



# Institutional Evaluation of three Southern African regional women's networks

12 May 2011

Prepared by



**HARARE OFFICE**

2a Fenella Drive  
Monavale  
Harare  
Zimbabwe  
Tel: (263 (0) 772) 309211  
E-mail: Barbara.Vitoria@iccafrica.net

**LUSAKA OFFICE**

5th floor, Anglo American Building  
74 Independence Avenue  
Lusaka, Zambia  
Tel: (260 211) 252 133  
Fax: (260 211) 252 063  
E-mail: julietmunro@iconnect.zm

**MAPUTO OFFICE**

Av. 25 de Setembro,  
420, 5o andar  
Maputo, Mozambique  
Tel: (258 21) 310708  
Fax: (258 21) 310934  
Email: hhunguana@icc.co.mz

## Table of Contents

<b>EXECUTIVE SUMMARY .....</b>	<b>4</b>
<b>1. INTRODUCTION .....</b>	<b>10</b>
1.1 Background and objective of the assignment .....	10
1.2 Purpose of the report and how it may be used .....	11
1.3 Benchmarks for successful networks.....	12
1.4 Structure of the report.....	13
<b>2. FINDINGS.....</b>	<b>14</b>
<b>2.1 E-Knowledge for Women in Southern Africa (EKOWISA) .....</b>	<b>14</b>
2.1.1 Introduction & background .....	14
2.1.2 Relevance.....	18
2.1.3 Effectiveness .....	20
2.1.4 Efficiency .....	27
2.1.5 Impact .....	28
2.1.6 Sustainability.....	30
2.1.7 Conclusions .....	32
2.1.8 Capacity issues identified .....	34
2.1.9 Summary of findings .....	36
<b>2.2 International Community of Women Living with HIV/AIDS (Southern Africa) .....</b>	<b>38</b>
2.2.1 Introduction & background .....	38
2.2.2 Relevance.....	40
2.2.3 Effectiveness .....	41
2.2.4 Efficiency .....	43
2.2.5 Impact .....	43
2.2.6 Sustainability.....	45
2.2.7 Conclusions .....	46
2.2.8 Capacity issues identified .....	47
2.2.9 Summary of findings .....	47
<b>2.3 Southern African Women Judges Network (SAWJN) .....</b>	<b>50</b>
2.3.1 Introduction & background .....	50
2.3.2 Relevance.....	53
2.3.3 Effectiveness .....	54
2.3.4 Efficiency .....	57
2.3.5 Impact .....	58
2.3.6 Sustainability.....	60
2.3.7 Conclusions .....	61
2.3.8 Capacity issues identified .....	61
2.3.9 Summary of findings .....	63
<b>3. CONCLUSIONS .....</b>	<b>66</b>
<b>4. RECOMMENDATIONS FOR CAPACITY DEVELOPMENT .....</b>	<b>68</b>
<b>ANNEX SECTION .....</b>	<b>71</b>
<b>A. EKOWISA.....</b>	<b>71</b>
i) Persons interviewed or contacted.....	71
ii) Websites consulted on networks.....	72
iii) List of documents consulted.....	72
<b>B. ICW .....</b>	<b>74</b>
i) Persons interviewed or contacted.....	74
ii) List of documents consulted .....	75
<b>C. Southern African Network of Women Judges .....</b>	<b>76</b>
i) Persons Contacted or Interviewed.....	76
ii) List of Documents Reviewed .....	76
<b>D. Terms of Reference.....</b>	<b>77</b>



## ACRONYMS

CEDAW	Committee on the Elimination of Discrimination against Women
CIDA	Canadian International Development Agency
COMESA	Common Market for Eastern and Southern Africa
EKOWISA	E-Knowledge for Women in Southern Africa
GENTA	Gender and Trade Network in Africa
IAWJ	International Association of Women Judges
ICT	Information Communication Technology
ICW	International Community of Women Living with HIV
ICW-SA	International Community of Women Living with HIV – Southern Africa
IDASA	Institute for Democracy in Africa
JEP	Jurisprudence of Equality Project
MDG	Millennium Development Goals
MWENGO	acronym from the Kiswahili expression "Mwelekeo waNGO" – a capacity building organisation for NGOs in Eastern and Southern Africa
NAMACO	National Manpower Advisory Council (Zimbabwe)
NEPAD	New Partnership for Africa's Development
NGO	Non-government Organisation
OSISA	Open Society Initiative – Southern Africa
SABC	South African Broadcasting Corporation
SADC	Southern African Development Community
SANWE	Southern African Network of Women Economists
SAWJN	Southern African Women Judges' Network
SME	Small and Medium Enterprise
UNDP	United Nations Development Fund
UNIFEM	United Nations Fund For Women
USD	United States Dollars
WEN	Women Entrepreneurs Network, Zimbabwe
WIBSADC	Women in Business in SADC
YWD	Young Women's Dialogue
ZARNet	Zimbabwe Academic and Research Network
ZBC	Zimbabwe Broadcasting Corporation
ZWJA	Zimbabwe Women Judges Association
ZWD	Zimbabwe dollars
ZWRNCN	Zimbabwe Women's Resource Centre and Network



## **EXECUTIVE SUMMARY**

Under its Multi Year Funding Framework (MYFF) 2004-2007, UN Women supported the creation of three regional networks of women in Southern Africa: Southern African Women's Judges Network (SAWJN), International Community of Women living with HIV/AIDS (ICW) and E-Knowledge for Women in Southern Africa (EKOWISA).

UN Women wanted to conduct a post evaluation to:

- assess to what extent the networks continued to make a difference in policy and legal frameworks as well as in the lives of ordinary women
- evaluate the work and capacities of the three networks in line with their objectives and sustainability
- analyse institutional capacity and identify skills and capacity gaps in preparation for developing and delivering training programmes in identified areas of capacity building

The objectives of the evaluation were:

1. To evaluate the three networks in terms of their goals and objectives focusing on sustainability
2. To identify existing skills gaps and provide capacity building support to the networks
3. To develop and implement a one week training programme in each of the identified areas of capacity development.

The purpose of this report is to provide a summary of the findings of the three networks evaluated.

### **E-Knowledge for Women in Southern Africa (EKOWISA)**

UN Women granted EKOWISA USD 25,000 in 2006 to set up two regional women's networks; one for women economists (SANWE) and the other for women entrepreneurs (SADWE). The objectives of SANWE were to create a regional platform for participating women economists and women's organisations involved in economic, financial, monetary and trade issues as they relate to the economic development of women. The goal was to create a critical mass of informed female economists who would be confident to tackle macro-economic issues affecting women's interests at national and regional levels. SADWE's objective was to build strategic partnerships between African Information Technology entrepreneurs in the Diaspora and women's organisations and business associations in Africa. The project had three components: dialogue on ICT policy, dialogue on financial access policy, the creation of a database of women entrepreneurs.

The findings showed that both networks were seen to be relevant both at the time and currently. EKOWISA, the organisation contracted to carry out the project, achieved most of the project objectives it was contracted to do, most notably influencing changes in ICT national policy in Zimbabwe. Some objectives, however, achieved very limited success including setting up Diaspora databases of entrepreneurs and project activities that were limited to Zimbabwe and Zambia rather than the region.

The project was not, on the whole very successful, for a number of reasons including, amongst other factors: weak project design, the volatile economic and political environment in Zimbabwe where EKOWISA was located, lack of strategic leadership, the assumption that ICT would be an effective tool to support the network, inappropriate allocation of ownership of the project, the difficulties of starting entirely new networks rather than piggy backing on the back of existing networks.

Lessons arising from the evaluation include:

- The need to focus objectives and project activities to ensure relevancy and achievability
- Understand the environmental context in which the project will operate (obstacles and facilitators) as well as the priorities of those involved, so that the project's design includes objectives, methodologies and activities which are relevant and realistic
- In terms of developing networks specifically, know how the dynamics of networks work and understand the key success factors involved. Where possible, link up with existing networks rather than trying to start a new network. Think through the consequences of having organisational membership versus individual members and the implications this has for network growth, support and resourcing
- Ensure appropriate allocation of roles and responsibilities for project work to ensure that the ownership of the project's outcomes are in the hands of those to whom the results are of primary consequence
- When using ICT as a tool, understand its strengths and weaknesses as a tool to achieve objectives
- When starting a new idea it is important to ensure relevant short-term wins and returns to those involved or there is a risk that interest will fade quickly.

It is recommended that the capacity building plan for members of the networks includes the following:

1. How to conduct an environmental analysis and how to survey members on their needs
2. Understanding how networks work
3. How to develop a strategy using the analyses above and linking strategy to the environment context and member priorities
4. An overview of how to approach resource planning and fund raising
5. An overview of how to develop action plans and project planning
6. Designing an organisation that will lead effectively and be accountable.

### **International Community of Women Living with HIV – Southern Africa (ICW)**

The following table gives a global overview of the strengths and challenges faced by ICW-SA, both in terms of the UN Women-funded programme of 2004 and developments since then to present day. The findings are structured under the following headings: relevance, effectiveness, efficiency, impact and sustainability. It shows that, although ICW-SA remains highly relevant in the context of the Southern African AIDS epidemic, both during implementation of the UN Women grant and to

date, ICW-SA struggles with poor coordination and lack of a strong and visionary leadership. This, in turn, has impacted on the overall effectiveness of the organization. There is, however, still much potential in ICW-SA (commitment of active members, supportive partners, track record of a few successful national programmes) which, if harnessed, could help strengthen the overall functioning of the network.

	<b>Strengths</b>	<b>Challenges</b>
<b>Relevance</b>	<ul style="list-style-type: none"> <li>• UN Women funding relevant to all stakeholders</li> <li>• ICW only global network representing HIV+ women – high relevancy for members, donors.</li> <li>• High HIV prevalence in region, more women than men</li> <li>• Less women than men able to access ARV treatment and other services – need their own voice</li> <li>• Through ICW, HIV+ women of all ages have safe space in which to share experiences, learn and strategize</li> </ul>	<ul style="list-style-type: none"> <li>• Social stigma and discrimination against HIV-positive women which affects credibility issues for ICW</li> <li>• Rights and interests of HIV-positive women low priority in many civic and government institutions thus making it difficult for ICW to partner with these groups</li> </ul>
<b>Effectiveness</b>	<ul style="list-style-type: none"> <li>• ICW-SA regional office opened and functioning</li> <li>• Young Women’s Dialogue meeting in Swaziland, followed by others over the years</li> <li>• Some strong country-level programmes</li> </ul>	<ul style="list-style-type: none"> <li>• UN Women grant not fully disbursed (reasons unclear)</li> <li>• Membership data base not available; number of active members unknown – reflects poor management and coordination at regional level</li> <li>• Poor leadership, no-one in network with ‘big picture’ vision</li> <li>• Weakness in the Board – mix and level of skills not appropriate to driving the strategy; also unclear mandates</li> <li>• Lack of transparency</li> <li>• No overall regional advocacy strategy</li> </ul>
<b>Efficiency</b>	<ul style="list-style-type: none"> <li>• ICW-SA kept regional office open and held at least one YWD meeting during funding period, using only USD 8000 received</li> <li>• Individual membership allows for building of solidarity between HIV+</li> </ul>	<ul style="list-style-type: none"> <li>• Financial and narrative reports for UN Women period of funding were not available from ICW or UN Women – lack of clarity whether regional or ICW-UK office was the lead partner with UN Women.</li> </ul>

	<p>women</p> <ul style="list-style-type: none"> <li>• Specific needs of HIV+ women more clearly addressed in HIV+ women's organisation</li> </ul>	<ul style="list-style-type: none"> <li>• ICW presence at national level through individuals has varying levels of competencies and leverage to take on role of representing and giving direction to the network - structural limitation</li> <li>• Unable to harness skills, experiences of national AIDS and women's organizations; in competition with these groups, few joint actions</li> <li>• Challenge whether to open technical positions to non-positive individuals to improve current capacity in strategic, leadership and planning roles</li> <li>• Lack of financial resources limits capacity of network to fulfill its objectives</li> </ul>
<p><b>Impact</b></p>	<ul style="list-style-type: none"> <li>• 20 young women participated in YWD training in Swaziland; positive feedback. Additional YWD training in other countries in following years</li> <li>• ICW raised profile of HIV+ women at national, regional and international fora</li> <li>• ICW assisted women who are HIV+ to deal with their status, acquire knowledge and skills</li> <li>• Number of successful programmes at national level e.g. Namibia, Zimbabwe</li> </ul>	<ul style="list-style-type: none"> <li>• Weak follow up to YWD training; continued low capacity of women to take on advocacy/ leadership roles</li> <li>• Challenge re whether to meet both service and strategic needs of HIV+ women – signifying lack of strategic leadership</li> <li>• Not clear what ICW's 'value-added' is – suggests lack of strategic leadership</li> <li>• How to bring young women more into leadership roles within the organization</li> </ul>
<p><b>Sustainability</b></p>	<ul style="list-style-type: none"> <li>• Network still has much potential , and membership energy/pride</li> <li>• ICW has a few key (funding) partners who understand ICW's challenges and have the resources and technical capacity to provide guidance and support.</li> <li>• Board meeting planned in near future guided by partners to strengthen this structure</li> </ul>	<ul style="list-style-type: none"> <li>• ICW-SA at critical stage where needs to clarify its role in order to justify its continued existence.</li> <li>• Needs consistent and longer term core funding, but this won't happen until ICW has clear strategic and advocacy plans in place</li> <li>• Needs to keep track of members, improve communication and meet membership needs</li> <li>• Needs to regain stakeholder confidence/ credibility</li> </ul>

Lessons arising from this evaluation include:

- The need to have a clearly articulated 'big picture' vision within a regional network that addresses the strategic needs of the membership to ensure regional relevancy and impact.
- Ensuring that project design includes objectives, methodologies, activities and time lines which are relevant, realistic and measurable.
- Ensuring that appropriate leadership and governance structures are in place with key decision-making positions filled by skilled and motivated personnel.
- Clear lines of accountability between membership, leadership and board, with documented management and financial policies
- Appropriate allocation and monitoring of roles and responsibilities
- Thinking through the consequences of having individual vs. organizational membership and of having a volunteer vs. paid workforce, and the implications this has for network growth, support and resourcing.
- A clear understanding of the importance of strategic partnerships, both with other networks and like-minded organizations

Arising out of this analysis, the report identifies the following capacity development needs:

- Training in strategic leadership and management, including the role of the Board, the secretariat and membership. Address issues of accountability at all levels. Develop strategies for empowering a new leadership, especially focusing on young members of the network
- Training in advocacy, including assistance in prioritizing key issues for regional action and programme planning
- Strengthen links between country and regional programmes, and between regional and global ICW structures
- Improve analysis, research and documentation skills within the organization and how research findings can be translated into advocacy and action planning
- Develop a clear fundraising strategy and ensure ICW has the capacity to implement/follow up on funders.

Further, this report recommends that UN Women meets with other ICW-SA partners to coordinate capacity development support to ICW and to ensure that any training undertaken through UN Women is carried out as part of a larger coordinated and integrated programme of support.

### **Southern African Women Judges Network**

The Southern African Women Judges' Network (SAWJN) is a regional network of national associations as well as individual members of women judges in the Southern Africa region. The United Nations Fund For Women (UNIFEM) supported SAWJN's activities under its Multi Year Funding Framework 2004-2007 to carry out a project entitled "Promoting a Gender Sensitive Justice Delivery System". The objectives were to build the capacity of the judiciary by sharing information through the network, and to develop the necessary expertise and technical capacity among the members of the judiciary to understand and apply international instruments in domestic litigation in order to promote women's rights. The activities of SAWJN were primarily directed at benefitting women judges and judicial officers of the network.



The collection of data for this network evaluation was delayed documentation was lacking and the main person with knowledge of the network was not available for interview until mid- April.

The project was deemed to be relevant at the time, and remains relevant to issues and needs for justice in the region. Effectiveness was reasonable, in that participants and beneficiaries were selected appropriately, but sometimes they lacked relevant skills and experience. Zimbabwe was selected to be the first Secretariat, but the choice of country was unfortunate due to the volatility of the political and economic environments. High inflation eroded the value of funding and made the environment difficult to operate in. Leading members who were tasked with driving the network had full time jobs and did not have the time to devote to the network. Some activities were achieved, but others were not. Almost all the network activities took place in Zimbabwe and the regional nature of the network did not materialise. SAWJN appears to have had the technical and financial capacity to manage the project as evidenced by the successful continued disbursement of funds by UN Women.

There appears to have been several useful impacts as a result of the project, although most of these cannot be directly attributed to the project. They include: influencing the formation of the Family Law Court in Zimbabwe and some important law changes in Zimbabwe, several women judges now hold senior professional positions, creating greater awareness of gender biases in the delivery of legal services. It is difficult to comment on the extent and scale of impact on members and beyond because of the lack of documentation and email membership list, but it is possible the network may have influenced between 15,000-40,000 people through the courts in Zimbabwe over the last seven years. The network may also have contributed to the formation and strengthening of other country networks.

In terms of efficiency, whilst SAWJN project did achieve many of the activities it was contracted to do, several of these were achieved only in part, or not at all. There was need for a leader with the vision and time to implement plans and supervise the Secretariat's Project Administrator. The network has not survived and is currently not operational. Many of the same issues that apply to the sustainability issues faced by the other networks evaluated in this report pertain to SAWJN.

The lessons learned for SAWJN, also being a non-functioning network, are largely similar to those of EKOWISA.

Priorities to address in the training include:

1. Environment analysis of issues and member priorities
2. Understand how networks work, including how to leverage existing networks
3. Strategy development that links analysis of environment and member priorities
4. Resource planning
5. Develop action plans with practical and realistic project planning
6. Leadership and governance development

## 1. INTRODUCTION

### 1.1 Background and objective of the assignment

UNWOMEN is the women's fund at the United Nations, dedicated to advancing women's rights and achieving gender equality. It provides financial and technical assistance to innovative programmes and strategies that foster women's empowerment. UNWOMEN focuses its activities on one overarching goal: to support the implementation at the national level of existing international commitments to advance gender equality. In support of this goal, UNWOMEN works in the following thematic areas: enhancing women's economic security and rights, ending violence against women, reducing the prevalence of HIV and AIDS among women and girls, and advancing gender justice in democratic governance in stable and fragile states.

One of the main objectives for UNWOMEN Southern Africa Regional Office (SARO) is strengthening capacities of women's organizations, which together with gender experts, are UN Women's main implementing partners. It is essential that these are fully competent to deal with gender issues in order to ensure effective advocacy and realization of women's rights. As such, it is also crucial to ensure a solid track of activities and sustainable results as regards capacity building interventions supported by UNWOMEN.

Under its Multi Year Funding Framework (MYFF) 2004-2007, UN Women supported the creation of three regional networks of women in Southern Africa: Southern African Women's Judges Network (SAWJN), International Community of Women living with HIV/AIDS (ICW) and E-Knowledge for Women in Southern Africa (EKOWISA). The networks were supported as a result of an organically driven process of engagement with key women's rights advocates within these areas of engagement specifically requesting this support. UN Women provided the technical and financial support to establish the networks to achieve their stated goals and objectives. UN Women provided institutional as well as programmatic support to the networks.

In line with UN Women programming principles namely Results Based Management and Human Rights Based Approach to Programming UN Women in consultation with the above networks, UN Women wanted to conduct a post evaluation to assess *inter alia* progress since the end of the projects. Specifically the assignment was to:

- assess to what extent the existence of these networks has continued to make a difference in policy and legal frameworks as well as in the lives of ordinary women in the respective countries of operation as well as regionally where applicable.
- evaluate the work and capacities of the three networks in line with their stated objectives and in particular in tracking the continuation if any of the activities supported under the UN Women sponsored component.
- include an analysis of the progress achieved in terms of institutional strengthening and specific areas of programme management and development, financial management / accountability and transformative leadership,
- strategically track necessary changes in programmatic approach if any, capacity of the networks and at the same time it will identify skills and capacity gaps.

- Develop and deliver one week training programmes in identified areas of capacity building based on the findings and recommendations agreed with UN Women, e.g. programme and financial management, leadership skills building, etc.

The specific objectives of the evaluation include:

1. To evaluate the progress made by the three networks in terms of achievement of stated goals and objectives focusing also on sustainability issues.
2. To identify existing skills gaps and provide capacity building support to the networks in line with the areas of programme and financial management and leadership skills building
3. To develop and implement a one week training programme in each of the identified areas of capacity development as agreed between the networks and UN Women.

The expected outputs of the assignment include:

- A costed and time bound work plan for the implementation of the activities outlined above
- Research questions differentiating between the areas of focus of the three networks
- A final evaluation report
- Capacity management training modules with a participant tracking system for follow up
- Workshop training reports for each modular training conducted
- Financial report as per contractual agreement

The methodological approach is expected to be participatory engagement of the Networks and their partners. The organization/consultants will also meet with UN Women Officers to get a clear brief of the assignment and agree on the proposed work plan and timelines in writing.

In addition UN Women has developed a Capacity Development Strategy which will be a guiding framework document to assist with the framing of the research questions. A desk review of all project documents will be provided by UN Women as well and the Networks. Additional information on the process will be provided during the briefing sessions with UN Women. There will be at least three briefing sessions as follows:

- A briefing at the start of the assignment to provide orientation on narrative and financial reporting.
- A mid-term briefing session between consultancy team/organization and UN Women Team to discuss progress and constraints to date.
- And a final briefing session that will cover UN Women and partner Networks comments on the draft financial and narrative final reports.

ICC's consultants for the evaluation were: Barbara Vitoria, Barbara Kaim and Juliana Manjengwa.

## **1.2 Purpose of the report and how it may be used**

The purpose of this report is to:

- Provide a summary of the fieldwork findings of the three networks evaluated: SAWJN, ICW and EKOWISA
- Highlight the key findings and conclusions

- Make recommendations for the content and approach for the next stage of the assignment: to design and deliver two one-week training programmes, one in Zimbabwe and one in Swaziland, to develop the capacity of the networks

The report is prepared primarily for UN Women to assist it to better understand the issues related to the networks evaluated and reasons for the successful and unsuccessful aspects of the projects. It is hoped that the report will be used by UN Women to refocus its attempts to establish networks in the region and relevant programmes to enhance women's access to business, health and legal services.

### **1.3 Benchmarks for successful networks**

In preparation for the analysis and recommendations in this report, ICC conducted a review of networks in the region and beyond to gather information on networks; the rationale and value that networks bring and key success factors that are associated with successful networks. Web searches and interviews were conducted for this purpose. The information gathered provides an informed context in which to discuss the networks being assessed in this evaluation.

The value that effective networks offer is that they enable organisations and people who might otherwise work in isolation to link up with others to dialogue, share knowledge across countries, learning, expertise, contacts, conduct issues analysis, and to mobilise around collective issues in order to have a stronger voice than they would if they acted independently. In addition, networks allow for the formation of strategic alliances to influence policy, politics and practice to effect changes wanted by members of the network. Regional networks allow for the gathering of information from members in various countries and the identification of strategic, 'big picture' issues that affect the wider context in which country members work.

Key success factors identified from interviews with regional network organisations and from web searches indicate the following as important characteristics of successful networks:

#### Leadership

- Actively engage respected professional leaders who will promote the network to peers
- Skills and experience of leaders, boards and staff must be relevant to the network's strategic objectives
- Leaders matter in networks and leaders with charisma who can champion the network cause are essential
- Leadership that has a vision of the long term and strategic issues, a clear mission statement and unambiguous rules of engagement
- Leaders must be able to translate the vision and strategy into a workable plan and able to 'pull it all together' – i.e. effectively orchestrates, mobilises and organises
- Members and funders must have confidence in the leadership, governance and structures and their accountability.
- Clarity about roles and responsibilities, terms of reference, constitutions, etc

#### Strategy

- Networks must remain relevant in changing times and conditions. This requires understanding the strategic issues within the network and in its environment, and requires close relationships with members about their needs (regular member and organisational evaluations) and knowledge of changes in the environment in which the network operates.
- Know your target audience and have regular activities that are relevant to members' needs
- Strategies for network cohesion are essential
- Members commitment must be generated and maintained through maintaining relevance ('net worth') and good member communications and demonstrating network benefits
- Ensure distribution of benefits of the network, e.g. share good practice
- Utilise existing networks to springboard from and to minimise start up costs.
- Consciously decide about membership focus: organisational and/or individual, according the objectives and needs of the network
- Use methods to network appropriate to the target audience, e.g. supplement ICT based networks with physical newsletters and member meetings when access to ITC is limited
- Positive networking with other relevant networks, e.g. women, civil society, government
- Resources planning (money, equipment and time) to organise the network. Full time committed staff are needed
- Themes for network focus should be realistic to achieve and important to members
- Clarity on how to measure network success and how to use measurements strategically

#### Communication

- The value and services offered by the network must be clear and communicated to members and wider audiences (communications/engagement and marketing strategies)
- Communication with members is critical as networks are based on relationships
- Be inclusive – ensure all agencies and individuals gain ownership of the network

#### Avoid

- Avoid network/organisational capture by, e.g., professional elites or dominant culture
- Avoid mandated or imposed networks
- Avoid large networks – they incur high administration costs and lead to inertia in networks

The above success factors indicate that visionary and strategic leadership, strategies to ensure member support and other relevant strategies, clearly defined governance structures and accountabilities, regular relevant activities or interactions with members and communication are all key to the success of a network.

## 1.4 Structure of the report

This report presents the findings of the fieldwork for each network separately. This is done by providing the reader with a background to the networks in terms of history, activities, target groups, geographical scope, management structures, etc. The key findings of the fieldwork are then discussed under the following headings (as per the Terms of Reference): relevance, effectiveness, efficiency, impact, sustainability. This is followed by a section that identifies key capacity issues arising from the findings and a conclusions section which outlines the key findings and implications for the capacity development training programmes to be developed. A recommendations section follows outlining the proposed approach and content for the training programmes.

## 2. FINDINGS

### 2.1 E-Knowledge for Women in Southern Africa (EKOWISA)

#### 2.1.1 Introduction & background

UN Women funded EKOWISA with a grant of USD 22,500 in 2006 plus an additional sum of USD 2,500, making a total grant of USD 25,000 to set up two regional women's networks; one for women economists and the other for women entrepreneurs. EKOWISA is a registered trust in Zimbabwe and is registered as an NGO. It was formed on 14 August 2003 and its main objectives are to i) promote the development of demand-led gender sensitive knowledge through the use of ICT and ii) develop gender sensitive means for planning for sustainable development.

#### ***a) Southern African Network of Women Economists (SANWE)***

The idea of starting a network of Southern African Women Economists began at a regional meeting of women economists in September 2004 at which MWENGO suggested forming a network of women economists, and this was agreed. A concept note to UN Women in February 2005 was submitted by Gender and Trade Network in Africa (GENTA) and the network was launched in 2005, but for various reasons GENTA's funding was not continued and the attempts to start a network faltered. The idea was revived a little later by EKOWISA against the background of the inequalities in the distribution of economic benefits to women and the weak commitment by SADC leaders to promote gender sensitive policies. It was recognised that it is important for women economists to dialogue with policy makers on gender and macroeconomics and with this in mind, UN Women organised a workshop for women economists to reflect on women's contribution to economies, the need for gender budgeting, the impact of globalisation on women, women's role in food security, and how the MDGs have created gender activist opportunities. This workshop resulted in the formation of a Southern African Network of Women Economists (SANWE), a regional network. It was also planned that national networks of women economists would be formed in the region. The rationale of the project was that strengthening the links between women economists through such a network would result in research and activities that would result in greater understanding of how 'genderised' economics and economic policy are, and this would in turn lead to advocacy and lobbying activities that would lead to policy change.

The objectives of SANWE were to create a regional platform for participating women economists and women's organisations involved in economic, financial, monetary and trade issues as they relate to the economic development of women. The project would use ICT tools to enable the project to be cost effective. It was intended that SANWE would focus on and engage policy makers, governments, parliamentarians, local leaders, citizens, SADC, researchers, activists and funders on developing micro/macro economic policies that address the needs of women with regard to:

- Gender budgets and unpaid work
- MDGs (Goals 3,4,5)
- Access to resources

- Informal sector
- Food security.

This was to be done through research, advocacy on economic policy and capacity building. Membership was targeted at women economists and organisations in the SADC region (specifically Malawi, Mozambique, South Africa, Zambia, Zimbabwe) working in the private, public, civil society and research sectors. SANWE was to be hosted by the E-Knowledge for Women in Southern Africa (EKOWISA) and EKOWISA was funded by UN Women, between August 2006 – September 2007, to implement the activities of the network, and tasked with:

- i) developing a website for the project and an on line database of women economists and women’s organisations that work in the fields of economic, finance and trade areas in Southern Africa,
- ii) establishing and coordinating online discussion forums for women economists,
- iii) co-ordinating in-country research on matters of mutual interest and disseminate research results in press releases, and simplify NEPAD, COMESA and SADC economic summit proceedings, and
- iv) developing brochures and fact sheets.

The ultimate goal was to create a critical mass of gender sensitive and gender responsive female economists who would be confident to tackle macro-economic issues of national and regional importance from a gender perspective.

Specific outputs were:

- Facilitate the creation of a network of women economists at national and regional levels
- Perform relevant economic policy analysis and communicate results to women entrepreneurs.
- The effective employment of ICT tools to make the whole process cost effective and encourage networking and exchange of ideas.

#### ***b) Southern African Database of Women Entrepreneurs (SADWE)***

The background to the Southern African Database of Women Entrepreneurs (SADWE) was that in 2002 UN Women launched a Digital Diaspora initiative which was aimed at building strategic partnerships between African Information Technology entrepreneurs in the Diaspora and women’s organisations and business associations in Africa. The SADWE project built on this idea and UN Women funded EKOWISA to carry out the project. The project comprised three components:

- i) *Initiate and conduct policy dialogues with policy makers and advocate for policy change on gender and ICT issues.*
  - a. Time period: July – December 2005.
  - b. Budget: USD 5,000
  - c. Beneficiaries: Policy makers and women entrepreneurs
  - d. Countries: Zambia and Zimbabwe
  - e. Objectives:

- Follow up on Zambian and Zimbabwean ICT policy
- Hold meetings to get feedback from women entrepreneurs on progress on ICT policies
- Publish fact sheets for policy makers on ICT and gender

*ii) Policy dialogues between Women, Policy Makers and Financial Institutions in Zimbabwe*

- a. Time period: July – December 2005
- b. Budget: USD 5,000
- c. Beneficiaries: Women entrepreneurs
- d. Countries: Zimbabwe
- e. Objectives:
  - Enhance the knowledge of women on the operations of financial and lending institutions
  - Provide information to women to enable them to take control of their financial lives
  - Enhance the knowledge of women on regulations governing the financial sector and financial facilities available
  - Enhance the knowledge of representatives from financial institutions and policy makers of the gendered issues in the financial sector
  - Increase women's access to finance.

*iii) Create a Southern African Database for Women Entrepreneurs. This regional platform is for participating women entrepreneurs and women's organisations involved in entrepreneurship development focussing on the strategic and effective use of ICTs for economic empowerment.*

- a. Time period: July – December 2005
- b. Budget: USD 12,500
- c. Beneficiaries: Women entrepreneurs and other stakeholders from participating countries
- d. Countries: Zimbabwe, Zambia and South Africa
- e. Objectives:
  - Create a database of local, national and regional women entrepreneurs from Zambia, Zimbabwe, South Africa benefiting from using ICTs for their enterprises
  - Database of women entrepreneur traders in the diasporas: UK, Canada, USA, Asia and Middle Eastern countries
  - Link the national NGOs with Diasporas and encourage trade
  - Initiate and conduct policy dialogues with policy makers and advocate for policy change on gender and ICT issues identified through the project.

The above projects started in July 2005 and were meant to have ended in December 2005, but were extended till May 2006 due to the late release of funds by UNDP.



The database, hosted on the website, was used to advertise the business profiles of women entrepreneurs for the purpose of finding other women and organisations in the region and internationally to develop business opportunities. The intention was to empower women and give them relevant information and build their capacity to increase their participation in the economy.

The project therefore involved activities to raise awareness about the rights of women and provide a basic understanding of trade and economic policies as well as an understanding of corporate governance, health, access to finance, and use of ICT in business. The rationale of the project was that networking, information and publicity, especially using e-technology, would result in greater understanding of economic issues, policy reform and increased access to finance and business activities of women entrepreneurs. The database was hosted by EKOWISA which was mandated by UN Women to implement the activities of the project.

### **Methodology and its limitations**

The methodology for the assignment involved:

- i) Gathering relevant documentation from UN Women and EKOWISA
- ii) Gathering the names and contact details of those who were involved in the networks
- iii) Making email contact with network members and other stakeholders who were involved in some way with the network and who did not live in Zimbabwe (the country in which the consultants are based)
- iv) Preparing interview guides and conducting telephone, Skype and face to face interviews with network members and other relevant stakeholders
- v) Processing the data gathered into this report.

The background documentation and contact lists for the project were difficult to obtain as the EKOWISA project had been run out of the Harare office of UN Women. When the offices moved to South Africa the project files were packed and stored, some in the Harare offices of UN Women and others in UN Women's South Africa offices. It took some months before much documentation was located. The project was delayed because of this and also because shortly after the contract was awarded, the Christmas holiday period arrived, and most offices in Southern Africa close for part of December and January. This meant that work began in earnest in January and February.

As the time at which the project took place was 2005-2007, many respondents contacted could not remember the project. In addition, the time lapse meant that many email addresses had changed and therefore many email communications bounced back.

336 people were emailed, including workshop participants, facilitators, people on the SADWE databases, ZANWE and ZINWE members to gather information from people who were involved with the networks, other network organisations. In addition, 32 people were contacted and interviewed by phone, Skype or face to face interviews. Interviews varied from between a few minutes where respondents knew very little about the networks, or for up to 2 hours or more for those more directly involved. 10 websites were reviewed as well.

Please see the Annex section for the documents reviewed for this evaluation and for the names of those interviewed.

*Dr Naomi Wekwete, economist at the University of Zimbabwe: "There is need to link academic research on gender and economics to policy makers"*

## 2.1.2 Relevance

### SANWE

The Southern African Women Economists' Network (SANWE) is considered to be relevant by those that were interviewed for

*Petronella Murowe, IDASA: "There is a need to address issues of women's empowerment which includes access to social and economic rights (e.g. land ownership, access to finances), culture and the ability to hold governments and other bodies accountable. Another example is that although women produce most of the agricultural produce at household level, they do not benefit from the agricultural outputs. There needs to be a space to raise awareness of women's participation in agriculture. The approach needs to provide practical ways to lobby and strengthen social mobilisation to influence policies and practices".*

the assignment. The area of women's economic empowerment was relevant at the time of the project and remains relevant to women's well being in the region.

Respondents highlighted that there is a lack of research on gender and economics for activists to use for lobbying, and gender is mostly not part of the curricula in the teaching of economic courses. As a result of these and other factors, policy makers very often do not consider gender as a factor when devising policies, and implementers of policies of often ignorant of the differential effects of programmes on women and men.

### SADWE

The project clearly met some genuine needs. The idea and overall objectives of a network of women entrepreneurs with a database of women entrepreneurs was found to be still relevant, and several entrepreneurs and other stakeholders interviewed for the evaluation expressed the value in the idea and interest in reviving the network.

The activities around ICT policy dialogue and change were relevant and appropriate in that these focussed on ways to influence ICT policy, e.g. meetings with policy makers and relevant stakeholders, and focussed discussions on ways to make ICT policies more gender sensitive to enable women to have better access to ICT and its benefits.

*Nyasha Tirivayi, PhD fellow: "There are women who have the knowledge about economics, but they do not know how to mainstream gender into policy design or how to prepare gender sensitive budgets."*

Some of the objectives for the policy dialogues between

*Ms Khupe, senior MDC politician, Zimbabwe: "As women parliamentarians, we do not participate in parliamentary discussions because we have very little understanding of the economic terms used. If you do not understand the basics of a topic, you really cannot meaningfully engage in policy discussions. This meeting was very useful as it looked at policies which we talk about in parliament and*

women, policy makers and financial institutions were very wide (e.g. ‘provide information to women to enable them to take control of their financial lives’, ‘increase women’s access to finance’) and were not realistically achievable, except in the most limited sense, within the scope and budget of the project.

The objectives of the database were useful in achieving some of the impacts envisaged, e.g. setting up a database and making linkages with relevant stakeholders. However, objectives such as ‘enabling women’s businesses to benefit from ICT’ and ‘encouraging trade’ are much more complex and difficult to achieve, and each would involve a range of activities which would almost certainly be beyond the scope and budget of the project. Thus, some of the objectives of the project were not practical to achieve.

It may have been more useful to try and identify projects in which ICT could have had a practical and direct impact on women entrepreneurs’ businesses. One potential project that was raised during the interviews with several respondents was the need for an agricultural commodity prices service for small scale farmers, the majority of whom are women, which could be accessed daily through ICT and mobile phone technology to enable farmers to find out the current prices for commodities in urban markets. Focus on agriculture would have assisted women in the rural areas. This could have addressed one of the criticisms made by several respondents that the project focussed on urban, more well off, women.

Another project which may have yielded practical results for entrepreneurs is to work with women entrepreneurs within a specified sector (see the Inclusive Business concept at <http://www.inclusivebusiness.org/>) and form a network with a selected sector or supply chain within a defined industry. This could have been structured, for example, to bring together a range of women entrepreneurs to supply a larger commercial enterprise and linking the entrepreneurs with other women suppliers.

*Nyasha Tirivayi, PhD Fellow: “Advocacy needs to prioritise overcoming obstacles women face in starting and running a business, e.g. legal obstacles such as the requirement to have a husband’s consent to start a business, access to finance. Women also need entrepreneurial training. These and other constraints mean that women seldom progress beyond small micro enterprises.”*

The idea of bringing women’s business associations and clubs under one e-platform does not appear to be a viable idea as the interests of women under such a platform are likely to be so wide as not to enable much commonality of interest or focus of energy. Gender itself is not a sufficiently strong business binder. Trying to offer a network service to *all* women entrepreneurs in the region was, perhaps, too ambitious as the business

*Phides Mazhawidza Economist and Co-ordinator of ZINWE: “Networks/ Business Associations in Zimbabwe are key to improving women run businesses as they provide a forum for Lobbying, formulation of national policies concerning business, training and business development, access to finance. As that they need capacity strengthening in terms of resources (finance, material/equipment and human capital) and staff development. There also is need for training of women entrepreneurs in business management skills and as we are now living at the edge of technology training in e-business.”*

needs and links of entrepreneurs are very specific and a general network is unlikely to offer information that is specific enough. It would be more likely to succeed if women with specific business objectives were linked together and linked to relevant existing platforms, e.g. link women interested in finding export markets to e-platforms already involved in such activities, women who are interested in finding loans for their businesses to institutions that offer loans, women who want to find out about how to run their businesses better to websites that offer such tools, etc.

Focussing network efforts on a specific sector or industry, e.g. the services sector or the construction industry, and trying to meet specific network needs within the sector or industry may have yielded better results. This is similar to industry-specific business associations, and such a targeted focus could, perhaps, have yielded greater results allowing for the network to focus its activities on meeting specific needs of women involved in particular activities.

It could also have been useful to consider targeting activities towards women in larger businesses to build their businesses and use this as a means to empower other women subcontractors and empower them to deliver as in the model suggested above.

### **2.1.3 Effectiveness**

#### SANWE

SANWE resulted in two nascent networks: ZINWE (Zimbabwe Network of Women Economists) and ZANWE (Zambia Network of Women Economists). ZINWE was coordinated by Phides Mazhawidza, an economist based in Zimbabwe. ZANWE was co-ordinated by Rose Phiri, an economist working at a bank in Lusaka.

ZINWE held three workshops in Zimbabwe. A workshop was held from 27-30 September 2004 on Gender Perspectives in Macroeconomics for Understanding and Eradicating Feminized Poverty in Southern Africa, and 35 people attended (29 women and 6 men). Women economists from Malawi, Zimbabwe, Zambia, Swaziland and Botswana attended, but none from South Africa. A second workshop was held 3 May 2006 in Harare, and 15 people attended (13 women and 2 men). The meetings provided a platform for women economists to interact with other stakeholders: policy makers, private sector, civil society, parliamentarians, academia and women entrepreneurs. The meetings were used to identify gaps in development that especially affect women. Recommendations were made in the fact sheet produced by EKOWISA after the meeting about policy changes needed to protect the rights of women, e.g. calls to address the negative effects on women of 99-Year Land Leases, decontrolling farm output prices, etc. EKOWISA encouraged participants to prepare papers on relevant issues in this regard; eight were received, and five were published on the EKOWISA website. Funding was lacking to make the papers more widely available, however.

A third workshop was held in Zimbabwe for economists and entrepreneurs and enabled participants to interact with government agencies, other women entrepreneur networks, women's organisations, private sector organisations. This workshop was valuable in that it enabled women

entrepreneurs to better understand the macro economic context and issues affecting their businesses. A newsletter was prepared from the meeting and disseminated to members of SADWE. The workshop was attended by 49 people (42 women and 7 men) and focussed on gender and women entrepreneurs, health issues, economic policy concepts, how e-commerce works, importing and exporting, corporate governance and ethics.

EKOWISA arranged a hotline for women entrepreneurs to call an EKOWISA economist for advice. This service was used to a very limited extent.

A website on SANWE was hosted on EKOWISA's web site. EKOWISA's planned attempts to hold on-line blogging sessions from the site to enable women economists in the region to share ideas was hardly used as it is reported that the target audiences are not very active on-line, possibly because of high connectivity costs or inexperience in using internet tools. More interest was shown by internet users from African universities, NGOs and people based outside of Africa. Women entrepreneurs, particularly, do not favour on-line communications and are more likely to use word of mouth than ICT to communicate. This suggests that ICT has its limitations amongst this audience and needs to be supplemented by more personal interactions. This appears to have been overlooked in the project design.

ZANWE held one workshop in Zambia in July 2006, attended by 24 people, (20 women and 4 men). The Zambian network member list indicates that there were 21 members, including members from financial institutions, government, the media, private sector, women's organisations, UN agencies.

Shortly after its inception in 2006, ZANWE was struggling with diminishing attendance. Minutes of a meeting held in August that year by ZANWE's steering committee indicate that one reason for this was that members perceived the focus of ZANWE (i.e. developing gender sensitive knowledge, strategic alliances and advocacy) as too theoretical and not practical enough. So the focus shifted to gender budgets, educating women parliamentarians to argue on ZANWE-identified issues and working with communities to assist women entrepreneurs. The issues on which to focus were not clear as ZANWE did not have an understanding of what research had been done on gender in Zambia and this made it difficult to know what to focus on. Clarity about strategy was therefore lacking, and this was probably partly responsible for the lack of interest by members and potential members, as the issues around which energy could be rallied were not clearly defined and a practical plan to map a way forward was also lacking. This made it difficult to inspire enthusiasm and commitment. The network in Zambia therefore never really got off the ground.

The network activities were useful in that they brought together professional economists to help gender activists look at economic issues and educate them about relevant issues. However, ZINWE in Zimbabwe also never really got off the ground for similar reasons to ZANWE. Attempts to set up an office failed due to lack of funds.

Attempts were made to make contact with women economists in Malawi, South Africa and Mozambique, but with little success; with activities only taking place in Zimbabwe and Zambia.

Most participants of the workshops contacted for the evaluation had not had contact with EKOWISA or the project since, and the network is no longer functional.

During its existence, SANWE produced the following outputs:

- 4 workshops (mentioned above)
- 2 workshop reports
- 11 presentations
- 8 journal articles were produced and five articles were published on the website: “Gender and Macroeconomics” edited by Margaret Zunguze and Nyasha Tirivayi of EKOWISA.
- 5 fact sheets were produced to demystify economic concepts for women entrepreneurs: globalization and trade, e-commerce, running a business, analyzing business finances and macroeconomic policy.

The workshops targeted urban educated women economists and higher level issues, and some respondents thought that the project did not focus enough on addressing the needs of disadvantaged rural women and men.

The journal for women economists which was planned did not happen.

Although no changes in economic policies resulted directly from the network’s activities in Zambia and Zimbabwe, some pressures were created for such change. This is discussed in the section on Impact.

Evaluations were done after all the workshops delivered. Follow up reports were done for UN Women as per the reporting requirements, but little, if any, follow up happened after that. As a result, the energy generated dissipated and the network links dissolved.

Although the network did not succeed overall, most of the components of the work plan were completed, although some with more success than others:

- The creation of a network of women economists at national and regional levels succeeded only for a short time, and the networks dissolved soon after the initial activities ended
- The success of the on-line discussions was minimal.
- Policy analysis and communication of results to women entrepreneurs was done, although about a limited number of women may have benefitted (approx 50). Thus, the reach of the benefits was limited
- The project reached about 123 people through the workshops held in Zimbabwe and Zambia, 104 of whom were women. The reach of the programme was therefore very limited
- ‘The effective employment of ICT tools to make the whole process cost effective and encourage networking and exchange of ideas’ was done in the sense of being cost effective. However, the ICT method alone was not adequate to ensure effective networking and exchange of ideas and little networking or exchange of ideas resulted from this means. The choice of methodology seems not to have been scrutinised and assessed for its ability to achieve the desired objectives

- The co-ordination of in-country research and the dissemination of research results in press releases were done, but only one press release was seen by the evaluator. The simplification of NEPAD, COMESA and SADC economic summit proceedings was not done. However, macro-economic concepts were simplified and presented to workshop participants for discussion.

The project faced a number of challenges. These included:

- The economic and political volatility in Zimbabwe at the time made it very difficult to organise the network
- Strategic direction was lacking: issues around which to mobilise had not been analysed and prioritised
- Member commitment was lacking
- Reports on the project suggest that women are not information seekers, and do not share info readily with people they do not know. Thus, the choice of ICT as the main medium for carrying out the project appears not to have been suitable
- Lack of leadership of the network
- Lack of follow up on initiatives discussed
- Lack of budget to carry out key activities, e.g. ZANWE in Zambia had initial difficulty in attracting members due to a lack of marketing to make the aims of SANWE clear to potential members.
- Lack of a dedicated person with the time to coordinate activities and an office from which to operate. This hampered efforts to get the network going
- Attitudes: Women who are successful often do not want to be associated with women's organisations as being associated with women, who are seen to be less powerful and influential than men, is thought to be an association that will weaken their image.

### SADWE

SADWE members benefited from the network through, for example, the publicity of women entrepreneur experiences of using ICT for business, networking with other women – electronically and face to face - in the region for business opportunities, and workshops where relevant business and trade information was presented for discussion.

The project's reports and interviews conducted indicate that most objectives and activities that EKOWISA was contracted to do were achieved and carried out. For example:

- Meetings were held with ICT policy makers in Zimbabwe and Zambia and papers on ICT policy in the region were presented at conferences. With the assistance of the Ministry of Small and Medium Enterprise Development Ministry in Zimbabwe, important changes in ICT policy were effected to make them more gender sensitive
- A database was created and 12 profiles were entered on the database from Zambia, over 25 profiles from Zimbabwe and "a few" from South Africa, Malawi and Lesotho. At the end

of the project, an additional 20 profiles were submitted for inclusion of the web based database. Thus, the project focussed mostly on Zimbabwe and Zambia. Some trade opportunities were developed for members of the database, although this was minimal.

- Three workshops were held in Zimbabwe in 2006. Topics included: exporting and importing, e-commerce, gender and macro economics, opportunities for SMEs, overview of SADWE, Women Entrepreneurs, Community Development, Trade, Health as well as information about importing and exporting, accessing finance and e-commerce. 93 people attended the Zimbabwe workshops (82 women and 11 men). No workshops for this project were held in Zambia or South Africa. The workshops did give those who participated a better understanding of economic concepts, trade, corporate governance, how to access finance, health issues affecting business, use of ICT for business, etc, and to some extent awareness of business opportunities. However, the reach of the project was limited to urban women.
- The SADWE website was created and hosted on EKOWISA's website. It hosted profiles of women entrepreneurs and also provided an Events Calendar with information useful to women entrepreneurs such as trade fairs and missions, exhibitions, links to various web portals( e.g. more than 30 web sites were provided such as bilateral and multilateral funding agencies, business toolkits, trade and e-trade, access to loans, business management, other women's networks, etc) in the region and internationally, and a chat forum for women entrepreneurs to share ideas and network on line. The data base of contact details is no longer on the web site, but workshop records, newsletters etc remain. The SANWE website is currently operational on:  
[http://www.ekowisa.org.zw/index.php?option=com\\_content&task=view&id=15&Itemid=30](http://www.ekowisa.org.zw/index.php?option=com_content&task=view&id=15&Itemid=30)
- Newsletters for Women Entrepreneurs were published with the first in April 2006, with two more being published on EKOWISA website in December 2006 and February 2007. The newsletters were to be done quarterly and three were produced. The newsletters advertised the fact sheets, links to useful organisations for business and about economic issues, microfinance and business management. The newsletters contained information about trade, funding opportunities for entrepreneurs from the Zimbabwean Government and international donors, reference to EKOWISA's website for useful information, links to other organisations and contacts, information on the online chat facilities for women entrepreneurs and an events calendar of workshops and trade missions and trade fairs.
- Partnerships were strengthened, e.g. in Zambia with the Zambian Federation of Women in Business, in Zimbabwe with EMPRETEC, Women in Business, Gender Forum, Indigenous Business Women's Organisation, and in South Africa with APC Africa, Forge Ahead, Technology for Women in Business.
- Meetings were held with financial institutions about policies for making loans to women. The workshops and meetings enhanced the knowledge of policy makers and



representatives of financial institutions on gendered issues in accessing services in the financial sector and this resulted in at least two women accessing loans

The following were not very successful:

- Networking of members after the funding ended. The network activities and connections faded away and the network is currently not functional. Most people who were participants of the various workshops could hardly remember the activities because they were done so long ago and it was clear that there was no current network activity. All reported that no further activities came after the workshops were held.
- Databases for entrepreneur traders in the Diasporas in UK, Canada, USA, Asia and the Middle East were reported in project documents to have been established, but interviews indicate that they were not. Similarly, neither did the database and links between national NGOs and Diasporas to encourage trade happen. This could mean that some attempts were made to establish the databases but the exercise was mostly unsuccessful. There was not enough budget for this as it became clear that it involved much more work than originally envisaged. The database for South Africa was not established
- The focus of activities was in Zimbabwe, a little in Zambia, with none in South Africa.
- Limited cyber dialogues occurred. The facility was set up, but was reportedly hardly used, mainly due to connectivity challenges and costs.
- The recommendations after the workshops on the way forward included issues which seem to lack practicality and relevance to the immediate priorities of network members; they seem theoretical and long-term in focus. This suggests a possible lack of understanding, leadership/vision for the network. E.g. a bibliography on general SME and women entrepreneur research, compiling research on women entrepreneurs and identifying gaps, research on the impact of HIV/AIDS on workplace, lobbying the Ministry of Education to introduce entrepreneurial education in schools, change the attitudes of lending institutions to women, revisit laws restricting women from participating in national development. These topics, whilst valuable, do not appear to have much practical ability to create immediate value to women entrepreneurs. Many are large projects in themselves and would take considerable time and organisation to effect the changes envisaged.

The success of the network was also affected by the following:

- Women are not proactive in finding out what opportunities are available, e.g. from Government ministries and other institutions that can offer assistance to SMEs
- In addition, institutions are not proactive in finding out about the needs of women in business, and consequently do not know a great deal about the circumstances of women.

The following, which are the focus of the project's objectives as stated in project documents were not realised:

- Information provided to women cannot be said to have enabled them to take control of their financial lives
- Limited increase of women's access to finance.

The budget for the project was very small (USD 25,000) for the scope of the activities, and this constrained the achievement of the more ambitious objectives. The achievement of objectives was affected by the very difficult political and economic environment prevailing in Zimbabwe at the time of the project, when hundreds of thousands of Zimbabweans were affected: losing their lives, livelihoods and homes under the government's Operation Marambatvina. Therefore, most people's energies were spent on trying to keep safe and obtaining the necessities for daily life, and all organisations and businesses were struggling to survive. These conditions seriously hampered efforts to implement the project.

Another factor affecting the success of the project was that EKOWISA is Zimbabwe based, and it was therefore easier for it to focus on Zimbabwe. Hence many of the activities and achievements were done in Zimbabwe and very few, if any, in Zambia and South Africa. Given the need for face-to-face interactions, the use of ICT as the main means has been a significant limitation in getting the network going. Other networks have realised this constraint.<sup>1</sup> In addition, reports from EKOWISA note that E-commerce/e-communication is not the preferred means of doing business.

The selection of participants for involvement in the project appears to have been relevant for the objectives of the project. Thus, for the workshops held, representatives included were from: Women's organisations, Entrepreneur and business organisations, Women entrepreneurs, government ministries involved in economics development, media, Microfinance institutions, Member of Parliament and politicians, ICT organisations, funders, Human rights organisations. However, participants were all urban based, and did not link with women in the rural areas. This limited the benefit of the project to women in these areas.

EKOWISA has performed reasonably well in terms of the accomplishment of the project's objectives. Whilst not all objectives were achieved, most were, and those that were not could not be achieved because the objectives had not been carefully thought through or articulated in a way that could be reasonably expected to be achievable. EKOWISA's performance as a project partner for UN Women has been good, and technical and financial reports were submitted to UN Women's satisfaction. Evaluations were done after all the workshops delivered and follow-ups on the activities carried out as part of the project were also done.

The assessment done by UN Women prior to contracting EKOSIWA indicate adequate strengths and experience in terms of relevant and successful track record, adequate systems and processes in place to ensure delivery, adequate staff, proper governance structures, adequate financial, procurement and subcontracting systems, regularly audited accounts. Thus EKOWISA had the ICT technical and financial management capacity to deliver the project. What was lacking in the

---

<sup>1</sup> The Women of Uganda network has encountered this constraint and that using ICT for networking creates barriers to access for many women and they have therefore supplemented ICT links with a newsletter, community meetings and member visits.

assessment was an assessment of the fit between i) EKOWISA and economists and ii) EKOWISA and entrepreneurs. It appears that the focus on ICT capability overrode the need for expertise in these areas.

#### **2.1.4 Efficiency**

The financial inputs into both the SANWE and SADWE projects amounted to USD 25,000. For this relatively small amount, a fair amount of outputs were achieved. These included:

- Website created
- Database of women entrepreneurs and economists, with profiles of about 50 women entrepreneurs
- About 50 members were recruited in mostly Zimbabwe and Zambia to SANWE during the course of the project.
- Changes were made in ICT policy in Zimbabwe and recommendations made in Zambia
- 7 workshops and 3 or more meetings
- 2 workshop reports
- 11 presentations
- 8 journal articles, 5 published on the website
- 5 fact sheets
- 1 press release
- 3 newsletters
- Partnerships were strengthened
- About 216 people were reached by the projects (186 of these women)

Whilst the database of economists and entrepreneurs was achieved, functioning networks were not. Thus the envisaged economic policy analysis, leading to advocacy and economic policy change was not achieved.

Whilst ICT may have been a cost-effective method, it did not prove to be an appropriate tool to ensure the achievement some of the project's objectives.

The project's implementation was delayed for 3-4 months in 2005 due to UNDP not releasing the funds that had been received, and therefore activities only started in March 2006.

It was suggested that the project could have considered activities to raise the awareness amongst communities about gender budgets so that they are able to question local leaders about the allocation of budget resources in terms of benefits to women and have the information to hold them more accountable to women in the community.

Retired economists could have been considered to assist with co-ordinating the SANWE project and providing secretariat type services, as professional working women often have pressured jobs, are at child bearing age, and often have spouses who do not take much responsibility for home and family duties. Retired people could have devoted time to this project without substantial cost.

It seems that both projects attempted to set up networks from scratch, focussing on developing networks independent of existing professional networks (e.g. the Zambian and Zimbabwean Economists Associations, the South African Women Entrepreneurs' Network, Southern African Enterprise Network, Chambers of Commerce, Zambia Chamber of Small and Medium Business Associations, etc). Linking with existing databases of entrepreneur networks and economist networks and piggy backing on their infrastructure and networks could have been more cost effective and probably more effective in creating links that yielded returns to members of SADWE and SANWE as it may have opened up easy doors to potential members as well as access to resources.

EKOWISA's website was not well suited for an entrepreneurs' web portal as it has more links to women's rights websites than entrepreneurial sites. This was not appropriate to the objectives of the project, and it could have been more useful to link to chambers of commerce and entrepreneurial sites which have more direct relevance to the interests of women entrepreneurs.

Zimbabwe was probably not a good choice of country to launch an ICT project as, at the time and still currently, is behind other countries in the region in terms of ICT infrastructure and enabling policy environment.

*"It is important for Zambian women economists to meet and share experiences. We need to create effective synergies with our women entrepreneurs... It is very invigorating to see women learning from and supporting each other." Rose Phiri, Lusaka*

It is difficult to make any more comments on the efficiency of the project as no structured monitoring and evaluation was done. However, the above is considered to be reasonably indicative of the relevant efficiency issues.

### 2.1.5 Impact

Probably the most important and lasting impact of the projects was the ICT policy change in Zimbabwe that was almost certainly the result of the project's activities. This was a significant achievement. Online comments were made to the bodies responsible for drafting the revisions to the policies, and all comments were included in revised drafts, thus demonstrating the power of ICT for use for effecting policy change.

No impacts were achieved in terms of economic policy changes. However, it is clear that the project did raise awareness for the need for such policy change. As a result, ZWR CN worked with SANWE to develop an advocacy programme to lobby for changes in economic policy. This resulted in ZWR CN working with the Ministry of Women's Affairs in reviewing the national budgets and bringing in a gender discourse on the budget and building the capacity within the ministry. ZWR CN also contacted the Reserve Bank of Zimbabwe and asked them to account for the budget statistics in terms of gender distribution. Although they did not supply the information, this is an important step which it is hoped that ZWR CN and other organisations have continued to put

pressure on government institutions to apply gender equity in budgets and be accountable in gender terms.

Some useful benefits resulted from the SANWE and SADWE projects, e.g. economists produced several fact sheets for women in business to demystify macroeconomic issues which helped women understand the wider economic context in which their businesses operate.

The link between women economists and entrepreneurs proved fruitful as long as it lasted, and it was clear that the meetings benefited both, putting economists in touch with real life business issues, and the entrepreneurs with professionals who could provide explanations about the business environment. This proved to be a synergistic relationship.

*“EKOWISA put me in touch with aid organisations involved in ICT and through this several member organisations got access to computers at reduced rates and back up for six months”. Eulla Chimanikire, Women’s Entrepreneur Network (WEN)*

Useful partnerships were created or strengthened with government departments, women’s organisations, private sector, financial institutions, media, etc.

Useful professional links amongst members were made, some of which endure currently.

Impacts as a result of SADWE included:

- Women entrepreneurs in Zambia attended trade fairs in Dubai and China partly as a result of the network’s activities
- Four members of the Zimbabwe Women in Business exhibited at international trade fairs in India, Namibia and South Africa.
- Members of the network reported increased use of email for business.
- Increased awareness amongst some financial institutions regarding gender discrimination in women accessing loans.
- Increased understanding of macroeconomics and how this affects the business environment
- Some women were invited to attend the constitutional making process to have input into issues affecting women in business. This was a result of contact through the network
- EKOWISA worked with Women in Business in Zimbabwe to set up a regional network - Women in Business in SADC (WIBSADC)
- EKOWISA’s involvement in the project assisted the Women Entrepreneurs Network (WEN) to set up a website.
- EKOWISA put Women Entrepreneurs Network in Zimbabwe in touch with a funder who funded that resulted in WEN getting computers at a discounted rate and back up for half a year.

*“Women economists analysed trade, fiscal and monetary policies and communicated these findings to women entrepreneurs in simple terms.” EKOWISA report (undated)*

Impacts of both the projects were limited in number (about 216 people directly involved) and focussed on urban women rather than rural women's needs.

Impacts on EKOWISA were several and included:

- The media coverage from the SANWE and SADWE raised awareness about EKOWISA and the profile of the organisation. As a result, EKOWISA gained easier access to government and other organisations interested in using ICT in addressing gender equality.
- One of EKOWISA's employees went on to do a PhD in Economics.
- As a result of the workshops held for SANWE, EKOWISA developed two proposals and as a result received \$15,000 from Africa Women Development Fund to undertake economic literacy training, advocacy and lobbying activities for women parliamentarians and women entrepreneurs.
- EKOWISA's Director was recommended by the Zimbabwean Ministry of Small Scale and Medium enterprises Development to represent Gender and ICT issues in the National Manpower Advisory Council (NAMACO)
- EKOWISA was invited by Forge Ahead to present a paper on Women and ICT in Africa
- EKOWISA's Director was interviewed by the Zimbabwe Broadcasting Corporation (ZBC) and the South African Broadcasting Corporation (SABC) on the status of gender and ICT in Zimbabwe
- EKOWISA became known and attracted more business and some international conference opportunities resulted
- The Zimbabwean Ministry of Science and Technology recommended EKOWISA's Director to sit on the board of the Zimbabwe Academic and Research Network (ZARNet)

### **2.1.6 Sustainability**

It is noted that the 'creation of functioning networks' were not mentioned as an objective of the projects. Although this may have been an implicit objective, this has probably not assisted the projects to focus on sustainability. For example, the project's objectives appear to have been short-term rather than long-term, and this would undermine plans and thinking around sustainability. There is also no evidence of an exit strategy in the project plan that addressed what would happen to enable the project to carry on once funding had ended. This does not appear to have been a requirement of UN Women.

Once the funding came to an end the activities clearly came to a halt. The main reasons for this are probably that the network was not sufficiently well developed to stand independently, and that the activities were not relevant enough or marketed to potential members to generate the energy needed to sustain the network. In addition, there was no strategy or concrete plans formulated that may have stimulated interest and commitment in the network, e.g. a calendar of events. This suggests that leadership and vision was lacking. In Zimbabwe, a key negative influencer of sustainability was the political and economic volatility at the time of the project.

In addition, the role that EKOWISA played was not appropriate to enabling the network to be sustainable. EKOWISA's role was mainly that of a facilitator, and as such had an ancillary and

support role to the key players (economists and entrepreneurs). It could not have been expected that a facilitator would take on ownership and leadership roles in the networks and drive them. This would need to be the responsibility of the economists and entrepreneurs involved. This undoubtedly had an impact on sustainability right from the project's inception, and indicates weakness in the project design. This is also suggested by the focus on ICT as a primary means of networking, when the experience of other networks suggested that this means had the limitations discussed earlier.

It has been suggested that a subscription fee could have been charged to network members to help generate a sense of commitment to the network activities. Members did not really contribute anything to demonstrate their commitment of desire for the activities of the network. However, this could not have been done without developing and advertising a 'value proposition' to prospective members. The network never got to this stage.

There was need for a dedicated person to take responsibility for actioning network activities to manage the practicalities of offering services to members and co-ordinating activities, e.g. maintaining the membership list, sending out alerts on opportunities, providing information relevant to members on funding, projects, useful professional links, etc

The strategy for developing a regional network does not appear to have taken into consideration the success factors mentioned in the beginning of this report, namely:

- Leadership that has a vision of the long term and strategic issues, a clear mission statement and unambiguous rules of engagement
- Leaders must be able to translate the vision and strategy into a workable plan and able to 'pull it all together' – i.e. effectively orchestrates, mobilises and organises
- Networks must remain relevant in changing times and conditions. This requires understanding the strategic issues within the network and in its environment, and requires close relationships with members about their needs (regular member and organisational evaluations) and knowledge of changes in the environment in which the network operates.
- Know your target audience and have regular activities that are relevant to members' needs
- Strategies for network cohesion are essential
- Utilise existing networks to springboard from and to minimise start up costs
- Resources planning (money, equipment and time) to organise the network. Full time committed staff are needed
- The value and services offered by the network must be clear and communicated to members and wider audiences (communications/engagement and marketing strategies)

The network may have had a better chance of surviving if the above factors had been considered. In addition, if a strategy had included creating stronger links and identified agenda synergies between economic researchers who supply content and information, and lobbyists and activists who mobilise for change, and policy makers who effect policy changes, and to the media to publicise information there may have been interest and energy created in the objectives of the project from a number of different sources. This may have created energy to sustain the project.

Sustainability would need to factor in creating demand for gender equity. For example, this could be done through working with communities and schools to educate communities and young people on gender budgets, thus creating knowledge to create the demand for change at local level to compliment pressure being applied by national and regional women's and human rights organisations.

EKOWISA's web site provided information on SANWE and SADWE. As mentioned, EKOWISA is an organisation that focuses more on ICT. This focus is not strongly related to the links needed and relevant to economists and entrepreneurs. If the information about these networks had been hosted on existing regional economists and entrepreneur websites SANWE and SADWE may have enjoyed more visibility. However, what happened was that at the end of the project, the networks turned out to be "EKOWISA networks" rather than being owned and driven by motivated women economists and entrepreneurs using the network to pursue their professional interests. EKOWISA's ownership of the network brands was, therefore, not appropriate for sustainability.

### **2.1.7 Conclusions**

Both the economists and entrepreneurs' networks are seen as relevant in the past, and still relevant currently; both being related to the goal of the economic empowerment of women.

EKOWISA achieved most of the project objectives it was contracted to carry out such as the influencing ICT policy, creation of a database, a website, brochures and fact sheets, workshops were carried out, enhance women entrepreneurs' knowledge about macro economics and financial institutions. Some objectives were not achieved, or achieved with limited success, such as the Diaspora databases, linking NGOs and Diasporas to encourage trade, cyber dialogues, establishing network links in the region (only Zimbabwe and Zambia say activity), press releases. Although no changes in economic policies resulted directly from the network's activities in Zambia and Zimbabwe, some pressures were created for such change. The project directly reached about 216 people (186 of these women). None of the networks is functioning currently, and have long dissolved. However, this objective was not stated in the project contract documents.

The focus of the projects, particularly the entrepreneurs' network, was perhaps too broad to meet the needs of women entrepreneurs and probably was not seen as relevant enough to their immediate business needs to maintain interest. Future projects could benefit from a more focussed and limited approach e.g. agricultural commodity prices service, Inclusive Business, sector focus. A focus on assisting in ways that also benefit rural women was advocated.

Both projects faced challenges including:

- Limited funds to accomplish a project with a wide scope and there was no budget, or alternative strategies, to resource essential activities such as marketing the networks, office space, dedicated person with the time to coordinate activities, etc
- The economic and political volatility in Zimbabwe at the time made it very difficult to organise the network from and organisation based in Zimbabwe



- Leadership and strategic direction was lacking: issues around which to mobilise were not clear.
- Member commitment was lacking
- ICT did not prove to be as successful a tool for network development as originally envisaged and the choice of ICT as the main medium for carrying out the project appears not to have been suitable

The project design had several weak areas including: the appointment of EKOWISA, whose skill is in ICT not economist or entrepreneurial networks, as the 'driver' and 'owner' of the project; some objectives were not realistically achievable; and the networks were launched without much understanding of how networks work or the context in which they were going to operate.

In terms of efficiency, the project achieved many of the outputs envisaged in the contract given the relatively small budget. UN Women could consider alternative models for developing economic empowerment amongst women entrepreneurs. These have been highlighted in the report earlier. The economists' network may have achieved greater results if there had been clearer strategic links between the research produced by women economists, how this could be used by activists, and how the media could support change initiatives through publications. Linking with existing relevant entrepreneur and economist networks and websites could have been more logical, relevant and useful and may have leveraged greater access to members and resources. Developing networks from scratch was, perhaps, overly ambitious. In addition, developing networks of organisations rather than individuals would probably have been a more successful strategy.

The project had at least one concrete achievement: the change in ICT policy in Zimbabwe. This was a significant achievement whose impact will be felt for years to come and sets a precedent for future policy building. No achievements were made in economic policy change, but the project led to activities which raised awareness of gender budgets and resulted in other stakeholders putting pressure on state institutions to incorporate this into the budgeting process. This is not an insignificant achievement. There were also some benefits to the businesses of women entrepreneurs who participated in the project, but this was amongst limited numbers of women.

There is need for networks to maintain consistent focus on providing immediate and ongoing short-term benefits and value to members to sustain network interest (e.g. how to access markets and finance), whilst longer term benefits and projects which will enhance understanding the wider environment of women's businesses (e.g. research on the impact health on women entrepreneurs businesses, research on the challenges women entrepreneurs face) are done.

Relevancy needs to be at local national level and these interests need to be met first, as without this the energy and commitment needed for mobilising on wider regional and longer term issues are unlikely to be built. This is not to underplay the importance of the wider issues, but a practical suggestion that is based on needs hierarchy and for maintaining the energy needed to drive the wider regional issues.

The project design issues mentioned earlier in this report militated against the sustainability of the project. In addition, the choice to use ICT as the main means to develop networks proved to be inappropriate to some of the target audiences.

Lessons arising from the evaluation include:

- The need to focus objectives and project activities to ensure relevancy and achievability
- Understand the environmental context in which the project will operate (obstacles and facilitators) as well as the priorities of those involved so that the project's design includes objectives, methodologies and activities which are relevant and realistic
- In terms of developing networks specifically, know how the dynamics of networks work and understand the key success factors involved. Where possible, link up with existing networks rather than trying to start a new network. Understand the consequences of having organisational membership versus individual members and the implications this has for network growth, support and resourcing
- Ensure appropriate allocation of roles and responsibilities for project work to ensure that the ownership of the project's outcomes are in the hands of those to whom the results are of primary consequence
- When using ICT as a tool, understand its strengths and weaknesses as a tool to achieve objectives
- When starting a new idea it is important to ensure relevant short-term wins and returns to those involved or there is a risk that interest will fade quickly.

### **2.1.8 Capacity issues identified**

This report raises several capacity issues.

Although there is interest in both the economists' network and the entrepreneurs' network and agreement about their relevancy, there has not been the needed leadership or resources to make them work. Leaders with vision, a sense of ownership, charisma, the ability to translate vision into practical action are needed, together with the time and resources to make the plans happen.

Both networks have lacked experience in developing networks and an understanding about the factors that support their success. An understanding of the key success factors of networks and how to translate this understanding into a strategy and practical action plan for building a network are needed. Having access to an organisation with experience in building networks would be a useful resource in this regard.

Prior to developing strategies for the networks, there is need for analysis and understanding of the context and issues in which the networks are to operate and how these relate and dovetail with member priorities and limitations. This would be needed to provide a sound basis for any future network strategy formulation.

Strategic development was a weak capacity area. Strategies for fund raising, defining value propositions to members, communicating and engaging members, marketing, network cohesion,

leveraging existing relevant networks and thinking through practical ways to harness and coordinate energies to achieve key strategic objectives, offices and staffing, setting up an organisation with governance structures that ensure credibility and accountability are needed.

The project design of the networks showed some weaknesses in that some of the objectives were not articulated to be realistically achievable and the networks were funded to be launched without, it appears, much understanding of how networks work. The placement of EKOWISA in a 'driver role' was not appropriate, as discussed earlier. Future projects need to ensure appropriate ownership of the network, i.e. by those that have a direct interest in the outcomes and results of the project, a passion to see results, as well as the relevant professional and network status and the capability to drive activities. In addition, it also seems that relevant analysis and preparation for launching a network was lacking, e.g. an analysis of how to link the context and issues with the needs and priorities of potential members as a 'value proposition' of what to offer members that would excite their interest, what combination of methods of interaction/delivery would be most appropriate to use, etc. These may have enabled the projects to get off to stronger starts and to maintain member interest and commitment.

ICT may be a useful tool for on-line lobbying for policy change but it may not be as relevant for developing and maintaining a network. If ICT is to be used in the future for supporting networks conscious and informed decisions should guide the approach. ICT, as this report has highlighted, has its limitations and these need to be factored in when selecting network members and methodologies. Their limitations, in terms of access, interest and capacity in using ICT as a method for networking, need to be well understood. If target members do not have interest, access or capacity it would be wise to either address these barriers first or target different types of potential members that already meet the requirements for ICT networking.

If sustainability is to be required of a project, the objectives need to be designed to reflect this. Including an exit strategy needs to be included in the project design if this is required.

One of the factors that contributed to the networks dissolving was the lack of a dedicated person to coordinate activities. Without funds from UN Women, or other funders, and without a funding strategy in place to secure other funds, such a person was not available to implement network decisions.

It has been noted that the budget for the project was very small in relation to the outputs.

Priorities to address include:

1. Environment analysis of issues and member priorities
2. Understand how networks work, including how to leverage existing networks
3. Strategy development that links analysis of environment and member priorities
4. Resource planning
5. Develop action plans with practical and realistic project planning
6. Leadership and governance development

### 2.1.9 Summary of findings

Explanation = 0 stands for poor quality/scale of impact; 5 stands for excellent quality/scale of impact

<b>Assessment criteria</b>	<b>Rating</b> 1= poor 5 = v good	<b>Explanation</b>
<b>Inputs</b> by contractor (ICW, SA Judges Network, EKOWISA)	X	
<b>Cost to UN Women</b>	X	\$ 25,000
<b>Other inputs</b> (leverage)		None reported
<b>Outputs</b>	4	Good in terms of what was contracted: Created a database, a website, brochures and fact sheets, workshops were carried out, enhanced women entrepreneurs' knowledge about macro economics and financial institutions. Limited success in Diaspora databases, linking NGOs and Diasporas to encourage trade, cyber dialogues, establishing network links in the region, press releases.
<b>Outcome</b>	2	Limited on the whole. Most notable was the network influenced ICT policy change in Zimbabwe,
<b>Impacts</b> (direct/indirect; intended/unintended) What happened as a result of the programme? What difference did it make? How many people affected?		
Extent of impacts on Beneficiaries / participants – capacity development, opportunities, other benefits, etc	3	Enhanced knowledge of economics, some business opportunities, partnerships strengthened, EKOWISA's profile raised, fact sheets produced
Extent of other impacts e.g. legal / policy / regulatory frameworks, social, economic , development impacts, impacts on institutions, etc	4	ICT policy in Zimbabwe was changed to be more gender sensitive. No economic policy change, but the project led to activities which raised awareness of gender budgets.
How many people benefited? (Est.)	2	216 people reached directly (186 of whom were women)
Equity – degree that marginalised groups benefited?	1	Focus was on urban professional level women; little if any focus on needs of rural women
<b>Sustainability</b> – extent to which benefits continued after programme ended		
Did the programme continue?	1	Both networks are no longer functional
Exit strategy	1	None
Additionality (Value that the programme gave that would not have otherwise occurred)		Respondents in the sample said that many of the commercial links established would not have happened otherwise.
<b>Efficiency</b> measures the outputs -- qualitative and quantitative -- in relation to the inputs		
Were activities done in most cost efficient way compared to alternatives?	3	Yes with regards to workshops meetings etc. No in terms of creating entirely new networks and websites where linking with existing ones would probably have been more efficient. Choice of ICT may have been cost effective, but it had great limitations in terms of being the right tool for the job
Results achieved on time?	4	Results that were achieved were done on time, but not all results were achieved.
Results-measuring- Was it done? Were the right	2	Evaluations were done after workshops, but there was no structured M&E done

things measured?		
Governance structures and practices, risk mgt	1	In terms of governance structures, none were developed. No risk assessment seems to have been done re: planning
<b>Effectiveness</b> measures the extent to which the programme achieved its objectives		
Objectives achieved?	4	Most objectives stated in the project document were achieved.
Appropriateness of the programme methodology/approach?	2	Weaknesses in project design re: Some objectives were not realistic, ICT as a network building tool, little understanding of how networks work, little analysis of member needs and link to environmental context and achievable plans, no exit strategy, EKOWISA should not have been the driver of the networks, etc
Appropriateness of the selection of beneficiaries: were they the most relevant persons? Numbers of women/men?	3	Choice of economists was appropriate. Urban entrepreneurs were selected, but few if any rural women entrepreneurs were selected for participation.
Cost-effectiveness, i.e. cost of benefits compared to inputs	4	Considering the small budget, much was done, and there were benefits to participants and ICT policy in Zimbabwe was influenced
<b>Relevance</b> measures extent to which the programme is suited to the priorities of the target group		
Relevance to beneficiaries?	4	High relevancy
Relevance to the issues pertaining in the sector?	4	High relevancy
Relevance to UN Women's priorities?	5	High relevancy
<b>Institutional Capacity / Gaps</b> – identification of institutional capacity development issues		
Governance – roles, leadership, constitution, accountability, structures, policies & planning	2	Weak
Programme management – managing activities, people, finances, follow up, etc	4	Relevant reports produced by EKOWISA
Communication with stakeholders	2	Communications with network members was weak due to lack of strategy, leadership and resources
M&E, reporting	3	EKOWISA met UN Women's reporting requirements, but little other follow up.
Human resources – numbers & skills	3	Numbers were reasonably adequate, but EKOWISA lacked skills in how to develop networks.

## 2.2 International Community of Women Living with HIV/AIDS (Southern Africa)

### 2.2.1 Introduction & background

The International Community of Women Living with HIV/AIDS (ICW) is a registered charity and the only international network run for and by HIV positive women. It was founded by a group of women living with HIV and AIDS attending the 8<sup>th</sup> International Conference on AIDS in Amsterdam in July 1992.

According to the ICW Global website ([www.icwglobal.org](http://www.icwglobal.org)), ICW aims “to raise awareness of the myriad abuses which our members face across the global community... To this end, ICW advocates on policy, legislation and other decision-making at all levels, which affects the quality of life and access to the human rights of all HIV positive women.”

For over 15 years, ICW head office was based in the United Kingdom. In 2003 the organization’s strategic plan identified decentralization as a core strategy, and resulted in the establishment of the Southern Africa office in April 2004. The office was based in Swaziland, and a Southern Africa Regional Coordinator was appointed “to mobilize women living with HIV, advocate on issues of access to treatment, care and support, and gender equality, as well as ensure meaningful contribution to policies” (2009-2011 ICW-Southern Africa Strategic Plan). The logic behind this strategy was, and remains, to build a stronger administrative and coordinating presence in the Southern African region which would allow for better networking of HIV positive women and organizations, thus ensuring more focused and appropriate programming and advocacy work to meet the service and strategic needs of HIV positive women in the region.

The ICW Southern Africa (ICW-SA) office reported to the head office in the UK, responsible for the following countries: Swaziland, Zimbabwe, Zambia, Botswana, Lesotho, South Africa, Malawi, Mozambique and Namibia. In 2010, the UK office closed and ICW Global opened its head office in Argentina.

UN Women<sup>2</sup> funding for ICW-SA began in 2004, just as the Swaziland office was opening. A proposal submitted to UN Women requested funds for 6 months to undertake the following:

- Three 1-week workshops for young HIV positive women in Swaziland, Zimbabwe and Zambia, to build leadership, self esteem and a young women’s advocacy agenda for the region
- Establishment of an ICW regional office in Swaziland (including office rent and utilities and overheads) to increase accountability to Southern Africa ICW members.

The budget was broken down as follows:

---

<sup>2</sup> Since the funding of ICW in 2004, UN WOMEN has been incorporated into a larger UN body called UN Women. This report uses both names interchangeably, depending on whether it is referring to past UN WOMEN funding with ICW or recommendations for future engagement.



Establishment of Regional office, including rent, utilities and overheads	USD 3 000
Young Women's Workshops (3)	<u>USD18 000</u>
Total	USD21 000

(contract for USD21 018)

The contract with UN Women was signed on 26<sup>th</sup> May 2004 to be completed within 6 months. There seems to have been a slight adjustment to the proposal during discussions with UN Women since the final Project Cooperation Agreement states that the expected outputs would be 2 (not 3) workshop reports and a database of national networks of positive women. How funding was to be used in the establishment of the regional office was not outlined any further in the agreement, so it is assumed that the grant was to be used, as stated in the proposal, to pay for rent, utilities and other overheads. The primary expected outcomes were greater involvement of young HIV positive women (under 30 years) from Southern Africa in ICW's work at country, regional and international levels, and a functioning southern Africa regional office acting as the key reference and contact point for ICW members, other HIV positive women and other interested parties in the region.

The contract allowed for two installments:

1 <sup>st</sup> installment	USD 8 249
2 <sup>nd</sup> installment	USD12 769

The first installment was disbursed on 10<sup>th</sup> Sept 2004.

### **Methodology and its limitations**

The evaluation was undertaken over a period of one month, through desk research, face to face interviews, email, Skype and telephone communications. The evaluator contacted a range of stakeholders, including ICW members, secretariat and Board members, funding and other relevant partners (see Appendix). The lead ICW evaluator (Barbara Kaim) spent 3 days in mid-March in Johannesburg, South Africa, interviewing ICW members attending a regional ICW meeting funded by Ford Foundation. She also spent half a day at the UN Women office in Johannesburg meeting with staff and locating and reviewing documentation.

While the research elicited important and useful information, there were a number of key limitations. These included: difficulties in reaching people with the institutional memory and who were involved in the project at the time (2004-6); and a lack of documentation - both financial and narrative -, especially since ICW- UK who initiated and undertook the financial accounting for the project, closed their offices in 2010 leaving no paper trail (e.g. the evaluator had no reports from ICW to UN Women, except for one YWD workshop report; no evidence that ICW-SA worked on a data base, no copy of the ICW International Strategic Plan 2003-7, no financial reports). UN Women also had very limited documentation as physical documents could not be located and there were few electronic project files available.

These gaps have made it difficult for this evaluation to capture clearly how the UN Women funds were utilized during the period under review (2004). However, the research has garnered some

important information on what ICW has achieved since 2004, and its strengths and challenges to date. While not explicitly part of this evaluation's ToR, we include this information here to give UN Women a better understanding of ICW and options for future partnering.

### 2.2.2 Relevance

The role of ICW as a network organization that sets out to meet the needs of HIV positive women remains as relevant today as it was when it was formed in 1992. This is especially true in the Southern Africa region, which is home to 2% of the world's population but where 30% of the global population is infected with HIV<sup>3</sup>. Nearly 60% of the people living with HIV and AIDS in the region are women<sup>4</sup>, reflecting the greater vulnerability of women to the virus. There are many reasons for this, including lack of access to economic means, lack of education, high rates of domestic and sexual violence, and discriminatory practices and policies against women.

In the many interviews undertaken for this evaluation, there was overwhelming consensus by members, the Board, partners and donors that ICW-SA's goals remain critically important to HIV positive women in the region. These goals are stated in the ICW-SA constitution<sup>5</sup> as follows:

1. To deliver services which improve the quality of life and health of women living with HIV and AIDS
2. Increase the effectiveness of the ICW as a global / regional movement of women living with HIV and AIDS with an informed and active membership at the local and regional level
3. To achieve economic political, religious, cultural and social justice for all women living with HIV and AIDS
4. To promote and strengthen the leadership of young women in all the structures of ICW and ensure that at least 50% of the members are young women. This will be done through recruitment, training and mentoring

Members particularly expressed the important role ICW has played in giving HIV positive women a safe space in which to share experiences, increase their knowledge and strategize. The focus on young women is also deemed important – their voices are consistently left unheard in decision making fora, and their rights, concerns and needs both differ from those of older women and are usually overlooked.

The UN Women grant of 2004-5 supported these ICW goals, especially goals 2 and 4. It aimed to give a 'kick start' to the regional office and provide opportunities for improving the role of young women in the organization, thus making the funded activities relevant to ICW. Further, the grant was in line with UN Women objectives to strengthen the capacity of women's organizations.

---

<sup>3</sup> Chikandi (2006)

<sup>4</sup> Chikandi (2006)

<sup>5</sup> Excerpt from the Constitution of ICW-SA- undated



### 2.2.3 Effectiveness

According to the proposal to UN Women, ICW planned to put out a call for 20 young HIV-positive women from each country to attend a 5-day national workshop (called the Young Women's Dialogue) in which "they would go through a process of exploring and analyzing their visions, priorities and rights, and discuss advocacy and follow up activities in their own countries". In relation to the ICW regional office, ICW noted that "after a region-wide recruitment process and interviews of short-listed candidates in March 2004" the coordinator was contracted from Swaziland with the following mandate to: increase communication with ICW members in Southern Africa, strengthen membership participation, develop and pilot a transparent and accountable system, develop ICW's Southern Africa region in consultation with the ICW-UK office, the Board of Trustees and ICW staff in other regions, provide monthly reports, write donor proposals as required, and develop a monitoring and evaluation system and advocacy programme.

At one level, ICW-SA has been effective in meeting its obligations to UN Women. During the funding period (2004-6), ICW-SA successfully opened their offices in Swaziland and managed to set up a small secretariat made up of the Regional Coordinator, a Finance & Administration Officer and an Administrative Assistant. In October 2004, ICW-SA held a UN Women-funded Young Women's Dialogue in Swaziland (Report of the Young Women's Dialogue, Swaziland 25<sup>th</sup> – 29<sup>th</sup> October 2004). Additional Young Women's Dialogue meetings have been held in the region in subsequent years (South Africa 2006, Namibia 2008, Zimbabwe 2010, others), funded by donors such as OSISA, Norad, Ford Foundation and PACT (USAID).

However, this evaluation only has evidence that one YWD workshop took place during the UN Women funding period. We also did not manage to locate any reports (either at the UN Women offices in SA, or through the ICW-SA regional office) to confirm that the responsibilities of the coordinator were fulfilled.

Implementation of the UN Women grant also proved problematic. The initial contract was supposed to end in early 2005. Before the end of that period, ICW requested and received a no-cost extension up to 30<sup>th</sup> October 2005. There is no documentation in the UN Women files about what happened in the following year. In mid 2006, the UN Women files show a flurry of emails between the ICW-UK office and UN Women in which ICW-UK was requesting disbursement of the second installment of USD 12 769 with UN Women countering that ICW's paperwork was inadequate and did not follow "our reporting formats and did not have attached receipts."

It is difficult to assess exactly what happened, but it is clear that the second installment of USD12 769 was never disbursed to ICW. This has a direct bearing on the hoped-for achievements of the project objectives. It brings to question the possible weaknesses of ICW as a whole, and the ICW-SA office particularly, and whether the management structures were capable of undertaking such a project. Also whether UN Women was aware of these weaknesses and whether they asked ICW to provide details of their governance structures and capabilities prior to funding - including a

review of their constitution, qualifications of the Regional Coordinator<sup>6</sup> and Board members, policies of financial management - to ascertain capacity to manage the project at that time.

Looking forward to present day, there is much concern within the organization at all levels, and further articulated by partners, that ICW-SA as a network is not meeting its full potential:

- *Membership:* One ICW member noted that ‘the main strength for ICW is its membership and if this can be built and molded up it will be a force to be reckoned with.’ To date, members are recruited at various fora through distribution of an application form that is completed and sent to the regional office. Others apply directly through an on-line electronic form. While it is true that ICW has been able to bring women together, the actual benefits accruing to members is not clear. “ICW is not visible” said another member, “there is no sense of belonging, no transparency, no programmes, no records.” There does not appear to be a regional membership database (as outlined in the UN Women / ICW-SA agreement) and no-one, including the regional coordinator, seems to know how many HIV positive women are involved in the network at country or regional level and cannot provide a copy of the membership list. Chikandi (1996) estimates that there are approximately 990 individual members in 10 SADC countries, but individual members quote higher numbers (200 members in Malawi, 2000 in Zimbabwe).
- *Leadership and governance issues:* One of the key problems seems to be poor leadership with no-one in the network with the vision to carry out the ‘bigger picture’ work as opposed to coordinating a number of meetings. There are a number of country activities in place (e.g. advocacy on forced sterilization in Namibia, and work on abortion rights in Malawi), but these seem to depend more on the skills and energy of individual members at country level than on coordination and planning at a regional level. Despite some important discussions and sharing of skills in the Young Women’s Dialogue meetings, there are few young women in leadership positions. Governance structures are also weak. Board members are chosen because they are HIV positive women without regard as to whether they have the necessary type or level of skills (legal, financial, advocacy, etc) to lead the strategic development of ICW or fulfill their obligations as Board members. They meet very seldom (they have not met since 2009, according to one Board member), are not giving sufficient leadership, support or guidance to the coordination structures in Swaziland, nor are they fulfilling their monitoring role of the organization.
- *Issues of accountability:* Members on the ground do not appear to have any idea how decisions are made, how money is spent, who volunteers and who gets paid. This has affected accountability issues in the network and memberships’ willingness to support ICW. Due to “poor communication and coordination” (interview with ICW member), some country members have left ICW to join more active national organizations.

---

<sup>6</sup> Several requests were made to the Regional Coordinator for a copy of her Curriculum Vitae but this was never supplied, so it is not clear about what skills and experience she has to bring to the role.

- *Advocacy:* Advocacy work at a regional level is weak. Network members and leadership recognize the importance of strengthening this aspect of ICW-SA (as articulated in their most recent strategic plan 2009-2011). To date, the work in Namibia seems to have been the most successful in advocating for a change in policy in relation to forced sterilization of HIV positive women. The case is presently in court, motivated by the work of ICW Namibia members. At a regional level, however, ICW-SA has not met the challenge of identifying and mobilizing around important regional advocacy issues, scaling up advocacy work in terms of influencing policy and, even though “they may be able to get policy makers to meetings, they do not harness the time effectively” (partner) or undertake appropriate follow up.
- *Monitoring and evaluation:* This evaluation does not have any documents relating to previous assessments associated with related to the outcomes of the UN Women funding. However, OSISA funded an evaluation of ICW Southern Africa in more recent years and, although confidential, findings from this evaluation have been taken into account in this report through interviews with key OSISA personnel and through triangulation from other sources.

#### **2.2.4 Efficiency**

The inputs for this grant – USD 8 249 – resulted in the organizing of one 5-day YWD workshop in Swaziland (20 participating young women) and the strengthening of the regional office through payment of rent, utilities and other overheads. This was an appropriate use of the funds, although it was unfortunate that the potential benefits from the full amount of USD 21 018 initially granted to the organization could not be realised.

In terms of structural levels of efficiency, ICW-SA recruits individual members (HIV positive women) rather than organizations. This has given HIV positive women, who face a myriad of discriminatory situations, the opportunity to meet, discuss and strategize in a safe environment. But it also means that at country level ICW’s presence is through individuals who have varying levels of competency and leverage to take on the role of representing and giving direction to the network. Partnerships and relationships of solidarity with national AIDS and women’s organizations – of which there are many - have been weak, meaning that ICW has not harnessed the skills that exist within many of these groups, or managed to advocate for joint actions. ICW has expressed concern that the specific needs of HIV positive women get drowned in national and regional AIDS networks and that the ICW membership need to be given the skills and opportunities to take on leadership roles in their own right. A few members (e.g. in Namibia) have got around this predicament by registering ICW at national level which gives them more institutional credibility, allows them to apply for funding independent of the regional office, while still remaining true to their primary target group.

This issue will be further addressed in the Conclusion section.

#### **2.2.5 Impact**

It appears that the YWD workshop in Swaziland had some impact on the 20 participating women – the workshop report quotes women as saying “Before I came here I felt that I was living with HIV and that I was going to die soon and that I was different from everybody else. Since coming I’ve realized that it’s not a disease you have to die from and that we all face the same issues.” Another woman said “I’d like to thank ICW and my fellow positive women for empowering me – I’m now an activist on HIV and AIDS”.

At the same time, the report concludes that

“The Young Women's Dialogue workshop held in Swaziland from 25<sup>th</sup> - 29<sup>th</sup> October, 2004 must be seen as a first step in a lengthy process, and not as the end point of the programme. Most of the women involved in this process are not yet ready to go off and begin to advocate on the issues discussed in this report. However, their input, in the form of lived experiences, ideas, concerns and opinions form the basis for building an advocacy agenda for women living with HIV and AIDS in Swaziland.”

In terms of medium or long term impact, stakeholders (both members of ICW and partners) felt that individual women in the programme benefited from the workshop, but that it did not have a wider effect. As one partner stated – “the concept of focusing on young women within the network is good, but it needs a more supportive environment to have more impact”. Probably the most successful YWD training took place in Namibia in 2006 in which participants identified the issue of forced sterilization and have, since that meeting, strongly advocated around this issue. ICW Namibia has some dynamic women leading this process, as well as solid support from partners including Ford Foundation.

Another concern, here, is to assess whether the opening of a regional office in Southern Africa in 2004 had any impact on ICW beneficiaries and whether it’s made any difference to HIV positive women in general. One member of ICW maintained that she “cannot see that ICW is making a difference to its members as there are no programmes in place for the different countries”. This is, perhaps, an overly harsh critique. Ever since 2004, many women have attended national, regional or international meetings that have raised the profile of HIV positive women, allowed for networking and built their confidence and skills. While weak leadership and governance structures have limited the impact of the organization, especially at regional level, it is also true that there have been a number of successful programmes at country level. These include advocacy on abortion rights (Malawi), issues around forced sterilization (Namibia), lobbying parliament (Botswana), the use of a stigma reduction tool and nutrition booklet. The regional office played a limited role in these programmes, mostly focusing on occasional support visits.

The question, though, is whether all of this could have been achieved without a regional office, focusing on country chapters instead. The answer is probably yes, but that is more due to weak leadership and strategic planning at regional level, than because a regional apex is not needed.

The challenge for ICW and its members in the region, therefore, is to agree on what role the ICW Southern Africa office should play. The International Office ICW Strategy 2004-7 (as articulated in their website [www.icw.org](http://www.icw.org)) identified decentralization as a key strategy to allow for regional

advocacy activities. The Strategic Plan 2009-11 reiterates this, saying that the core business of the Southern Africa office is “regional networking, capacity building, policy and advocacy.” These statements are unambiguous and call for ICW, as a regional network, to focus on the strategic, and not the service, needs of its membership<sup>7</sup>. As Chikandi (2006) points out, from a theoretical perspective, material concerns should inspire political analysis and action. In reality, material concerns have limited ICW’s outlook so that, instead of working in solidarity with the numerous AIDS and women’s organizations that cater to the service needs of HIV positive women at national level, the organization has worked in competition with these groups. This suggests a lack of understanding of ICW’s strategic role by those leading the organisation. In terms of value-added, an organization like ICW, at both global and regional level, is better suited to focus on the ‘big picture’ strategic issues (rather than service delivery). The role of a regional office would, therefore, be to strengthen links between memberships at national level to regional to global and vice versa, identify and mobilize around strategic issues that will make a real impact on members’ national efforts and develop regional strategies to address the need for policy reform and to meet the needs of an organized national membership. This in turn would allow for greater impact on policy and legal frameworks, nationally and in the region, while ensuring that the voice of ‘the base’ is heard.

### 2.2.6 Sustainability

ICW-SA is at a critical stage where it needs to clarify its role in order to justify its continued existence. The organization needs consistent and long term core funding, but will only get this once they have developed clear strategic and advocacy plans that can prove its continued value and presence in the region. An additional sustainability issue is the support of members and the need to remain close to member needs to deliver ‘net worth’. This needs the commitment, drive and enthusiasm of members, as well as a leadership that understands and works for this. Both components appear to have been weak in 2004, and continue to remain a problem.

Nevertheless, seven years after UN Women funding of ICW-SA, the regional office still exists. It still has links at both country and global levels, and the issue of young women’s leadership has not died (as confirmed by the latest Young Women’s Dialogue meeting in Zimbabwe). And, despite ICW-SA’s challenges, the network still has much potential.

#### Capacity Development: Recommendations from ICW members:

“There is need to have a Southern Africa meeting... Please include the executive of the region and the young women, ... and the disabled. We need to reunite. What has happened to South Africa? We need them back” (ICW member).

“We need to revamp the leadership, identify country coordinators and have an effective board. The board should be made up of members from different countries” (ICW member)

“The Board needs to meet frequently and work closely with the secretariat. We need to be equipped with leadership skills. (ICW Board member)

<sup>7</sup> As outlined in Chikandi (2006), service needs refer to HIV positive women’s access to reproductive health, treatment and legal advice services, mobilizing women as service providers (home-based care providers, orphan care givers, peer educators) and provision of information. Strategic needs consist of needs related to the capacities of HIV+ women and their organizations to pursue the collective interests of HIV+ women, including inclusion, decision-making, transforming social conditions, and challenging power inequities.

This has been recognized by some of their key partners, notably Ford Foundation and OSISA. Ford Foundation, for example, has been funding ICW East Africa, Latin America and the Global office for some time. Their Southern Africa office initially funded ICW Namibia before deciding, in 2009, to provide additional support to the regional office in order to strengthen its own governance and institutional capacity. Both Ford and OSISA recognize many of the challenges faced by ICW as outlined in this report, and are committed to providing guidance and support. This includes funding and facilitation of meetings at Board level to iron out priority concerns and actions.

### **2.2.7 Conclusions**

The importance of a network organization such as ICW that supports the needs of HIV positive women cannot be overstated. Stigma and discrimination against HIV positive women remain an issue of concern in the region, and one which is best tackled by HIV positive women themselves. This does not mean that such a network should work in isolation of other partners. Building solidarity with other AIDS-related organizations and especially with women's groups is crucial to ICW's long-term impact.

The 2004 UN Women funding came at an opportune moment in ICW-SA's development. It is unfortunate that ICW-SA could not take full advantage of the funding given to them at that time. The reasons for this were complex, and have been outlined in this report. Key was, and remains, its capacity constraints, especially as they relate to leadership and governance of the organization. This is a priority issue and needs to be addressed with urgency. The organization needs a leadership with the necessary skills and experience, focus and management support structures to devise and implement strategic and advocacy plans. The role of young women in leadership roles needs to be addressed. Board, secretariat and membership communication and the way they relate to each other is also an issue, as is the relationship between membership, country and regional structures. And ICW needs to rethink its vision, what it wants to achieve in the short and medium term, what structures are needed to make this happen and working with which partners, and what skills are needed to achieve its vision.

Chikana (2006) suggests an approach to strengthen regional - country linkages. He proposes ICW supports the development of local networks of HIV positive women as 'coordination hubs', with the potential to run country activities and become organizing nodes for regional engagement. These hubs would be affiliates that have autonomy and receive support from the regional office as needed. The regional office would be responsible for capacity building of the hubs and the coordination of joint or special events and activities. To ensure a strong regional agenda, ICW could also set up a regional board made up of representatives of affiliate bodies. This evaluation recommends further consideration of this strategy by ICW and partners.

The issue of membership recruitment practices, and how this relates to deployment of skilled people to take on leadership roles, also remains unresolved. Coordinating hubs, a regional office and regional boards need strong technical expertise to be able to develop and implement a more strategic approach to network priorities and activities. Whether ICW considers opening technical positions to non-positive individuals to tackle complex organizational issues needs to be addressed

as the lack of skills and experience amongst the leadership appears to be having significant impact on ICW-SA's effectiveness, and unless addressed ICW-SA could become increasingly sidelined.

ICW-SA continues to hold much promise, and its members continue to express a commitment to supporting the strengthening of the organization. As Jennifer Gatsi from ICW Namibia said at a Donor Forum in November 2009 "HIV positive women are the solution, not the problem."<sup>8</sup> With their energy, and partners' technical and financial support, we believe ICW's potential can be realized.

### 2.2.8 Capacity issues identified

There is a fair amount of consensus that the following capacity needs are central to the future success of ICW-SA:

- Training in strategic leadership and management, including the role of the Board, the secretariat and membership. Address issues of accountability at all levels. Develop strategies for empowering a new leadership, especially focusing on young members of the network
- Training in advocacy, including assistance in prioritizing key issues for regional action and programme planning
- Strengthen links between country and regional programmes, and between regional and global ICW structures
- Improve analysis, research and documentation skills within the organization and how research findings can be translated into advocacy and action planning
- Develop a clear fundraising strategy and ensure ICW has the capacity to implement/follow up on funders.

Lessons arising from this evaluation include:

- The need to have a clearly articulated 'big picture' vision within a regional network that addresses the strategic needs of the membership to ensure regional relevancy and impact.
- Ensuring that project design includes objectives, methodologies, activities and time lines which are relevant, realistic and measurable.
- Ensuring that appropriate leadership and governance structures are in place with key decision-making positions filled by skilled and motivated personnel.
- Clear lines of accountability between membership, leadership and board, with documented management and financial policies
- Appropriate allocation and monitoring of roles and responsibilities
- Thinking through the consequences of having individual vs. organizational membership and of having a volunteer vs. paid workforce, and the implications this has for network growth, support and resourcing.
- A clear understanding of the importance of strategic partnerships, both with other networks and like-minded organizations

### 2.2.9 Summary of findings

Explanation = 0 stands for poor quality/scale of impact; 5 stands for excellent quality/scale of impact

---

<sup>8</sup> ICW Southern and East Africa Donor Forum Report, 2009

Assessment criteria	Rating 1= poor; 5 = v good	Explanation
Inputs by contractor (ICW)	X	unknown
Cost to UN Women	X	Budgeted for USD 21 018 but contract agreement expired
Other inputs		Unknown during period of funding, but other donors have put in funds for same in subsequent years
Outputs		YWD report from Swaziland, office rental and other costs (although did not see documentation on this), functioning regional office
Outcome		Increased skills and confidence in participating young members (under 30 years) able to take on positions of leadership
<b>Impacts</b> (direct/indirect; intended/unintended) <i>What happened as a result of the programme? What difference did it make? How many people affected?</i>		
Extent of impacts on Beneficiaries / participants – capacity development, opportunities, other benefits, etc	3	Enhanced knowledge of HIV and AIDS, rights of HIV+ women, increased confidence of participating women, activities at country level
Extent of other impacts e.g. legal / policy / regulatory frameworks, social, economic , development impacts, impacts on institutions, etc	1	Minimal, except in Namibia but this predominantly a country level activity
How many people benefited? (Est.)	2	Unknown, assume minimal, approx 30 at the Swaziland YWD workshop; others attending meetings, workshops, conferences at regional/international level. However budget was small
Equity – degree that marginalised groups benefited?	3	Unknown – likely that focus on urban women with little or no focus on needs of rural HIV+ women
<b>Sustainability</b> (extent to which benefits continued after programme ended)		
Did the programme continue?	4	Yes. ICW still functioning. YWD workshops continue
Exit strategy	1	none
Additionality (Value that the programme gave that would not have otherwise occurred)	3	Respondents interviewed stated that individual benefits and confidence building in being part of non-judgemental community of HIV+ women, skills training
<b>Efficiency</b> (measures the outputs -- qualitative and quantitative -- in relation to the inputs)		
Were activities done in most cost efficient way compared to alternatives?	2	Would have been better achieved if had more skilled professionals in leadership positions to be able to guide the network
Results achieved on time?	1	For the first workshop, yes. Other components of the UN Women grant not achieved
Results-measuring- Was it done? Were the right things measured?	1	No structured M&E
Governance structures and practices, risk mgt	1	Governance structures weak, No risk assessment seems to have been done
<b>Effectiveness</b> (measures the extent to which the programme achieved its objectives)		
Objectives achieved?	3	Objectives only partially achieved
Appropriateness of the programme methodology/approach?	3	Adequate, although needed more strategic regional planning
Appropriateness of the selection of beneficiaries: were they the most relevant persons? Numbers of women/men?	5	Choosing HIV+ women as key beneficiaries is appropriate. All women, as appropriate.
Cost-effectiveness, i.e. cost of benefits compared to inputs	3	Considering the small budget, much was done. But no follow-through





<b>Relevance</b> <i>(measures extent to which the programme is suited to the priorities of the target group)</i>		
Relevance to beneficiaries?	5	High
Relevance to the issues pertaining in the sector?	5	High
Relevance to UN Women's priorities?	5	High
<b>Institutional Capacity / Gaps</b> <i>(identification of institutional capacity development issues)</i>		
Governance – roles, leadership, constitution, accountability, structures, policies & planning	2	High need
Programme management – managing activities, people, finances, follow up, etc	2	High need
Communication with stakeholders	2	High need
M&E, reporting	2	No evidence of ICW reports in UN Women files or reporting to membership
Human resources – numbers & skills	3	Weak - numbers adequate but staff and volunteers lack prerequisite skills

## 2.3 Southern African Women Judges Network (SAWJN)

### 2.3.1 Introduction & background

The Southern African Women Judges' Network (SAWJN) is a regional network of national associations as well as individual members of women judges in the Southern Africa region. SAWJN's objective is to enhance gender equality in the judiciaries and justice delivery systems in the Southern African region. SAWJN is also a sub-regional grouping of the International Association of Women Judges (IAWJ) that falls within the regional alliance that is comprised of various national associations of women judges in Africa. The activities of SAWJN are at three levels; sub-regional, regional and international. The Network member countries are Botswana, Lesotho, Madagascar, Malawi, Mozambique, South Africa, Swaziland, Zambia and Zimbabwe. The network's mandate is "to provide women judges with the information, materials, expertise and training in order to build their capacity to effectively address the gender biases in the justice delivery system".

The formation of SAWJN was a result of a CIDA funded Women's Transformational Leadership for Good Governance in Africa project in January 2003. This initiative involved leadership training for women judges in the region and was linked to IWJA's Jurisprudence of Equality Project (JEP), which is supported by UN Women. The JEP initiative focused on issues affecting gender equality in the justice delivery systems in Zimbabwe. Following the leadership training, in February 2003, the Zimbabwe Association of Women Judges (ZAWJ) organized a CIDA supported conference "*Working towards elimination of gender injustices in the judiciary systems in Southern Africa*". Women judges from eight Southern African countries participated in this workshop. The meeting participants resolved to form a Southern African Women Judges Network (SAWJN). Support for this initiative was motivated by a common desire to see greater gender equality in the justice delivery system and a desire to see the provisions of CEDAW and other international conventions regarding women's rights being applied in the judicial processes in the region.

Thus SAWJN was formed against a backdrop of experiences of lack of justice, equity and respect for women's human rights despite efforts by Southern African governments to redress social, political, and economic inequalities. In particular, participants noted inadequacies in judgements that were being handed down as they were commonly gender insensitive, often serving only to entrench the gender inequalities that exist in Southern African societies.

A steering committee was appointed at the meeting, comprising one representative from Botswana, Malawi, South Africa and Zimbabwe. This committee served as the four-member governance body for the nascent SAWJN, and the Zimbabwe Women Judges' Association (ZWJA) was mandated to house the secretariat of SAWJN. The inaugural meeting agreed that the Secretariat would rotate on a yearly basis, and that ZWJA would house the secretariat for the first year. The same yearly appointment arrangement applied to the tenure of steering committee. The secretariat had the responsibility of organizing, facilitating, training and disseminating information

on regional developments with regard to gender biases within the justice delivery system and organizing annual meetings.

SAWJN's founding objectives were:

- To build capacity of the judiciary by sharing information through the network
- To develop the necessary expertise and technical capacity among the members of the judiciary so that they understand and apply the necessary international instruments in domestic litigation so as to promote women's rights.

The United Nations Fund For Women (UNIFEM) supported SAWJN's activities under its Multi Year Funding Framework 2004-2007 to carry out a project entitled "Promoting a Gender Sensitive Justice Delivery System" which forms the focus of the evaluation covered in this report. The period of the project was May 2003 to January 2004. According to the Project Cooperation Agreement signed on 17 April 2003, between UNIFEM and SAWJN, the amount funded was Z\$ 7,200,000 (or USD 8,712 at the official exchange rate, and USD 4,800 at the parallel rate), paid in four disbursements. The project's overall objective was to provide women judges with the information, materials, expertise and training in order to build their capacity to efficiently address the gender biases in the justice delivery system. The Secretariat, co-ordinated by the Zimbabwe Women's Judges Association, was given responsibility for organising, facilitating, training and disseminating information on regional developments with regard to gender biases within the justice delivery system and organising annual meetings.

The sub-objectives, outputs and associated activities were:

Objective 1: To build the capacity of the judiciary by sharing information through the network

Output: To technically equip the office of the secretariat in Zimbabwe with:

- Procurement of office equipment and the establishment of a functional office with office equipment and furniture
- Creation of internet access
- Consultancy activities (it is assumed this refers to the employment of a Project Administrator)
- Development of electronic mailing system
- The creation of a website (this is not mentioned in the listed outputs for the project, but is included in the project budget as a specific line item).

Objective 2: To develop the necessary expertise and technical capacity among the members of the judiciary to understand and apply international instruments in domestic litigation in order to promote women's rights.

Output: Increased number of women approaching the courts:

- Development and distribution of a network brochure
- Development of a quarterly newsletter
- Development and distribution of quarterly flyers on instruments, legislation, laws and judgements that promote women's rights in the justice delivery system including current developments that affected the advancement of the position of women.

The activities of SAWJN were primarily directed at benefitting women judges and judicial officers of the network. The indirect beneficiaries were women, children and men using the judicial systems as well as male judges and judicial officers. It was hoped that through SAWJN's activities, women judges and judicial officers would be empowered to hand down more gender sensitive judgments and influence the judicial system to be more gender sensitive.

The main expected outcome was the elimination of gender biases in the justice delivery system and the enhancement of women's advocacy skills for the elimination of these.

The United Nations Fund For Women supported SAWJN's activities under its Multi Year Funding Framework 2004-2007. According to the Project Cooperation Agreement signed between UNIFEM and SAWJN to cover the period May 2003 to January 2004, the Network was supported with an amount of ZWD 7,200 000 ( or USD 8,712 at the official rate and USD 4,800 at the parallel rate at the time).

### **Methodology and its limitations**

The consultant mainly relied on document analysis, five face to face interviews with key persons that were directly involved in the Network activities while 12 interviews were contacted through e-mail and phone. Due to the long gap between the dates of the project's implementation and the current evaluation, many persons where not contactable as mailing lists of the members from other countries could not be obtained or were outdated.

The SAWJN presented peculiar challenges to the evaluators in obtaining the necessary records for the evaluation. UNIFEM was not able to supply electronic files relating to the project and paper copies of some relevant files were only located in mid-March 2011 after physical searches by the consultants and UN Women staff in the organisation's archives in Johannesburg and Harare. Documentation was also not easily available from SAWJN as when the Secretariat disbanded after the UNIFEM funding ended in June 2004, the records were stored by the Chairperson of SAWJN who was then seconded to the Hague to sit on the bench of the International Tribunal for the former Yugoslavia. The records held by SAWJN were only made available to the evaluators in the third week of April 2011 when the judge returned to Zimbabwe on holiday. It is therefore not possible to ascertain whether all the relevant documents were available for the purposes of the evaluation and this may have affected the quality of the review and analysis process.

In addition, although members of the Zimbabwe Association of Women Judges provided some useful information about SAWJN's activities, they did not have the same level of detailed information about the project as the Chairperson of SAWJN who was not available for interview until the third week of April. A three hour face-to-face interview was held with the Chairperson in the last week of April before she returned to the Hague. This meant that much relevant information and historical background information was not available until the third week of April 2011, and it also left little time for the processing and checking of the data, and the report writing for the SAWJN evaluation. Some project records could not be located in her office owing to staff turnover

consequent lost institutional memory, and also because the SAWJN offices had moved three times during the period of the project. Some electronic data files made available to the evaluators were stored on outdated, virus infested floppy discs in Macintosh format programme. Information from this source took a week or more to actually access and some files were unfortunately lost during attempts to recover the information. This limited the document review and had repercussions on the triangulation of data and the related follow up.

The copy of the Project Cooperation Agreement between UNIFEM and SAWJN made available to the consultants for this evaluation appears to be incomplete, and various articles referred to elsewhere in the document seem to be missing.

Other stakeholders in the justice sector who could have been useful to triangulate data provided by SAWJN and the document review, were unfortunately not available for interview in April as the courts were on holiday at the time interviews were being conducted.

This evaluation is, therefore, based on the information that was available.

Despite these various shortcomings, however, reasonably sufficient insights into the performance of the network could be made and conclusions have been drawn on the basis of two hour long interviews with the Chairperson, the Treasurer and three members of the Network, and consolidated with information derived from literature review.

Please see the Annex for information about persons interviewed and documents reviewed.

### 2.3.2 Relevance

The Southern Africa Women Judges Network was said to be relevant both in the past and currently because it provided a platform for women judges in Southern Africa to share information, knowledge, experiences and skills on how to advance gender equality within the justice delivery system. It is also seen to be relevant because it has lobbied for gender sensitive judgements that enable women to enjoy more equal access to justice.

The network is also seen as relevant and important because of the support it gives to women judges who face gender discrimination as professionals. The network provides an amplified voice for women judges in Southern Africa in their quest to achieve women's economic, social and political empowerment through lobbying and advocacy for a gender-equity aware judiciary. The network is also seen as an important vehicle for increasing sensitivity on gender issues such as; Gender Based Violence, property rights, maintenance and family law and thereby enhance access to justice for women in areas of the law that have important implications for their daily lives.

#### Statistics

In 1999 women in Government at ministerial level as a percentage of the total ministerial positions in the region were as follows; South Africa had 38% of positions held by women, Namibia 16.3%, Swaziland 12.5%, Botswana 26.7% Zimbabwe 36%, Lesotho nil, Madagascar 12.5%, Zambia 6.2% , Angola 14.7% and Malawi 11.8%.

Source: Project Co-operation Agreement between UNIFEM and SAWJN. 17 April 2003

Some members of the network felt that the platform is still relevant because the issues to be addressed are common to Southern Africa. The existence of the platform can facilitate the sharing of information, analysis and the development of joint strategies to address the problems through lobbying and advocacy. Apart from providing lobbying and advocacy capacity, some members valued the information and moral support that they received from the network. Other members mentioned that a majority of their colleagues within the judiciary confessed to a lack of knowledge and awareness on the use of international instruments to facilitate gender equity. The training and awareness raising done through ZAWJ was seen as important in changing the attitudes and behaviours of male and female members of the judiciary and that such peer group mentoring is advantageous as it has greater credibility than is the case when outside experts arrive with the aim of transmitting information.

The conference that led to the formation of the SAWJN put the women judges from 8 Southern African countries in touch with each other and highlighted the relevance of the needs that the network seeks to address. Experiences shared resonated with each participant and there was a general resolve to work together to address the challenges.

Overall the objectives and activities of the network were seen to be relevant in the past, as well as still relevant.

The Chairperson of the Network, Honourable Justice Elizabeth Gwaunza: “This Network is an incredible space in which women judges with the support from some of their progressive male counterparts meet and share ideas on finding ways of having more women in the high echelons of the judiciary.”

### 2.3.3 Effectiveness

Members of the network comprised the leadership and general members. The selection of members of the network was appropriate to the objectives of the network, with membership being open to all women judges in all eight countries in the region. Whilst the selection of members has been appropriate, the selection of leaders to drive the network was perhaps not so well suited to achieving the objectives of the network. Network leaders were selected to be representative of the region, and were selected from four regional countries at the above mentioned conference. Thus, the selection process for leaders was appropriate in that it reflected the regional nature of the network and comprised a wide spread of country representation. However, Zimbabwe Women’s Judges Association was selected at the conference to host the Secretariat for the first year. The Secretariat was tasked with responsibility for organising, facilitating, training and disseminating information on regional developments with regard to gender biases within the justice delivery system and organising annual meetings. In retrospect, this choice was not very suitable, as the political and economic volatility that followed soon after the formation of the network undermined the ability of the Secretariat to function effectively. It is difficult to speculate about whether this could have been anticipated at the time. In addition, many of those selected to lead the network were busy

Honourable Justice Elizabeth Gwaunza: “The Network is a platform that will plant confidence among many women judges for the elimination of gender injustice in the judicial systems in Southern Africa.”

professionals with more than a full work load, who realistically did not have the time to devote to driving the network and co-ordinating its activities. It is also likely that, like most professional women, their spouses were unwilling to take responsibility for much home and child rearing activities. It is probable that neither they nor the members who nominated them realised how much time would be needed to lead the network's Secretariat activities. In addition, there was little or no experience and lack of knowledge about how to run a successful regional network. These factors have mostly likely contributed to the failure of the network to flourish. Currently, it is not functioning.

In terms of the objectives and activities that the network was contracted to do as part of the Project Agreement, SAWJN has achieved some successes, but effectiveness on the whole has been below what may have been reasonably expected.

The following were achieved in terms of the project's objectives: (i.e. i. to build the capacity of the judiciary by sharing information through the network and, ii. to develop the necessary expertise and technical capacity among the members of the judiciary to understand and apply international instruments in domestic litigation in order to promote women's rights):

- An office was established in October 2003 and equipped with furniture, a laptop computer and printer. The location of the office proved problematic and offices moved several times during the year. Locations were often distant from the courts which made communication with the judges difficult and costly
- Internet access was gained after some months when a telephone line was secured (sometime after January 2004)
- A Project Administrator was employed in July 2003 for a year as part of the 'consultancy' mentioned in the budget. There was a high staff turnover during this period (three appointments in the year) which led to limited continuity of activities. The high turnover appears to be linked to a lack of professionalism in recruitment practices as well as to eroding ability to pay competitively due to high inflation rates. In addition, it appears that the project Administrator was not properly supervised as those tasked with this did not have the time or experience to supervise such activities
- A logo and network brochure was produced, but its content did not relate to its objective in making stakeholders aware of the network's focus on promoting the understanding and application of international instruments in domestic litigation in order to promote women's rights
- *A Digest of Best Judicial Practice: Gender and the Law through Selected Cases* was compiled by the network in July 2006, but it was not disseminated to members apparently due to lack of funds.

The following activities were not achieved:

- No website appears to have been created.
- There is no evidence that an electronic database of members was created
- There is no evidence of a quarterly newsletter
- No other information dissemination appears to have taken place.



Many of the communications envisaged involved computer literacy, and many of the network leaders were not at the time very computer literate. This may have contributed to some activities not being achieved.

The project's overall objective mentions the provision of 'training' to build capacity to efficiently address the gender biases in the justice delivery system. No budget for this activity was included in the Project Agreement, and no training appears to have taken place under the network. Some computer training took place, but this was under the auspices of the ZAWJ and only in Zimbabwe. Reports suggest that the network made contact and possibly held some activities with judges in the region, but the evaluator could find any evidence for this from other sources.

Almost all the activities of the network appear to have taken place in Zimbabwe and there is little evidence to suggest any activities or benefits to the region. The reason for this is likely to be that the Secretariat was based in Zimbabwe and the lack of a constitution or strategy which defined the roles and focus of the Secretariat and the network. As a result, those leading the network tended to focus on the geographical and thematic areas they were familiar with. It appears that the regional leadership appointments outside of Zimbabwe did not play much role in the day-to-day leading of the network. There is no mention in the project documentation available to the evaluators of plans to formulate a constitution and strategy. There was no budget for these activities either.

Annual network meetings, which were planned, do not appear to have been held. One meeting was held, but this was for the Zimbabwe Secretariat and four Zimbabwean women judges only. There were no funds raised for the planned network meetings.

The total amount disbursed to the project was in the region of USD 7,975 at the official rate, or USD 1,757 at the parallel rate. In the absence of documentation this is the best estimate of the amounts involved as payments were made in Zimbabwe dollars whose value was changing daily at the time. Four disbursements were made to the network as follows; the first disbursement of ZWD 2,400, 000 (USD 2,904 at the official rate and USD 960 at the parallel rate) was to be made within 14 days of signing the Agreement, probably in June 2003. (This is an estimate as no documentation was available to confirm actual dates for this or other disbursements). The second disbursement of ZWD 2,400,000 (USD 2,904 at the official rate and USD 400 at the parallel rate) was probably made in August 2003 when a financial and technical report was submitted and accepted by UNIFEM. The third disbursement of ZWD 1,680,000 (US\$2,033 at the official rate and USD 280 at the parallel rate) was made, probably in November 2003, when more agreed documentation had been submitted. These disbursements suggest SAWJN's compliance to the provisions in the contract and that it appears to have had the technical and financial management capacities required to manage the funds. Some pages of the Project Co-operation Agreement were missing and therefore it has not been possible to check all compliance issues, but it appears that SAWJN has been overall compliant. The fourth and final disbursement of Z\$720 000.00 (USD 135 at the official rate and USD 117 at the parallel rate) was to be made on 16<sup>th</sup> June 2004 when a financial report and other agreed upon documentation as referenced in Project Co-operation Agreement, but was delayed. This appears to have been a result of delays on SAWJN's part in



implementing the project activities resulting in SAWJN requesting a budget neutral extension of the project duration to 15 July 2004 instead of 15 January 2004.

There is evidence of greater responsiveness of gender in the law, e.g. the setting up of the Family Court in Zimbabwe, which handles family law issues such as inheritance, matrimonial property rights, maintenance, gender based violence, custody issues, etc. it is likely that the setting up of this court was influenced by the lobbying of SAWJN and its Zimbabwe Chapter in making stakeholders aware of the issues and in so doing highlighting the professional competences of women judges involved and winning respect. Although the benefits of the court cannot be wholly attributed to the networks, they have played a role. The court has resulted in significant changes in the way in which Family Law is applied in Zimbabwe, e.g. women may now obtain birth certificates and passports for their children without the consent of fathers. The court is more aware of women's rights and needs and this has resulted in judgements being made that better reflect women's legal rights and the realities of their lives. There has also been an increase in the use of pre-trial conferences, a system which offers counselling to both parties, which has led to greater numbers of disputes being resolved amicably with less harmful consequences on partners and children.

Another change to which the network may have contributed is that one of the network members is currently one of three judges on the bench of the Family Law Court. In addition, the South African chapter was launched in January 2004, prompted by a visit by the Secretariat (funded by CIDA) to South Africa which appears to have resulted in motivating South African women judges to set up a Chapter.

There does not appear to have been any follow up or structured monitoring and evaluation of the network by the office bearers. This may have been because they lacked the skills and / or the time to do this.

Honourable Justice Guvava said: "The family is the sphere in which women's lives play out. Hence the setting up of an institution that specializes in handling issues of family law will benefit women, children and those dispensing the justice .... the establishment of the Family Court has brought about a re-orientation of judges in the way that they deliver justice. Some of the new approaches that have been promoted by the Family Court include pre-trial conference system which entails counselling, discussions that promote amicable solutions and this has led to an 80% rise in the number of family law cases that have been settled out of court."

There is evidence of some weakness in project design in this project, e.g. one objective refers to training activities but there was no budget for this; no requirement for the network to produce key documents to guide the development of the network, e.g. Governance structures or a strategy document based on sound analysis.

#### 2.3.4 Efficiency

In terms of efficiency, whilst SAWJN project did achieve many of the activities it was contracted to do, several of these were achieved only in part, or not at all. So whilst there was an office, it was not very efficiently because it was not well located and moved several times; whilst there was a

Project Administrator, the persons recruited seem to have been unsuitable resulting in high staff turn over; whilst there was budget for internet there was no phone line to actually access the internet until months later; whilst a brochure was produced, the quality of the content appears not to have been well thought through in terms of the objectives of the network. These issues have affected the efficiency with which the project was implemented.

These suggest the need for a leader with the vision and time to implement plans and supervise the Secretariat's Project Administrator. This appears to have been lacking for the reasons outline earlier.

The time in which the activities took place affected efficiency. SAWJN had limited resources at its disposal and these were made still less due to Zimbabwe's inflation which was running at a reported 600% in 2003 and the fact that funds were paid out in Zimbabwe dollars. This meant that the ability to pay overhead costs, including the salary of the Administrator, was strongly negatively affected by the constant erosion of monetary value.

One respondent reported that despite these difficulties, the network enjoyed the support of many well wishers who provided accommodation and communication facilities at minimal costs.

The regional focus of the network did not materialise, and reasons for this have been suggested earlier. The lack of a strategy document to articulate an agreed approach to developing regional initiatives and regional impact undoubtedly affected this. The lack of structures to support the regional focus also appears to have been lacking, and recognition that strong national chapters are key to developing lasting regional networks. Comments made in respect of the other networks in this evaluation in this regard are applicable here.

### **2.3.5 Impact**

Members interviewed were of the impression that it is difficult to measure and let alone attribute impact to the Network especially after only one year of implementation.

The SANWJ has resulted in the strengthening of partnerships, e.g. contacts set up with Southern African and Ester Regional Centre for Women's Law, ZWRCN, Prison Fellowship International, Victim Friendly Courts in Zimbabwe, Women in Law in Southern Africa, Campaign for Female Education, (Camfed), Federation of African Media Women, as well as funding partners.

The network has created some level of greater awareness of gender biases in the delivery of legal services, and in Zimbabwe probably influenced the creation and ongoing support for the Family Law Court, which has had a significant impact on a large number of women, children and men in the country and is likely to have resulted in some changes in thinking in the region on who to handle family law cases. In addition, the network has probably also favourably contributed to the career development of at least three women judges. See insert. Justice Rita Makaru has also become Zimbabwe's Judge President and is a Supreme Court judge. These are significant positions to hold in any context, but more so given the discrimination that women face in Africa.

The network's activities have probably also contributed to some changes in judgement trends in Zimbabwe, e.g. mothers being able to apply for birth certificates and passports for their children without parental consent. This ruling has brought benefits to other women and children facing similar obstacles.

It is difficult to comment on the extent and scale of impact on members and beyond because of the lack of documentation and email membership list. What can be said is that the network had an

impact on five Secretariat members and 13 other women judges and perhaps hundreds of people appearing in cases before these 13 judges. So perhaps in the order of an estimated 15,000-40,000 people in Zimbabwe going through the courts over the last seven years may have indirectly been affected or influenced by the network. This is significant compared to the budget.

The network may also have contributed to the formation and strengthening of other country networks e.g. Zambian Association of Women Judges which has just successfully held the African Women Judges Regional Conference in April 2011, and to the South African Women Judges Association which was launched in January 2004. Also, the International Association of Women Judges has been able to implement various country activities as a result of functional women judges' networks whose formation was influenced by SAWJN. It may also have played an influencing the effective lobbying for the Domestic Violence Act in Zimbabwe and other laws, e.g. Interpretation Act, etc.

Information that came to light during the evaluation noted that President Rupiya Banda in Zambia has promised to increase numbers of women judges. This may be an indirect result of the network's lobbying and awareness raising activities.

Honourable Justice Gwaunza: "It is not easy for us to measure and claim that we have had an impact. Nonetheless, the formation of the Association of Women Judges of Zambia, the launch of the South Africa Chapter of the Women Judges could be a result of our efforts as this happened after the workshop in Zimbabwe. Although we have not been good at tracking the goings on in other countries, we read and hear about women judges that are doing well such as Justice Irene Mambilima who is the current President of the AWJZ. Justices Prisca Matimba Nyambe from Zambia and Justice Vorimbolana Rasoazanancy of Madagascar and I who are at the International Tribunal for the former Yugoslav. There are many others here in Zimbabwe for example we have Justice Makarau, Judge President and Justice Guvava who is a constant member of the Family Court bench. These women Judges and others that I have not mentioned are championing and delivering gender sensitive justice. "

Although many of these cannot be directly attributed to the network it is likely that it has had an influence.

### 2.3.6 Sustainability

The network is not currently operational and sustainability has clearly failed. There are several reasons suggested for this which have been discussed earlier in this report with regard to the SAWJN. These include:

- Member benefits were not clearly articulated, suggests little understanding of strategy and marketing
- Lack of a vision driven by a leadership that has the skills and time to devote to implementing and driving activities
- Lack of a strategic plan informed by an analysis of the environment and context and by potential members needs
- Lack of a fund raising plan and activities
- A lack of understanding about how networks work and how to develop them
- Project design, including no exit strategy.

Despite the failure of the network many benefits that the network may have influenced remain, e.g. the Family Law Court.

Many of the same issues that applied to the difficulties faced by the other networks evaluated in this report pertain to SAWJN.

Sustainability in the future could be possible as the SAWJN is seen as relevant and important. However, sustainability will require that much is done to strategically engage with this interest to generate funding and wider support. Strengthening the support at national levels is key to this network as it is to the others evaluated in this report.

Honourable Justice Guvava: ““The Judicial College, the Justice for Children’s Trust, the Southern and East African Regional Centre for Women’s Law and the International Association for Women Judges and others that I may have left out supported SAWJN’s efforts. We believe that the visibility that we got as Southern African women judges transcended any monetary value “

Honourable Justice Gwaunza: “... the issue of engendering the justice delivery system is on going and that the many women’s empowerment initiatives by other stakeholders compliments the efforts of all those interested in gender equality and this provides opportunities for sustainability... various national chapters for women judges are continuing to be launched and are growing from strength to strength such as the Zambia chapter which has just hosted the Africa Regional Women Judges Conference in Livingstone in the end of April 2011, this shows therefore that the initiative of women taking the lead in driving the fight to enhance gender equality in the judiciaries and justice delivery systems in Southern Africa will live on”.

### **2.3.7 Conclusions**

SAWJN is seen to be relevant, both in the past and currently as it relates to the goal of assisting women to have equal access to justice and because it provides a platform for women judges to share information, knowledge, experiences and skills on how to advance gender equality within the justice delivery system.

In terms of the objectives and activities that the network was contracted to do as part of the Project Agreement, SAWJN has achieved some successes, but effectiveness on the whole has been below what may have been reasonably expected. Some activities were done but with limited benefit, and others were not done. Focus was almost entirely in Zimbabwe and this seems to have been the result of having the Secretariat in Zimbabwe, and also because of the lack of a strategy, governance structures and funding to focus on the region. Judges did not have the time to devote to lead and drive the network nor to properly supervise the Secretariat. Project design weaknesses have probably also contributed to the lack of effectiveness of the network.

Some significant impacts may have been influenced by the network including the formation and ongoing support for the Family Law Court in Zimbabwe, the appointment of several women judges to high positions, nationally and internationally.

Efficiency was affected by the high inflation in Zimbabwe at the time of the project which significantly eroded the value of funds.

The network has almost certainly created greater awareness of gender biases in the delivery of legal services and may also have contributed to the formation and strengthening of other country networks. In Zimbabwe, an estimated 15,000-40,000 people in Zimbabwe going through the courts over the last seven years may have indirectly been affected or influenced by the network.

The network is not currently operational and sustainability has failed. Likely reasons for this are similar to EKOWISA.

It is clear however, that despite its failure to survive, the SAWJN is an important grouping of judges with potential to have a much wider influence on justice in Southern Africa. To do this, however, a more structured and strategic approach will be needed, as well as adequate funding.

### **2.3.8 Capacity issues identified**

Although there is interest and consensus that the network is valuable, there has not been the required leadership or resources to sustain it. Leaders with vision, a sense of ownership, charisma, the ability to translate vision into practical action are needed, together with the time and resources to make the plans happen.

SAWJN has lacked experience in how to develop a network and an understanding of the factors that support network success. There was a lack of a strategy document, based on sound analysis,

to focus and prioritise activities to ensure success (fund raising, defining value propositions to members, communicating and engaging members, marketing, network cohesion, leveraging existing relevant networks), and a lack of a properly supervised and functioning governance structure to efficiently administer network activities. It may have been advisable to work with existing networks rather than trying to start one from scratch.

The project design of the networks showed some weaknesses and the link between some objectives and activities not being well defined, e.g. some objectives were very broad compared to the activities relating to their achievement, and some were not practical enough, e.g. developing the content of information for members was covered better than looking at ways to disseminate information to members.

Priorities to address include:

7. Environment analysis of issues and member priorities
8. Understand how networks work, including how to leverage existing networks
9. Strategy development that links analysis of environment and member priorities
10. Resource planning
11. Develop action plans with practical and realistic project planning
12. Leadership and governance development

### 2.3.9 Summary of findings

Explanation = 0 stands for poor quality/scale of impact; 5 stands for excellent quality/scale of impact

<b>Assessment criteria</b>	<b>Rating</b> 1= <i>poor</i> 5 = <i>very good</i>	<b>Explanation</b>
<b>Inputs</b> by contractor (SA Women Judges Network)	X	Time, effort,
<b>Cost to UN Women</b>	X	\$ 7,975 (est.)
<b>Other inputs</b> (leverage)		CIDA funded associated activities for USD20,000 to set up SAWJN, study tours, study
<b>Outputs</b>	2	Fair in terms of what was contracted: computer and printer purchase, office established, brochure on SAWJN and Digest of Best Judicial Practice produced, employed Project Administrator. Outputs limited to Zimbabwe. No web site done. No member database or quarterly newsletter. Annual meeting with members did not take place, dissemination of info to members was limited. No training took place.
<b>Outcome</b>	3	Fair. Most notable was influencing the Family Law Court, and the set up of the SA and Zambian Chapters of SAWJN. However, network is no longer functioning
<b>Impacts</b> (direct/indirect; intended/unintended) What happened as a result of the programme? What difference did it make? How many people affected?		
Extent of impacts on Beneficiaries / participants – capacity development, opportunities, other benefits, etc	3	Influenced the set up of the Family Law Court in Zimbabwe. Benefited area ongoing benefits ongoing beneficiaries (women, children and men). Significant numbers of beneficiaries involved. No impacts in the region known.  Influenced the launch of SA and Zambian Chapters. Possibly contributed to several women judges in high professional positions.  Enhanced awareness of gender and law admin in Zim by judges, members of public
Extent of other impacts e.g. legal / policy / regulatory frameworks, social, economic , development impacts, impacts on institutions, etc	3	Family Court in Zim affected the whole justice delivery system, and gender aware judiciary. Limited to Zim. Possibly some influence on the Domestic Violence Act in Zimbabwe, and other laws Interpretation Act, etc
How many people benefited? (Est.)	4	13 directly in Zim, plus an estimate further 15,000-40,000 in the judicial system in Zim, plus some impact on the judiciaries in SA and Zambia. Membership numbers are unclear
Equity – degree that marginalised groups benefited?	3	Women in Zim, who were previously disadvantaged in term of accessing justice benefited. Little in the region known.
<b>Sustainability</b> – extent to which benefits continued after programme ended		
Did the programme continue?	3	The network is no longer functional. Benefits continue, especially in Zim
Exit strategy	1	None
Additionality (Value that the	4	Gender sensitive changes in Zim justice delivery

programme gave that would not have otherwise occurred)		system would probably not have happened without the project, and visibility of women judges in Zim, Zam and SA has been enhanced
<b>Efficiency</b> measures the outputs -- qualitative and quantitative -- in relation to the inputs		
Were activities done in most cost efficient way compared to alternatives?	3	Yes, given the limited amount of funding, did achieve many of the objectives/ activities planned, but sometimes with limited effect on the purpose. The brochures, newsletter were completed on time i.e. during the project duration, but lack of leadership to support the Project Administrator (PA) and high turnover of PA
Results achieved on time?	4	Results that were achieved were done during the project duration
Results-measuring- Was it done? Were the right things measured?	1	No structured M&E done
Governance structures and practices, risk mgt	1	In terms of governance structures, none were developed. No risk assessment seems to have been done re: planning. No reviews of terms of reference for the governance structures done regularly
<b>Effectiveness</b> measures the extent to which the programme achieved its objectives		
Objectives achieved?	4	Most objectives stated in the project document were achieved.
Appropriateness of the programme methodology/approach?	2	Weaknesses in project design re: Some objectives were not well defined, project based on little understanding of how networks work and little understanding and analysis of member needs and link to environmental context and achievable plans, no exit strategy, etc. Payment method in Zimbabwe dollars meant that inflation eroded fund value, negatively impacting on actual available resources.
Appropriateness of the selection of beneficiaries: were they the most relevant persons? Numbers of women/men?	4	Yes choice was relevant: the primary beneficiaries were women judges in Zimbabwe and the Family Law Court also benefited many marginalised women and children, including rural dwellers.
Cost-effectiveness, i.e. cost of benefits compared to inputs	4	Considering the small budget there were several benefits, although not all of these can be directly attributed to SAWJN. Benefits to participants and wider impacts were greater in Zimbabwe.
<b>Relevance</b> measures extent to which the programme is suited to the priorities of the target group		
Relevance to beneficiaries?	5	High relevancy
Relevance to the issues pertaining in the sector?	5	High relevancy
Relevance to UN Women's priorities?	5	High relevancy
Governance – roles, leadership, constitution, accountability, structures, policies & planning	2	Weak. Poor appreciation of the network's strategic role – priority setting, leadership, ability to design activities and programmes, etc
Programme management – managing activities, people, finances, follow up, etc	2	Weak. Office was set up but moved several times. Project Administrator was recruited but it appears to have been unsuitable, and there was little supervision.
Communication with stakeholders	2	Communications with network members was weak due to lack of strategy, leadership and resources. Reports to UN Women done on time. Gained support from CIDA.
M&E, reporting	2	Reporting done to UN Women to fulfil contractual





		obligations but no structured M&E, or analysis of what was to be learned from implementing the programme, an attempt at defining 'lessons learned' but these indicated little understanding of M&E
Human resources – numbers & skills	2	Did have a Project Administrator, but high turnover suggests inadequate recruiting policies and practice. Weak leadership and vision to drive the network, possibly due to network members full work loads

### 3. CONCLUSIONS

All three networks were relevant at the time of the funding by UN Women, and they remain relevant today to the needs of women in the sub-continent. Women's equitable access to economic benefits, access to treatment and access to legal services are as important as ever to women's well being. The networks have made contributions, to greater or lesser degrees, to overcome stigma and discrimination and to advocate for policy reform in the region to protect the rights of women. It is important that pressure be maintained to enable women to enjoy the equal rights to which they are entitled.

To do this, however, requires networks which work, and work well. For this, it is important to have strong and visionary network leadership, understand how networks work, understand the 'big picture' strategic issues and opportunities and threats in the environment and be able to devise relevant and practical strategies and action plans to carry out activities, have leaders who are able to mobilise support and funding, and managers who have the skills, experience and resources to efficiently administer network activities.

It is also important that project design is done well, and these have been highlighted in the report. Important questions in this regard are:

- Careful allocation of roles and responsibilities to ensure appropriate ownership of activities to ensure the right energy and authority to drive and maintain a strong network
- Evaluating the capacity of leaders (boards and management) and the organisation's policies and systems to ensure they are able to deliver, as well as the strengths and limitations of the tools and techniques and people to be used on the project
- Project design needs to be appropriate to member needs and the environmental context and objectives practical and well defined
- Project design also needs to be based on a sound understanding and experience of how to do this, e.g. step by step stages from understanding the context, identifying issues and members, and setting up strategies, processes and structures that support network value and development and selecting leaders and staff who have the capacity to activate them
- It is recommended that M&E is built into the project design from the start and into the networks' management systems. Without this, it is likely that the network will drift off course and lose legitimacy and relevancy to members, funders and the sector in which it operates
- Designing regional projects needs to balance delivering on short-term national interests (to ensure national support) and addressing longer-term regional policy issues. This implies careful thought about how to organise and structure a regional network. Some suggestions have been made in the report in this regard.

The report also highlights that networks can be a powerful means to influence at national and regional levels. ICW, despite its weaknesses, has played a significant role in addressing some important issues in the region such as bringing forced sterilisation of HIV+ women to the courts in Namibia and abortion rights in Malawi. The SANWE project managed to get the ICT national policy in Zimbabwe changed. These are no small achievements and these are of the order that they are



likely to have ongoing impacts and hopefully set the stage for more national policies that recognise the need and obligation for equal access to rights by women.

This report suggests recommendations which ICC hopes UN Women will find useful in considering options for building capacity in the three networks evaluated.

## **4. RECOMMENDATIONS FOR CAPACITY DEVELOPMENT**

Whilst the training is targeted mainly at the organisations below, it is suggested that key UN Women staff and key organisational partners also attend the training.

### **EKOWISA**

These recommendations address the requirement of the assignment to focus on capacity issues that can be addressed during the planned one week training that follows this report submission.

It is recommended that the building up of an economists' network follows the priorities outlined above, and that network members are trained in the following:

1. How to conduct an environmental analysis and how to survey members on their needs
2. Understanding how networks work
3. How to develop a strategy using the analyses above and linking strategy to the environment context and member priorities
4. Programme management
5. An overview of how to approach resource planning and fund raising
6. An overview of how to develop action plans and project planning
7. Designing an organisation that will lead effectively and be accountable.

It would be ideal to deliver the training to an active and alive network of economists, policy makers and other stakeholders. However, this is not the case. In the absence of this, discussions would need to take place between former network members, UN Women and other relevant stakeholders on who should participate in the training. This should include discussions on whether to invite individuals or representatives from existing relevant networks and organisations to participate.

With regard to the entrepreneur network, it is suggested that the above model is also followed.

For future projects to build economic empowerment amongst women entrepreneurs UN Women could look at some of the alternative approaches mentioned in the report such as the Inclusive Business model, sector linkage models or others mentioned. ICC would be pleased to discuss these models with UN Women and share out experience in working on similar assignments with other clients.

### **ICW**

It is clear to the evaluation team that any capacity development training for ICW must be undertaken within a larger context of support that addresses issues of leadership and governance. In order to do this most effectively, the team proposes that UN Women work in close cooperation with ICW's two major partners – that is, with OSISA and Ford Foundation – in ensuring that collective action with ICW gives a more sustained focus in restructuring governance structures and systems.

The evaluation team has spoken with both OSISA (Vicci Tallis) and Ford Foundation (Nikki Naylor) about this approach. Both agree that it makes no sense to capacitate an organization that is fundamentally weak in its structures, with no clear systems of accountability and follow through and no demonstrable member base. At the same time, their organizational goals support the work of ICW, recognizing that there is a great need to defend the rights of HIV positive women. OSISA is working with HIV positive women in a number of contexts – through a four-country Young Women’s Mentorship Programme which, with other partners, is helping to build a movement of young women in the region; and also in a programme (funded by UN Women) to build solidarity among 3 marginalized women’s groups affected by HIV, i.e. with sex workers, lesbian gay bisexual and transgender women (LGBT) and HIV positive women.

Based on these discussions and findings from this report, our recommendations read as follows:

1. That UN Women meet with OSISA (Vicci Tallis) and Ford Foundation (Nikki Naylor) in Johannesburg as soon as possible to coordinate capacity development support to ICW. It could be useful for ICC to also attend this meeting.
2. That UN Women send a representative and at least one member of the evaluation team to an ICW Board meeting organized by OSISA and Ford Foundation in June 2011 to participate in discussions on the way forward with ICW.
3. Based on the outcome of this meeting, the evaluation team assists in developing and facilitating a 5-day capacity training workshop, funded by UN Women and with broader support and follow through from other partners.

It is understood that the above does not explicitly make one clear recommendation for training, but suggests a process of engagement prior to finalizing the training programme. We believe this is the most constructive way forward for ICW, taking into account its’ present challenges in the context of great need.

## **SAWJN**

It is recommended that the building up of SAWJN network follows a similar path to EKOWISA, and that identified network members are trained in the following:

1. How to conduct an environmental analysis and how to survey members on their needs
2. Understanding how networks work
3. How to develop a strategy using the analyses above and linking strategy to the environment context and member priorities
4. Programme management
5. An overview of how to approach resource planning and fund raising
6. An overview of how to develop action plans and project planning
7. Designing an organisation that will lead effectively and be accountable.



## **UN Women**

The evaluation of the networks also highlighted some capacity gaps within UN Women.

The difficulty in locating and making available key documentation for the evaluation suggests a lack of capacity in UN Women for storing paper and electronic files. This suggests the need for enhanced file management and the carrying out and safe storage of regular electronic back ups.

The weaknesses in the design of some of the projects, e.g. the appointment of EKOWISA, whose skill is in ICT not economist or entrepreneurial networks, as the 'driver' and 'owner' of the project; some objectives were not realistically achievable; and the networks were launched without much understanding of how networks work or the context in which they were going to operate, and without requirements to put in place governance structures and strategic plans to guide network operations, suggests the need to train existing staff in project design and consider increasing the length of experience in project design required for future appointments of staff responsible for project design.



## ANNEX SECTION

### A. EKOWISA

#### i) Persons interviewed or contacted

All participants all workshops held were emailed. See details below. However, most emails bounced back, probably due to changes in email addresses due to the length of years since the activities were conducted.

The following were emailed:

1. 36 participants of the “Gender perspectives on Current Economic Policies: Focus on Fiscal and Monetary Policy review Statements and NEDPP”, Harare, Zimbabwe, 21 August 2006
2. 37 participants of the “Gender, Economic Literacy and Advocacy Skills workshop”, Harare, Zimbabwe, March 2008.
3. 45 members of the SADWE database
4. 46 participants of the “Southern African Database for Women Entrepreneurs (SADWE) Workshop, Harare, Zimbabwe, 22 November 2006.
5. 27 participants of the “Southern African Database for Women Entrepreneurs (SADWE) Workshop, Harare, Zimbabwe, 5 May 2006.
6. 20 facilitators for the above workshops.
7. 21 members of ZANWE were emailed
8. 15 members of ZINWE were emailed
9. 45 people on the SADWE database were emailed
10. 44 people on the regional list of economists were emailed

In addition, the following people were interviewed, either briefly (if they had limited knowledge of the issues covered in the evaluation) or at length:

11. Jennifer Achora, Senior Program Officer, Information Sharing and Networking, Women of Uganda Network, [info@wougnnet.org](mailto:info@wougnnet.org)
12. Skiliwe Buhera – workshop participant, +263 772456732
13. Elizabeth Chakudunga, Zimbabwe Women in Construction, +263 772307764
14. Phillipa Chimeura – workshop participant, [pchimeura@zimra.co.zw](mailto:pchimeura@zimra.co.zw)
15. Eulla Chimankire, representative of Women Entrepreneurs Network (WEN), +263 772 218690
16. Margaret Chinowaita, ex- UN Women Consultant, [margchino@yahoo.co.uk](mailto:margchino@yahoo.co.uk)
17. Elda Chirwa, ZANWE member, [elda.chirwa@undp.org](mailto:elda.chirwa@undp.org)
18. Slindiwe Dhliwayo, ZAMFI, [info@zamfi.co.zw](mailto:info@zamfi.co.zw)
19. Chiedza Gwata, SANWE member, [ccgwata@taurai.co.zw](mailto:ccgwata@taurai.co.zw)
20. Chipili Kapepula, ZANWE member, [clkapepula@yahoo.co.uk](mailto:clkapepula@yahoo.co.uk)
21. Constance Kasese, ZANWE member, [constancekasase@yahoo.com](mailto:constancekasase@yahoo.com)
22. Rosalie Katsande, SADWE member, [katsander@msu.ac.zw](mailto:katsander@msu.ac.zw)
23. Nancy Kavandami, ZANWE member, [kawandamin@yahoo.com](mailto:kawandamin@yahoo.com)
24. Phides Mazhawidza, Economist and Co-ordinator of ZINWE, [phides@comone.co.zw](mailto:phides@comone.co.zw) , +263 4 331044
25. Busi Mbango, EMPRETEC Zimbabwe, [spb@empretec.co.zw](mailto:spb@empretec.co.zw)
26. Anne Mbewe, ZANWE member, [annembewe@hotmail.com](mailto:annembewe@hotmail.com)
27. Jennifer Mufune, CEO, Gender and Media Southern Africa (GEMSA), [ceo@gemsa.org.za](mailto:ceo@gemsa.org.za)
28. Petronella Murowe, IDASA, [pmurowe@idasa.org.za](mailto:pmurowe@idasa.org.za)
29. Rumbidzai Musasa, ex-Programme Officer, EKOWISA, C/o +263 4 492789



30. Virginia Muwaningwa, ex-Director of Zimbabwe Women's Resource Centre and Network, [Virginia@hifc.info](mailto:Virginia@hifc.info)
31. Elita Mwenda, ZANWE member, Zambia, [Elita.mwenda@mofnp.gov.zm](mailto:Elita.mwenda@mofnp.gov.zm)
32. Cecilia Ncube, Project Officer for the EKOWISA project, UNWOMEN, [Cecilia.ncube@unwomen.org](mailto:Cecilia.ncube@unwomen.org)
33. Rose Phiri, ZANWE, Zambia, [rosekacha@yahoo.com](mailto:rosekacha@yahoo.com)
34. Jennifer Radloff, Coordinator Association for Progressive Communications, Africa Women, [jenny@apcwomen.org](mailto:jenny@apcwomen.org)
35. Ellen Rangarira, SADWE member, +263 712 758893
36. Judith Sianga, ZANWE member, [mubusianga@yahoo.com](mailto:mubusianga@yahoo.com)
37. Unganai Taruvinga, ex-Officer, EKOWISA, C/o +263 4 492789
38. Nyasha Tirivayi, PhD fellow, Maastricht University, Netherlands, [ntirivayi@gmail.com](mailto:ntirivayi@gmail.com)
39. Dr Naomi Wekwete, Economist, University of Zimbabwe, [wekweten@science.uz.ac.zw](mailto:wekweten@science.uz.ac.zw)
40. Nozipho Wright, Director, and Kbadhi Barsako, Acting Director of Energia Africa, Botswana, [mabebezm@yahoo.co.uk](mailto:mabebezm@yahoo.co.uk) and [basaako@botec.bw](mailto:basaako@botec.bw)
41. Margaret Zunguze, Director EKOWISA, [margaret@ekowisa.org.zw](mailto:margaret@ekowisa.org.zw)

#### ii) Websites consulted on networks

[www.chow.com](http://www.chow.com)  
[www.equinetafrica.org/](http://www.equinetafrica.org/)  
<http://www.more-for-small-business.com/successfulnetwork.html>  
<http://ross.typepad.com/blog/2006/04/power-law-of-pa.html>  
[http://www.eoeleadership.nhs.uk/page.php?page\\_id=140](http://www.eoeleadership.nhs.uk/page.php?page_id=140)  
<http://si-networks.wikispaces.com/>  
<http://www.saen.info/saenframeset.htm>  
<http://gaboronebusiness.ning.com/>  
<http://www.capegateway.gov.za/eng/directories/services/11452/80814>  
<http://www.africanbusinessnetwork.org/>

#### iii) List of documents consulted

- A Gender Perspective on Current Economic Policies: Focus on Fiscal and Monetary Brochure: Women Entrepreneurs: Their Access and Use of ICTs,
- A Gender perspective on Zimbabwe's Current Economic Policies: Fact sheet– fiscal, Monetary Policy Review Statements and NEDPP
- Concept paper for Developing a Southern African Women Economist network, no date
- EKOWISA: List of web portals
- EKOWISA Newsletter, December 2006
- EKOWISA Notarial Deed of Trust
- EKOWISA, Summary Report for Annual Report, no date
- Events and Trade Missions Calendar, undated, ?2006
- Gender, Economic Literacy & Advocacy Skills, Workshop Registration list, March 2008
- Gender and Economic Literacy Seminar for Women Entrepreneurs, November 2006
- Policy Review Statements and NEDPP, 21 August 2006
- Press release on SANWE and ZINWE, no date
- Programme: Gender perspectives in macroeconomics for Understanding and Eradicating Feminised Poverty in Southern Africa, 27-30 September 2004
- Project Agreement between UN Women and EKOWISA, October 2005





- Project Agreement between UN Women and EKOWISA, May 2005
- Project Agreement between UN Women and GENTA, 30 March 2005
- Regional and International Trade Opportunities for Women Entrepreneurs, Paper, November 2006
- SADWE database list of members
- SANWE database list of members
- SANWE Workshop report, 3 May 2006
- Southern Africa Database for Women Entrepreneurs (SADWE) Workshop, 5 May 2006
- Southern Africa Database for Women Entrepreneurs (SADWE), Workshop, 22 November 2006
- Southern Africa Network for Women Economists: Zambian Network for Women Economists Workshop Report, 7 July 2006
- Tirivayi, N, Business Incubation and Female Entrepreneurship in Zimbabwe, 2006
- UN Women Narrative Report, Final Report, Policy Dialogue between Women, Policy Makers and financial Institutions in Zimbabwe, July – December 2005
- UN Women Report, Narrative Report, Initiate and conduct policy dialogue with policy makers and advocate for policy change on gender and ICT issues identified through the project, July – December 2005
- UN Women, Narrative Report, End of project Report, SANWE, August 2006 – Sept 2007
- UN Women Narrative Report, Mid-Term Report, SANWE, January – December 2006
- UN Women Narrative Report, Final report, SADWE, October 2005 – May 2006
- UN Women Narrative Report, Final Report, SADWE, July – December 2005
- Workshop Facilitator list, undated
- ZANWE member list
- ZANWE Minutes of the meeting 19 August 2006
- Zunguze, M & Tirivayi, N, Gender and Macroeconomic Policies, paper published on SANWE website

## B. ICW

### i) Persons interviewed or contacted

NAME	ORGANISATION AND POSITION	CONTACT INFORMATION
Gcebile Ndlovu	ICW-SA: Southern Africa Coordinator	<a href="mailto:tigcogcile62@yahoo.co.uk">tigcogcile62@yahoo.co.uk</a> +268 24041915 (office) +268 76024427 (cell)
Miriam Msiska	ICW-SA member - Malawi	<a href="mailto:manandovi@rocketmail.com">manandovi@rocketmail.com</a>
Rokia Ahmed	ICW-SA member - Kenya	<a href="mailto:rukiawario@yahoo.com">rukiawario@yahoo.com</a>
Helena Nangombe	ICW-SA member - Namibia	<a href="mailto:kandali3@yahoo.co.uk">kandali3@yahoo.co.uk</a>
Gledcia Mendes	ICW-SA Board member - Mozambique	<a href="mailto:gledcia.mendes@yahoo.com.be">gledcia.mendes@yahoo.com.be</a>
Souhaila Bensaid	ICW-SA member – Tunisia	<a href="mailto:soubensaid@yahoo.fr">soubensaid@yahoo.fr</a>
Martha Tholanha	ICW-SA member – Zimbabwe	<a href="mailto:martholanah@zol.co.zw">martholanah@zol.co.zw</a> +263-4-2916841 (h) +263-772-347276 (m) Skype: martholanah
Jennifer Gatsi	ICW-SA member - Malawi	<a href="mailto:j.gatsi@criaasadc.org">j.gatsi@criaasadc.org</a>
Thembi Nkambule	ICW-SA member – Swaziland	<a href="mailto:thembin13@gmail.com">thembin13@gmail.com</a> +268-24042578 +268-76172674 Skype: thembi.nkambule
Veronica Kalambi	ICW-SA Board member	<a href="mailto:veronicakalambi@yahoo.com">veronicakalambi@yahoo.com</a>
Evellyn Chamisa	ICW-SA Board member - Zimbabwe	<a href="mailto:echamisa@gmail.com">echamisa@gmail.com</a>
Matsietsi Tsephe	ICW-SA Board member - Lesotho	<a href="mailto:angelatsep@thegolf.co.za">angelatsep@thegolf.co.za</a>
Ondine Francis	Lynde Francis Trust – Trustee	<a href="mailto:nyuchi@hotmail.com">nyuchi@hotmail.com</a>
Nikki Naylor	Human Rights and HIV/AIDS Officer Ford Foundation	<a href="mailto:n.naylor@fordfoundation.org">n.naylor@fordfoundation.org</a> +27-11-276 1200
Vicci Tallis	HIV and AIDS Programme Manager OSISA	<a href="mailto:viccit@osisa.org">viccit@osisa.org</a> +27-11-587 5000 Skype: vicci.tallis1
Fiona Pettitt	Former International Network Manager, ICW-UK (2006)	<a href="mailto:fiona.pettitt@talktalk.net">fiona.pettitt@talktalk.net</a>
Denise Guimaraes	UN Women	<a href="mailto:denise.guimaraes@unwomen.org">denise.guimaraes@unwomen.org</a> +27-11-517 1682 (o) +27-72-377 2730 (m)



**ii) List of documents consulted**

- Chikandi, S (2006) Mapping of Communities of Women Living with HIV/AIDS in Southern Africa. Report prepared for Action Aid/ICW
- ICW (2004) Developing the ICW Network in Southern Africa: A proposal for UN Women May 2004
- ICW (2004) Young Women's Dialogue Swaziland 25<sup>th</sup> – 29<sup>th</sup> October 2004
- ICW (undated) Constitution of the ICW in Southern Africa
- ICW (2008) ICW Strategic Plan 2009-2011
- ICW (2009) ICW Southern Africa and East Africa Donor Forum in collaboration with OSISA, Johannesburg, 12<sup>th</sup> – 13<sup>th</sup> November 2009. Summary Report.
- ICW websites: [www.icw.org/ICW\\_Southern\\_Africa](http://www.icw.org/ICW_Southern_Africa) [www.icwglobal.org](http://www.icwglobal.org)
- UN Women (2004) Project Cooperation Agreement between UN Women and ICW May 2004
- Email correspondence between ICW and UN Women 2006
- Private correspondence from ICW members to ICW-SA Coordinator and to evaluation team



## C. Southern African Network of Women Judges

### i) Persons Contacted or Interviewed

1. Justice Rita Makarau [rmakarau@highcourt-zim.co.zw](mailto:rmakarau@highcourt-zim.co.zw)
2. Justice Antonia Guvava [aguvava@highcourt-zim.co.zw](mailto:aguvava@highcourt-zim.co.zw)
3. Justice Elizabeth Gwaunza [gwaunza@un.org](mailto:gwaunza@un.org)
4. Justice Irene Mambilima [zawj@judiciary.gov.zm](mailto:zawj@judiciary.gov.zm)
5. Justice Susan Mavhangira +263 4 798634
6. Justice Lavender Makoni +263 4 732167
7. Justice Venandah Ziyambi +263 4798635
8. Cecilia Ncube [Cecilia.ncube@unifem.org](mailto:Cecilia.ncube@unifem.org)
9. Ms T E Mutongwizo [sawjn2005@yahoo.com](mailto:sawjn2005@yahoo.com)
10. Ms Teresa Mugadza +263 4 794784
11. Ms Sarah Mankola – Choto +263 4 704118 Ext 14
12. Ms Ndagurwa +263 4 732167

### ii) List of Documents Reviewed

- Standard Project Cooperation Agreement Between UNIFEM and a NON Governmental Organization signed by Nomcebo Manzini Regional Programme Director UNIFEM Elizabeth Gwaunza Chairperson SAWJN and Bernard Mokam Deputy Resident Representative
- Proposal “Promoting a Gender Sensitive Justice Delivery System” submitted by SAWJN
- Southern Africa Women Judges Regional Network “Working towards elimination of gender injustice in the judiciary systems in Southern Africa” Workshop Report Pandhari Lodge Harare Zimbabwe 31 January – 2 February 2003
- Gender and The Law Through Selected Cases: A Digest of Best Judicial Practices
- Ministry of Women Affairs Gender & Community Development; Laws that Enhance the Status of Women in Zimbabwe
- SAWJN Brochure
- Progress Report for “Women’s Transformational Leadership for Good Governance in Africa” – CIDA Reference #00012556
- Southern African Women Judges Network Narrative and Financial Report May 2003 – January 2004 Reporting Date 15 October 2003
- Project Closure letter of 28 August 2008 from Nomcebo Manzini Regional Director to Justice Gwaunza Network Chairperson

## D. Terms of Reference



### SOUTHERN AFRICA REGIONAL OFFICE

#### Terms of Reference

Post Title:	Organization to develop and implement key activities under Governance, Peace and Security thematic area.
Project Title:	Institutional Evaluation of three regional women's network and capacity building training
Duration:	September – December 2010
Reporting to:	Deputy Regional Programme Director
Deadline:	Proposals must be sent by <b>30 August 2010</b> to <a href="mailto:denise.guimaraes@UNWomen.org">denise.guimaraes@UNWomen.org</a>

#### 1. INTRODUCTION

UN Women is the women's fund at the United Nations, dedicated to advancing women's rights and achieving gender equality. It provides financial and technical assistance to innovative programmes and strategies that foster women's empowerment. UN Women focuses its activities on one overarching goal: to support the implementation at the national level of existing international commitments to advance gender equality. In support of this goal, UN Women works in the following thematic areas: enhancing women's economic security and rights, ending violence against women, reducing the prevalence of HIV and AIDS among women and girls, and advancing gender justice in democratic governance in stable and fragile states.

One of the main objectives for UN Women Southern Africa Regional Office (SARO) is strengthening capacities of women's organizations, which together with gender experts, are UN Women's main implementing partners. It is essential that these are fully competent to deal with gender issues in order to ensure effective advocacy and realization of women's rights. As such, it is also crucial to ensure a solid track of activities and sustainable results as regards capacity building interventions supported by UN Women.

#### 2. JUSTIFICATION

Under its Multi Year Funding Framework (MYFF) 2004-2007, UN Women supported the creation of three regional networks of women in Southern Africa. The networks were supported as a result of an organically driven process of engagement with key women's rights advocates within these areas of engagement specifically requesting this support. UN Women provided the technical and financial support to establish the networks to achieve their stated goals and objectives. UN Women provided institutional as well as programmatic support to the networks.

In line with UN Women programming principles namely Results Based Management and Human Rights Based Approach to Programming UN Women in consultation with the above networks, will conduct a post evaluation to assess inter alia progress since the end of the projects. The evaluation will assess to what extent the existence of these networks has continued to make a difference in policy and legal frameworks as well as in the lives of ordinary women in the respective countries of operation as well as regionally where applicable.

In this regard, UN Women SARO requires the services of an organization to evaluate the work and capacities of the three networks in line with their stated objectives and in particular in tracking the continuation if any of the activities supported under the UN Women sponsored component. The evaluation will include an analysis of the progress achieved in terms of institutional strengthening and specific areas of programme management and development, financial management/accountability and transformative leadership.

This evaluation will strategically track necessary changes in programmatic approach if any, capacity of the networks and at the same time it will identify skills and capacity gaps. Based on the evaluation findings and recommendations UN Women will support identified training needs in line particularly with programme and financial management and leadership skills building.

The organization and or consultancy firm will report directly to the UN Women Deputy Regional Programme Director and in close cooperation with the relevant Programme Officers.

### 3. OBJECTIVES

1. To evaluate the progress made by the three networks in terms of achievement of stated goals and objectives focusing also on sustainability issues.
2. To identify existing skills gaps and provide capacity building support to the networks in line with the areas of programme and financial management and leadership skills building
3. To develop and implement a one week training programme in each of the identified areas of capacity development as agreed between the networks and UN Women.

### 4. EXPECTED OUPUTS,

The following outputs should be delivered by the organization/consultancy firm:

- A **costed and time bound** work plan for the implementation of the activities outlined above
- Research questions differentiating between the areas of focus of the three networks
- A final evaluation report<sup>9</sup>
- Capacity management training modules with a participant tracking system for follow up purposes
- Workshop training reports for each modular training conducted
- Financial report as per contractual agreement

### 5. METHODOLOGY/APPROACH

The main methodological approach will be participatory engagement of the Networks and their partners. The organization/consultants will also meet with UN Women Officers to get a clear brief of the assignment and agree on the proposed workplan and timelines in writing.

In addition UN Women has developed a Capacity Development Strategy which will be a guiding framework document to assist with the framing of the research questions. A desk review of all project documents will be provided by UN Women as well and the Networks. Additional information on the process will be provided during the briefing sessions with UN Women. There will be at least three briefing sessions as follows:

- An *initial* briefing at the beginning of the assignment to provide orientation on narrative and financial reporting.
- A *mid-term* briefing session between consultancy team/organization and UN Women Team to discuss progress and constraints to date.
- And a *final* briefing session that will cover UN Women and partner Networks comments on the draft financial and narrative final reports.

---

<sup>9</sup> Containing Executive Summary, Programme description, Evaluation purpose; Evaluation methodology; Findings; Lessons learnt; Recommendations; Annexes (including interview list – without identifying names for sake of confidentiality/ anonymity, data collection instruments, key documents consulted).



Any deviation from the agreed upon timelines and content must be discussed and approved by UN Women in advance and in writing.

### 6. PROFILE CONSULTANCY TEAM/ORGANIZATION

Proposals will be received by organizations fulfilling the following requirements:

- A proven track record (min. 7-10 years of experience) of work on monitoring and evaluation
- Proven work on gender issues and advancing women’s human rights.
- Adequate number of professional staff with adequate qualifications and experience to implement the activities (please attach CVs)
- A proven track record of work on capacity building/ capacity development in any of the countries of the region
- Demonstrable previous work with networks or gender networks within the region or specific countries within the region
- Information on internal programmatic, administrative and financial processes in place to ensure delivery of quality and timely project results – if short listed: proof of documents will be required.
- Willingness to complete a UN Institutional Evaluation Form in the case of advances being made to the organization and providing required documentation as per UN Women rules and regulations.

### 7. DURATION

The assignment shall be carried out over a period of 4 months and will be closed with a final disbursement subject to the implementation of the above activities as clearly articulated in the Expected Outputs Section of these terms of Reference and the Contractual Agreement<sup>10</sup>: The number of working days to carry out the assignment must be stipulated in the proposal.

Contractual Arrangements: A Project Cooperation Agreement will be signed between UN Women and the organization contracted.

### 8. SUBMISSION OF PROPOSALS

Technical proposal following UN Women guidelines (Annex) and a complete budget should be submitted to [denise.guimaraes@UN Women.org](mailto:denise.guimaraes@UNWomen.org) **by 30 August 2010**

### 9. DISCLAIMER

The material arising from the consultancy shall be the property of UN Women and cannot be used without securing the consent of UN Women.

\*\*\*

### Evaluation guidelines

The evaluation must contain basically the following:

<b>Description</b>	State objectives and strategies of the 3 networks and programme logic (theory of change); outcome(s) and output(s); geographical scope and timeframe; programmes budget; key stakeholders; programmes management structure.
<b>Intended use</b>	<b>Reason</b> why evaluation is being undertaken (objectives

<sup>10</sup> Organizations and consultants are strongly advised to read the contractual agreement before signature so that they fully understand their obligations for any receipt of funds from UN WOMEN.

	of the evaluation); how will the evaluation process and/or results be used; who are the key users and target audiences
<b>Scope of evaluation</b>	Timeframe and geographic coverage; main themes or issues explored by the evaluation; evaluation duration
<b>Criteria: Supporting elements of the analytical framework for the evaluation</b>	<ol style="list-style-type: none"> <li>1. Learning activities of the networks (what done, frequency, quality, relevance, costs)</li> <li>2. Members' engagement in the networks (use of services)</li> <li>3. Learning outputs of the networks (knowledge generated)</li> <li>4. Learning outcomes and impact of the networks (the learning group objectives)</li> <li>5. Relationships developed between members of the networks</li> <li>6. Learning for others outside the group</li> </ol>
<b>Relevance and Effectiveness<sup>11</sup></b>	<ol style="list-style-type: none"> <li>1) Assess each of the three regional networks with a focus on results achieved in capacity building and transformative leadership of the member organizations, in their respective work thematic areas.</li> <li>2) Assess each of the three regional networks with a focus on their institutional capacities for technical and financial management as well as the created capacities to extend and make network sustainable.</li> <li>3) Assess each of the organizations in light of the expected results and objectives outlined on their Strategic plan. For instance, regarding the Women judges' network, the extent to which women judges have been trained and capacitated in their leadership roles to engendering the judiciary systems in the countries and in particular how they have used CEDAW and other women's rights instruments to change justice delivery and decision making in their countries</li> <li>4) Assess support received by the Networks from UN Women and the access and use of UN Women's resources in the respective thematic areas.</li> </ol>
<b>Efficiency</b>	
<b>Sustainability</b>	Assess the sustainability measure in place for the Networks' operations and programming and make concrete suggestions.
<b>Impact</b>	Assess the impact of the activities and resources of the Networks.

<sup>11</sup> Evidence of changes in capacity of gender equality networks to advocate for gender responsive laws/policies, strategies to advance gender equality through the identification of the improved capacities and undertaken evaluations to then track the expected changes.