenges as some of the activities under the outcome were not carried according to plan because of several reasons.

Table 19: Extent of Achievements on Outcome 4 Indicators

Indicator (Improved access for trading through established facilities)	Target	Achievement
I.Oc.4.1. Entry fee revenues generated from farmers in currency	500000	175%
I.Oc.4.2. Marketing levies generated from vendors in currency	500000	0%
I.Oc.4.3. Number of vendors and farmers having access to improved marketing facilities	8000	51%
I.Op.4.1. Number of central fresh produce markets established, equipped with grading and sorting facilities	1	80%
I.Op.4.2. Number of young women and men selling fresh produce through market established by the project	5000	81%

Source: Closeout Presentation EGKI

Infrastructure for trading of crops and livestock established. The project managed to set up infrastructure for the traders to carry out their trading activities. Sheds were set up in the districts for informal traders where they carry out their trading activities. In the four districts of Manyame, Goromonzi, Murehwa and Mutoko the shades were set up for the convenience of the informal traders. The first activity was the identification of market hubs and bulking centres, and it was completed in the first two years of the project. The responsible parties in the identification of the sites to set up these market hubs and bulking centres were the RDCs with the participation of DDCs and other relevant Government ministries and departments. These bulking centres are also inclusive of ablution facilities with adequate supplies of water. The market hubs and the bulking centres were constructed close to each other mainly for convenience. The bulking centres are where the farmers stock and sell their produce mainly to the vendors who will be purchasing in bulk for resale.

¹⁰ Focus Group Discussion with cattle Farmers at Chitowa 2, Murewa District



Figure 6: A shed constructed by the project in Goromonzi

In a focus group discussion with farmers in Domboshava, one of the respondents noted:

“...the program also helped with market linkages as you can now see that farmers now have a proper facility on which they can bring in their products for us to buy from them, and we now also have decent facilities to sell our merchandise, and the customers also now have a clean environment to buy products from.” **(Informal Trader FGD Respondent in Domboshava).**

The consultancy team also observed some high standards of cleanliness in the environment where the informal traders carried out their businesses and the freshness in the produce which was sold by the informal traders.

“The project was consistent with our needs and expectations as vendors since it built a market shade, toilets, and it drilled a borehole for us, thus its now easier to keep a clean environment, also ablution facilities are now found at the marketplace hence spreading of diseases would be reduced. Issues of rainfall and direct sunlight damaging our products has been reduced, our products can now stay fresh for long periods” **(Informal Trader FGD Respondent in Domboshava).**

The bulking sheds at Guzha and Showground were already under use before they had been commissioned. **The new structures had the impact of increased vendor numbers.** The increase in traffic at the market hubs was attributable to restricted movement of people from these districts into Greater Harare during the time when the lockdown travelling restrictions were stricter. The people who had been furloughed from work due to the COVID-19 pandemic resorted to fruit and vegetable vending for sustenance and livelihoods.

The restrictions imposed by the Government to contain the COVID-19 pandemic resulted in the construction of the infrastructure to run behind schedule. In addition, Statutory Instrument (SI) 127 resulted in the loss of currency value especially in the local currency. This resulted in the contractor of the structures asking for an upward revision of contract prices by more than 35%. Since there were no more funds for variations, a decision was taken not

to provide tables in four of the market structures. However, the communities indicated that it would be possible for them to mobilise resources and provide these.

Construction of central fresh produce market. The central fresh produce market was set up in Chikwanha which is under Manyame RDC. This activity was completed by the 30th of November 2021. Before embarking on the activity, the consortium identified a site for the market and coordinated the process of design and preparation of the bill of quantities. The fresh produce market in Chikwanha is one of the major achievements of the project under outcome four.

“Construction was well done, and we have bulking centres that we constructed in the different rural districts. We also have a very lucrative, already very good fresh produce market that is at Chikwanha there.” (KII with respondent from Save the Children)

The project was also successful in **setting up information kiosks and clinics to target around 15000 young men and women who are in the informal sector.** The rationale behind setting up these in the market centres was that the informal traders do not get enough ample time to go to hospitals since they are always working. A private company was contracted to construct a walk-in cubicle that will house communication equipment including large screens on which market information, hygiene promotion and SRH messaging will be scrolled for the benefit of farmers and vendors. This activity was completed during the review period. These cubicles are sited in the same premises where the market shades were constructed.

“The project did very well. On top of the toilets and shades that they provided; they also went on to put televisions within the same facilities.” (FGD Respondent in Domboshava)

Some of the activities were not carried out under this outcome because of several reasons. For instance, conducting district level expos for publicity was not undertaken due to embargo on social gatherings and capping of numbers of people who could attend such functions. When the lockdown restrictions were stiffened, it was a challenge to gather the people around for the expos.

In some districts the construction of infrastructure faced challenges particularly of obtaining operating space from the RDC. At Ziko Shopping Centre in Manyame District an association of 164 vendors is still to be provided with operating space despite several engagements between SCI, ZITC and the RDC. One of the spaces that had been initially identified was later occupied by youth from a political party, thus making it impossible for the association to proceed with developments at the site.

“The ZITC talked to the Manyame RDC so that they could show us where we should build our own market. Then Council showed us a place where we should have the market close to the main road. However, within the space of two weeks some youth from a political party took over that portion of the land and they started to dig foundations for their own structures on the site and up to this day those foundations are still there. We then wrote almost four times to the RDC pleading for the site or an alternative place but there has not been any movement on the issue”. (FGD Respondent at Ziko Shopping Centre, Manyame District)

Farmers in at Muda in Manyame District and vendors at Dema also in Manyame District have identified land for the construction of relevant operating infrastructure but construction of the facilities was still to be undertaken. The delays were attributed decision making processes at the RDC which sometimes take time to materialise.

3.3 Efficiency

High levels of efficiency were achieved during the implementation of the project.

There were quite significant changes in the operating environment from the time the project was designed. As a result, there would have been serious challenges to implement the project in an efficient manner. Within the context of the evaluation, efficiency was understood to have three pillars: economic efficiency, operational efficiency, and timeliness. The three pillars were defined as follows:

- i. **Economic efficiency:** *Economic efficiency is used here to refer to the absence of waste and the conversion of inputs into results in the most cost-efficient way possible. It includes assessing the efficiency of results at all levels of the results chain: outputs, outcomes, and impacts. This also involves evaluating the extent to which appropriate choices were made and trade-offs addressed in the design stage and during implementation. Within the context of the evaluation, we understood that Save the Children did not face major challenges especially as far the budget is concerned. Whilst the donor provided the funds in Euro, all the transactions were carried out using the United States Dollar. This means that the funds remained stable throughout the implementation of the project. In 2019, the Government, through the Reserve Bank of Zimbabwe (RBZ), issued out Statutory Instrument 142 of 2019 (Reserve Bank of Zimbabwe (Legal Tender) Regulations, 2019. The effect of the statutory instrument was to make it mandatory to use local currencies in any transaction within Zimbabwe. This had little effect on the project, as the use of foreign currencies continued to take place.*

There were also no recordable incidences of either over- or underspends on the budget. This is a testimony to the capacity of Save the Children to execute a budget, contractually, within such a difficult economic operating environment.

As a result of the above, the evaluation did not see it necessary to undertake a Value for Money (VfM) assessment of the project. This was also because the project did not tie itself down to a specific number of beneficiaries due to the nature of the programme design.

- ii. **Operational efficiency:** *Operational efficiency deals with how well resources are used during implementation. Within the limitations provided by the context in Zimbabwe, the evaluation found that there were high levels of operational efficiency in the implementation of the project. The project recruited and trained staff who had the capacity to execute the project. This was a “soft touch” project on the part of Save the Children and there was only one project manager for the four districts. This is a departure from programmes implemented by other NGOs where posts are created not for the purposes of ensuring the smooth implementation. The project management team also organised consortium team meetings to ensure that there was adequate coordination and information flow between the implementing partners. In discussions with both MC Meats and Galileo, the Save the Children team was lauded for its high levels of professionalism. The project maintained a risk register, which was used to track all the risks that could negatively affect the smooth implementation of the project. This was necessary within a volatile political*

and economic environment. All logistics and procurements for the project were carried out in line with both the Save the Children internal policies and procedures and the contractual and compliance obligations.

Due to the constantly changing context, the project exhibited high levels of flexibility in managing any changes that could compromise the project as a whole, its components and its quality. For example, the pulling out of the City of Harare from the project was dealt with by apportioning its activities to the other four local authorities. This not only ensured that the project would continue to be implemented smoothly but also went a long way in building the capacity of the local authorities to implement projects of this nature. The situation was the same with the pulling out of Schweppes. Save the Children quickly roped in Sunspan, and this resulted in a wider range of horticultural products being introduced into the project. Even with the stringent measures put in place to contain the COVID-19 pandemic, the project took this in its stride and developed innovative ways such as the use of relevant Government officials in the districts to carry out some of the activities.

- iii. **Timeliness:** Timeliness starts by asking whether and to what extent the results were achieved within the intended timeframe. It is also the opportunity to check if the timeframe was realistic or appropriate in the first place. The biggest challenge that faced the project was COVID-19. The pandemic started in the middle of the implementation of the project. The restrictions put in place by the Government cut across all components of the programme. Face-to-face interaction with project participants was not allowed, especially during the first and second waves, both crop and livestock farmers could not travel to markets to sell their produce. Some activities had to be postponed or removed from the workplan completely due to the restrictions. However, as soon as the restrictions were relaxed the implementing team moved with speed to ensure that those activities that could still be implemented were carried out.

3.4 Impact

The project has managed to generate impact at different levels. Whilst it is still early days to understand the full scale of the gains made by the project, the evaluation concluded that what has been achieved so far is enough to show that the project managed to achieve the intended goal.

- i. **Improving relations between communities and local authorities:** The relationship between local authorities and the communities, has mostly been fractious to say the least. This emanates from a vicious cycle where communities accuse local authorities of renegeing on their service delivery mandate, and the local authorities in turn claim that they cannot provide the services because the communities are not paying their rates. The project managed to go some way to break the cycle and bridge the gap between the two institutions. The project provided a platform for dialogue between the community and local authorities to discuss issues of mutual interest. The work done by Galileo to assist the local authorities with software applications which support business processes through the Local Authority Management System (LAMIS), which enhances communication between local authorities and its respective citizens by capturing all the business processes of the local authority including planning, housing and debtor's management modules, will go a long way in improving the relationships.

- ii. **Enhancing the legal framework in support of the informal sector:** The project demonstrated that the informal sector can be a key development pillar. In the past, the sector has been regarded almost as a nuisance by Government at various levels. Even when it is quite clear that the formal sector has struggled to create jobs and provide sustainable livelihoods, the response to the informal sector has been to suppress it as opposed to understanding how it could be used as a local economic development tool. The direction taken by all local authorities involved in the project to enact by-laws in support of the informal sector should lead to more income generating opportunities for the rural communities.
- iii. **Provision of market infrastructure:** The horticulture industry is dominated by the pull factor of Mbare Musika. Whilst the market is obviously bigger, transport costs, lower prices make it difficult for the farmers to get full value for their produce. The COVID-19 pandemic exposed this over-reliance on Mbare but more importantly, opened up opportunities for localised markets. In all the four local authorities market structures have been developed. This means that farmers no longer have to travel long distances with their produce. Just like the legal framework, the market infrastructure will outlast the project, and continue to contribute to the economic development of the districts.
- iv. **Linking farmers to the private sector:** One of the key impact areas of the project is the linkages that it managed to foster between the farmers and the private sector. Right from the onset of the project, Save the Children was adamant that it did not want to play the role of a “middleman” between the two parties. Discussions with farmers and MC Meats and Sunspan indicated that both parties had benefitted from the linkages. MC Meats indicated that they were able to get into contracts with some of the farmers in Mutoko and Goromonzi to continue to supply them with beef cattle after the end of the project. As far as horticulture is concerned, Sunspan has started to work with some of the farmers to package their products, which are now being sold in some of the major retail outlets in Harare. There are even discussions to see if some of the product cannot be exported out of Zimbabwe.

One of the FGD participants summed this up as follows:

“We have seen immense benefits of the project from an infrastructure development side as we now have a proper market shade that is permanent that we can sell our products to vendors from, and this has reduced the proliferation of makoronyera (middlemen) who were taking advantage of us by buying our yields at low values and then reselling at high prices. But since the building of the market, we now go with our crops to the vendors directly from which we get a fair value for our products”, (FGD Respondent at Domboshawa, Goromonzi District)

- v. **Improved incomes for farmers:** One of the key deliverables for the project was to improve the income levels of the farmers through the two value chains. During the evaluation process, most farmers attested to the fact that they were making more money now than before the project started as shown in figure 7.

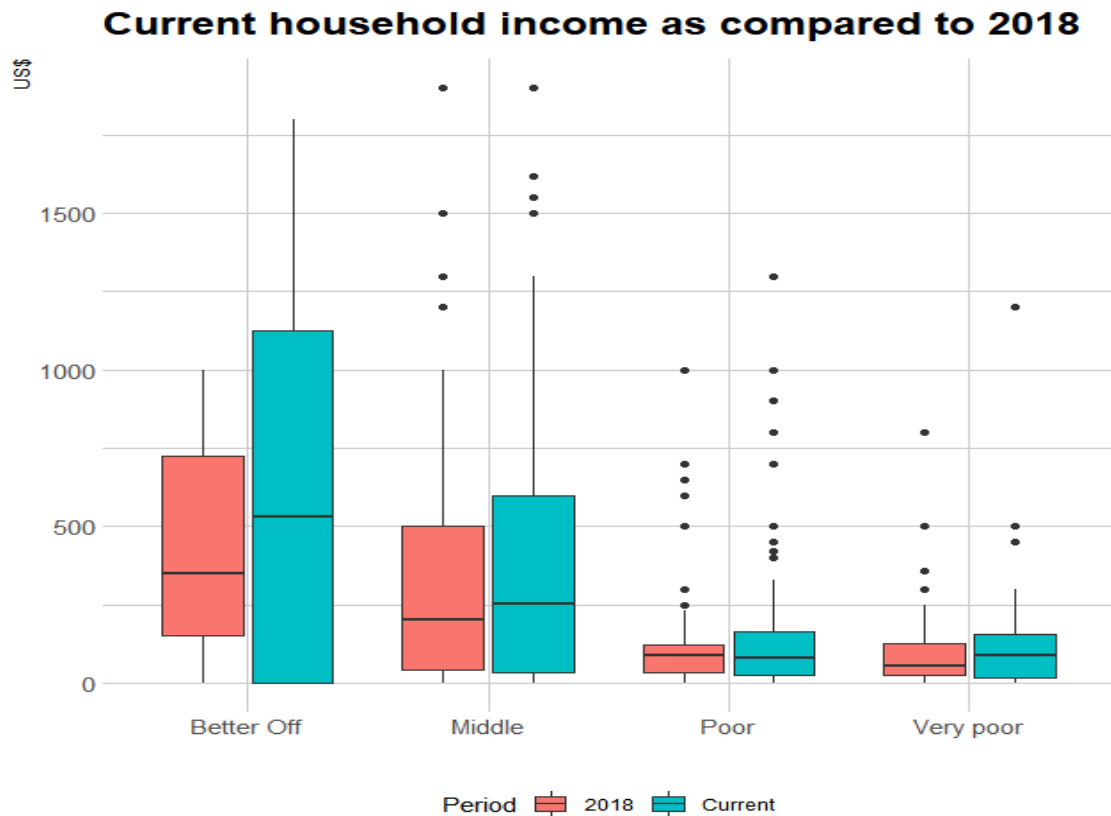


Figure 7: Current household income compared to 2018

As farmers continue to increase their production, productivity and concentrate on quantity, quality and consistency of supply, their margins will continue to increase.

- vi. **Leveraging on existing capacities:** The project managed to utilise existing capacities to promote the interventions. The first involved the use of local technical capacity with the Department of Veterinary Services (DVS), Agritex and the Ministry responsible for small and medium enterprises to conduct training and provide technical backup support. This capacity will be retained by the staff and will be used in the efforts to cascade the training to areas that were not directly targeted by the project. As far as beef production is concerned, the project took advantage of an earlier project implemented by the International Livestock Research Institute (ILRI), in Murehwa on fodder production. The project encouraged the farmers to produce the fodder and even sell it to other farmers in the district and in Mutoko.
- vii. **ICT4D for local authorities:** as has already been discussed, the package that Galileo introduced to local authorities during the project has many more important uses than what it was designed for. Not only will it allow the councils to improve their revenue collection, but it is also an information management tool that can be used for other purposes.
- viii. **Farmer organisation:** one of the reasons why local authorities have failed to effectively address the challenges facing the informal sector is their lack of organisation. In the past, it has always been believed that because of the informality of the sector, it is not necessary to put institutional structures in place because doing this can be confused with formalising

the informal sector. With support from ZITC, the project participants were organised so that they could speak with one voice. In the case of marketing their produce, it means that they would have a stronger bargaining position against unscrupulous buyers. For the local authorities, however, the organised farmers and traders would now have a focal point to engage with in any discussions of interest to them.

3.5 Sustainability

Sustainability has traditionally been defined as “the extent to which the net benefits of the intervention continue or are likely to continue.” This connotes that the benefits should still continue even if they are no longer relevant in the existing context. For the purposes of the evaluation, this definition was broadened to refer to the need for a contextual understanding of sustainability. This means that interventions, activities and benefits should only be sustainable to the extent that they still help to address the challenges that the communities face. If the challenges are different from what the interventions were designed for, then there is no problem with not carrying on with them. In this regard, what should be considered sustainable are the processes that communities go through and not necessarily the results.

Just as discussed with the impacts of the project, it may still be too early to talk about sustainability in any definitive manner. What is important is to begin to piece together elements of the project that show promise to continue well after the end of the project. A few of these are discussed below:

- i. **Building on existing local initiatives and capacities:** the project engaged itself with activities that have already been taking place in the four districts. The districts, especially Mutoko, Murehwa and Goromonzi are well known for horticulture. All the districts are also very strong in the livestock sector. What the project did is to strengthen the capacities of communities and institutions so that they are better able to take advantage of the opportunities that are presented with engaging in bigger and more sophisticated markets. So, it was clear during the evaluation process that the two value chains will continue. What may be different is their level of sophistication and the demands that this places on the farmers, the local authorities, and the private sector companies.
- ii. **Engagement of the private sector:** past market-based interventions failed because the private sector was given a cursory role to play, mainly to please the funding agencies. Almost all the control was still left in the hands of development partners. This led to a situation whereby once the development partner pulled out, the intervention would also suffer and die a natural death. The projects which have involved the private sector from the design stage through implementation have continued going after the support from the NGOs and funding partners. One of the strengths of this project is that it prioritised the active participation and engagement of the private sector right from the design stage. This is an important aspect of its sustainability.
- iii. **Close relations between local governance structures and the informal sector:** the partnership that was fostered by the project between the local authorities and communities is a key pillar of sustainability. This is because a positive working relationship between these two is beneficial to both. Its advantage is that it is not necessarily restricted to the project but can also be used in other sectors of service delivery. The project managed to create trust between local authorities and communities, and this has been a

missing link for a long time. What then tends to happen is that each side blames the other when things go wrong.

- iv. **The role of ICT4D:** almost all the activities of local authorities are going technological. For the four local authorities, they are already ahead of their other 56 counterparts due to the package that was installed by Galileo. As has already been discussed, this package will assist the local authorities to be at the forefront of other processes that require an interface with communities and other stakeholders. The system is easy to operate and interpret and can therefore be managed with very little financial input.
- v. **Involvement of young men and women:** an issue of concern within the agriculture sector is how to attract the youth (both men and women) to be involved in the sector. With the trends in modernisation and urbanisation, the fear is that the youth may not necessarily be involved because some of the income cycles in both crops and livestock are quite long. The focus of the **Creating of Multisector Partnerships for Supportive Regulatory and Policy Environment for Informal Traders in Harare and Adjacent Rural Districts** project was on encouraging the youth to be involved in agriculture in general and in the two value chains in particular. It is the conclusion of this valuation that the project succeeded in this regard and set a foundation for the youth to be involved in the long term.

3.6 Coherence

For the purposes of this evaluation, coherence was defined to mean how the project fit in different internal and external contexts. **The evaluation concludes the project was coherent with the Save the Children's programmes and the national initiatives to promote the informal sector, women empowerment and the youth.** As has already been described in the section on relevance, the project complements the work that Save the Children is doing in its Livelihoods portfolio. It also supports the work that the organisation does with children and the youth. At a national level, the project contributes towards the Government of Zimbabwe Vision of an **Empowered and Prosperous Upper Middle-Income Society by 2030**. The project also supports the efforts of the Government as espoused in the National Development Strategy I (NDS I). Two objectives of the NDS I speak directly to the project intentions: (i) Promoting new enterprise development, employment, and job creation and (ii) To modernise the economy through use of ICT and digital technology. The project implemented by Save the Children resonates very well with the provisions of the National Agriculture Policy Framework. The framework has a number of pillars that were directly responded to by the project:

- Assure national and household food and nutrition security in a sustainable and resilient manner;
- Generate income and decent employment to feasible optimum levels, with a special focus on women and youth;
- Increase agriculture's contribution to the nation's Gross Domestic Product (GDP) through;
- productivity improvements in crop, livestock, forests and fisheries sectors;
- Improve agricultural market access, exports, value addition and competitiveness and
- sustainable funding mechanisms;
- Improve multi-stakeholder cooperation and exchange among government arms, private

- sector, farmer-owned institutions, civil society organisations and development partners.

As far as livestock is concerned, the work done by the project feeds into the Zimbabwe Livestock Growth Plan. The Livestock Growth Plan is part of the Agriculture and Food Systems Transformation Strategy, which seeks to achieve an **US\$8.2 billion** agriculture economy by 2025. Any efforts to develop the livestock sector, at any level, contributes to the achievement of the plan.

The Ministry of Lands, Agriculture, Water, Fisheries and Rural Resettlement (MLAWFRR) has also developed a Horticulture Policy, which should be enhanced by this and other projects of a similar nature.

4.0 LESSONS LEARNT

The evaluation process was also supposed to distil some lessons that Save the Children and its partners have learnt during the four years of implementing the project. These lessons should be a useful starting point for any future programmes that will be designed and implemented by the organisation. The key lessons are outlined below:

- i. **Transitioning communities and institutions from humanitarian to development is possible:** due to the economic and political challenges that Zimbabwe has faced since 2000, the country has become a chronic humanitarian case. Both natural and man-made disasters have resulted in a focus on humanitarian and life-saving interventions. However, development practitioners, including the Government agree that this is not sustainable. There is need to embark on a process to transition from humanitarian to development focused interventions. The project under review, already had components that should assist in this endeavour. Some of these are working with, and through the private sector, moving away from free handouts, adopting technology and focusing on those members of the community that already have some resources and assets. It is also important to note that the transition should not only be at individual, household or community levels. Institutions, both public and private, both formal and informal must commit to this process.
- ii. **Developing the absorptive, adaptive and transformative capacities of individuals and institutions is critical:** whilst the project was designed to deal with a specific set of problems and challenges, it indirectly contributed to building the three capacities (absorptive, adaptive and transformative) that are critical to develop resilient communities and institutions. Whilst the absorptive and adaptive capacities are critical, it is the transformative capacities that actually support them. The fact that the project was housed within local authorities that are responsible for local governance and service delivery means that there is already institutional support for the communities. What is important going forward is to sustain the momentum that the project has generated in this regard.
- iii. **Adaptive management is a great asset to have at institutional level:** what is clear is that some of the events that took place during the implementation of the project could not have been foretold. The two most critical ones are COVID-19 and the government regulations. Under normal circumstances, these two would have derailed the project. However, Save the Children and its partners showed great adaptive management skills in redirecting and re-routing the project so that it still met its objectives. This is an area that still needs to be developed because the operating context will continue to be dynamic and difficult to predict. Already, Zimbabwe in in election mode for the 2023 general elections and disruptions to programming are going to be more common.
- iv. **The local authorities must be at the centre of all development interventions:** in discussions with Save the Children, one of the most important lessons that has emerged from the project is the pivotal role that local authorities play and must play in development interventions. All efforts by development partners, whether public or private are supposed to complement and not compete with the intentions of the local authority in which they are implemented. Local authorities must be involved through the whole process from problem identification, project design and implementation.

- v. **Managing expectations is a key institutional requirement:** where partners are involved, it becomes critical to manage expectations. The challenges that the project faced had very little to do with the technical or conceptual requirements. It had more to do with expectations that were not clarified and sometimes addressed. A good example is a situation where MC Meats for example thought that the project would fund the construction of livestock centres, when in actual fact this was clearly not possible right from the design stage. Save the Children agrees that in future projects, it is important that all partners are clear on their roles and responsibilities and their expectations of the project.
- vi. **Private sector engagement is critical in supporting community initiatives:** the success of this project depended on how well the private sector was integrated into the interventions. It is important to note that smallholder farmers must be encouraged to interact directly with the private sector. This is important because the private sector is both a supplier of inputs and a consumer of the produce. The smallholder farmers, and indeed the development partners must develop a good understanding of how the private sector works.
- vii. **It is possible to organise the informal sector without necessarily formalising it:** the experience of the project points to a great opportunity to organise the informal sector for purposes of coordination and integration. Even though it is informal, it still requires support so that it can thrive. This needs a certain level of organisation. The work done by the project with support from ZITC is testament to this.
- viii. **Technology is a key development driver:** this point has been discussed in the report using different contexts. What is clear is that technology is an important part of the development matrix. Future programme designs by Save the Children should explore this even further.

5.0 CONCLUSIONS AND RECOMMENDATIONS

5.1 Conclusions

- i. The **Creating of Multisector Partnerships for Supportive Regulatory and Policy Environment for Informal Traders in Harare and Adjacent Rural Districts** project was designed to address real and genuine concerns affecting smallholder crop and livestock farmers and the informal sector in general.
- ii. The design of the project took into account the complexities of the context and ensured that the partners that were selected to be part of the project were fit for purpose. Partner selection will remain a key feature of any successful project design.
- iii. Save the Children and its partners demonstrated high levels of adaptive management to deal with the changes in the operating environment.
- iv. The project satisfied all the requirements of the OECD-DAC evaluation criteria. This speaks to the project design and how the process was well-thought through.

- v. The informal sector is still a largely untapped “blue ocean” and more work still needs to be done to ensure that it contributes to the main stream economy and both macro- and micro-levels.

5.2 Recommendations

- i. Save the Children must build on the project successes and design projects that upscale the work done under this intervention. The scaling up should be in terms of covering the areas that were not part of the project in the four districts and also scaling up to other local authorities in the country.
- ii. Save the Children must continue its efforts to work closely with the private sector. Improving livelihoods and income generation at individual, household, and community levels, can only be successful if there is meaningful private sector engagement.
- iii. The model that Save the Children used for this project whereby the participants were not the usual “poorest of the poor” is a viable vehicle for meaningful development. What is however important is to understand how the poorest of the poor become involved along the value chain.
- iv. In future programmes, ownership, control, and management of assets provided by the project must be clarified at the start of the partnership. During discussions especially at local authority level, there still seemed to be confusion as to who is supposed to manage the market infrastructure that was provided by the project.
- v. Issues of social and environmental protection and safeguards should be prioritised in future interventions. With the challenges of climate change and other hazards, any agriculture-based intervention must understand how it impacts the environment but also the social issues such as gender and women empowerment.
- vi. An area that should be pursued vigorously is value addition of both crops and livestock. In the case of crops, it could be preservation, packaging, and general improvements in quality. In terms of livestock, this could be focusing on genetic improvement and supplementary feed production.
- vii. Training and capacity building at the farmer level should also prioritise the business and financial aspects. Most smallholder farmers still do not view their enterprises as businesses and employment creation focal points.
- viii. Save the Children must find a way of sharing the experiences of this project with a wider audience. This could be in the form of technical and policy briefs, publications in relevant journals and also utilising platforms such as the Market Linkages Association (MLA).

ANNEXES

ANNEX I END OF PROJECT EVALUATION TORS



Annex 1 End of
Project Evaluation T

ANNEX 2 FOCUS GROUP DISCUSSION GUIDES

Tool 1: Focus Group Discussion Tool for Farmers and Vendors (informal sector players)



Tool 1.docx

Tool 2: HEA Focus Group Discussion (all groups)



Tool 2.docx

ANNEX 3 KEY INFORMANT INTERVIEW GUIDES

Tool 3: KII with Project Partners



Tool 3.docx

Tool 4: KII with Local Authorities



Tool 4.docx

Tool 5: KII with Donor



Tool 5.docx

Tool 6: KII with Government Stakeholders



Tool 6.docx

Tool 7: KII with Primary Implementing Organisation



Tool 7.docx

Tool 8: KII with Extension Workers



Tool 8.docx

Tool 9: KII with for HEA Component



Tool 9.docx

ANNEX 3: SURVEYS

Tool 10: Perception Survey Questionnaire



Tool 13.docx

Tool 11: Household Economic Analysis Survey Questionnaire



Tool 14.docx