RESHAPING THE LIVES OF WOMEN AND GIRLS

DIRECTION TOWARDS PEACE FOR THE FUTURE

PEACES DIRECT IN PARTNERSHIP WITH ENVISION WOMEN'S TRUST IN ZIMBABWE:

Conflict Transformation Evaluation, March 2016
Traditional leaders Project
ZRP Training in CT
Women Sewing Project

RESHAPING THE LIVES OF WOMEN AND GIRLS
**PROFILE**

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**Title:** Envision Conflict Transformation Initiatives in Zimbabwe - Impact Evaluation: 2016.

**Period Evaluated:** First Evaluation for the Organization, from inception to date.

**Program Start Date:** Year 2008

**Program End Date:** Ongoing Program with potential for expansion

**Program Partners:** Peace Direct, Envision Zimbabwe


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ACRONYMS

OH…………………………………Outcome Harvesting
CTI………………………………….Conflict Transformation Initiative
FGD………………………………….Focus Group Discussions
M&E………………………………..Monitoring and Evaluation
MSC………………………………..Most Significant Change
SPSS……………………………….Scientific Package for Social Sciences
EWERMC……………………….Early Warning, Early Response Mechanism to Conflict
MDC………………………………..Movement for Democratic Change
ZANU PF…………………………Zimbabwe African National Union – Patriotic Front
EZWT……………………………..Envision Zimbabwe Women’s Trust
PD………………………………….Peace Direct

Definition of Terms

**Project wards** – these are wards 27 in Murehwa and 13 in Hurungwe where Envision Women’s Trust Zimbabwe operated since the project started. It is in these wards where the assessment is expected to measure changes in the lives of beneficiaries as a result of the project;

**Control Wards** – Due to the fact that the project did not conduct a baseline study, two wards: 15 in Hurungwe and 28 in Murehwa were chosen. The sole purpose is to compare if the changes that took place in the project wards were as a result of the intervention or other factors. Changes which resulted from the implementation of the project will be attributed to its inputs, processes, outputs, outcomes and impacts.
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EXECUTIVE SUMMARY

Zimbabwe has a legacy of political turbulence which has created a blockage to the socio-political and economic development that has left trails of trauma, hurt, distress, pain and loss to its people. In response to such experiences in 2008, the CTI project for EZWT was implemented in Murewa District ward 27, Hurungwe District ward 13, Mbare suburb in Harare, and with ZRP at national level, to “bring contesting parties to the table and deliberate about problems affecting them and build areas of common ground” (EZWT Case Study: FDTCT, 2015). This is a comparative impact evaluation of the project with control wards 15 in Hurungwe and 28 in Murehwa and review of its M&E system; data collection used Survey, Case Study, Observation, OH and MSC methods; FGDs and in-depth interview data collection tools while subjects were direct beneficiaries, boundary partners, EZWT staff and internal documents which include M&E story registers, reports, case studies and the M&E framework.

The study found that the CTI project was considered relevant by boundary partners and direct and indirect beneficiaries as their levels of participation in planning, implementation and monitoring were high. Key inputs were mainly financial from EZWT, PD and partners and human resources, three employees for EZWT and a team of volunteers at local level. On efficiency, though input indicators were not indicated, clear financial procedures used for internal check and external audit were in place.

Community entry in both control wards and project wards was through district administration structures and traditional leaders using meetings for consultation and creation of structures, the workshop method for capacity building and drama to create awareness. In control wards, no activity was implemented while in project wards, activities centered on training of traditional leaders in conflict resolution, creation of PCs and community leader structures to advocate for peace, holding of peace festivals to create awareness on peace, training of ZRP on peaceful techniques of resolving conflict and helping women to run livelihood projects on sewing and gardening. Major outputs were 1034 people trained in CT, 63% female and 37% male; 86 traditional leaders and their 65 wives; 180 community leaders (51% male and 49% female), 703 ZRP officers (67% male and 33% female). Further, 4 PCs were created with 45 members 51% male and 49% female, 3394 people were reached through peace festivals and women ran a sewing project and a garden project.

In a survey, the study found that needs similar to what were experienced in the project wards on inception were current and fresh. On the other hand, in project wards, there is an increase levels of community awareness and capacity on the use of conflict transformation techniques to create in peace; improved knowledge on effects of violence and led to better community cohesion. Traditional leaders’ capacities to handle local disputes were improved as the number of cases reported to the Chief’s court went down compared to their counterparts in control wards who displayed low levels of capacity in dealing with the challenges on violence confronting them. PCs, mainly composed of women improved community relations.
as they helped to resolve cases on political intolerance, witchcraft, domestic violence, child abuse, health and poverty which were major sources of violence. Policemen who participated had their capacities to handle conflict enhanced as they were able to handle their work “better”; their negotiation and mediation efforts resulted in many cases being resolved at the police camp before a docket is opened for reference to court. More, the initiative increased the participation of women, improved their confidence and livelihoods.

Key learning and recommendations included the need to improve on defining EZWT’s strategic direction, M&E system and carry out formative studies when starting new projects. In addition, indicators should be refined; the LF used more in M&E, data collection, entry and analysis improved. A module on data collection methods and guides on tools will improve the quality of data collected. The use of a vulnerability criterion will help to target the most vulnerable women and girls. Meanwhile, EZWT should encourage ZRP to vigorously roll out the initiative further to maximize on its benefits in the force. Internally, EZWT staff’s M&E skills can be improved through in-service training. The Traditional Leaders Project, Peace Committees Concept, Police Training Project, Community Leaders Training, Peace Festivals and livelihood initiatives for women are models that can be replicated elsewhere. Specifically, women can be used as model peace builders and ambassadors. Lastly, PD need to help EZWT in creating cross – learning situations with countries with similar experiences, develop an M&E system, install a database, develop a strategic document and improve fundraising for sustainability.
PROJECT HIGHLIGHTS

A. Possible Scenarios in the Project Context

The Zimbabwe micro and macro-economic and political environment is very fluid, unstable and characterized by rapid change. Such uncertainty is a function of the political scenario currently prevailing and the following highlighted scenarios are proffered for the near future:

Scenario 1: The Vulture State

One of the scenarios for Zimbabwe’s future will be a continuation of the current situation. The current situation in Zimbabwe has seen serious political contestation with a political fractured political parties and a collapsed economy. The Great Zimbabwe Scenario’s Project has described the current state of affairs as a “Vulture State” scenario. The Vulture State” depicts a government that fails to connect with its people and that pursues a national development agenda that benefits only a few. Vultures scavenge areas where carcasses are available for their sustenance; they have a knack for identifying weak prey that affords them a bountiful meal; they are scared off if the prey puts up a fight but never fly too far away; they have no qualms about eating their prey alive. The major challenge in this scenario is for leaders to focus on national development and be willing to detach from their personal economic interests. Currently the state of affairs is characterized by rampant corruption, lack of service delivery, and breakdown in political, economic and social structures. Women and children continue to be the most vulnerable and affected groups in society. There is serious infighting in both the ruling party ZANU PF and within the main opposition parties. In fact the opposition parties have more or less disintegrated.

In this scenario Envision Zimbabwe will continue with its current strategy of among other things; capacitating communities to be self-sufficient in all spheres especially economically. Envision will continue empowering the more vulnerable groups that is women and children to be resilient to violence. Key actors that are normally implicated in perpetration of violence such as Youth militias, Traditional leaders and Police will continue to be targeted in trainings. The organization will also continue building localized mechanisms for predicting and preventing outbreaks of violence including maintenance of an Early Warning Early Response Mechanism. The organization will also continue to support community based livelihoods initiatives.
Scenario 2: Most Likely

This is a scenario that is most likely. There are fears that the next elections will be watershed elections especially given the rise of Joice Mujuru the former Vice President as well as the possibility of the formation of a grand coalition by opposition parties. This means that Mugabe’s ZANU PF will likely face one of the biggest opposition to his rule since Morgan Tsvangirai in 2008. The fear is that the ruling party might resort to violence and intimidation as happened in 2008. There will be widespread human rights violence and political violence in Zimbabwe. It is most likely that Envision Zimbabwe and any other NGOs will find it difficult to access communities. The organization’s experience is that during political turmoil the Government would limit human rights and peace building organizations from accessing communities commonly referred to as “No Go Areas”

Envision Zimbabwe in this scenario will rely on the structures of Peace that the organization has established within communities over the years. The organization will rely on the Early Warning Platforms and the Peace Committees that the organization established to monitor and to report cases of violence to responsible authorities. In addition the organization will also give technical support to these structures so that violence is minimized. One of the most important tasks of the organization will be to keep lines of communication open between the communities and the organization. This will be important for the organization to know what is happening in the communities. The organization will also likely play a crucial role in security sector engagement.

Scenario 3: Desirable but unlikely

The third scenario is that there is a smooth transition from the Mugabe rule in 2018. If the country were to hold free and fair elections in 2018, then it is most likely that Zimbabwe will be on a path to reconnecting with the rest of the international community. There will be serious need for rebuilding the country after years of mismanagement in all sectors. The position of women and the girl child will remain vital in this scenario.

The organization will most focus on engaging women’s issues both at policy level and also at the grassroots. With women and girls as the primary target, Envision Zimbabwe will focus on initiatives that seek to empower women in all spheres as well as getting women to participate fully in the rebuilding of the country. Some of the areas the organization will focus on include the following:

- Women’s Rights and Leadership;
- Female led Livelihoods initiatives;
- Promotion of gender equality in all spheres;
- Promotion for gender sensitive policies in parliament and other influential platforms;
- Policy formulation with women in mind;
B. Project Related Highlights:

i. **Need for project expansion and replication**

This project made an impact in creating peace in the project wards exciting adjacent areas to desire for a similar experience. As the problems and challenges met by beneficiaries in the project wards are similar to those experienced by those in adjacent wards EZWT should consider continuing with the current projects and expansion of the project seriously starting with the control wards. Such a move will send a message of peace to spread wider to the benefit of communities and society at large.

ii. **Need for a vulnerability criteria on direct beneficiaries**

The project targets women and girls who are vulnerable to political violence in a particular area. It is suggested that the issue of vulnerability be further refined to prioritize those women and girls whose circumstances are worst. This is important because economic, social, political, geographical, and demographic differences and ability affect the levels of vulnerability. It is therefore recommended that a closer analysis of women and girls as a target group be looked at with the view of developing a more comprehensive vulnerability criterion.

iii. **Need for Formative Studies**

Project formative studies – baselines or situational analysis - are essential to get an understanding of the current situation, needs of direct beneficiaries and defining of indicators to measure progress. For this initiative, these were not carried out. It is therefore commended that such studies be carried either in detail or in a rapid appraisal format for all new initiatives.

iv. **Proposed Elaboration on Indicators**

It was established that the M&E Framework has a list of output and outcome indicators. Though these indicators are available, they are not SMART; input indicators are missing. It is therefore acclaimed that the current indicators be improved; for new proposals, all indicators are made SMART and key input indicators are included. To facilitate this, it is suggested that the initiative uses the Logical Framework approach as this is widely used by development agencies at local and international levels.

v. **Proposed encouragement and assistance for ZRP trainers to roll out their training to a wider audience within their organization**

The reception and embracing of the CTI by ZRP is important because they are at the epicenter in finding a practical solution to any local conflict and peace initiative. Such acceptance is an indicator that the strategy used is appropriate because ZRP took ownership of the program. It is suggested that as part of its strategic review, Envision Zimbabwe shares ideas with ZRP on the feasible and most appropriate options to increase the reach of this initiative in the organization. Currently, only 703 officers were reached; this is not very significant taking into account the size of the ZRP and that their wives are also target groups own their own.
vi. Proposed embracing of a permanent M&E function

Taking into account that M&E is a critical function on the capacity of any learning organization: understanding that EZ is a learning organization which does not have a permanent M&E position; it is suggested that when a more comprehensive project proposal is done, an M&E position should be factored in.

C. Sector Related highlights:

vii. Replication on the use of women as peace builders and ambassadors

That based on the skill, tactics, team effort used by women in the project as they cooperated and teamed up to attack conflict with success. That this be replicated in other areas, locally and internationally.

viii. Identified project signature models for proposed replication

Traditional Leaders Project; Peace Committees Concept; Police Training Project; Community Leaders Training and Peace Festivals are very strong models for transformation and peace advocacy. As a result, it is suggested that these models be well documented and consideration be made for replication locally and in other countries.

D. Organizational Related Highlights for EZWT:

ix. Need for Strategic Planning to improve focus and organizational learning

As a result of requests from other communities like Chipinge and surrounding wards who have seen the benefits of this initiative, it emerged that EZWT is not ready for expansion as its capacity is low. As part of its strategy, it is suggested that EZWT anticipates and innovate being proactive rather than reactive. In other words, the organization can use their environmental scan and internal SWOT to develop new initiatives and fundraise for their implementation and sustenance. It is extolled that the first step for EZWT is to carry out a strategic review where its key stakeholders assemble and help it to shape direction.

x. Need for EZ Staff Development

Staff at EZWT has admitted that they have a knowledge gap in M&E. The University of Zimbabwe has short courses on M&E and research methods lasting six months to a year and can be taken on a part time basis. It is suggested that EZWT staff be encouraged and supported to take these post graduate courses that will provide them with adequate skills for the task. In the short term, they can be given guidance on specific topics like data collection, data entry, analysis, storage and effective reporting.
E. Peace Direct targeted Highlights:

xi. **Proposed broader organizational learning**

Peace Direct is an international organization with vast experience in implementing peace initiatives. It is suggested that Peace Direct uses its influence to create cross-learning situations for Envision Zimbabwe: especially in countries with similar circumstances.

xii. **Need for capacity development with a focus on M&E**

A strong M&E system provides credibility to an organization and its stakeholders; facilitates credible learning and measurement: it is therefore suggested that PD helps EZWT to develop a strong M&E system especially putting into place a data base for tracking indicators.

xiii. **Need for improved planning and fundraising**

Direct and indirect beneficiaries confirmed that the CTI initiative is relevant in the Zimbabwe context while the current capacity of EZ need improvement for any anticipated growth; it is therefore suggested that PD helps EZ to develop a comprehensive strategic document.
1. INTRODUCTION

This is a comparative evaluation of EZWT work in Zimbabwe since inception in 2008 to March 2016 and covers contextual analysis, purpose of the evaluation, methodology used, findings, innovation, lessons learned and conclusion. Recommendations for possible adoption and implementation have also been included based on the input from direct and indirect beneficiaries.

2. PROGRAM CONTEXT AND SITUATION ANALYSIS

2.1 Zimbabwe Demographic, Economic and Social Indicators

Zimbabwe is located in Southern Africa sharing borders with Botswana, Mozambique, South Africa and Zambia; it has a total area of 390,757 square kilometers, a population density of 34 persons per square kilometer and 13.4 million people, 52% female and 38% male. Furthermore, 32% of the population is urban and 68% rural (ZimStat [Labour Market Survey], 2014 p xviii). With a sex ratio of 93 males to 100 females, the majority of the population is young as 42% percent is below 15 years. Of the population 15 years and above (58%), 91% were found to be economically active.

According to the Conference of Zimbabwe Industries end of 2016 survey, capacity utilization rose up in Zimbabwe from 34.3% to 47.4% and is expected to rise to 65% as a result of the import substitution initiative and increased agricultural production. However, issues of corruption, policy instability, confusion, lack of access to cheap finance, competition from imports and low demand for domestic products were cited in the survey as issues stifling growth and might continue to do so. As a result, the Zimbabwe economy is still down. Though the Labor Market Survey of 2014 found that 81% of the working age population was employed with 67% being in agriculture, forestry and fishing, formal industry is depressed as the majority of those employed are in the informal sector (94%, mainly wholesale, retail, repair of motor vehicles and motor cycles), (ZimStat [Labour Market Survey], 2014 p xviii). It is estimated that the PDL is currently at USD500 per month and that the labor environment is currently hostile to the worker.

In addition, socially, every significant number of households are female headed: of the 3.2 million households in Zimbabwe, 64% are headed by males while 36% are female headed. When violence erupts during an election cycle, women and children are the most vulnerable, this would be more so in a female headed household.

More, in the water and sanitation sector, a gap on sanitation exists as 38% of the households in rural areas have no toilet of their own. Access to clean water is also a major issue both in urban and rural areas.

With regard to education, ninety eight percent of the population was regarded as literate when classifying the population aged 15 years and above and have completed grade 3 as being able to read and write. Most of the orphans live in the rural areas (81%): 1.1 million of the populations were orphans taking into account those who have lost at least one parent. In December 2015, 69943 new HIV cases were recorded HIV, 61% female and 39% male. On the other hand, 3.3% of children 0-59 months old had stunted growth.
2.2 Political Situation Zimbabwe

Zimbabwe has a legacy of political turbulence which has “created a blockage to the socio-political and economic development that has left trails of trauma, hurt, distress, pain and loss” (EZWT Case Study: FDTCT, 2015). The project wards and control wards experienced political turbulence during the 2013 elections. After these elections, over “9000 jobs were lost due to company closures”, many young people have continued to trek to South Africa in search for a livelihood despite the risks involved especially being subjected to xenophobia.

2.3 Murehwa District: Project ward 27 and control ward 28

Located in Mashonaland East Province with 12 districts, Murewa district has 46, 284 households, a population of 199,607 people, 52.8% women, 47.2% males. It has a sex ratio of 89.5 and an average of 4.1 people per household. The EWTZ implemented its project in ward 27 of this district with a population of 9240 people, 52.39% women and 47.7% men. Its sex ratio is slightly higher than the district average at 91 while the family size is similar as it stands at 4.1 people per household. The control ward 28 is less populated with 5,556 people, 53.7% female, and 46.3% male, a sex ratio of 86.4 and a similar average of 4.1 people per household. An interesting phenomenon in the 2012 census in the district is that the male population is higher up to the 15-19 age group, 21697, 53.9% males and 46.1% females and drops continuously up to old age starting from the 20-24 age group, (15475) 52.7% women and 47.3% males. The major cause is a higher rate of migration for males to urban areas in search for employment and other opportunities. The statistics also show a tendency for women to stay in their communities until old age loosing opportunities for exposure and developing any different worldview.

2.4 Hurungwe District: Project ward 13 and control ward 15

Mashonaland West Province, with a population of 1, 501, 656 people, 50.2% females and 49.8% males hosts Hurungwe district which is the most populated district in the province with 329, 197 people with an equal gender distribution of 50% male and female. The sex ratio stands at 100 and family size at 4.7 people per household. The project ward 13 with 4980 households and an average of 4.7 people per household is one of the largest in Zimbabwe with a population of 23, 160 people, 50.9% female and 49.1% males and a sex ratio of 96.5. The control ward 15, with 1379 households had a population of 6390 people, 50.8% female and 49.2% male and a sex ratio of 96.8 being far smaller than the project ward.

3. PURPOSE OF THE EVALUATION

3.1 Purpose of the study
Fostering long lasting peace in Zimbabwe, Peace Direct and Envision Zimbabwe employ the Conflict Transformation model\(^1\), engaging all stakeholders\(^2\) regardless of their sexual differences, ethnic, social, economic, or political affiliation, playing the role of a facilitator\(^3\). The process is localized at village, ward and district levels and engages key actors at individual and community\(^4\) levels, like traditional leaders, development workers, villagers, youth, councilors, schools and the police to dialogue peacefully, in a friendly atmosphere on problems, challenges or issues affecting them enabling them to shape common ground.

The purpose of this external evaluation was to compare Envision Zimbabwe’s conflict transformation ward project since inception with control wards and attribute causal factors for change and development; review its current M&E framework and suggest recommendations for improvement. The assessment focused on evaluating inputs, process, outputs, outcomes and impact as a result of implementing the “Traditional Leaders Project (Chiefs Project)”, “Police Training Project”, “Creating Warning and Response Groups at local conflicts in Murewa and Hurungwe” and “Economic Empowerment of Women” projects.

### 3.2 Statement of the Problem

Following the Zimbabwe disputed elections in 2008, Murewa and Hurungwe districts were cited as some of the areas that were seriously affected by political violence (EZWT Case Study: FDTCT, 2015). Being considered ZANU PF “strongholds” since independence in 1980, the advent of a new political party (MDC created in 1999) presented a challenge in the two districts. Political parties used tactics that resulted in an eruption of political violence between the contesting political parties. This violence can be categorized as “structural”, “gender based”, “physical” and “psycho-social” (Envision Zimbabwe Women’s Trust EWERMC concept note, 2016 p 2). Trend shows that it was meted on perceived opponents or sympathizers on specific areas and deepened during election cycles especially a few months before a poll. It was more pronounced in “strongholds”, “swing constituencies”, “densely populated areas” and tactics used were “torture”, “abductions” and “murders” (Envision Zimbabwe Women’s Trust EWERMC concept note, 2016 p 2). As a result of the important role that traditional leaders play in the governance of rural communities, they “were often implicated in violence at community level”. Women and children were the

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\(^1\) Conflict Transformation is a “process of engaging with and transforming the relationships, interests, discourses and, if necessary, the very constitution of society that supports the continuation of violent conflict”

[www.wikipedia.org](http://www.wikipedia.org)

\(^2\) Stakeholders (actors) – a person, group or organization that has interest or concern for peace in the context under review

\(^3\) Facilitator is someone who engages in the activity of facilitation which entails helping a group of people to understand their common objectives, helping them to plan how to achieve their intentions. In the process, the facilitator remains neutral as he or she does not take a position in the discussion ([www.masterfulfacilitation.com](http://www.masterfulfacilitation.com)).

\(^4\) Community refers to a self-organized network of people with a common agenda, cause, or interest, who collaborate by sharing ideas, information and other resources. In this context, it includes a village, ward, district or province as it involves a group of people who run their affairs in a similar pattern.
most vulnerable in the violence that ensued. Women had an extra burden of looking after their children and husbands as caregivers in the home. This situation affected community cohesion as it disrupted farming which is a major source of livelihood in the rural areas; created “mistrust and suspicion” among family members, friends and allies. To help bring parties to various types of conflict to the table or platform and deliberate about problems affecting them and build understanding in an amicable way, Envision Zimbabwe implemented the “Conflict Transformation Initiative” to date. There was a need to make an assessment if this project had led to significant changes or any difference in the lives of direct and indirect beneficiaries.

3.3 Specific Objectives of the evaluation

The objectives of this evaluation are to:

3.3.1 Make a comparative analysis of impact in project wards and control wards accurately attributing results;
3.3.2 Review the Monitoring and Evaluation framework for Envision Zimbabwe;
3.3.3 Suggest recommendations for improvement.

3.4 Research questions

3.4.1 Was the Conflict Transformation Initiative relevant to direct and indirect beneficiaries and their context?
3.4.2 Were there any changes in the project wards as a result of the intervention and how are they comparable in control wards?
3.4.3 Were human, financial, material and physical resources as inputs efficiently applied?
3.4.4 Did the project effectively meet its set targets as defined in the project proposals?
3.4.5 What difference did the Conflict Initiative make in the lives of direct and indirect beneficiaries?
3.4.6 Was the selection and inclusion of direct beneficiaries equitable?
3.4.7 Were direct beneficiaries involved in planning and implementation of the project and not as mere recipients of aid?
3.4.8 What is the current Envision Zimbabwe’s M&E system?
3.4.9 How can Envision Zimbabwe improve its intervention and M&E system?
3.4.10 What sustainability activities were implemented by the initiative?
3.4.11 What innovation and lessons can be drawn from implementing this initiative?

3.5 Assumptions

The study was based on the following assumptions:
3.5.1 That the evidence provided was objectively obtained without bias;
3.5.2 That result of the study is essential for performance assessment and planning for future work.

3.6 Scope of the study

The study covered project wards and control wards, Mbare and the ZRP project. Assessment covered the entire period from the start of the project to date and embraced evidence from all stakeholders. Duration was extended to take care of stakeholder needs and requirements for community entry and access to beneficiaries.

3.7 Study Limitations

The study was contextual and had the following limitations:

3.7.1 The most significant limitation for this study was insufficient financial resources for fieldwork. While a lot of effort was made to limit the negative impact of this barrier to study results, part of it was just not feasible. This relates to quantitative data collection from project wards. As a result, only qualitative data is used to compare project wards and control wards. To overcome this barrier, an arrangement was made by EZWT for some of their volunteers to assist in collecting quantitative data in control wards but resources could not be stretched to cover project wards. Furthermore, consultancy days and fees were reduced to cut fees though the work done demanded more time than the budgeted time.

3.7.2 No baseline studies were done before for use in measuring performance: control wards were used to measure baseline situation and stories at the beginning of the project were reconstructed based on the evidence available.

3.8 Ethical Considerations

3.8.1 Safeguard the reputation of Peace Direct and Envision Zimbabwe to its stakeholders;
3.8.2 Commitment to the values like confidentiality, nonviolence, respect for other’s expertise, transparency and partnership work;
3.8.3 That Peace Direct and Envision Zimbabwe are learning organizations that aims for continuous improvement.

3.9 Conceptual framework for the project and evaluation

Conflict transformation is concerned with five pillars of transformation focusing on structural, behavioral and attitudinal aspects of conflict. These are: actors (stakeholders and direct beneficiaries), contexts (stakeholder/direct beneficiary environment), issues (problems faced by actors), rules (dos and don’ts) and structures (operational framework). When the transformation process has been applied on the actors, tension between the actors must be overcome. Actors are the parties involved in a conflict situation. The transformation process helps in modifying actors’ goals and their approaches to pursuing these goals facilitating in understanding the causes, and consequences of their respective actions.

More, context refers to the setting of the conflict situation and the transformation process challenges the meaning and perceptions of conflict itself particularly the respective attitudes and understanding of specific actors towards one another. Furthermore, issues, another pillar, refers to the matters, problems, concerns, disputes and questions central in a conflict. The transformation process facilitates in redefining the issues that are central to the prevailing conflict and reformulating the position of key actors on those issues. Rules, as another pillar, refer to the norms that govern decision making at all levels. The transformation process focuses on changing the norms and rules governing decision making at all levels in order to ensure that conflicts are dealt with constructively through institutional channels.

In addition, structures refer to the arrangement of relationships and power distribution in the conflict situation. The transformation process focuses on adjusting the prevailing structure of relationships, power distributions and socio-economic conditions that are embedded in and inform the conflict thereby affecting the very fabric of the interaction between previously incompatible actors, issues and goals.

4. EVALUATION METHODOLOGY

4.1 Evaluation Design

The evaluation used four methods: the Most Significant Change (MSC), Outcome Harvesting, Survey and case study.
4.2 Methods

4.2.1 The Most Significant Change

The study also used the MSC technique specifically during outcome harvesting and fieldwork. Respondents in FGDs were asked to state the most significant change that took place in their lives as a result of this project. In some situations, respondents were asked to state three significant changes and then choose one most significant change to their lives. Some were given paper to write letters to the consultant as the editor stating changes that took place in their lives as a result of this project and indicate the most significant change in their lives as a result of this project.

4.2.2 Outcome Harvesting

This study used the outcome harvesting technique to understand outcomes from the project. Internal M&E records which include Peace Committees minute books, letters, notes, survey questionnaires, reports and training feedback forms were analyzed and used to construct outcomes which were tested and verified during field work.

4.3 Sampling

The sample for this study include samples for three studies – comparative study, training of internal Traditional Leaders’ evaluation and internal evaluation of impact on ZRP Training. For the Traditional Leaders Project evaluation, a sample of 135 respondents was covered while 12 respondents were covered for the ZRP internal assessment process. A sample size of 544 respondents, 59% females and 41% males participated in the needs assessment comparative study in adjacent wards. 402 respondents participated in the survey, 142 people participated in the focus group discussions, interviews and case studies. FGD respondents in the wards which implemented the project were similar in age, gender, context, target, questions asked and duration of engagement with the FGDs held in wards which did not implement the project. As shown in table 1 below, 69 respondents participated in the wards were the project is not being implemented while 73 respondents participated in the wards were the project is currently implemented.

<table>
<thead>
<tr>
<th>District</th>
<th>ward</th>
<th>total response</th>
<th>male</th>
<th>female</th>
</tr>
</thead>
<tbody>
<tr>
<td>Murehwa- control ward</td>
<td>28</td>
<td>42</td>
<td>15</td>
<td>27</td>
</tr>
<tr>
<td>Hurungwe –control ward</td>
<td>15</td>
<td>27</td>
<td>4</td>
<td>23</td>
</tr>
<tr>
<td>Totals</td>
<td>69</td>
<td>19</td>
<td>50</td>
<td></td>
</tr>
</tbody>
</table>
Sampling procedures were random selection and purposeful selection based on observation and information gained from FGDs and interviews. Random selection was based on the areas in each ward selecting men, women and girls directly from randomly selected households.

### 4.4 Study Instruments

#### 4.4.1 Document Review

The major document made available to the consultant for analysis was the case study report used as an internal evaluation report. Other documents include reports on projects, project proposals and the EZWT M&E framework. Some of these documents were used during the outcome harvesting process in addition to being used as reference material for key points identified during analysis.

#### 4.4.2 Questionnaire

This study used three questionnaires—one designed by the ZRP for evaluation of impact of this program for them, a second one designed by EZ for its internal evaluation system and the comparative needs assessment study questionnaire. The needs assessment questionnaire was very comprehensive as it dealt with four hundred and two (402) questionnaires, 91 questions divided into sections related to activities in the current projects. There was a 100% response rate as data collectors moved in the wards sampling households and meeting people who responded to the questions. Most data from this survey was used to compare changes which took place as a result of the project in the lives of direct and indirect beneficiaries.

#### 4.4.3 Focus Group Discussion—Control Groups

As the project had no baseline data, a comprehensive comparative study was taken two adjacent wards in each district. One tool used to compare data was FGDs. Eight Focus Group discussions were held, four in wards which the project was implemented and four in adjacent wards where no activity took place. The target groups for FGDs were traditional leaders, men, women and girls with each comprising 10-12 members - meeting 142 people. In these wards, respondent selection procedure was through project
coordinators, traditional leaders, women and girls leaders. Respondents from different households were randomly selected and invited to a central place. They were then grouped according to age, gender and role – traditional leader, beneficiary and stakeholders. Discussions used an FGD guide, annexure 2 lasting between 45 minutes to 1 hour.

4.4.4 In-depth Interview

At each project site, in-depth interviews were made with key stakeholders like Ministry of Women’s Affairs and the Girl Child, Traditional Leaders, Headmen, Ward councilors, Traditional Advisors to the Area Chief, Ward Peace Committees, direct and indirect beneficiaries. All these people assembled at one venue in a ward and patiently waited for their turn to be interviewed for them to give their views on their contribution on the project. The same target was met in the wards which implemented the project and those which did not implement the project. Similar characteristics were by role as other characteristics were not controllable.

4.4.5 Letters to the editor

Respondents were asked to write letters to the editor telling him how they joined the project and what they benefited from it. They were asked to list three changes and mention the most significant change of them all. Each one did this alone and submitted the letters directly to the researchers as representatives of the editor. For confidentiality, all names of respondents who wrote were removed from the letters and pseudo names were used. Selection of subjects was both randomly and purposefully done: after FGD discussions, specific individuals were requested to write these letters.

4.4.6 Case Studies

During FGDs, individual cases were identified and asked for more detail. The information solicited centered on the background of the individual, how he or she got involved in the project and the most significant changes which took place in his life as a result of the project.

4.5 Data Collection Plan

The collection plan involved visiting the Hurungwe and Murehwa districts for two days in each of them. A link person working with Envision Women’s Trust in the wards did advance consultations and invited respondents to one venue. The study team spent a day with respondents in this ward conducting FGDs, interviews, case studies and letters to the editor before moving to the next ward.
4.6 Data Analysis Procedures

Analysis procedures for quantitative data involved data entry into SPSS and creation of tables and analysis. Other quantitative data was captured through tables and analysis used graphs and tables. Qualitative data was captured using categories designed as domains of change and linked to project goals, objectives, activities and outcomes.

5. FINDINGS

5.1 Introduction

This unit starts with a project description and presents study results grouped in domains of change which are: relevance of the project to the context; efficiency in deployment of resources; effectiveness of the project in achieving its targets; impact of the intervention on direct and indirect beneficiaries; equity or inclusiveness of beneficiaries taking into account vulnerabilities; participation, levels of community involvement in project preparation and implementation; monitoring and evaluation; sustainability, what will happen to the project after donor funding ceases; innovation and lessons learned.
5.2 Project Description

5.2.1 Overview and objectives

This program has five components regarded as separate projects. These are the traditional leaders project (five objectives namely training of traditional leaders, establishing Peace Committees, training community leaders and running communal activities), Police training project (five objectives-training in CT, Human Rights, leadership and gender mainstreaming), water and sanitation project (three objectives-construction of wells, construction of toilets, construction of auto way pits at clinics and hospitals), Virgin Group – Mbare Sewing Project (three objectives-training in business management, purchase of heavy duty industrial machines and making and selling of materials from the project). The last component is an ongoing early warning system project focusing on CT training, prevention, conflict analysis and mapping.

5.2.2 Highlights on the Traditional Leaders Project

• Jurisdiction of Village Heads to govern villagers and the scope of authority

The Village, in Zimbabwe, is the smallest unit of community organization above the family unit and is central for all development activities in the rural areas and is headed by a Village Head and directly works with households. According to the Traditional Leaders Act (Chap. 29:17) which has been realigned with the new constitution, a village head (VH) is nominated by a “Headman,” approved by the Area Chief, appointed by the secretary of Local Government, Public Works and National Housing and receives an allowance from the Rural District Council. His role is to assist the Chief and Headman of the area to do their “lawful” work which is mainly “to preserve the extended family”, “promote traditional family life” and prevent unauthorized settlement while authorizing new settlers in a clearly defined “village”.

• Duties and responsibilities of Village Heads

The Act details the duties of the village head which can be summarized as providing leadership in all “traditional and cultural matters,” settles disputes involving “customary law and traditions”. Furthermore, he supervises land use, accepts new village settlers, and keeps a “register of inhabitants”, “village plan outline” and “collect levies” on behalf of the Rural District Council. He settles land boundary issues; is not eligible for “any political office” and not allowed by law to “canvass for candidates” for any election. While the written parameters for the operations of VH are very clear regarding political activity, the practical component is more complex due to individual differences, capacity, environmental, social, economic, legal, and technological and other influences. As community leaders, issues of violence directly affect them as this is where the first report is made, a solution found, if the VH has no jurisdiction, he refers the case to the next level.

The project’s intervention was to work with traditional leaders in cultivating peace at village level. The evaluation noted that the choice of traditional leaders (Chief, Headman, and Village Head) as facilitators of peace in rural areas in wards 13 in Hurungwe and 27 in Murehwa is reasonable and relevant taking into
account their societal role recognized by tradition, custom and law. The study found that traditional leaders in both wards where the project was implemented and where it was not are aware of their roles. In FGDs, they alluded to “land use”, “allocation”, “resolving boundary disputes”, “providing village leadership”, “generally solving community disputes”, “taking care of community diaries”, “spearheading development”, “protect children”, “women” and ensure community cohesion. All this is consistent with provisions of the enabling law.

5.2.3 Training of Peace Committees

The Conflict Transformation Initiative used the concept of Peace Committees (PC) to spearhead, “prevent”, “manage” and “transform” conflicts at local level. A PC is a group of 7-10 volunteer community members democratically elected at local level by fellow villagers, guided by the Area Chief with the sole objective of promoting peace in an agreed area. Envision Zimbabwe provided policy guidelines on the structure of these committees. The key ones were that a PC should be chaired by a woman; key positions should be occupied by women; the majority of committee members should be women and men should be included in the committee.

The justification for putting women in the forefront was because of their natural peace building qualities to resolve conflicts through dialogue than physical confrontation. The UNESCO constitution declares that “since wars begin in the minds of men, it is in the mind of men that the defenses of peace must be constructed”. On August 27-31, 2015 Universal Peace Federation (UPF) in association with the Sunhak Peace Prize Committee Plenary Session VI held a “Third World Summit” on Women, Family and Peace” in Seoul, Korea. Eminent women speakers spoke on the role that women can make in creating peace. Professor Yeon Ah Moon, President of the Women’s Federation for World Peace, International (WFWPI) said it is important to create a “peaceful society and environment for the sake of the future happiness of all mankind” and that women can make a contribution towards this goal. It is therefore important to secure the role of women and the family in peace building. Madam Adi Koila Nailatikau, the first lady of Fiji argued that people must be at “peace with God” and that “the family is important” as this is where “children learn the rules of conduct, including cooperation, truthfulness, and love and caring”: women are the foundation of the family. Supporting the view that women can make a contribution towards peace, Mrs Judith Karp, former deputy attorney general of Israel said: “women have an inherent nature that predisposes them to favor peaceful solutions and peaceful actions” (www.wfwp.org). Concurring, another expert, Dr Rima Salah who is a member of the UN High Level Independent panel on Peace Operations said: “participation of women in all aspects of peacemaking, peacekeeping and peace-building has a tangible impact on human security and on peace and security in general”.

5.2.4 Training of Community Leaders

The Conflict Transformation Initiative targeted to train 80 community leaders 40 in each district, representing the community ranging from councilors, ward coordinators, youth officers, traditional leaders, pastors, health community workers, school heads and school committees were expected to be
trained. The topics covered were similar to those given to traditional leaders: conflict transformation, human rights, women’s rights, gender and good leadership

5.2.5 Running Community activities

Peace Festivals were “gatherings by all stakeholders at least once a year to celebrate the peace obtaining at community level” (EZWT Case Study: FDTCT, 2015). Each year’s program included all or some of the following activities: sporting activities (football and netball), song and dance, speeches, poems, drama, theatre performances, evaluation of successes and challenges faced in promoting peace during the year.

5.2.6 Peace Gardens

The community through traditional leaders identified a garden where community members came to work together to jointly grow agreed crops they would then share. The process of working on the land, contributing money to buy seeds, preparing them, and nurturing the plants involved dialogue. As a result, people who were not on talking terms had to communicate as they worked in the garden. Dialogue led to resolution of deep seated conflicts.

5.2.7 Police Training

Envision Zimbabwe identified a training need in the ZRP and designed a training program aimed at providing skills that foster peace. To cultivate use of peaceful means to resolve conflict in the ZRP, the CTI undertook to train “second level leaders” to help integrate “conflict transformation values, skills and strategies into their systems, policies and practice” (EZWT Case Study: FDTCT, 2015). ZRP, responding to an evaluation questionnaire on the impact of the CTI to their work, with n=12, their ranks were 42% constables, 25% inspectors, 17% sergeants, 8% inspector and chief inspector respectively. Their roles in the force were administration (50%), members-in-charge (17%), training (17%), provincial and district coordination 16%.

The Conflict Transformation Initiative nurtured professionalism by delivering training sessions guided by the following three aims:

- “to halt the promotion of violence as a means to achieve political aims;
- “to train the security services for them to appreciate that politicization and agitation in communities deepens divisions and spreads hatred”;
- to discourage the marginalization and intimidation of pro-democracy and human rights defenders and their actions; (EZWT Case Study: FDTCT, 2015)

Envision Zimbabwe set out parameters for the ZRP courses which are: a maximum attendance of 25 participants per course, 50% females to be included (to be drawn using the ZRP Women’s Network); course content included four subjects - “definition of conflict”; “causes of conflict”; “conflict analysis tools” and practical sessions on mediation and negotiation”. The training was planned to take place in five
provinces namely: Harare Province, Manicaland Province, Midlands Province, Bulawayo, Masvingo and Beitbridge.

5.2.8 Water and sanitation

The water and sanitation program identified scarcity of water as a source of conflict for local communities. Taking into account the prevalence of violence - physical, psychological, political and domestic - the initiative used provision of water as a platform that brought people together and dialogue targeting lasting peace. Testimonies were given in FGDs that a Member of Parliament in Murewa attempted to stop Envision from implementing this initiative in the community doubting its relevance. Direct beneficiaries demonstrated to him how the project benefited them in creating peace and provision of water. They threatened not to vote for the MP again if he continued to block development instead of promoting it. At the moment, it was stated that this MP is an outstanding advocate for the initiative.

5.2.9 Virgin Group : Sewing Project in Mbare

A group of 100 women were involved in a cleanup campaign in Mbare. From this group, 15 were identified to run a sewing project in response to a provision of funds for this purpose. However, resources were few resulting in the project taking a few people on board. The assumption was that if women who were recruited to participate in violence were gainfully employed, this would profitably occupy them encouraging them to refrain from participating in political violence following manipulation by politicians in exchange for handouts.

5.3 Relevance of intervention in the context

5.3.1 Stakeholder and target group identity, capacity, motivation and action needed

The study found that the project stakeholders were directly linked to the project and had a stake in it. In control wards, the line ministry officials were visible, for example, in Murehwa: the officer is a political party official elected councilor and is very supportive but particular about following procedures for the project to get community entry. In Hurungwe, the councilor was also available and supportive for the study to take place. On the other hand, in project areas, line ministry officials are working closely with the project. The partnership relationship between EZWT and the line ministry is cordial. This is in line with UN policy which supports its government member policies and ensures that all programs are consistent with them. In addition, the project also works closely with the Chiefs. In Hurungwe, it was testified that the Chief, who controls both project and control wards, was the first one to advocate for such a project to be
implemented in his area to foster peace among his subjects. Similarly, in Murehwa, though there is no substantive Chief but an acting one, he is equally supportive of the project. Below is an analysis of all stakeholders identified in the study in both control and project wards by basic characteristics, interest and how affected by conflict, capacity and motivation to bring about change and possible actions to address stakeholder interests:

Table 2: Stakeholder Analysis by characteristics, interest, capacity, motivation and action points

<table>
<thead>
<tr>
<th>Stakeholder and basic characteristics</th>
<th>Interests and how affected by the problem(s)</th>
<th>Capacity and motivation to bring about change</th>
<th>Possible actions to address stakeholder interests</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ministry of Women’s Affairs and Gender- line ministry for women and girls</td>
<td>Interest is to implement government policy as line ministry, directly deals with women and girls problems from a government’s perspective. In Hurungwe, one officer is responsible for control and project wards. In Murehwa ward 28, the same person is a ward councilor and male while in ward 27 it is a woman</td>
<td>Ensures that project activities are in line with government policy, motivated by activities making an impact in line with ministry policy as this promotes his work</td>
<td>Consultation on issues that need government input and representation. Brief on progress and challenges</td>
</tr>
<tr>
<td>Area member of Parliament: elected by people in an area, is in power for 5 years and comes back if reelected</td>
<td>Interest is to implement policies consistent to the manifesto which brought him into power. Problems directly affect him/her as he represents people in Parliament. In both control wards and project wards, the MPs are the same.</td>
<td>In Hurungwe, it was testified that the MP is not very vocal as the Chief has an upper hand on the project. On the other hand, in Murehwa, it was testified that the MP once took a negative stance towards the project until presentations were made to him.</td>
<td>Need to keep contact and briefs to understand the MP’s mood. This will help the project to manage him so that he/she does not negatively affect the project.</td>
</tr>
<tr>
<td>Chiefs – traditional leader for life, responsible for both control wards and project wards; one Murehwa and another for Hurungwe</td>
<td>Interest is to help own people as this reduces conflict cases referred to him freeing some of his time for other issues. Problems increase his work load as people bring cases to his traditional court. In Hurungwe, the Chief is very positive but particular about being informed and expect the project to follow and respect his traditional procedures. Sometimes the project is fined if such procedures are not followed. Currently, in Murehwa, there is no substantive area Chief but an acting one. He is supportive of the project</td>
<td>Has influence to jeopardize project implementation influencing traditional leaders not to cooperate. Motivated by interest to improve development in area increasing his influence</td>
<td>Need constant consultation, briefing and involvement in making key decisions</td>
</tr>
<tr>
<td>Headmen – traditional leader appointed by the Chief in line with tradition, Same people responsible for project and control wards.</td>
<td>Interest is to help people and ensure Chief’s instructions are followed. Problem affects him the same way it affects the area Chief. In project wards, testified that cases that were coming to the Chief’s traditional court are reduced as a result of the project. In control wards supports traditional leaders views that the CT intervention is needed.</td>
<td>Very influential as he chairs traditional leaders meetings in the absence of the area Chief. Motivation is to comply with Chief’s instructions and ensure development takes place.</td>
<td>Ensure that activities conform to the directives from the local Chief</td>
</tr>
<tr>
<td>Role</td>
<td>Interest</td>
<td></td>
<td></td>
</tr>
<tr>
<td>-------------------------------</td>
<td>----------</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Village Head – traditional leader appointed by the Chief based on tradition. Different for project and control wards. Directly works with direct beneficiaries or households</td>
<td>Interest is to minimize conflict as its frequency increases his workload and community cohesion. Those in control wards showed desire to learn as they testified that they are grappling with conflict in their communities. On the other hand, those in project wards were full of confidence testifying that the skills they learned from the project helped them to resolve community conflict in a better way.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Ward councilor – elected official politically responsible for resolving community issues.</td>
<td>Main interest is to meet community needs. Problems affect their reelection. In control wards, the councilors sounded lobbying for the project to come to their areas. In the project wards, there was a high degree of satisfaction that the project has done a good job and should stay and expand.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>women – direct beneficiaries</td>
<td>Has capacity to influence change if they work together in unity with one voice. Motivated by making an improvement on the lifestyle of their families.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>girls – minors, very vulnerable and mostly abused by people who take advantage of their situation</td>
<td>Has capacity to positively advocate for project in political forums. In control wards, it was noted that councilors are a Centre of political influence directly to traditional leaders. A similar pattern was also observed in project wards.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>men – heads of households and partners to women and fathers to girls</td>
<td>Interest is for family members to develop and achieve a better lifestyle for the family. Problems directly affect men as taking care of women and men are part of his responsibilities. In control wards, the situation is bad as men are perpetrators of violence. In project wards men testified that they had changed and now use peaceful conflict resolution mechanisms.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Envision Zimbabwe Women’s Trust, Zimbabwe NGO, overall in charge of project</td>
<td>Has capacity to influence direct beneficiaries and motivated by desire to help them. Those in control wards testified that their capacity is low and need help to deal with conflict. On the other hand, in project wards testimonies were given on change to themselves and a desire shown to be used to train other communities.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>For the control wards, there is a need to implement the conflict transformation intervention. In the project wards, development needs to be taken a step further. This can be done by using them as resource persons in other communities and using them to teach others. Follow activities are essential.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>For control wards, consultation is needed for community entry and cooperation from the local authority. In project wards, there is need to work with those elected but with emphasis that project activities are political.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>directly affected by issues which the project is trying to solve. Interest is to improve own and family livelihood.</td>
<td>Low capacity, weak economic strength but has high levels of energy and desire to change own life for the better</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Directly affected by issues of abuse and poor personal development due to environment and circumstances. Interest to improve own livelihood.</td>
<td>Assess levels of vulnerability, empower to advocate, support livelihood initiatives and personal development</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Incorporate men in project activities to influence peaceful resolution of conflict in the family</td>
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<td></td>
<td></td>
</tr>
</tbody>
</table>

*Peace Direct in partnership with Envision Zimbabwe Conflict Transformation Initiative Evaluation, March 2016*
5.3.2 Appropriateness of Project Approach in the development context

In in-depth interviews, project coordinators testified that they used community participation principles to engage the community and adapted project names to suit local perceptions. Such names as “Kugara Kunzvana” (peaceful co-existence) and “Building Bridges” were adopted. In an interview, the project coordinator in Hurungwe ward 13 testified that due to the approach used, people used to view him as an ordinary person but this view changed as a result of the project and people now view him as a “community leader”. In Murehwa, ward 28, the ward councilor was happy with the approach taken by the project and advised that the project should not drop stakeholders they have been working with without telling them. Furthermore, reception by communities which did not implement the project was warm and cooperative creating an impression that they were receptive to this approach. For community entry, wide consultations were made to make all stakeholders aware of the type of project being implemented and its objectives. Furthermore, on direct beneficiaries, consultation was made to understand their needs and how the intervention could make a difference. In all the participating wards, traditional leaders, women and girls showed high levels of participation and a sense of ownership testifying that the project addressed their needs.

5.3.3 Quality of Project Preparation, design and the logic process

Though there is evidence that the various proposals for the initiative respond to specific needs in the communities, it was found that their preparation is based on needs identified through project implementation, observation and experience. Some proposals contain a clear logical framework, e.g. the Building Bridges Program, while some do not elaborate on this aspect.

It was observed that the project had no single proposal but had several proposals and concept notes. The advantages for this are that the budgets are small and qualify for small grants. On the other hand, the disadvantages are that it creates a lot of work for members of staff as many reports are required with different timelines, the budgets are not sustainable and do not offer stability to the organization; the short timeframes for the proposals reduces effectiveness as people take time to change. To demonstrate relevance it was testified that the EZWT is now working on a global proposal and is considering expansion to surrounding wards, (see needs assessment report 2017) and other districts based on requests from
communities like Chipinge. Mberengwa in Chief Ngungubani area, and Gwanda district in Matebeleland Province.

5.3.4 Project suitability to physical and policy environment

In Zimbabwe, the concept of “sovereignty” (the full right and power of a governing body to govern itself without any interference from outside sources or bodies) is sung and all formal structures in government want to be seen emphasizing and implementing it especially those entrusted with local governance. Project design conformed to the system structures: Envision Zimbabwe is a registered Trust according to the laws of Zimbabwe which means its objectives are in line and allowed. Community entry follows the accepted norms in the context; the District Administrators are informed of the local activities, traditional leaders are engaged as frontline development agents and community’s participation is built in project implementation. Though community entry was positive, this should not be taken for granted. Lessons learned are that the language used is very important, for example instead of using the term conflict transformation at local level, the term Building Bridges was more appealing and acceptable.

5.3.5 Relevance as demonstrated by Traditional Leaders

Tradition and custom has been that the position of a traditional leader is held by males. It was found that this barrier is still real but women know their right as testified by women who fought against it in both wards where the project was implemented and not implemented. In a village in Murehwa in ward 28 which has not yet implemented the project, Martha (not real name) was appointed as a VH, see picture. When asked if it was difficult for her to be appointed VH, she said “my father was a VH before he went to USA in 2013. At first we had to send each other to court with my relatives as they wanted to take the position but I won the case”. The fact that she fought and won against her relatives who had disqualified her on the basis of her gender speaks volumes of the awareness that females have equal opportunities with men and should not be discriminated on the basis of gender.

5.3.6 Conclusion

Generally, stakeholders agree that the project is relevant to the target groups and communities it serves. Government representatives are supportive of the project approach though there is some like the MP in Murehwa whose views showed suspicion that the project advanced the agenda of his political opponents. The issue was resolved when it was seen that the project had a clear agenda for peace which benefits everyone irrespective of political persuasion. It would be ideal if all projects had a log frame as this makes
M&E activities easier and improves impact. It was also concluded that the Chief is another stakeholder with high levels of influence and should be managed so that his actions do not negatively affect the project.

5.4 Efficiency and effectiveness in project implementation

5.4.1 Efficiency covering all the projects under EZWT

Efficiency was only assessed in project wards as control wards did not have any activity and no resources were used there. The study found that efficiency could not be easily measured as quantities of inputs and outputs could not be ascertained accurately over a period of nearly 10 years. To get an overview picture of this domain, a SWOT was carried out. It was found that strong factors that influence positive efficiency which were in place included operational arrangements, clear financial policies and procedures, segregation of duties and consistency in carrying out accountability audits each year. The organization is also well represented by enthusiastic volunteers in its operational areas.

Weaknesses were also identified like lean staff compliment; it was felt that it is counterproductive to increase staff when cash inflows are not increasing in the organization. As a result, for growth to take place, the current staff should develop proposals which will bring inflows providing an opportunity to recruit new staff. There is scope for growing in programming especially when the proposed bigger proposal gets donor support. Other areas that need improvement include the use of a log frame which helps to clearly define inputs with specifications. As a result, variance analysis will be feasible helping the project to improve on efficiencies. To closely look at these issues, a SWOT matrix with domain, factors and possible actions has been used for analysis, see below:

Table 3: Efficiency SWOT Analysis and possible actions points

<table>
<thead>
<tr>
<th>SWOT Domain</th>
<th>Factors on Efficiency in project</th>
<th>Possible Actions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strengths</td>
<td>- EZWT is a registered NGO with a Board, Broad Strategy and Staff</td>
<td></td>
</tr>
<tr>
<td></td>
<td>- Can be easily located at own office</td>
<td></td>
</tr>
<tr>
<td></td>
<td>- Has a clear financial policy and financial control procedures</td>
<td></td>
</tr>
<tr>
<td></td>
<td>- Transparency and accountability systems were noted to be functional;</td>
<td></td>
</tr>
<tr>
<td></td>
<td>- Organization has been subject to audit all the years and accounts have not been qualified</td>
<td></td>
</tr>
<tr>
<td></td>
<td>- Well represented by volunteers in areas of operation</td>
<td></td>
</tr>
<tr>
<td></td>
<td>- Operational plans and budgets were reviewed periodically based on the strategy developed by the visionaries on project inception;</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Develop a clearer strategic direction based on observations in evaluation. Maximize on the potential of volunteers. Maintain all the positive aspects like implementing financial policies, audit and closely working with volunteers.</td>
<td></td>
</tr>
</tbody>
</table>
- It was indicated that inputs were provided on time

| Weaknesses | - staff complement small though workloads are increasing;  
- Input specifications need improvement  
- Currently not applying value for money programming  
- Is not fully employing the log frame on all projects to improve efficiencies;  
- Staff not well developed in M&E  
- Study activities delayed due to cash shortages as a limited withdrawals was allowed  
- Some inputs were reported to be stuck in the hands of traditional leaders instead of reaching the direct beneficiaries. |
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Opportunities</td>
<td>- learning from other partners working with Peace Direct</td>
</tr>
<tr>
<td>Threats</td>
<td>- Access to cash difficult especially for implementing activities</td>
</tr>
</tbody>
</table>

| | increase staff complement only when new proposals have been approved; set up input specifications, apply value for money, use the log frame and develop staff in M&E |
| | Exchange notes and use exchange visits to benchmark efficiency improvement whenever an opportunity comes |
| | Advance planning and use of plastic money |

5.4.2 Effectiveness

The study found that project objectives were not smart and measurable for each year. In delivering the anticipated benefits, effort was made to establish if the project was effective and well managed. Below is a discussion for each objective especially the outputs which led to project impact.

I. The Traditional Leaders Project

a. Traditional Leaders Project – Objective 1: Training of Traditional leaders in conflict transformation

It was found that in project wards, the intervention used to develop traditional leaders resonated well with them. This is how responding using mediation and negotiation skills is superior to violence. When asked about the activities they did in the project, traditional leaders said they were taught at workshops on “how Using participatory methods, traditional leaders learned how to use conflict analysis tools, the nature, extent and implications of conflict, how it manifests itself in the home and the community and to deal with cases of rape and domestic violence” (Lawyers and Police would come to teach them at these
workshops). Some kept on referring to the “onion” as one of the tools they learned and valued most. One of the headmen in Hurungwe who did so said “we never knew of the degree of pain in most problems that would befall our villagers like child marriages until this project opened our eyes”, see picture. They also received teaching on how “to deal with violence and unite individuals”, provide “equal opportunities for females and girls”. Such activities involved “drama” and “poems” on how to deal with problems. The headman testified that the project led to a reduction of the crime rate in the area as the number of cases he used to handle has gone down. His two sons are “now listening to him” and “are going to church.” In control wards, traditional leaders testified that they received no training and most of the issues they mentioned needed urgent attention now.

The actual results show that 151 people were trained, management testified that the target was achieved; 86 of them were traditional leaders while 65 were their wives and “machinda” (delegates). This innovation was essential to deal with a huge gap in gender disproportion as it was testified that there are no female traditional leaders in Hurungwe. In table 1 below, of the 151 people trained, 56% were male while 44% were female, see below:

<table>
<thead>
<tr>
<th>District</th>
<th>Total</th>
<th>Male</th>
<th>Female</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hurungwe ward 13</td>
<td>135</td>
<td>52%</td>
<td>48%*</td>
</tr>
<tr>
<td>Murewa ward 27</td>
<td>16</td>
<td>88%</td>
<td>12%</td>
</tr>
<tr>
<td>Total</td>
<td>151</td>
<td>56%</td>
<td>44%</td>
</tr>
</tbody>
</table>

*this denotes that wives of traditional leaders attended, there are no female traditional leaders in ward

The study found that the majority of traditional leaders trained were in Hurungwe: 135 village heads, assistants and village court police from village 13, 70 of them were village heads and 65 were their wives. An observation was made that this ward 13 is very big as it has over 100 villages. Though females were traditional leaders’ wives, they were in the minority constituting 48% of the people trained. Figure 1 below shows two bars, one for traditional leaders (52%) and that for their wives (48%), see below:
In Murewa ward 13, there was female participation but these were representatives of traditional leaders who were not available to attend and nominated a female to represent them. Taking into account the patriarchal perception of the role of traditional leaders in Zimbabwe, this was a positive phenomenon. Traditional leaders are not elected to their positions; they should be part of a clan in line for chieftainship which is based on tribe. For a woman to get a chance the entire family who are in line should agree and this is normally as a result of inheritance and the turn of a particular family to take the mantle. Representing the family in such a way has significance in that the family acknowledges that the individual has the capacity to do so despite the fact that she is a woman, see pie chart below:

**Figure 1: Village heads and wives trained in conflict transformation “kugara kunzwana”**.
b. Traditional Leaders Project – Objective 2: Establishment of Peace Committees

It was testified by EZWT that the target for establishing Peace Committees was met by the project. The major role for these committees was to learn peace building skills and techniques they should use firstly to benefit their families and help other families in turn. It created 4 PCs in two districts and two wards namely Hurungwe ward 13 (2) and Murewa ward 27 (2) with a total of 45 members, 51% male and 49% female, see table 2 below:

Table 5: Number of Peace Committees created by the project

<table>
<thead>
<tr>
<th>District</th>
<th>Peace Committees</th>
<th>Total number of members</th>
<th>Male</th>
<th>Female</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hurungwe ward 13</td>
<td>2</td>
<td>32</td>
<td>50%</td>
<td>50%</td>
</tr>
<tr>
<td>Murewa ward 27</td>
<td>2</td>
<td>13</td>
<td>54%</td>
<td>46%</td>
</tr>
<tr>
<td>Total number</td>
<td>4</td>
<td>45</td>
<td>51%</td>
<td>49%</td>
</tr>
</tbody>
</table>
Though a similar number of committees were trained in the two districts, more people were trained in Hurungwe (71%) than in Murewa (29%), see figure 3 below:

*Figure 3: Number of Members in Peace Committees in Hurungwe and Murewa*

When analyzed by gender, in Hurungwe, an equal number of male and female (50% each) were elected compared to Murewa, 54% for male and 46% female. The increased representation of women in both districts was as a result of the deliberate policy to give women an opportunity to create peace, Hurungwe District was just on the mark while Murewa was just below the target, see figure 4, below:

*Figure 4: Distribution of elected Peace Committee Members by district and by gender*
c. Traditional Leaders Project – Objective 3: Training of Community Leadership in an institution including the Chief’s court.

The project surpassed the target of training 80 community leaders and reached out to 180 leaders 58% male and 42% female. The idea was to inculcate peace enhancing skills in people’s lives as opposed to the culture of violence they were used to, see table 3 below:

Table 6: Training of Community leaders by District, ward and gender

<table>
<thead>
<tr>
<th>District and ward</th>
<th>Target</th>
<th>Leaders Trained</th>
<th>Male</th>
<th>Female</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hurungwe District</td>
<td>40</td>
<td>120(300%)</td>
<td>69 (57%)</td>
<td>51 (43%)</td>
</tr>
<tr>
<td>Murewa District</td>
<td>40</td>
<td>60(150%)</td>
<td>35 (58%)</td>
<td>25 (42%)</td>
</tr>
<tr>
<td><strong>Total number</strong></td>
<td><strong>80</strong></td>
<td><strong>180(225%)</strong></td>
<td><strong>104 (58%)</strong></td>
<td><strong>76(42%)</strong></td>
</tr>
</tbody>
</table>

Hurungwe district trained more community leaders (300%) of the target, 57% male and 43% female, than Murewa district which trained (150%) of the target, 58% male and 42% female. Comparing district performance by gender, the distribution was almost even as the difference between the two districts was very small, i.e. 1% for males and 1% for females, see figure 5 below:

Figure 5: Community Leaders Trained by district, target and gender
d. Traditional Leaders Project – Objective 4: Communal Activities/Peace Festivals/Sporting Activities

Over a four year period, the CTI targeted to reach 2600 people using peace building activities but it surpassed this as the festivals proved popular and reached a cumulative 3394 people representing 131% of the targeted figure. The idea was to bring people from various conflict prone areas and engage them in activities where they play and participate in a peaceful atmosphere. At some point, people shared ideas on how to sustain peace using the skills they obtained during peace skills training sessions.

An analysis of attendance per district and ward per year from 2010-2014 as a percentage of the cumulative attendance (3394 people) shows that in Hurungwe, the years with best attendance were year 3 (500 people) and year 1 (450 people) with 15% and 13%. On gender, data for year 1 is not segregated but for the three years where it is segregated, the best attendance for females was in year 3 (293) while for males it was year 2 (191). In Murewa, years with the best attendance were year 4 (15%) and year 1 (15%) while on gender, year 3 had the best attendance for males (288) and year 3 was the best for females (228). Overall, for the years where data is segregated by gender, more females (1620) attended the festivals than males (1303), see table 4 below for more detail:

**Table 7: Peace Promotion Festival held by district, ward, year, target, attendance and gender**

<table>
<thead>
<tr>
<th>District and ward</th>
<th>Targeted to attend festivals</th>
<th>No of people who attended festivals</th>
<th>Male</th>
<th>Female</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hurungwe District 2010</td>
<td>300</td>
<td>450 (13%)</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>(ward 13) 2011</td>
<td>300</td>
<td>404 (12%)</td>
<td>213</td>
<td>191</td>
</tr>
<tr>
<td>2012</td>
<td>300</td>
<td>500 (15%)</td>
<td>293</td>
<td>187</td>
</tr>
<tr>
<td>2013</td>
<td>100</td>
<td>224 (7%)</td>
<td>103</td>
<td>121</td>
</tr>
<tr>
<td>Murewa District 2010</td>
<td>400</td>
<td>500 (15%)</td>
<td>229</td>
<td>221</td>
</tr>
<tr>
<td>(ward 27) 2011</td>
<td>400</td>
<td>450 (13%)</td>
<td>177</td>
<td>173</td>
</tr>
<tr>
<td>2012</td>
<td>400</td>
<td>350 (10%)</td>
<td>288</td>
<td>228</td>
</tr>
<tr>
<td>2013</td>
<td>400</td>
<td>516 (15%)</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Total</td>
<td>2600</td>
<td>3394 (131%)</td>
<td>1303</td>
<td>1620</td>
</tr>
</tbody>
</table>

e. Traditional Leaders Project– Objective 5: Establishment of Peace Gardens
The project targeted to have one garden project in Hurungwe ward 13 and this was established accordingly, 50 metres in diameter, fenced. Land was provided by the Chief and Envision provided a water engine and pipes.

f. The ZRP CTI Training Project

The CTI targeted to train 2250 police officers but trained 703 officers based on the response and arrangement made by the force. Segregating the reach by gender, more men were trained as 67% of the trained policemen were male compared 33% females as generally, there are more males in the force than females, see figure 3 below:

Figure 6: Number of Policemen Train the Trainer trained by Gender (TT)

For sustainability of the program, the CTI trained trainers who then rolled out a comprehensive plan to train more people. Project coordinators testified that this plan was implemented and slowed down when resources were not available. While EWTZ testified that follow up will be made on this, no evidence was made available to show that this is being done.

g. Virgin Group: Mbare Women Sewing Group Project

- Sewing Group Project Objective 1: Training in Business Management

Though the project had targeted to train 100 people (mostly women and girls) 15people were trained, 14 females and 1 male. The major limiting factor was equipment as training was linked to absorption in
the project with provided equipment The selection process targeted those who were able to be absorbed in operating available equipment.

- **Sewing Group Project Objective 2: Purchase of heavy duty Industrial machines**

It was targeted to procure 10 machines but 7 machines were procured as alterations were made to the original plan due to resources.

- **Water and Sanitation**

The project targeted construction of 4 protected wells serving 16 villages, 2 auto way pits servicing two clinics, and 27 toilets spread in 16 villages. This was achieved. In Murehwa in the ward that implemented the project, in an FGD for women, testimonies were received that people benefited from this water and sanitation project especially during the 3 consecutive drought years 2014-2016.
5.5 Impact of initiative on direct and indirect beneficiaries

Impact captures the effect of the project on its wider environment and its contribution to the wider policy or sector objectives (Europe Aid, 2004). The important question to ask is that had the CTI project not happened, what would be the situation in Murewa ward 13 and Hurungwe ward 27? The CTI used a multi-pronged approach in providing solutions to these communities polarized with violence during the 2008 elections. What difference did the project bring at individual, community and societal levels? These include positive and negative impacts. Below is a list of outcomes (1-9) that were attributed to the conflict transformation project:

5.5.1 Outcome 1: Reduction of violence as a result of empowered traditional leaders

- Use of social influence by traditional leader for the benefit of the project

In both project and control wards, traditional leaders attended FGDs and gave testimonies in big numbers – an indicator that they take the project seriously. As they narrated the situation in their villages, it was clear that they are talking from a position of authority and have information on their fingertips. The difference was that those from control wards did not talk about any skills learnt and how their work has improved but those from project wards always did. It was noted that the project improved their capacity to deal with the public. Traditional leaders agreed in the FGD that “our Headman and Police Personnel were unapproachable but because of this project, they are now free to the public and more approachable”. The headman who chairs 119 traditional leaders’ in-ward meetings done every three months testified that “now, villagers know the art of mediation and how to address sensitive issues”. The cases that the Chief dealt with “went down tremendously” as his court met twice a week because “people were fighting a lot” but now meet once as the situation has improved.

It was found that they used their social influence for the benefit of the project. The Chief used his traditional court to get briefings on the project from headmen. It was testified that the Chief likes the project so much that he expect to be informed and consulted by EZWT on all major decisions affecting the operations of traditional leaders. If this does not happen, a traditional fine like a goat or value in the form of money is demanded for non-compliance; if not paid, threat for non-cooperation is given. Village heads also used their mandatory village meetings to discuss issues relating to the project. This was catalytic in nature as the traditional leaders used a platform where all development actors are present providing information and also educating stakeholders about conflict transformation. In a book entitled “The role of Traditional Leaders in fostering democracy, justice and human rights in Zimbabwe” (Makahamadze T & B., 2012) it was stated that these traditional leaders “remain influential political actors in contemporary Zimbabwe, especially in rural local government despite their manipulation by politicians during the colonial and post-colonial periods”.

The project chose the correct stakeholder whose potential for social influence was proven in the Zimbabwe history. Before 1980, the colonial rulers used this influence to their advantage: Chief Jeremiah Chirau was persuaded to participate in the controversial “internal settlement” in 1978 to show that it was “acceptable to public opinion” as demanded by the British government https://en.wikipedia.org/wiki/Divide_and_rule. Doing their developmental role, government uses them to communicate and educate the locals on various development programs (Makahamadze T & B., 2012): political actors and other development agencies clamor to use this influence. Political parties know the level, extent and nature of their influence as prescribed by the constitution, taking into account that 68% of the Zimbabwean population live in the rural areas.

- **Assumption for traditional leaders to use their influence to reduce violence and create peace in their communities**

The project assumed that if traditional leaders and other community members develop alternative mechanisms of conflict resolution, then the local day to day violence will be reduced (EZWT Case Study: FDTCT, 2015 ). Intervention was in the form of capacity building through training in conflict transformation, gender and leadership as described above.

- **Situation before implementation of the project in the eyes of traditional leaders, men, women and girls and the most significant changes that took place in their lives as a result of this project.**

1) **Most prevalent cases:**

   ✓ **Most prevalent cases : situation before the project started**

   Traditional Leaders were asked about the most prevalent cases of violence in their communities. In an FGD in a control ward in Murehwa, 5 traditional leaders mentioned criminal activities like “stealing from each other”, “cattle and goats destroying neighbor’s crops”, “selling other people’s land”, “cutting down trees in other people’s areas”, “ploughing in river banks and refusing to go to designated areas”, “accusing each other of witchcraft” and “gender based violence”. These cases have a potential to resurface or escalate in times of political activism especially during elections when people have the potential to use old scars to victimize others. It was testified that cases of a similar nature took place before the project in project wards. In ward 27, 8 traditional leaders testified in project wards that before the project came, “theft cases especially of cows” were prevalent but for them, the situation has changed. In their testimonies, some confessed of what they used to do and asserted that the project altered their conduct. These types of cases were also among the ones mentioned in the needs assessment survey like “criminal related violence” and “general public violence”. The pattern was the same in Hurungwe, in a similar control ward in an interview, a male VH heading 37 households with approximately 195 people, 12 orphans and
18 widows said “trust is a major problem in my community”. For example, “there is a case were a hen laid eggs in a neighbor’s chicken foul and they began to fight over eggs”. “Theft cases on basic commodities such as bath soap and food are very prevalent”; “livestock feeding on neighbor’s crops is a problem”.

✓ **Most prevalent cases: most significant changes as a result of the project**

In Hurungwe, one of the most significant changes according to a headman is that “people are now free to talk about issues of violence and how best they can deal with it or prevent it. In his view, “the crime rate has gone down significantly”, “there are no more cases of violence in his village”. In ward 27 in Murehwa, in an FGD group with 9 men, it was testified that “as a result of many workshops on how to resolve conflict”, “conflict between people and fighting significantly decreased”. In another FGD for 8 traditional leaders in the same ward, testified that inter-village conflict died down when the villages participated in sport activities together. More, in Hurungwe it was indicated that “fighting mischief among the youth reduced through the garden project”, “community fights over fertilizer” and disputes over “plot demarcations” drastically went down as a result of the project. It was also reported that the general crime rate on the most prevalent cases was “very high due to unemployment” but now “because of tobacco farming”, the crime rate has gone down. In control wards, the crime rate has never gone down; it is currently a headache to the Chief, police and other local leaders.

2) **Domestic violence:**

 ✓ **Domestic violence: situation before the project started**

In both districts and control wards, it was found that domestic violence is a cause for concern. In Hurungwe for example, 13 women testified in an FGD that some of them “drank poison” as their male counterparts misappropriate their annual earnings from farm produce enjoying themselves and only surfacing after squandering all the money. In ward 15 in Hurungwe, school authorities testified that some of the cases they deal with involve “abuse of alcohol by parents as they neglect their families”, “there are children whose school fees have not been paid since 2010”. Again, this is a sharp contrast to the testimonies which came from wards that implemented the project. In a similar pattern, in ward 28 in Murehwa, 5 traditional leaders said “family disputes are prevalent especially where men are not financially open to their wives: they hide money from each other causing conflict”; “men infidelity causes violence”, “cases of domestic violence are very high in this village”, “married women are committing adultery with married men”, “widows and their children are left homeless when relatives have taken everything from them”. Interesting is the fact that men concurred in their FGDs that some men beat their wives and act irresponsibly.

It was noted that the nature of conflict in these areas is very similar to what the wards which implemented the project experienced before the intervention. In an FGD with 12 VHS and Headmen in Hurungwe ward 13, a project ward; there was consensus that before they implemented the EZWT project, they experienced a high prevalence of domestic violence which cases congested the Chief’s traditional court. Women, in their FGDs, also said “there was a lot of domestic violence within the ward especially between husband and wives”. In project wards in Murehwa it was testified that “gender based violence especially with the newly married” and “elderly who are married” was common before the project.
Domestic violence: the most significant changes as a result of this project

In Hurungwe, it was testified in FGDs with 26 women that the most significant changes as a result of the project include the fact that “domestic violence is now a thing of the past”, “husbands and wives are now able to work together as families”, “building bridges is now a gospel we are preaching to all communities” and there is “now unity among families”. One respondent testified that “I used to argue a lot whenever my husband tried to advise me but because of this program I have changed a lot, as a result, my husband has also joined the project.

Other testimonies were like “my family used to fear me because I never listened to their advice and counsel but now I am approachable, they can now approach me freely”; “I am now able to listen to the counsel of my family especially my children”, “as the eldest son in our family, I can now listen to the advice given by my young brothers”; “I learnt about leadership and am now able to listen to other people’s views and concerns”, “I learnt about gender equality”.

In Murehwa, in ward 27, 8 traditional leaders elaborated on the most significant changes by stating that domestic violence in the homes between husband and wife was common when the project started but went down, by 80% (based on a rule of thumb as agreed in the FGD) after their training and practice. More, it was testified that “men used to despise women but are now doing meaningful things and are now being seen as very important people within their families”. As a result of these testimonies, it was concluded that the project had a high degree of influence on the reported reduction of domestic violence in the two wards.

The FGDs with 26 women in wards that implemented the project, women recommended that the way forward for this project was to economically empower them. They cited the garden project whose impact was reduced by drought and “livestock eating crops”. The representative from the Ministry of Women Affairs also noted that there is now a need for empowering projects such as sewing, bee hive keeping, poultry, peanut butter making as people in the area grow a lot of peanuts. Similar projects were cited by women in wards that did not implement the project as their current needs with their councillors being of the same view.

3) Child Abuse with a special focus on the girl-child:

Child abuse: situation before the project started

While the majority of respondents in control wards were aware that it is illegal to receive a bride price “Lobola” from a husband who marries their daughter when she is less than 18 years old, a significant 19% of parents receive Lobola anyway. It was confirmed that with n=405, 17% of respondents married when they were below 14 years. In FGDs, both male and female, it was affirmed that girls as young as 12 years marry with the consent of their parents. Girls also testified in their FGDs citing lack of support to pay school fees, buy pads, clothes and hygiene products. Furthermore, girls testified that some of their peers
show off with expensive perfumes they get from boyfriends, a phenomenon that influences their friends to copy their bad behavior. They also stated that peer pressure and abuse of those who are mainly orphans by relatives, overloading them with household work, led to some girls opting for marriage earlier than normal. In a letter to the editor, a girl wrote:

“I stay with my grandmother alone, I do not have any siblings, and my biggest problem is I don’t have school books and a bag. Funds permitting, I want to be sponsored with a machine and the cloths so that I can start a sowing project”

Furthermore, in Murehwa, it was indicated that the Johane Marange Apostolic church promotes this practice of early marriages as parents actually facilitate the process by giving their young girls away to church members with polygamous marriages. In project wards, respondents testified that a similar situation prevailed before the EZWT project. Asked what the situation was before the project started, respondents said “young girls were used as price to avenge evil spirits tormenting the family through being a husband when they are born or still very young”. On the other hand, “other did not want to send children to school because they thought it was a waste of money”, other parent “looked for a man to marry their daughter at a very young age”. Though the situation has not been eliminated totally, testimonies from women in FGDs and their male counterparts indicated that the situation is under control – it is far much better than when the project started.

✓ Child Abuse: the most significant changes as a result of this project

The most significant changes on child abuse in Hurungwe, as testified by 12 women in an FGD were on “child marriages” which were reported to now be “very low”. “Girls are no longer being used for paying avenging spirits”. In Murehwa, in ward 28, in an FGD with 13 girls, it was testified that parents, police, village heads attended workshops were they learned advantages and disadvantages of early marriages. There ie now a marked improvement with a reduction of girls who are dropping out from local schools as testimony. One most significant change cited was for a family which refused to send children to a preschool but agreed to do so after persuasion. Another significant change was that there is a realization among girls that income generating projects can empower them more as opposed to getting married early. In an FGD with 10 girls in ward 13, it was recommended that the project should support them with skills for them to initiate income generating projects. Their view was that youth “are now doing tobacco farming, cotton farming and peanut farming”. This generates income for them and reduces the chances of abuse as they will be financially sound and independent.” Furthermore, the girls argued that poverty has caused the girl child not to attend school, polygamous marriages make their life difficult and that some of them are orphans. In their view, the current project did not address the issue of livelihoods. They said it “did not have any economic value to us as girls” and the current gardening project is a problem as the space is very small. They felt that they could not compete with their mothers for the same project. Some cited projects like poultry, road runners and livestock rearing as a way forward.

4) Accusations of witchcraft:

✓ Witchcraft: situation before the project started
Another phenomenon in this project context was the prevalence of families accusing each other of witchcraft. In the needs assessment survey, with n=393, a significant 23.7% of respondents indicated that they were not aware that witchcraft is a crime. In FGDs for male and female, in both districts, views converged concurring that the practice is common in control wards. They cited situations like when a person gets sick that such suspicions abound: it was also indicated that it is also used by bitter spouses as a result of infidel partners. The situation on witchcraft described in control wards is very similar to descriptions found in EZWT registers, minutes and letters from direct beneficiaries as part of their M&E system. Furthermore, 73 respondents in FGDs in project wards testified that witchcraft was an issue before the project started. It was acknowledged that the issue is how such issues are handled as the problem emanates from the communities belief system. In Murehwa in a project ward, it was indicated that witchcraft was in the form of people blaming each other for a sad situation. For example, when a son married and started facing challenges, he would visit a traditional healer with his new wife. Usually they are told that your mother in law is bewitching you hence causing conflict between the son and the mother. Furthermore, a councillor testified that some churches are telling people that they were bewitched causing conflict in the community. ‘Elaborating on witchcraft in an interview, it was indicated that the Chief invited “Tsikamutanda” (prophet) to resolve disputes on witchcraft. “At a school in ward 15, children in the beam project were bitten by goblins as a result of witchcraft”, “reports of female marginalization are prevalent”.

✓ Witchcraft : the most significant changes as a result of the project

Respondents (33) in three FGDs one for male and two for female in Hurungwe, testified that the most significant changes as a result of this project on witchcraft were that “such issues and blaming each other is no longer prevalent”. In an interview, a headman in Hurungwe testified that witchcraft cases have now gone down as villagers used to blame each other and the Chief would call a prophet known as “tsikamutanda” but now the situation is different”. In comparison, a school headmaster in Hurungwe ward 15, testified that the problem of witchcraft is an issue as at one point, children in the “Beam Program” were beaten by goblins and the issue was resolved by conducting a traditional ceremony through the local chief. In Murehwa ward 28, when asked if people trust each other, the local councilor testified that “ there is trust but there are those small problems that people fight over” like witchcraft. In ward 15 in Hurungwe, in an FGD with 5 men, it was testified that there are too many traditional healers and people “constantly blame each other of witchcraft issues” and that “false prophets from different churches are on the increase”.

5) Political Violence

✓ Political violence: situation before the project started

It was mentioned that there was political tension during the previous elections and this affected personal and community relations but the situation normalized and there is peace now. In an interview, in ward 15, when a school headmaster was asked if there was any violence during the 2010 elections, he said “people would threaten each other mostly”. In the same ward, a group of 5 men aged between 43-49
years testified that there “were no cases of political violence in ward 15 but ward 13”. This evidence concurs with that from an FGD in Hurungwe ward 13 with 12 men. When asked about the most significant changes in their behaviors as a result of the project, the majority alluded to the restoration of peace in their villages. One man said “I had a temper problem, and villagers were scared of me because I would beat people at our township but now this has changed as people now love me”. A traditional leader with 90 households said “there is now peace in my village”. They narrated their experiences during the previous elections. As people lobbied for different political positions, at townships, conflict arose and some blocked roads with stones. Fights would break out. In the same FGDs, they concurred that they have learned that there is no need to fight each other as family, friends, neighbors and community members simply because of differences in political opinion.

**Political Violence: the most significant changes as a result of the project**

The study found that the CT project restored peace in the two project wards providing hope for the future post-election. The working together and community peace was affected by political violence and change came as a result of the project. Another factor was that elections were over. Traditional Leaders (20) were asked the most significant changes that took place in their areas as a result of this project. There was consensus in 4 FGDs for traditional leaders, 2 males and 2 female that restoration of peace, people working together as opposed to fighting each other, and the spirit of “es de corps”, the “we feeling” in the community, was the most significant change as a result of this project. It was testified that people now experience peace of mind and community cohesion is now outstanding.

In ward 13 in Hurungwe, in an FGD with 13 women and another with 12 men it was testified that “there is peace now in the villages”; “people no longer fight each other with stones, hoes and knives”. Furthermore, they are “no longer blocking roads with stones as a way of retaliating to opponents”.

“Political violence was concentrated in certain villages but because of peace building workshops, people are now living in peace despite their political differences.” Respondents advocated for provision of funds for them to educate people in preparation for the 2018 elections so that there will not be “any blood shed”. Two respondents gave personal testimonies that “I used to love violence but now I am able to live with others”, “I loved violence a lot and would fight with others but now I am able to live in peace with my neighbors”. In Murehwa, those from Ruzvidzo Village testified that “because of the project, we would meet for soccer matches and it helped to reduce tensions between our communities”. Another traditional leader testified that “the village now lives in peace”, as he “is now more capable to deal with problems” and this has “brought unity in the village”.

*When asked on what they recommend as the way forward for the project, a group of 12 men in ward 13 said “building bridges is now a gospel we are preaching to all communities, we want to reach out to other wards, districts and provinces”.*

6) **Challenges met by traditional leaders in implementing the task**
In ward 27, it was testified that “village heads would sign for raw materials such as cement and would keep it instead of giving it to the intended beneficiaries. For example, at Munamba Preschool, only one toilet was built and the other cement is still with the village head”. Regarding sport activities, it was indicated that sometimes the teams failed to raise money for transport to attend matches with opponents. It was also testified that water was still a challenge in the ward as the project did not cover all beneficiaries.

7) Conclusion

Based on the significant changes as testified by direct beneficiaries, it was concluded that the intervention made a difference in the lives of beneficiaries. The fact that traditional leaders and their leaders totally embraced the conflict transformation model makes it sustainable and acceptable to other communities based on this example. The beneficiaries now feel that they understand the model that they can share with other wards and districts. As a result, it is the correct timing to expand this project using traditional leaders to spread the peace model to their peers. It is a project which addresses high priority national needs as found in the needs assessment survey. The ideal scenario is to expand the project to the control wards which are already sensitized about the idea and are very keen to embrace it as they have seen an example next door. Peace is priceless. It is also the correct timing to take development a step further by using this time when there is peace and community cohesion to introduce livelihood projects as desired by respondents as a mean of tackling root causes of poverty so that the community continues to work together in teams as they have been doing. This promotes dialogue and helps to sustain the values of peace they have already learned.

5.5.2 Outcome 2: Mandate, activities and changes in the community as a result of PCs.

- Mandate, election and tenure of PCs

The baseline situation was that there was no peace advocacy structures, in control wards, there were no such structures. The assumption was that if Peace Committees involving trusted locals as members are created and capacitated, the community will be empowered to solve their own conflicts better without involving outsiders. It was assumed that such people would understand the actors, context, issues, rules and structures better. It was reported by the project that four PCs were created and had 45 members, the majority of which were women. In ward 27, it was testified by Traditional Leaders and women that “selection of committee members was per ward” and “all Village Heads were selected to be part of the committee.” They noted that they had no constitution to follow and their roles were understood and not written.

The procedure was that an Area Chief invited all his subjects to an open forum for this purpose. At this meeting, community members were briefed on the purpose of such a committee. Furthermore, a policy statement was made that such a committee should include more women reserving all positions like chair
and secretary for them. After election, members were trained in conflict resolution, human rights and leadership. Further, they were also given knowledge on initiation, development and implementation of livelihood projects.

In ward 27, it was testified by PCs Committee members that there was “too much political interference at the start of the project.” The issue was resolved when the District Administrator, Police and Village Heads held a meeting to clarify the role of EZWT especially the fact that it is nonpartisan and that its programs embrace everyone irrespective of political affiliation. Furthermore, members alluded to loopholes of not having a constitution as elected members had no tenure; some wanted to remain in office while the general feeling among members was that new members should also come in with new ideas. As a result, there was jostling for “power” and “positions”. It was testified that there was an opportunity which arose to attend a workshop in Chimanimani which created murmuring as it was not easy to agree on who should attend – everyone wanted to go.

- Activities carried out by PCs as seen by beneficiaries

In both districts and wards, respondents testified that as PC members, they “organized all activities making requests for any logistical supplies to EZWT”. They “wrote letters to village heads requesting them to invite councilors and the Chief” for them to witness some events like Peace Festivals. In contrast, in wards where the project was not implemented, respondents testified that there are no advocacy groups, there is a generally lack of problem solving ability as people accuse each other of stealing, witchcraft and other vices. The PCs organized their members into outreach teams which went out in the community to create awareness and facilitate the resolution of identified issues. Overall, the PCs educated people “on the importance of living peacefully”. On other initiatives, the PCs recommended that “the project should build toilets at preschools because people used these centres as meeting places and yet they had no sanitary facilities.” It was testified that enough cement to build at least “two toilets at each preschool was provided”. Girls in secondary schools were provided with sanitary pads as they needed help to handle the growth changes in their lives. A major activity for all PCs was facilitating in “Kugara Kunzwana” workshops for various stakeholders.

In ward 13 in Hurungwe, women testified on how they dealt with some complex issues. For example, “there is a well-known man who is greatly feared by villagers who used to physically beat his wife. On this occasion, he was assaulting his wife and a member of the PC went to his house screaming to attract his attention since he was busy beating his wife. He came running with the intention to know what the PC member’s problem was. The PC member in turn calmed him down and started to share on the evils of violence. By the time the PC member completed the talk; the man was in talking terms with his wife and was very apologetic to her”.

- The impact of PCs in facilitating development in their communities

Peace Committees, whose majority membership were women, were very effective in mobilizing the community against violence. In ward 13 in Hurungwe, women testified in FGDs that they met every Wednesday and divided themselves into groups of five women. Before doing this, they sought for permission from the village head to move around “teaching people about the negative effects of
violence.” For example, during the rainy season, “people usually fight over fertilizers and plot demarcations.” “We advised women not to accept everything they were told as disagreements are permissible but not violence and with dialogue a lasting and acceptable solution to both parties is found”. It was further testified that “there was a lot of violence within the ward between husbands and wives but this has changed as a result of this project.” The group members encouraged each other to wear T/Shirts whenever they were attending a function in the community: for example “at funerals so that people could easily identify us and approach us when there is a need”. Some of the achievements include “unifying families”, “bonding mother in – laws with their daughter in – laws”.

In the 2 women FGDs in Hurungwe and 2 in Murehwa in project wards, with the majority of the 26 women being PC members, women felt very proud that as a result of their effort, “people can now live with each other in peace as a community”; “the crime rate has gone down”; “we are known by our t/shirts and wherever we go, people refer to us as law enforcers”, “more people are joining us”, “child marriage cases are now very low as fathers who are the major causes of child marriages are now seeing the disadvantages of forcing their daughters to get married at a tender age”.

On the other hand, in ward 27 in Murehwa, similar testimonies were given during FGDs. The group narrated their success story, that their effort led to a reduction in child marriages:

“at Dombodzvuku Secondary School over 15 form 2 students who were under age gave up on school and got married at the age of 14 years. After noticing this trend, the school was targeted for workshops with parents, police, village heads and community members teaching them about the disadvantages of early child marriages. In 2016, the number dropped to 7 while in 2017 none has dropped to date. At another school, Munamba Secondary, 4 girls dropped and got married at the age of 15 years, in 2016, 6 girls were victims to this practice but no cases have been reported in 2017”.

The groups summarized their impact as their efforts in the community by siting examples like this:

“the Chimuti family is now sending children to school enabling them to play with other children”; “Mr and Mrs Chigumbu are farmers and the father would sell all the produce and hide all income to the wife with the argument that he is the head of the family, they are now open to each other due to our peace building programs”; “the Dombo family used to always fight as husband and wife due to poor communication but now learnt how to communicate so as to reduce conflict”; “the Shisha family had one hut as a family and would sleep in it with all their sons and daughters who were in secondary school. They were taught that this was not good for the positive development of their children and they managed to build separate rooms for other children”.

• Conclusion

It was concluded that PCs were the driving engine to the success of the conflict transformation model. It is this group of mostly women which proved that women are capable to advocate for peace. Furthermore, it was concluded that there is need for improving the operations of PCs by providing an operational framework without making it too formal. The fact that they had not simple constitution opened a door for disagreement among committee members and political interference. Firstly, this scenario indicates the committees had influence attracting the interest of political structures that saw an opportunity to use the
groups to their advantage. Secondly it shows that there is a need to create a simple constitution clearly stating the responsibilities of committee members.

5.5.3 Outcome 3: Peace Festivals celebrated and fostered peace in the communities

a) Platforms for celebrating Peace

Peace Festivals were sport and recreation activity platforms held once a year to celebrate peace in the area and were not held in control wards. When asked if they had similar events, traditional leaders, women and girls concurred that one of the reasons why young people in their areas engage in crime is that they had too much idle time. Festivals create something young people can look up to. These annual events helped to create awareness on peace as people celebrated in a peaceful environment through sport, recreation, arts (theatre and dance) and other cultural activities. During the event, participants had an opportunity to reflect on what they did during the year in promoting peace and how a peaceful environment can be sustained. It was testified that the community now had capabilities to resist conflict and refuse to participate in conflict. In annexure 1 section 5 case study 7, it was testified that a woman stole a plate at a ZANU PF meeting. The group agreed to make a search and discovered the culprit as they “did not want trouble in their area”; they advocated for the thief to be handed over to the Police but the traditional leader saved her when he invited her to come for counselling at his traditional court the next day.

They reflected on how they implemented activities during the year and the successes they scored. Some of the points noted were that violence in the home had gone down, they learned to forgive each other, when someone wrongs you, you should follow a proper channel with your complain; there is a reported decrease on the marriages of underage girls, they can now reconcile people who are disagreeing, traditional leaders are now able to differentiate cases which they must deal with and those they must refer to higher courts. Furthermore, they are now aware that wives should also be given money to save through savings clubs, reports of stolen cattle have also gone down, diseases like dysentery have gone down, both boys and girls are now aware that they should dress properly and all those who had not reported their crimes to the Police were reported by the community.

b) Conclusion

It was concluded that sport activities created such an interest in project areas that people prepared for them so that they could win as teams. The sporting spirit permeated the communities transmitting peace values and love for one another. They also provided provoking situations for people to learn solving problems together: for example they had to look for transport when resources were not available. It was concluded that EZWT can develop this concept further by creating peace clubs that trains coaches, officials and sport administrators who can run these activities. EZWT can lobby for donations of sport equipment to help women and girls for such events.

5.5.4 Outcome 4: The impact of conflict transformation skills at individual and community levels
The study found that beneficiaries had stayed in the project for a considerable period. When asked how long they have stayed in the Building Bridges Program, with n=27, it was found that the majority of respondents stayed with the program for a long time, 3-4 years (67%), followed by new members 0-12 months (22%) and those with 1-2 years (11%), see figure 4 below:

**Figure 7: Number of months/years beneficiary spends in the project**

![Pie chart showing the distribution of the number of months/years beneficiaries spent in the project.](chart)

Furthermore, it was found that conflict transformation skills provided increased the capacity of individuals, to deal with their own challenges in life as their level of confidence increased. When asked the question, “how has conflict transformation skills impacted on you in your personal life, the majority (with n=18. 100%) said “positively”, when asked to elaborate, respondents said “am now able to solve conflict in a professional way”, “theory” and “practice” are relevant to today’s world, skills helped me to “resolve marriage issues”, be “patient”, “understand”, “calm down”, “deal with anger” and “changed my mindset”. In control wards, respondents showed that their problem solving capabilities were low and some adopted negative coping mechanisms like drinking or being abusive to their spouses.

A mixer of community leaders (traditional leaders, women leaders, PCs, councilors), where asked the question “how has this program helped you”, with n=27, the majority of respondents said “there is harmony in the home (22%)”, followed by “I now know how to intervene where there is violence (15%)”. Another question was asked “what changes have taken place in your life as a result of this project” and the majority said “children are now listening to parents” and that “there is peace in the area especially on land disputes (21%)”, for more detail, see table 5 below:

**Table 8: Impact indicators from direct beneficiaries of the Building Bridges Program**

<table>
<thead>
<tr>
<th>Review Question</th>
<th>Impact Indicator on Direct Beneficiaries n=27</th>
</tr>
</thead>
<tbody>
<tr>
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</tr>
</tbody>
</table>

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*Peace Direct in partnership with Envision Zimbabwe Conflict Transformation Initiative Evaluation, March 2016*
How has this program helped you?

<table>
<thead>
<tr>
<th>Change</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Harmony in the home and workplace</td>
<td>22%</td>
</tr>
<tr>
<td>I now know how to intervene where there is violence</td>
<td>15%</td>
</tr>
<tr>
<td>I help others to prevent violence in the area</td>
<td>15%</td>
</tr>
<tr>
<td>Can manage and assist</td>
<td>15%</td>
</tr>
<tr>
<td>To reconcile people who are disagreeing</td>
<td>7%</td>
</tr>
<tr>
<td>Freedom when recreating</td>
<td>7%</td>
</tr>
<tr>
<td>Freedom to teach peace at school</td>
<td>7%</td>
</tr>
<tr>
<td>Now able to dialogue with others</td>
<td>4%</td>
</tr>
<tr>
<td>To reconcile and reconcile</td>
<td>4%</td>
</tr>
<tr>
<td>Reduction of conflict cases we deal with</td>
<td>4%</td>
</tr>
<tr>
<td>Good administrator at work</td>
<td>4%</td>
</tr>
<tr>
<td>People now know what is needed for a living</td>
<td>4%</td>
</tr>
</tbody>
</table>

What changes have taken place in your life as a result of this project?

<table>
<thead>
<tr>
<th>Change</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Children are now listening to parents</td>
<td>22%</td>
</tr>
<tr>
<td>There is peace in the area especially on land disputes</td>
<td>21%</td>
</tr>
<tr>
<td>Crime rate has now been reduced especially stealing</td>
<td>13%</td>
</tr>
<tr>
<td>Change and violence has now been reduced</td>
<td>8%</td>
</tr>
<tr>
<td>There is harmony in the family homes</td>
<td>8%</td>
</tr>
<tr>
<td>There is less violence where we stay</td>
<td>8%</td>
</tr>
<tr>
<td>To intervene where there is violence</td>
<td>8%</td>
</tr>
<tr>
<td>I now know how I should direct my home</td>
<td>4%</td>
</tr>
<tr>
<td>There is less conflict among women at the borehole</td>
<td>4%</td>
</tr>
<tr>
<td>It helped me to reconcile with my neighbors</td>
<td>4%</td>
</tr>
</tbody>
</table>

More changes at individual were sought focusing at other experiences. It was testified that transformation skills were applied at work place with positive results. When asked the question, how has conflict transformation skills impacted on you at work, with n=18, all respondents said “positively”. Asked to elaborate, the most common comments were as follows:

I have managed to associate with others as I had a negative attitude towards everything. I am now able to listen and value other’s work. I know to manage my boss and I am able to express my feelings. I am now able to handle my fellow workmate’s issues. The way I interact with my workmates has grossly changed from a more unreasonable behavior to a rational one. Instead of punishing subordinates I can now take them aside and get to the root of their problem. I am now working hand in hand with my bosses at work. I have been able to interact with colleagues and help avoid conflicts and where necessary solve them. It impacted positively on me since I can now resolve some cases of misunderstanding between husbands and wives without the cases being taken to court. It helped me to be self-disciplined. I will also assist my workmates if there is a conflict

Furthermore, the study found that the majority of respondents, with n=20, felt that “mapping skill” – this looked at understanding all the parties, all the goals and all the issues to a conflict (40%), “was most useful”, followed equally by “listening skill” (20%) and “Position, Interest and Needs (PIN) analysis” (20%); “dialogue”, “conflict cycle”, “negotiation”, and “onion” all had 5% rating, see figure 9 below:
Key learning points that came out were that the tools enabled them to, according to one respondent’s views shared by others, “identify the root causes of conflict” and coming up “with ways of solving conflict”. For example, Mapping includes understanding the three pillars of mapping conflict namely *conflict causes* and *conditions*, *conflict latent* and *conflict intervention*.

- **Conclusion**

  *It was concluded that individuals internalized the CT skills as they testified on how they are using the skills practically in their lives. Such a resource should not be left idle: instead, opportunities for people to volunteer and share their knowledge with peers should be created. This can be in the same areas they stay or in new areas. However, there should be quality control of such an activity starting from screening who should take part and the additional level of training needed assessed.*

### 5.5.5 Outcome 4: Change in community attitude towards women

At the beginning of the project, it was assumed that “if the community and women are trained in gender and women leadership, the community attitude towards women will positively change”. In the needs assessment survey in wards which did not implement the project, it was found that key roles of women are viewed as “take care of children”, “do all household chores” and “make sure male partners are happy”. In contrast, the key roles of males were viewed as “contribute financially to the family”, “make sure female partners are happy” and “take care of children”. This perception does not recognize that women are equally powerful economic agents who have the capacity to generate income for their families at par with men if not better. In the same survey, it was found that men act more irresponsibly when they get access to financial resources as some drink a lot (as testified in Murehwa) or selfishly abuse family earnings to enjoy themselves with other women (as testified in Hurungwe).

As the project had no baseline data, testimonies from direct beneficiaries were directly benchmarked with those of their counterparts in adjacent wards as control groups. When asked to answer the statement “women are equal to men” in the needs assessment survey for wards 15 in Hurungwe and 28 in Murehwa,
with n=389, the majority of respondents said “no” (63%), followed by “yes” (37%). When segregated by gender, it was found that with n=103 for females, the majority said “no” (71.8%) followed by “yes” (27.2%). This shows an attitude stereotyped among women that males are more superior to them –something the community has to challenge and change for the better. In both wards, this phenomenon manifested itself negatively when it was testified that men behaved in an irresponsible manner by taking family annual earnings and squandering such with girlfriends.

In a similar pattern, in wards where the project was implemented (ward 13 in Hurungwe and 27 in Murehwa), the study found that women were viewed lowly when the project started. When asked in FGDs how women were viewed when the project started, women said “women were not allowed to lead in anything”. When the same question was asked in the male FGDs, they confirmed that before the project females were not allowed to lead in anything but the situation has changed

It was noted through evidence from 2 male and 2 female FGDs in Hurungwe ward 13 and 2 female FGDs and 1 male FGD in Murehwa ward 27 that there was a shift of perception in the wards were the project was implemented. In these wards that implemented the project, it was testified that the negative perceptions against women were also prevalent at the inception of the project but the situation has improved as a result of better communication channels and tactics gained from training. The assumption for training women was that they are imbued with peace building qualities as they are less threatening in leadership positions and have good mediation and negotiation skills. Indicating the extent to which men have changed their attitude towards women, in ward 27 in Murehwa, testimonies were given like “as men, we do not wash plates, napkins but we do different jobs at home to assist our women”. When “our women are not feeling well, we do those duties like washing plates and napkins”. “We fetch water for them” especially when they “need to travel long distances like 5 km to get water”. In ward 13, some women testified that “they earn more money than their male counterparts through gardening and poultry projects” and “our families are now having more food on their tables”. Women indicated that their situation has improved comparing before and after the intervention. They are now “given more space to express their views than before.” One woman from Hurungwe District’s ward 13 testified as follows:

“Traditionally here in my village women were not allowed to stand in front and address men during community meetings. In fact as women we would not be allowed to contribute to the discussions or decision making other than supporting the ideas and comments of our husbands. All this has changed now following our training in gender and leadership. My husband not only now allows me to contribute during community meetings but now allows me to attend meetings alone. We now have women chairing meetings in our village”.

- Conclusion

It was concluded that women who participated in this project increased their confidence and self-actualization. This improved self-worth is a positive driving force which is important for good performance in all spheres of life. The key component is that women showed that they have an inherent capacity and flare to resolve conflict. A very good example is where women trapped a man who was bitting his wife and tricked him out of violent behavior –brilliant. In both communities – Murehwa and Hurungwe- it was
shown that there is a gap which need correction. There is need to elevate the status of women from the stereotyped perception they are given for them to realize their full potential.

5.5.6 Outcome 5: Change in community relations

One of the desired outcomes was improved community relations. The assumption was that conflict transformation activities improve the community relations negatively affected by divisions along political lines following the post-election violence in 2008. The intervention was to use mediation and negotiation skills to reconnect people and serve as an early warning system on the prevalence of conflict. This was based on the situation at the beginning where levels of trust between community members and local traditional leadership, was compromised by partisan politics. In wards which did not implement the project, with n=407, the majority of respondents indicated that community relations are currently “good” (54%), followed by “very good” (31.7%), “bad” (8.8%) and “very bad” (4.9%). This is consistent with the assumption that during times of low political activism, there is calm in the community. A further question was asked if people trust each other and the majority said “disagree” (30%), followed by “strongly agree” (24%), “slightly agree” (18%), “agree” (15%), “strongly disagree” (9%), “slightly disagree” (4%). Though there is calmness in the community, levels of trust show deep seated levels of conflict that manifest when an opportunity arises. When asked what people normally have conflict about, the majority, with n=404, said “witchcraft” (31%), followed by “land” (27%), “politics” (19.6%), “money” (14.6%), “religion” (4%), “marriage’ (1.7%) and “other” (1.7%).

In wards which implemented the project, key actions taken were “reconnection of people, bringing them together as communities working for peace and development” (EZWT Case Study: FDTCT, 2015). Actors such as church leaders, hospital representatives, traditional healers, village health workers and Arex Officers met quarterly. As a result of a consistent application of these measures, community leaders were reported to be more responsive to the communities they serve. In interviews, 50% of community members interviewed pointed out that there was more community cohesion now as everyone came to work together and participate in community activities. As a result, relations between traditional leaders and the community improved, further, relations between traditional leaders, community members and local authorities also improved. To show an improvement in relations, a male respondent from Kampango village said “generally, I have noted that people are now willing to discuss community issues together in meetings than before. We used to suspect each other and there was a lot of backbiting. The person you smiled with today would become your enemy tomorrow because of politics around but now its ok, people discuss together”.

• Conclusion

It was concluded that the CT model succeeded in reconnecting people and restoring relations. The most important element is that people saw where they went wrong and are now prepared to correct themselves. This element is that political figures use them and make brother fight brother for different political opinion. Yet, after elections brothers and sisters will still need to work together despite the
acrimony created by politics. This is why some of the beneficiaries are volunteering to be used during elections as advocates for peace.

5.5.7 **Outcome 6**: Positive change from use of force to deal with violence to use of peaceful means

As the project reached to 703 Police Officers, a desired outcome was that the police changed their attitude towards the use of and acceptance of violence. It was desirable for them to have a positive attitude towards the use of nonviolence means for policing. The assumption made was that if ZRP are given capacity through training in conflict transformation, human rights, gender and leadership, they will be in a better position to respond positively to conflict. Activities undertaken included Police engagement; training of trainers on conflict transformation and supporting trainers to implement peace building activities. The situation before these activities included allegations that Police used high handed methods in dealing with violence during the post 2008 elections. It was observed that they conformed to “orders and commands” issued by superiors but did not take time to think through their actions and the impact they had on the community. Activities implemented included engagement meetings, training trainer of trainers who also trained over 703 Police Officers with different ranks in conflict transformation. Courses covered topics like definition of conflict, types of conflict, and causes of conflict. Key conflict resolution tools like mediation and negotiation were also covered as well as the different conflict analysis technics.

In response to a questionnaire, when asked if they gained something from the training programs, with n=12 (a questionnaire was circulated, the response rate is low as some questionnaires have not yet been collected), 100% of the respondents said yes. A further question was asked for them to pick the strongest points they have learnt, the majority said “conflict mapping” (20%) followed by “conflict resolution” (17%), “conflict management” (13%), mediation process, leadership styles and stages of conflict (7% each), transformation, definition of conflict, causes of conflict, advantages and disadvantages of conflict, conflict cycle, tools of analyzing conflict, conflict theories, gender issues (3% each).

After implementing the intervention, one police officer gave a comment about the impact of Envision Zimbabwe’s training and said: “I would like to thank Envision. As you know as members of the ZRP, we deal with a lot of violence in the community. In the past before these conflict transformation trainings, we would just open dockets and send cases to the courts. The trainings have empowered us as the Police to respond to conflicts in a non-violent way. We now try to mediate and get to the root cause of conflicts especially domestic disputes. In most cases parties will agree to talk and resolve their conflicts at the police station. This has reduced backlogs at our courts.

Respondents, Police Officers, were asked for a comment on the knowledge they gained during conflict transformation courses and how it has impacted on the performance of their duties. The majority said: “can handle duties better” (50%) followed by “can handle conflict better” (38%) and “now able to distinguish right and wrong” (12%). They were also given a scale to rate the courses they attended as “poor”, “average”, “good” and “very good”. All respondents chose “very good” (100%).

The study found that CTI positively influenced a change in the behavior of Police Officers; they were asked to compare their previous work performance before receiving CT training and after training. From a group
of 12 respondents stated above, one respondent said before “I was one of the people who always caused conflict”, as a result, it was difficult to work with others” but “after training, I was able to manage and avoid conflict: I am thankful”. Another respondent had similar views that before training he “was not able to solve problems easily with no violence” but he “was very ignorant”, now he is “able to solve problems softly”, “not ignorant” anymore and “feels willing, able and humble”.

More, CT training improved the officers’ understanding of conflict. Testifying, one officer said he “learnt that conflicts are caused by a number of issues”, “so as a leader, I should take preventive measures to some of the causes of conflict to avoid experiencing consequences of the same type”. Showing more understanding, another officer concurred that he “experienced a positive change on how to handle conflict issues”.

In addition to creating more understanding, the training improved officers’ analytical skills. To demonstrate this, one officer said “I experienced a marked improvement in my analysis of work related problems and their root causes”. Another officer indicated that he “is now able to handle a situation according to its merit” than before, the training “has improved my skills and knowledge on solving conflict”. Further, a different officer felt that he is “now able to do” his “work without any supervision” while another felt that “he can now blend” his “professional experience” with “knowledge gained during training”.

It was also testified that the training improved the level of professionalism when performing their duties. An officer said that “professional knowledge improved” as he now “knows how to deal with social issues and refer what” he “cannot handle to” his “senior as a result of this training”. In support of this view, another officer indicated that “before attending the training as coordinator”, “I felt stuck after failing to solve conflict” this has now changed. Meanwhile, another officer felt that “he is now being fair in finding solutions to conflict than before”.

Lastly, it was testified that training changed the officers’ perception on conflict. An officer showed that he “viewed conflict as a problem” but now “views it as an opportunity that helps parties from inside out”. With a similar experience, another officer indicated that “the change” for him was that he “can now share ideas with others, shaping others to behave”.

In response to a question for them to state limitations they had to implement the ideas they learnt, it was indicated that they needed handouts in hard copies or soft copy for them to share with their workmates. Further, it was indicated that the OICs at various stations should be encouraged to give the officers who attended the course a chance to deal with other cases despite their rank. For junior officers, if there happens to be a need for counselling for senior members, “you will be asked to leave the room and yet you have the requisite skills needed to properly handle the situation”. Even though one had the experience, no chance to practice was given due to “minimum levels of interaction with society and affected area due to limited sphere of influence”.

It was also testified that the project’s unintended impact was that it improved the relations between the Police and Traditional Leaders as it brought them together. In the process, they discovered that they had a lot of things in common and that working together made each other’s task easier. The mistrust between the two organizations vanished and they started working together – a very positive phenomenon for peace.
• Conclusion

It was concluded that the CT has the potential to empower the Police force with soft skills for resolving conflict as opposed to excessive use of force. In addition, this has the potential to improve Police–people relations if people see that the Police understand issues. This will refrain people from taking a confrontational stance with the police on the basis that they perceive them as cruel. EZWT need to craft a strategy which can increase their reach in the force, either through peer training or workshops for certain grades who can cascade information.

5.5.8 Outcome 7: Women Empowerment through livelihood initiatives

Fifteen people (15 people) mainly women as stated above were reached on livelihoods. The old adage is that a hungry person is an angry man; this is why the project responded to some of the requests by beneficiaries that the way forward after creating a peaceful environment was to eradicate the source of this conflict – poverty. In the needs assessment survey in the ward that did not implement this project, with n=392, when asked what form of livelihood support they need, the majority said “learn vocational technical skill” (63%), followed by “start own business” (29%) and “find employment” (8%). When probed further, it was found that the majority would prefer to get a livelihood skill in agriculture “agriculture related projects” (44%) with n=348. In the project ward ward 13, women and girls testified that they were engaged in “Peace Gardens”. They noted their low returns as a result of drought and lack of marketing skills. The same gap was identified in ward 28 in the ward which did not implement the project where people from “Harare and Marondera”, took advantage of the local community’s lack of marketing capacity as they bought produce at very low prices and “make money when they sell by changing place”. In both wards that implemented the project and that did not implement the project, livelihood projects are a current need.

The only current livelihood project that had a reasonable scale was the sewing project. The desired outcome was empowered communities especially women cascading peace through their activities. It was assumed that if women involved in one way or another in conflict are engaged for their economic empowerment, create harmony among them, they will positively channel their energies towards productivity than fueling conflict. The situation in Mbare suburb was well known for political violence perpetrated by various groups during the 2008 elections. To respond to the situation, activities included the creation of a women empowerment Sewing Project in Mbare Inner City suburb. The project is run by 15 women. During face-face interviews, respondents testified that this project has made a difference in their lives as the women generate US$90 per week and share as part of their livelihood. As a result, they are able to buy bread and other household provisions from this income. One unexpected outcome for this project was that when Envision managed to source for funding to solve the issue of sanitary pads in schools it got high levels of media prominence. They entrusted this project to manufacture sanitary pads and they did it very well.

• Conclusion
It was concluded that there is a lot of scope for livelihood initiatives and the community is ready for it. The garden project was relevant but due to low marketing capacity and stamina to extract sufficient water resources to sustain water resources needs, they were not profitable. There are many ideas that were generated that the project can explore as respondents testified that this is the direct that they expect the project to take – reduction of poverty through livelihood initiatives.

5.5.9 Outcome 8: Cultivation of peace through the creation of peace building livelihood initiatives

✓ Garden Project in Hurungwe

Commenting on the need for such projects, a woman from Hurungwe said “as a woman, I really appreciate the work that Envision Zimbabwe has done in ending conflicts in my community. However, one of the challenges I face is now how I can provide for my family now that there is no longer violence in the community. I hope this Peace Garden will enable me to grow vegetables of my own for my family and for the market. It was testified that this project is now 3 years in existence. They got land from the Chief and fence and water pipes from EZWT. Women testified that the garden has brought about change in their village as they use vegetables from this garden each time they have a crisis such as funerals. It was noted that the major problem was that it was affected by drought and that cattle strayed most of the time and destroyed the fence. Girls in their FGD felt the garden was not the best option for income generation for them as they were critical that the garden is not making a noticeable difference in the lives of beneficiaries.

✓ Mbare Sewing Project and Vegetable Grow Bags.

In Mbare, Envision Zimbabwe supported a group of 25 women with funds for seeds and “grow bags”; as a result, women have been producing vegetables mainly for consumption at household level. Testimonies were given by women in Hurungwe, Murehwa and Mbare that such livelihoods projects enabled them to generate income and also put food on their table. Commenting on the difference these projects made to them a woman from Mbare community said: “Before the vegetable grow bag project, I would not have money to buy vegetables to prepare a simple meal for my family. Now with this project, I can just go into my back yard and get vegetables for my family and on good day, I can even sell some and get a dollar to buy a loaf of bread for my children”.

✓ Water and sanitation

In control wards, respondents painted a desperate situation which needs urgent attention. One key factor was that there was a drought stretching for a number of years in Zimbabwe creating scarcity for domestic and agricultural water resources. It was testified that there was a water project which promoted digging of elephant wells but most of them went dry. Women travelled long distances to fetch water experiencing queues where some spend a day to get access. It was found that community boreholes are the most preferred source of water followed by protected wells. Currently, they are drawing water from unsafe sources like rivers and streams, as a result, people died as a result of cholera and typhoid especially in ward 15 in Murehwa. In project wards, the water situation was bad when the project started and the need is still current. In FGDs for traditional leaders, respondents were asked what the situation in their
communities before the project was. In ward 27 in Murehwa, it was stated that “there were no toilets especially in schools”, “access to water was poor.

- **Conclusion**

Taking cue from the fact that all the communities EZWT is operating are dogged with poverty, it was concluded that EZWT need to consider livelihoods as a strategic objective it can use to foster peace. The livelihoods projects it has implemented so far demonstrated that it is feasible but they have to be done at a different scale – they should make business sense and be profitable. An example is the gardening project in Hurungwe which ended up fulfilling philanthropist objectives reducing the care people put on it. A guide can be based on the findings of the needs assessment which recommended skills training, entrepreneurial training and business support.

5.6 Equity of project activities and participation of direct and indirect beneficiaries in planning and implementation of M&E
5.6.1 Equity

Equity talks about a situation where every individual is given an opportunity to develop and reach their full potential. An individual agrees that he is treated fairly if he considers the proportion of his contributions to his benefits to be equivalent to those around him (www.wikipedia.org). Fairness and impartiality should come about without discrimination, bias and favoritism. Project activities should be accessible to and used by people in dire need of them. The principal focus of equity is to address issues of social differentiation such as age, sex, religion, color, origin, height or any other unfair practice.

The project has a deliberate strategy to ensure that women are given equal opportunities in its activities. It issued a policy that ensures that in all structures created through the project, women should be in the majority. For example, in creating PCs, the chairperson should be a woman and all the key positions should be taken by women. It was testified that men and women are always included with specific focus on women. For example, the “he for she” campaign is a program that involves men in advancing men’s issues. This campaign was undertaken to encourage men to advance women’s issues. The two targeted institutions are male dominated – the traditional leaders and the Police Force.

For livelihood projects, the majority of beneficiaries should be women e.g. the Virgin Sewing Group in Mbare, there is only one male. For the Police Training Project, the project is working through a “Police Women’ Network” to ensure that more women participate.

5.6.2 Participation

Participation and title are essential in confirming that the CTI initiative was relevant, efficient, effective and sustainable. If people have a sincere stake in development activity and vigorously partake in decision making, they are likely to give a greater degree of commitment and shared objectives are likely to be met (Europe Aid, 2004). When project activities are done in a timely manner through a participatory approach, it will contribute to improved efficiency of operations.

The foundational principles of participation dictate that people should participate as subjects, not objects; local knowledge and skills should be respected and genuine influence over development decisions should be allowed. Participatory approaches emphasize behavioral principles and include “reversing traditional roles of outside experts:”, “facilitate local people to undertake own analysis”, provide for self-critical analysis and share information and ideas (Europe Aid, 2004).

The project provides for the participation of beneficiaries at the planning stage of all initiatives. A strategic planning meeting is normally held with all stakeholders to ask for their contribution in shaping the direction of the organization. The beneficiaries are the eyes and ears of the project and all are volunteers who sacrifice their resources to make this initiative work. More, Peace Committees are elected by beneficiaries at a public meeting convened by the Chief but work as volunteers committed to make peace a reality. Furthermore, the initiative empowers beneficiaries by training them as trainer of trainers while information on funds available is shared with key stakeholders. Beneficiaries are also involved developing work plans, scheduling of activities and where major activities clash, adjustments are made to
accommodate their needs. Program annual reviews are done together with the communities; some of them have actually requested that we provide reading materials in Shona.

Other examples of participation are: Peace Galas are purely organized by the community using their own resources. Peace Gardens are owned by the community, land was provided by the Chief and beneficiaries buy their own seeds. In the “Kugara Kunzwana initiative” other members make appointments to meet people after church to discuss the concept.

- **Conclusion**

On equity, it was concluded that women who participated in this project benefited immensely. While those who are enthusiastic now about the CTI initiative are active now, they will give up over time if they observe that there is nothing in it for them especially if peace is sustained for a longer time. This is why it is essential to link the project with livelihood projects which gives those involved a clear return on investment. On participation, it is commentable that the project has involved all key stakeholders who testified that they are happy with the project. This should be maintained. The involvement of beneficiaries in decision making is also a positive phenomenon that needs to be maintained.
5.7 Monitoring and Evaluation

5.7.1 An analysis of the current Envision M&E Framework

It is a positive phenomenon that Envision Zimbabwe has learned that it needs to improve its capacity on M&E. This confirms that it is a learning organization. An analysis of the current M&E situation is analyzed based on the three areas of M&E explained above: monitoring, review and evaluation, see table 6 below:

<table>
<thead>
<tr>
<th>M&amp;E Priority Area</th>
<th>Strong Points</th>
<th>Areas that need improvement</th>
</tr>
</thead>
<tbody>
<tr>
<td>Monitoring</td>
<td>A monitoring framework is in place</td>
<td>There is no staff position of M&amp;E in the organization. Responsibilities are shared; it is suggested to improve areas analyzed below: indicators, source of verification and systems</td>
</tr>
<tr>
<td>Review</td>
<td>Quarterly, monthly review meetings clearly stated in the framework.</td>
<td>Develop review meetings checklist for consistency and trend analysis of some variables that are repeated and are quantifiable.</td>
</tr>
<tr>
<td>Evaluation</td>
<td>The organization has facilitated for this evaluation</td>
<td>No previous evaluation of this project were done before, baseline data on indicators was not collected. To rectify this in a systematic manner, it is suggested that it follows the following pattern: Always start new projects with a situation analysis and baseline to define indicators as seen by the target groups. Peace Committees can be trained to generate this information. Conduct mid-term (process) evaluations midway through every project. Conduct an end of term evaluation (outcome/impact evaluation) to measure the difference made by the project.</td>
</tr>
</tbody>
</table>

5.7.2 Definition and clarity of indicators

In table 7 below, objectively verifiable indicators are explained, the current situation is noted and areas of improvement are described:

<table>
<thead>
<tr>
<th>M&amp;E Priority Area</th>
<th>Strong Points</th>
<th>Areas that need improvement</th>
</tr>
</thead>
</table>
Definition and clarity of indicators: Objectively verifiable indicators describe the project’s objectives in operationally measurable terms (quantity, quality, and time – QQT). The question is: How would we know whether or not what has been planned is actually happening or happened? How do we verify success?

The M&E framework has headings: project, theory of change, activities, indicators, information source, data collection method, frequency of data collection and persons responsible. Output indicators are described under activities while outcome indicators are covered as well.

The output indicators are explained under key activities but the QQT model is not followed. It is suggested that measurement be at least at three levels:
- input indicators (not covered)
- process indicators
- outcome indicators

The indicators are not SMART, for example, it might help to improve measurability by adding detail on quantity, quality and time see below:

**The Indicator:** reduced number of cases reported to Peace Committees
**The Quantity:** is reduced by 50% compared to levels in 2008
**The Quality:** and meets established international standards on human rights
**The Time:** by end of 2016

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### 5.7.3 Definition and clarity of sources of verification

Sources of verification help to explain collection of information, this should specify who collects it, when it is collected and how it is collected, see table 8 below:

**Table 11: Definition and clarity of sources of verification of information**

<table>
<thead>
<tr>
<th>M&amp;E Priority Area</th>
<th>Strong points</th>
<th>Areas for improvement</th>
</tr>
</thead>
<tbody>
<tr>
<td>Definition and clarity of Sources of verification: the sources of verification should be specified at the same time that indicators are clarified. It covers the following: How information should be collected Who should collect it</td>
<td>The current M&amp;E framework clearly states how, who and when information should be collected and who is responsible.</td>
<td>Under persons responsible, one innovation would be to indicate two people as follows: <strong>Action:</strong> this is the person responsible for implementing the action <strong>Internal check:</strong> this is the person responsible for checking if work has been done as per plan.</td>
</tr>
</tbody>
</table>
5.7.4 Strategy, systems, outcome and impact assessments

The key strategic pillars of the initiative are training of Traditional Leaders, Peace Committees, the Police Training Project, livelihood projects and water and sanitation. In table 8 below, strong points are noted on how Envision Zimbabwe works in relation to its strategic direction:

Table 12: Current strategy, systems and outcomes – areas for improvement

<table>
<thead>
<tr>
<th>M&amp;E priority Area</th>
<th>Strong Points</th>
<th>Areas for improvement</th>
</tr>
</thead>
<tbody>
<tr>
<td>Program Strategies</td>
<td>The M&amp;E system clearly states the strategies and activities</td>
<td>As the initiative has various proposals, no log frames where identified. This is normally where the hierarchy of indicators is clarified. For example, overall objective is linked to impact indicators, purpose is linked to outcome indicators and result is linked to output indicators. It is therefore recommended that the initiative maximize on the utilities of the logical framework.</td>
</tr>
<tr>
<td>Effectiveness of organizational systems: these include policies, regulations, procedures and ethical standards (HR, Finance, Code of Conduct etc)</td>
<td>A functional organization is in place with an office, office equipment, information system and other assets</td>
<td>While other systems have different types of measurement, for example audit in finance, there is a link with M&amp;E that should be made clear. For example, M&amp;E measures value for money. The M&amp;E framework does not show how this will be measured as systems efficiency and effectiveness affect overall results. As the organization is very small, the M&amp;E function responsibilities are shared between the Director and the Project officer.</td>
</tr>
<tr>
<td>Organizational impact on the direct and indirect target groups</td>
<td>stories are collected</td>
<td>A policy is needed that directs that all projects should follow certain design standards under EZ. It is suggested that an M&amp;E plan, for example, should indicate or state that each project should start with a situation analysis and baseline to help measurement of results and improve learning and accountability.</td>
</tr>
</tbody>
</table>
5.7.5 Data Collection: Data collection methods

Currently, according to evidence from interviews, data is collected at training sessions by “passing a questionnaire around for people to complete and collection is done after some time” brainstorm sessions are conducted at workshops. After collection, it is stored in raw form and processed when writing reports”. Raw data is available in the form of notes, stories, questionnaires and minute books. Time is needed to process this data and store it as information. In table 8 below suggestions on how the process of data collection in the form of stories can be improved:

Table 13: Data Collection- story collection

<table>
<thead>
<tr>
<th>M&amp;E priority</th>
<th>Strong Points</th>
<th>Areas for Improvement</th>
</tr>
</thead>
<tbody>
<tr>
<td>Data Collection: Story collection</td>
<td>Stories are collected</td>
<td>It was observed that the quality of data collected varies, in some situations key information is missing reducing data utility. There is need to identify data collectors from Peace Committees. In addition, EZ should design method guides which data collectors can use. Participatory data collection methods that can be considered are: role play, poetry, song, picture code, case studies, and letters to the editor, small group discussion, brainstorming, devil’s advocate, debate panel discussion, projects, questionnaire, surveys, interviews, and opinion polls. The first step is to develop a module on these tools and test it with a sample of data collectors. Once the module has been adopted, this module can be used to train data collectors for the initiative.</td>
</tr>
</tbody>
</table>

5.7.6 Data Collection: Results- Link between Stories and Project Activities

Table 9 below explains data collection focusing on the link between stories and project activities. It also covers how stories can show project impact, the current situation is acknowledged and areas for improvement are discussed.
Table 14: Data Collection: Results-Link between stories and project activities

<table>
<thead>
<tr>
<th>M&amp;E Area</th>
<th>Priority</th>
<th>Strong Points</th>
<th>Areas for improvement</th>
</tr>
</thead>
<tbody>
<tr>
<td>Data Collection: Link between stories and project activities</td>
<td></td>
<td>Activities are indicated.</td>
<td>It was observed that some stories cannot be easily linked with project activities. To rectify this, it is recommended that the EZ implementing team prepares a detailed activity schedule at the beginning of each year. Based on this schedule, a data collection tool should be designed to suit specific activities. For each activity, there should be an output indicator. The implementing EZ team will need to identify and train data collectors on the use of this tool. Reviews should be used to assess if the tool is collecting the desired information. Adjustments should be made to improve the tool.</td>
</tr>
<tr>
<td>Data Collection: Ensuring that stories that show impact are collected</td>
<td>stories are collected, recorded and data kept and is available in raw form</td>
<td>It was observed that case studies and stories collected lack structure or a story line. Data collection guides and training of data collectors can solve this challenge. There is a need for a collection format that captures demographic features of beneficiaries i.e. name (pseudo names can be used), demographic information (age, sex, location, education, role in project etc.); questions to be asked on beneficiary background; how he or she joined the project; what changes have taken place in his or her life as a result of the project; what changes have taken place at family level; community level and national impact if any. In the view of the beneficiary, what is the most significant change that has taken place in his or her life as a result of this project? Drafting of questions for collecting quantitative and qualitative data should be well drafted; this makes data entry and analysis easy.</td>
<td></td>
</tr>
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</table>

5.7.7 Data Collection: Quantitative data

For easy data entry and analysis, quantitative data collection should be organized into categories or domains of change with a cluster questions in each category. Question design should use measurement scales like ordinary ranking (high, higher, highest) and nominal classification (yes/ no or male/female). This is done at the questionnaire design stage, for more analysis, see table 10 below:

Table 15: Data Collection: Quantitative Data

<table>
<thead>
<tr>
<th>M&amp;E Area</th>
<th>Strong Points</th>
<th>Areas for improvement</th>
</tr>
</thead>
<tbody>
<tr>
<td>Collection of quantitative data</td>
<td>Data collected is available,</td>
<td>The study found that data collected was not based on any defined population and samples; as a result, representativeness was not addressed. It was observed that the design of</td>
</tr>
</tbody>
</table>
quantitative data were used. Most questions are double barreled, while the majority is string questions (questions that generate qualitative data). As a result of this design challenge, it is very difficult to enter and analyze the data available. For both quantitative data and qualitative data, collection should be divided into categories based on pillars in the initiative; and under each pillar, collection should be on similar questions which can be grouped into clusters for analysis. SPSS can be used for quantitative data analysis; there are also packages for qualitative data analysis. As a result, it is recommended that the capacity of EZ staff to design questionnaires be raised.

<table>
<thead>
<tr>
<th>Quantitative Data Analysis</th>
<th>Questionnaires analyzed for specific report</th>
<th>Data analysis can be improved by using packages like SPSS. Comparisons can be made between planned and actual, percentage ratios, trends over time and comparison between periods, geographic variance based on work norms and standards (for example Murewa and Hurungwe).</th>
</tr>
</thead>
<tbody>
<tr>
<td>Missing baselines</td>
<td>some of the stories contain information of the situation at the beginning from recall by beneficiaries</td>
<td>Baseline studies were not done at the beginning. To correct this situation, baseline stories can be collected from people who experienced the situation through recall. This is sensitive as stakeholders might question why the organization is doing this now. Another way is to conduct a situational analysis which guides development from now going forward. This is recommended in the context.</td>
</tr>
<tr>
<td>What happens after data has been collected, where it goes</td>
<td>It was observed and confirmed in interviews that data collected is kept in its raw form and only processed for a specific report. It is recommended that the EZ staff should receive training on the use of SPSS; the UZ offers part time training on this package for a reasonable charge</td>
<td></td>
</tr>
</tbody>
</table>

5.7.8 Analysis of Capacity of Envision Zimbabwe

The capacity of Envision Zimbabwe was analyzed using Mckinsey’s 7S model. At the center are shared values which act like a magnet to bring people together for a specific cause. Leadership is appointed to provide direction using a style or a combination of styles, a strategy is designed which leads to a creation of a structure.

In table 11 below, shared values, style, strategy and structure are discussed, see below:

Table 16: Envision Zimbabwe, shared values, style, strategy and structure.

<table>
<thead>
<tr>
<th>Envisions Capacity: Mckinsey 7 S</th>
<th>M&amp;E</th>
<th>Strong Points</th>
<th>Area that need improvement</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
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</tbody>
</table>
Shared values: core values of Peace Direct and Envision Zimbabwe

EZWT’s core values are recognizing and maximizing individual capacity skills and networks, sharing credible and reliable information, promoting mutual accountability, sharing leadership and responsibility, women driven culture, fairness and trust, diversity, simplicity, peace and tolerance.

This is well covered. The only innovation is that there is need to track if these values are shared and if the organization preaches what it says.

Style: the style of leadership adopted

It was observed that situational leadership, applying a style to current situation, is advocated for.

Situational leadership is a very strong and results based style. I suggest that it be maintained but more financial support for growth is sort for systems development.

Structure: the way the organization is structured

The organization is directed by a Board of Trustees, managed by a director and has project officers as a point person.

The staff complement is very thin; to improve performance, the organization should maximize on using its pool of volunteers and maintain it. Growth should only be linked to activity levels and financial capacity.

Strategy: the plan devised to maintain and build competitive advantage

Envisions current strategic directions are research/documentation/information dissemination, Women, Education/Training/Gender and Women’s rights, Peace Building and conflict transformation. The organization is a Trust registered in 2009 under notarial deed of trust MA 220/2009, targets women and girls, puts women in the forefront in fighting for peace and embraces males in this fight

Mission statement: To build a National Consensus amongst Zimbabweans from all walks of life and political affiliation on practical policies, strategies, and actions through a women driven culture for the reconstruction of the country.

In the M&E framework, it was noted that a strategic review is done for the Police Project only. There is need to do a strategic review for the whole organization. This process interrogates the relevance of the current strategies in the context and helps the organization to adapt. It was observed that there is no vulnerability criterion in the choice of its target groups. It is recommended that this be refined so that the vulnerability of women and girls targeted is clearer. Furthermore, in the context of their projects, poverty is central. As a result, livelihoods is a key strategic goal but its not covered.

Table 12 continues the 7s model analysis for Envision Zimbabwe. A discussion on the systems in place, the current employees and their strong points and the skills they possess, see table 12 below:

Table 17: Envision Zimbabwe’s systems, staff and skills

<table>
<thead>
<tr>
<th>Systems: daily activities and</th>
<th>It was noted that there is a structure with defined positions and a</th>
<th>Structure should flow from the organization’s strategy. As a result, it is</th>
</tr>
</thead>
</table>

procedures that staff engage in to get the job done | reporting system (Board of Trustees; Director; Project Officer; and Financial Officer); volunteers. | recommended that a strategic review should restate the priorities of EZWT. Tasks to achieve the new vision should be grouped in preferred strategic directions. Competencies needed to achieve these tasks should then be defined. Positions and job descriptions should flow from this process. The organization should then fundraise to fund its intentions.

Staff: the employees and their general capabilities | The current two staff members have degrees in their areas of specialty. | There are gaps that can easily be dealt with using internal staff development. For example, the areas of data collection, entry, analysis and reporting. Another factor is that job scope and depth might be too wide for two people, this is why a strategic review is essential.

Skills: the actual skills and competencies of the employees working for the organization | Noted skills relate to conflict management, sociology and accounting. | It was admitted during interviews that there is a gap in M&E. There is need to make analysis after a strategic review for areas like HR, IT, fundraising (marketing) and programming.

6. SUSTAINABILITY

This is an assessment of the likelihood of benefits produced by the project to continue to flow after external funding has ended and with particular reference to factors of ownership by beneficiaries.

The initiative has put in place structures that are self-sustaining as part of an exit strategy. For example, at local level, committees can continue to run their activities and can take over e.g. a Murewa Committee can take over and run a protected well. For other initiatives: the Police Training Project trained trainers who have already started running activities own their own as they are empowered. On the other hand, Traditional Leaders and Peace Committees run their systems without any challenges because they now have the skills. To promote sustainability Peace Direct trained the Financial Director, funded the development of a financial policy and the conduct of an audit and the improvement in fundraising.

The initiatives are replicable. For Traditional Leaders, the office has been approached by chiefs from other areas who are interested, e.g. Chipinge-MP Mlambo. PCs can be created wherever a new initiative is started.
7. INNOVATION AND LESSONS LEARNED

The project provided an opportunity to innovate, making small changes to cope with the situation when faced with challenges and survive. There are a lot of expectations from NGOs by authorities, to survive, the organization learnt to understand its limitations and what it can do well. The following are list of major lessons:

1. The biggest lesson for this project is that when Traditional leaders who were at the Centre of conflict when the project started were capacitated with peace building skills, this led to a reduction of violence covering all forms of violence found in the community.

2. The second one is that when women who were mostly victims in the ensuing conflict situation were given skills to promote and sustain peace, they did it with passion through their teams and highly succeeded.

3. The third most important lesson was that poverty was the main causal factor of conflict, as a result, while stopping conflict in the short term might work, it is essential to eliminate the root cause. When someone is in a poverty situation, he has nothing to lose and can take daring risks for very marginal benefits.

4. That the CTI model was effective in this project and that there are components which can be replicated like the Traditional Leaders Project, PCs, and Peace Festivals and Livelihood projects.

5. That EZWT can consider peace development through sport as one of its key strategies based on situations they want to tackle.

6. That the sector EZWT which centres on peace also has a bearing on security which is very sensitive, special care should be taken by its stakeholders not to do things that offend the authorities. For example, it was testified that Peace Direct should be very sensitive on the information it puts on its website about Envision Zimbabwe because such information can easily be used to trigger reprisals.

7. That enabling the Police and traditional leaders to work together reduced friction between them and enhanced the capacity of the two institutions to develop capacity for identifying early warning indicators for possible violence. This helps preparedness and early responses which might eliminate the root causes of conflict before it manifests.

8. That if you empower a community, it develops a desire to tell the world about the positive effects it has enjoyed if an opportunity is provided.
8. CONCLUSION

It was concluded that overall, the project was relevant to the target group and involved key stakeholders in the community entry, project formulation, implementation and evaluation. The major weakness was that there was no baseline study carried out and needs were expressed, felt and visible and were carried out without a proper needs study and analysis. The project did not use a clear log frame that could aid financial planning, M&E and benchmarking with similar initiatives elsewhere. Objectives were not sufficiently smart to enable easy tracking of performance based on timelines and targets.

Furthermore, it was concluded that there is a need for an organizational review to align strategy, capacity and resources as there is room for expansion. Generally, evaluation as an activity has not been done; this is the first time, a statement which affirms EZWT as a learning organization. This includes a clear beneficiary targeting strategy based on vulnerability, context and problems and their national and global priority index. It was also concluded that a more comprehensive review of the organization’s strategy might reveal the potential for the organization to grow based on demand from grassroots. An analysis of the organization using Mckensey’s 7S model showed that the organization has strong values, ideal leadership style, and grand strategy but is very thin on the ground. It was also concluded that the organization uses participatory and empowering methods and has a pool of volunteers who feel empowered.

In addition, it was concluded that the M&E framework has well defined indicators which need refinement to make them SMART. It was also concluded that EZWT should use a tool like LF very useful for planning, implementation review and evaluation. It is widely used and will make its fundraising easier as the EU, UN and other bi-lateral and multilateral donors use this tool. More, it was concluded that the M&E function is an area that need improvement, if resources permit, it should be elevated to having a permanent employee position. However, this is not currently feasible taking into account the capacity of EZWT. This position may change if the organization develops bigger proposals and secure more funding.

As part of its M&E, it was concluded that EZWT’s practice of collecting outcome and impact information from direct beneficiaries is very good. However, there is a need to improve the quality of such information for it to be useful. Some of the information used showed gaps like obtaining impact information without understanding or capturing the baseline position to specify changes which will have taken place especially in case studies. Specifically, formats can be designed, standard questionnaires can also be designed, and even a data base can be created for storing useful project data that can be useful for evaluations and preparing fundraising proposals. M&E checklists can also be developed and data collected well programed so that results can be compared for different periods. Variance analysis can also be benchmarked with similar organizations and for same objectives.

On programming, it was concluded that providing capacity to traditional leaders empowered them to embrace the skills and use their influence to create and sustain peace in the communities. Comparing control wards and project wards, it was clear that those from project wards were more confident in dealing with their problems. On the other hand, their counterparts showed low capacity in dealing with problems currently affecting them.
Control wards did not have committees and this gap was telling when respondents narrated the challenges and lack of capacity to deal with them. For project wards, 4 democratically elected Peace Committees were created, 2 in each district with 45 members 51% male and 49% female. Gender distribution in Hurungwe was 50:50 and in Murewa it was 54% male and 46% female. These committees included women who used the skills they learned to advance peace objectives. It was concluded that if women are empowered with peace building skills, they are equally capable as their male counterparts if not better in fostering peace in the community.

To add, it was concluded that the project also surpassed its target in training community leaders as it planned to reach 80 leaders but reached 180 leaders 58% male and 42% female. The leaders were local councilors, ward coordinators, traditional leaders, pastors, health community leaders, school heads, and school committees who covered subjects like conflict transformation, human rights, women rights, gender and good leadership. These leaders, teamed up with PCs, searched black spots where they knew of conflict situations and used various tactics to neutralize and eliminate negative conflict from families and the community. It was concluded that the trained leaders constitute a pool of essential volunteers that EZWT should embrace and work with in other peace initiatives as peer educators.

The study concluded that among the most prevalent types of conflict at the beginning of the project in project wards –criminal, domestic, political, witchcraft and abuse of young girls – transformation from negative levels of violence, positive changes, showing reduction of violence of all forms took place as a result of the project. It was concluded that the Peace Committees whose structures had a majority of women highly contributed towards the reduction of violence. Their impact was anchored on the levels of support they received from traditional leaders as custodians of governance in rural areas. On the other hand, in control wards, prevalence of violence of all forms except of political violence was found to be currently high – an indicator that no intervention took place. It was concluded that in all project and control wards, political violence was experienced during the 2008 elections but currently there is peace consistent with the cyclic nature and patterns of such violence.

It was also concluded that the root cause of violence was poverty, tussles for political space and negative behaviors related to gender and tradition mainly affecting women. As a result, direct beneficiaries appealed to the project to address their livelihood needs for sustainable peace in their homes. While all the other forms of violence were reduced to very low levels, witchcraft is not easy to measure. It is the practice of accusing each other which was suppressed but the belief in witchcraft is deep rooted in the culture and tradition of the area that it would need a different approach to deal with: local churches are tackling this from a religion perspective.

Based on the overwhelming evidence from direct beneficiaries, it was concluded that the reduction of violence in the project wards was attributable to the activities taken by the project. It is because of the impact of the project that beneficiaries are requesting for the project to send them out as ambassadors to other communities for them to preach the gospel of peace.
In project wards, it was concluded that sport can be used as a tool in creating peace based on testimonies on how sport activities thawed sour relations and provided opportunities for starting afresh. The activities culminated in an annual event. In control wards, there was an outcry that there is little or no entertainment in the community and this created a lot of idle time for young people. They used this time space to do mischief causing community concern. Festivals were held in project wards each year in each district and were very popular as they targeted to reach 2600 people but reached 3394, 131% of the target. Popular activities included sport activities, song, dance and other cultural activities.

The capacity building of the Police in conflict transformation was a very positive phenomenon as it managed to train leaders in the force who could spread the peace message. The project targeted to reach 2250 people but reached 703 representing 31% of the target. Gender distribution was 67% male and 33% female and resources were the limiting factor in reaching more numbers. As trainers were trained, the Police are now training their own people. It was concluded that there should be a constant and systematic follow up to determine effectiveness and impact. Furthermore, it was concluded that the Police Training Project positively influenced the way the Police resolves conflict internally at individual level with their families, at work and for members of the public. After training the trainers, the Police was convinced that this is a good program. When asked in a survey to indicate if the program was “poor”, “good” or “very good”, 100% of the respondents said it was “very good”. As a result, they took over the initiative and started training other police members on their own. The program led to the Police being able to handle their work “better” as they testified that their negotiation and mediation efforts resulted in many cases being resolved at the police camp before a docket is opened for reference to court. It was also concluded that the benefits had a ripple effect as testimonies were given that the materials were used to improve the capacity of Policemen’s wives to cope with conflict at home.

Overall, it was concluded that the impact of the CTI project is very high in the areas it was implemented and that there is a need to replicate it to other areas. The study found that CTI training activities provided to traditional leaders increased community awareness and knowledge on the disadvantages of violence. As a result, traditional leaders took further action to teach their communities on the importance of peace and how to handle disputes at every opportunity they got. It was testified that the number of cases reported to the Chief’s court went down. Beneficiaries testified that they observed that the Chief changed his approach to conflict resolution and the new approach was more friendly and effective. Due to the impact of the project in ward 13 and 27, adjacent wards in both Murewa and Hurungwe were lobbying for the program to be extended to their wards.

At individual level, it was concluded that the CTI improved the capacity of individual beneficiaries to cope with conflict situations. Individuals found the program to be “good” to them as they testified that it impacted “positively” to their families and their relationships at work. It was concluded that conflict mapping, PIN analysis and listening skills were the most preferred by individuals as they found them most useful.
9. RECOMMENDATIONS

Based on the above conclusions, it is therefore recommended that:

(a) That the current initiative be continued with more emphasis on addressing the source of conflict—poverty. This can best be done by training beneficiaries in a skill of their choice and helping them to start own businesses. These communities already know how to use income generating initiatives to foster peace as demonstrated in the peace gardens. This concept can be expanded to other areas using the pool of volunteers from this project.

(b) That the project uses the needs assessment study to source for support for a similar project to be implemented in the two adjacent wards. There is a lot of interest and enthusiasm to implement the project in those areas based on what they saw in the wards that implemented the project. There is a lot of scope for this project to grow into a giant in Zimbabwe if articulated and supported well.

(c) That any new initiatives continue to use a stakeholder engagement approach, comprehensive and similar to the current approach. This ensures that all stakeholders are informed, see a part they can play in the project and promote it in their own activities.

(d) That EZ develops a more robust strategic plan with a focus on consolidating the current initiatives and exploring the scope for growth without choking the current organizational and human resources capacities.

(e) That the M&E system of the project be improved by factoring in the function in the EZWT organizational chart and developing standard M&E tools that can be used in a consistent way.
(f) That the use of women as peace builders and ambassadors be refined and replicated in other wards. This includes creating a constitution for PCs and defining the roles of committee members. Specifying their tasks and the format of teams which moves in the community resolving conflict.

(g) That the project seriously consider taking up livelihoods as a strategic pillar of its plans to meet expectations of direct beneficiaries. In their view, livelihoods will sustain peace initiatives.

(h) That sport is used as a tool in peace building and sustainability. A concept note can be developed covering all tools and how they are linked to conflict resolution – sport, livelihoods, water and sanitation, governance and law and order.

(i) That EZWT works with ZRP to explore best fit strategies for replicating the program within Zimbabwe and beyond. If ZRP assimilates this concept well, there is potential for them to be used at international level in many conflict prone areas.

7 BIBLIOGRAPHY


Europe Aid , 2004. PCM Guidelines Final , Brussels: Europe Aid.


8 OUTPUT AND OUTCOME DATA HARVESTS AND CASE STUDIES

Annexure 1: Conflict Transformation Outcome Harvests from Available Data

1. **Section 1: Results for indicators on effectiveness of the project**

Table 1: Traditional Leaders Project Statistics for Ward 13, Hurungwe District.

<table>
<thead>
<tr>
<th>Target Description</th>
<th>Target Total</th>
<th>Actual Total</th>
<th>Gender</th>
<th>% of target</th>
<th>comment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Traditional Leaders</td>
<td>180</td>
<td>70</td>
<td>70</td>
<td>65</td>
<td>39%</td>
</tr>
<tr>
<td>Trained</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Only village heads in ward 13 were trained; men include village heads and their assistants (machinda: court police). As there are no female traditional leaders, this constitutes 39% of the target. Females are their wives who were trained along with them. This is why the numbers reach 135. If wives of traditional leader</td>
</tr>
</tbody>
</table>
leaders are taken into account, 75% of the target was reached.

<table>
<thead>
<tr>
<th>Functional Peace Committees Established</th>
<th>Target</th>
<th>2</th>
<th>2</th>
<th>16</th>
<th>16</th>
<th>100%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Training of community leaders</td>
<td>Target</td>
<td>40</td>
<td>120</td>
<td>69</td>
<td>51</td>
<td>300%</td>
</tr>
<tr>
<td>Community activities, peace festivals/sporting activities</td>
<td>Target</td>
<td>300</td>
<td>404</td>
<td>213</td>
<td>191</td>
<td>150%</td>
</tr>
<tr>
<td>Establishment of Peace Gardens</td>
<td>Target</td>
<td>1 garden per community</td>
<td>1</td>
<td>-</td>
<td>-</td>
<td>100%</td>
</tr>
</tbody>
</table>

Table 2: Traditional Leaders Project, statistics for Ward 27 in Murewa

<table>
<thead>
<tr>
<th>Target Description</th>
<th>Target Total</th>
<th>Actual Total</th>
<th>Gender</th>
<th>% of target</th>
<th>comment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Traditional Leaders Trained</td>
<td>16</td>
<td>16</td>
<td>male: 14, female: 2</td>
<td>100%</td>
<td>The traditional leaders were trained, two of them were women: they stood as representatives as there are not women traditional leaders in the area.</td>
</tr>
<tr>
<td>Functional Peace Committees Established</td>
<td>2</td>
<td>2</td>
<td>male: 6, female: 7</td>
<td>100%</td>
<td>Peace Committees were trained as per plan reaching 100% of the target. The Committees had 13 members, 6 males and 7 females.</td>
</tr>
<tr>
<td>Training of community leaders</td>
<td>40</td>
<td>60</td>
<td>male: 35, female: 25</td>
<td>150%</td>
<td>The project surpassed its target to train 40 community leaders as 60 were trained.</td>
</tr>
<tr>
<td>Community activities, peace festivals/sporting activities</td>
<td>400</td>
<td>500 year 1: 229, 450 year 2: 177, 350 year 3: 288, 516 year 4: 221</td>
<td>male: 229, female: 221</td>
<td>454%</td>
<td>Festivals attracted many people as people felt they provided fun.</td>
</tr>
</tbody>
</table>

Table 3: Water and Sanitation Project, How to Dialogue in Murewa

<table>
<thead>
<tr>
<th>Target Description</th>
<th>Target Total</th>
<th>Actual Total</th>
<th>% of target</th>
<th>comment</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Construction of protected wells 16 4 25% There are 16 villages, due to lack of funding, 4 villages benefited from the wells project.

Construction of toilets no target was set 27 Toilets were to be constructed based on the needy areas in the villages.

Construction of auto way pits at local community clinics and hospitals 2 in the ward 2 100% A target of 2 auto way pits was made and all were provided as per plan.

<table>
<thead>
<tr>
<th>Target Description</th>
<th>Target Total</th>
<th>Actual Total</th>
<th>Gender</th>
<th>% of target</th>
<th>comment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Training of Trainers (ToT) of the Police</td>
<td>2250</td>
<td>703</td>
<td>469</td>
<td>234</td>
<td>31% There is a need to train more of the police as more funding is availed.</td>
</tr>
<tr>
<td>Construction of protected wells</td>
<td>3000</td>
<td>61</td>
<td>33</td>
<td>28</td>
<td>2% Each TT was expected to train 10 others in the various stations. It was established that 61 policemen were trained using available funding from EZ. More information is expected to be made available by the TT during the next M&amp;E tracking visit.</td>
</tr>
</tbody>
</table>

Table 5: Virgin Group: Mbare Women are sewing Group Project

<table>
<thead>
<tr>
<th>Target Description</th>
<th>Target Total</th>
<th>Actual Total</th>
<th>Gender</th>
<th>% of target</th>
<th>comment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Beneficiaries trained in Business Management</td>
<td>100</td>
<td>15</td>
<td>1</td>
<td>14</td>
<td>15% a core group of 15 people were picked to run the sewing project as all 100 women in the original cleanup campaign group could not fit in the sewing project. It is planned to increase projects for the rest of the women who did not benefit.</td>
</tr>
<tr>
<td>Purchase of Heavy Equipment</td>
<td>10</td>
<td>7</td>
<td>70%</td>
<td></td>
<td>Some funds were channeled to initial rentals and security of the rented room for the sewing project.</td>
</tr>
</tbody>
</table>

Results from the Project It was reported that the project is doing well as it sustains the livelihood of its members. Tracking system has not established the profit being made.
Contribution to conflict transformation | Peace in the home and prevents them from being recruited from participating in political violence where they are often used by politicians to sing slogans in exchange for handouts.

Section 2: Part of Responses from questionnaires designed and administered on direct beneficiaries by EZ:

Responses in this section came from 27 people taken from the trained 120 community leaders representing 22.5% of the population. All respondents who attended the evaluation meetings were asked to complete a questionnaire. Community leaders were councilors, ward coordinators, youth officers, traditional leaders, pastors, health community workers, school heads and representatives of school committees.

a. Table 6: Responses to five review questions by 27 community leaders

<table>
<thead>
<tr>
<th>Review Question</th>
<th>Impact indicator on community leaders n=27</th>
</tr>
</thead>
<tbody>
<tr>
<td>How long have you been in this project?</td>
<td>0-12 months (22%); 1-2 years (11%); 3-4 years (67%)</td>
</tr>
<tr>
<td>What is your view on this program?</td>
<td>Program is good (47%), teaches how to stay with other people in harmony (21%) teaches reduction and prevention of violence (19%), provides recreation in the area (7%), reduces crime rate at home and church 3% and teaches how to manage change (3%)</td>
</tr>
<tr>
<td>How has this program helped you?</td>
<td>Harmony in the home and workplace 22%, I now know how to intervene where there is violence 15%, I help others to prevent violence in the area, can manage and assist 15%, to reconcile people who are disagreeing 7%, freedom when recreating 7%, freedom to teach peace at school 7%, now able to dialogue with others 4%, to dialogue and reconcile 4%, reduction of conflict cases we deal with 4%, good administrator at work 4%, to prevent violence 4%, to reconcile with neighbors 4% and people now know what is needed for a living 4%.</td>
</tr>
<tr>
<td>What changes have taken place in your life as a result of this project?</td>
<td>children are now listening to parents 22%, There is peace in the area especially on land disputes 21%, crime rate has now been reduced especially stealing 13%, there is change and violence has now been reduced 8%, there is harmony in the family homes 8%, there is less violence where we stay 8%, to intervene where there is violence 8%, I now know how I should direct my home 4%, there is less conflict among women at the borehole 4%, it helped me to reconcile with my neighbors 4%</td>
</tr>
</tbody>
</table>

A question was asked to the 27 community leaders on how the project impacted to their lives. Multiple qualitative responses were received. Individual responses are the answers that the leaders provided while the frequencies are the total responses for each response.

b. Table 7: Individual responses from 27 community leaders on how this project impacted their lives.

<table>
<thead>
<tr>
<th>Individual Responses on impact of CTI to self</th>
<th>Frequency</th>
</tr>
</thead>
<tbody>
<tr>
<td>Children are now listening to parents</td>
<td>22%</td>
</tr>
<tr>
<td>I now know how I should direct my home</td>
<td>4%</td>
</tr>
<tr>
<td>There is change and violence has been reduced</td>
<td>8%</td>
</tr>
</tbody>
</table>
There is peace in the area especially land disputes 21%
There is harmony in the family homes 8%
There is less violence where we stay 8%
To intervene where there is violence 8%
Crime rate has been reduced, e.g. stealing 13%
There is less conflict among women at the borehole 4%
It helped me to reconcile with my neighbors 4%

A further question was asked on how the 27 community leaders found the project helpful in their lives. Their responses are tabulated under “ways in which the project were helpful to self” below. Frequencies are the number of answers for each answer given.

c. Table 8: Individual responses from 27 community leaders on how helpful the project was to them.

<table>
<thead>
<tr>
<th>Ways in which the program were helpful to self</th>
<th>Frequency %</th>
</tr>
</thead>
<tbody>
<tr>
<td>I now know how to intervene where there is violence</td>
<td>15%</td>
</tr>
<tr>
<td>Now able to dialogue with other people</td>
<td>4%</td>
</tr>
<tr>
<td>To reconcile people who are disagreeing</td>
<td>7%</td>
</tr>
<tr>
<td>To dialogue and reconcile</td>
<td>4%</td>
</tr>
<tr>
<td>Reduction of conflict cases we deal with</td>
<td>4%</td>
</tr>
<tr>
<td>Freedom when recreating</td>
<td>7%</td>
</tr>
<tr>
<td>Freedom to teach in peace at school</td>
<td>7%</td>
</tr>
<tr>
<td>Good administrator at workplace</td>
<td>4%</td>
</tr>
<tr>
<td>To prevent violence</td>
<td>4%</td>
</tr>
<tr>
<td>Harmony in the homes, at workplaces and in area</td>
<td>22%</td>
</tr>
<tr>
<td>Reconciled with neighbours</td>
<td>4%</td>
</tr>
<tr>
<td>Helped others to prevent violence in area, can manage and assist</td>
<td>15%</td>
</tr>
<tr>
<td>People now understand what is needed for a living</td>
<td>4%</td>
</tr>
<tr>
<td>Total</td>
<td>100%</td>
</tr>
</tbody>
</table>

A total of 703 Police Officers were trained as TT and a questionnaire was circulated for them to complete on the impact of this project to their work and themselves. Only 12 responses had been collected and more responses were expected when more monitoring visits would be made. From the 12 responses, 12 were male and 12 were female.

Section 3: Responses to ZRP questionnaire circulated to measure project impact (only 12 questionnaires were available)
a. **What is your age at your last birthday?**

<table>
<thead>
<tr>
<th>Age Range</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>20-24 years</td>
<td>8%</td>
</tr>
<tr>
<td>25-30 years</td>
<td>17%</td>
</tr>
<tr>
<td>31-35 years</td>
<td>17%</td>
</tr>
<tr>
<td>36-40 years</td>
<td>25%</td>
</tr>
<tr>
<td>41-45 years</td>
<td>33%</td>
</tr>
</tbody>
</table>

b. **Distribution of respondents by length of service**

<table>
<thead>
<tr>
<th>Length of Service</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>7 months - 4 years</td>
<td>8%</td>
</tr>
<tr>
<td>5-10 years</td>
<td>50%</td>
</tr>
<tr>
<td>11-20 years</td>
<td>25%</td>
</tr>
<tr>
<td>above 20 years</td>
<td>17%</td>
</tr>
</tbody>
</table>
c. Distribution of Police Force by gender

![Distribution of respondents by gender n=12](image)

- **Female**: 50%
- **Male**: 50%

---

d. Distribution by marriage status

![Respondent distribution by marriage n=12](image)

- **Not married**: 8%
- **Married**: 92%

---

e. Do you feel you gained something from the training programme on Conflict Transformation you attended?

100% said yes n=12

f. In a broad sense, can you pick up the strong learning points that you gained

<table>
<thead>
<tr>
<th>Transformation</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Denition of conflict</td>
<td>3%</td>
</tr>
<tr>
<td>Causes of conflict</td>
<td>3%</td>
</tr>
<tr>
<td>Advantages and disadvantages of conflict</td>
<td>3%</td>
</tr>
<tr>
<td>Stages of conflict</td>
<td>7%</td>
</tr>
</tbody>
</table>
Evidence in this section was collected from the Case study “Fostering Development through Conflict Transformation” written by EZ, see references at end of report. All of them were based on stories of significant change from beneficiaries in the whole project. Responses under situation after intervention for each outcome were taken verbatim.

**Section 4: Harvests from stories for significant change**
a. **Outcome:** Fostered ability for community members to resist conflict and refuse to participate in conflict

**Desired Outcome:** Empowered communities with knowledge on the disadvantages of conflict take action to resist conflict when an opportunity arises.

**Assumption:** That if communities are given knowledge on what is conflict, what are its advantages and disadvantages, how can it be dysfunctional, how can it be prevented, they can resist it when it comes.

**Situation before the project:** Community members where not knowledgeable on the intricacies of conflict and how to resist it.

**Activities undertaken:** Training was provided to communities on conflict resolution and Peace Committees were created to foster peace.

**Situation after the intervention:** Envision Zimbabwe got feedback from the communities they work that their projects led to a reduction of violence compared to the situation in adjacent communities. Meanwhile, before the project, it was testified that Village courts and Chief’s courts presided over 5-6 cases per week. Training in conflict transformation was provided as a response for reducing violence in communities. Peace Committees were set up. It was testified that the same communities now handle 1-2 disputes at the Chief’s court. The 2013 general elections were held in a peaceful atmosphere in the areas where the project is being implemented. It was testified that “no single case of political violence was reported to the police or the chief’s court”. This phenomenon is despite the fact that there is a historical trace of violence in these areas over the years. The conflict “drought” during an election period was a great achievement attributed to the effectiveness of the conflict transformation project.

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b. **Outcome:** Change in community attitude towards women

1. **Desired Outcome:** change in attitude towards women
2. **Assumption:** That if the community and women are trained in gender and women leadership the community attitude towards women will positively change
3. **Intervention:** Use training sessions in gender and leadership to create awareness on gender disparities in the community.
4. **Situation before the intervention:** Women expressed that they were left out in decision making processes that affect them at community level. For example, they were relegated to back benches at village meetings or assigned kitchen or catering duties during community functions, denying them an opportunity to make contributions, give their “ideas, thoughts and feelings” on key issues.
5. **Activities undertaken:** women and community members were trained in gender and leadership and encouraged to implement the ideas. This was based on the view that women are imbued with peace building qualities as they are less threatening if in leadership positions and have good negotiation and mediation skills.
6. **Situation after the intervention:** One woman from Hurungwe District’s ward 13 testified as follows: “traditionally here in my village women were not allowed to stand in front and address
men during community meetings. In fact as women we would not be allowed to contribute to the discussions or decision making other than supporting the ideas and comments of our husbands. All this has changed now following our training in gender and leadership. My husband not only now allows me to contribute during community meetings but now allows me to attend meetings alone. We now have women chairing meetings in our village.

7. Attribution:

c. Outcome: Change in community relations

8. Desired outcome: Community relations
9. Assumption: That conflict transformation activities improve the community relations negatively affected by divisions along political lines following the post-election violence in 2008.
10. Intervention: use mediation and negotiation skills to reconnect people and serve as an early warning system on the prevalence of conflict.
11. Situation before the intervention: levels of trust between community members and local traditional leadership compromised by partisan politics in 2008.
12. Activities undertaken: “Reconnect people, bringing them together as communities working for peace and development”. Actors such as church leaders, hospital representatives, traditional healers, village health workers and Arex Officers met quarterly.
13. Situation after the intervention: community leaders were reported to be more responsive to the communities they serve. In interviews, 50% of community members interviewed pointed out that there was more community cohesion now as everyone came to work together and participate in community activities. As a result, relations between traditional leaders and the community improved, further, relations between traditional leaders, community members and local authorities also improved.

d. Outcome: Positive change from use of force to deal with violence to use of peaceful means

14. Outcome: Change in attitude of the police towards the use of and acceptance of violence
15. Desired outcome: positive attitude of the police towards the use of nonviolence means for policing.
16. Assumption: That if ZRP are given capacity through training in conflict transformation, human rights, gender and leadership, they will be in a better position to respond positively to conflict.
17. Intervention: Police engagement, train trainers on conflict transformation and support implementation of peace building activities
18. Situation before the intervention: Allegations that Police used high handed methods in dealing with violence during the post 2008 elections. It was observed that they conformed to “orders and commands” issued by superiors but did not take time to think through their actions and the impact they had on the community.
19. Activities undertaken: Engagement meetings, trained trainer of trainers who also trained over 200 police officers with different ranks in conflict transformation. Course covered topics like
definition of conflict, types of conflict, and causes of conflict. Key conflict resolution tools like mediation and negotiation were also covered as well as the different conflict analysis technics.

20. **Situation after the intervention:** After implementing the intervention, one police officer gave a comment about the impact of Envision Zimbabwe’s training and said: “I would like to thank Envision. As you know as members of the ZRP, we deal with a lot of violence in the community. In the past before these conflict transformation trainings, we would just open dockets and send cases to the courts. The trainings have empowered us as the Police to respond to conflicts in a non-violent way. We now try to mediate and get to the root cause of conflicts especially domestic disputes. In most cases parties will agree to talk and resolve their conflicts at the police station. This has reduced backlogs at our courts. A testimony from police officers in a survey indicates that 70% of respondents testified that the way they approach and handle conflict within the ZRP and the public has changed.

e. **Outcome:** Women Empowerment through livelihood initiatives

21. **Outcome:** Economic Empowerment of Women
22. **Desired outcome:** Empowered communities especially women cascading peace through their activities
23. **Assumption:** That if women involved in one way or another in conflict are engaged for their economic empowerment, create harmony among them, they will positively channel their energies towards productivity than fueling conflict.
24. **Situation before the project:** Mbare suburb was well known for political violence perpetrated by various groups during the 2008 elections.
25. **Activities undertaken:** As a way of fostering peace, Envision Zimbabwe facilitated the creation of a women empowerment Sewing Project in Mbare Inner City suburb. The project is run by 15 women.
26. **Situation after the intervention:** During face-face interviews, respondents testified that this project has made a difference in their lives as the women generate US$90 per week and share as part of their livelihood. As a result, they are able to buy bread and other household provisions from this income.

f. **Outcome:** Cultivation of peace through the creation of peace building livelihood initiatives

27. **Desired Outcome:** Empowered communities especially women, cascading peace to community members through their income generation initiatives.
28. **Assumption:** That if women involved in one way or another in conflict are engaged for their economic empowerment, create harmony among them, they will positively channel their energies towards productivity than fueling conflict.
29. **Situation before the project:** Mbare suburb was well known for political violence perpetrated by various groups during the 2008 elections.
30. **Activities undertaken:** In addition to access to knowledge, communities especially women were helped to initiate livelihood projects. Commenting on the need for such projects, a woman from
Hurungwe said “as a woman, I really appreciate the work that Envision Zimbabwe has done in ending conflicts in my community. However, one of the challenges I face is now how I can provide for my family now that there is no longer violence in the community. I hope this Peace Garden will enable me to grow vegetables of my own for my family and for the market. Examples of projects established aiming at fostering community peace are as follows: (a) **Mbare Sewing Project; (b) Vegetable Peace Gardens; (c) Vegetable Grow Bags.** In Mbare, Envision Zimbabwe supported a group of 25 women with funds for seeds and “grow bags”; as a result, women have been producing vegetables mainly for consumption at household level. Testimonies were given by women in Hurungwe, Murehwa and Mbare that such livelihoods projects enabled them to generate income and also put food on their table. Commenting on the difference these projects made to them a woman from Mbare community said: “Before the vegetable grow bag project, I would not have money to buy vegetables to prepare a simple meal for my family. Now with this project, I can just go into my back yard and get vegetables for my family and on good day, I can even sell some and get a dollar to buy a loaf of bread for my children”.

Section 5: Stories regarding violence

**Story number 1: SEXUAL VIOLENCE - INCEST**

On 10.08.2015 in ward 13, Chiwanza village, a gender based violence case was reported to the PC involving a son aged 38 and his mother aged 65. The woman was staying with her son aged 38 years and the son refused to sleep alone preferring to sleep with her mother. One day she dreamt sleeping with a man. She consulted a prophet and was told that her son is the one who had slept with her. The son went away from home as it was established that he was the one who had sexual intercourse with her mother. The PC called the other son who stays in Harare who authorized them to report the case to the Police. When the two were interrogated by the Police, the woman said she dreamt having intercourse and the son testified that the mother forced him to have intercourse with her.

**Story number 2: DOMESTIC - MAINTENANCE**

On 22.10.15 in ward 13, Ndoro village, a male aged 46 years and a woman aged 37 years came to the PC to report a case. The man had three wives whom he was staying with and had no children with any of them. There was a fourth wife whom he had a child with but he was not maintaining the child. When the man refused to listen to advice, the PC advised the wife to approach the courts for maintenance.

**Story number 3: SEXUAL MOTIVATED VIOLENCE**

On 5.11.15, in ward 13, Manyepa village, a man aged 41 years was tested for HIV and his status was confirmed as positive and his wife aged 30 years was also tested and confirmed negative. The woman left her bedroom and the man discovered that she was pregnant when she was not having sex with her husband. The wife refused to have sex with her husband. The PC talked to the couple’s relatives to intervene and the situation was reported to be calm.
Story number 4: POLITICALLY MOTIVATED VIOLENCE

On August 3, 2013, at a borehole in Chidamoyo village women were happy fetching water after elections to choose their national representatives. One woman jumped the queue. The woman who felt that it was unjust removed the water container of the one who had jumped the queue and put it aside and put her own on that position. The elder woman grabbed the hand of the younger woman causing her to feel pain and the younger woman kicked the older woman. The elder woman grabbed the neck of the younger woman as they began to fight. The PC ran and separated the two women and asked both women to explain their stories as they both came from Nyamaromo village. He discovered that the elder woman was bitter about the results of the election. The PC reconciled the two women and helped them to take their water containers and go home.

Story number 5: DOMESTIC VIOLENCE

It was on 23.02.16, in Goremusandu village when a domestic violence case was brought as part of the Building Bridges Project. A man aged 46 years had two wives aged 32 and 26 years respectively. Conflict arose over sharing food, assets and sexual duties in the home. The couple came to the Building Bridges representative. The representative used the onion tool to understand the issue; it took a bit long time. He discovered that the root cause was that one of the wives used charm to reduce the man’s sex drive whenever he wanted to have sex with the younger woman. He advised the couple to see an elderly woman regarded as a midwife to handle the case. She gave them counselling sessions and advised them not to use herbs as they were exposing themselves to cervical cancer. The issue was resolved and the couple came back to thank the Building Bridges representative.

Story number 6: Reports after the 2013 harmonized elections

In MAY 2013, interested candidates were asked to participate in primary elections and they all started campaigning. This process led to people forming small groups based on the candidate which they supported. There was no violence that took place until primary elections were conducted. After the primary elections, people were asked to assemble and results were revealed and an announcement was made for the candidates who were to participate in the harmonized elections. People were informed that they should maintain the prevailing peace when campaigning. On July 31, 2013, people voted peacefully and nothing disturbed Envision Zimbabwe’s projects.

Story number 7: Stealing a plate at a Zanu PF meeting

A certain woman stole a plate from an elderly woman at a Zanu PF meeting. At this meeting, people were receiving plates, cups and other goodies. This woman stays in village Taena ward 24 in a place called Rengwe. Zvinonzi, ndiro yaye kutsvakwa ndipo pakatanga mhirizhonga. The traditional leader was called and was informed, he invited his team and the issue was discussed that the elderly woman’s plate was stolen. The majority declared that people did not want disturbance or conflict, they wanted peace. As a result, all the people who were there were asked to open their bags and a thorough search was carried out. They got the plate in one of the bags of another woman. Other people suggested that the issue should be taken to the police but the traditional leader said no; let her come to my homestead the next day to finalize the issue.

Story number 8: Male respondent from Goremusandu Village
I heard of EZ from our village head in our community meeting. He said the organization was there to support empowerment of women, through building of a peaceful environment. Women were suffering in many different ways and when there is violence they suffer more. I saw this as truth as our women are abused when there is political violence. Our mothers are old and cannot run away so they get beaten up easily. I am happy that in our ward there are people standing for peace to me this is a big change. I would also like to attend training and be part of the peace group.