



HAND IN HAND
ZIMBABWE



Cover Image Left: Members of JCP Goat Project, Lupane
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Harvesting Lab-Lab, Ward 13, Gwanda © Letwin
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Global Impact Evaluation Report

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Disclaimer

This publication was made possible by Hand in Hand Zimbabwe and Hand in Hand Sweden with the generous support of various donors. The contents are the responsibility of the authors and do not necessarily reflect the views of Hand in Hand and its Donors.

Acknowledgments

The authors would like to acknowledge Felix Tete, Dorcas Adongo, Goran Forssen, Emmanuel Makiwa, Hand in Hand Sweden, and Hand in Hand Zimbabwe Staff, for their review comments and editorial support on proposal, inception report, survey tools and the report. The Hand in Hand Zimbabwe staff and consultants are acknowledged, especially those involved in the data collection including Nkululeko Mpofu, Cynthia Mpofu, Shastry Njeru, and enumerators. The survey respondents, beneficiaries and Key informants are acknowledged for their cooperation and support during field work.

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List of Acronyms

ARDAS	Agriculture and Rural Development Advisory Services
EDF	Enterprise Development Facilitators
CUP	Community Upliftment Program
DDC	District Development Coordinator
EHT	Environment Health Technician
EMA	Environment Management Agency
FGD	Focus Group Discussion
GBV	Gender-Based Violence
GoZ	Government of Zimbabwe
HiH Zimbabwe	Hand in Hand Zimbabwe
HIV	Human Immunodeficiency Virus
HDDS	Household Dietary Diversity Score
IGA	Income Generating Activity
ISAL	Internal Savings and Lending
JCP	Job Creation Program
JFZ	Jobs for Zimbabwe
KII	Key Informant Interview
MEY	Motivated and Entrepreneurial Youth
MWACSMED Development	Ministry of Women Affairs, Community, Small and Medium Enterprise
NGO	Non-Governmental Organization
RDC	Rural District Council
SHG	Self Help Group
SRHR	Sexual Reproductive Health and Rights
ToT	Training of Trainers
USAID	United States Agency for International Development
VHW	Village Health Worker

Executive Summary

The Global Impact Evaluation Study was conducted in Bulilima, Chikomba, Chirumanzu, Gwanda, Lupane and Shurugwi districts in November 2022. The impact evaluation sought to assess the relevance, coherence, effectiveness, efficiency, impact, and sustainability of four HiH Zimbabwe projects (Motivated and Entrepreneurial Youth (MEY), Community Upliftment Project (CUP), Job Creation Project (JCP) and Jobs for Zimbabwe (JFZ)). The study used cross section research design and collected data from 382 individuals (291 beneficiaries and 91 non-beneficiaries), 30 Key Informants and 8 Focus Group Discussions. The following section presents the key findings and recommendations for HiH Zimbabwe project implementation (Table 1).

Table 1: Summary findings and recommendation for HiH Zimbabwe project implementation

Evaluation question or domain	Key Study Findings	Recommendations for Hand in Hand Zimbabwe
What is the relevance of HiH Zimbabwe interventions	<ol style="list-style-type: none"> 1. The JCP, JFZ, MEY and CUP interventions were formulated based on baseline and scoping analysis of beneficiaries and are thus relevant to the needs and priorities of the target population. For example, the training on entrepreneurship, ISALs and market linkages are relevant and address the identified challenges of lack of requisite skills in business management, unemployment, lack capital to start and enhance businesses and poor market access. 2. The HiH Zimbabwe projects are complementing government development programming and are aligned to the priorities and strategies of the communities and the country. For example, the youth training aligns with the Ministries of education and youth thrust of equipping youths with technical and vocational skills. The entrepreneurship and gender interventions across the four projects aligns and fits with the mandate of Ministry of Small and Medium Enterprises and HiH Zimbabwe is complementing them. The promotion of conservation agriculture and solar irrigations dove-tails with the Government drive of environmental sustainability and renewable energy. 	<ol style="list-style-type: none"> 1. HiH Zimbabwe needs to continue to implement projects that address the needs of beneficiaries identified through baseline assessments and community consultations. This ensures that context specific interventions are designed and implemented. 2. Future HiH Zimbabwe projects should continue to align and complement relevant government priorities and projects, for example conservation agriculture and renewable energy.
Coherence of HiH Zimbabwe projects and interventions	<ol style="list-style-type: none"> 1. The four projects are internally coherent as they use the same HiH Zimbabwe modular training which is well layered and sequenced as participants are first mobilized into SHG, trained on different aspects of entrepreneurship, mentored to start IGAs, and then linked to financial and output markets. 2. The HiH Zimbabwe interventions are similar, complementing and are externally coherent with government, private sector, and non-governmental actor's interventions in the districts. For example, the entrepreneurship training approach and climate smart agriculture are coherent and complementing Government and NGOs such as Practical Action and Dan Church Aid in the same districts. Other partners also use the same training approaches and are premised on the idea of first imparting knowledge and skills as the foundation to business formation and growth. 	<ol style="list-style-type: none"> 1. HiH Zimbabwe should continue to layer and sequence their entrepreneurship training, nurturing IGAs and link to finance for the benefit of beneficiaries. 2. HiH Zimbabwe interventions should complement and be coherent with Government, private sector, and non-governmental priorities so that they achieve maximum benefits to beneficiaries. As such robust and continuous scanning of different stakeholders to inform synergies and complementarities is needed.
Effectiveness of HiH Zimbabwe interventions	<ol style="list-style-type: none"> 1. JCP, JFZ, MEY and CUP achieved their output and outcome targets with varying degrees. 2. All the projects recorded an overachievement on the target number of beneficiaries reached owing to strong buy-in and participation of key government stakeholders, competent and motivated HiH Zimbabwe staff; huge demand of entrepreneurship training by beneficiaries; improved coordination with government staff; joint training of beneficiaries and monitoring of interventions, and use of local EDF. 3. MEY project effectively motivated youth and empowered them with entrepreneurship and life skills and access to health services. 	<ol style="list-style-type: none"> 1. Future HiH Zimbabwe projects should continue to effectively target vulnerable women, men, and young people. 2. To effectively achieve targets HiH Zimbabwe should continue to deploy competent and motivated staff who continuously receive refresher courses for skills retooling.

	<p>4. For JCP, JFZ and CUP, there was consistently over-achievements with regards to number of members involved in SHGs and participating in ISALs. However, there were under-achievements in mobilizing youths into SHGs because of mobility and migration and access to external funds.</p> <p>5. MEY project was effective in motivating youth and equipping them with entrepreneurship skills. Mobilizing female youth into star clubs was effectively done and challenges were noted on male youth as they are highly mobile.</p>	<p>3. Nurture strong buy-in and participation of key government and local leadership for effective implementations of interventions.</p> <p>4. HiH Zimbabwe to continue mobilizing members into SHGs and ISALs for future projects because this is an alternative livelihood strategy in a country with macro-economic challenges.</p> <p>5. The organization should continue to train beneficiaries and monitor interventions jointly with government staff and local EDF.</p> <p>6. Devise strategies for mobilizing youth especially male youth into project interventions. One mechanism could be the extensive use of edutainment activities including soccer, music and other sports layered with SHG formation and entrepreneurship training.</p>
Efficiency	<p>1. To a large extent, funds were efficiently utilised to achieve JCP, JFZ and MEY 2 targeted outcomes and outputs.</p> <p>2. The over-achievements in many output and outcome indicators however resulted in over-expenditures on training and travelling costs.</p> <p>3. Activities related to travel and subsistence, vehicle maintenance and district trainings were very costly for JCP, JFZ and MEY 2 projects.</p> <p>4. More than planned spot checks carried out under the JCP did not generate clear results.</p> <p>5. Although a major share of the budget was allocated towards activities, personnel costs made up a significant percentage for the JCP and MEY 2.</p> <p>6. Internal and external factors influenced the delivery of the four projects. Effective collaboration with community, schools, government partners and other stakeholders in joint training, monitoring and review meetings ensured the projects efficiently met most of their targets in all the years. Economic crisis and the COVID-19 pandemic were particularly disruptive external factors.</p> <p>7. Adaptive management techniques were used, especially during COVID-19 pandemic to efficiently achieve targets. For example, the use of WhatsApp groups for mobilizing marketing activities.</p> <p>8. Efficiency in training by staff was also realized because the three projects (JCP, JFZ and CUP) use the same training model and materials.</p>	<p>1. HiH Zimbabwe should foster budget compliance and control system to contain variances of more than 10%.</p> <p>2. Efficiency could be achieved by effective procurement practices which entails competitive procurement processes for major items; bulk procurement; early procurement; building capacity of consortium partners (where applicable) in procurement.</p> <p>3. HiH Zimbabwe can leverage on the choice of inputs by selecting the most appropriate types of inputs whilst balancing cost and quality.</p> <p>4. Devise an identification strategy for different delivery options for technical meetings and training.</p> <p>5. International best practice recommends personnel costs not to exceed 30% (where applicable).</p> <p>6. Effective risk management systems that mitigate the impact of negative factors that affect delivery of activities to be in place.</p>
Impact of interventions	<p>1. HiH Zimbabwe interventions improved productivity of agricultural and non-agricultural income generating activities and food security, and this subsequently improved household welfare.</p> <p>2. MEY improved youth motivation, decision making, life-long entrepreneurship skills, access to income, and health in addition to reduction in gender-based violence and improved female youth control of income.</p> <p>3. JCP, JFZ and CUP improved life-long entrepreneurship skills, women control of income and women participation in leadership positions and reduction in gender-based violence.</p>	<p>1. HiH Zimbabwe should continue offering entrepreneurship skills training to beneficiaries and training them to start IGAs. The various IGAs will go a long way to improve income, crop and livestock production and improve food security and subsequently reduce poverty.</p> <p>2. Organization to promote youth and women empowerment interventions, for the promotion of small-livestock production (goats and poultry), and horticulture. These should be complemented by productivity enhancing infrastructure for example egg hatching unit, good livestock</p>

		<p>housing, fodder and feed formulation and micro-irrigation for horticulture.</p> <p>3. To enhance productivity and protect the environment, future projects should promote good climate smart agricultural practices including irrigation, fodder production, and conservation agriculture.</p> <p>4. The motivation training in MEY was noted to be a very important component to the success of the project and HiH Zimbabwe should potentially consider including the motivation component in all other projects.</p> <p>5. For projects with the health component, there is need for development and implementation of a detailed health referral systems for beneficiaries who would have been screened to Cancer, HIV, and other diseases.</p> <p>6. Devise strategies of mobilizing youth who are highly mobile into IGAs and or Star clubs, potentially through edutainment activities.</p>
Sustainability	<p>The key drivers of sustainability of projects and interventions included:</p> <p>1. Motivation because of the self-help model: The beneficiaries were highly motivated because of HiH Zimbabwe modular training, and the organizations model inspires them to be self-sufficient and resilient. In addition, the participatory nature of project identification and implementation enabled beneficiaries to own the interventions. The readiness to build on project achievements in the future is noted by the huge demand of entrepreneurship training by beneficiaries. This is because beneficiaries see entrepreneurship as viable livelihood strategy.</p> <p>2. Sustained capacities and resources: The beneficiaries are well trained using the HiH Zimbabwe modular training and have acquired lifelong skills in entrepreneurship and have started agricultural and non-agricultural IGAs. The beneficiaries are realizing improvements in income from IGAs and improved productivity of agricultural and non-agricultural enterprises and this will spur financial sustainability. These benefits will continue to be realized even after projects have ended and the skills can be transferred to the next generations.</p> <p>3. Linkages and strong collaborations: The strong buy-in from local leadership and collaboration with government staff, local partners, and local stakeholders, such as community leaders and women's leaders and local enterprise development facilitators are some of the identified factors that will ensure beneficiaries continue to receive technical support after the life of projects.</p> <p>4. Environmental sustainability: The projects are environmentally sustainable in that beneficiaries are using climate smart agricultural practices, for example mulching, fruit and indigenous tree planting, fodder, agro-forestry, and conservation agriculture which protects the environment.</p>	<p>To ensure sustainability for current and future projects, HiH Zimbabwe should:</p> <p>1. Implementing the participatory self-help model to ensure beneficiaries are self-sufficient and resilient and own the interventions.</p> <p>2. Train beneficiaries (men, women, and in-school and out of youth) using the HiH Zimbabwe modular training and mentor them to start agricultural and non-agricultural IGAs and link them to appropriate financial and output markets.</p> <p>3. Nurture and maintain strong linkages and collaborations with local leadership, government staff, local partners, and local stakeholders to ensure strong buy-in and joint training, implementation, and monitoring of interventions.</p> <p>4. Continue training beneficiaries on environmental sustainability to protect the environment, for example using climate smart agricultural practices, such as mulching, fruit and indigenous tree planting, fodder, agro-forestry, and conservation agriculture which will avoid environmental degradation and loss of soil fertility.</p> <p>5. Ensure that all projects efficiently target the intended groups, including women, men, young people, and that the vulnerable and marginalized are targeted and benefit equally from the interventions.</p>
Scalability and replicability	<p>1. HiH Zimbabwe interventions are scalable and replicable. For example, the entrepreneurship, ISALs and conservation agriculture training models are scalable as they are tested approaches.</p>	<p>1. There is scope to concentrate future projects in few locations or wards to increase the scope, depth and reach of</p>

		<p>each project to take advantage of economies of scale and efficiency in training.</p> <p>2. Concentrating in few locations will also help to increase the scale of the projects.</p>
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1. Introduction and Background

1.1. Background

The Hand in Hand non-governmental organization and its network aims to address poverty with grassroots entrepreneurship. Its long-term goal is to eradicate poverty in the communities where they work. Hand in Hand Sweden provides fundraising support to Partner Organizations (POs) and field operations in Zimbabwe, Eastern Africa (Kenya and Tanzania), India and Afghanistan. Hand in Hand Zimbabwe (HiH Zimbabwe) was established in July 2015 as a Private Voluntary Organisation. The organization is headquartered in Bulawayo, employs around 50 staff, and 70 Enterprise Development Facilitators working with an annual budget of 1.5 million USD.

HiH Zimbabwe trains rural individuals on entrepreneurship, nurture them to form sustainable enterprises that create economically and socially productive jobs, and to link them to viable markets. So far, HiH Zimbabwe has delivered a robust and effective entrepreneurship training and development programme to over 20,000 individuals and has helped form over 15,000 sustainable micro-enterprises in seven districts including Bulilima, Chikomba, Chirumanzu, Gwanda, Lupane, Nkayi and Shurugwi districts. While the majority of grassroot entrepreneurs are women, HiH Zimbabwe projects also cater for both female and male youth and men and equip them with skills, link them to micro-finance and markets that allow them to start their own micro businesses and build sustainable livelihoods (HiH Zimbabwe 2022).

1.2 Description of HiH Zimbabwe Projects

Jobs Creation Project (JCP)

The Jobs Creation Project (JCP) is HiH Zimbabwe's flagship project which aimed to improve sustainable household economic activities of mostly women and youths in targeted communities through a self-help approach. The project deliberately targeted at least 80% women and 20% men in Bulilima, Chikomba, Chirumanzu, Gwanda, Lupane, Nkayi, and Shurugwi districts. HiH Zimbabwe's interventions in the JCP aimed at attainment of the Sustainable Development Goals of no poverty; zero hunger; gender equality; clean water and sanitation and decent work and economic growth. JCP's specific outcomes included the establishment and enhancement of viable enterprises in targeted communities. The beneficiaries were trained on six (6) HiH Zimbabwe business development modules namely SHG Strengthening, Manage Money, Opportunity Identification and Enterprises Planning, Marketing, Manage Enterprise Finance and Credit Management. The SHG members were taught to practice the Internal Savings and Lending (ISAL) scheme, which involved members saving some money monthly depending on resources at their disposal. The aim was for the SHG members to have a group common fund where they accessed internal loans to start or enhance their enterprises thereby creating employment for themselves. Besides the modular trainings, the SHG members received tailor-made technical skills trainings offered in partnership with various Government Ministries. The JCP had an annual target of mobilizing 168 SHGs, 1 176 SHG members and creating 1 176 individual enterprises and jobs.

Jobs for Zimbabwe

The Jobs for Zimbabwe (JFZ) project aimed to improve sustainable household economy for the target population including women and youth in Chirumanzu district. The project was implemented after realizing that women in Chirumanzu who played a pivotal role in feeding for the families had low educational levels, lacked adequate entrepreneurial skills and technical skills, had no financial support and those that attempted to start-up micro-enterprises had no access to lucrative markets and/or micro-finance. It was observed that their vulnerability was further exacerbated by the unabated closure of industries, which resulted in high unemployment rates and poverty levels. To improve a sustainable economy for the populace through this project HiH Zimbabwe and Zimbabwe,

took up a 4-step model consisting of social mobilization into self-help groups (SHGs), training in entrepreneurship and economic development, facilitating access to internal and external microloan schemes, market linkage and value addition and technical, gender and environmental trainings in collaboration with various government line ministries and local authorities. To ensure that the overall objective and the main outcomes were achieved, aspiring SHG members were mobilised into SHGs with members undergoing an intensive six (6) modular training program culminating in graduation and issuance of a certificate. The SHG concept fostered SHG cohesion and sharing of ideas among the members. The modular trainings played a pivotal role of honing business acumen among the women and youth.

Motivated & Entrepreneurial Youth (MEY I and II)

The project targeted youths (in-school youth aged 13-18 years and out of school youth 18-35 years) in Chirumanzu and Shurugwi in 1st and 2nd phases of the project. In its 1st phase the project was being implemented in partnership with Midlands Aids Services Organisation (MASO) and Star for Life (South Africa) who are experts in health and motivation trainings respectively, whereas HiH Zimbabwe provided expertise in entrepreneurship training. In the 2nd phase, MEY was implemented by HiH Zimbabwe to improve aspirations and motivation, income, and health of in-school and out of school youths. The project has imparted knowledge on youth to successfully run their enterprises. In addition, youth acquired productive assets such as livestock and farming land. This has enabled youth to raise their income levels, become more resilient to shocks and improve food security for their families. Health trainings and mobile outreaches services offered under the MEY project have resulted in youth accessing health services to safeguard their future by practising a healthy lifestyle. Trainings on Sexual Reproductive Health and Rights (SRHR) have raised awareness to youth on the decisions they make on their sexual and reproductive health. Drug abuse sensitisation have also raised awareness on the long-term effects of abusing drugs. The infusion of health, motivation and entrepreneurship trainings made the youth understand that all components were important for enhancing sustainable livelihoods.

Community Upliftment Project (CUP)

The project's goal is to enhance the community's capacity to support itself through starting or strengthening group enterprises and economic activities. To achieve this goal, the project facilitates the establishment of cohesive SHGs and viable enterprises through six (6) modular trainings in self-help group strengthening and business development. A total of 14 CUPs have been implemented. Out of these, seven (7) are ongoing across all seven districts of operation. An additional two (2) new CUPs will commence in February 2023.

Through this project, HiH Zimbabwe commits to implement sustainable interventions that contribute to the attainment of the following Sustainable Development Goals (SDGs): no poverty; zero hunger; gender equality; clean water and sanitation; decent work and economic growth; climate action and partnerships for the goals. The project also provides infrastructure support to establish self-help enterprises to promote sustainable entrepreneurship and therefore creating employment opportunities. The project's activities encompass social mobilization, conducting business and entrepreneurship training on environmentally friendly practices and climate change, supporting garden enterprises through drilling boreholes and provision of fencing materials, establishing a market centre with stalls, establishing egg hatching incubators, supporting food processing enterprises with solar driers, and linking entrepreneurs to markets. Other technical trainings that are conducted for entrepreneurs as per need include Value addition, Gender mainstreaming, Branding and Packaging. By the end of the project, rural households living in poverty and vulnerable situations

would be equipped with entrepreneurial and managerial skills, including savings and financial management. Viable and environmentally friendly enterprises are expected to be established or enhanced in targeted communities. Jobs are expected to be created through these interventions.

1.3 Research Objectives and Justification

The overall objective of the evaluation was to assess the immediate and long term impact of HiH Zimbabwe's interventions and related significance of changes brought about in the lives of targeted beneficiaries and their households resulting from the organizations work from 2015 to 2022 in; 1) the Job Creation Project (JCP), 2) the Jobs for Zimbabwe Project (JFZ), 3) the Motivated and Entrepreneurial Youth Project (MEY), and 4) the Community Upliftment Programme (CUPs). The interventions assessed based on HiH Zimbabwe's goals and theories of change include the following:

- a. Setting up or strengthening existing local self-help groups
- b. Carrying out entrepreneurship trainings and capacity building for group members (on vocational skills), with integration of gender, climate, and environment
- c. Enabling the development of enterprises and job creation for SHG members
- d. Enabling access to credit for group members, and
- e. Enabling market linkages for newly started businesses by group members
- f. Survival rate of the self-help-groups and related enterprises and created jobs.
- g. Exit strategies of the project interventions.

The impact evaluation will help (i) to improve or reorient interventions being implemented by HiH Zimbabwe, (ii) inform decisions on how best the organization should continue with its programming, (iii) how best impact attained can be consolidated, and how such interventions can be replicated or scaled up and (iv) improve implementation of interventions by assessing:

What did HiH Zimbabwe set out to do? What were the explicit and implicit theories of change underpinning HiH Zimbabwe's work to help grass root entrepreneurs and youth to develop paths out of poverty within their specific contexts?

What did HiH Zimbabwe achieve? What were the impacts – intended and unintended, positive, or negative – of the ways in which the organization put those theories of change into practice on both intermediate goals (e.g., empowering farmers, creation of market linkages) and apex goals (e.g., providing a reliable path out of poverty)?

h. How did HiH Zimbabwe implement the project interventions to achieve results?

What are the implications? What were the key driving factors underpinning successes and challenges that can and should be addressed in future planning and programming by HiH Zimbabwe and its partners?

What lessons can be drawn? From HiH Zimbabwe's work over the past seven (7) years and how can these lessons be consolidated, replicated or what needs to be changed (and how) to make the organization's work more impactful and sustainable?

1.4 Evaluation Criteria and Scope

The impact evaluation followed the OECD/DAC's Quality Standards and seek to assess the relevance, effectiveness, efficiency, impact, and sustainability of HiH Zimbabwe interventions. The evaluation specifically sought to answer the following questions:

- Explore food security diversity practices in targeted communities that include crop farming, natural resources utilization and horticulture.
- To what extent HiH Zimbabwe's interventions are relevant to the needs and priorities of the target population?

- To what extent are the interventions aligned to the priorities and strategies of the target communities?
- Has HiH Zimbabwe's intervention caused a significant change in the lives of the intended beneficiaries? Whether or not the intervention created change that really matters to people.
- How HiH Zimbabwe's interventions cause higher-level effects (such as changes in norms or systems)?
- Did all the intended target groups, including the most disadvantaged and vulnerable, benefit equally from the intervention?
- Are the interventions transformative – does it create enduring changes in norms – including gender norms – and systems, whether intended or not?
- Are the interventions making a difference when it comes to women's social and economic empowerment?
- Are the interventions leading to other changes, including "scalable" or "replicable" results?
- Are the interventions contributing to changing local community/society for the better?
- Measure whether the benefits of an activity are likely to continue after donor funding has been withdrawn? (The nature and likelihood of long-term benefits from the project)
- Are the projects environmentally as well as financially sustainable?
- Are the projects implemented with a Value for Money approach - does HiH Zimbabwe maximize the impact of each dollar spent to improve poor people's lives.
- To what extent will the benefits of a program or project continue after donor funding ceased?
- What were the major factors which influenced the achievement or non-achievement of sustainability of the program or project?
- Are legal frameworks, government policies, structures, and activities conducive to sustaining the initiatives/interventions?
- Is the level of involvement of the community/government/implementation partners sufficient? Is there a need for deeper collaboration in future projects or phases?
- What were the major factors which influenced the achievement or non-achievement of sustainability of the program or project?
- The level of project ownership by targeted communities, self-help groups/ individual participants; and
- The readiness of local owners to build on project achievements in the future.

2. Design and Methods

2.1 Study Sites

The Global Impact Evaluation study was conducted in six districts of Chikomba, Chirumanzu and Shurugwi (Midlands), Gwanda (Matebeleland South), Bulilima and Lupane (Matebeleland North) from 1 to 10 November 2022. The study was conducted in 18 wards, with about three wards selected per district. Table 2 shows the specific wards that were sampled in each district and the sample size for the quantitative survey. A total of 382 households were interviewed against a target of 366.

Table 2: Survey sites

District	Sampled wards	Sample size	Total Sample
Bulilima	1	29	62
	15	15	
	20	18	
Chikomba	15	14	67
	16	17	
	23	36	
Chirumanzu	8	28	62
	11	21	
	13	8	
Gwanda	13	32	61
	14	29	
Lupane	9	23	

	12	23	
	14	23	69
Shurugwi	9	11	
	10	27	
	18	22	
	20	1	61

2.2 Qualitative and Quantitative Design

The Global Impact Evaluation study employed a cross-sectional mixed methods research design comprising of a combination of document analysis, Individual Survey (IS), focus group discussions (FGD), and key informant interviews (KIIs). The qualitative methods of data collection that were employed KIIs and FGDs, observations, and literature review. Face to face individual questionnaire survey was done to collect data from 291 beneficiaries and 91 non-beneficiaries of HiH Zimbabwe, using KoboCollect. Table 3 shows a summary of the interviewed respondents reached by survey methodology.

Table 3: Survey sites and respondents reached by method of data collection

District	Qualitative		Quantitative survey	
	FGD	KII	Beneficiaries	Non-beneficiaries
Bulilima	1	6	47	15
Chikomba	1	6	56	11
Chirumanzu	2	6	47	15
Gwanda	1	6	45	16
Lupane	1	6	50	19
Shurugwi	2	6	46	15
HiH Zimbabwe & Sweden	-	4	-	-
Total	8	30	291	91

Desk Research

The study team reviewed all relevant project documents, namely (1) project Theories of Change and results framework, (2) baseline reports, (3) monthly and annual project reports, (4) project financial statements, (5) sustainability and exit strategies. This review of literature, guided by the Terms of Reference (TOR), informed the development of the proposal, inception report and study tools.

Key Informant Interviews

Thirty Key informant interviews were conducted, and respondents were selected based on their expert knowledge, geography, and subject matter, on the issues under focus in this study. The key informants were drawn from staff in relevant institutions in the respective districts and wards, including ministries of Youth and Women Affairs; Agriculture; Health and Child Welfare; District Development Fund - department of WASH; Environment; Local government; Technical and Vocational Training Centres; Traditional, religious leaders, Hand in Hand Sweden and HiH Zimbabwe staff.

Focus Group Discussions.

The study conducted a total of 8 FGDs, facilitated by the consultants and survey coordinators across the six districts. The FGDs collected data on beneficiary selection, training from HiH Zimbabwe and other partners, relevance, impacts and sustainability of the organization interventions. FGDs were used as a platform for generating discussions, thereby enriching the quality of data as well as triangulation of data from various sources. Each FGD had between six and fifteen participants and

lasted around an hour and a half on average. FGDs were transcribed and subsequently analysed to generate emerging themes and findings of the study.

Transect drives and walks.

The study team took transect drives and walks in the communities, making observations and taking notes of the various activities and interventions implemented by beneficiaries in the sampled wards.

Individual Survey.

The individual survey (IS) collected data from HiH Zimbabwe beneficiaries and non-beneficiaries in the sampled wards. The survey collected information on socio-economic, income and livelihood opportunities, participation in HiH Zimbabwe interventions, impacts and sustainability, food security, market linkages, social capital, and livestock ownership. The questionnaire (Annex 1) was informed by the TORs and was modified following review comments and pretesting during research assistants training. The IS took approximately 35 to 45 minutes to complete, and a total of 382 households, comprising 81% females and 19% males were interviewed between 1 and 8 November 2022.

2.3 Process and Methods of Data Collection and Quality Assurance

The Global Impact Evaluation was conducted by two teams. Each team consisted of 4 people, comprising of team leader, supervisor and two enumerators who covered three districts. The team leader and supervisor were responsible for facilitating the focus group discussion and key informant interviews. The team leaders were also responsible for quality control during the data collection phase and coordinating overall logistics and liaison with district leadership and stakeholders. The enumerators administered the individual survey. A one-day training was conducted to familiarize the research team with the study approach, methodology, and tools and have a common understanding of the questions. The data collection team spent two days in each district followed by a debriefing and reflection session to improve the whole process. All KIIs, except for the government officials', were conducted in Shona and or Ndebele (the local languages) to ensure the respondents easily understood the questions. Informed written consent was sought from study participants before the start of each survey. Daily debriefs were held by teams, formally or informally as team or sub-team to check on progress against targets, share experiences and refine planning for the following week. Field logistics, including appointments with key informants, were done by HiH Zimbabwe district field teams. A virtual reflection event was held on the 11th of November 2022 to allow the survey team an opportunity to reflect on the research experience and share notes on findings that would shape the study report.

2.4 Data Analysis

Qualitative analysis

The data collected from FGDs and KIIs was transcribed and reviewed for quality assurance. The data was coded into themes around each research question and thematic area. After the coding, data under each thematic area was then analysed. Content analysis identified the most common responses to questions under each thematic area, identifying data or patterns to answer research questions. The data was further analysed and triangulated to establish similarities or differences, common trends, and relationships to draw conclusions and make recommendations.

Quantitative analysis

Data from individual survey were analysed using descriptive and regression analysis. The descriptive analysis included frequencies, cross-tabulations, and independent t-test complement by appropriate visual graphics. The regression models were used to analyse the impacts of HiH Zimbabwe

interventions on food security. To investigate the relationship between participation in HiH Zimbabwe intervention and dietary diversity, we estimated the following regression models:

$$DD = b_0 + b_1 \text{Participation} + b_2 I + b_3 H + \varepsilon \quad (1)$$

where, DD is dietary diversity I and H , are the vectors of individual and household characteristics, respectively; b_i are the parameters to be estimated; and ε is an error term. The parameter b_1 capture how participation in HiH Zimbabwe interventions is correlated with dietary diversity, controlling for a set of observable individual and household characteristics. Dietary diversity is a count variable that can take values between 1 and 12 and is not normally distributed and as such we estimate Poisson regressions model (Cameron and Trivedi 2010). For Poisson binomial regression model, we compute the Incident Rate Ratios (IRR). An IRR of one or greater shows a positive effect while less than one denotes a negative relationship. The IRR are interpreted as percent change in expected count, thus by what percentage the dietary diversity score change when the explanatory variable changes by one unit (Long and Freese 2014).

2.5 Safeguarding and Ethical Guidelines including COVID-19 Context

The ethical and safeguarding issues that were considered during the evaluation included seeking authorization from local leaders to conduct the evaluation, obtaining informed consent from respondents, anonymity, confidentiality, do-no-harm, respect for individual and community socio-cultural value. The survey, FGDs and KIIs were conducted following the COVID-19 protocols (i.e., wearing protective masks, washing hands, and maintaining social/physical distancing) to ensure the safety of both the study respondents and evaluation staff. All survey staff were trained in safeguarding and ethical principles before the study to safeguard and do no harm to survey respondents, other survey staff and stakeholders.

3. Results

3.1 Household Socio-Economic Demographics

Table 4 shows the descriptive statistics according to beneficiary status. The dietary diversity for beneficiary households is significantly higher than that of non-beneficiaries. The results show that beneficiaries are distinguishable in terms of livestock ownership, income generating activities and market participation. Livestock ownership is significantly higher for beneficiaries than non-beneficiaries. Access to markets is important in the procurement of agricultural inputs and sale of crop and livestock products. Our results show that beneficiaries tend to have diversified diets, higher income generating activities and are better linked to markets, and this is a first indication of the impact of HiH Zimbabwe interventions.

Table 4: Descriptive statistics by beneficiary status

Variable	Variable description	Beneficiary	Non-beneficiary	Differences
Hdds	Household dietary diversity	7.62	6.64	-0.98**
Age	Age in years of responded	49.12	44.38	-4.74**
Gender	Gender of responded (1=male, 0=female)	13.0	36.0	23.0***
Marital status	Respondent Married (1=Yes, 0=No)	56.0	56.0	0.00
Education	Responded completed secondary education (1=Yes, 0=No)	63.0	63.0	0.00
Household size	Participant Household size	5.35	5.24	-0.11
Livestock	Own livestock (1=Yes, 0=No)	98.0	87.0	-11.0***
Saving	Involved in savings (1=Yes, 0=No)	83.0	30.0	-53.0***
IGA	Number of Income Generating Activities	1.60	1.03	-0.57***
Market	Sold crops and or livestock (1=Yes, 0=No)	75.0	32.0	-43.0***
Observations		291	91	

Differences estimated using independent t-test. *, **, ***. Statistically significant at the 10%, 5%, and 1% level, respectively.

3.2 Relevance of interventions

Relevance and Alignment of JCP, JFZ and CUP with government's policies and programmes

HiH Zimbabwe model is based on economic empowerment through self-reliance to improve socio-economic conditions of households and communities. This is achieved through the following pillars:

Self-Help Groups (SHGs) – to create social cohesion and act as a platform for training and allowing members to save through internal savings and lending schemes.

Entrepreneurship training – the trainings are offered in business planning and marketing, financial management and basic accounting and vocational skills. Once the trainings are done, participants can form their income generating activities. The SHG and entrepreneurship training perfectly aligns and complement to mandate and work of Ministry of Women Affairs, Community, Small and Medium Enterprise Development (MWACSMED) which also focuses on self- help group formation, entrepreneurship training and graduating successful groups into formal associations. Furthermore, the job creation and entrepreneurship thrust of HiH Zimbabwe is also mirrored in the Ministry of Higher and Tertiary Education's 5.0 curriculum which is promoting and equipping graduates who have entrepreneurial skills.

HiH Zimbabwe also delivers training on gender, environment, and climate resilient practices, for example conservation Agriculture, value chain development and linking participants to markets. These trainings are in-line and support the priorities of the Ministry of Lands and Agriculture – for example the conservation agriculture – Pfumvudza/Intwasa program which is promoting climate resilient practices. Furthermore, the thrust of promoting solar powered irrigation is in sync with the green economy focus of government and development partners for example United Nations Development Program. Overall, the HiH Zimbabwe projects are directly contributing to the promotion of Sustainable Development Goal 1 (no poverty), 2 (no hunger), 3 (good health and wellbeing), 4 (quality education), 5 (Gender equality), 8 (decent work and economic growth) among the youths, women, and all participants, and 13 (climate action).

Relevance and Alignment of MEY project with government's policies and programmes

The Zimbabwe National Youth Policy strategies are grouped under twelve key strategic areas, namely: education and skills development, employment and sustainable livelihoods, empowerment and participation, migration, gender equality and equity, information, communication and technology, data and research, youth coordination and mainstreaming, culture, sport and recreation, national youth service, youth health and environment (GOZ 2013). The MEY project aims to improve motivation, entrepreneurship, income, and health among adolescents attending school and unemployed youth and this resonates with the Zimbabwe Youth National Policy, in particular pillars of skills development, employment, empowerment, and health. The MEY project, through the Junior star clubs, is developing youth empowerment and entrepreneurship skills through trainings and income generating activities and resonates with the Ministry of Primary and Secondary Education (MOPSE) new competence-based curriculum, which emphasis high-order thinking skills and competencies (MOPSE 2015). The HiH Zimbabwe projects fit in nicely with the goals of the many local development initiatives and complement government programmes and policies in the districts. To demonstrate the relevance of HiH Zimbabwe projects to the national vision, two councillors said:

"HiH Zimbabwe projects are significant as they are consistent with the President's Vision 2030 of leaving no one and no land behind". (Kills in Chikomba and Chirumanzu).

The project was successful in integrating the three components of entrepreneurship, life skills & motivation, and sexual and reproductive health and rights. The project addressed relevant issues affecting the Zimbabwean youth, such as: lack of job opportunities for out of school youth living in rural areas, internal mobility from rural to urban areas, lack of perspectives and self-confidence for in-school youth at the end of their education, and high incidences of sexually transmitted diseases among youth and lack of awareness on health-related issues. The project followed a realistic intervention logic where activities lead to outputs and outputs lead to outcomes and potential impact.

Is HiH Zimbabwe addressing the real needs of communities?

To answer this question, we first looked at the challenges noted by beneficiaries in the available baseline surveys and checked if HiH Zimbabwe addressed these challenges. From the available baseline surveys, the main challenges faced by CUP, JFZ and JCP beneficiaries included among others: high levels of poverty, climate change that has rendered rain-fed agriculture a risk business, high unemployment, lack of requisite skills in business management, environmental degradation characterized by deforestation and veld fires. Rampant environmental degradation was being caused by people cutting trees for firewood, for use as brushwood fence for their gardens and to support brick moulding enterprises. The other challenges included lack of capital to start viable businesses, gender-based violence and donor dependency syndrome. Women, youth and the disabled were the worst affected by these challenges. The respondents were not spurred by the brunt of economic meltdown characterised by the debilitating cash crisis, loss in value of the bond note, unacceptance of the bond note by some suppliers and soaring inflation. Chirumanzu baseline survey results revealed that the patriarchal system was dominant in the area though women were allowed to occupy some leadership positions such as ward Councillor and member of parliament. Baseline survey results also showed that local leaders were not sensitized in terms of climate change interventions and gender issues. Issues of child marriages were not being fully handled by the community. At household level, men were found to dominate in decision-making. For MEY 1 and 2 the main challenges surfaced included high youth unemployment, demotivated youth, rampant drug abuse and unwanted pregnancies, low participation of youth in income generating activities and leadership space.

In the Global Impact evaluation, we also asked households to list the main challenges affecting them. Figure 1 shows the main challenges affecting households in the study districts. Lack of capital (28%), drought (25%) and food insecurity (15%) are the predominant challenges faced by households. These results show that the HiH Zimbabwe interventions of village savings groups and promotion of climate smart agriculture and micro-irrigation among others are relevant to addressing the main challenges of lack of capital and drought effects and as such are aligned to the needs of the target communities.

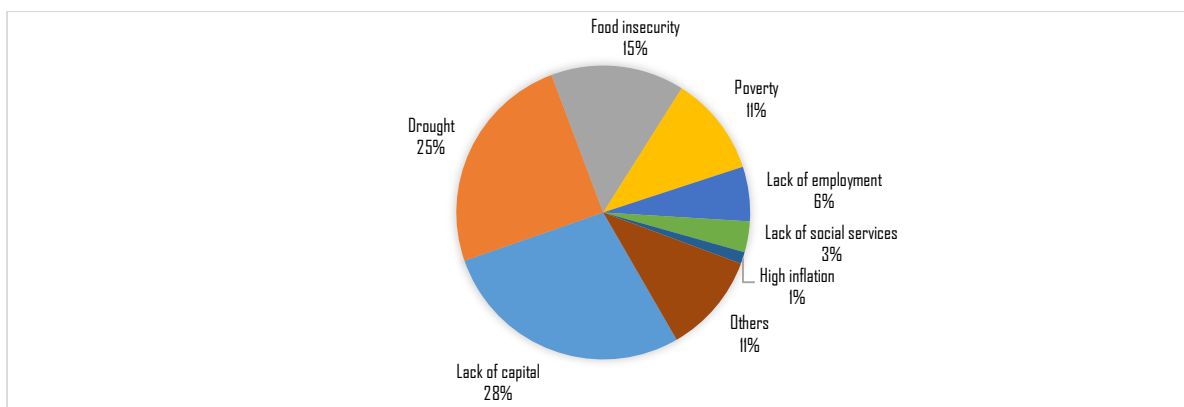


Figure 1. Main challenges faced by beneficiary and non-beneficiary households (n=382)

After surfacing the challenges, the main logical relevance question to ask is: Did HiH Zimbabwe set out to address these challenges? To assess the relevance of HiH Zimbabwe, we first asked beneficiaries to identify the support they received. This could be in the form of training and or hardware support. Table 5 shows that most of the beneficiaries received entrepreneurship training from the program. SHG formation and training was the second dominant support mentioned by about 40% of the participants, followed by facilitation of market linkages (25%) and infrastructure (20%). The training and support received were relevant and sought to address the main challenges faced by households as mentioned in Figure 1.

Table 5: Proportion of beneficiaries by training and or support received from HiH Zimbabwe (multiple responses)

Training or support	Proportion (%)
Entrepreneurship training	93.1
SHG formation	43.3
Market linkages	24.6
Infrastructure (irrigation, poultry housing, incubator)	20.1
Revolving fund	17.6
Access to health services	5.5
Food processing equipment	1.7
Total observations	289

The main thrust of HIH ZIMBABWE projects is to empower men, women, and young people to be self-reliant through entrepreneurship training, creation of IGAs and linking them to financial and output markets. The self-reliance focus is the main driver of relevance, success, and sustainability in that it fosters independence thereby eliminating the dependence syndrome. The stakeholders interviewed, for example, from the Ministries of Youth and Women's Affairs, ARDAS and Councillors, testified that the significance of HiH Zimbabwe programming is hinged on training ("software") on entrepreneurship, mentorship, and linkages to market. In addition, the modules presented by HiH Zimbabwe through its programming were useful and empowering. They were appreciated by the participants because they addressed their practical demands. Most participants highlighted that the HiH Zimbabwe model is unique and different from other traditional NGO interventions in that it focuses on knowledge, self-reliance and empowerment. To underscore these, one participant had this to say:

"If I am provided with wisdom, what else do I require", which means that wisdom is enough to sustain me. (FGD participant in Shurugwi).

Another participant said:

"Knowledge is lasting. If HiH Zimbabwe were to withdraw today, they would not do so with the knowledge they gave me. I'll continue to employ it" (FGD participant in Chikomba).

The HiH Zimbabwe staff in the six districts highlighted that to create long lasting interventions among the communities, they follow Maoist saying which reads as:

"Don't give a man a fish; teach him to fish for himself" (HiH Zimbabwe Staff).

According to the groups and individuals interviewed, the HiH Zimbabwe model exceeded their expectations in comparison to those of other organizations. The programme fostered self-efficacy and initiative in the communities by emphasizing the most essential human characteristic: knowledge. The project empowered the powerless and trained them to make decisions of the highest order. This is especially true for women and young people, who were not just impoverished but also stigmatized and neglected. Because of training and participation in MEY project, a young woman in Chirumanzu had this to say:

"HiH Zimbabwe interventions are like a one-stop-shop that equips us with motivation skills, business management, health access services and improves our basic cleanliness." (FGD participant in Chirumanzu).

To assess the relevance and usefulness of HiH Zimbabwe interventions from beneficiary perspective, we posed additional two questions related to usefulness and satisfaction. The first question asked beneficiaries on how useful was the support received in relation to their community. Out of 289 beneficiaries, 81% and 17% highlighted that the interventions were very useful and useful respectively and only 2% were neutral. The second question asked beneficiaries how satisfied they were with all the training and infrastructure support from HiH Zimbabwe. Eighty percent were very satisfied, 14% satisfied and 6% neutral. These findings show that HiH Zimbabwe interventions were relevant and aligned to the priorities and strategies of the target beneficiaries?

Relevance and usefulness of MEY from the participants' perspectives

Figure 2 shows the youth participants views about the MEY project's relevance and usefulness. Most youths strongly agree that the motivation training was very useful (86%) and useful (14%) in improving their self-confidence. About 78% and 82% highlighted that the entrepreneurship training offered by HiH Zimbabwe were very useful in their career planning and starting business or income generating activities. These findings demonstrate that the MEY interventions were relevant and aligned to the priorities and strategies of young people in Chirumanzu and Shurugwi districts.

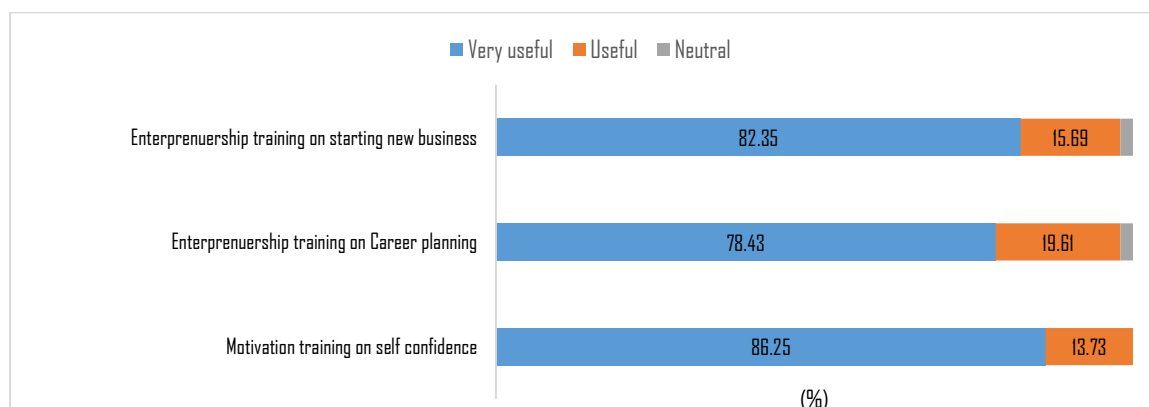


Figure 2. Usefulness of MEY trainings on different skills and competencies (% , n=51)

3.3 Coherence of interventions

Internal coherence

There is internal coherence between JCP, JFZ, MEY and CUP in that they are based on the same model and cycle of mobilizing participants into SHGs, entrepreneurship training, starting micro-enterprises and linkage to finance and markets. As such, the projects complement each other and are mutual. To highlight the complementarity between the projects, one key informant in Shurugwi stated that the degree of similarity between the projects was so seamless that he was unable to distinguish between them in practice. The interventions and or trainings are well layered and sequenced in that participants are first mobilized into SHG and then trained on different aspects of entrepreneurship. Once beneficiaries are trained and have completed the entrepreneurship modules that's when they are mentored to start IGAs, and then linked to finance and markets. Information gathered from HiH Zimbabwe staff attested to coherence of the HiH Zimbabwe module trainings that commenced soon after mobilization of SHGs. Specifically, the six modules are well sequenced. After completing module 3 which deals with opportunity identification, specific tailor made technical skills trainings were conducted based on the opportunities identified and the needs assessment for the groups. These included food processing (nutrition porridge, dried vegetables, bread and buns), floor polish making, dishwashing and liquid soap, small animals breeding (goats and broiler chickens, turkeys and indigenous chickens). One HiH Zimbabwe key informant said:

"These trainings helped in opportunity identification or enhanced already existing enterprises". (HiH Zimbabwe KII).

External coherence

The external coherence is mainly demonstrated by that the HiH Zimbabwe model of entrepreneurship training, microenterprise formation and finally linkages to markets is the same model used by many development agents and non-governmental organisation (NGOs) worldwide. It is premised on the idea of first imparting business knowledge and skills as a precursor to business formation and growth. This is also the similar approach used by the Ministries of Youths and Small and Medium Enterprises in their youth training curriculum. The evaluation found that the HiH Zimbabwe projects have a good level of cooperation with government ministries and NGOs and Development Actors and add value as the government has limited resources to execute some of their mandates. All representatives of government departments interviewed by the evaluation team highlighted that they have limited resources to implement their different interventions and acknowledged that HiH Zimbabwe projects are increasing their visibility and mobility and have improved their ability to reach out to youth, women and men and other communities. One government staff said:

"We are grateful to HiH Zimbabwe for rolling out the entrepreneurship training to complement our core mandate, given that we are heavily constrained in terms of training and transport resources. We desire to see HiH Zimbabwe projects up scaled and continued". (KII participant in Lupane).

Staff from various line Ministries attested to using HiH Zimbabwe training modules, manuals and workbooks as reference materials and guidance in their day-to-day work. HiH Zimbabwe participated in various conferences, workshops, agricultural shows, field days and exchange visits in collaboration with public, private, and civil society partners. For example, the Jobs for Zimbabwe beneficiaries and

HiH Zimbabwe staff participated at the 2019 Midlands Agriculture Show and were awarded first prize for Development Partners Category. See picture below. This is a demonstration of external coherence.



HiH Zimbabwe and Jobs for Zimbabwe project members were awarded first prize during the 2019 Midlands Agriculture Show. © Mercy Tiyamike/HiH Zimbabwe

The study found that there is strong coherence and collaboration between HiH Zimbabwe and other non-government actors in the sampled districts in implementing relevant interventions. The coherence is manifested by layering of interventions on same beneficiaries. For example, in Gwanda under CUP, HiH Zimbabwe and International Fund for Agricultural Development (IFAD) informally partnered in mutually rolling out interventions in irrigation schemes. The joint collaboration saw IFAD rehabilitating the irrigation infrastructure and HiH Zimbabwe offering entrepreneurship training to irrigation beneficiaries. In Gwanda District, Practical Action and DREAMS project funded by USAID is training same beneficiaries on the Internal Savings and Lending while Mercy Corps is linking HiH Zimbabwe's initiated groups to external markets under its Market Linkages program. In Chikomba, HiH Zimbabwe is partnering with Women and Law in Southern Africa to train communities on gender through community dialogues to equip women with knowledge on their constitutional rights and sources of legal rights and representation. In Shurugwi and Chirumanzu, HiH Zimbabwe is partnering with National Aids Council (NAC) on raising health awareness to youth, counselling and HIV and Cancer screening. The organization also partnered MELUCT, a local NGO on training environmental issues in Ward 5 and 10. In Lupane, HIH ZIMBABWE partnered with Dan-Church Aid led Resilience program in conducting entrepreneurship training and monitoring enterprises.

In Table 6, we show the mechanisms through which different Government ministries are jointly collaborating with HiH Zimbabwe through joint training of beneficiaries, monitoring of project implementation. The ministry staff are resident in the districts and will continue to work with the beneficiaries even after HiH Zimbabwe interventions, and there is need to effectively develop the project exit and sustainability strategies with them.

Table 6: Government ministry department collaboration mechanism with HiH Zimbabwe

Stakeholder	Collaboration mechanism with HiH Zimbabwe
ARDAS	Technical skills training on agriculture, climate change, afforestation, facilitating in the formation of commodity associations.
DDC	Facilitated the Memorandum of Understanding, mobilisation of beneficiaries through councillors, monitors implementation of the project through councillors and staff. Receive project reports
MWACSMED	Facilitation of technical skills trainings, Monitoring visits (mentoring and coaching), Offers modular trainings in entrepreneurship, Part of the District Loans committee
EMA	Training and mentoring on environmental preservation, Mentoring on environmentally sustainable enterprises
MoPSE	Participated in MEY meetings, through teachers by training entrepreneurship, health, and motivation. Monitoring in schools during the midline review, and during monitoring routines. Attendance in Quarterly review meetings
Ministry of Youth Sports Arts and Recreation	Offer vocational training courses, selection of Enterprise development facilitators, Periodic evaluation of the MEY project, receives monthly, quarterly, and annual reports of the project
National AIDs Council	Facilitating the provision of Health Services like Voluntary Testing Services, Family planning, VMMC and cervical cancer screening to Star Club members.

Gender and Environment mainstreaming

We noted HiH Zimbabwe field staff worked in collaboration with relevant ministry departments and provided gender and environmental awareness and trainings sessions to beneficiaries. For example, the program staff in collaboration with Ministry of Women Affairs, Gender and SMEs, provided trainings on entrepreneurship, women and youth empowerment and jointly organized the commemorations of 16 Days against Gender Based Violence and International Women's day in November and March every year respectively. As international best practice, all projects should have a Gender and Social Dynamics Formative Analysis to guide the development of a robust gender strategy. There is therefore need for future projects to develop a gender strategy and structured gender mainstreaming activities. Future interventions could potentially choose to use one of the gender mainstreaming tools for example, Social Analysis and Action and Gender Action Learning Systems (Farnworth et al. 2018) in their programming. These seek to transform power relations between men and women through common visioning, joint planning and decision making. The program staff, jointly with Ministry of Agriculture and Environmental Management Agency, provided trainings and awareness on environmental sustainability issues – for example afforestation, avoid stream bank cultivation and use of climate smart agricultural practices among others. In addition, HiH Zimbabwe partners with Forestry Commission every year to plant trees during the National Tree planting day which falls on the first Saturday of November each year.

3.4 Effectiveness of interventions

One way to measure the effectiveness of the projects is to look at the achievement of quantitative targets. Table 7 show the projects evaluated and their achievement of targets. The projects overachieved their targets. All the intended target groups, including women, men, young people and the vulnerable were targeted and benefited equally from the intervention. All the projects recorded an overachievement owing to strong buy-in and participation of key government stakeholders, competent and motivated HiH Zimbabwe staff; huge demand of entrepreneurship training by beneficiaries; improved coordination with government staff; joint training of beneficiaries and monitoring of interventions. The JCP, JFZ and CUP were effective in equipping beneficiaries with entrepreneurship skills and nurtured majority of them to start income generating activities. The MEY project was effective in empowering youth through motivation, entrepreneurship training and increased health awareness. We provide specific details for each project in the next subsections:

Table 7: Achievement of quantitative targets by project

Project	Performance period	Reach through implementation			Target number based on TOC	Percent (%) achievement	Reasons for overachievement
		Males	Females	Total number			
JCP	2016-2021	2594	12462	15056	12170	124%	Competent and motivated HiH Zimbabwe staff; Huge demand of entrepreneurship training by beneficiaries; improved coordination with government staff and joint training of beneficiaries.
MEY 1	2017-2020	880	1989	2869	2869	100%	
MEY 2	2020-2022	223	648	871	704	124%	
CUP 1	2018-2020	53	271	324	320	101%	
CUP 2	2019-2022	294	1267	1561	1400	112%	
JFZ	2018-2020	136	815	951	280	340%	

In the following subsections, we show the effectiveness of different projects to highlight achievement of output and outcome targets.

Effectiveness of JCP

Table 8 shows to what extent HiH Zimbabwe achieved its output and outcome targets for JCP. Results show that JCP was effective in meeting its set output and outcome targets. Under-achievements were confined to indicators around financial access including the revolving fund and access to microfinance loans. In an inflationary environment, external finance institutions are reluctant to disburse loans to avert loss of value and also smallholder communal farmers have low appetite for loans given the stringent conditions.

Table 8: Key indicators, targets, and percent achievement for JCP

Key indicators	Achieved to date	Planned Target	Percent (%) achieved to date	Remarks and comments	Link to SDG
Number of SHGs mobilized.	1628	1478	110	High uptake of project is due to decline in economic activities and hardworking team	8
Number of members mobilized.	14409	12170	118	High uptake of project is due to decline in economic activities and hardworking team	8
Number of women mobilized.	11925	9737	122	Project deliberately targeted 80% Women	8; 5
Number of men mobilized.	2484	2433	102	Project deliberately targeted 20% Men	8
Number of members completed module 1.	14353	12170	118	The team worked in partnership with various stakeholders	3
Number of members completed module 2.	13960	12472	112	The team worked in partnership with various stakeholders	3
Number of members completed module 3.	13942	12709	110	Some of the SHG members failed to attend trainings due to other commitments such as community gatherings	3
Number of members completed module 4.	14104	12766	110	The team had to reschedule some of the trainings to accommodate SHG members	3
Number of members completed module 5.	14105	13104	108	The team worked in partnership with various stakeholders	3
Number Individual enterprises created or/and enhanced.	9462	8522	111	Technical skills trainings and look and learn visits encouraged SHG members to start enterprises	3;8
Number of Group enterprises created or/and enhanced.	1019	1113	92	SHG members preferred individual enterprises to group enterprises	3;8
Number of jobs created.	11038	12170	91	Harsh macroeconomic environment reduced the number of jobs created	3;8
Number of members that are actively saving.	12430	11532	108	Many people were actively saving to start enterprises. External microfinance institutions offered stringent conditions such as need for collateral and high interest rates	3;8
Number of members trained on credit management	2423	1300	186	People were trained so that they could source money from Microfinance institutions	3
Number of technical trainings held	391	534	73	SHGs were combined during trainings	3
Number of members trained on technical areas	4756	3386	140	This was done in collaboration with government line ministries	3
Number of members trained on environmentally sustainable entrepreneurship	2773	3738	74	Some of the trainings were fused with the module trainings	13;14 and 15

Number of members trained on gender issues and human rights	2738	3000	91	Trainings were facilitated by the Ministry of Women Affairs, Community, Small and Medium Enterprise Development	5
Number of members accessing revolving fund	409	950	43	Only the Pilot revolving fund was administered	3
Number of members accessing external micro-finance schemes	50	81	62	Stringent conditions offered by external microfinance institutions such as high interest rates discouraged SHG members from borrowing	3
Number of ward business clusters established	48	50	96	The Ministry of Women Affairs, Community, Small and Medium Enterprise Development facilitated the formation of ward-based clusters	3

Effectiveness of JFZ

Table 9 below shows to what extent HiH Zimbabwe achieved its output and outcome targets for JFZ. Our findings show that the JFZ project was effective in meeting its output and outcome indicator targets. Over-achievement of over 200% were noted in about 15 out of the 20 indicators. While these are positive results, an area that needs further scrutiny is whether there was under-targeting of indicators for the JFZ project. There is need for robust targeting. Under-achievements were confined to access revolving fund and microfinance loans.

Table 9: Key indicators, targets, and percent achievement for JFZ

Output	Key indicators	Total achieved to date	Achieved year 1	Achieved year 2	Total Planned Target	Total % achieved to date	Remarks and comments	Link to SDG
1.1	Number of SHGs mobilized.	111	63	48	40	278	There was no other project for the adults. MEY project was only for youths	8
1.1	Number of members mobilized.	951	583	368	280	340	Overwhelming uptake of project was due to adults who wanted to join the project	8
1.1	Number of women mobilized	815	533	282	224	364	Project deliberately targeted 80% Women	8; 5
1.1	Number of men mobilized	136	50	86	56	243	Project deliberately targeted 20% Men	8
1.1	Number of members completed module 1	891	552	339	280	318	Module 1 is the entry point to the groups and therefore highly attended as the interest is still high	3
1.1	Number of members completed module 2	842	514	328	280	301	Project interest was still high from the adults	3
1.1	Number of members completed module 3	835	379	456	280	298	Some of people missed trainings due to other commitments e.g funerals and field activities	3
1.1	Number of members completed module 4.	828	423	405	280	296	Some of people missed trainings due to other commitments e.g field activities	3
1.1	Number of members completed module 5.	840	427	413	280	300	Most people attended the trainings as they were conducted during the off-farming season	3
1.2	Number of members trained in technical areas	463	267	196	200	232	This was achieved through collaborating with various line ministries and stakeholders	3
1.3	Number of members trained on environmentally sustainable entrepreneurship	475	0	475	280	170	HiH Zimbabwe collaborated with various line Ministries such as EMA and AARDS	13;14 and 15
2.1	Number of members trained on gender issues and human rights	509	49	460	280	182	Collaborating with the Ministry of Women Affairs, Community, Small and Medium Enterprise Development in conducting gender trainings	5
1.1	Number Individual enterprises created or/and enhanced.	823	340	483	280	294	Decline in economic activities resulting in high unemployment. Entrepreneurship was seen as a viable livelihood strategy. Technical skills trainings resulted in more enterprises being created	3;8
1.1	Number of Group enterprises created or/and enhanced.	121	44	77	40	303	Technical skills trainings and exchange visits promoted establishment of group enterprises	3;8
1.1	Number of jobs created.	1067	515	552	280	381	High unemployment and decline in economic activities resulted in more jobs being created from both individual and group enterprises	3;8
1.1	Number of members participating to ISALs	406	468	406	200	203	HiH Zimbabwe ISAL trainings and the stringent conditions offered by External microfinance institutions such as high interest rates promoted ISALs	3;8
1.1	Number of members trained on credit management	797	140	657	280	285	Many people were trained in anticipation to get loans from the HiH Zimbabwe revolving fund	3
1.4	Number of members that accessed the revolving fund	0	0	0	100	0	HiH Zimbabwe revolving fund was not operational	3
1.4	Number of members that accessed external micro-finance schemes	0	0	0	10	0	This was due Stringent conditions such as high interest rates and need for collateral.	3; 8
1.1	Number of ward business clusters established	0	0	0	4	0	Project was implemented for only 2 years. Production levels of goods and services was still low	3; 8

Effectiveness of MEY 1

Results in Table 10 and Table 11 show to what extent the MEY project has achieved its output and outcome targets based on MEY 1 endline evaluation. We also present the percent achievement and remarks on key strategies or factors contributing to success or failure, to enhance learning and guide adaptive management. Overall results show that the project achieved its output and outcome targets, and we can conclude that it succeeded in training and motivating the youth and empowered them with better health related knowledge. Hence, the project contributed to improving life skills of youth and the communities.

In school component

For the in-school component, the project effectively established 60 Junior Star Clubs (JSC) and enrolled 1200 youth (Table 10). A 140% achievement was recorded owing to huge demand from the youth which resulted in oversubscription. This high demand for enrollment into the clubs demonstrated the importance of the project to the youths. The training of JSC members is organized as an extra-curriculum activity and conducted by patrons (teachers). There were two patrons per school, one female and one male. Trained patrons trained students in all three areas. Students, school heads and patrons bore witness of high discipline, enhanced academic performance, teenage pregnancy rates going down, students accessing health services, less school dropouts, and increased awareness of sexual risks. The interviewed key informants highlighted that Junior Star Club members had more self-confidence and were more likely than other students to take up health services and were more disciplined and motivated than others. Overall, the MEY1 project directly contributed to promotion of SDGs 3 (good health and wellbeing) and 4 (quality education) among the in-school youths.

Table 10: Key indicators, targets, and percent achievement for in school youths under MEY1

Output	Key indicators	YEAR			Target	Achieved	Percent (%) achieved	Remarks and comments	Link to SDG
		1	2	3					
1.1.2	Number of teachers and club patrons trained in Star for Life health and life motivation training	60	0	0	60	60	100	Good buy-in & centralized training, high demand	3
1.2.2	Number of teachers trained in HiH Zimbabwe entrepreneurship training for school youth.	60	0	0	60	60	100	Good buy-in & centralized training, high demand	4, 5
1.1.2	Number of existing Junior Star Clubs	30	30	60	60	60	100	2 recruitments were done, old members used to train and mentor new ones	
1.1.3	Number of Junior Star Clubs meeting regularly (once per week)	30	30	0	60	60	100	Clubs follow the set school club days and, some, met more than once a week	
1.1.2	Number of visits/coaching of teachers/schools by MASO (1 visit per school per quarter)	26	85	72	240	183	76.3	Health and Motivation activities under budgeted. One vehicle for two districts which affected mobility and trainings	
1.1.2	Number of Junior Star Club members mobilized	1342	912	773	1200	1685	140.4	Oversubscription, high demand, good buy-in	
1.1.1	Number of youths (15-18) trained in Star for Life health and life motivation training	892	915	1595	1200	1595	132.9	Oversubscription, high demand, good buy-in	3, 5
1.2.1	Number of youths (15-18) trained in entrepreneurship and basic business skills	832	428	1595	1200	1595	132.9	Oversubscription, high demand, good buy-in	4, 5

Out of school component

The MEY 1 project was successful in mobilising 2869 youths and forming 344 Star Clubs (Table 11). At the time of endline evaluation in March 2020, only 245 Star Clubs were currently active, denoting a 78% achievement or survival rate. Internal conflicts, youth mobility coupled with hyperinflation were cited as the major reasons why some of the star clubs had collapsed. It was noted that as an adaptive management strategy, the MEY1 project included relatively older and non-mobile people in the groups to stabilize them and reduce dropouts. Examples of stabilizers could be married couples who had no propensity to migrate. The project also struggled to retain male youths owing to their migratory behaviour, and who may be less patient to complete the 6-month training cycle. Seventy-four percent of the 2500 youths completed the entrepreneurship training and graduated while 81% did the same for health and motivation. Key achievements were found in the number of enterprises created and enhanced, as well as jobs created by the MEY1 project. At endline, the project recorded a total of 1654 enterprises and 1907 jobs created an overachievement rate of 165% and 190% respectively. This was attributed to the increased knowledge and capacity of youth to establish and run enterprises.

The MEY1 project linked youth entrepreneurs to vocational training at Shurugwi Vocational Training Centre and Mvuma Vocational Training Centre Chirumanzu. A total of 520 youths were linked to vocational training, contributing to 69% of the target. The courses ranged from short course to long course depending on the depth of skills needed by learners. Some of the vocational skills offered included auto electrics, motor mechanic, carpentry and joinery, brick and block layer, cosmetology and hairdressing, agriculture, hotel and catering, clothing technology and metal fabrication. Overall, the MEY1 project directly contributed to promotion of SDGs 3 (good health and wellbeing), 4 (quality education), 5 (Gender equality), 8 (decent work and economic growth) among the out of school youths.

Table 11: Key indicators, targets, and percent achievement for out of school youths under MEY 1

Output	Key indicators	YEAR			Target	Achieved	Percent (%) achieved	Remarks and comments	Link to SDG
		1	2	3					
2.1.2	Number of HiH Zimbabwe Zim staff and MASO staff trained in Star for Life health and life motivation	17	15	0	18	17	94		3, 17, 5
2.1.1	Total number of youths mobilized within Star Clubs	900	1294	675	2500	2869	115	Huge interest in enterprises. High expectations of getting loans & some dropped when expectations were not met	8
2.1.1	Number of female youths mobilized within Star Clubs	574	915	500	1500	1989	133	Project deliberately targeted females, they are the ones who usually available in the districts	8, 5
2.1.1	Number of male youths mobilized within Star Clubs	326	379	175	1000	880	88	Males highly mobile. High drop rate of males due to other pull factors like artisanal mining	8
2.1.1	Number of Mobilized Star Clubs	102	157	85	312	344	110	Presence of ward based EDF and Health facilitators. They knew the youth understood their culture and norms	8
2.1.1	Number of active Star Clubs	98	235	245	312	245	79	Cash shortages and inflationary economy and the community activities. Active was measured by frequent meetings and savings	8
2.2.1	Number of members completed module 1.	767	1186	869	2500	2822	113	M1 is the entry point to the groups and therefore highly attended as the interest is still high	8

2.2.1	Number of members completed module 2.	537	1112	872	2500	2521	101	Same as Module 1 interest was still high and knowledge limited therefore commitment was high	8
2.2.1	Number of members completed module 3.	290	1139	915	2500	2344	94	Youth started dropping out in M3 hence the reduction in numbers, some started enterprises and got committed in them & forego trainings.	8
2.2.1	Number of members completed module 4.	140	1169	985	2500	2294	92	Youth mobility also played a huge part in attendance of module 4 and 5. Loss of interest in trainings and the economic meltdown led to relocation of youth to other towns. Complaints about trainings taking long also led to some not attending trainings but opted for running their established enterprises	8
2.2.1	Number of members completed module 5.	55	1185	902	2500	2142	88	Same as with Module 4	8, 5
2.2.1	Number of youths (18-35) who completed HiH Zimbabwe entrepreneurship training and received certificate	0	1003	848	2500	1851	74	This activity was not budgeted for and therefore this affected delivery	8
2.1.1	Number of members completed workshop 1	0	1309	751	2500	2060	82	WK1 was done after module 1 and 2 of entrepreneurship, interest was still high hence high completion rate though some could not attend	3
2.1.1	Number of members completed workshop 2	0	1270	759	2500	2029	81		3
2.1.1	Number of members completed workshop 3	0	1164	851	2500	2015	81	Attendance in Health and motivation trainings was affected by the staff composition of the project. HiH Zimbabwe had 2 Field officer training entrepreneurship and the same people were trained by one MASO PO, therefore there were more groups to follow up for MASO	3
2.1.1	Number of members completed workshop 4	0	1160	847	2500	2007	80	To ensure a balance in trainings, HiH Zimbabwe FO were also trained to train the health and Motivation and there trained the youth as well. The Interns were trained as trainers, and they assisted with trainings.	3
	Number of groups reached with health and motivation training	43	145	103	312	291	93	Available/ active groups were reached, those not reached had dropped out after Module 1 and 2.	3
2.1.1	Number of workshops conducted by MASO	76	579	447	1248	1102	88	Workshop were done with active groups	3
2.1.1	Number of Youth (18-35) completed training in health and life motivation by MASO	0	1160	847	2500	2007	81	Dropouts along the way. Trainings should be aligned such that youth are reached with all three components simultaneously instead of having separate sessions on a separate date	3, 5
2.2.1	Number of enterprises created and/or enhanced.	307	517	830	1000	1654	165	Trainings encouraged establishment of business and uptake was high. Project dealt with unemployed youth and entrepreneurship was the relied-on source of livelihood. New enterprises were created while existing enterprises were enhanced and or diversified	8, 3
2.2.1	Number of jobs created within enterprises	326	524	1057	1000	1907	191	Job counted when an individual was involved in an economic activity for more than 24 hours a week and generated income. Most youth who established enterprises were realizing income and created huge interest. Jobs are more than recorded enterprises as some youth employed other people, hence recording more jobs	8, 3
2.2.2	Number of youths that receive technical training	0	632	637	1250	1269	102	Skills training related to the established enterprises were appreciated and well attended. These were complemented with look and learn tours	8, 3

2.2.2	Number of youths linked to vocational training	0	191	329	750	520	69	VTC linkages were done from the 2 nd year of implementation. First year implementation started late due to inception and protocol activities. Activities were mainly focused on mobilization and training. Linkages were done with Shurugwi, Gweru and Mvuma VTC. Actual registrations were not followed up though VTCs reported of a high number of new recruits in 2019	8, 3, 4
2.2.3	Number of youths actively saving in Star Clubs	0	1028	917	1750	917	52	Inflation eroding savings	8, 5
2.2.3	Number of youths accessing loans from Revolving Fund	0	0	33	500	33	7	Low appetite for lending due to inflation	8

Effectiveness of MEY 2

The MEY 2 project was effective and over-achieved across the majority of output and outcome indicator targets, owing to various reasons (Table 12). Some of the reasons included positive spill over effects from MEY 1, high demand of life skills training and entrepreneurship and re-mobilization of youth. Under-achievements were noted in few indicators, for example mobilization of youth from MEY 1-star clubs (34%) and number of youth participating in INDABAs. The revolving fund failed to kick-off, and this can be possibly attributed to lack of funding.

Table 12: Key indicators, targets, and percent achievement for MEY 2

Key indicator	Total achieved to date	Total achieved year 1	Total achieved year 2	Total achieved year 3	Total Planned Target	Total % achieved to date	Remarks and comments	Link to SDG
Youth 13-18								
Number of teachers trained as trainers	60	60	0	0	60	100	All the teachers were trained	3; 5; 17
Number of ToT sessions held	2	1	1	0	2	100	All the scheduled ToT's were conducted	3
Number of Junior Star Clubs established	76	30	46	0	60	127	This was due to the positive results of MEY phase 1	3; 8
Number of Junior Star Clubs members mobilised	2012	647	1365	0	1350	149	This was due to the positive results of MEY phase 1	3
Number of female Junior Star Clubs mobilised	1209	407	802	0	675	179	Female youth are more receptive than males. Efforts are being made to ensure that the project activities attract the male youth in school	3
Number of Junior Star Clubs members from previous phase mobilised	316	282	34	0	450	70	Re-mobilization allowed the youth more time to complete project activities because they were mobilised in the final year of implementation.	3
Number of female Junior Star Clubs mobilised from previous phase	184	165	19	0	225	82	Female youth are more receptive	3
Number of Junior Star Club members who have completed entrepreneurship training	1816	0	566	1250	1350	134	This was made possible through the relaxation of COVID 19 restrictions and the team that worked hard	3
Number of Junior Star Club members who have completed life-skills and motivation training	1669	0	647	1022	1350	124	There is high demand of life skills trainings amongst the youth. For example, rural youth lack exposure and these life skills prepare them for out of school life	3
Number of Junior Star Club members who have completed sexual and reproductive health and rights training	2058	0	773	1285	1350	152	This was made possible through the relaxation of COVID 19 restrictions and the team that worked hard	3; 5
Number of Junior Star Club members who have completed environment training	2160	30	767	1363	1350	160	Re-mobilised youth also received environment trainings that is why more were trained	6; 13
Number of Junior Star Club members who have completed gender equality GBV women empowerment training	2134	0	668	1466	1350	158	Re mobilised youth also received GBV trainings that is why more were trained	3; 5

Youth 18 - 35								
Total number of new youths mobilized within Star Clubs	871	416	441	14	704	124	MEY I positive results influenced MEY II. Therefore, more youth were willing to join and participate under MEY II	8
Number of new female youths mobilized within Star Clubs	648	295	342	11	422	154	Girls are receptive to projects than boys	8,5
Number of new male youths mobilized within Star Clubs	223	121	99	3	282	79	Generally, boys are less receptive than girls	8
Number of new Mobilised Star Clubs	104	49	53	2	88	118	HiH Zimbabwe is the only organization in the two districts that offers trainings in health motivation and entrepreneurship to youth. This is why more clubs were mobilized	8
Number of active Star Clubs	104	109	116	558	148	70	Some of the groups disintegrated as youths sought greener pastures in towns	8
Number of old Star Clubs mobilised	60	60	0	0	60	100	Planned targets were achieved	8
Number of youths mobilised from old Star Clubs	453	453	0	0	480	94	There are still many youths from the old Star Clubs	8
Number of female youths mobilised from old Star Clubs	398	398	0	0	288	138	Old SHGs had many females than males. In addition, groups are composed of more females than males	8
Number of Male youths mobilised from old Star Clubs	55	55	0	0	160	34	Male youth are more mobile than females	8
Number of youths from old Star Clubs who completed refresher trainings	583	265	303	15	160	364	The high number was due to many youths who joined the trainings	8
Number of new youths (18-35) who completed HiH Zimbabwe entrepreneurship training	753	367	306	80	704	107	This was due to working in partnership with all the relevant stakeholders	8
Number of members completed module 1.	813	424	389	0	704	115	Variations in attendance affected the number of youth who completed the module	8
Number of members completed module 2.	841	417	424	0	704	119	Variations in attendance affected the number of youth who completed the module	8
Number of members completed module 3.	808	380	428	0	704	115	Variations in attendance affected the number of youth who completed the module	8
Number of members completed module 4.	790	383	375	32	704	112	Variations in attendance affected the number of youth who completed the module	8
Number of members completed module 5.	831	382	374	75	704	118	Variations in attendance affected the number of youth who completed the module	8
Number of youths (18-35) who completed life-skills and motivation training	853	392	409	52	704	121	Variations in attendance affected the number of youth who completed the module	3,8
Number of members completed workshop 1.	883	402	474	7	704	125	This was made possible through the relaxation of COVID 19 restrictions and the team that worked hard	3
Number of members completed workshop 2.	848	373	468	7	704	120	This was made possible through the relaxation of COVID 19 restrictions and the team that worked hard	3
Number of members completed workshop 3.	844	389	455	0	704	120	This was made possible through the relaxation of COVID 19 restrictions and the team that worked hard	3
Number of members completed workshop 4	831	392	387	52	704	118	This was made possible through the relaxation of COVID 19 restrictions and the team that worked hard	3
Number of youths (18-35) who completed environment training	710	363	254	93	704	101	This was made possible through the relaxation of COVID 19 restrictions and the team that worked hard	3
Number of youths who received technical skills trainings	1006	339	517	150	640	157	HiH Zimbabwe partnered various stakeholders. More	3

							youth were willing to be trained in technical skills	
Number of technical skills trainings held	70	22	33	15	54	130	This was achieved through partnerships with various stakeholders	3
Number of youths trained on gender equality GBV women empowerment	845	417	369	59	950	89	HiH Zimbabwe partnered various stakeholders	3;5
Number of members completed health session 1	863	371	485	7	704	123	This was made possible through the relaxation of COVID 19 restrictions and the team that worked hard	3
Number of members completed health session 2	871	373	492	6	704	124	This was made possible through the relaxation of COVID 19 restrictions and the team that worked hard	3
Number of members completed health session 3	822	370	452	0	704	117	This was made possible through the relaxation of COVID 19 restrictions and the team that worked hard	3
Number of members completed health session 4	814	370	396	48	704	116	This was made possible through the relaxation of COVID 19 restrictions and the team that worked hard	3
Number of youths trained in sexual and reproductive health and rights	833	370	388	75	704	118	This was made possible through the relaxation of COVID 19 restrictions and the team that worked hard	3
Number of enterprises created and/or enhanced.	671	391	235	45	704	95	Every trained member created an enterprise	3
Number of environmentally friendly enterprises created and/or enhanced.	296	128	163	5	260	114	More environmentally enterprises were established	3
Number of clusters established	8	5	3	0	7	114	Need for business cluster to attract lucrative markets enabled the youth to establish more cluster	3
Number of jobs created	925	510	335	80	704	131	This was due to the decline in economic activities that resulted in creating more jobs.	3
Number of youths who saved money within Star Clubs	1781	523	630	628	1088	164	This is due to the high demand of start-up capital for youth	3
Number of youths who accessed loans from Revolving Fund	0	0	0	0	80	0	Revolving fund was not rolled out	3;8
Number of youths who accessed loans from external microfinance institutions	27	0	17	10	20	135	Most of the loans were accessed from government	3;8
Number of youths connected to Market Linkage Project activities	412	209	203	0	300	137	Many youth were connected to the Market Linkages project	3;8
Number of youths accessing new markets	288	156	115	17	160	180	This was made possible through linkages from the team	3;8
Number of youth interaction platforms established	16	8	8	0	18	90	This was due to other competing activities	3
Number of youth who participated to interaction platforms established	657	194	463	0	340	193	The platforms were interactive resulting in them attracting more youths	3
Number of youth Indabas held	4	2	2	0	8	50	This was due to limited budget however more are planned to be conducted in the next phase	3
Number of youth who participated to indabas	131	57	74	0	240	55	This was due to limited budget however more are planned to be conducted in the next phase	3

Effectiveness of CUP 1

The CUP 1 project was effective in creating new SHGs and over-achieved across the majority of output and outcome indicator targets (Table 13). There were over-achievements in members involved in SHGs as people considered entrepreneurship as a viable livelihood strategy in a country characterised by economic decline. In addition, there was over-achievement on members participating in ISALs because it remained a major source of income as formal financial institutions had stringent collateral and repayment conditions. Under-achievements were noted in mobilization of youth into new SHG (44%) and creation of environmentally friendly enterprises. Youths were

highly mobile and the majority of them in Bulilima districts migrated to Botswana and South Africa to seek employment opportunities.

Table 13: Key indicators, targets, and percent achievement for CUP 1

Key indicators	Total achieved to date	Total achieved year 1	Total achieved year 2	Total Planned Target	Total % achieved to date	Remarks and Comments	Link to SDG
Number of new SHGs created	32	24	8	32	100	Mobilisation strategies employed by the team including use of EDFs. The hardware component increase demand for the project	8
Number of old SHGs involved	8	8	0	8	100	There are many old SHGs from JCP	8
Total number of members mobilised in new SHGs	324	234	90	320	101	Increased demand is due to decline in economic activities. People now see entrepreneurship as a viable livelihood strategy	8
Number of women mobilised in new SHGs	271	204	67	320	85	Project deliberately targets 80% Women	8;5
Number of men mobilised in new SHGs	53	30	23	64	83	Project deliberately targets 20% Men	3
Total number of members involved in old SHGs	100	100	0	80	125	Old SHGs had more than 10 SHG members	3
Number of women involved in old SHGs	81	81	0	64	127	Project deliberately targets 20% Women	3
Number of men involved in old SHGs	19	19	0	16	119	Project deliberately targets 20% Men	3
Total number of youths (18-35) mobilised in new SHGs	84	34	50	192	44	Youth are mobile as they seek greener pastures. Bulilima is closer to the border. Youth easily migrate to Botswana and South Africa in search of jobs	3
Number of members in new SHGs trained in module 1	321	216	105	320	100	Demand for the project is high as the project has a hardware component	3
Number of members in new SHGs trained in module 2	315	213	102	320	98	Some of the SHG members dropped due to various reasons such as relocations	3
Number of members in new SHGs trained in module 3	315	213	102	320	98	Some of the SHG members dropped due to various reasons such as relocations	3
Number of members in new SHGs trained in module 4	315	213	102	320	98	Some of the SHG members dropped due to various reasons such as relocations	3
Number of members in new SHGs trained in module 5	315	179	136	320	98	Some of the SHG members dropped due to various reasons such as relocations	3
Number of members in old SHGs trained (refresher trainings)	114	58	56	80	143	Some of the SHG s had more than the standard 10 members. Other old SHGs joined the trainings	3
Number of SHGs members trained on environment and climate change	377	150	227	400	94	The trainings were facilitated in partnership with line Ministries	13;14;15
Number of individual environmentally friendly enterprises created/enhanced (by new SHGs)	162	66	96	400	41	Number of enterprises created were negatively affected by harsh macroeconomic environment	13; 3
Number of group environmentally friendly enterprises created/enhanced (by new SHGs)	11	6	5	40	28	Number of enterprises created were negatively affected by harsh macroeconomic environment	13; 3
Number of jobs created by new SHGs	258	167	91	400	65	Some of the enterprises were still at infancy stage and had not yet started creating jobs	8
Number of new SHGs members participating to ISALs	333	212	121	272	122	ISAL remains the main source of income for creating and scaling enterprises due to stringent conditions offered by external Microfinance institutions	

Effectiveness of CUP 2

The CUP 2 project was effective in creating new SHGs (98%) and over-achieved in few output and outcome indicators, given that the project is still ongoing (Table 14). In addition, there was over-achievement in members participating in ISALs. Under-achievements were noted in mobilization of youth into new SHG (36%) and creation of environmentally friendly enterprises (36%). Youths are

highly mobile, and this presents challenges in integrating them into development programming. Overall, the project achieved the set output and outcome targets.

Table 14: Key indicators, targets, and percent achievement for CUP 2

Key indicators	Total achieved to date	Total achieved year 1	Total achieved year 2	Total Achieved Year 3	Total Achieved Year 4	Total Planned Target	Total % achieved to date	Remarks and Comments	Link to SDG
Number of new SHGs created	189	24	54	45	66	192	98	Mobilisation strategies employed by the team including use of EDFs. Project has a hardware component which increases the demand of the project	8
Number of old SHGs involved	45	12	9	16	8	48	94	There are many old SHGs from JCP.	8
Total number of members mobilised in new SHGs	1671	161	493	427	590	1920	87	Increased demand is due to decline in economic activities. People now see entrepreneurship as a viable livelihood strategy. Some of the CUP projects are still new	8
Number of women mobilised in new SHGs	1363	116	398	348	501	1536	89	Project deliberately targets 80% Women	8;5
Number of men mobilised in new SHGs	308	45	95	79	89	384	80	Project deliberately targets 20% Men	3
Total number members involved in old SHGs	440	101	90	167	82	480	92	There are many old SHGs from JCP.	3
Number of women involved in old SHGs	355	64	70	150	71	384	92	Project deliberately targets 20% Women	3
Number of men involved in old SHGs	87	37	20	17	13	96	91	Project deliberately targets 20% Men	3
Total number of youths (18-35) mobilised in new SHGs	419	44	133	114	128	1152	36	Youth are mobile as they seek greener pastures.	3
Number of members in new SHGs trained in module 1	1597	150	387	434	626	1920	83	Demand for the project is high as the project has a hardware component	3
Number of members in new SHGs trained in module 2	1531	148	419	385	579	1920	80	Some of the CUPs are still new	3
Number of members in new SHGs trained in module 3	1352	104	285	432	531	1920	70	Some of the CUPs are still new	3
Number of members in new SHGs trained in module 4	1260	59	289	399	513	1920	66	Some of the CUPs are still new	3
Number of members in new SHGs trained in module 5	1035	60	382	316	277	1920	54	Some of the CUPs are still new	3
Number of members in old SHGs trained (refresher trainings)	1022	115	263	277	367	480	213	Some of the SHGs had more than the standard 10 members. Other old SHGs joined the trainings	3
Number of SHGs members trained on environment and climate change	1080	90	208	441	341	2400	45	Some of the CUPs are fairly new	13;14;15
Number of individual environmentally friendly enterprises created/enhanced (by new SHGs)	867	2	175	423	267	2400	36	Number of enterprises created were negatively affected by harsh macroeconomic environment	13; 3
Number of group environmentally friendly enterprises created/enhanced (by new SHGs)	222	16	43	121	42	240	93	The climate and environmental trainings have facilitated the establishment of environmentally friendly enterprises	13; 3
Number of jobs created by new SHGs	1448	50	438	568	392	2400	60	Some of the enterprises were still at infancy stage and had not yet started creating jobs	8
Number of new SHGs members participating to ISALs	6023	58	344	456	5165	1632	369	ISAL remains the main source of income for creating and scaling enterprises due to stringent conditions offered by external Microfinance institutions'	

3.5 Efficiency

This section provides the efficiency evaluation for the JCP, JFZ and MEY 2 projects. The efficiency analysis for CUPs and MEY 1 are not reported as we could not access their respective financial reports.

Specifically, we assessed efficiency with respect to Value for Money and factors influencing delivery. The information has been collected through a desk review of the projects documents, the narrative and financial reports. To the extent possible, the information was corroborated through HiH Zimbabwe and HiH Sweden staff KIIs.

3.5.1 Value for Money

Efficiency - Value for Money for JCP

Table 15 shows the Value for Money analysis for JCP for the years 2020 and 2021. The line items that realized over-expenditure utilization included travel and subsistence with a negative variance of 256% and 20% for the years 2020 and 2021 respectively. Printing of training materials had an over-expenditure of 547% (about USD22 017) for 2020. Equipment and supplies had over-expenditure in the two years. There is need to foster budget compliance and control system to contain variances of more than 10%. This can be achieved by effective procurement practices which entails competitive procurement processes for major items; bulk procurement; timing of procurement; building capacity of consortium partners (where applicable) in procurement. HiH Zimbabwe can leverage on the choice of inputs by selecting the most appropriate types of inputs whilst balancing cost and quality. There was motor vehicle maintenance over budget utilization of 129% (USD31 925) and 69% (USD18 312) during the years 2021 and 2020 respectively. The option to purchase a new, reliable vehicle to complement existing ones would have created more value than the initially planned route.

Alternative methods were used to achieve set targets e.g. More technical meetings were held to compensate for Exposures and exhibitions which were not undertaken due to COVID-19 restrictions. Over budget utilisation on technical meetings was 43% (USD2 813.00) whilst under budget utilisation of 44% (USD2 650.00) for Exposures and exhibitions in 2021. For the technical meetings, there was need to identify a range of different delivery options and select those that were most efficient based on evidence. This may be cases where activities were consolidated instead of the original plans to conduct these separately or where alternative methods were used for delivery than initially planned.

Table 15: Budget Actual Expenditure and Variance for JCP 2020-2021

Description	Budget (2020)	Actual Expenditure	Variance	Percent (%) Variance	Budget (2021)	Actual Expenditure	Variance	Percent (%) Variance	Total budget 2020 & 2021	Share of total budget
Personnel	370 075	370 075	0	0%	425 297	425 297	0	0%	795 372	42%
Project Activities	298 975	391 323	-92 348	-31%	294 189	304 342	-10 153	-3%	593 164	36%
Monitoring and Evaluation	9 500	11 000	-1 500	-16%	11 100	13 091	-1 991	-3%	20 600	1%
Communication & Visibility	53 400	42 729	10 671	20 %	44 400	47 976	-3 546	-8%	97 800	2%
Equipment and Supplies	83 400	56 771	26 629	32%	36 600	44 073	-7 473	-20%	120 000	7%
Travel and per diem	17 000	43 451	-26 451	-156%	40 000	45 130	-5 130	-13%	17 120	1%
Services	8 100	25 523	-17 423	-215%	5 700	5 847	-147	-3%	13 800	1%
Admin Costs	79 200	76 866	2 334	3%	78 300	78 728	-428	-1%	157 500	10%
Total	919 650	1 012 900	-93 250	-10%	935 587	964 455	-28 868	-3%	1 855 237	100%

It is important to ensure quality of outputs through quality assurance and monitoring. More than planned spot checks were carried out during the period for quality assurance hence over budget utilisation of 16% and 55% during the years 2020 and 2021 respectively. However, there is no evidence of fruitfulness of the additional spot checks. There were expenditure lines which were not budgeted for. There is needed to justify this as an alternative to yield expected results. Examples include productive support to SHGs and Business Development Officer expenditure. It is important for HiH Zimbabwe to comply to the planned budget allocation (where

possible). Notwithstanding this, the presented financial reports show that there was value for money as funds were utilised to achieve the set outputs and targeted outcomes (as shown in Table 8). However, the JCP under-achieved on indicators around financial access including the revolving fund and access to microfinance loans. A look at the share of personnel to program costs show that 42% was devoted to personnel and 58% to program costs. However, this was relatively high and there was scope for deliberate attempts to reduce the costs during project implementation. International best practice recommends personnel costs not to exceed 30% where possible.

Efficiency - Value for Money for JFZ

Table 16 shows the financial expenditures of JFZ. In 2019 all the expenditure budget lines were underutilized with an average under budget utilization of 50%. This could be an indication of delay in project activities implementation. The negative variances recorded were as a result of the travel & subsistence and services which were not budgeted for in 2019. In 2020, there was overspending on district training (993%) (USD54634.00 vs 5000), Area Manager salary (300%) (USD15 360 vs 3 840.00) and vehicle maintenance (378%) (USD 9559 vs 2000) among others. In addition, there was expenditure on travel & subsistence and services which were not budgeted in 2020. Efficiency could have been improved by increasing the due diligence exercises on procurement processes for services and venues and supplies for the technical meetings and trainings.

Overall, the total variance percentage was negative 64% as opposed to the acceptable deviance of 10%. However, the total budget for the JFZ was USD274725 and the actual expenditure was USD194592. Cumulatively for the period under review, there was a 29% underutilization of the budget. Looking at Table 9 above, JFZ project was effective in meeting its output and outcome indicator targets except for access to finance. The ratio of personnel to program costs was 20%:80% and this shows efficiency and greater budget allocations for programming. International best practice recommends personnel costs not to exceed 30% where applicable.

Table 16: Budget Actual Expenditure and Variance for JFZ 2019-2020

Description	Budget (2019)	Actual Expenditure	Variance	Percent (%) Variance	Budget (2020)	Actual Expenditure	Variance	Percent (%) Variance	Total budget for 2019 & 2020	Share of total budget
Personnel	28080	23423	4 657	17%	28080	43 307	-15 227	-54%	56160	20%
Project Activities	87340	31597	55 744	64%	62325	122 499	-60 174	-97%	149665	54%
M & E	11440	304	11 136	97%	12720	3 510	9 210	72%	24160	9%
Comm & Visibility	3600	1781	1 819	51%	3600	1 665	1 935	54%	7200	3%
Equipment and Supplies	27100	17731	9 369	35%	3000	4 414	-1 414	-47%	30100	11%
Travel and per diem	0	4041	-4 041	-100%	0	4 331	-4 331	-100%	0	0
Services	0	1345	-1 345	-100%	0	2 590	-2 590	-100%	0	0
Admin Costs	3720	925	2 795	75%	3720	3 303	417	11%	7440	3%
Total	161280	81147	80 133	50%	113445	185 619	-72 174	-64%	274725	100%

Efficiency – Value for Money for Motivated and Entrepreneurial Youth MEY II - Year 1 and Year 2

Based on the presented financial statements and narrative reports, there are indications that funds were efficiently utilised to achieve targeted outcomes for MEY 2 Project (Table 17). The project was implemented in a timely and cost-effective manner. Adaptive management techniques used by the consortium – for example joint and cluster trainings were helpful in

ensuring that the project efficiently met its targets in year 1. An overall budget overspent of 2% was recorded for Year 1. Hiring of graduate trainees whose allowances were lesser than originally budgeted for contributed to the saving on personnel. However, price increases on fuels, oils increased travel costs. Vehicle maintenance had a negative variance of 248% due to poor road networks. Technical meetings and trainings of staff had negative variance of 362%. Monitoring and Evaluation was not undertaken in Year 1. ToT for all staff with more participants was not budgeted for. Exchange and learning visits for out of school were done without a budget allocation. Equipment and accessories were sourced in bulk in South Africa which yielded cost efficiency.

There was evidence of value for money in terms of efficiency in year 1. Outcomes were achieved for lowest costs. The following were evidence: Alternative cheaper conferencing venues for Enterprise Development Facilitators (EDF) meetings were used and this resulted in a budget saving of 18%. New measures to cut down on internet and telephone costs resulted in budget saving of 49%. Bulk procurement of computer accessories from South Africa yielded in cutting on costs. This resulted in budget saving of 19%. Consolidating administration costs for co-related projects and this resulted in a budget saving of 42%

Due to COVID-19, compliance to the budget was difficult in Year 2. There were minimal movements which affected the activities of the project, and the overall budget was underspent by 22% in Year 2. However, in Year 2, under personnel, the Project Coordinator salaries had negative variance of 462%. There were high costs on telephone with a negative variance of 298% and internet negative variance of 333%. The ratio of personnel to program costs was 46%-54%. HiH Zimbabwe staff KIIs indicated that during implementation of the MEY 2 project in year 1, HiH Zimbabwe strategically saved on the personnel costs by hiring graduate trainees who were given less allowances.

Table 17: Budget Actual Expenditure and Variance for MEY 2 Year 1 and Year 2

Description	Budget (Year 1)	Actual Expenditure	Variance	Percent (%) Variance	Budget (Year 2)	Actual Expenditure	Variance	Percent (%) Variance	Total budget Year 1 and 2	Share of total budget
Personnel	127 872	12170	15682.06	12%	149 573.67	153 642.49	-4 068.82	-3%	277 445.67	46%
Project Activities	48 380	73 436.43	-25 056.43	-52%	152 084.63	77 220.73	74 863.90	49%	200 464.63	34%
M & E	15 200	16 383.33	-1 183.33	-8%	20 654.78	11 736.50	8 918.28	43%	35 854.78	6%
Comm & Visibility	13 200	6 235	6 965.00	53%	4 020	6 099.32	-2 79.32	-52%	17 220	3%
Equipment and Supplies	39 000	41 945	-2 945.12	-8%	600	397.50	202.5	34%	39600	7%
Travel and per diem	6 200	5 248	952	15%	0	5 775	-5 775	-100%	6 200	1%
Services	3000	4870.24	-1 870.24	-62%	750	0	750	100%	3 750	1%
Admin Costs	7200	4146.10	3053	42%	5352	6229.37	-876.92	-16%	12 552	2%
Total	260 052	264 454.16	- 4 402.16	-2%	333 036	261 100.91	71 934.62	22 %	593 088	100%

Efficiency-Factors influencing project delivery: JCP, JFZ, MEY and CUP

Internal and external factors influenced the delivery of the four projects. The positive internal factors included the decentralised deployment of adequate, motivated, and qualified HiH Zimbabwe staff at the district level and their continuous capacity building helped in the delivery of projects. The use of local Enterprise Development Facilitators helped in implementing the modular training. The good cooperation, complementarities and synergies with community, schools, government partners and other stakeholders through joint project design, training, implementation, and monitoring also positively helped. The organization employed various adaptive management techniques to ensure successful project implementation. For example, during the COVID-19 pandemic the projects started using digital platforms for extension delivery and marketing of products. For example, the creation of WhatsApp platforms for mobilizing people and marketing agricultural and non-agricultural

product, which are still currently being used to date. For MEY, there was introduction of stabilizers (older people) into star club to manage survival rates. Because of youth mobility, stabilizers would help to steer and ensure continued running of star clubs. The internal factors which negatively affected the implementation of certain activities and outputs included delays in approval of budgets and non-operationalization of HiH Zimbabwe Revolving fund. The external factors which impeded efficient delivery included macro-economic crisis characterised by inflation, even for the USD currency which resulted in higher costs of inputs and services fuel. Unavailability of fuel was cited as problematic and this affected mobility in the districts. The COVID-19 pandemic also affected project implementation due to movement restrictions.

When the effectiveness and efficiency of the four projects is taken together, we see a lot of trade-offs. The over-achievements in many output and outcome indicator however resulted in over-expenditures on training and travelling costs – a trade-off with efficiency.

3.6 Impacts of HiH Zimbabwe Interventions

3.6.1 Impacts on income, women, and youth empowerment

This section seeks to answer whether the interventions made or are improved women and youth's social and economic empowerment proxied by improvements in decision making and access to income.

Impacts of CUP on income, women, and youth social and economic empowerment

In this subsection, we present the impacts of CUP mentioned by over a third of the CUP beneficiaries (Figure 3). Increase in income is the main impact realized by 93% of the interviewed CUP beneficiaries. Women access to income (50%), improvement in women decision making (40%) and youth access to income (38%) were some of the major benefits of participation in Community Upliftment Program. These results demonstrated the tangible benefits of CUP on women and youth empowerment.

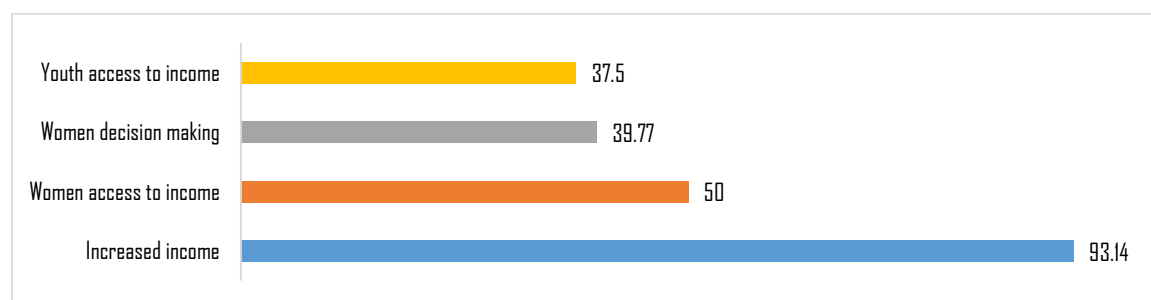


Figure 3. Major impacts of CUP mentioned by over 30% of beneficiaries (n=88, multiple responses)

Impacts of MEY Project

Impacts of MEY on skills development, entrepreneurship, income, and women empowerment

The MEY project aimed at attracting both youth in school and those who have dropped out or graduated, as well as those living in remote areas. As a result of the MEY's ability to address their distinct demands, both participant subgroups are attracted to it. Moreover, the project is intended to address the members' health issues. Figure 4 shows the main impacts of MEY from the youth beneficiaries' perspective. Improved youth decision making and access to income were the main impacts mentioned by 63% and 55% of the youths respectively. Reduction in Gender based violence was mentioned by 47% of the youth. With regards to women empowerment, 42% and 39% of the respondents cited that the MEY project improved female youth access to income and decision

making respectively. Improvements in life-skills and social cohesion were mentioned by 39% of the interviewed youths.

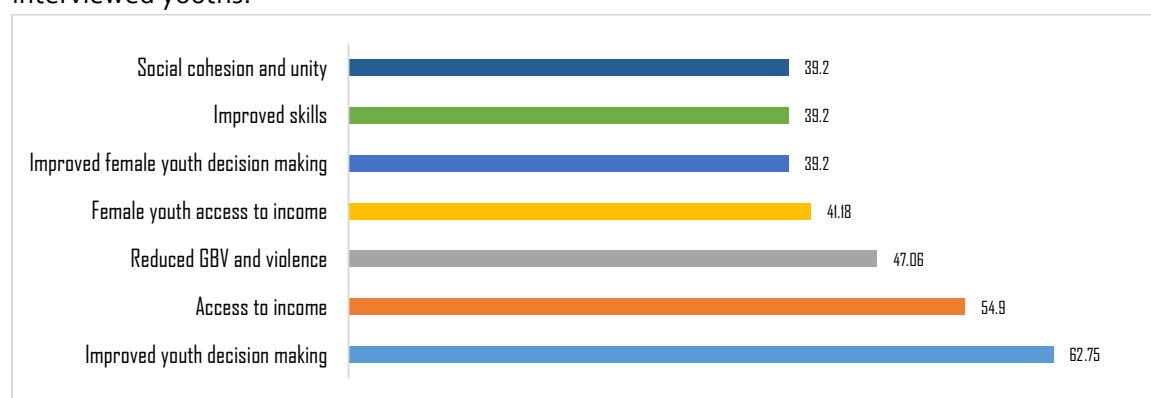


Figure 4. Major impacts of MEY mentioned by over 30% of beneficiaries (n=51, multiple responses)

The picture below shows the youth graduating from the HiH Zimbabwe trainings, a demonstration of knowledge transfer.



Graduation of youth from the Pamamonya Group under MEY 1, Shurugwi © Terrence Mandirotya/HiH Zimbabwe

Increased participation of youth in income generation and health access activities

The success of the HiH Zimbabwe MEY project that assists youth has motivated more young people to organize self-help organizations with or without material and financial support from HiH Zimbabwe. According to interview feedback, the MEY programme encourages young people to become self-believing entrepreneurs. The MEY project has increased youth participation in income

generation activities. In a focus group discussion, youth participating in the MEY said that the group was so successful that she had made sufficient revenue for her education. She had this to say:

"I was able to cover my tuition and living expenses at Midlands State University. My parents were unable to accomplish this", which shows how MEY is economically relevant to us. (Youth participant in FGD in Chirumanzu).

The picture below shows school children feeding broilers for the MEY initiated star club. Equipping young people with skills is important for their future career and social life.



School children feeding Broilers under the HiH Zimbabwe initiated Star Club at Dombotombo School, Shurugwi © Laurine Chikoko/HiH Zimbabwe

The MEY project has been successful in training women to start viable income generating activities. Through MEY training, Pamela Madzokure, a 32-year-old businesswoman from Homera Village in ward 13, Shurugwi District has started a retail shop.



Pamela Madzukutire in her retail shop, Ward 13, Homera Village, Shurugwi © George Baya/HiH Zimbabwe

The MEY project has also helped youth to access essential health services including Sexual Health and Reproduction Education complemented by edutainment, cancer, and HIV screening. In an FGD, female participants asserted that the MEY programme assisted them in overcoming the stigma or anxiety connected with health screening. One resident of Ward 9 in Shurugwi mentioned the self-awareness she had gained regarding her HIV status, malignancies, and other conditions that could impair her participation in self-help groups and local enterprises. However, their only concern regarding the health screening was that HiH Zimbabwe would not provide help for people who tested positive for a condition following the screening. Therefore, future projects should provide complementary health services or refer screened beneficiaries to health service providers. A pronounced referral system needs to be developed and implemented.

Impacts of JCP on income, women, and youth social and economic empowerment

Improved access to income was the main impact realized by 87% of the JCP beneficiaries (Figure 5). Improved women decision making, and women access to income were the main impacts mentioned by about 45% of the JCP beneficiaries. Improved market linkages were mentioned by 30% of the interviewed beneficiaries.

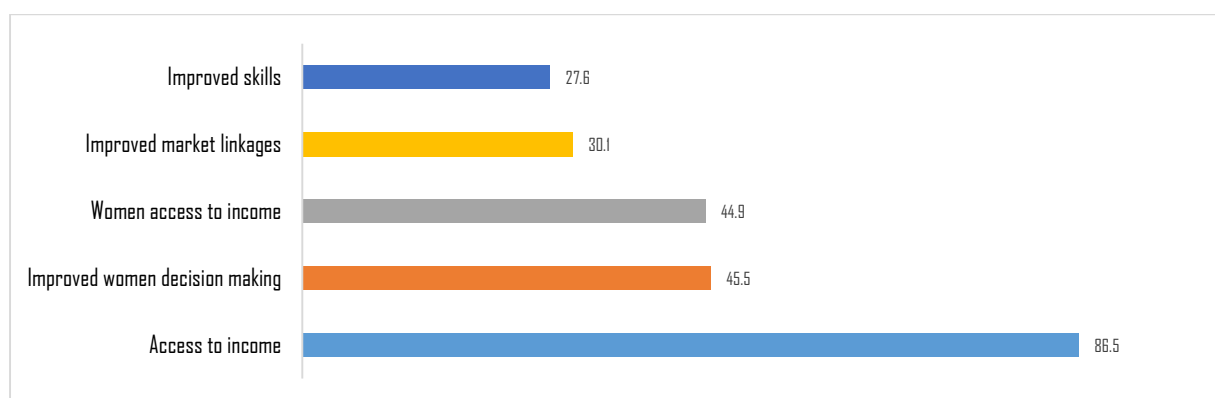


Figure 5. Major impacts of JCP mentioned by over 30% of beneficiaries (n=156, multiple responses)

Impacts of JFZ on income, women, and youth social and economic empowerment

For JFZ, only 16 participants were interviewed. The major impacts of JFZ mentioned 30% of the beneficiaries were increase income (75%), improved women access to income (56%). Social cohesion and unity were mentioned by 56% of beneficiaries, improved water, and sanitation (44%), improved women decision making (38%) and access to health services (31%). The picture below shows the Keep Quite Internal Savings and Lending Group in Chirumanzu participating in a savings meeting, meant to improve women access to finance.



Keep Quite Internal Savings and Lending Group participating in a group meeting to enhance and improve savings under the JFZ initiatives, Ward 25, Chirumanzu © Mercy Tiyamike/HiH Zimbabwe

Overall impacts of HiH Zimbabwe interventions on women social and economic empowerment

Improved women control of income was the main impact noted by 84% of the beneficiaries (Figure 6), followed by women in leadership positions (52%). Men appreciating the important social and economic role of women (47%) and reduction in GBV (43%) were some of the key benefits emanating from HiH Zimbabwe interventions.

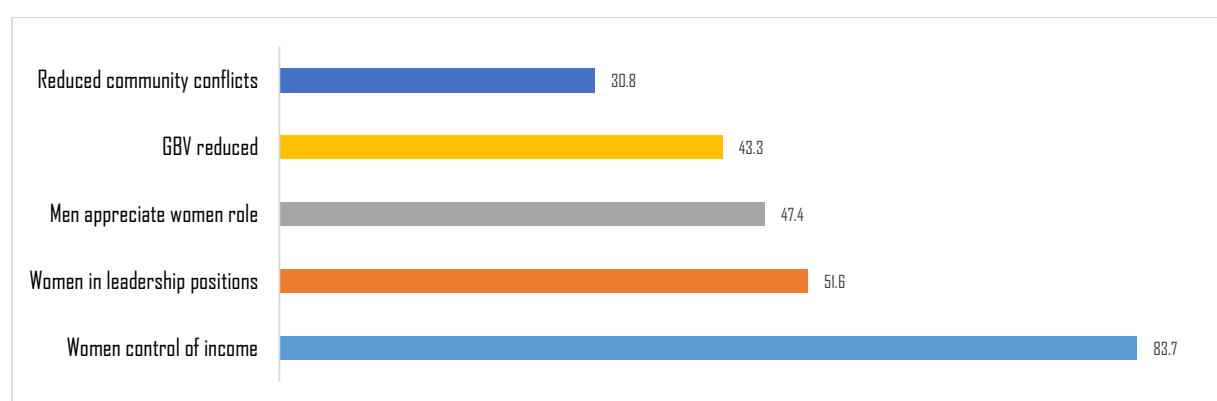


Figure 6. Overall impacts of HiH Zimbabwe interventions on women social and economic empowerment (n=289, multiple responses)

HiH Zimbabwe projects empower women by allowing them to have control of income and also participate in leadership positions. One example of how the JCP has brought financial independence to women is best captured by one participant in Gwanda who had these to say:

*"This project has helped me a lot. I don't sit around bothering my husband anymore, asking for money for salt and sugar. I am now able to go for shopping for myself and pay burial society contributions from the revenue from our group egg production".
(Female FGD participant in Gwanda).*

An example of the role played by HiH Zimbabwe in enhancing male appreciation of females is taken from Shurugwi Ward 18. The CUP project introduced networks and female leadership to Ward 18. Women cited family satisfaction because of their ability to amass assets (houses, livestock, goats), as well as the fact that young people were able to manage their own programmes and resources. Members noted that the knowledge, outcomes, and funds generated by the enterprises were allowing women to be accorded respect that had previously been denied them. This has made the communities peaceful. One female member claimed that the ties in her household had improved and said:

*"My spouse now seeks my counsel on key family matters. This was not always the case".
(Female in Shurugwi).*

Overall impacts of HiH Zimbabwe interventions on youth social and economic empowerment

With regards to youth social and economic empowerment, the dominant benefit realized was female control of income (69%) (Figure 7). Improved female youth decision making and in leadership position was mentioned by 40 and 29% of the beneficiaries. It is noteworthy to know that HiH Zimbabwe interventions are resulting in male youth appreciating the important roles played by females, a solid foundation for harmony and reduction of gender-based violence.

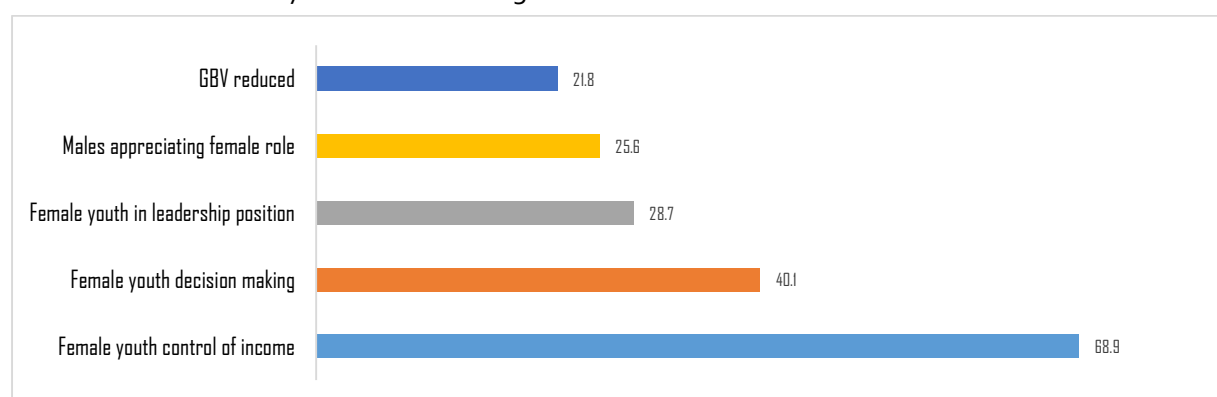


Figure 7. Overall impacts of HiH Zimbabwe interventions on youth social and economic empowerment (n=289, multiple responses)

Most youths interviewed reported feeling driven to create and expand their business and generate more income. For example, in Shurugwi some youth in FGD claimed that they want their poultry business to be bigger than Irvines – the major poultry supplier in Zimbabwe. It is this vision and determination that is important for business growth and prosperity.

Are the interventions contributing to changing local community/society for the better?

Enhancement of Community Relations

At community level, the main benefits of the interventions include women control of income (76%) and in leadership positions (52%) as denoted in Figure 8. Women in leadership positions and youth control of income are some of the direct benefits of participating in HiH Zimbabwe interventions.

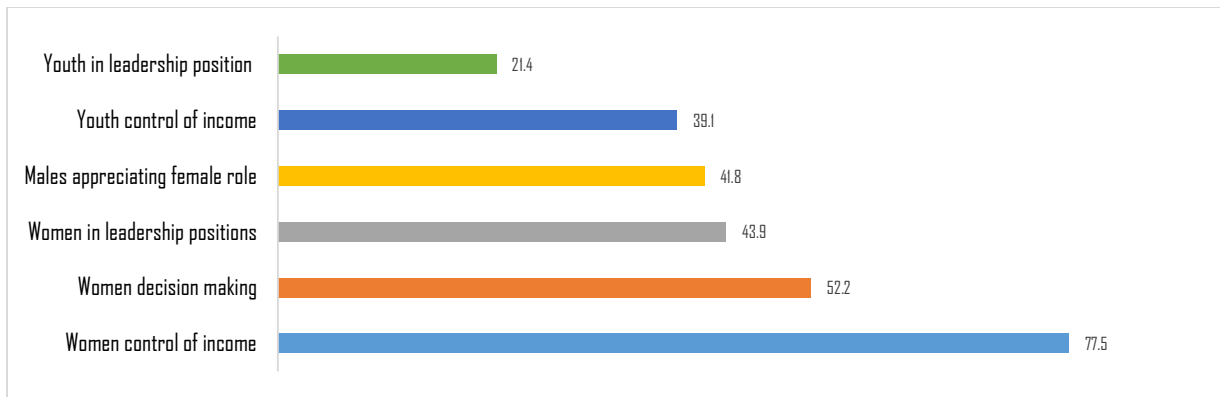


Figure 8. Overall impacts of HiH Zimbabwe interventions on community empowerment (n=289, multiple responses)

The uniqueness of the HiH Zimbabwe programming was praised by all stakeholders. In all districts where the programme is implemented, the HiH Zimbabwe model is viewed not just as empowering the immediate beneficiaries but also as a vehicle for community-level bridge building. Transparency in targeting, in which no one was excluded, bolstered the effectiveness of this intervention. While the goal composition was 60% women and 40% men, most beneficiaries were women because they were on the ground. According to reports, men and young men participated in artisanal gold mining. The project became a source of income for women and their children, weaning them from dependence on intimate partners who were frequently abusive. The local leaders who were interviewed said that domestic violence and crime have gone down, which has made the community stronger. For example, several female members of a self-help organisation in Shurugwi's Ward 18 said that their project encompassed individuals from two distinct communities that previously operated independently. Thus, although there was no history of hostility between the villages, the project served as a conduit between them.

Changed Gender Relations and Norms

In numerous ways, it is evident that the key accomplishments of the HiH Zimbabwe project had far-reaching effects on gender norms and gender relationships. From the perspectives of both adult females and young recipients, it is evident that this initiative initiated a discourse about gender-based issues that had never been addressed by the government before. For example, the people who took part in the MEY project in Ward 9 of Shurugwi noticed that the interventions helped change the old gender roles that made it hard for young people to get assets and participate and make decisions in public spaces. Consequently, there has been a decrease in gender-based violence in the communities and a rise in support for women's microbusinesses. In addition, the young women members of the group began to take pride in their work, believing it to be a bridge-builder between communities. While our review uncovered minimal issues with MEY-based firms, numerous focus group discussions (FGDs) with female beneficiaries showed a need for further support to develop and expand existing operations. A participant from Ward 9, supported by a participant from Ward 10 in Shurugwi and a government official from the Ministry of Women Affairs, Community, Small and Medium Enterprise Development (MWACSMED), asserted that the MEY programmes need a revolving fund as a backup. As a suggestion to HiH Zimbabwe, a revolving fund would enhance "Mukando's" local financing sources.

Building Local Capacity: A Participatory Design Approach

The HiH Zimbabwe promotes owner-driven solutions where possible but makes a distinction between participatory approaches to project and owner-driven approaches. In the case of the HiH Zimbabwe projects, beneficiaries were consulted for the design of the enterprises and labour was

provided by the beneficiaries. The beneficiaries were ultimately responsible for the design of the project, planning and zoning, while HiH Zimbabwe trained the members on quality control and other nuances of the enterprises. A self-help group seeking to expand their nutrition garden, reported that their level of control and participation to the project design is very high to the extent that they determined who would provide them with the quotations and they would approach HiH Zimbabwe with a settled name of the supplier of a particular service for which HiH Zimbabwe would help.

3.6.2 Impacts on agricultural production including horticulture and environment.

The HiH Zimbabwe interventions helped beneficiaries to improve crop, fodder and livestock production and productivity. Various SHG and Start clubs supported by HiH Zimbabwe have started viable agricultural production enterprises (e.g., horticulture, broilers, layers, rabbitry, goats and sheep production and marketing). For example, in Ward 13, Gwanda the beneficiaries of Shilowa fodder garden benefitted from training, borehole drilling, installation of two tanks for irrigation water and this has improved livestock nutrition. To emphasize this point, some interviewed beneficiaries said:

"The CUP has transformed our livelihoods as we are now able to produce diverse types of fodder such as lucerne, sunhemp and velvet beans for our goats and surplus for the market to raise income", which means improved goat production and income generation. (FGD participants in Gwanda).

The picture below shows the case of women venturing into broiler production in Bulilima with training and support from HiH Zimbabwe.



Women showing the broilers project supported by HiH Zimbabwe in Bulilima © Letwin Nyambayo/HiH Zimbabwe

3.6.3 Impact on Income Generation - Enhanced Economic and Employment Opportunities

Table 18 shows the number of income generation activities (IGAs) that were done by beneficiaries. Horticulture is the dominant IGA, followed by chicken production and petty trading. About 82% of the IGAs received training and or support from the organization. The common training received for the IGAs was business management (81%), entrepreneurship including financial literacy (59%) and marketing and market linkages (51%). Most beneficiaries interviewed in the focus group said that the IGAs are helping them improve their incomes as well as generate local employment and they singled out the business skills training received as the main driver of IGA success.

Table 18: Income generation activities done by beneficiaries (multiple responses)

Income generation activities (IGAs)	Proportion (%)
Horticulture	27.6
Chicken production (broilers & layers)	19.1
Petty trading	13.8
Indigenous chicken (e.g Boschveld)	6.6
Detergent making	5.9
Food processing	4.6
Crop production and trading	3.3
Flea making	3.3
Others (bakeries, small livestock, cross border trading, tuckshop)	15.8
Number of IGAS	304

In Figure 9, we show the details of income earned from IGAs per month. About 33% of the IGAs earned less than 38USD per month, while the other third earned between USD39 and USD100 per month. Cumulatively, about 82% of the IGAs earned less than USD200 per month. While these figures seem relatively low, they are a step in the right direction and the IGAs need to be nurtured so that they remain financially viable.

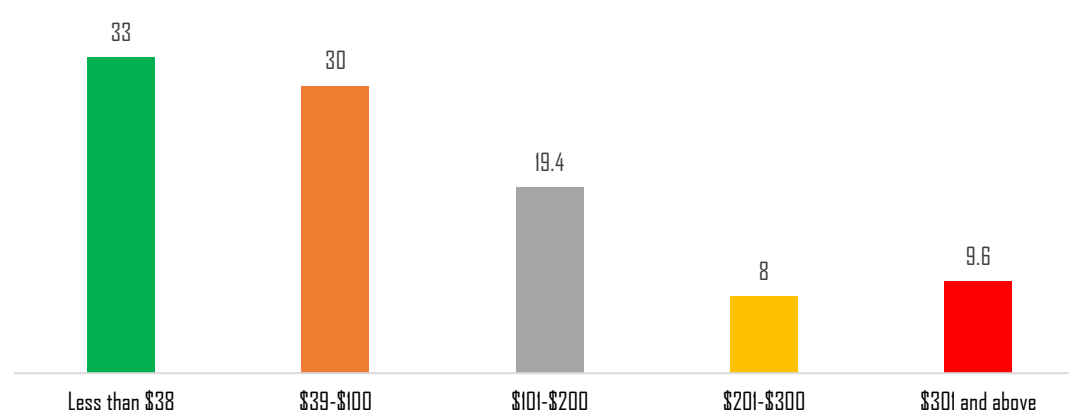


Figure 9. How much does your business earn per month (%; n=304)

From Chikomba to Lupane, rural poverty was rampant. Poverty was more prevalent among women and young people. The HiH Zimbabwe theory of change focuses on the eradication of poverty and the development of sustainable, self-sufficient communities. In rural areas, self-help groups establish

islands of sustainable livelihoods and employment prospects through an intervention that supports capacity building, fighting poverty, and the development of sustainable, self-sufficient communities. According to beneficiaries in Chikomba, the JCP and the CUP are assisting women's groups to improve their economic standing. Numerous IGAs, such as bakeries, soap and detergent production, poultry production, vegetable cultivation, and the commercialization of these products, improved the lives of beneficiaries. The participants noted that the projects were boosting the regularity of their income which assisted in meeting education and health care expenses. In addition, the income decreased their reliance on their husbands as the sole breadwinners.

In every focus group discussion, the projects were viewed as serious rural employment. One Councillor in Chirumanzu claimed that members of the self-help groups considered their activities to be businesses, and hence employment. According to him, the training they received from HiH Zimbabwe completely altered their perspectives. Members of a different FGD had described their chicken-rearing as a significant indicator of rural business transformation. In all the six districts surveyed, the evaluation team was able to review group registers, record books, and financial records, which indicate that the groups were implementing business ethics and professionalism in their enterprise management. A group in Shurugwi Ward 18, said that they were instituting discipline among their members to promote professionalism and accountability, like in formal working environment. All of this was a result of HiH Zimbabwe's training program's modular structure.

3.6.4 Impacts on food security

A household dietary diversity score (HDDS) was calculated for each household using data on consumption of food groups over the previous 24 hours (Swindale and Ohri-Vachaspati 2004; Swindale and Bilinsky 2006). According to Swindale and Ohri-Vachaspati (2004), the shorter recall period of 24 hours improves the accuracy of estimates compared with longer recall periods. Food items were categorized into 12 different food groups with each food group counting toward the household score if a food item from the group was consumed by anyone in the household in the previous 24 hours. The HDDS is a count variable from 0 to 12. The food groups used to calculate the modified HDDS included: cereals, roots and tubers, vegetables, fruits, meat, eggs, fish and seafood, pulses and nuts, milk and milk products, oils and fats, sugar, and condiments. The mean dietary diversity score was 7.6 and 6.6 for beneficiary and non-beneficiary households respectively.

Household dietary diversity categories

In this section, we categorized household into two levels to understand the proportions of household dietary diversity. Since there are no universal cut-offs for categorizing households according to their household dietary diversity score, the sample distribution was divided into two categories characterized as low (0–5) and acceptable (6–12) dietary diversity. Figure 10 shows that 68% and 56% of the beneficiaries and non-beneficiaries had acceptable dietary diversity. A relatively higher proportion of non-beneficiaries had low dietary diversity compared to beneficiaries.

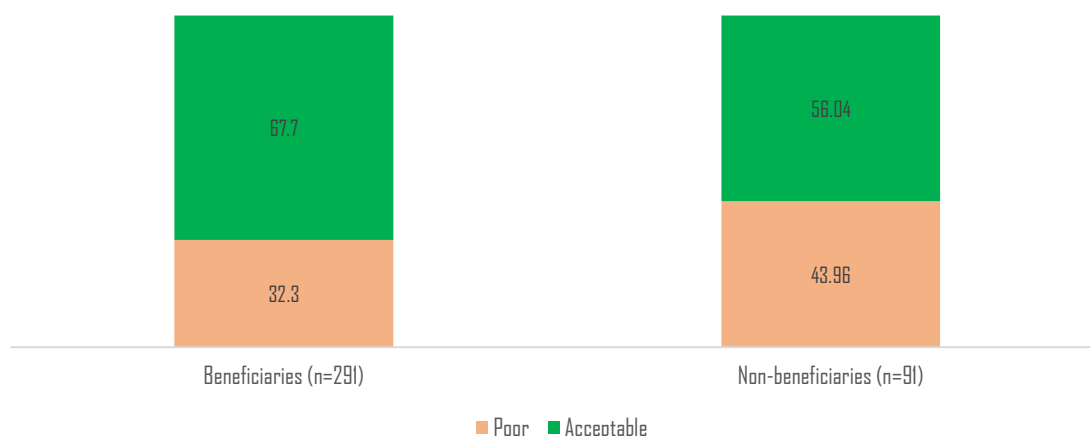


Figure 10. Proportion of households by beneficiary status and dietary diversity category

Most of the interventions promoted by HiH Zimbabwe directly influence food production. For example, through JCP support some beneficiaries have embarked on horticulture production, small livestock and egg production which is helping in diversifying food sources and earn income from marketable surplus. One participant confirmed that because of the HiH Zimbabwe supported egg production project, they are now able to consume eggs. She said:

"The JCP project has helped me to start egg production. I am now able to eat eggs at home and sell surplus to generate income". (Female FGD participant in Gwanda).

We now turn to spatial differences in dietary diversity. Figure 11 shows that Bulilima had a higher proportion of beneficiary households with low dietary diversity relative to other districts. On the other hand, Chirumanzu, Shurugwi and Chikomba had higher proportion of households with high dietary diversity. About 87% and 85% of the households were categorized as having high diversity in Chirumanzu and Shurugwi districts respectively. Higher dietary diversity was confined to districts located in relatively high rainfall regions.

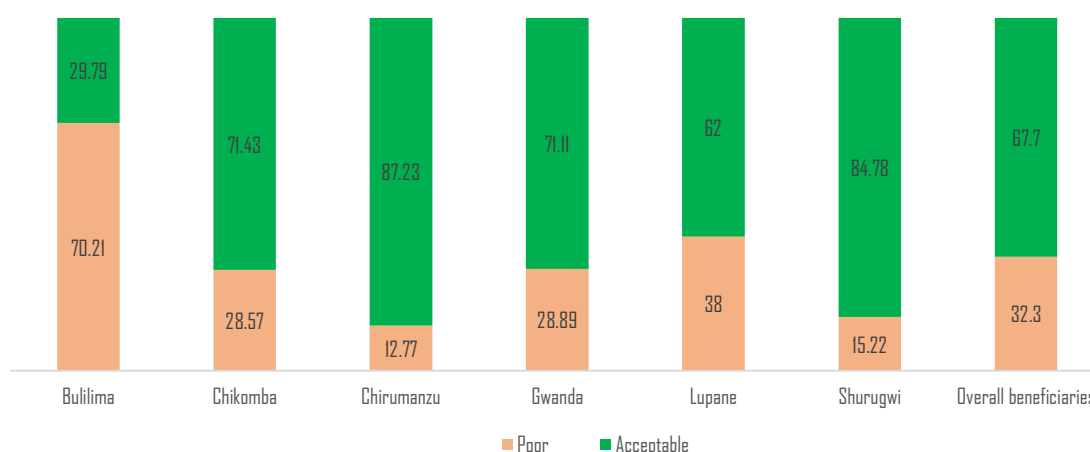


Figure 11. Proportion of beneficiary households by district and dietary diversity category.

Impact of participating in HiH Zimbabwe interventions on dietary diversity

The regression model estimating the association between participation in HiH Zimbabwe

interventions on dietary diversity is presented in Table 19. Participation in HiH Zimbabwe interventions is associated with a 15% increase in dietary diversity. These results demonstrate that households participating in HiH Zimbabwe interventions have a higher probability of diversifying and consuming more food. Being married and having secondary education significantly increased dietary diversity by 19% and 15% respectively. The variable for owning livestock is negative (less than one for IRR) and significant indicating that livestock ownership does not necessarily translate to consumption of more food groups, given that households keep livestock for multiple uses including manure, draft power among other things and don't slaughter and consume them on a regular basis.

Table 19: Effect of participating in HiH Zimbabwe interventions on household dietary diversity.

	IRR	Std. err.
HiH Zimbabwe beneficiary	1.15***	0.06
Age	1.00	0.01
Age squared	1.00	0.00
Gender of head	0.96	0.05
Head married	1.16***	0.05
Head secondary education	1.17***	0.06
Household size	0.99	0.01
Livestock ownership	0.82**	0.07
Number of IGAs	1.04*	0.02
Number of observations	382	
Log-likelihood	-961***	

The dependent variables are household dietary diversity. Model estimated with a Poisson estimator for dietary diversity. Incidence Rate Ratios (IRR) are shown with standard errors. *, **, ***. Statistically significant at the 10%, 5%, and 1% level, respectively.

3.7 Sustainability of HiH Zimbabwe interventions

3.7.1 Sustainability of interventions

The preconditions for project sustainability are already in place: the communities, the government departments, and the other implementing agents. HiH Zimbabwe introduced a series of capacity building measures at the level of local capacity to maintain the project benefits that have significantly improved. The beneficiary communities exhibited developed skills as to how they could discuss, monitor the progress, evaluate the outcomes, and even address the potential conflicts that can derail the projects. They also benefited from the new culture that embraces and puts women in the center of their development endeavour. The local communities and their leaders have developed a strong sense of ownership indicated by the support from traditional leadership and other local gatekeepers. Local government institutions such as the office of the District Development Coordinator (DCC) have also developed a strong sense of ownership through coordinated planning, supervision, monitoring of the project activities and have got extra motivation because of the organic linkages the project has had with the local plans. Capacity development training provided to beneficiaries in areas such as business management, ISAL, motivation, health etc have enhanced the local capacity which will be an asset to sustain and run their economic enterprises. Communities are confident enough that they can sustain those economic enterprises in the absence of the donor agency.

Designed to last.

The HiH Zimbabwe projects were developed to have long lasting impacts on the beneficiaries. The projects were designed through a participatory approach and were able to address the key challenges facing the communities. Across all projects, participants own, manage, and monitor the project interventions, even with little external support and this has ensured sustainability. The participatory nature of project design, implementation and monitoring has enabled self-help groups and various

groups and associations formed with HiH Zimbabwe to function independently and avert the donor dependency syndrome. One of the councillors said that:

"HiH Zimbabwe is unique. Our population will not be dependent on donors because of this. It educated them in that way. HiH Zimbabwe made information available to everyone, regardless of whether they were members of a group or not". (Kil in Chikomba).

MEY Sustainability and exit strategy.

The MEY project has a concrete exit and sustainability plan that was jointly developed with all the relevant stakeholders; that defines roles and responsibilities of stakeholders, ensures that the project transition and exit is conducted in a systematic manner, and enhances ownership of the project by beneficiaries and stakeholders (Hand in Hand 2017). The project used the sustainability approaches embodied in partnership and stakeholder engagement, use of local Enterprise Development and Health Facilitators, use of resident club patrons and making training manuals and documents available. Evidence from the MEY project shows that the out of school youths are engaged in income generating activities beyond the MEY project. In addition, the interviewed club patrons, enterprise development facilitators and program staff are using the MEY concepts for their personal development and management of enterprises. This shows that the project has spill-over and ripple effects beyond the project beneficiaries.

CUP, JFZ and JCP Sustainability and exit strategy.

The sustainability and exit strategies for CUP, JFZ and JCP are anchored on the use of local enterprise development facilitators and strong collaboration with government extension staff. Recent international best practices recommend projects to develop sustainability frameworks at inception to identify outcomes and behaviours and local service providers that need to be sustained throughout the project implementation. Future HiH Zimbabwe projects should consider using the USAID sustainability framework developed by FANTA (2022) to robustly identify parameters of sustained capacity, motivation, resources, and linkages to sustain.

Project environmental sustainability

Interviewed key informants and participants in the focus group discussion confirmed that the JCP, JFZ and CUP projects are environmentally sustainable in many ways. First, the project beneficiaries are trained in various environmental topics including climate smart agricultural practices, for example mulching, planting of drought tolerant varieties, fruit and indigenous tree planting, fodder, agro-forestry, and conservation agriculture. In some areas, communities have also been trained and have embarked on gully reclamation and erosion control around their nutrition gardens and infrastructure to avoid environmental degradation and loss of soil fertility. HiH Zimbabwe and the CUP beneficiaries in Gwanda and other districts also join in the environmental clean-up campaigns held beginning of each month and spearheaded by the Government of Zimbabwe. These results show that the projects are environmentally sustainable. The picture below shows CUP beneficiaries harvesting fodder production in Gwanda.



Members of Shilowa Fodder Garden Harvesting Lab-Lab, Ward 13, Gwanda © Letwin Nyambayo/HiH Zimbabwe

To endure environmental sustainability, HiH Zimbabwe is also promoting renewable energy sources. The picture below shows the solar system installed for CUP SHG in Ward 20, Lupane.



CUP SHG members and Stakeholder monitoring a solar system install for Sabula SHG, Ward 20, Lupane © Godknows Sithole/HiH Zimbabwe

Ownership by target communities and collaboration with government and other partners?

HiH Zimbabwe has worked with the relevant government ministry departments and other development partners in implementing and monitoring JCP, JFZ, CUP and MEY projects. These include for example MWACSMED, ARDAS, DDC, Ministry of Youth among others. In Gwanda, HiH Zimbabwe has also worked with IFAD funded Small Irrigation Rehabilitation Program to implement and monitor irrigation projects. The conservation agriculture, fodder production, agroforestry resonates with the Government of Zimbabwe led conservation agriculture (the Pfumvudza/Intwasa program), Forestry commission agroforestry activities. All the interviewed government officials in all the districts agreed that the level of involvement of the community and government officials was sufficient. There was suggestion of continued need for deeper collaboration in designing, implementing, and sustaining future projects. HiH Zimbabwe staff in each district are also part of the district coordinating committee and actively participant and jointly collaborate in designing district plans and events and this is important for sustaining the interventions.

The organization also works with the Government legal frameworks, government policies, acts and structures. The project plans are harmonized and coordinated with the district and devolution plans. All the four projects were approved to be implemented in the respectively districts through the Governments Rural Districts Act and structures. For example, the MEY activities of youth education, motivation and health are done within the MOPSE strategic plan and curriculum guidelines. The entrepreneurship for all the projects is done collaboratively with MWACSMED and Ministry of Youth. The conservation agriculture trainings are jointly done with public extension and in sync with the Government conservation agriculture program. These findings demonstrate that the legal

frameworks, government policies, structures, and activities are conducive for sustaining the HiH Zimbabwe interventions. The targeted communities, self-help groups and individual beneficiaries highlighted that they own the projects and interventions by HiH Zimbabwe are only acting as a catalyst. This shows the readiness of local communities to continue with the interventions in future. The key informants and beneficiaries interviewed requested HiH Zimbabwe to do proper handover of projects to relevant Government departments and local leadership to ensure smooth transition and sustained continuity.

What is likely to sustain financial, social, and environmental benefits of HiH Zimbabwe interventions

We relied on the Turfs model of sustainability to understand how sustainable the HiH Zimbabwe interventions were. The model assesses sustainability based on four parameters of sustained capacity, motivation, resources, and linkages. See FANTA (2022) for a thorough review of the Turfs sustainability framework. In this study, we asked participants what is likely to sustain the financial, social, and environmental benefits of HiH Zimbabwe interventions. The responses which acted as the proxy measures for the sustainability for each parameter are denoted in italics as: motivation (motivation of beneficiaries), capacity (beneficiaries trained), resources (income and productivity will sustain benefits), and linkages (government staff and local enterprise development facilitators will continue training, and local leadership buy-in).

Our results show that about 98.3% of the 289 beneficiaries perceived that the financial, social, and environmental benefits realized because of HiH Zimbabwe interventions are likely to continue. About 75% of the beneficiaries noted that they now have the capacity to implement various activities because they have been trained and now possess the requisite knowledge and skills (Figure 12). To highlight this point, one interviewed beneficiary said:

"The training we received from HiH Zimbabwe has helped us identify a broiler market within our local community. During COVID-19, we were still able to supply 150 broilers a month, realizing net profit of around \$USD880. Before the broiler project, I could not afford to buy uniforms for my two children and now am able. I am grateful to HiH Zimbabwe for giving us hope, life skills and transforming our livelihoods and reducing poverty. (Interview respondent in Gwanda, Ward 13).

Financial sustainability

Fifty-six percent the interviewed beneficiaries highlighted that they were highly motivated because of the financial, social, and environmental benefits realized from HiH Zimbabwe projects. About 49% highlighted that income realized from income generation activities supported by the organization will drive sustainability. All the interviewed key informants echoed that the focus on income generation activity complemented by training is the one that will stimulate long-term benefits of the interventions. Some beneficiary groups in the CUP project received hardware support (for example egg incubators, hatchery house and fowl run constructed, solar powered boreholes, tree seedlings, broilers, matebele goat bucks). These beneficiaries highlighted that the combination of training, mentorship plus infrastructure (e.g. incubators, fowl runs) from HiH Zimbabwe will go a long way in sustaining project benefits and recommended that where possible there is need for implementing projects which combine training, infrastructure and linking farmers to markets. The linkage domain of sustainability was mentioned by less than 16% of the beneficiaries. These results demonstrate that the predominant drivers of sustainability mentioned by most beneficiaries were sustained capacity, motivation, and resources.

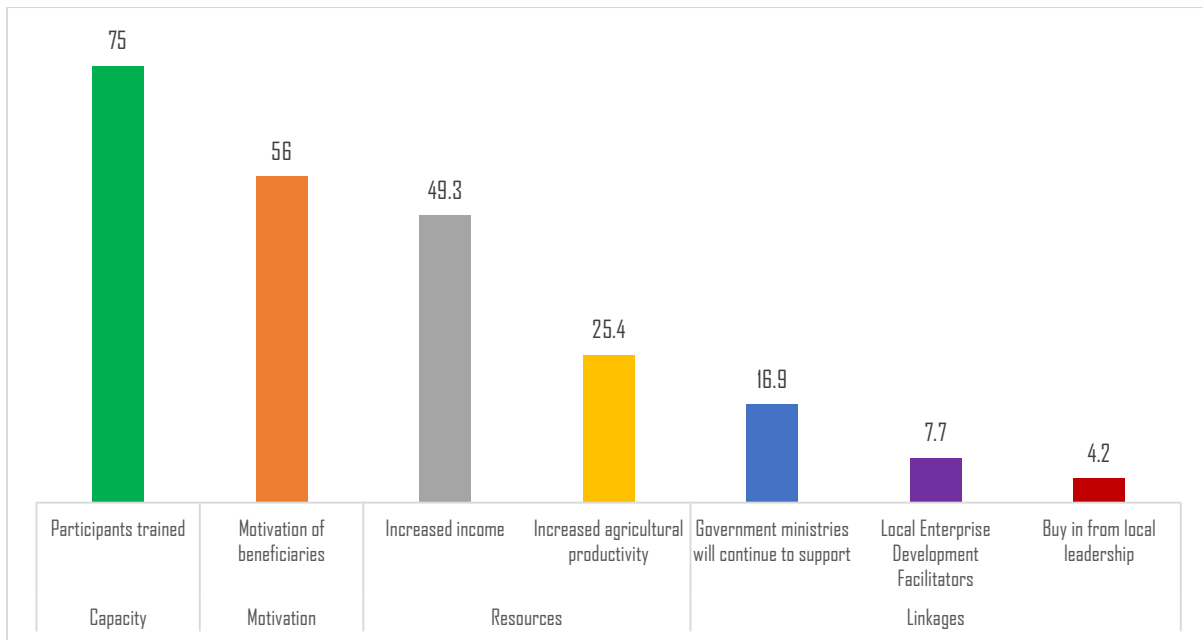


Figure 12. Main drivers of sustainability of HiH Zimbabwe interventions (% of participants, n=284)

The key recommendation from these results is that future HiH Zimbabwe projects should continue to sustain the capacities, motivation, and resources among beneficiaries. This will be achieved through various training activities, promotion of viable income generation activities as well as inclusion of motivation training in all their training curriculum. Currently the motivation component is present in the MEY program only. Given that motivation is a key driver for sustainability, there is scope for including it in all HiH Zimbabwe's current and future projects. Inclusion of motivation training in all projects could potentially be another niche area for the organization, given that most rural development projects lack this in their trainings.

3.7.2 Success factors and challenges to sustainability of project

The following section outline the major success factors that influenced the achievement of sustainability of the HiH Zimbabwe projects.

Self-Help model

HiH Zimbabwe's entrepreneurship programme uses a 'help to self-help' which maximized sustainability. Sustainability was enhanced by HiH Zimbabwe's provision to individuals and groups with knowledge and skills in business development and management, to mobilize their own savings, manage their own family enterprises and finances, and to seek value addition. The HiH Zimbabwe model inspires beneficiaries to become self-sufficient and resilient.

Training

Training based on the six modules offered by HiH Zimbabwe was regarded as one of the most essential drivers for 'climbing the ladder' of success in their community across all FGDs with youth and women groups. While the groups reported that they were running their own projects prior to HiH Zimbabwe, involvement in HiH Zimbabwe modular training solidified every participant's commitment to long-term programming. HiH Zimbabwe understood that rural finance enables the rural poor to earn their own livelihood besides participating in the various IGAs. By complementing the projects with ISALs, HiH Zimbabwe managed to build capacity of the participating rural people with no educational or industrial or entrepreneurial background to become self-dependent and self-

reliant by developing and enhancing the decision-making capacity of SHG members and instilling in them the strength and confidence for solving their financial problems. Participating members in FGDs indicated that they benefitted from training about collectively mobilising, saving and lending money through their participation in ISALs. Some participants revealed that:

*"ISALs helped us raise money to pay for our children's school fees and to us buy assets".
(FGDs participants in Bulilima, Lupane and Chikomba).*

Strong collaborations

Strong collaboration and working closely with the relevant government line ministries engagement with local partners and local stakeholders, such as community leaders and women's leaders, HiH Zimbabwe ensures that entrepreneurs can receive support after the organization has withdrawn. The participatory approach used by the HiH Zimbabwe ensured that development is in the hands of the programme participants, which enables the entrepreneurs to flourish in their context and adapt to changes over the longer term.

4. Conclusion

4.1 Relevance

The interventions implemented by HiH Zimbabwe across the MEY, CUP, JCP and JFZ projects were relevant in that they sought to address constraints identified by the beneficiaries in the project baseline. The training on entrepreneurship, ISALs, climate smart agricultural practices and linking vulnerable individuals to financial and output markets is relevant and address the current challenges of drought, poverty, low income, and poor market access in the targeted districts. The MEY projects are relevant in that it aims to improve motivation, entrepreneurship, incomes and health among school children and adolescents' youths who are facing challenges of high unemployment, drug abuse and poor access to health. Furthermore, the four projects were relevant in that they empower men, women, and young people to be self-reliant through entrepreneurship training and this is the main driver of relevance, success, and sustainability in that it fosters independence thereby eliminating the dependence syndrome. The projects are all aligned and contributing to the government's policies and programmes. For example, the MEY projects focus on youth training is aligned to the Ministries of Primary and Secondary Education and Youth focus of equipping youths with lifelong skills. The CUP, JCP and JFZ focus on entrepreneurship training and promotion of climate smart agricultural practices resonates with the mandates of various government ministry departments, for example MWACSMED and ARDAS.

4.2 Coherence

The JCP, JFZ, MEY and CUP are internally coherent in that they use the same model of mobilizing participants into SHGs, entrepreneurship training, starting micro-enterprises and linkage to finance and markets and complement each other. The trainings are well layered and sequenced as participants are first mobilized into SHG, trained on different aspects of motivation and entrepreneurship, mentored to start microbusinesses, and then linked to financial and output markets. The HiH Zimbabwe model of entrepreneurship training is similar and externally coherent with government and other development actors including local and international NGOs as they use more similar entrepreneurship approaches, for example Positive Youth Development and passport to success approaches which foster motivation and entrepreneurial skills. These approaches are premised on the idea of first imparting knowledge and skills as the foundation to business formation and growth. For example, CAMFED is using a similar entrepreneurship training for female youth in Shurugwi and Chirumanzu. The promotion of climate smart agriculture by the organization across all the projects is externally coherence with the government, local and international NGOs driven

conservation agriculture programs, for example conservation agriculture by the Ministry of Agriculture. The HiH Zimbabwe projects are complementing government and development partners programming and are aligned to the priorities and strategies of the communities and the country.

4.3 Effectiveness

The four projects (MEY, CUP, JCP and JFZ) achieved their output and outcome targets and reached the intended groups, including vulnerable women, men, and young people. All the projects recorded an overachievement on the target number of beneficiaries reached owing to strong buy-in and participation of key government stakeholders, competent and motivated HiH Zimbabwe staff; huge demand of entrepreneurship training by beneficiaries; improved coordination with government staff; joint training of beneficiaries and monitoring of interventions, and use of local capacities (the EDF). The MEY project effectively motivated youth and empowered them with entrepreneurship and life skills and access to health services. The CUP, JCP and JFZ projects effectively equipped beneficiaries with entrepreneurship skills and nurtured them to start income generating activities.

For JCP, JFZ and CUP, there was consistently over-achievements with regards to number of members involved in SHGs and participating in ISALs. This is because beneficiaries see entrepreneurship as viable livelihood strategy. For these three projects, there were under-achievements in mobilizing youths into SHGs because of mobility and migration and access to external funds. The MEY project was effective in motivating youth and equipping them with entrepreneurship skills. Mobilizing female youth into star clubs was effectively done and challenges were noted on male youth as they are highly mobile.

4.4 Efficiency

The financial statements provide indications that funds were efficiently utilised to achieve targeted outcomes for JCP, JFZ and MEY 2 projects. The over-achievements in many output and outcome indicators however resulted in over-expenditures on training and travelling costs. Specifically, activities related to travel and subsistence, vehicle maintenance and district trainings were very costly for JCP, JFZ and MEY 2 projects. More than planned spot checks carried out under the JCP did not generate clear results. Notably, a major share of the budget was allocated towards activities, for the JFZ project. However, personnel costs made up a significant percentage for the JCP and MEY 2. Internal and external factors influenced the delivery of the four projects. Effective collaboration with community, schools, government partners and other stakeholders in joint training, monitoring and review meetings ensured the projects efficiently met most of their targets in all the years. Economic crisis and the COVID-19 pandemic were particularly disruptive external factors. Adaptive management techniques were used, especially during COVID-19 pandemic to achieve targets. For example, the use of WhatsApp groups for mobilizing marketing activities. The joint and cluster trainings were helpful in ensuring that the projects efficiently met their targets in all the years. There is a good level of cooperation, complementarities and synergies with community, schools, government partners and other stakeholders. The projects were collaborating and complementing with these stakeholders in joint training, monitoring and review meetings and visits, with vehicle pooling in some instances done to reduce costs. The four projects also used peer reviewed training modules, manuals and workbooks that are easy to read and understand. Efficiency in training by staff was also realized because the three projects (JCP, JFZ and CUP) use the same training model and materials.

4.5 Impact

The major impact of HiH Zimbabwe noted across all projects is empowering beneficiaries with life-long entrepreneurship skills, generation of income from IGAs, empowering women, and youth

through control of income and participation in leadership and public spaces. Participation in the HiH Zimbabwe projects was associated with a 15% increase in household dietary diversity. Households participating in HiH Zimbabwe interventions had a higher probability of diversifying and consuming more food. Beneficiaries noted improved crop, fodder and livestock production and productivity and hence own production was the key driver of improved food security. Most beneficiaries confirmed that the income, improved agricultural production, and food security is helping to reduce poverty. The major impacts of JCP, JFZ and CUP included women control of income and women participation in leadership positions. Reduction in gender-based violence was also another benefit of HiH Zimbabwe interventions. For MEY, the major impacts were improved youth decision making, motivation, access to income, and health. There is need for a proper referral system for youth who will have been screened for cancer and HIV. In addition, reduction in gender-based violence and improved female youth control of income was some of the impacts noted across the four projects. Overall, all the four projects equipped beneficiaries with entrepreneurship skills and nurtured them to start income generating activities.

Sustainability

The key drivers of sustainability of projects and interventions included:

Motivation because of the self-help model: The beneficiaries were highly motivated because of HiH Zimbabwe modular training, and the organizations model inspires them to be self-sufficient and resilient. In addition, the participatory nature of project identification and implementation enabled beneficiaries to own the interventions. The readiness to build on project achievements in the future is noted by the huge demand of entrepreneurship training by beneficiaries. This is because beneficiaries see entrepreneurship as viable livelihood strategy.

Sustained capacities and resources: The beneficiaries are well trained using the HiH Zimbabwe modular training and have acquired with lifelong skills in entrepreneurship and have started agricultural and non-agricultural IGAs. The beneficiaries are realizing improvements in income from IGAs and improved productivity of agricultural and non-agricultural enterprises and this will spur financial sustainability. These benefits will continue to be realized even after projects have ended and the skills can be transferred to next generations.

Linkages and strong collaborations: The strong buy-in from local leadership and joint collaboration with government staff, local partners, and local stakeholders, such as community leaders and women's leaders and local enterprise development facilitators are some of the identified factors that will ensure beneficiaries continue to receive technical support after the life of projects.

Environmental sustainability: The projects are environmentally sustainable in that beneficiaries are using climate smart agricultural practices, for example mulching, fruit and indigenous tree planting, fodder, agro-forestry, and conservation agriculture which will avoid environmental degradation and loss of soil fertility.

Scalability and replicability

HiH Zimbabwe interventions are scalable and replicable. For example, the entrepreneurship, ISALs and conservation agriculture training models are scalable as they are tested approaches. Currently the projects are thinly spread. There is scope to target and concentrate in few locations so that the project impacts are discernible. Even with the EDFs on the ground, nurturing requires constant monitoring, and this is possible if the projects are very close. There is scope to concentrate future projects in few locations (for example 3 wards per district) and increase the scope, depth and reach

of each to take advantage of economies of scale and efficiency in training. Concentrating in few locations will also help to increase the scale of the projects.

5. Recommendations

Relevance

The following recommendations on relevance are suggested:

- a. The organization needs to continue to implement projects that address the needs of beneficiaries identified through baseline assessments and community consultations. This ensures that context specific interventions are designed and implemented. For example, the training on entrepreneurship and IGAs were relevant and addressed the current challenges of low business skills and income.
- b. Future HiH projects should continue to align and complement relevant government priorities and projects, for example conservation agriculture and renewable energy.

Internal and external coherence

The following recommendations on relevance are suggested:

- a. The organization should continue to train beneficiaries on their well layered and sequenced modular training. The modular training focus on SHG strengthening, manage money, opportunity identification and enterprise identification, training, marketing and credit management and linkage to finance and markets.
- b. HiH should continue nurturing IGAs and link to finance for the benefit of beneficiaries.
- c. All the youth trainings in HiH Zimbabwe future projects should continue to align and complement the Ministries of Primary and Secondary Education and Youth vocational training and entrepreneurship priorities.
- d. The trainings on entrepreneurship and climate smart agricultural practices should align with the priorities of various government ministry departments, for example MWACSMED and ARDAS respectively.
- e. Robust and continuous scanning of different stakeholders to inform synergies and complementarities is needed.
- f. HiH interventions should complement and be coherent with Government, private sector, and non-governmental priorities so that they achieve maximum benefits to beneficiaries.

Effectiveness

Based on the results, the following recommendations on effectiveness are suggested:

- a. Future HiH Zimbabwe projects should continue to effectively target vulnerable women, men, and young people.
- b. To effectively achieve targets HiH Zimbabwe should continue to deploy competent and motivated staff, seek strong buy-in and participation of key government and partner stakeholders.
- c. Nurture strong buy-in and participation of key government and local leadership for effective implementations of interventions.
- d. HiH to continue mobilizing members into SHGs and ISALs for future projects because this is an alternative livelihood strategy in a country with macro-economic challenges.
- e. The organization should continue to train beneficiaries and monitor interventions jointly with government staff and local EDF.
- f. There is need to devise strategies for mobilizing youth especially male youth into project interventions. One mechanism could be the extensive use of edutainment activities including soccer, music and other sports layered with SHG formation and entrepreneurship training.

- g. HiH Zimbabwe to continue mobilizing members into SHGs and ISAs for future projects because this is an alternative livelihood strategy in a country with macro-economic challenges.

Efficiency

Based on the findings, the following recommendations on efficiency are suggested;

- a. HiH Zimbabwe should foster budget compliance and control system to contain variances of more than 10%.
- b. Cost efficiency can be achieved by effective procurement practices which entails competitive procurement processes for major items; bulk procurement; early procurement; building capacity of consortium partners (where applicable) in procurement.
- c. HiH Zimbabwe could leverage on the choice of inputs by selecting the most appropriate types of inputs whilst balancing cost and quality.
- d. Devising an identification strategy for different delivery options for technical meetings and trainings could optimise efficiency.
- e. International best practice recommends personnel costs not to exceed 30% (where applicable). HiH Zimbabwe may consider the threshold in future programming.
- f. Effective risk management systems that mitigate the impact of negative factors that affect delivery of activities to be in place.

Impact

Based on impact analysis, the following recommendations are suggested:

- a. HiH Zimbabwe should continue offering entrepreneurship skills training to beneficiaries and training them to start IGAs. The various IGAs will go a long way to improve income, crop and livestock production and improve food security and subsequently reduce poverty.
- b. Promote youth and women empowerment interventions, for the promotion of small-livestock production (goats and poultry), and horticulture. These should be complemented by productivity enhancing infrastructure for example egg hatching unit, good livestock housing, fodder and feed formulation and micro-irrigation for horticulture.
- c. To enhance productivity and protect the environment, future projects should promote good climate smart agricultural practices including irrigation, fodder production, and conservation agriculture.
- d. The motivation training in MEY were noted to be a very important component to the success of the project and HiH Zimbabwe should potentially consider including the motivation component in all other projects.
- e. For projects with the health component, there is need for development and implementation of a detailed health referral systems for beneficiaries who would have been screened to Cancer, HIV, and other diseases.
- f. Devise strategies of mobilizing youth who are highly mobile into IGAs and or Star clubs, potentially through edutainment activities.

Sustainability

To ensure sustainability for current and future projects, HiH Zimbabwe should:

- a. Continue implementing the participatory self-help model to ensure beneficiaries are self-sufficient and resilient and own the interventions.
- b. Train beneficiaries (men, women, and in-school and out of youth) using the HiH Zimbabwe modular training and mentor them to start agricultural and non-agricultural IGAs and link them to appropriate financial and output markets.

- c. Nurture and maintain strong linkages and collaborations with local leadership, government staff, local partners, and local stakeholders to ensure strong buy-in and joint training, implementation, and monitoring of interventions.
- d. Continue training beneficiaries on environmental sustainability to protect the environment, for example using climate smart agricultural practices, such as mulching, fruit and indigenous tree planting, fodder, agro-forestry, and conservation agriculture which will avoid environmental degradation and loss of soil fertility.
- e. Ensure that all projects efficiently target the intended groups, including women, men, young people, and that the vulnerable and marginalized are targeted and benefit equally from the intervention.

6. Study Limitations

There are some study limitations worthy noting. The Global Impact evaluation is a cross section study design which collected information at one point in time and is not sufficient to surface the financial viability of IGAs. There is need for HiH Zimbabwe to train beneficiaries on how to collect cost and revenue information periodically to enable computation of financial viability of IGAs. The other limitation is around the complex nature of evaluating four projects at the same time against time and budget constraints. There are limitations with regards to the analysis of income. The report mostly relied on qualitative perception of income contribution of each project, given that the income variable in most baseline studies available were captured as categorical including in the Global Impact Evaluation. This makes the quantitative analysis of income contribution not feasible. Again, despite further probing, the recall of income was consistently low, and this is a widespread challenge in developing countries where beneficiaries under-report their income position.

7. Annexes

7.1. Data Collection Tools

Individual Survey Questionnaire



HiH Impact
Evaluation Questionnai

Key Informant Interview Guide for HiH Staff



KII Guide HiH Staff -
29 October 2022.docx

Key Informant Interview Guide for non-HiH staff



KII Interview All non
HiH Staff _29 October

Focus group Interview Guide



FOCUS GROUP
DISCUSSION Guide 2



Terms of Reference
for the Impact Evaluation

7.2. HiH Zimbabwe documents reviewed.

The following documents were reviewed:

HiH Zimbabwe	JCP	JFZ	CUP	MEY
HiH Zimbabwe Capacity Statement 2021 HiH Zimbabwe Profile HiH Zimbabwe Website	JCP January –August 2022 Progress Report JCP 2021 Results Framework JCP 2021 Project Plan JCP 2021 Annual Report JCP 2020 Financial Report JCP 2020 Quarterly reports JCP Annual Financial Statements 2021 Audit Report by Grant Thornton JCP Annual Report – 2019 JCP Annual Financial Statements 2019 Audit Report by Grant Thornton JCP 2019 Quarterly Reports JCP 2018 Implementation Cycle JCP 2017 Annual Report JCP Theory of Change	JFZ 2020 Financial Report JFZ 2019 Quarterly Reports JFZ 2019 Financial Report JFZ Theory of Change JFZ Baseline Survey Report (undated) JFZ Concept Note 1 January 2019 – 31 December 2020 JFZ Project Plan (undated)	CUP Baseline Survey Reports (Bulilima, Chikomba, Gwanda, Chirumanzu, Nkayi and Shurugwi) CUP Inception Reports (Bulilima, Chikomba, Gwanda, Chirumanzu, Nkayi and Shurugwi) CUP Quarterly Reports CUP Annual Report (Shurugwi)	MEY 1 and MEY 2 MEY I 2020 Assessment Report MEYII Y1 Annual Report MEYII Y2 Annual Report MEYII Y1 Financial Report MEYII Y2 Financial Report MEYII Y2 Theory of Change MEYII Y1 Quarterly Reports MEYII Y2 Quarterly Reports MEYII Results Framework Scoping Study Report 'MOTIVATED AND ENTREPRENEURIAL YOUTHS LEADING STARS FOR ZIMBABWE'S FUTURE' PROJECT

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