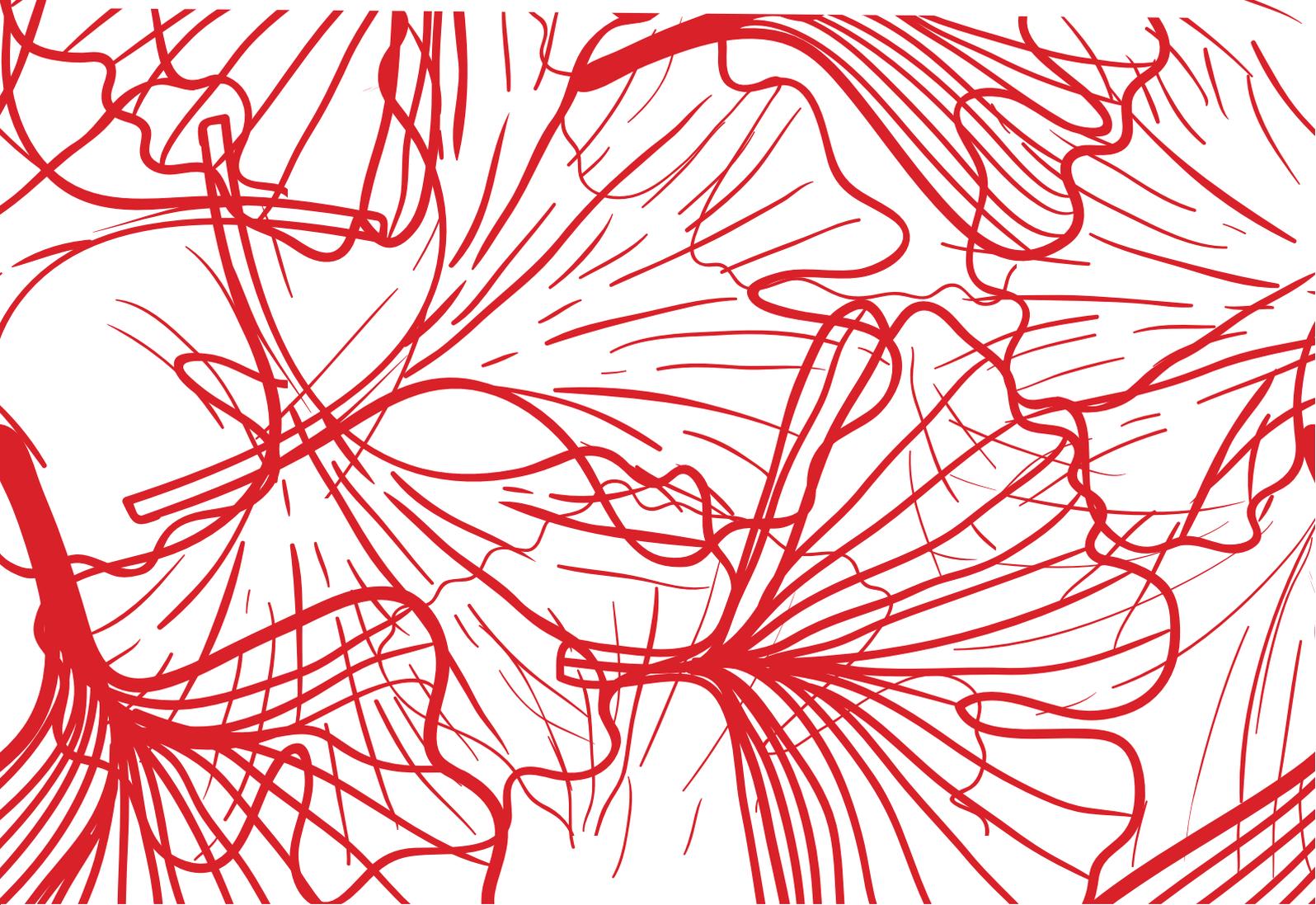


DECENT WORK FOR WOMEN

Zimbabwe Case Study



End-Term Evaluation of the
Citizen Agency Consortium
Decent Work for Women Program





**END-TERM EVALUATION CITIZEN
AGENCY CONSORTIUM – DECENT
WORK FOR WOMEN
COUNTRY REPORT – ZIMBABWE – FINAL VERSION**

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ACRONYMS

ATI	African Trade Insurance
BIPPA	Bilateral Investment Promotion and Protection Agreement
CEDAW	Convention on the Elimination of All Forms of Discrimination against Women
CFU	Commercial Farmers Union
DMEL	Derived Minimal Effect Level
EFGAZ	Export Flower Growers Association of Zimbabwe
ETI	Ethical trade Initiative
FLOW	Funding Leadership and Opportunities for Women
FLTRP	Fast Track Land Reform Programme
GAPWUZ	General Agriculture and Plantation Workers Union of Zimbabwe
GBV	gender-based violence
GDP	Gross Domestic Product
GEDI	Global Ecosystem Dynamics investigation
GoZ	Government of Zimbabwe
HDC	Horticulture Development Council
IIED	International Institute for Environment and Development
LEDRIZ	Labour and Economic Development Research Institute Zimbabwe
M&E	Monitoring and Evaluation
MoU	Memorandum of Understanding
NAP	National Action Plan
NEC	National Employment Council
PAAWUZ	Progressive Agriculture and Allied Industries Workers Union of Zimbabwe
PUM	programme Uitzending Managers
SRHR	sexual reproductive health rights
ToC	Theory of Change
ToR	Terms of Reference
UN	United Nations
W@W	Women at Work
ZCTU	Zimbabwe Congress of Trade Union
ZELA	Zimbabwe Environmental Law Association
ZGC	Zimbabwe Gender Commission
ZHRC	Zimbabwe Human Rights Commission
ZWLA	Zimbabwe Women Lawyers Association

EXECUTIVE SUMMARY

The Citizen Agency Consortium (CAC), consisting of Hivos, the International Institute for Environment and Development (IIED) and Article 19, commissioned an end term evaluation (ETE) as part of the five-year CAC strategic partnership with the Dutch Ministry of Foreign Affairs under the Dialogue and Dissent framework (2016-2020). The Decent Work for Women (DW4W) project is being implemented in Eastern and Southern Africa (Kenya, Uganda, Rwanda, Tanzania, Ethiopia, Zimbabwe, Malawi and Zambia) and in the Netherlands. The programme focuses on fair wages, safety and security at the workplace, good working conditions and participation in decision-making, in particular targeting women, in the horticulture sector.

The objective of the evaluation was to assess the effectiveness, relevance, sustainability and efficiency of the program as it relates to changes in capacities for Lobby and Advocacy (L&A), changes in agendas, policies and practices of government and market actors depending on the specific theory of change (ToC) of the programme. In line with the programme's focus on capacity development, the evaluation was designed to maximize learning. It facilitated learning by actively involving partners and project teams throughout the evaluation process. It is expected that the CAC member organisations as well as partner organisations will be able to use it for strengthening their future advocacy efforts. The CAC will also use the findings of the evaluation to account for the implementation of its programme both upwards to the donor agency (Ministry of Foreign Affairs) as to programme stakeholders.

This evaluation reports presents the findings of the evaluation visit to Zimbabwe, which was one of the three countries selected for primary data-collection. The DW4W programme in Zimbabwe was implemented by five partners, Commercial Farmers Union, GAPWUZ, ZWLA, ZELA and LEDRIZ. The evaluation visit was conducted in January 2020, being the last year of the programme implementation period. A combination of qualitative methodologies was used: workshops, semi-structured interviews (individual and group), focus group discussions with women workers and visits to horticulture farms. On a selection of outcomes a contribution analysis was applied.

The DW4W programme in Zimbabwe aimed at awareness raising of women's rights as a way to promote equal opportunities for women in the workplace and address the behaviours and customs that negatively affect women's ability to equitably contribute and participate in society. The ToC as adapted by the Zimbabwe team, identified six outcome domains, in line with the general programme ToC: strong civil society, powerful women workers, responsible government (improved laws and policies), good growers – business case (improved business practice), improved certification and increased market share of fair products (visual added in annex). With regard to improving Fair Work for women (linked to the Decent Work agenda) the programme in Zimbabwe emphasised (i) fair wages, (ii) improved labour conditions with a focus on promoting fixed term contracts and security at the workplace (sexual harassment policies as well as access to justice) and (iii) the promotion of a national certification standard and certification bodies (the latter added in a later stage to the ToC).

Effectiveness

The DW4W programme has been highly effective in realising the planned outcomes, and important changes were obtained at the level of horticulture farms, and women workers.

The strongest results have been obtained in addressing sexual harassment at the workplace, through training and awareness raising and the development of sexual harassment workplace policies. The contribution of the programme is high, the different partners played different roles to that end: CFU triggered their members in paying attention to sexual harassment and provided support in developing sexual harassment workplace policies. There are however still many challenges as the actual implementation of the sexual harassment policies is still limited in the farms (policy not known by workers, no operational complaint mechanisms in place, role of women workers committee in handling cases not clear yet) and a culture of silence and acceptance remains dominant.

Another important result is the application of fixed term contracts at farm level. The contribution of the campaign was moderate as several other factors have pushed for the application of fixed term contracts, but the campaign, through CFU, had an important supporting role in moving forward the dialogue on working conditions with farm owners and management. Social benefits of fixed term contracts are almost equal to those of the permanent contracts, except the job security. Farm management however still refuse adoption of permanent contracts.

The contribution of the campaign to increased wages is moderate, as these are being discussed through the social dialogue and there are more push factors from the economic context currently prevailing in the country. The campaign contributed in enhancing the quality of the social dialogue through the strengthening of the collaboration and building of relations of trust between CFU and GAPWUZ. The social dialogue is key to achieve a higher wage. As wages remain below the poverty line, there is some contribution to realising decent work but a long way still is to go.

The establishment of women workers' committees is an important result of the DW4W programme, which enabled acceleration of the implementation of the GAPWUZ gender policy. More women structures have been established and more women leaders are becoming visible. The role of women workers committees in advancing the decent work agenda is moderate because there are still several challenges in (i) upscaling the number of women workers' committees, (ii) consolidating the structures and empowering all of their members (not only the leaders), (iii) securing good quality of the functioning of these committees.

Contribution to further policy development and policy implementation was concentrated on sexual harassment policies and the NAP on business and human rights. The campaign makes technical expertise and human resources available to support the respective commissions. The commissions however have limited political power.

The W@W campaign has also contributed to strengthening capacities of the implementing partners. CFU, GAPWUZ and ZELA have been further strengthened in becoming more gender sensitive. ZWLA has acquired new expertise in addressing sexual harassment at the workplace in the horticulture sector. GAPWUZ leaders have strengthened their leadership skills and CFU staff is being trained in auditing processes (in relation to Zim GAP).

Relevance

The DW4W programme and the obtained results remain very relevant in the context of Zimbabwe. A second phase is needed to bring the first results to scale. The decisions taken, concerning focus and implementation, were inspired by the general programme ToC. Appropriate choices have been taken in L&A strategies, engagement with private sector actors and in the choice of implementing partners. Because of the lack of fundamental reflections on the ToC at country level, opportunities to include or engage with other stakeholders (e.g. ZimTrade, ZCFU, FZU, newly established Horticulture Development Council, new ministry of labour, ...) were not fully seized. Similarly, opportunities to align interventions at national level with the global L&A were not fully explored.

Mainly insider A&L strategies have been applied, looking for dialogue with private actors and providing advisory support to government actors, which are working well. Formal L&A plans are lacking, which complicates monitoring of the L&A interventions. Justification of some strategic choices is by consequence not clear or explicit, such as the added value of social media campaigns, the role of front runner farms, and the use of research.

Sustainability

The level of institutional sustainability of the changes realised at commercial farms and at government level is moderate. Some project results will be helpful in sustaining the observed changes, such as the Agricultural Handbook, the process of developing a national certification standard Zim GAP or the NAP on business and Human Rights, once endorsed by government and all other relevant stakeholders, and the presence of women workers' committees at commercial farms. However, changes at farm level and among women workers are still fragile and limited in outreach. Continuous support and collaboration with the DW4W partners still is needed for a while. This support is reasonably guaranteed, taking into account the high level of institutional sustainability of the capacity changes at the CSOs. Under the condition that funding can be mobilised, partners will continue advancing the rights of women workers and support employers and women workers' committees.

Changes in the context will also have an influence on the results obtained, such as the economic and financial context and the business investment environment. The National Employment Council will remain an important platform for advancing women workers rights, for operationalising the existing national policies and institutionalising good practices obtained through the DW4W programme.

Recommendations

With regard to L&A: The evaluators suggest reflecting on the ToC and in particular include a system perspective in addressing women workers' conditions. This will result in a more

system change approach, involving also other stakeholders, like the Horticulture Development Council, the newly established Horticulture Centre of Excellence, ZimTrade, ZimFlex, other farmers associations, etc. and investing in the facilitation of multi-stakeholder processes, so to broaden the L&A activities beyond the commonly used strategies. There is also a need to evaluate and capitalise on political economy dynamics so to develop targeted L&A trajectories. The strategic use of evidence needs to be assessed as well. Linkages with the global level L&A of the programme can be strengthened in a possible next phase, in particular with regard to the evolutions of the ZimGAP standard.

With regard to decreasing incidences of sexual harassment: The campaign contributed to the enhanced awareness on sexual harassment among workers and employers and the development of sexual harassment policies. Enforcement of these policies, however, is not yet monitored. Social norm change requires a multi-level approach. A more comprehensive follow up of the farms that have adopted sexual harassment policies is needed. This can be assumed in the next phase by the CSO but needs to be taken up at systemic level, for example by the labour inspections and the international auditors operating for the certification standards. There is a need to build coping mechanisms at community level so as to prevent cases of sexual harassment or to protect victims of sexual harassment. That role can be taken on by the women workers' committees but does not need to be limited to them. Continuous attention in media will contribute to breaking the silence on this matter. To reach scale with media campaigning, collaboration can be looked for with big companies that are frontrunners in addressing sexual harassment at the workplace. The example of Econet was given as a possible pathway.

With regard to female leadership and women empowerment: Varying dynamics of the women workers' committees were observed. There still is a crucial role for GAPWUZ in continuing the strengthening of the committees, which is included in their gender policy. The strategy might be complemented with a more tailor made support to the women workers' committees, starting by assessing the capacities of the different women workers' committees and developing trajectories for the weakest ones, which can include mentoring or coaching, or peer-to-peer support. Upscaling will be the challenge. Taking into account the limited resources at GAPWUZ collaboration can be looked for with other CSOs that have experience in strengthening female leadership. The room to manoeuvre women at the horticulture farms is very limited by their weak economic power and lack of time and energy. Low income is their priority concern. Also issues as identified in the LEDRIZ study like lack of identification documents, access to land and access to income generating activities are priority concerns that might need to be addressed.

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1. INTRODUCTION

1.1. Context and subject of the evaluation

The Citizen Agency Consortium (CAC), consisting of Hivos, the International Institute for Environment and Development (IIED) and Article 19, has commissioned an external end-term evaluation (ETE) of the five-year CAC strategic partnership with the Dutch Ministry of Foreign Affairs under the Dialogue and Dissent framework (2016-2020). The evaluation of the Decent Work for Women programme (DW4W) is part of this ETE. The Decent Work for Women (DW4W) programme is implemented in Eastern and Southern Africa (Kenya, Uganda, Rwanda, Tanzania, Ethiopia, Zimbabwe, Malawi and Zambia) and in the Netherlands. The programme focuses on fair wages, safety and security at the workplace and good working conditions, in particular targeting women, in the horticulture sector. This evaluation report concerns the evaluation of the DW4W programme in Zimbabwe.

1.2. Objectives of the evaluation

The ETE is organised in line with the Partnership Agreement between the Citizen Agency Consortium and the Ministry of Foreign Affairs of the Netherlands. The responsibility for this evaluation lies with the Citizen Agency Consortium and is commissioned by Hivos.

This evaluation will seek a balance between Learning and Accountability purposes. In line with the programme's focus on capacity development the evaluation is designed to maximise learning. It will facilitate learning by actively involving partners and project teams throughout the evaluation process. It is expected that the CAC member organisations as well as partner organisations will be able to use it for strengthening their future advocacy efforts. The CAC will also use the findings of the evaluation to account for the implementation of its programme both upwards to the donor agency (Ministry of Foreign Affairs) as to programme stakeholders.

The objective of the evaluation is to assess the effectiveness, relevance, sustainability and efficiency of the program. These evaluation criteria relate to the changes the programme has contributed to:

- in capacities for Lobby and Advocacy of (Southern) partner organisations,
- in agendas, policies and practices of government and market actors (and possibly other actors, depending on the specific ToC of the programme).

The review process goes through different stages: (a) Inception stage during which a full-fledged review plan (Inception Report) was developed; (b) desk research; (c) primary data collection through 4 country studies; (d) consolidated analysis, reporting and debriefing.

1.3. Approach and methodology of the field visit

Creative workshops: programme actors have participated in a full-day workshop at the start of the country visit to (a) prepare the contribution analysis for a selected number of outcomes, (b) to assess relevance, quality and effectiveness of the capacity development support provided by the programme and (c) discuss efficiency issues related to programme implementation. At

the end of the evaluation visit, a half-day restitution workshop was organised with representatives of Hivos and implementing partners to discuss the preliminary findings and recommendations.

Bilateral visits of a half-day to four of the five partner organisations to (1) discuss their involvement in the programme (2) develop a timeline of the (A&L) activities implemented. Interviews with staff involved in project implementation and with leadership.

In addition, **semi-structured interviews** were organised with (other) actors and external stakeholders, relevant for the outcomes selected. Resource persons included local partners, human resource or CSR managers of horticulture farms, sector and export organisations in the horticulture sector, employers' associations, government officials, and some external resource persons with knowledge of the issues at stake like journalists, professors/researchers, etc. A list of people consulted is added in annex.

Focus group discussions were organised for depicting key programme-related processes, exploring outcomes of the programme interventions and assessing the programme's contribution to stated outcomes. Different FGD were organised at the level of the commercial farms visited, involving farm management, women workers committees and workers committees.

The evaluation visit was conducted between January 20 and January 29, 2020.

1.4. Limitations of the evaluation

The lack of a consolidated report at country programme level, complicated the assessment of the progress of implementation and its results. No specific outcome indicators were formulated at country level (other than the general indicators used to account to the Ministry of Foreign affairs). Specific output indicators are included in the project contracts and project reports of each of the different implementing partners, but a consolidated overview at country programme level does not exist. The evaluators used the country ToC to reconstruct the programme interventions at country level and to identify the different domains of change for which results could be assessed. Furthermore, the baseline study report does not provide hard data on the working conditions in the horticulture farms, which made it difficult to assess progress against the baseline data.

As the programme is not lobbying much government actors, it was not possible to interview relevant government actors. The evaluators however had insisted to interview government actors, which appeared difficult for practical reasons. The evaluation took place immediately after Christmas Holiday and as such did not leave sufficient time to plan and organise a meeting with a lobby target within government, if any.

Because of the limited time of the evaluation, it was not possible to travel long distances within the country. Only farms nearby Harare were visited, as these were also the first selected ones for the start of the programme. These differed from the farms interviewed during the baseline study.

2. DESCRIPTION OF THE DW4W PROGRAMME IN ZIMBABWE

2.1. Brief context description

Background

The Government of Zimbabwe (GoZ) has always prioritised horticulture particularly flowers and fresh produce in the agricultural sector before and after independence. This is mainly because most of the country's weather and soils are well suited to horticultural production. Horticulture has received priority owing to its economic powerhouse potential through associated export potential and capacity for foreign currency earnings.¹ Notwithstanding, there is still exploitation of agrarian wage labourers that is reflected by the payment of poor wages and differing degrees of indecent working conditions that in some cases impact women more than men. Relevant actors promoting decent working conditions for women that were part of the DW4W program include the Zimbabwe Human Rights Commission (ZHRC), the Zimbabwe Gender Commission (ZGC) and the National Employment Council (NEC). These non-governmental organisations played a facilitatory role in DW4W agendas set by non-state organisations and development partners such as the International Labour Organisation (ILO). Key players that were not yet part of the programme and that could be beneficial in advancing the DW4W agenda include ZimTrade, the national trade development and promotion agency and the Horticulture Development Council (HDC) that replaced the former Horticultural Promotion Council and aims to organise producers to assist farmers with re-entry into the export market and ensure they receive the necessary support (technical, infrastructural, financial and market linkages). Export Flower Growers Association of Zimbabwe (EFGAZ), is an Association of flower growers with 200 active members set up with the deliberate goal to promote flower start-ups. HDC only came into existence through support and efforts of W@W Campaign partner CFU. EFGAZ was not functional and once they organised themselves as a way of supporting their efforts they invited to trainings and meetings of the campaign. Zimtrade would be ideal to engage in the next phase of the project.

Women Workers in the Horticulture Sector

In Zimbabwe, the numbers of women engaged in the horticulture sector have always surpassed men with estimates in agriculture pegged around 45.4 percent for men and 54.6 percent for women.² Traditionally the horticulture sector has always engaged more women with estimates as high as 80 percent. The high proportion of female workers in part is as a result of the casualization of their labour as they are often engaged during the peak season for picking and packaging produce. In addition, women are preferred for a number of reasons such as their predominant role as caregivers, which makes them more inclined to retain employment. Female workers are viewed as being comparatively more honest, hardworking, reliable, diligent and proficient at delicate and repetitive tasks, which is key for the horticulture sector, whilst at the same time are also regarded as a less aggressive workforce on issues of rights at work.³ Admittedly this demand presents employment and livelihood opportunities for these women, at the same time it subjects them to unfair labour practices and violation of their rights to decent work. This is because the demand for women skills is in the lower ranks, which are peak season related and hence constitute casual labour. Women participation in Zimbabwe's horticulture is

¹ Review of Garden Based Production Activities for Food Security in Zimbabwe: A Study for the Food and Agriculture Organisation Working Group on Gardens Zimbabwe July 2005. Harare: FAO Available at:

<https://reliefweb.int/sites/reliefweb.int/files/resources/B0D37DF12DB103E4C12570C0003AD590-fao-zwe-31jul.pdf>

² National Gender Profile of Agriculture and Rural Livelihoods – Zimbabwe: Country Gender Assessment Series (2017). Harare: FAO. Available at: <http://www.fao.org/3/i6997en/i6997en.pdf>

³ Women at work: Casualization and implications for decent work for female workers in the horticulture sector of Zimbabwe (2018). Harare: LEDRIZ. Available at: <https://www.womenatworkcampaign.org/assets/2019/05/CASUALIZATION-AND-IMPLICATIONS-FOR-DECENT-WORK-FOR-FEMALE-WORKERS-IN-THE-HORTICULTURE-SECTOR-OF-ZIMBABWE.pdf>

largely in the lower farm production levels.⁴ Women face other challenges when labour is casualised as in the current scenario, for example, poor occupational safety, job insecurity, lack maternity cover and benefits and are prone to general exploitation. They may also be subjected to other forms of gender-based violence (GBV) like sexual harassment.⁵

Fast Track Land Reform Programme

In the late 1990's the horticulture sector reached its peak and was the second largest agriculture foreign currency earner after tobacco.⁶ The capacity was between 1,500-1,600 hectares cut flowers and estimated 1,200 hectares of fresh produce intensively grown mainly for the European Union.⁷ In addition an estimated 600 hectares of fruit was produced for the same markets, while 1,500 hectares of citrus was produced for regional and international markets. The value of horticulture exports was US\$143 million contributing 4% to Gross Domestic Product (GDP). Prior to the Fast Track Land Reform Programme (FTLRP), the main players in the horticultural value chain were mostly large-scale commercial farmers with a few out-grower schemes providing job opportunities for a significant number of women.

The FTLRP restructured the horticultural landscape in Zimbabwe from a configuration, which was typified, by large-scale farmers and the marginal communal farmers to a structure consisting of communal farmers, medium to large-scale commercial farms and estates. The FTLRP has also resulted in different 'types' of farms, from the formal A1 (smallholder farms) and A2 (medium-scale) models to other various formal and informal arrangements between old and resettled farmers including emerging players in the sector like the Chinese under lease agreements. There is limited evidence on the current number and area of coverage for large-scale commercial farms, which have been diminishing over the last two decades. It is estimated that the FTLRP redistributed over 10 million hectares of land to around 146,000 smallholder farmers (A1 farms) and 23,000 medium-scale farms (A2 farms) in an unparalleled change that left 6,000 large-scale commercial farms existing.⁸ There are approximately 9,655 Small Scale Commercial Farms in Zimbabwe with an average size of 148 hectares and these cover 4 percent of all land.⁹

Several resettled farmers in the country, especially Mashonaland Central, are leasing out their commercial farms to white farmers, some of whom are former owners of the redistributed farms whilst a few enter into formal partnerships with the Chinese. Government indicated that it would repossess unproductive land after a land audit so the farmers are afraid of having their land repossessed, therefore the leasing is a strategy to ensure productivity to avoid loss of land. Government has also indicated an intention to formulate a regulatory framework on contract farming that outlines the guidelines for leasing out farms to safeguard both parties. Despite the indicated changes in the horticultural sector, it still presents opportunities to increase women's access to decent employment opportunities. The working conditions in the farms still need to

⁴ *ibid*

⁵ (2018). Harare: LEDRIZ. Available at: <https://www.womenatworkcampaign.org/assets/2019/05/CASUALIZATION-AND-IMPLICATIONS-FOR-DECENT-WORK-FOR-FEMALE-WORKERS-IN-THE-HORTICULTURE-SECTOR-OF-ZIMBABWE.pdf>

⁶ Rural Agriculture Revitalisation Program Horticulture (2016) Sub-Sector Study Report, September 2014. SNV Zimbabwe Available at: https://snv.org/cms/sites/default/files/explore/download/rarp_2016-horticulture-report.pdf

⁷ *ibid*

⁸ Scoones, Ian et al. Tobacco, contract farming, and agrarian change in Zimbabwe (2017).IN. Journal of Agrarian Reform. Volume18, Issue1. January 2018. London: John Wiley & Sons. Available at: <https://doi.org/10.1111/joac.12210>

⁹ Zimbabwe Small-holder Agricultural Productivity Survey 2017 Report (2019). Harare: Zimstats. Available at: <http://documents.worldbank.org/curated/en/132391555925729892/Zimbabwe-Smallholder-Agricultural-Productivity-Survey-Report-2017>

improve to meet the decent work threshold. This can be made possible through the removal of structural causes of inequalities women face that hinder them from accessing equal opportunities for decent work and reaching their full economic potential. This requires an integrated approach to strengthening decent working conditions for women and simultaneously addresses the multiple factors underlining rural women's disadvantaged position.¹⁰

Challenges Facing Zimbabwean Horticulture

The challenges facing the horticultural industry are many such as low productivity. The low productivity especially hinders small to middle level commercial sector to export. Another issue curbing productivity is the labour shortage in the farms caused by high staff turnover as workers search for better economic prospects often found in artisanal mining hotspots. Over time, the sector has been hindered by agricultural inputs and financial deficiencies. The constitution of the sector must be affiliated with the global trends and dynamic demands of the industry. Effectiveness and efficiency of the sector must also be enhanced to attract both labour and markets and an important challenge to achieve this is the lack of value addition in the sector in comparison with other sectors. Other challenges relate to land insecurity, which negatively impacts farm investment and development, and workers' job security, and the limited support made available by the government. The political volatility of the sector generally makes it difficult to overcome the said challenges so a constructive and mutually beneficial partnership must be developed between government and relevant stakeholders.¹¹

Gender Based Violence in the Horticultural Sector

Women workers in horticulture in Zimbabwe are vulnerable to systemic sexual violence and harassment and this is linked to work related risk elements including entrenched employment practices in the sector. Non-standard practices of employment like casualization of labour often give rise to power disparities and this often leads to GBV against women farm workers. Sexual violence and other forms of GBV take place in the horticultural sector particularly in combination with cultural norms and values that tend to normalise such activities, and structural environments that shield perpetrators from being accountable.¹² Women have limited knowledge of their rights and how to respond to sexual harassment issues. Forms of GBV arising from social, cultural, and religious practices that subordinate women are normalised in day-to-day life and the women and girls are socialised to accept it as normal. Patriarchal social hierarchies normalise the reception of violence as a form of social interaction and political interface, and are enabled by socio-economic inequality and a breakdown in norms and social structures.¹³ In this way, abuse is inherent in farms where the women make the bulk of the workforce. There is a general absence of workplace policies or systems to deal with sexual harassment.

¹⁰ Empowering Rural Women: Powering Agriculture: FAO's work on Gender (2018). Rome: FAO. Available at: <http://www.fao.org/3/CA2678EN/ca2678en.PDF>

¹¹ Rural Agriculture Revitalisation Program: Horticulture Sub-Sector Study Report • September 2014 Harare: SNV https://snv.org/cms/sites/default/files/explore/download/rarp_2016-horticulture-report.pdf

¹² HENRY, CARLA and ADAMS, JACQUELINE (2018). Spotlight on sexual violence and harassment in commercial agriculture: Lower and middle income countries ISSN 2306-0875 RESEARCH DEPARTMENT WORKING PAPER NO. 3. Available at: https://www.ilo.org/wcmsp5/groups/public/---dgreports/---inst/documents/publication/wcms_630672.pdf

¹³ Effective law and policy on gender equality and protection from sexual and gender-based violence in disasters: Zimbabwe Country Case Study. (2017) Geneva: International Federation of Red Cross and Red Crescent Societies. Available at: https://redcross.eu/uploads/files/Positions/Humanitarian%20aid/SGBV%20in%20disasters/Gender%20SGBV%20Report_%20Zimbabwe%20HR.pdf

Decent Work for Women programme – Women@Work Campaign

The DW4W programme is aligned to Sustainable Development Goals 5 and 8 on gender equality, decent work and economic growth. It is premised on the notion that by helping women benefit from economic opportunities; strengthening access to professional development, better jobs and fair wages; improving security at the workplace and good working conditions, women have increased prospects for personal development and integration in society. The programme targets women who form the vast majority of the workforce performing the bulk of the most flexible, unskilled and lowest paid jobs and often work under indecent conditions.

2.2. Presentation of partners involved

Commercial Farmers Union

The Commercial Farmers Union of Zimbabwe (CFU) is a non-profit organisation that was formed by an act of Parliament in 1892 to represent and advance the interests of professional farmers in Zimbabwe. Specifically, CFU represents large scale commercial farmers and agribusinesses, but membership is open to all farmers regardless of scale or land holding provided the application is in accordance with its by-laws.

The CFU's main agenda is to promote a stable and competitive agricultural business environment and to provide advice and support to farmers - covering technical extension service, inputs, marketing aspects, business management, labour relations and advice with land and compensation issues.

At commercial farming's peak the Union enjoyed a membership of over 4500 farmers. Part of the Union's strength has been that it is an independent body, funded by subscriptions from its members with an Executive elected by its members to represent their farming interests. Since 2000, however, in the wake of the Government's Land Reform Programme, membership numbers have dropped significantly.

General Agriculture and Plantation Workers Union of Zimbabwe

The General Agriculture and Plantation Workers Union of Zimbabwe (GAPWUZ) is a voluntary and democratic trade union organisation that represents the rights and interests of Agriculture workers in Zimbabwe. GAPWUZ advances employees concerns and functions as an intermediary between workers and their employers with the aim of increasing women participation in decision making roles, reducing the rate of child labour, increasing education to all the employees living on farms and near farming areas. GAPWUZ strives for a vibrant agricultural industry in Zimbabwe where workers are free from exploitation, discrimination and victimization to attain decent working and living conditions, GAPWUZ also cares for the health and well-being of the workers. GAPWUZ's functions and activities are anchored on promoting decent work for Agriculture workers through the following initiatives: education and training, popularizing union policies, collective bargaining, gender mainstreaming, legal aid, grievance handling and health and safety among others.

Labour and Economic Development Research Institute of Zimbabwe

Labour and Economic Development Research Institute of Zimbabwe (LEDRI) is a think tank of the Zimbabwe Congress of Trade Union (ZCTU) with the main objective of designing well

informed people-oriented policies that influence development processes and outcomes at a national, regional and international level. LEDRIZ seeks to strengthen trade unions' capacity to carry out policy-oriented research that protects, safeguards and advances the rights and interests of working people in Zimbabwe. Their research is of high standard, practical and relevant in order to reach and be used by a broad spectrum of stakeholders ranging from trade unions, government, other research institutes, businesses and other interested groups.

Zimbabwe Environmental Lawyers Association

The Zimbabwe Environmental Law Association (ZELA) is a public interest environmental law organisation which seeks to promote environmental justice, equitable and sustainable use of natural resources. ZELA's work promotes democracy and good governance in the natural resources sector and is anchored on a core group of rights namely Environmental, Economic, Social and Cultural (EESC) rights. ZELAS's work cuts across different environmental sectors such as mining, forest management, wildlife management, water management, land management and provision of adequate social and environmental services in urban areas. As such a large component of ZELA's work involves influencing implementation and reforms within legal, policy and institutional frameworks governing the environment and natural resources sector through various strategies which include; legal and policy advocacy, investigative, participatory and evidence-based research, litigation, community training, and capacity building, conflict resolution and partnership building.

Zimbabwe Women's Lawyers Association

Zimbabwe Women Lawyers Association (ZWLA) is a not-for-profit organization which strives to create a just world, injustice and inequality free. ZWLA is an organisation for women and children, by women. ZWLA defends and dialogues on women and children's rights. ZWLA strives to provide legal aid and education to millions of women and communities, lobby and advocate communities, government and policy makers, promoting sensitivity to women and children's rights as well as raising issues of interest and of concern. ZWLA also empowers women to lead change and be able to articulate, demand and enjoy their rights at local, regional and international level.

2.3. Projects implemented in Zimbabwe

Theory of Change underpinning the W@W Campaign in Zimbabwe

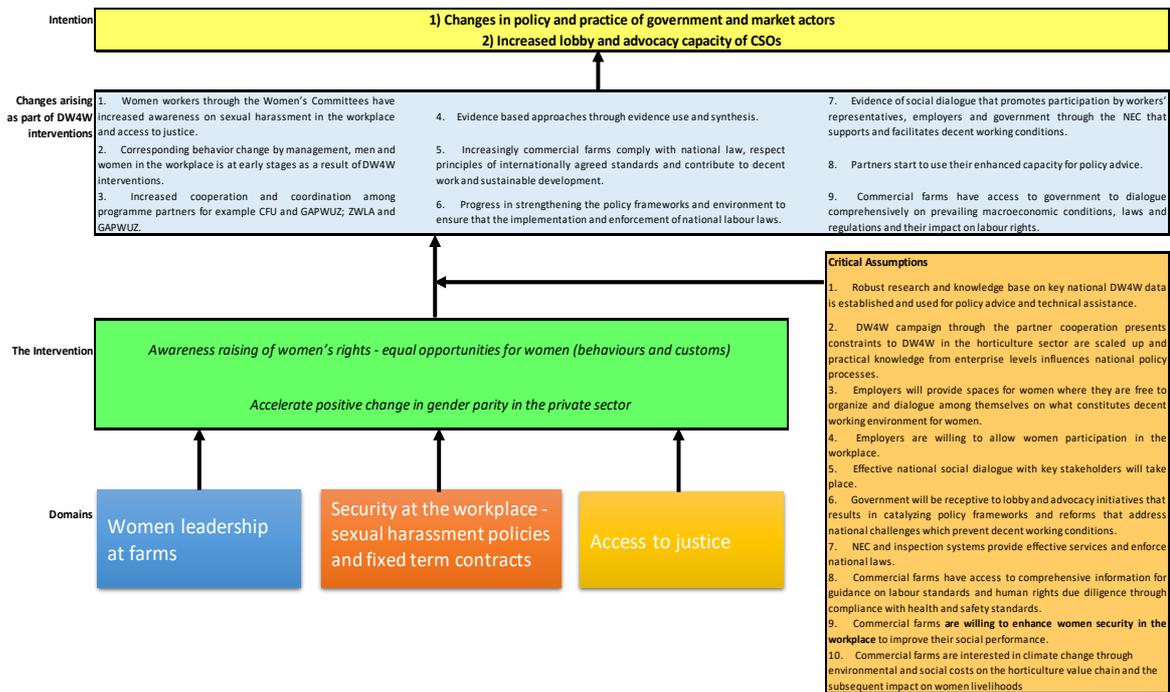
The programme draws from the Dialogue and Dissent Framework (2016-2020) therefore it aimed to recognize that success requires dialogue, cooperation and coordination with relevant stakeholders in order to realise:

1. Changes in policy and practice of government and market actors; and
2. Increased lobby and advocacy capacity of CSOs.

An integral component of the W@W campaign was aimed at awareness raising of women's rights as a way to promote equal opportunities for women in the workplace and address the behaviours and customs that negatively affect women's ability to equitably contribute and participate in society. As such W@W Zimbabwe aimed to accelerate positive change in gender parity in the private sector, through interventions and strategies that eventually contribute to the

two key overall outcomes. The ToC as adapted by the Zimbabwe team, identified six outcome domains, in line with the general programme ToC: strong civil society, powerful women workers, responsible government (improved laws and policies), good growers – business case (improved business practice), improved certification and increased market share of fair products (visual added in annex). With regard to improving Fair Work for women (linked to the Decent Work agenda) W@W Zimbabwe emphasised (i) fair wages, (ii) improved labour conditions with a focus on promoting fixed term contracts and security at the workplace (sexual harassment policies as well as access to justice) and (iii) the promotion of a national certification standard and certification bodies (the latter added in a later stage to the ToC). Main government entities identified as lobby targets in the programme are the national employment council, the Ministry of labour and the National Social Security Authority.

The following schematic presentation summarises the initial ToC of the W@W campaign in Zimbabwe. This ToC had been revised in 2019, with ZELA and LEDRIZ coming in as important lobby actors targeting institutions like the Zimbabwe Human Rights Commission and the Ministry of Public Service, Labour and Social Welfare, and to support evidence-based lobby through research.



Adapted from https://www.ilo.org/wcmsp5/groups/public/---dgreports/---integration/documents/genericdocument/wcms_646449.pdf

Changes arising as part of DW4W interventions

1. Women workers through the Women's Committees have increased awareness on labour rights and sexual harassment in the workplace and access to justice.
2. Corresponding behaviour change by management, men and women in the workplace is at early stages as a result of DW4W interventions.
3. Increased cooperation and coordination among programme partners for example CFU and GAPWUZ; ZWLA and GAPWUZ.
4. Evidence based approaches through evidence use and synthesis.

5. Increasingly commercial farms comply with national law, respect principles of internationally agreed standards and contribute to decent work and sustainable development.
6. Progress in strengthening the policy frameworks and environment to ensure the implementation and enforcement of national labour laws.
7. Evidence of social dialogue that promotes participation by workers' representatives, employers and government through the NEC that supports and facilitates decent working conditions.
8. Partners start to use their enhanced capacity for policy advice.
9. Commercial farms have access to government to dialogue comprehensively on prevailing macroeconomic conditions, laws and regulations and their impact on workers' rights.

Project-based approach

The DW4W programme is implemented through a project-based approach. Potential implementing organisations were invited during the inception phase and baseline study, and invited to develop proposals for one or several domains of change of the ToC. Other organisations like LEDRIZ and ZELA were later added to the campaign. Brief summary of the projects implemented by the different partners:

- GAPWUZ, being the trade union partner, contributed to enhancing female leadership, the strengthening and creation of women workers' committees at the farms, training on labour laws and on sexual harassment at the workplace. GAPWUZ, being the social partner involved in the social dialogue through the NEC, emphasised on wage increase negotiations and use of fixed and permanent contracts. (Two project phases)
- CFU, being the employer's association, also invested in training of women workers on occupational health and safety, and on sexual harassment in the first project but changed focus towards training the employers on compliance issues, labour law, and good working conditions in the second phase. In the second project CFU also started to develop a national standard, called Zim Gap, in consultation with their members and with support from a consultant.
- ZWLA cooperated with CFU and GAPWUZ during the trainings on sexual harassment, provided examples of a sexual harassment policy, and provided access to legal advice and support. ZWLA also engaged with the Zimbabwe Gender Commission so to advance the development of a national legal framework to address sexual harassment at the workplace in the agricultural sector. (Two project phases)
- LEDRIZ, being the research and think tank of the ZCTU, was engaged in 2019 to update the baseline study and to conduct further research on the casualisation of labour in the horticulture sector. (Specific study assignment) For the last half year of the DW4W programme in Zimbabwe, LEDRIZ will collaborate with GAPWUZ in developing study circle material tools that will be used to organise study circles for women workers so as to enhance their knowledge on their workers' rights. They will

also develop a decent work monitoring toolkit that will be used by women and GAPWUZ officials to track developments on decent work at the farms.

- ZELA the environmental lawyer's association was engaged in 2019 as partner for L&A on the National Action Plan on business and human right in Zimbabwe, in line with the UN Guiding Principles on Business and Human Rights. ZELA collaborated with the Zimbabwe Human Rights Commission to ensure farms balance the often-competing priorities between business and human rights. The ZHRC is leading the process of developing the NAP through a thematic working group representing various ministries.

The DW4W programme is managed by a Hivos project officer (called project manager) situated at the regional Hivos office in Harare. She accounts to the regional manager that is located at the Malawi Hivos office.

Remark for the reader: two names are used to point to the programme: DW4W programme and Women@Work campaign (W@W). Both names are used in the report.

3. ANALYSIS OF EFFECTIVENES

In this chapter we analyse the results according to the different domains of change of the ToC, starting with the changes at the level of the commercial farms (Good growers and fair market share) and changes at the level of women workers (powerful women workers). These are followed by changes at government level (Responsible government). The chapter is completed with the changes at the level of the civil society actors (strong civil society).

An important tool for monitoring the changes of the programme was outcome harvesting. The evaluators analysed the whole set of reported outcomes so to gain insight in the types of changes brought about by the programme. Reported outcomes were ordered along the different outcome domains of the ToC. Further, for a number of outcomes, selected during the inception phase, a contribution analysis was applied to provide evidence for the stated outcomes (three colours were used for the final contribution statement: green for high contribution, yellow for moderate contribution and orange for limited contribution). The evaluators also were attentive for capturing unreported or unintended effects of the programme. The findings are described in this chapter on effectiveness.

Eight outcomes were harvested during programme implementation for Zimbabwe by the project implementers.¹⁴ These provide indications of the type of results realised by the programme, as shown in the table below (organisations that identified the outcome are put between brackets). The outcomes selected for contribution analysis are put in *Italic*.

ToC domain of change	Harvested outcomes	Significance for all results of the Zimbabwe programme
Women empowerment	1. <i>3 flower farms (Flora Nova, Kia Ora, Heyshot) with women workers committees (2016, GAPWUZ)</i>	GAPWUZ has implemented activities in 8 farms, ranging from workers education to campaigning (e.g. 16 days of activism), leadership training and creation of women workers committees. GAPWUZ field organisers provide hands-on support to the (women) workers' committee (organising activities, supporting negotiations at farm level). See section 3.3.
	2. <i>7 horticulture farms with women workers committees (2017, GAPWUZ)</i>	GAPWUZ, CFU and ZWLA have been given training on sexual harassment and CFU and ZWLA supported farm management in development of a standard sexual harassment policies adopted by farms in horticulture. Women workers' committees can act as a platform to raise cases of violations and to further create awareness among co-workers. There is only anecdotic evidence of reported cases. See section 3.3
	3. <i>5 women workers reported violations of women's rights, including SH, for the first time at Colinghood farm (CFU, 2018)</i>	GAPWUZ supports the strengthening of women workers committees. These committees
	4. <i>Women's committee active at Luxaflor</i>	

¹⁴ 10 outcomes were reported: one outcome refers to a negative outcome related to women resigning from a management position under peer pressure of other women (included in the analysis of changes at the level of women). One outcome refers to capacity development of CSOs and is included in that chapter.

	farm, mobilising women workers (2017, GAPWUZ)	are safe places for women to share their concerns and also serve as a means to organise activities for fellow workers. Women workers committees demonstrate varying levels of dynamism and effectiveness. No consolidated data are available on the effect of these committees in increasing trade union membership in the horticulture sector ¹⁵ See section 3.3.
Improved business	5. <i>Collinghood farm applying fixed term contracts for 50 of the 350 employees, 30 of whom are women (2018, CFU)</i>	CFU has developed an example of fixed term contract, a Handbook on labour law and good labour practices for employers and trained their members in applying good labour practices (21 horticulture farms of the 60 horticulture farms member of CFU). The example of the contract and training by CFU were a push factor for some of the farms. CFU has no consolidated data on the number of farms that have started using fixed term contracts. See section 3.1.
	6. 3 flower farms (Flora Nova, Kia Ora, Heyshot) developed sexual harassment workplace policies (2016, CFU and ZWLA)	CFU and ZWLA have trained 21 horticulture farms -employees and employers - (CFU 21, ZWLA 13, joint action in 13 farms) on sexual harassment and assisted management in developing a sexual harassment policy. No data on the number of CFU members that effectively have an active sexual harassment policy in place. See section 3.1.
	7. <i>NEC includes increased wages in CBA (2018, CFU, GAPWUZ)</i>	CFU and GAPWUZ, both partners in the DW4W programme, meet each other in the social dialogue at NEC. No specific DW4W project activities are targeting the NEC process but the fact that both partners learned to know each, enhanced mutual trust and respect. See section 3.1.
Improved laws and policies	8. <i>Zimbabwe Gender Commission developing a draft national sexual harassment policy for the agricultural sector (2018, ZWLA)</i>	The two lawyers' associations, ZWLA and ZELA, collaborated respectively with the Zimbabwe Gender Commission and the Zimbabwe Human Rights Commission to influence policy development processes. This is an example of the change achieved at the ZGC. See section 3.2.

3.1. Changes in agendas, policies and practices of commercial horticulture farms

¹⁵ Membership GAPWUZ is fluctuating: from 22.443 members in 2016 (13.678 male and 8.765 female) to 29.973 in 2017 (of which 10.156 female), 36.624 in 2018 (13.395 female) and a decrease in 2019 to 19.868 (5.788 female)

Objectives of the programme in Zimbabwe with regard to improved business are¹⁶ :

- Increased awareness on sexual harassment at the workplace and access to justice
- Corresponding behaviour change by management, men and women in the workplace
- Commercial farmers comply with national laws, respect principles of internationally agreed standards and contribute to decent work and sustainable development
- Evidence of social dialogue, through the NEC, that supports and facilitate decent work conditions.
- Commercial farms have access to government to dialogue comprehensively on prevailing macroeconomic conditions, laws and regulations and their impact on labour rights

Sexual harassment at the workplace: Important results have been achieved with regard to the development and implementation of sexual harassment policies at the workplace. In all targeted farms (21 for CFU, 13 for ZWLA and 8 for GAPWUZ)¹⁷ sexual harassment policies have been developed that are shared with the workforce (through billboards and training). Management and workforce have been trained on sexual harassment and informed on complaint procedures. Through mobile clinics and legal centres of ZWLA access to justice was facilitated.

In the first phase of the programme (2016-2018) focus was put on training the workers, CFU collaborating with GAPWUZ. This approach was adapted so to reach out more effectively to the farmers, who had questioned the collaboration between CFU and GAPWUZ. In the second phase (2018-2020) the work was divided between CFU and GAPWUZ, with CFU entering in a process with the farm owners and management on the one hand, and GAPWUZ supporting the workers, through the establishment and/or training of women workers committees and training of the employees, on the other hand. ZWLA supported CFU and GAPWUZ in these trainings and provided a model sexual harassment workplace policy.

In the second phase of the project, CFU experienced a growing interest among its members to develop sexual harassment policies (from 2 to 21 farms got involved in the campaign). This was due to on-going issues within the agriculture sector of increased sexual harassment cases and the need to address the underlying issues. Another contributing factor was the leaving out of the domestic violence aspect and focusing more on sexual harassment at the workplace. It also coincided with the nationwide approach/plan to fight against sexual harassment and gender-based violence. One can't ignore either that many farmers were going back into export markets, so they had to meet certain market standards. The particular context of Zimbabwe (with regard to land reform, land tenure) can explain the initial low interest of the farm owners to participate in the programme. One of the farm owners interviewed confirmed that most of his colleagues preferred to remain invisible. The second phase of the project coincided with new evolutions such as the legalisation of leasing out farms. Previously it was not legal though farmers did it but it was not officially declared, which exposed the farmers to a lot of risks. Furthermore, at its congress in 2018, CFU used a Hivos video, showing the benefits of the W@W campaign at farm level, to convince their members to join the campaign. The added value of each of the W@W campaign partners became clear and it was decided that campaign

¹⁶ Based on ToC DW4W programme Zimbabwe

¹⁷ There is overlap in the number of farms as often partners collaborated and targeted the same farm. The evaluators understand that the maximum number of farms reached by the project is 21.

partners operated independently, each focusing on its core business (e.g. CFU working with management, Gapwuz with the workers).

From the interviews and FGDs, it is learned that there is an increased understanding among management and workforce (both men and women) in what sexual harassment is and its negative impact (at personal and productive level). During visits to farms (by the evaluators and as documented in the project documents), people declare that there are fewer incidences of sexual harassment or at least less visible examples of sexual harassment. Interviewees refer for example to the fact that men have gained understanding that they might lose their jobs in case of sexual harassment. There is anecdotic evidence of cases of sexual harassment being reported in the project documentation of Hivos. Further research however is necessary. Sexual harassment is very normalised in the Zimbabwean society (see context). During the visits to the farms and the FGD, not many examples were given of reported cases. ZWLA also confirmed that there are not many workers that look for legal assistance. The latter can have several explanations: or women still fear losing their job, are hesitant to enter the ZWLA mobile clinic at the farm (limited number of days present), still rely on old behaviour (responding to sexual advances) so to make promotion or get a better workload; or just do not have the financial means to travel to a ZWLA centre and look for support.

There is a high probability the entire workforce does not always know the sexual harassment policies. In the three farms visited, the policy was displayed but not translated into the local language. Also, the women workers committees have a role in creating awareness and in informing their colleagues on this policy and assisting in case of harassment. As we will describe further, not all women workers committees are strong enough and able to follow-up on sexual harassment. Campaigning and educating the workforce still is very dependent on campaigns conducted by GAPWUZ (see further under sustainability).

Wages – other points of interest in the W@W campaign in Zimbabwe are the casualisation of labour in the horticulture sector and the low wages. These are topics that are part of the social dialogue in which CFU and GAPWUZ take part. As described in chapter 2 on Context, the commercial farms operate in a difficult political and economic environment, which is not conducive for negotiating wage increases. The period 2014-2016 was characterised by many deadlocks in the wage negotiations. In 2017, for the first time in four years, a new wage agreement was realised in the NEC. Also, in 2018 a wage agreement was realised, and even three revisions of wages were agreed upon in 2019, due to the need for adaptation of wages to the hyperinflation in the country. The DW4W programme provided funding to GAPWUZ to consult its membership base and develop evidence-based position papers that were shared beforehand with CFU. Both CFU and GAPWUZ confirmed that through the collaboration in the W@W campaign, a relationship of mutual trust and respect was developed. They gained a better understanding of each other's challenges and positions, which had a positive influence on the quality of the debate in the NEC.

It must be stated that though wage increases were obtained, wages are still below the poverty line, for example with the lowest grade A1 earning ZWL365.00 and supervisors in grade A3 earning ZWL426.00 equivalent to approximately USD 24.00 and USD 28.00 respectively (data

from NEC, 18 October 2019).¹⁸ In 2019, GAPWUZ put the living wage on the agenda of the NEC negotiations, with clear proposals based on new ways of calculating a living wage, as learned through its involvement in the DW4W programme (partner conferences in Rwanda and Kenya and participation in the international conference on living wage in the Netherlands). The topic was not yet well received by the other social partners. There is currently no openness to discuss substantial wage increases; rather there are frequent reviews of wages to factor in the high inflation levels that drive up the cost of living.

Fixed term contracts: The topic of casualisation of the workforce was included in the Agricultural Employer's Handbook: A Guide to Labour Law and Fair Labour Practice in the Agricultural Industry in Zimbabwe that was developed by CFU from 2017 and published in 2018 under the DW4W programme. The objective was to inform CFU members on international labour standards and national laws and regulations with regard to decent work, occupation health and safety, etc. A chapter on sexual harassment was added as a consequence of CFU's involvement in the W@W campaign, as well as a model fixed term contract. In the second phase of the W@W project of CFU, trainings were organised at provincial level by CFU to train employers on international and national labour laws, compliance issues, product safety, occupational health and safety (together with NSSA) and on sexual harassment (together with ZWLA). In particular commercial farms producing for the export market were interested, in improving the working environment pertaining to sexual harassment, as they have to comply with the certification standards such as Fair Trade for export.

In these trainings, CFU started to promote the use of fixed term contracts, as a first step towards permanent contracts, which is considered too ambitious in the current political and economic context.

There still is a challenge with compliance with the national labour law, in particular related to the casualisation of the labour force. The Fifth Amendment to The Labour Act, (Chapter 28:01) adopted in 2015, promotes the use of permanent contracts. The NEC had not yet endorsed this amendment for the horticulture sector at the time of the evaluation visit. At the time of the evaluation, social partners were finalising an agreement on capping of fixed term contracts. A CBA on capping was agreed on March 1, 2020. Employers refer to the insecurities surrounding land tenure created by the FTLRP and the high costs of benefits associated with permanent contracts such as ordinary and maternity leave, pension, and medical aid. The debate evidently is more nuanced. The land tenure situation differs across the large-scale commercial farms depending on whether a farm was not expropriated (e.g. Forrester, Heyshot), and that hold title deeds to the land. For instance, Forrester Farm is under the Bilateral Investment Promotion and Protection Agreement between the Government of Zimbabwe (GoZ) and the German Government. The new resettled commercial farmers with Offer Letters under the FTLRP issued by the GoZ are allowed lease out their land since 2019. In most cases former commercial farmers lease the land from the new resettled farmers on a seasonal basis (e.g. Collinghood). In such cases the contracted commercial farmers maintain that they cannot offer permanent contracts to the workers given that their land tenure is not permanent as such contracts are drafted to coincide with the cropping seasons and lease agreement. In addition, issuing permanent contracts would entail significantly higher costs to retain workers, as they would

¹⁸ Raised the following month during NEC negotiations to 465.00 ZWL for A1 and 539.00 for A3 (8 November 2019). In February 2020, wages raised again from 365.00 ZWL to 559.00 for level A1 and from 426.00 ZWL to 652.00 ZWL for A3.

have to be paid all associated benefits and throughout the year even when they are not working. CFU has no consolidated data on the number of farms that have started using fixed term contracts.

Within the DW4W programme, CFU also started a process of developing a localised certification standard, called Zim GAP, which is inspired by existing standards and based on existing national and international normative documents, such as ETI, Agriculture Trade Initiative, Fair Trade, Global GAP and the Code of Practice: Agricultural Ethics Assurance Association of Zimbabwe. Zim GAP still lacks gender sensitive indicators. It refers only to the protection of pregnant women and the principle of equal opportunities for men and women as outlined in The Labour Act and the Constitution. In addition, there were awareness trainings for farmers in the four districts covered by the W@W campaign (this included also ToT of CFU officers), a draft standard was developed and shared with employers. Zim GAP is currently being tested at 20 commercial farms (not exclusively horticulture). The aim of Zim GAP certification is to grant export permission and convince Global GAP and ATI in endorsing the national standard. CFU needs to lobby for this certification in Europe and ZimTrade needs to be involved in this process. Hivos was involved in some of the discussions and paid the consultant who supported the process of elaborating the Zim GAP.

Contribution analysis

For two of the harvested outcomes referring to changes at the level of the commercial farms, a contribution analysis was done. Results are presented in following tables.

<p>Outcome: Collinghood farm has started to apply fixed term contracts. 50 of the total 350 employees, 30 of whom are women were given a fixed term contract. Prior to June 2018 only 5 employees had formal contracts.</p> <p>Causal question: Did the compliance training of HR managers on labour law by CFU and one-to-one dialogues convince Collinghood farm to start applying fixed term contracts?</p>	
Explanatory mechanisms and factors	Evidence
<p>1. CFU provided compliance training on labour laws for HR managers and engaged in one-to-one dialogue with farm owners, which made Collinghood farm start to apply fixed term contracts (Primary explanation – high contribution)</p>	<ul style="list-style-type: none"> - CFU as the employer association convinced of the added value of applying fixed term contracts as it was a provision outlined in the labour Act. - CFU training is accompanied by an Agricultural Employers’ Handbook on labour laws, incl. role of fixed term contracts, examples of fixed term contracts were distributed; support provided by CFU to develop tailor made fixed term contracts - CFU staff visiting the farms and convincing HR management and farm owner
<p>2. Adoption of fixed term contracts, discussed during the NEC negotiations</p>	<ul style="list-style-type: none"> - Efforts to reduce number of years one is engaged on a fixed term contract for

in 2017 and subsequently included in the CBA for horticulture (Rival explanation – high contribution)	horticulture sector, negotiations started in 2017 (interviews NEC, CFU, farm management) - Government pushing the use of fixed term contracts (interviews ZCFU, GAPWUZ, CFU)
3. Because of pressure of market requirements through Global GAP and Fair Trade and threats of litigation, Collinghood farm adopted fixed term contracts, as such respecting national labour law (Rival explanation – high contribution)	- Global GAP and Fair-Trade requirements stipulate that local labour laws need to be respected, which include the use of fixed term contracts (confirmed by interviews with farm owner and global GAP auditor)
4. Because of the current pressure on the labour market, farmers risk to lose good workers to the growing informal mining industry, which pushes owners to apply fixed term contracts (External influencing factor)	- All interviewees (internal and external) and the DW4W baseline study confirmed that farms have difficulties to find and retain good labour force because of the economic crisis and the growing informal labour market. Workers are tempted to work in informal gold mining, earning more income

Concluding statement on contribution to the harvested outcome:

The evaluation team concludes that the W@W campaign contributed partially to the application of fixed term contracts at Collinghood farm. There are several other factors that also have contributed to this result. The W@W campaign contributed meaningfully (*CFU/W@W in a supporting role*) in advancing the use of fixed term contracts, through the training, handbook and technical support provided by CFU staff. Also, the other farms interviewed, confirmed that the support from CFU was helpful in developing the fixed term contracts, and in enhancing the knowledge of HR and management staff about local labour laws and international compliance mechanisms. The evaluators conclude that the W@W was an insufficient, but necessary, part of a causal package, that is, itself, unnecessary but sufficient *t* to ensure the growing application of fixed term contracts of CFU members.

Outcome: CBAs with increased wages, negotiated in the National Employment Council, in 2018 and 2019.

Causal question: Did the W@W campaign had an influence on getting agreements in the NEC on increased wages in the CBAs for the horticulture sector?

Explanatory mechanisms and factors	Evidence
1. CFU and GAPWUZ, having strengthened their collaboration though their involvement in the DW4W programme, engage more often informally and exchange information prior to the NEC negotiations, which improves the quality of the NEC debates (Primary explanation – meaningful contribution)	- CFU and GAPWUZ did not collaborate before and only met during the NEC negotiations. Through their mutual involvement in W@W, they started to gain knowledge of each other's challenges and context and started to inform mutually, prior to the NEC negotiations (confirmed in interviews with CFU, GAPWUZ, ZCFU and NEC)

<p>2. Employers agree more rapidly with demands of the trade unions because of the precarious economic situation and pressure on the labour market (Rival explanation – high contribution)</p>	<ul style="list-style-type: none"> - Hyperinflation since 2018 demands for salary increase so that workforce can at least buy basic products. In 2019, three CBAs were signed including wage increases (March, July, October) (CBA documents) - Workers are tempted to work in informal gold mining, earning more income (confirmed by all interviewees)
<p>3. GAPWUZ learned about the living wage discussion and better ways of calculating living wage, which made them bring in other elements in the wage discussions (Primary explanation – no contribution yet)</p>	<ul style="list-style-type: none"> - GAPWUZ learned about living wage (and living wage calculations) during the DW4W partner meeting in Rwanda (2018) - GAPWUZ putting the topic for the first time on the agenda of the NEC negotiations in 2019 (confirmed by CFU and NEC)

Concluding statement on contribution to the harvested outcome:

The evaluation team concludes that the contribution of the W@W campaign to increased wages in the CBA for horticulture of 2018 and 2019 is moderate. The economic context of hyperinflation and the skills shortage as a result of leakages to the informal gold mining, make employers more responsive to the demands of the trade unions in that regard.

The W@W campaign plays here the role of a “*facilitator*”: the programme has brought together the employers (CFU) and workers (GAPWUZ) associations, which has contributed to improved relationships between these two social partners, which also has had an effect on the quality of the social dialogue. According to all parties interviewed (including NEC) the quality of the dialogue has improved (enhanced mutual understanding of demands, willingness to discuss and look for agreements) and this helped to avoid deadlock of negotiations as had taken place in previous periods.

3.2. Changes in agendas, policies and practices of government

Objectives of the programme in Zimbabwe with regard to improved laws and policies are:¹⁹

- Progress in strengthening the policy frameworks and environment to ensure implementation and enforcement of national labour laws

The lobbying and advocacy component targeting the government within the W@W campaign in Zimbabwe is rather limited. The baseline data already had shown that there is no lack of appropriate policies in Zimbabwe but that the challenge is their implementation. *“Zimbabwe has well defined labour and gender laws, designed to improve the welfare, safety and work environment of farm workers, with the majority in the product chains being women. The Labour Act, last amended in 2006; provides a framework for decent work conditions for women while at work (minimum wages, maternity, sexual harassment, and others). The ACT provides for dialogue platforms between workers and employers and also provides worker freedom to join labour unions and improve negotiating capacity. The Constitution provides for gender equity. (...) Despite this elaborate and well intended policy framework, policy rhetoric and policy implementation remain miles apart. (...)”* (Zimbabwe Baseline Study)

Within this context, it is relevant to focus on interventions at the level of the commercial farms. No specific lobby action plans targeting government have been developed. However, two partners, ZWLA and ZELA, have been lobbying respectively the Zimbabwe Gender Commission and the Zimbabwe Human Rights Commission that can play a role in monitoring policy implementation and holding the government accountable. These Commissions have the status and power within the national policy landscape to influence policy that supports decent working conditions for women using evidence of the issues currently obtaining in the farms. Their effective power is questioned by, for example by LEDRIZ, referring to the limited mandate and limited resources of these commissions and the political interference.

Zimbabwe Gender Commission (ZGC): In the period from January to October 2018, ZWLA drafted a sexual harassment policy for the horticulture sector, which provides guidelines and sets parameters for adjudication of cases of sexual harassment in a gender sensitive manner. It details issues such as the need for confidentiality, expedience and remedies for sexual harassment specifically for female farm workers. In that period the ZGC had received two allegations of sexual harassment (from the National AIDS Council, and one from the Immigration Department), which were highly covered by media. Technical support was requested from ZWLA in handling these cases. The ZGC has a pivotal role in improving awareness of the public on what constitutes sexual harassment and to make it a policy priority. Therefore, ZWLA published several articles in print media on sexual harassment, the right to maternity leave and other gender issues affecting women in the work place (e.g. 6 articles by 2018).

Zimbabwe Human Rights Commission (ZHRC): The ZHRC was involved in the W@W campaign through collaboration with ZELA. Out of a need for a comprehensive policy and legal framework, the Commission through a thematic working group on Environment, is leading on the National Action Plan to comply with the UN guiding principles on business and

¹⁹ Based on ToC DW4W programme Zimbabwe

human rights. The ZHRC has the mandate to investigate complaints and goes on to formulate recommendations for actions. ZELA provides advisory support to the ZHRC to ensure that the NAP meets with the environmental thresholds as well as that business activities operate within the climate change adaptation context.

Contribution analysis

The harvested outcome of ZWLA (ZGC investigates allegations of sexual harassment and invites ZWLA to become member in the commission) was reformulated by the evaluators because the contribution of the programme was not as such the fact that the ZGC took these allegations on board (which was pushed by the media coverage of these allegations) but rather the fact that through the collaboration with ZWLA, the decision was taken to develop a national draft sexual harassment policy for the agricultural sector, based on the horticulture sexual harassment policy developed by ZWLA for the W@W campaign.

Outcome: Zimbabwe Gender Commission having a draft national sexual harassment policy to influence parliament and government to develop a legal framework for the agricultural sector.	
Causal question: Did the engagement of ZWLA with the Zimbabwe Gender Commission contribute to the development of a draft national sexual harassment policy, finalised in 2019, still to be endorsed by the commissioners?	
Explanatory mechanisms and factors	Evidence
1. ZGC asking for technical assistance from ZWLA, among others in handling sexual harassment allegations and drafting sexual harassment policy (Primary explanation – meaningful contribution)	<ul style="list-style-type: none"> - MoU between ZWLA and ZGC that describes the kind of technical assistance that is needed. - ZWLA offering specific expertise on handling sexual harassment cases. (MoU and confirmed by interviews at ZGC) - ZWLA officer seconded to ZGC for a certain period (2018)
2. ILO also provided training to ZGC on sexual harassment (rival explanation – commingled rival)	<ul style="list-style-type: none"> - ZWLA referred to the ILO training after the evaluators asked for ILO involvement, confirmed by ZGC
3. Absence of a legal framework for handling sexual harassment allegations pushed for the need to develop a national sexual harassment policy (External influencing factor – high contribution)	<ul style="list-style-type: none"> - Confirmed by interviews with ZWLA and ZGC - ZWLA sexual harassment policy was used as a starting point - Handling of two sexual harassment allegations by ZGC and ZWLA (National AIDS Council and Immigration Department) with high media exposure, showed the need for a national framework (interviews ZGC, ZWLA, journalist)
Concluding statement on contribution to the harvested outcome:	
The evaluation team concludes that the contribution of the W@W campaign to the development of a draft national sexual harassment policy is moderate, as several other factors also have pushed for this outcome. The intervention can be assessed as a necessary part of a causal package that is, itself insufficient for the occurrence of the effect. The ZGC lacked the human resources and skills to develop	

such a policy (necessary), but insufficient, as more lobby interventions will be needed to convince commissioners, members of parliament and government to follow-up the recommendation of the ZGC and further feed the process of law reform around sexual harassment issues.

The W@W campaign contributed meaningfully by enabling the *provision of technical support* to the Zimbabwe Gender Commission. ZWLA was able to provide this specific expertise on sexual harassment, which was built during their involvement in the W@W campaign. Prior to this programme, ZWLA had no specific expertise on sexual harassment workplace policies (complementing the existing expertise in sexual harassment in the private sphere).

3.3. Powerful women workers

Objectives of the programme in Zimbabwe with regard to ‘Powerful women workers’ are:²⁰

- Women workers through the women’s committees have increased awareness on sexual harassment in the workplace and access to justice
- Corresponding behaviour change by management, men and women, in the workplace

An important strategy of the W@W campaign is enhancing women leadership at farms. In the Zimbabwe programme this included the setting-up and strengthening of women workers committees at commercial farms in the horticulture sector. This programme component was implemented by GAPWUZ. For awareness raising on sexual harassment, and facilitating access to legal aid, collaboration was sought with ZWLA.

The outcomes identified by GAPWUZ during the outcome harvesting exercises organised by Hivos (see box) reflect very well the achievements of their W@W projects. GAPWUZ has been able to establish women workers’ committees at 8 farms with support from project means. In the same period (2016-2019) women workers committees were also established in 20 other farms (not all strictly horticulture), as foreseen in the GAPWUZ gender policy (developed in 2014 and updated in 2019) (funded through other resources). These women workers’ committees are an independent space for women at farm level to freely speak out about their concerns and identify strategies to raise their voices. The committees also provide a platform for capacity building of women in various skills such as paralegal skills and leadership skills. By law, the women workers’ committee needs to be represented as well in the work council at farm level (when existing). Furthermore, the women workers’ committee structure is also key in increasing women leaders within the union structure, from branch level up to national level.

Outcome statements from GAPWUZ

In September 2017, management representatives from seven horticulture farms in Zimbabwe for the first time supported the setting up of women committees at their farms by developing a schedule on dates, time and venues that would not disrupt production. The seven farms are Collingwood, Kenval Roses, Runningdog, Ruzawi, Dana B, Keymar and Forester H.

Since December 2016, for the first time there are women representatives in the women committees of 3 flower producing farms in Zimbabwe, namely Flora Nova, Kia Ora and Eyeshot. The number of women representatives are 12 at Flora Nova, 10 at Kia Ora, and 10 at Eyeshot.

²⁰ Based on ToC DW4W programme Zimbabwe

Since November 2017, the women's committee at Luxaflor farm in Zimbabwe is now involved in organisational activities such as providing general basic trade unionism trainings, mobilizing and recruiting new members and attending union meetings at which matters affecting them are discussed which was not the case was before.

GAPWUZ' organising department, through its area officers, held engagement meetings with farm management to schedule dates, time and place for the women workers' committee election process. The union desk held 1-hour mass education meetings to inform all workers on the need and procedure of establishing women workers committees. Once established, women leaders (not all members) participated in leadership training at branch level. The GAPWUZ organiser officers frequently visit the women worker' committees (once or twice per month) to provide support or training. During the '16 days of activism', GAPWUZ organised large-scale mobilising and awareness raising campaigns, involving also the workers at farms where women workers committees are operational. One can conclude that the W@W campaign was beneficial in accelerating the implementation of the GAPWUZ gender policy. At the moment of the evaluation visit, there are 13 farms with women committees in horticulture, 8 farms with women in workers' committees, 9 functional Women Branch Committees (not strictly horticulture). Out of the 24 union branches (regional union structure) that comprise of both men and women, three branch structures are headed by women. The national executive committee composed by 11 members, now counts 3 women.

Contribution analysis

The outcome referring to three flower companies with women representatives in workers' committees had been selected during inception phase for further contribution analysis. From the farms listed in the box in the above, only Forester D (not Forester H) was visited.²¹ Two other farms were visited, namely Florinova and Heyshot; and one interview was held with the Collinghood farm owner. Also, a focus group discussion was organised at the GAPWUZ office with women leaders from other farms (different from those listed in the box). As it was not possible to assess the contribution of the campaign to the changes in the mentioned farms, the evaluators decided to generalise the outcome statement and assess the contribution of the programme to the establishment of women workers' committees in all 8 farms targeted by the programme.

The FGDs with the women workers' committees showed varying experiences and varying degrees of maturity and strength, which are, according to the evaluators, representative for the varying levels of success of the women workers' committees. Multiple factors contribute to the strength of the women workers committees, among them the personality and capacity of the elected women, the general working conditions at the farm, and the engagement of HR managers and farm owners. There does not exist a consolidated overview of number of women workers' committees and their characteristics at performance level. From the interviews with the GAPWUZ organisers it could be learned that GAPWUZ organisers know well these committees and at times facilitate exchanges between stronger and weaker women workers' committees.

²¹ Due to practical reasons such as willingness to accept an evaluation mission at the farm and travel distance from Harare.

<p>Outcome: More women workers committees and more women in workers committees/work council in horticulture farms</p> <p>Causal question: Did the gender awareness training provided by GAPWUZ convince women to establish a women workers' committee at their farm and participate in the workers committee/work council (outreach: 8 farms)?</p>	
Explanatory mechanisms and factors	Evidence
<p>1. DW4W programme provided financial means to implement the gender policy of GAPWUZ and organise women in women workers committees at 8 farms (Primary explanation – high contribution)</p>	<ul style="list-style-type: none"> - Financial means enabled GAPWUZ organisers to enter new farms (GAPWUZ reports, interviews with organisers) - All 8 project farms have women workers committees (GAPWUZ report and interviews). - Women workers committees showing different levels of commitment and engagement (FGD)
<p>2. Through the GAPWUZ training on workers' rights, labour law and leadership, women gain knowledge on their rights and acknowledge the added value of a women committee at the farm (Primary explanation – high contribution)</p>	<ul style="list-style-type: none"> - Trainings provided at branch level and at farm level (reports, confirmed by organisers and women workers) - New women workers committees are being monitored and supported for a short period (interviews). - Testimonies of women through FGD at the level of GAPWUZ and at farm level - The extent women can exert their power varies between farm and committees (FGD)
<p>3. According to GAPWUZ gender policy, members of the women workers committees need to be represented in the workers committee (Internal influencing factor – high contribution)</p>	<ul style="list-style-type: none"> - GAPWUZ gender policy was developed in 2014 and reviewed in 2019 with support from other donors. (policy document and interviews) - Gender policy explicitly provides space for women in the workers committee.
<p>Concluding statement on contribution to the harvested outcome:</p> <p>The evaluation team concludes that the W@W campaign highly contributed to the establishment of more women workers committees at horticulture farms. There are no rival explanations. More-over, the campaign <i>accelerated</i> the implementation of the existing gender policy. Its contribution was mainly <i>financial but also technical</i>. GAPWUZ officers themselves participated in leadership training, and gained more knowledge about sexual harassment at the workplace. Knowledge and skills that were further included in GAPWUZ' own trainings and interventions.</p> <p>The intervention can be assessed as necessary but not sufficient. Further support is needed to multiply the women workers' committees and to provide continuous support to strengthening each of these committees. Furthermore, additional interventions are needed to enhance or monitor gender sensitivity of the GAPWUZ organiser officers.</p>	

Changes at the level of women workers

Following is based on six focus group discussions organised, that give indications of the effect of the intervention on women and of the possibilities and constraints of civic agency in this context (more details of findings at farm level are added in annex).

The GAPWUZ projects on contributing to ‘*powerful women workers*’ address dimensions of ‘*power with*’ and ‘*power to*’.²² Emphasis was placed on the possibility to organise women workers in order to influence decision-making. It emerged from the FGDs that women participation in workers platforms is increasing steadily. For example, the chairperson of the workers committee at Forrester D is a woman and she is also the vice-chairperson of the Branch Committee. One woman in the workers’ committee FGD reported that “*we are now 50-50 with men, we have a voice and we can now demand our rights in the workplace.*” Women in farms visited emphasised that the programme raised their awareness pertaining their sexual reproductive health rights and what constitutes workplace sexual harassment and most importantly they are knowledgeable about how to access justice in the case of violation in the workplace. Through the Works Council or Workers Committees women have reported instances of sexual harassment to management. Various disciplinary measures ranging from written warnings, demotions to suspensions have been applied at the different farms. This has made the women recognise their ‘power with’ that is propelled into ‘power to’ as articulated by one respondent “*I now know the different forms of harassment such as verbal, emotional and physical ... for example, we can tell supervisors not to use demeaning and vulgar language when addressing us on the work floor.*”

Changes in addressing cases of sexual harassment were mentioned. Fewer examples were given with regard to tabling other grievances. Probing revealed that most of the women workers committees at the different farms, through the workers committees, have tabled grievances raised by women workers pertaining to decent working conditions several times, with no tangible outcome. For example, at Forester D the women have requested for an allowance to buy sanitary pads citing the rising cost of living in a hyper inflationary environment, and the issue has never been addressed. The FGDs illuminated that there used to be provision for sanitary pads when the farm was under Fair Trade certification. According to the farm workers in the different farms visited, the management determines to what DW4W conditions are implemented. For instance, at Heyshot, the women indicated that they are tired of tabling their grievances, “*we have put forwards our grievances several times but the response is always there is no money*”. Another woman added, “*we know they are selling the produce in foreign markets, that money buys a lot*”. There was agreement among the FGD participants.

The women at Florinova reported a problem created by the division among the workers that occurred between 2017-2019 when 2 Trade Unions (PAAWUZ and GAPWUZ) were representing the farm workers. According to the women “*representation by 2 Unions was not beneficial because PAAWUZ was just collecting their fee and sowing disharmony ... we realised that management capitalised on the disunity.*” Reportedly during that period no

²² **Power with:** includes the ability to take decisions, participate in decision making, to influence decision making or control persons that take decision on behalf of someone else. Another element is the possibility to organise in order to influence decision making. Mosedale refers in this respect to ‘collective action, recognizing that more can be achieved by a group acting together than by individuals alone. **Power to** refers to enhanced practical knowledge and/or skills, including leadership skills, and the ability to analyse and reason as well as the ability to convert such knowledge and skills into concrete action or means. Based on Kabeer (2005) and Mosedale (2005) as cited in: IOB (April 2015) Evaluation of the MDG3 Fund. The Netherlands: Ministry of Foreign Affairs.

workers' grievances were resolved; the situation was very tense to the extent that workers resorted to striking. The FGD illuminated that striking worsened the work environment, the farm owner brought in casual workers and the workers were not paid. According to the women *"we realised that it does not help to go against the owner, so we just accept the working conditions."*

It was implied at the farms that persistently tabling grievances mean that those in the Workers Committee will be targeted and victimised, in the past some active members have lost their jobs. One woman explained, *"if you talk too much 'the system will work you' and they will find ways to ensure you go for 3 hearings at the point it is dismissal from work."* Purportedly some workers lost their jobs and most of the workers are now afraid of becoming member of the workers committee (Florinova FGD). This highlights the presence of 'power over' being exercised over the workers in the farms. Notably, due to some protection from the Union (GAPWUZ) striking or more vocal workers are not dismissed, however, work conditions are deliberately made harder for these workers who are routinely victimised. It emerged that at one farm grievances about low pay the standard response from the owner is *"go find the job where you will be paid better"* as such the consensus among the workers (a negative form of 'power with') is to leave things as they are.

Notably women were comparably more comfortable to speak and express themselves during the women workers' committees. FGDs showing enhanced 'power with' and 'power within'. However, once in workers committee (male dominated) FGDs most women fell silent and mostly spoke when probed to so by the evaluators. These power dynamics were most visible at Forrester D where, before speaking, the women members would look at the workers' council chairperson as if to take permission to speak. For instance, in one incident the chairperson actually admonished a response by woman on a contribution saying, *"that is not what was asked, you need to listen."* The woman looked away and started to stammer and lost her confidence to put her point across, this illustrated a lowered level of 'power within' in the presence of the male counterparts in comparison. Similarly, the officer from GAPWUZ who facilitated access into the farm also reprimanded the women in the same FGD stating *"don't speak without raising your hand"*. In this case prior to the start of the FGD, the evaluators had agreed with the women to speak in a conversational manner. It was observed that this reprimand made the women retreat into their shells, notably one woman was able to say in a soft voice *"the evaluators said we do not have to raise our hands"* in response the officer said *"oh that's ok then"*. At another farm an interesting outcome harvesting statement from Collinghood details how *"a female senior management clerk at Collinghood farm decided resign from her position and returned to her previous and lower ranked position of pack shed supervisor because other women were threatening her, she was no longer invited to social events. She was made unwanted"*

The various power dimensions are summarised in table below.

Power Dimension	Characteristics	Observations
'Power within'	<ul style="list-style-type: none"> - Self-confidence, - Self-image, - Ability to make choices concerning one's future 	<ul style="list-style-type: none"> - Women are gaining self-confidence to stand up for their rights; - Self-image is improving;

		<ul style="list-style-type: none"> - Ability to make decisions concerning one's future remain weak.
'Power to'	<ul style="list-style-type: none"> - Economic power, - Access to and control over income, land, means, transport, etc. - Knowledge and leadership skills - Ability to convert knowledge and skills into concrete actions 	<ul style="list-style-type: none"> - W@W focused on knowledge, leadership skills - 'Power to' is more pronounced in a limited number of women that have benefited directly from training - Ability to convert knowledge and skills into concrete action is hampered by the difficult bargaining environment
'Power with'	<ul style="list-style-type: none"> - Social and political power, - Ability to decide for one self or for someone else and to participate in decision making - Ability to organise in order to influence decision making and collective action 	<ul style="list-style-type: none"> - Ability to take decisions and participate in decision making is improving albeit at a slow pace, - Ability to influence decision making or control persons that take decisions on behalf of someone else is pronounced at Heyshot more than at the other farms - Women workers' committees showing varying levels of engagement and commitment

In respect of negotiations at farm level, it emerged that the experience varies from farm to farm. Heyshot appears to have the most operational negotiation committee of all the farms visited, explained by the leadership capacity of the workers committee and the women workers committee, and the willingness of HR management and farm owner to engage in a dialogue with workers.

The evaluation team observed that initially when the Women Workers Committees were formed, there was a lot of momentum and hope - women representation in workers' committees also increased-, but the interest is waning because of failure by the workers' committees to achieve much in terms of improving the working conditions of women. Notable achievements in all farms are centred on gender-based violence/sexual harassment and SRHR. For example, at Florinova, a sexual harassment complaint involving one manager was made and he was dismissed from work as a result of the reports filed against him. It was highlighted in all the farms visited that, although sexual harassment and other forms of GBV still exist, they are now less prevalent and less visible than prior to the inception of the DW4W programme, explained by the awareness raised among men and women. The DW4W project partners however confirm that there is a lack of data, and still a fear of disclosing cases of sexual harassment. ZWLA for example reports not receiving much cases or questions for legal support.

Training of Women Workers Committee representatives using the Training of Trainer model has enabled widespread awareness raising on workers' rights and sexual harassment issues to both men and women. However, there is not much evidence of the knowledge translating into widespread behaviour change at all levels of workers including management. There are varying dynamics of the women workers committees and many still seem to depend on the support of GAPWUZ (training, campaigning).

The farm visits show that several trained women (but not all or always) are in turn cascading the information to others, for instance, on women workers' rights, GBV, how to achieve work-life balance and life skills. In some farms, it was said during the GAPWUZ FGD, that women have started to form social clubs to augment their wages and enhance their livelihoods. These include money lending clubs, cooking and sewing clubs. One woman commented in the FGD, *“we feel like an army growing in numbers and also growing in our minds.”* Notably at all the farms visited such clubs were not yet in existence.

The establishment of women workers committees and training of their leaders is a relevant and effective strategy to raise awareness and strengthen different dimensions of power, as demonstrated by a selection of strong leaders that were met in an FGD at the level of GAPWUZ. The power shown by these female leaders was very different from the women met in the women worker committees at the farms visited. The level of maturity and performance of the different women workers committees is not being monitored by GAPWUZ, though GAPWUZ organises exchanges between stronger and weaker committees, when funding is available. There are several challenges in strengthening female leadership at farm level, such as (i) transfer of knowledge and insights from ToT to fellow workers is not guaranteed and requires additional support and attention from GAPWUZ, (ii) there are indications of fatigue and feelings of impotence as there is no conducive bargaining environment, (iii) low income is the priority concern but women often lack time and energy to become involved in income generating activities or to participate in social clubs.

3.3. Changes in the L&A capacities of participating organisations

Objectives of the programme in Zimbabwe with regard to ‘Strong civil society’ are:²³

- Increased cooperation and coordination among programme partners
- Evidence based approaches through evidence use and synthesis is present
- Partners start to use their enhanced capacity for policy advice

One of the objectives of the DW4W programme is to support strengthening lobbying and advocacy capacities of the participating partners. This strengthening often takes place “by doing”, followed by reflection time through partners meetings (national and international) where peer-to-peer learning was facilitated. In some occasions specific capacity development activities have taken place, like training and mentorship. Attending (international) events is also considered as a learning opportunity to interact with high-level advocacy targets and to learn from others. Capacity development needs were identified through capacity self-assessment exercises conducted by the partners (initially inspired by the 5C model but later on dropped as considered to be too conceptual and not user friendly). Based on these assessments priority needs were identified. No specific capacity development trajectories or capacity development plans were developed at the level of the partners in Zimbabwe. Monitoring evolutions in L&A capacity was monitored annually based on a self-assessment form, describing what capacities for L&A had been strengthened and what challenges remain, and further discussed in a dialogue between the partner and Hivos.

²³ Based on ToC DW4W programme Zimbabwe

From the interviews with the implementing partners, it can be learned that capacity development mainly took place through ‘learning by doing’ and through the participation in the national and international partner meetings. The W@W project manager in Zimbabwe confirmed that no formal capacity assessments were carried out at the start of the programme interventions, but that capacity needs were identified through meetings. During workshops and interviews organised during the evaluation, partners did not remember having completed any capacity assessment form, though there exist monitoring reports on changes in L&A capacity dated 2019 for each of the partners. It might be possible that this monitoring is seen as an administrative requirement by the partners and part of project management, and not as a tool to give shape to endogenous capacity development processes.

During the inception workshop and the visits to the partners, a number of evolutions in L&A capacity could be identified. Following table summarizes these evolutions, applying the 5C framework. In italic, evolutions in L&A capacity are added that were described in the Hivos capacity development monitoring- format, but not explicitly mentioned during the workshop or visits.

<p>Capability to act and commit</p>	<ul style="list-style-type: none"> - Persistency, continuous engagement until change has been attained (CFU) - Flexibility, new working area, engagement in farms was new and now embedded in the organisations’ strategies (ZWLA) - Now focusing on women workers in the farms, from an initial focus on communal women farmers (ZELA) - <i>Decision taken to develop an advocacy and communication policy to direct all the advocacy work (LEDRIZ)</i>
<p>Capability to deliver on campaign objectives</p>	<ul style="list-style-type: none"> - Improved negotiation skills relevant for social dialogue negotiations (through input from research conducted by LEDRIZ, consulting CFU first and prepare negotiation arguments) (GAPWUZ) - New knowledge acquired on sexual harassment at the workplace and how to engage with private sector. All staff members trained and project office installed at ZWLA - Knowledge on Global GAP compliance requirements (ZWLA) - Value for money, through joint action, reaching out to more farms with few resources (ZWLA) - Capacity to influence the right people (LEDRIZ) - <i>Use of law suits to employers who are not complying with labour regulations (GAPWUZ)</i> - <i>Research based advocacy (ZWLA)</i> - <i>Communication strategy (ZWLA)</i> - <i>Strategic litigation that will feed in the process of law reform (ZWLA) Consultation of the constituencies before lobbying on their behalf (CFU)</i> - <i>Adopted use of social media as a consultation platform (CFU)</i> - <i>Train women on their rights, voice and power and help women to organise themselves (ZELA)</i> - <i>Started to use the business and human rights lens (ZELA)</i> - <i>Use of position papers as lobby tools for wage reviews (GAPWUZ)</i> - <i>Production of Union Newsletter on a quarterly base (GAPWUZ)</i> - <i>Increased awareness of the gender dimensions of community mobilisation and organisation. Taken measure to ensure effective participation of women in all activities (ZELA)</i>

Capability to relate to external stakeholders	<ul style="list-style-type: none"> - Enhanced capacity of organising and mobilising constituency, especially women workers (GAPWUZ) - Creating and strengthening linkages and networks with farmer groups, and other CSOs like ZWLA (GAPWUZ) - Better reach out through improved linkages (LEDRIZ) - Listening, engagement at grassroot level is critical form informing lobby (CFU) - Joint lobbying, speaking with one voice is critical for change (CFU) - Network strengthened (CFU) - Now relating with GAPWUZ, CFU, business entities in agriculture and tourism sectors. ZELA expanding W@W to other sectors (ZELA) - Linkages and networking, working with other stakeholders like farm manager, ZHRC (ZELA) - Partners linked to international advocacy spaces (added by Hivos and confirmed by partners) - <i>Building networks, which are essential for reasons of clout, protection and sustainability of L&A work (LEDRIZ)</i> - <i>Engagement in face-to-face dialogue meetings, telephone and mail with employers' associations such as CFU (GAPWUZ)</i>
Capability to adapt and self-renew	<ul style="list-style-type: none"> - Training on outcome harvesting, now methodology embedded in the organisation and embraced (ZWLA) - Knowledge on outcome harvesting (GAPWUZ) - Continuous learning (LEDRIZ)
Capability to balance diversity and achieve coherence	<ul style="list-style-type: none"> - Communication among the structures improved coherence (GAPWUZ)

It is clear that the involvement in the DW4W programme has enhanced the L&A capacity of the implementing partners. The most important results are situated in the domains of the 'capability to deliver on campaign objectives' and 'capability to relate'.

In Zimbabwe focus was put on enhancing collaboration and joint action, through regular partner meetings and alignment of interventions so that partners address jointly the same commercial farms, which yielded more results. In addition, the use of (social) media was mentioned as an improvement, not only for external communication but also for internal communication, mobilisation and organisation. The enhanced collaboration between the employers' association (CFU) and workers union (GAPWUZ) can be seen as an important outcome of this programme (and was harvested as an important outcome by GAPWUZ).

For two partners, ZWLA and ZELA, the subject of the DW4W programme was rather new, namely sexual harassment at the workplace for ZWLA and applying a gender lens on business and human rights for ZELA. These have become new policy domains at organisational level and institutionalisation of these policy domains within the organisation is on-going (further advanced at ZWLA compared to ZELA). The added value of ZWLA and ZELA for the other campaign partners is less visible, though GAPWUZ mentioned that they have learned the benefits of litigation advocacy in advancing workers' rights at farm level. Not many examples to that regard were given though during the evaluation.

Enhanced capacity in evidence-based advocacy is less visible as the use of research and evidence was not identified as a major outcome of the programme in Zimbabwe. LEDRIZ a

labour-based research think-tank working on various dimensions of socio-economic and labour market issues and being the research partner, joined the programme late in 2018. At the time of the evaluation they had completed one study titled ‘Casualisation and implications for decent work for female workers in the horticulture sector of Zimbabwe’. The study described the situation of women workers in the horticulture sector and in particular the levels of casualization and its consequences. The study was based on focus group discussion, field visits and questionnaires. According to the evaluators, the study could have benefited from adding more “hard” and quantitative data on the levels of casualization in the 8 farms under the project. There was no comparative analysis between farms factoring in aspects such as certification, type of tenure of the farm and the management composition for instance. The report does not show primary data on the actual number of women in supervisory positions as compared to their male counterparts in each of the sampled farms. Generally, the study did not present much primary data, most of the report was based on secondary data from Zimstats and NEC. The study was useful in supporting discussions at programme level as several recommendations were formulated for further actions. The study was also presented at the Africa regional Forum on Sustainable development (Febr. 2020, Vic Falls). The study is an interesting study to raise awareness among a variety of stakeholders on the issue of casualisation, but reflection is needed whether or not more hard data are needed, for what purposes, for example to convince policy makers or farm management to take action. For the evaluators the L&A trajectory is not clear (what are the envisaged outcomes, lobby targets, etc.).

GAPWUZ and CFU stated that the W@W campaign provided resources to collect data on working conditions and wages at farm level, that were used to develop their position papers supporting NEC negotiations.

Other L&A skills strengthened relate to the use of position papers, the ability to conduct stakeholder analyses and target the right people, and to be persistent in lobby efforts.

Evolutions are notable with regard to strengthening civic agency. The programme has a strong focus on enhancing the capacities of partners to organise and consult constituencies, in particular women. GAPWUZ, ZELA and also CFU refer to evolutions to that regard. LEDRIZ started to invest in popularising research material to inform women workers on their rights (in process).

Partners are very positive about the capacity development support provided by the programme, particularly on the quality of the trainings and the international partner meetings. Furthermore, partners consider the programme to be flexible and adaptable evidenced through a perception that the programme allowed for shared decision making. It was noted that Hivos responded always positively to specific requests for training or capacity development support. The national partner meetings were highly appreciated, as they were beneficial in building trust among partners and provided a platform to engage transparently, which enabled stronger and more effective collaboration during the evolution of the programme. Partners mainly regret the lack of support to organisational development processes. Reference is given to the need for strengthening financial management, strategic planning, project management, etc. Another example is the lack of capacity among implementing partners to respond (jointly) to international tenders, though it was stated there is a lot of potential among the W@W group to take advantage of national and international fundraising opportunities. The training on outcome

harvesting, as a monitoring tool, was highly appreciated and the methodology is being integrated in other projects within several partners, such as ZWLA and GAPWUZ.

Strengthening engagement and dialogue with private sector actors did not receive much attention in the programme in Zimbabwe as purposefully collaboration was looked for with employers and workers associations that have access to commercial farms. However, it was stated by GAPWUZ that during the campaign Gapwuz officers have evolved from a more dissent approach towards investing in dialogue with commercial farm management. ZWLA has a business group called ‘friends of ZWLA’ to discuss on CSR matters, but through the campaign ZWLA has gained access to horticulture farms and gained expertise on how to address sexual harassment at the workplace.

3.4. Conclusion

Following table summarises the results obtained by the W@W campaign in Zimbabwe.

Level of Impact	<i>high</i>			
	<i>moderate</i>		<ul style="list-style-type: none"> Fixed term contracts applied at farm level 	<ul style="list-style-type: none"> More women worker committees More women in workers committees
	<i>low</i>	<ul style="list-style-type: none"> CBA's with increased wages, negotiated in NEC 	<ul style="list-style-type: none"> ZGC with draft sexual harassment policy 	<ul style="list-style-type: none"> Sexual harassment policies at farm level Living wage put on the agenda of the NEC
		<i>Low</i>	<i>moderate</i>	<i>high</i>
Level of Contribution				

The DW4W programme has been highly effective in realising the planned outcomes, and important changes were obtained at the level of horticulture farms, and women workers.

The table above shows the link between the level of contribution and the level of impact, i.e. the pathway towards improvement in working conditions of women workers. The strongest results have been obtained in addressing sexual harassment at the workplace, through training and awareness raising and the development of sexual harassment workplace policies. The contribution of the programme is high, the different partners played different roles to that end: CFU triggered their members in paying attention to sexual harassment and provided support in developing sexual harassment workplace policies. There are however still many challenges as the actual implementation of the sexual harassment policies is still limited in the farms (policy not known by workers, no operational complaint mechanisms in place, role of women workers committee in handling cases not clear yet) and a culture of silence and acceptance remains dominant.

Another important result is the application of fixed term contracts at farm level. The contribution of the campaign was moderate as several other factors have pushed for the application of fixed term contracts, but the campaign, through CFU, had an important supporting role in moving forward the dialogue on working conditions with farm owners and

management. Social benefits of fixed term contracts are almost equal to those of the permanent contracts, except the job security. Farm management however still refuse adoption of permanent contracts.

The contribution of the campaign to increased wages is moderate, as these are being discussed through the social dialogue and there are more push factors from the economic context currently prevailing in the country. The campaign contributed in enhancing the quality of the social dialogue through the strengthening of the collaboration and building of relations of trust between CFU and GAPWUZ. The social dialogue is key to achieve a higher wage. As wages remain below the poverty line, there is some contribution to realising decent work but a long way still is to go.

The establishment of women workers' committees is an important result of the W@W campaign, which enabled acceleration of the implementation of the GAPWUZ gender policy. More women structures have been established and more women leaders are becoming visible. In the statutory congress of GAPWUZ, planned for 2020, a policy decision will be taken to officially embed these women structures in the organisational structure of the trade union. The role of women workers committees in advancing the decent work agenda is moderate because there are still several challenges in (i) upscaling the number of women workers' committees, (ii) consolidating the structures and empowering all of their members (not only the leaders), (iii) securing good quality of the functioning of these committees.

Contribution to further policy development and policy implementation was concentrated on sexual harassment policies and the NAP on business and human rights. The campaign makes technical expertise and human resources available to support the respective commissions. The commissions however have limited political power.

The W@W campaign has also contributed to strengthening capacities of the implementing partners. CFU, GAPWUZ and ZELA have been further strengthened in becoming more gender sensitive. ZWLA has acquired new expertise in addressing sexual harassment at the workplace in the horticulture sector. GAPWUZ leaders have strengthened their leadership skills and CFU staff is being trained in auditing processes (in relation to Zim GAP).

4. ANALYSIS OF RELEVANCE

In line with the ToR, relevance is understood to be about the importance of the observed changes (i.e. their significance for longer term changes), in the context in which the program is operating, and in comparison, to the situation described in the baseline study. During inception phase, three topics were identified to assess relevance, which are elaborated in this chapter: (1) relevance of the changes and programme's responsiveness to evolutions in the context, (2) relevance of the applied L&A strategies and (3) relevance of the programme in supporting women workers to act as key agents of change (civic agency).

4.1. Relevance of the changes, compared to the baseline study, and programmes' responsiveness to evolutions in the context

The baseline study

The quality of the baseline study (2016) is limited. The baseline process had many limitations. The process was challenging as it was conducted prior to team set up in Southern Africa and there had not been effective consultation with the regional office during the exercise. There is a lack of reliable quantitative data with regard to women workers' rights violations, no strong link between evidence and conclusions. The study did not propose strategic directions, other than some general observations on the relevance of a decent work for women programme in Zimbabwe. The baseline study mentioned the lack of official data, for example on the number of flower farms, size and number of workforce, but confirmed that in Zimbabwe, women workers constitute the majority of the workforce in the horticulture sector (estimation of 60% with data that vary between 35% and 83% in 2016), which was confirmed later on in the LEDRIZ study of 2019. The baseline study did not document the nature of labour rights violations at the horticulture farms, except the lack of women in decision making positions, neither did the baseline study provide evidence of widespread culture of sexual harassment at the workplace. The study gives prove of the difficulties in accessing farms and collecting evidence on working conditions at farm level. By consequence, most of the information is anecdotic. The lack of hard data complicates a comparison of changes observed during the evaluation to the statements in the baseline study. According to interviewees, the baseline study was particularly useful in identifying the relevant stakeholders that could be involved in the programme (GAPWUZ, CFU and ZWLA).

The baseline provided a general description of the importance of horticulture sector in Zimbabwe. Although the horticulture sector's contribution to the overall GDP of Zimbabwe was (and still is) rather insignificant (0,02% in 2015), respectively 71% (flower) and 81% (vegetables) of the total flower and vegetables export were exported to the Netherlands, which justified the choice for intervening in these value chains in Zimbabwe. The baseline study only identified 4 major flower farms that were producing for export, cultivating between 200 ha and 450 ha. However, CFU mentions having 60 horticulture farms producing flowers, peas and/or beans among their members (project reached 22 farms through CFU and 8 through GAPWUZ²⁴). No distinction was made in the baseline between different types of commercial farms (see chapter 2 on Context), each having their own challenges and opportunities, so to inform the W@W campaign on the possibility of having differentiated actions.

²⁴ Some overlap but no data received on the actual net amount of farms reached by the programme

It is not fully clear to the evaluators on what base further strategic decisions for the Zimbabwe country programme have been taken. The baseline study described that a gender sensitive and comprehensive Labour Act was in place in Zimbabwe but that the challenge was the policy implementation. From the interviews it can be deduced that preference was given to engage with horticulture farms above engaging with the government, based on the assumption that one of the factors hampering policy implementation is the lack of knowledge and understanding of farm managers concerning labour laws. Another reason for not lobbying strongly the government could have been the difficult political and restrictive environment, and the entanglement between politics and farm owners. The choice of engaging with the farm owners and management appeared to be a good one, as confirmed by CFU and farms visited (appreciation of training provided, labour handbook distributed, sexual harassment policies developed). The importance of collaborating with the farms is further evidenced by the fact that, more recently, the bipartite social dialogue has generated more results than the tripartite dialogue, due to the political impasse.

According to the evaluators, the programme in Zimbabwe lacked engagement and collaboration with business membership organisations, who have a pivotal role in guiding and mobilising farmers, industry and farmer associations, in promoting quality production and improving decent work for women. ZimTrade, for example, has potential to provide useful capacity development and networks to their members, facilitate policy advocacy and improve gender diversity within the sector. ZimTrade can highlight the benefits internationally of farms hiring more qualified women as engineers and technical specialists, proving that women are able to perform successfully in a working environment traditionally dominated by men. It was stated by the project partners that at the start of the programme in Zimbabwe, Zimtrade was not as strong as today, and that there is much more interest and opportunities from both sides to start looking for a collaboration. Furthermore, the role of the different international certification standards as push factor for improving working conditions, and the need for a localised standard, was not addressed in the baseline study, though constituting one of the outcome domains of the general ToC. The focus on developing a national standard was only added to the programme in the second project of CFU. Collaboration with CFU was justified as it was assessed to be the strongest employers' organisation in terms of governance. However, other membership organisations such as the Zimbabwe Commercial Farmers Union (ZCFU), Zimbabwe Farmers Union (ZFU) and EFGAZ are also important as they represent more black farm owners. Budget limitations allowed for contracting only one employers' representative. The other employers' associations however were often invited at CFU/HIVOS activities. Also, several non-targeted horticulture farms are approaching Hivos to ask for support as well (as training supports farms in complying to certification requirements). Occasionally, Hivos has invited these other farmers unions to activities, but their involvement in the programme is limited. Moreover, their involvement would require additional investments in capacity development support.

The Zimbabwe programme focused on strengthening female leadership, the creation of women workers committees, developing sexual harassment policies at the workplace, negotiating increased wages and the use of fixed and permanent contracts; in line with the overall programme ToC. These choices were not informed by the baseline study, but selected as

priority areas by the implementing partners that had been invited to present their project proposals, based on their own experiences and aligning to the overall ToC. These topics remain relevant as proven by the research conducted by LEDRIZ in 2019, investigating the link between casualisation of labour and violations of worker securities. Also, in this study, no concrete numbers are given with regard to the situation in the different flower farms. The study is a qualitative one, based on testimonies of women workers in a non-specified number of horticulture farms, and documents violations in all pillars of the decent work agenda (a summary of violations of worker securities is added in annex). The study is relevant as it justifies the interventions of the DW4W programme, but lacks the hard data with regard to working conditions of men and women (quantitative data, describing the situation for a sample of farms, differentiated by type of farm and prevailing policies at the farm) that might be needed to convince government and employers' associations to invest more in improving the situation of women workers. It was said that the study was conceived as a baseline study and not as a lobby-instrument. It is foreseen that other research will be conducted that will be used for lobby purposes. A clear L&A plan to that end has not been developed yet.

Responsiveness to changes in the context

As described in chapter 2, the situation in the horticulture sector has not changed much since the start of the programme. The sector still faces several political and economic challenges, of which the most important ones are (i) the land tenure insecurity of commercial farmers since the land reform of 2001, which results in no to low investments in their farms and (ii) the difficult economic situation in Zimbabwe, which does not create much margin for negotiations on wage increase or the use of permanent contracts. In this perspective, the observed changes with regard to enhanced knowledge of farm management on labour laws and sexual harassment and the establishment of operational women workers committees are confirmed to be relevant because it was demonstrated by the campaign that they are a leverage in improving working conditions for women at farm level.

The limited focus on engaging with the government can be questioned, certainly since the latest elections of 2018. With a new regime taking power for the first time, a window of opportunity to look for a genuine dialogue with the government was presented. As the economy continues to deteriorate, there is an impression among different stakeholders, and also confirmed in an interview with LEDRIZ, that now more than ever the government is increasingly listening to civil society actors. LEDRIZ and ZELA were added rather late to the programme. These organisations have good relationships with government. For example, LEDRIZ is often consulted for advice by the new government, in particularly the new minister of labour. ZELA has an active relationship with the government through the Ministry of Environment, Water and Climate and the Environmental Management Agency.

A project-based approach was applied, which created the flexibility for the programme to adapt projects according to the progress, lessons learned and changes in the context. The most important strategic changes relate to: (1) the evolution in the CFU project towards developing and promoting the Agricultural Handbook (as to reach scale) and the investment in developing a national certification standard, which responded to concerns of farm management and at the same time created opportunities for including more attention to the situation of women workers in such a standard (which eventually appeared to be not very strong), (2) the inclusion of ZELA and LEDRIZ in the programme.

The LEDRIZ study, conducted in 2019, formulated a set of relevant recommendations for the programme,²⁵ which are relevant but difficult to operationalise as the study was only completed by the end of the programme, with only 5 remaining months for implementation. The recommendations refer to strengthening the role of trade unions (enhancing membership recruitment, provision of training of workers, international alliance building), involvement of trade unions in compliance audit processes, and specific campaigning on the provision of written employment contracts and decent accommodations. In the partner meeting of 2019, based on the study the decision was taken to launch the approach of organising women focused study circles at the farms, in collaboration with GAPWUZ. This will be implemented in 2020. It is assumed that interventions that cannot be conducted within the timeframe of the W@W campaign will continue under the general mandate of the different partners (see further under sustainability).

4.2. Relevant L&A strategies

Engagement with government - The first years of the programme, not much L&A interventions targeting the government have taken place (difficult political climate and 2018 presidential and parliament elections). As described in the above, according to the evaluators, the programme could have been more pro-active in lobbying the new government on the topics of the campaign, for example on the development of a national sexual harassment policy. The evaluators have not seen targeted and 'smart' L&A plans, or evidence of a political economy analysis that could guide the lobby interventions.

For the evaluators it is not clear what the objective is of the study conducted by LEDRIZ. The study seems very relevant in guiding the next phases of the programme but less useful for evidence-based lobbying. From the interviews it is understood that the data collected will be used in a popular version of the study so to inform women workers on their rights. LEDRIZ evidently will continue advising the ministry of labour, but these activities take place outside the DW4W programme. No concerted efforts for joint lobbying have taken place within the DW4W programme.

Since 2019, ZELA joined the programme to lobby on the development of the NAP on business and human rights as to include a gender lens and pay attention to women workers rights. This case was not further assessed during this evaluation. From the inception workshop at the start of the evaluation visit, it is clear that ZELA looks for dialogue and is engaged with government within an institutionalized framework through the Zimbabwe Human Rights Commission. In addition, a strong relationship exists with the Environmental Management Agency, though outside the DW4W programme. Given the late start, there is no evidence of joint lobbying (involving other W@W actors) having taken place. Similarly, ZWLA provides advisory support to the ZGC.

²⁵ 1. Importance of trade union and membership recruitment in the horticulture sector, 2. Facilitation of written employment contracts and payslips, 3. Strengthening workers' education, training and consciousness on women work' rights, 4. Development of popular version material on women workers' rights, 5. Women leadership training, 6. Engagement of the trade unions during compliance audit processes, 7. Campaigning on decent accommodation for farm employees, 8. International alliance building and exchange programmes, involving the workers and trade unions

Engagement with private sector - Engagement in a dialogue with the farm owners is a prominent strategy in the programme. Mainly insider approaches have been applied, which seem to be very effective. Advantage of the programme in Zimbabwe is the active involvement of the employers' association, CFU and the trade union, GAPWUZ. Both have access to the commercial farms. In the first years of the programme, there was reluctance from the side of the horticulture farms to collaborate in the programme. This was explained by the fact that the start of the programme coincided with the election period and farm owners did not want to see a strong collaboration between their association and the trade union. It was decided to divide the farms between CFU and GAPWUZ and to not intervene any longer together at the same moment. ZWLA only gained access to the farms through the collaboration with CFU and GAPWUZ, which was beneficial to all.

The DW4W programme was relevant for CFU as it complemented initiatives that had started in the past. Due to the economic crisis and decrease of membership fees and levies, the organisation had downsized in membership, staff and activities thus minimising its efforts so far. CFU's interventions aim at getting 'better employers', less labour conflicts and better export. The projects enabled CFU staff to be present again at farm level, to ensure further training and education of farm management and owners (mandate of CFU), and to further develop the local Zim GAP standard (responding to a need of the CFU members to have a localised standard) and to ensure the completion of the Agriculture Handbook for Employers, which had been developed by CFU but could now be finalised, including an additional chapter on gender. Motivation of farm owners to collaborate in the project grew when the project was presented at the congress in 2018, where also a Hivos clip was shown on the work of Hivos at the farms.

The project pilot farms, like for example LuxaFlor Roses or Running Dog, are showing some goodwill in advancing workers' rights. These farm owners welcome very much the W@W campaign as it contributes to complying with the requirements set by the Fair-Trade label. According to the data provided by CFU, from the 21 farms reached by the programme, only three farms have a Fair-Trade label. The Global GAP certificate (all farms are Global GAP certified, or in progress of obtaining Global GAP certificate - except 1 farm) does not seem to be very motivational in improving women workers' rights. In fact, social criteria are very limited in the Global GAP standard and refer mainly to housing, protective clothing and freedom of association, with limited focus on women

The use of the 'outsider' approaches appeared to have been contra-productive. In 2018, a photo-diaries project, documenting the lived realities of female farm workers, proved to be controversial. Of the 5 farms approached, only one farm agreed to participate, the others feared poor working and living conditions would be publicly exposed. The exhibition was launched at the Ministry of Foreign Affairs in the Hague but after the publication of the photo diaries, dialogue with the farm owners turned into dissent (including threatening workers that had participated, the photographer and Hivos staff). As a result, the project was withdrawn from social media sites. Relations with the farm owner needed to be restored, which eventually worked out well.

The programme also contributed to enhanced quality of the social dialogue through the National Employment Council. Enhancing the social dialogue was not a planned outcome of the programme but a side effect of the increased collaboration between CFU and GAPWUZ during programme implementation. At some moment in the NEC negotiations (2017), when employers were not implementing a negotiated CBA, pressure of GAPWUZ made the Ministry of Labour become involved in this process to look for solutions for the conflict (see box).

From the DW4W Southern Africa report 2018

In Zimbabwe three lobby meetings were held with employers at the workplace level, employers' associations at national level and Ministry of Labour. The meetings were necessitated by a wage impasse following the publication of a Collective Bargaining Agreement (CBA) with back pay from July 2017. This resulted in the non-implementation of the CBA by employers. Following the meetings, the Ministry of Labour intervened to resolve the matter and a new CBA was agreed by Zimbabwe Agricultural Employers Organization (ZAEO), Zimbabwe Commercial Farmers Union (ZCFU), Zimbabwe Farmers Union (ZFU) and Commercial Farmers Union (CFU) with back pay from February 2018. In September 2018, at the National Employment Council (NEC) Horticulture employer's representatives agreed this and the wage increment from \$82 to \$89 came into force and the much-disputed back pay was awarded.²⁶

National and global A&L - There are no strong linkages between the lobby at national or farm level and the international lobby. Partners are not well aware of what is taken place at international level. Information is provided mainly through the annual international partner meetings, but this information is not used to enhance or complement project interventions in Zimbabwe. With the exception of the case of GAPWUZ, who has participated in the international Living Wage conference in the Netherlands (2019) and applied new calculation methods to come with their own proposal of a living wage. This was put on the agenda of the latest NEC negotiations but not endorsed by the other social partners.

There are no linkages between the discussions at international and Netherlands level for example (i) with standard organisations, FSI and IDH (e.g. benchmarking standards), or (ii) the involvement in UN Business and Human Rights forum (e.g. on gender sensitive indicators) and, (iii) the initiative taken by CFU to develop a localised standard (Zim GAP) and lobby for less duplication of certification schemes. The current Zim GAP manual does not give proof yet of high gender sensitivity.

Media campaigns – a project-based approach is also applied for the implementation of media campaigns.

Within the different projects, a media component was often included. ZWLA is visible in the traditional media platforms in Zimbabwe, in strong partnership with other women's organisations such as Women's Coalition. Newspaper articles are raising awareness and inquiries stemming from the articles or cases of sexual harassment reported to ZWLA were mentioned. The continued presence of ZWLA in media (print and radio) is reported by some

²⁶ See <http://www.cfuzim.org/index.php/information-and-research1/labour-information-wages-and-the-law/11667-statutory-instrument-195-of-2018-collective-bargaining-agreement-agriculture-wages>

stakeholders interviewed to have had an impact on questioning the normalised sexual harassment culture in the workplace and society at large. The photo diaries, as described in the above, created a visual of the situation in the farms (the pictures were of one farm only). As described in the above, this exhibition created a lot of tension with the farm owner. CFU produced a video documentary showing issues that affect women at work and also challenges being faced by employers, which will be used in future lobby and advocacy campaigns targeting policy makers and other stakeholders (but not linked to a L&A plan). The Zimbabwe campaign partners participate in the international coordinated social media campaigns, such as on Valentine's day and mothers' day. The impact of the social media Valentine's day campaign was minimal in Zimbabwe. The message was generated and there were some retweets (numbers were low, 24 retweets 19 likes. There has been no engagement beyond the messaging by the campaign partners (W@W campaign partners have always preferred radio shows, that speak directly to the targeted audiences as not many people are using twitter or Facebook). Radio series currently running from May 1st to end of year, paid for by HIVOS but facilitating a platform for all partners in the campaign (e.g. Vernacular radio programme targeting women farm workers). Response has been positive; discussions took place on relevant questions being asked by listeners.

4.3. Capacity development and Civic agency

Capacity development approaches – As described in chapter 3 on effectiveness, relevant and demand driven capacity development approaches were adopted, which consisted mainly of learning by doing and peer to peer support. The latter is dominant in the DW4W programme. In fact, Hivos nor most of the partner organisations had much experience in engaging with private sector. Expertise on specific topics that are relevant for the W@W campaign was mostly looked for among the partners (mutual capacity development support). This perspective on “mutual capacity development support” was less applied in the capacity development interventions targeting farm management and women workers, where a more conventional approach of training and knowledge transfer was applied.

Civic agency – the DW4W programme is highly relevant in strengthening ‘civic agency’. The focus is on strengthening female leadership and organising women workers in women workers' committees that become engaged in negotiations at farm level, but also in decision making processes at branch and national level within the trade union. Workers learned how to articulate an issue, to target the right persons (as there are different levels of power in the farms) and at the right moment, to advocate in group so to enhance their bargaining power. Women workers' committees will stay alive past the present programme lifecycle, as proven by testimonies of representatives of already well-established women workers' committees. Activities implemented by women workers committees can address issues at individual level, community, farm and/or government level. The approaches to strengthen the women workers committees are however limited to enhancing their knowledge on labour rights and sexual harassment. The support seems less demand driven and not much use is made of mutual capacity development support among these committees (see also chapter 3 on effectiveness).

4.4. Conclusions

The DW4W programme and the obtained results remain very relevant in the context of Zimbabwe. A second phase is needed to bring the first results to scale. The decisions taken,

concerning focus and implementation, were inspired by the general programme ToC. The translation of this general ToC to a country programme ToC did not include an analysis nor identification of needed and potential alternative pathways in the specific context of Zimbabwe. Appropriate choices have been taken in L&A strategies, engagement with private sector actors and in the choice of implementing partners. Because of the lack of fundamental reflections on the ToC at country level, opportunities to include or engage with other stakeholders (e.g. ZimTrade, ZCFU, FZU, newly established Horticulture Development Council, new ministry of labour, ...) were not fully seized. Similarly, opportunities to align interventions at national level with the global L&A were not fully explored.

Mainly insider A&L strategies have been applied, looking for dialogue with private actors and providing advisory support to government actors, which are working well. Formal L&A plans are lacking, which complicates monitoring of the L&A interventions. Justification of some strategic choices is by consequence not clear or explicit, such as the added value of social media campaigns, the role of front runner farms, and the use of research.

5. ANALYSIS OF SUSTAINABILITY

The extent to which changes can or will be sustained is in principle related to ability of key actors to consolidate over time what has been achieved in terms of capacity development or in policy development and implementation related that contribute to decent work for women in the horticulture sector. Therefore, the assessment of sustainability is focused on actor-groups, notably government actors, market actors and civil society. Where applicable for the above-mentioned groups, sustainability will be assessed along different dimensions such social, institutional, and financial

5.1. Changes at the level of private and public actors targeted

Changes at the level of the horticulture farms

Institutional sustainability: The commercial farms are complying with decent work conditions as far as defined and audited by the national labour law and the international certification schemes, which both do not include sufficient safeguards to protect and realise decent work conditions for women workers. Two initiatives taken by CFU, with support from the W@W campaign, will be instrumental in supporting their members in becoming ‘better employers’, namely the Agricultural Handbook, which was finalised during the campaign and the Zim Gap standard. A chapter on sexual harassment was added to the Handbook, the Zim GAP standard is not very gender sensitive. CFU is committed to continue raising awareness among its members on the handbook and Zim GAP, a mandate given by its members. A national standard that is sufficiently gender sensitive will be leverage for realising institutional sustainability.

The process of developing a NAP on business and human rights has not yet commenced. It is not clear to what extent CFU is involved in this development process and to what extent their members are included in the consultation processes. Through the involvement of ZELA in W@W, CFU is informed on this process, but during interviews no indications were given on a strong alignment between the work of CFU and ZELA. It is probable that this could in part be as a result of the late entry of ZELA in 2019 to the program.

At farm level, sexual harassment policies have been developed but the implementation of these policies is yet to be started. It will be important for CFU and GAPWUZ to monitor implementation of these policies, and if needed to include this topic in the CBA negotiations at the NEC.

The W@W campaign contributed to enhancing the quality of the social dialogue at the NEC. This is complemented by the efforts of the current chief executive officer of the NEC who is sensitive to this issue and invests also in obtaining a smoother engagement of social partners in this dialogue, through the provision of training of employers and workers representatives and government representatives on effective CBA processes and the Labour Act. The NEC is an important platform for institutionalising envisaged changes, e.g. through their integration in CBAs (like wages, permanent contracts, sexual harassment policies).

Financial sustainability: In the farms visited, there was commitment from management and farm owners to organise moments to raise awareness of workers, to form the women workers’ committees and facilitate the operations of these committees (time off, provision of venue, etc.). From interviews it is learned that not all farm owners show the same level of willingness, out

of fear of losing productivity. In general, due to the difficult economic and financial context, farm owners do not invest much in their farms and CSR initiatives have been downsized or have ceased to exist (e.g. closing of clinics, schools, etc.). Financial concerns limit very much the bargaining environment.

Social sustainability: The attitude towards upholding human rights is largely driven by certification standards and European market entry requirements. As such, the support provided to develop sexual harassment policies was welcomed as supporting compliance of the farm with some of the certification standards. Investing in sexual harassment policies is easier to comply with for a farm owner (soft issues) compared to issues related to low wages and casualisation of labour. The baseline report and LEDRIZ studies described cases of farms that even do not adhere to minimum standards as outlined in various instruments of the law, which was confirmed by the evaluation visits. FGDs at Florinova and Forrester D referred for example late payments of salaries, or salaries paid below the minimum that was negotiated in the CBA. Farm owners and management refer to the current economic and financial context, which is not conducive for adopting business and human rights in their practice.

Changes at the level of government actors

Institutional sustainability: not much L&A interventions have taken place in the W@W campaign, targeting government actors. L&A consisted mainly in providing technical support and advice to respectively the ZGC and the ZHRC. These commissions have the mandate to develop policies related to enhancing women's rights and business and human rights. Both commissions pro-actively have engaged staff of ZWLA and ZELA. In both topics (sexual harassment workplace policies and NAP on Business and Human Rights) further lobbying is needed, targeting parliament and ministries.

Financial sustainability: not relevant as no policies have been developed with regard to sexual harassment in the workplace and on business and human rights. Furthermore, the baseline data confirms that policy implementation is poor, among other factors because of lack of (or misuse) of resources. Also, the ZGC and ZHRC are understaffed and under-resourced. ZHRC, for example, has no dedicated budget allocation to support the NAP development, implementation and monitoring processes. This challenge was not the focus of the W@W campaign.

Social sustainability: The Zimbabwe policy framework is gender sensitive. In particular the 2013 Constitution has provisions for gender equality. National institutions have been created whose mandates are to promote gender equity, like the ZGC, the Ministry of Women Affairs, Gender and Community Development and the Parliamentary Committee on Gender. At the implementation level, the Ministry of Labour and Social Services has a mandate to execute gender policies that Parliament promulgates. However, Zimbabwe society remains male dominated and this is normalised resulting in comparatively low prioritisation of gender and women issues. There is limited supporting policy discourse or pro-active attitude from policy makers to advance women workers rights in the horticulture sector.

5.2. Changes at the level of L&A capacity of participating organisations

Institutional sustainability

The DW4W programme aligns to the vision, mission and ambitions of the implementing partners and in fact contributed to the acceleration of the implementation of their policies. At the core of these policies is civic agency. GAPWUZ, but also ZWLA, ZELA and LEDRIZ aim at strengthening the voice of their constituencies, enable their participation in decision-making processes and/or at organising their constituencies. Institutional sustainability of the DW4W programme at the level of the implementing partners is very much guaranteed. *GAPWUZ* revised its gender policy, with support from LEDRIZ, and the women workers committees will become integrated in the formal structure of the trade union, as foreseen in the new constitution that is being drafted and to be adopted by the next congress. Once adopted, a legal base is present to guarantee the representation of women workers in all levels of the trade union. *ZWLA* focuses on human rights advocacy and lobby, with specific attention to women rights. Sexual harassment at the workplace has become a new policy thrust of the organisation. All staff were trained on the issue and a specific project office was installed in the organisation. *ZWLA* has developed a model sexual harassment policy for the horticulture sector and is now pursuing adoption of a national law on sexual harassment. *ZWLA* also included the situation of women workers in horticulture in their contribution to the CEDAW shadow report (February, 2020). *LEDRIZ* has a specific role in the programme as it provides the evidence through research, which is the core business of the organisation. Also, the topic of women workers is not new for the organisation.

ZELA, being an environmental lawyer's organisation, is running a programme on responsible business. Since their involvement in DW4W, the social dimension of women workers rights was added to their core business. *ZELA* staff have gained awareness on the gender dimension of community mobilisation and organisation. Through the programme *ZELA* learned to take measures to ensure effective participation in all activities. The extent to which this awareness and approaches have been shared with a larger group of staff and adopted at policy level is not known, as the organisation was not visited during the evaluation. People interviewed mentioned that all staff members are yet to be informed on the DW4W programme approaches and lessons learned.

Also, for CFU, being the employer's association, the programme aligns to the vision, mission and strategies. The DW4W project was presented at their congress and received support from the members. The project provided the means for staff to visit the commercial farms and consult their constituencies. In the past, CFU has been working on a Code of Practice to support their members in complying with national and international labour laws and standards. In follow-up of this Code of Practice CFU is currently steering the development process of Zim GAP, a localised certification scheme. A handbook for employers was developed that is actively being promoted and distributed, and a chapter on sexual harassment was added. It was said that there is a sustained focus on women workers, as they constitute the majority of the workforce. However, attention to gender is rather limited in the current draft of Zim GAP.

Financial sustainability

All partners face financial challenges, including GAPWUZ and CFU that also can rely on membership fees. In fact, the programme made it possible for GAPWUZ and CFU staff to visit farms and work with the workers and employers. The financial challenges will remain after the programme and have a negative impact on the follow-up of the training provided of HR managers and women workers. Follow-up will be guaranteed to a certain extent, by the field

staff of CFU and GAPWUZ, but activities will certainly be downsized. For example, an organiser at GAPWUZ is responsible for 36 farms. Meetings will take place at branch level, but it was noted that transfer of knowledge from branch level up to the individual workers committees is not guaranteed. Furthermore, because of the difficult economic situation, farm owners themselves invest much less in training and supporting their workers as compared to the past.

ZWLA, ZELA and LEDRIZ depend mainly on external donor funding. No attention was given to enhancing capacities for local resource mobilisation. The three organisations are strong organisations, having access to a variety of external and national donors. Because of the international networking, with other lawyers' associations in the DW4W programme, or other research institutes, opportunities are being explored for joint project proposals.

Social sustainability

Staff involved of implementing partners show a high level of understanding of the social dimensions of the UN guidelines on business and human rights and the gender perspective, and willingness to advance working conditions for women workers. The extent to which this level of understanding and engagement are visible in the entire organisations is varying. For ZWLA profiling itself as a women organisation, the W@W campaign aligns very well to the core values and mandate. For GAPWUZ, the W@W campaign was leverage for enhancing gender sensitivity beyond the group of staff that are responsible for implementing the gender policy. This process is on-going. ZELA learned how to operate in a more sensitive way, but this still is limited to the staff involved in the project. At CFU, the W@W project has also been leveraging in putting gender priorities at the agenda of the organisation, but it is not clear how this attention will be sustained. The ZimGAP manual, for example, does not give prove yet of gender sensitivity.

5.3. Environmental considerations

In the Zimbabwe programme not much attention is given to the environmental impact of CSR business advice, as CSR has not been the entry point in the W@W campaign in Zimbabwe. ZELA, being the environmentalist lawyer's association, brings in the programme specific environmental expertise, in particularly in the advice provided to the ZHRC in perspective of the development of the NAP on business and human rights. This process is on-going and was not evaluated.

5.4. Conclusions

Levels of sustainability of changes at	Commercial farms	Government	CSO
Institutional	Moderate	Moderate	High
Financial	Low	Low	Moderate
Social	Low	Low	Mixed

The level of institutional sustainability of the changes realised at commercial farms and at government level is moderate. Some project results will be helpful in sustaining the observed changes, such as the Agricultural Handbook, the process of developing a national certification standard Zim GAP or the NAP on business and Human Rights once endorsed by government and all other relevant stakeholders, and the presence of women workers' committees at commercial farms. However, changes at farm level and among women workers are still fragile and limited in outreach. Continuous support and collaboration with the W@W partners still are needed for a while. This support is reasonably guaranteed, taking into account the high level of institutional sustainability of the capacity changes at the CSOs. Under the condition that funding can be mobilised, W@W partners will continue advancing the rights of women workers and support employers and women workers' committees.

Changes in the context will also have an influence on the results obtained, such as the economic and financial context and the business investment environment. Not much lobbying has been done to that regard. It will be important to align to other actors that intervene in these areas so to align, collaborate or adapt interventions where possible. The NEC process will remain an important platform for advancing women workers rights, operationalise the existing national policies and institutionalise good practices obtained through the W@W campaign.

6. ANALYSIS OF EFFICIENCY

Organisational efficiency

The DW4W programme operates through a decentralised governance structure, with a coordination team, consisting of the general programme manager based in the Netherlands and two regional managers (Eastern Africa and Southern Africa) who manage staff teams at head office, in the Eastern Africa hub and the Southern Africa hub. At each level, staff includes an advocacy officer, a project officer (in Southern Africa also called project manager) and a project assistant, a communication officer, a financial officer and a DMEL officer. Staff amounts to 18 persons (not all VTE). The governance structure for Southern Africa differs from Eastern Africa: The Southern Africa regional manager is situated at the Hivos country office in Malawi and not at the regional Hivos office in Zimbabwe. This somehow complicates operations as the financial support staff is located at the Hivos regional office in Zimbabwe. In Southern Africa, project officers are positioned in each country (Zimbabwe, Zambia and Malawi), whereas in Eastern Africa the project officer is managing the projects in the five countries from the regional office in Nairobi. Roles and responsibilities are perceived as clear, but all staff interviewed testified of high workloads.

At international programme level, monthly team meetings are being organised involving all implementing staff, which are assessed as relevant, effective and efficient. The meetings are well structured and steered. There are annual face-to-face meetings of the W@W Hivos implementing team, usually in the Netherlands. These meetings are conducive for planning international partner meetings, aligning local to global advocacy, allocating budgets and discuss programme management in general. Additionally, there are bi-weekly bilateral meetings with the regional managers. Regional managers account to their respective Hivos directors (HQ, Regional offices Eastern Africa and Southern Africa). At the level of Southern Africa region, also regional team meetings are organised but not as frequent or regular as the international meetings, though communication is organised regularly through the WhatsApp group.

Challenges in practice:

- There have been some challenges regarding the financial management of the projects of the implementing partners. In 2019 the reporting and accountability system of Hivos in general has changed, which took some time to implement. This caused delays in fund disbursement in 2019.
- It was mentioned that the financial reporting system used at regional office Southern Africa was not fully aligned to the system applied at Head Quarters, which complicated communication between the respective financial officers and the feedback to be provided to the implementing partners.
- Financial data were consolidated at headquarters but there appeared to be challenges in updating the project officers on the funds spent.
- The financial officers at the regional hub are responsible for many projects, which can explain the delays in financial controlling at times.
- There is no uniform communication strategy for the southern African region, which would be relevant from campaign perspective.

At country level, the governance structure is lean and mean. In Zimbabwe, the programme is managed by the project officer (called project manager) who also assumes the roles of advocacy officer and communication officer and who is accountable to the regional manager based in Malawi. She is half-time employed on the DW4W programme. The combination of roles explains the high workload.

The DW4W programme is operationalised through a project-based approach. Based on the baseline study, a first set of implementing partners were identified and invited to present a concept note for one or several pathways of change of the general ToC. During programme implementation, other partners were identified and asked to join the campaign (like ZELA and LEDRIZ). One or two-year contracts are signed with the implementing partners, which - according to implementing partners - enabled adaptation between project periods so to answer adequately to changes in the context. Partners report twice a year to the project manager, according to the general Hivos reporting template. Once a year, and when needed more, a national partner meeting is organised to discuss progress, focus, possible collective action so to avoid duplication and enhance collaboration and efficient use of available resources. Examples were given of joint campaigns targeting the farms and women workers, where resources were combined of the different projects (CFU, GAPWUZ, ZWLA). During these national partner meetings in Zimbabwe, also the ToC was discussed and adapted.

The project-based approach as applied in Zimbabwe did not cause problems. There were no gaps between project periods hampering continuation of project implementation. There were only challenges in the period when Hivos was changing its financial system, which caused a delay in funding disbursement. Some of the partners, like GAPWUZ, could pre-finance so there was no gap in implementation of the activities.

Overview of grants allocated per partner (in EUR)

Partner Organisation	2016	2017	2018	2019	2020	Allocation per Org
GAPWUZ	25 000	30 000	40000	55000	44975,31	194 975
CFU		20 000	15000	45000	28820	108 820
Ledriz			14950	20000	62997,28	97 947
ZWLA			30000	35079	11000	76 079
ZELA				45000	14500	59 500
<i>Budget Total</i>	<i>25 000</i>	<i>50 000</i>	<i>99 950</i>	<i>200 079</i>	<i>162 293</i>	<i>537 322</i>

All partners spent budget allocated. Only at CFU some underspending was experienced because of delay in implementation. Delays were due to hesitation of their members to collaborate in the project. After the initial phase, implementation was in line with the plans approved and agreed upon.

Budgets for partners are relatively small, but in many cases complemented with other grants (e.g. ZWLA, GAPWUZ, CFU) or own resources (e.g. GAPWUZ and CFU). The amount increased from year to year due to some internal budget shifts in Southern Africa, which then allowed for more partners to be contracted. The main critique from partners is the funding of salaries and overhead costs that is out of proportion with the project management requirements, like participation in meetings and M&E. Since 2019, in some projects (e.g. GAPWUZ, ZWLA), the contribution to the salary of the project officers has increased (up to 100% in some occasions).

The decision making on the programme is experienced by the partners in Zimbabwe as inclusive and demand driven. There is a good communication between the partners and Hivos, and good working relations have been developed. Contributing factor are the personality of the Hivos project manager, the fact that there were no staff changes at the level of the implementing partners and at Hivos, so relations of trust and mutual respect could be developed. People feel free to express their ideas and concerns.

Decisions on programme implementation at national level are taken by consensus. Discussion on budget allocations, over- or underspending are not scheduled on the agenda of the partner meeting but discussed bilaterally. Implementing partners are informed by Hivos on the budget margins for their respective organisation and adaptation of budget proposals are discussed bilaterally. A lot of flexibility is experienced regarding project management (adaptation of activities, outcomes, changes in budget and even in time of reporting (e.g. GAPWUZ where it was agreed to deliver the financial report by April instead of January). Changes can be proposed to the project manager who is very responsive. As long as changes remain within the budget assigned to the country, no involvement of the international team is required. However, all changes are reported to the regional manager for Southern Africa and the overall programme manager in the Netherlands. International team meetings are geared towards the strategic

decisions. Operational management issues are taken forward at country or regional level, which explains the level of flexibility and timely responsiveness, as experienced in Zimbabwe.

M&E system is also perceived as lean and mean. Implementing partners include their own indicators in their project proposals and report accordingly. Reporting formats are not perceived as complicated and only twice a year reports are expected. The partners do not report on the general MFA indicators. The DMEL officer extracts information on these indicators from the partners reports.

All partners have appreciated the outcome harvesting methodology and several of them have started to apply this methodology in other projects (e.g. GAPWUZ, ZWLA). In Zimbabwe the decision was taken to not organise joint writing workshop to support the partners in developing the outcome statements (not willing to ask three days of staff time, which was considered to be a big ask). Instead, bilateral feedback was given and statements were shared between the partner and the DMEL officer. This way of working was accepted by the partners.

The management of the outcome harvesting process is heavy, in particular for the DMEL officers. Outcome statements were regularly revised and controlled by the DMEL officers. A rigorous substantiation system was installed to verify the contribution claims made in the outcome statements.

Comparative assessment of different types of interventions applied

The approach used for learning on programme efficiency was inspired by the Multi-Attribute Decision Making (MADM) method and basically let implementing partners assess the ‘usefulness’ of a number of interventions in realising milestones to achieving programme outcomes (from the ToC) against the amount of resources (time, money, effort, energy) needed to implement said outcomes. This assessment was done during a joint session with all implementing partners during the inception workshop. In the efficiency assessment session, participants first identified different interventions that were assessed on their ‘usefulness’ against a set of intermediary milestones (criteria) needed to realise the outcomes. The group then assigned weights to the different criteria, reflecting an intuitive ranking of the relative importance of the corresponding milestones. The ‘cost’ of each intervention was taken as a comparative estimate of the resource intensity of the different interventions, that is: the total use of resources in an admittedly intuitive total of financial costs, time and effort to prepare and carry out the stated interventions. In terms of outcome of the analysis one can distinguish two levels, a first one that is called weighted score of effectiveness and reflects the perceived (average weighted) ‘usefulness’ of each intervention as against the stated outcome-related criteria. The second outcome is efficiency ratio and provides a reflection of the perceived effect of each intervention per unit ‘cost’, or in other words the return on investment in terms of effectiveness.

The main interventions identified for the Zimbabwe programme were: (i) training of employers on sexual harassment, labour rights, compliance requirements, the labour handbook (CFU and ZWLA), (ii) the training of workers on labour rights, sexual harassment (GAPWUZ and ZWLA), (iii) the engagement in the social dialogue to discuss wage increases, casualisation of labour among others²⁷ (CFU and GAPWUZ), (iv) research conducted to support negotiations

²⁷ Sexual harassment was not discussed yet in NEC negotiations

in NEC (GAPWUZ) and inform trainings (LEDRIZ), (v) awareness raising of government, private sector and general public, mainly on issues related to sexual harassment, through articles in press, the 15 days of activism campaign, photo exhibitions, drama performances, etc. (CFU, GAPWUZ, ZWLA).

The criteria identified in relation to the envisaged outcomes (and intermediary milestones) refer to different levels of L&A changes: (i) creating awareness and sensitivity on sexual harassment (in general), (ii) agenda setting (on the various topics such as sexual harassment, wage increase, fixed term contracts, protective clothing, etc.), (iii) usefulness of the intervention for enhancing the quality of the negotiations, (iv) reach out to farm owners (not much advocacy was done targeting the government in Zimbabwe), make them aware of the importance of the issues and create willingness to collaborate, (v) have effective influence on farm owners so that they take action, (vi) realise genuine involvement and participation of the constituencies, e.g. through the women workers committees, (vii) reach out to influencers like journalists, media personalities so that they become aware of the issue and include it in their messages, (viii) follow-up implementation of policy change, mainly through the constituencies, like women workers committees that claim their rights in negotiations at farm level or at NEC. Following tables presents the result of the discussion.

Methods	training employers	training workers	(social) dialogue	research	awareness raising	
1 = low 5 = high						
Criteria						Weight
creating awareness and sensitivity	5	5	4	5	5	11%
agenda setting	4	4	5	5	4	11%
use of content in negotiations	5	5	5	5	5	11%
reach out to policy makers/farm owner - aware	3	1	5	5	5	11%
influence policy makers / farm owners- action	2	1	5	2	2	15%
involvement of constituencies	3	4	5	2	5	15%
reaching out to influencers	1	1	1	1	3	11%
follow-up implementation/constituencies claim their rights	1	5	5	3	3	15%
Weighted Score (effectiveness)	2,88	3,26	4,45	3,36	3,92	100%
Cost	5	5	4	5	4	
Efficiency ratio (effect per unit cost)	0,58	0,65	1,11	0,67	0,98	

In the discussion it appeared that partners did not make much difference in cost between the different interventions. One should note that not only economic resources were counted but also time and energy. For example, involvement in social dialogue is not as costly as public or media campaigns for example, but requires a lot of energy and staff time investment (consultation of constituencies, development of position papers, informal negotiations outside the social dialogue and the meetings at the NEC themselves (partners have to pay the lunch during NEC)). Social dialogue included the institutionalised dialogue at the NEC but also the dialogues at farm level.

There was consensus that through the (social) dialogue, the strongest results could be obtained in advancing towards respecting women workers rights at farm level (efficiency ratio of 1,11). Awareness raising was also considered to be an efficient approach as sexual harassment is normalised in the Zimbabwean society and a lot of awareness raising is needed.

Training was considered less efficient as outreach was rather limited. Partners pointed out to the importance of complementing training by (i) awareness raising and (ii) negotiating agreements on improving working conditions through the (social) dialogue. Training is expensive from both financial and time standpoints, for private sector companies, whose main focus is productivity, trainings are a hard sell. Evidently farm management welcomes trainings provided by W@W that came at no cost for them.

With regard to research it was questioned to what extent policy development is really based on evidence. It was also questioned to what extent women workers use evidence in their negotiations. Furthermore, questions were raised on the extent of the political economy analysis and the alignment of existing L&A strategies to the existing landscape. The need for strategies that address and achieve intended results was highlighted.

7. ROLE OF HIVOS, PARTNER ORGANISATIONS AND THE MFA/EKN IN CONTRIBUTING TO THE OBSERVED CHANGES

7.1. Role of the implementing partners and HIVOS and their relationships

As described in chapter 4 on relevance, relevant implementing partner organisations have been identified for the programme in Zimbabwe. The choice of including the employers' association CFU has been a leverage in accessing many farms and have access to farm management and farm owners. This also will guarantee outreach to all workers and not only to the members of the trade unions. Through the involvement of GAPWUZ, access was realised to farms where GAPWUZ has representation and this created the opportunity to organise women in women workers' committees. As described in several parts in this report, the involvement of GAPWUZ and CFU in the programme resulted in increased mutual trust and improved quality of the social dialogue in the NEC. Involvement of these two partners and their participation in the NEC will be a leverage for multiplying the obtained results and reaching scale. ZWLA was relevant in bringing in specific expertise on sexual harassment. CFU and GAPWUZ facilitated access to the farms while ZWLA complemented the trainings provided by CFU and GAPWUZ with training on sexual harassment and the provision of legal aid support. LEDRIZ and ZELA joined later the programme. They have provided relevant contributions to the realisation of programme results though the alignment of their interventions with the on-going W@W projects of the other partners remained rather limited.

HIVOS' role in Zimbabwe was mainly limited to project management. Only in few occasions Hivos took on the role of a broker of relationships, for example with the Dutch embassy. Hivos also organised information sessions for other relevant stakeholders (e.g. like EFGAZ and ZCFU) to inform on the campaign and explore possibilities for collaboration (no clear examples were given so far). Furthermore, Hivos looked for alignment between the W@W campaign and other programmes that can complement the campaign, such as the Women empowerment

leadership programme (funded through FLOW, benefitting GAPWUZ) and the Female entrepreneurship programme (starting).

A project-based approach is applied, as described in chapter 4 on efficiency. In the project contracts mutual roles and responsibilities are clear. Complementarity between the different implementing organisations was clear to all partners, and appreciated, and received much attention during the national partner meetings where pro-actively was looked for collaboration and alignment. As described under efficiency a lean and mean M&E system was in place.

All partner organisations are very positive about the quality of the partnership relations and the quality of the support provided by Hivos concerning project management and capacity development support (international level). Reference is made to flexibility in project management, enhanced individual and collective competencies and networking, and demand driven capacity development support.

There is some critique on the fact that strategic decisions have been taken at the level of Hivos, as shown by the general ToC. Several partners commented that they would have preferred other choices such as a stronger focus on addressing basic conditions for women workers (e.g. access to ID cards, access to land, livelihood interventions and economic empowerment).

7.2. Role of EKN

The involvement of the EKN in the DW4W programme is very limited. Hivos has a long-standing relationship with the embassy and meets the embassy regularly, also to discuss collaboration in specific programmes like the Women empowerment leadership programme (running with involvement of GAPWUZ) and the Female entrepreneurship programme (about to start, involvement of Zimbabwe Agriculture Development trust, ZimTrade, Hivos and EKN). Hivos explores alignment between these programmes and the DW4W programme. Annually a partner meeting is organised by the embassy for all strategic partnerships being implemented in Zimbabwe, mainly to exchange information.

Hivos has not made much use of the expertise and relations at the EKN for the DW4W programme nor has the embassy invited Hivos to that end. An example in this regard is the involvement of the embassy in the establishment of the Horticulture Centre of Excellence and support provided to the Horticulture Council of Zimbabwe. These institutions will play a role in facilitating export of produce, including flowers, exported through both Zimflex as through small scale farmers. These institutions will provide technical support to producers (will involve also capacity development support through PUM) and are actively involved in the trade business. These initiatives present opportunities for Hivos to advocate for more attention to women workers' conditions in the horticulture sector. Furthermore, several buyers of flowers from Zimbabwe are based in the Netherlands. More advocacy of the embassy could have been possible to include women workers conditions in their dialogue with government and Dutch buyers. The Dutch embassy has a particular interest in advancing women rights, proven by the fact that they have commissioned a study on the topic of women workers conditions in horticulture (according to LEDRIZ).

The embassy further highlighted that a smarter mix of L&A strategies need to be implemented by the CSOs (all strategic partnerships) so to influence government, look for a good

combination of insider and outsider approaches, including litigation when needed, based on a good political economy analysis and including also roadmaps for the government on how to implement policies and build capacity of the government. This comment applies partially also for the DW4W campaign, with regard to the L&A targeting government.

8. CONCLUSIONS AND RECOMMENDATIONS

8.1. Conclusions

All planned outcomes (changes arising as part of the DW4W interventions) as identified in the ToC have been realised. The W@W campaign has been successful in putting several elements of the decent work agenda (in relation to Fair Work for Women) on the agenda of the employers and workers associations, and action has been taken by the respective organisations to address the challenges. There is increased awareness on understanding of the national labour laws and good labour practices, sexual harassment in the workplace, among employers and workers; workplace policies have been developed and women workers' committees established and trained.

CFU members are committed to implement sexual harassment policies, but effective implementation is still varying between the farms visited. Sexual harassment policies are not always well known, as are the complaint procedures and the availability of legal aid. There are several examples of raised awareness pertaining to sexual harassment at the individual level but the willingness to implement obtained capacity into institutional processes that result in behaviour change is a long-term process. While there is evidence of some behaviour change through suspensions and loss of work for offenders, these are mostly isolated and not likely to contribute to sustainable institutional and wider environment level change, unless connected to other undertakings or wider reforms that will be visible long after the W@W campaign. Social norm change evidently is a lengthy process.

Other improvements concerning increased wages and the use of fixed term contracts are a small step forward in improving the situation of women workers. So far, 1/3 of the horticulture farms being members of CFU have been targeted by the project. Upscaling of the campaign results will be supported by the distribution of the Agricultural handbook for employers and the development of a national certification standard. A gender chapter was added to the handbook, but the ZimGAP standard could be made more gender sensitive.

Women workers' committees have been formed and trained by GAPWUZ. Women workers have learned to articulate their concerns and complaints, target the right persons and negotiate as a group so as to increase their bargaining power. Female leadership was strengthened in these committees. The women workers' committees show varying dynamics with regard to their internal functioning, activities undertaken and bargaining power. Transfer of knowledge and skills towards the entire group of members is limited and power dynamics keep on existing between the women workers' committees, the workers committees and trade union staff.

Considering the short period, the W@W campaign, it may be too early to measure the extent of impact on policy and legislative frameworks but there is evidence of the willingness of important government stakeholders to make reforms and strengthen mechanisms to ensure effective implementation of decent working condition for women. Independent commissions like the ZGC, ZHRC and NEC have shown willingness and support for the campaign and its intended outcomes. Advisory support has been provided to government commissions with regard to the development of a national agricultural sexual harassment policy and the NAP on business and human rights. These policy development processes are still on-going or just have started.

L&A capacity of implementing partners has been strengthened and there is increased cooperation between the campaign partners. The application of SMART L&A strategies still can be improved, such as the use of research in L&A. The findings on L&A strategies suggest the need to begin by considering the key ways of working and mechanisms (or policy change processes) that would underpin success, and then establish how best to catalyse these in a particular policy context, including the strategic use of research. Robust research data is still lacking, which is surprising as the campaign actors had good access to a significant number of farms.

8.2. Reflection on learning questions and some of the assumptions

CSO dialogue with private sector: the programme in Zimbabwe shows that involvement of employers' and workers associations is crucial in having access to horticulture farms. These associations also facilitated access of other partners, like ZWLA, to the horticulture farms. Whereas before the campaign the trade union adopted mainly a confrontational approach in engaging with farm managers and employers' association, a more collaborative approach based on dialogue is given preference now.

Furthermore, the employers' association played a crucial role in enhancing willingness of horticulture farmers to engage in the campaign and/or to reflect on how to improve working conditions for women. Though there is reported willingness of farm management to improve working conditions in general and for women in particular, there are "several practical objections between dream and reality". Reference is made to the difficult political, economic and financial context in which the businesses are operating; the existing power dynamics between men and women, and between women, and the lack of self-esteem and self-confidence among women.

Role of export organisations: export organisations, like ZimTrade, ZimFlex, EFGAZ have not been targeted by the programme, which can be seen as a missed opportunity, in particular because also the Dutch Embassy has several projects with several of these organisations.

Role of business case and role of frontrunners: no business case was developed in Zimbabwe as not all conditions are in place yet and farm management are only slowly adopting changes. There is not yet much evidence to build a business case on. Horticulture farms were convinced to join the programme after a documentary was shown on how the W@W campaign can be beneficial for the farm. Targeted farms welcomed very much the support provided (e.g.

establishment of women workers' committees, development of sexual harassment policies) as this contributed to compliance with international certification standards, with low investment of the farm owner. There was little peer-to-peer support among horticulture farms, other than exchanges between members that participate in the CFU structures and meetings.

Lobbying government and experiences with round tables: lobbying government was limited to providing advisory support to government commissions. One of the assumptions was that the government would be receptive to L&A initiatives. At the start of the campaign, the policy environment was not very conducive for L&A interventions. Admittedly, the agricultural sector in Zimbabwe is contested, from an L&A standpoint there was a window of opportunity presented by the change in government considering the acknowledgement of the new government of past errors and the room for improvement within the sector. Evidently several W@W partners continue lobbying the government, or are engaged in the social dialogue with the government. However, the evaluators have not seen, in the documents or strategies, a reflection on the consequences of the arrival of the new government for the programme.

Effective social dialogue: an effective social dialogue is crucial for upscaling good practices as experimented in the targeted farms. The campaign has contributed to improved quality of the social dialogue by strengthening the collaboration between CFU and GAPWUZ. Wage increases have been agreed upon in the social dialogue but these remain below the poverty line. Other topics such as living wage, or inclusion of sexual harassment policies in the CBA have not been tabled or were not adopted. No L&A has been carried out on the improvements of labour inspection services.

8.3. Recommendations for the W@W programme in Zimbabwe

With regard to L&A

The evaluators suggest reflecting on the ToC and in particular include a system perspective in addressing women workers' conditions. This will result in a more system change approach, involving also other stakeholders, like the Horticulture Development Council, the newly established Horticulture Centre of Excellence, ZimTrade, ZimFlex, other farmers associations, etc. and investing in the facilitation of multi-stakeholder processes, so to broaden the L&A activities beyond the commonly used strategies.

There is also a need to evaluate and capitalise on political economy dynamics so to develop targeted L&A trajectories. The strategic use of evidence needs to be assessed as well.

Linkages with the global level L&A of the W@W campaign can be strengthened in a possible next phase, in particular with regard to the evolutions of the ZimGAP standard.

With regard to decreasing incidences of sexual harassment

The campaign contributed to the enhanced awareness on sexual harassment among workers and employers and the development of sexual harassment policies. Enforcement of these policies, however, is not yet monitored. Social norm change requires a multi-level approach. A more comprehensive follow up of the farms that have adopted sexual harassment policies is needed.

This can be assumed in the first phase by the CSO but needs to be taken up at systemic level, for example by the labour inspections and the international auditors operating for the certification standards.

There is a need to build coping mechanisms at community level so as to prevent cases of sexual harassment or to protect victims of sexual harassment. That role can be taken on by the women workers' committees but does not need to be limited to them.

Continuous attention in media will contribute to breaking the silence on this matter. To each scale with media campaigning, collaboration can be looked for with big companies that are frontrunners in addressing sexual harassment at the workplace. The example of Econet was given as a possible pathway.

With regard to female leadership and women empowerment

Varying dynamics of the women workers' committees were observed. There still is a crucial role for GAPWUZ in continuing the strengthening of the committees, which is included in their gender policy. The strategy might be complemented with a more tailor-made support to the women workers' committees, starting by assessing the capacities of the different women workers' committees and developing trajectories for the weakest ones, which can include mentoring or coaching, or peer-to-peer support. Upscaling will be the challenge. Taking into account the limited resources at GAPWUZ collaboration can be looked for with other CSOs that have experience in strengthening female leadership.

The room to manoeuvre women at the horticulture farms is very limited by their weak economic power and lack of time and energy. Low income is their priority concern. Also issues as identified in the LEDRIZ study like lack of identification documents, access to land and access to income generating activities are priority concerns that need to be addressed.

9. Annexes

9.1. Evaluation framework

EQ 1: Which changes have occurred in agendas, policies and practices of targeted social actors and in the L&A capacities of participating organisations (effectiveness)?

Rationale

This evaluation question relates to the changes the programme has contributed to with regard to: (1) changes in capacities for lobby and advocacy of (Southern) partner organisations, (2) changes in agendas, policies and practices of government and market actors. With this 1st question we explore the degree to which these changes took place and the contribution of the programme to these changes.

The DW4W programme aims at realising decent work for women working in the horticulture sector. The programme prioritised security at the workplace (sexual harassment policies), living wage and participation in decision making (other aspects of decent work have also been addressed but less prominently). Pressure is put on companies to respect the UN guiding principles of business and human rights. Government is targeted to create the conditions for achieving this. To achieve improvement of working conditions for women, five domains of change have been identified, in which results need to be realised: women empowerment, improved laws and policies, improved business practice, improved certified bodies and more certified farms. Effectiveness will be assessed for each of these domains and their contribution to improving women workers labour conditions. Not only planned results will be analysed but also unplanned and unforeseen results.

In addition to looking at what changes took place and the contribution of the programme to these changes the evaluation will explore contributing factors and processes that are at the heart of the programme's strategy and approach. More specifically, in answering this first question, the team will therefore also pay specific attention to:

- **Civic agency** enables citizens and their organisations to be agents of change, actively helping to transform business practices. DW4W strives to organise women workers and support them in claiming for their rights, supports trade unions and CSOs to become more gender sensitive and strengthen them to improve their advocacy and lobby capacity to claim rights for and with women workers.
- **Multi-Stakeholder Platforms:** the programme also seeks to translate activism into lasting change by opening spaces for multi-stakeholder dialogue, bringing together a wide range of actors to talk and share their points of view, generate new ideas and solutions to shared problems and work towards a common advocacy goal.

This evaluation question also includes the question regarding inclusiveness as formulated in the ToR. Inclusiveness of women evidently is at the heart of the programme. The contribution of the programme to women empowerment and female leadership will be assessed. The ToR also demand to analyse the attention given by the programme to inclusion of disabled people.

Judgement criteria	Indicators/sub-questions
1.1. Changes at the level of government actors	<ul style="list-style-type: none"> - Evidence of: <ul style="list-style-type: none"> o Agenda setting o Engagement in critical dialogue with CSO and MSP o Political will o Policy change

	<ul style="list-style-type: none"> ○ Practice change - Evidence of the role of civic agency and its influence on public actors in the observed policy development processes and procedures - Evidence of effects on civic space, and especially spaces for citizen to effectively influence agendas, policies and practices related to women labour rights, gender-based violence, business and human rights - Contributing factors (internal and external) - ...
1.2. Changes at the level of private companies and sector organisations	<ul style="list-style-type: none"> - Evidence of: <ul style="list-style-type: none"> ○ Agenda setting ○ Engagement in critical dialogue with CSO and MSP ○ Entrepreneurial attitude/will in favour of envisaged changes ○ Policy change ○ Practice change - Evidence of the role of civic agency and its influence on market actors in the observed policy development processes and procedures - Evidence of effects on civic space, and especially spaces for citizen to effectively influence agendas, policies and practices related to women labour rights and CSR - Other contributing factors (internal and external) - ...
1.3. Changes at the level of participating organisations (CSOs and women/gender committees) – the power of Civic Agency	<ul style="list-style-type: none"> - Observed initiatives of and developments in Civic Agency in relation to L&A on agendas, policies and practices - Evidence of whether and how capacity development also affected or strengthened role and influence of Civic Agency - Was capacity building through the programme sufficiently geared towards creating conditions that allow effective citizen agency in L&A on DW4WI issues? - Appreciation of quality and relevance of capacity development support - Contributing factors (internal and external) - ...
1.4. Changes at the level of specific (marginalized) groups (inclusiveness)	<ul style="list-style-type: none"> - Changes related to empowerment of women (power over, power in, power within, power with) in the context of DW4W - Evidence of increased participation of women and youth in social dialogue, negotiation committees, in trade union structures, L&A processes and related MSPs - Partners approaching gender and inclusion in their lobby and advocacy

	<ul style="list-style-type: none"> - GEDI²⁸ being addressed in capacity development interventions - Use of GEDI lens in initial design, in evidence generation, agenda setting, policy dialogue, policy development and practice - Contributing factors (internal and external) - ...
<p>Information sources:</p> <ul style="list-style-type: none"> - Study of documents (programme and project proposals, annual plans, monitoring reports, policy documents of partners, reports of joint activities that have taken place) - Workshops with country-based partners with timeline and process tracing / contribution analysis - Semi-structured interviews with partners in The Netherlands and partner countries - Semi-structured interviews with key stakeholders and external stakeholders - Sense-making workshop in-country (restitution workshop) and consolidated at programme level with DW4W programme team 	

EQ. 2. How relevant are the changes in the context in which the programme is operating?

<p>Rationale:</p> <p>The question of relevance is closely linked with Civic Agency as central feature and principle of programme design and implementation. The evaluation will look at the way in which Civic Agency is embedded in the programme dynamics and interventions. Civic Agency has multiple dimensions (see chapter 3 for in-depth reflections). The core of the matter is how the programme supports communities to act as key agents of change who drive their own processes of development, set their own goals, claim their rights and fulfil their responsibilities. Hence the emphasis ought to be on organising communities (rather than mobilising them) and supporting them in dialogue and dissent via Civic Agency. The relevance of the programme will be stronger the more the various aspects of L&A agenda and policy influencing (such as agenda setting, generation of evidence, engagement in policy dialogue, and so on) are firmly grounded in the reality of citizen's aspirations and their claims to rights, but equally so in fulfilling their obligations. This will be prime areas for exploration and assessment in the evaluation.</p>	
Judgement criteria	Indicators/sub-questions
<p>2.1. Programme is rooted in agency of citizens. L&A agenda is based on legitimate and representative voices and claims to rights of low-income citizen.</p>	<p>Evidence</p> <ul style="list-style-type: none"> - of co-creation of L&A strategies and approaches led by citizens aspirations, their claims to rights as well as implications of fulfilment of their obligations - how the programme embedded citizen agency in the research agenda setting, research planning and implementation - of generation and use of evidence by citizens with support of programme actors (in research, communication, etc.) - of functional multi-stakeholder engagement in development and implementation of L&A strategies (dialogue, collaboration and synchronisation with actors)

²⁸ Gender and Disability

	<ul style="list-style-type: none"> - that partner CSOs are rooted in and/or aligned with the action of citizens
2.2. Strategies are relevant in contributing to the envisaged objectives of L&A at different institutional levels	<ul style="list-style-type: none"> - Smart mix of L&A strategies (insider–outsider / dialogue-dissent) implemented - Evidence of gradual shift from mobilising to organising communities in L&A trajectories - Role and influence of multi-stakeholder platforms and processes in L&A - Demand driven capacity development strategies that reinforces Civic Agency for L&A - What mechanisms are in place to establish local – national -international linkages e.g. <ul style="list-style-type: none"> o Do outcomes and achievements based on (localised) Civic Agency find its “way up’ into policy processes at higher levels? Or o Are different levels <i>activated</i> simultaneously with linkages enabled by lead agencies and partners? - Other mechanisms?
2.3. Programme takes into account the opportunities and bottlenecks of the context	<ul style="list-style-type: none"> - to what extent Civic Agency in programme activities engages actors from different sectors (state, market, civil society, family) - intermittent adaptations to programme ToC and country strategies, and subsequent changes in L&A strategies or implementation plans as indicator of responsiveness to external developments
<p>Information sources:</p> <ul style="list-style-type: none"> - Study of documents (programme and project proposals, annual plans, monitoring reports, policy documents of partners, reports of joint activities that have taken place) - Workshops with country-based partners - Semi-structured interviews with partners in The Netherlands and partner countries - Semi-structured interviews with key stakeholders and external stakeholders - Sense-making workshop in-country (restitution)and consolidated at programme level with DW4W programme team 	

EQ.3. To what degree are these changes sustainable?

Rationale

In line with the overall objectives, the sustainability of changes will also be assessed along two levels:

- Sustainability of the changes in L&A capacity of partners and citizens – the latter is critical to assess lasting power of Civic Agency in influencing policies and their implementation,
- Sustainability of the changes in agenda, policies and practices.

The extent to which changes can or will be sustained is in principle related to ability of key actors to consolidate over time what has been achieved in terms of capacity development or in policy development and implementation related that contribute to decent work for women in the horticulture sector. Therefore, the assessment of sustainability is focused on actor-groups, notably government actors, market actors and civil society. Where applicable for the above-mentioned groups,

sustainability will be assessed along different dimensions such social, institutional, and financial. In addition, it will be assessed what factors may affect sustainability and how risks of diminished sustainability are mitigated, with specific attention to risk mitigation in the face of climate change.

Judgement criteria	Indicators/sub-questions
3.1. Changes at the level of government actors	<ul style="list-style-type: none"> - Institutional changes: evidence of the willingness of public actors to adhere to and implement new or revised policies, procedures, or regulations that contribute to respecting business and human rights - Financial changes: evidence of adequate resource allocation (in terms of investment and/or recurrent public budget allocation) to adhere to and implement new or revised policies (fully-resourced policies), - Social: proof of supporting policy discourse and pro-active attitude of policy makers in favour of envisioned objectives (DW4W)
3.2. Changes at the level of private sector organisations	<ul style="list-style-type: none"> - Institutional changes: private sector pro-active engagement in multi-actor platforms and other initiatives for the development and implementation of policies and regulations regarding business and human rights - Financial changes: private sector investments enable implementing of CSR policies and business and human rights principles - Social: positive discourse and attitude of entrepreneurs in favour of adopting business and human rights in their practice
3.3. Changes at the level of participating organisations	<ul style="list-style-type: none"> - Institutional – formal CSOs: support from leadership, adequate HR to follow up policy changes and lobby for policy implementation, L&A policy embedded in organisational set-up and strategy, coherence between L&A practice and other strategies of the organisation, - Institutional – women groups, gender committees. Proof of programme support that has shifted from mobilising communities to organising citizen groups as agents of change (with lead agencies and partners acting as facilitators and enablers rather than implementers) - Programmatic – whether functioning and impact of Civic Agency stretches beyond the programme logic (not affected by ‘Stop & Go mechanisms) and <i>stays alive</i> past the present programme cycle - Financial: CSOs have sufficient financial resources available to continue implementing L&A strategies. - Financial: citizen initiatives increasingly funded through local resource mobilisation and/or diversification of funding base - Social: shared vision, strategies and values regarding L&A at organisational level
3.4 Risk mitigation including environmental issues / climate change	<ul style="list-style-type: none"> - Identification and assessments of risks in terms of impact and probability and assessment if and how programme has considered and/or realised mitigating measures

	<ul style="list-style-type: none"> - Sensitivity and responsiveness of implementing partners and other actors (including citizens) to take on climate-change-related concerns into related policy debate and development
Information sources: <ul style="list-style-type: none"> - Programme documents (programme and project proposal, annual reports, monitoring reports, etc) - Findings and observations collected in case study research - Semi-structured interviews with senior programme staff at Hivos and regional/country Hivos programme teams - Semi-structured interviews with few associated partners - Workshops with country-based partners 	

EQ. 4. What has the programme done to ensure a proper use of available/limited resources (efficiency)?

<p>Rationale</p> <p>In addressing the efficiency question distinction²⁹, can be made between organisational efficiency and programme efficiency.³⁰</p> <p>Assessing organisational efficiency would involve looking at strategies and norms that the CAC consortium has been using to maximise (returns on) their resources. Hillhorst (et.al) labelled this approach the ‘<u>Theory of Efficiency</u>’. It comprises a description and qualitative assessment of relevant features embedded in the organisation (consortium) and how these were translated into or integrated in organisational procedures and systems aimed at ensuring efficiency of programme interventions and those meant to monitor efficiency. This type of assessment takes place at organisational level and could be a component of the planned evaluation of the internal organisation of the Civic Agency Consortium, which will be organised after the thematic evaluations. While this dimension of efficiency thus falls beyond the scope of this evaluation, we will collect some evidence on measures and procedures taken by the programme management to address the efficiency question and optimise use of available resources. .</p> <p>In programme efficiency, on other hand, a link is established between programme effects and the costs incurred. It is unlikely that a level 2 analysis that compares efficiency of the entire programme with alternative options or benchmarks will be feasible because of limited availability of comparative data and of time and resource limitations within this evaluation. However, it is proposed to carry out a multi-criteria analysis on efficiency of different programme interventions that will shed a light on the perceived efficiency of different process approaches used by the programme in a comparative cost-effectiveness assessment.</p>	
Judgment criteria	Judgment criteria
4.1. Organisational Efficiency:	<ul style="list-style-type: none"> - Programme management procedures and accountability requirements are clear, lean and respected and pay attention to efficiency considerations

²⁹ Reference is made to The Spindle Efficiency Lab of PARTOS (<https://thespindle.org/project/efficiency-2/>) for background information on efficiency analysis – see also *The Efficiency Lab: Lessons Learned. A guide to analysing efficiency of development interventions. Published by The Spindle, the innovation platform of Partos, the Netherlands.*

³⁰ IOB also made this distinction in its initial communication & guidance on the upcoming evaluations

	<ul style="list-style-type: none"> - Evidence of efficiency considerations in decision making - Mechanisms to monitor efficiency of interventions in place - Evidence of compliance or deviation from procedures and how deviations were handled (new or adapted procedures?)
4.2. Assessing programme efficiency	<ul style="list-style-type: none"> - Comparative assessment of different types of interventions applied in the programme using MADM-like analysis – see section 3 methodology .
<p>Information sources:</p> <ul style="list-style-type: none"> - Programme documents (programme and project proposals, annual reports, monitoring reports, etc) - Findings and observations collected in case study research - Semi-structured interviews with senior programme staff at Hivos and regional/country Hivos programme teams - Workshops with country-based partners 	

EQ. 5. What has been the role of the CAC consortium members, partner organisations and the MFA/EKN in contributing to the observed changes?

<p><i>Rationale</i></p> <p>The subject of assessment is the role of and relations between the Hivos, partners in the South and donor agency (Ministry and EKN). The success of partnership relations has to do with the quality of interaction, ownership of approach, cooperation & co-creation, information sharing, mutual accountability, and commitment of autonomous partners to a common goal. The creation of added value from partnership is crucial for success. The phrasing ‘for and by’ partners refers to the dual perspective of creation of added value, i.e. successful partnership adds value to the joint programme (e.g. in terms of effectiveness) while added value is also created for partners themselves (e.g. from collaborating with others and sharing and learning from them). The latter is particularly relevant with respect to capacity development which in order to be successful, is expected to be characterised by mutuality and complementarity in the relation between the lead agency and CSOs but equally (or even more decisively) so for the relations between formal CSOs and citizens groups and/or multi-stakeholder groups.</p> <p>From the CAC consortium members, only Hivos is involved in the DW4W programme. So an assessment of relationships with other CAC consortium members is not relevant.</p>	
Judgement criteria	Indicators/sub-questions
5.1. Role of implementing partners and Hivos and the relationship between implementing partners and Hivos	<ul style="list-style-type: none"> - Roles and responsibilities are clear to all - Complementarity of roles in contributing to observed changes - Appreciation of the relevance and quality of the support provided by the CAC members and their added value (by the implementing partners)

	<ul style="list-style-type: none"> - Assessment of the quality of the partnership relationships between Hivos and implementing partners - To what extent is design of DMEL system and organisational learning of the lead agency and partners inspired by endogenous knowledge and practices? - Concrete actions that have leveraged strengths and capacities of Southern partners - ...
<p>5.3. Role of MFA/EKN and the relationship with Hivos and implementing partners</p>	<ul style="list-style-type: none"> - Roles and responsibilities are clear to all - Complementarity of roles in contributing to observed changes - Assessment of the partnership relationships between MFA/EKN, CAC members and implementing partners (by all) - ...
<p>Information sources:</p> <ul style="list-style-type: none"> - Programme documents (programme and project proposals, annual reports, monitoring reports, etc) - Findings and observations collected in case study research - Interviews with senior programme staff at Hivos - Interviews with associated partners and with representatives of NL Government (Ministry and/or EKNs) - Workshops with country-based partners 	

9.2. Chronogram of the visit

Date	Stakeholders	Activity (Workshop, Interview, FGD)
20.01.2020	Hivos EFGAZ Luxaflor Consultant	<ul style="list-style-type: none"> Interviews
21.01.2020	Participation of two representatives of all campaign partners: CFU, GAPWUZ, ZWLA, ZELA, LEDRIZ and Hivos project manager	<ul style="list-style-type: none"> Inception workshop
22.01.2020	ZWLA ZGC EKN	<ul style="list-style-type: none"> Interview with project officers and assistant Interview Interview
23.01.2020	CFU ZHRC LEDRIZ	<ul style="list-style-type: none"> Interview with presidents and project staff Interview Interview with director and project staff involved in the W@W
24.01.2020	GAPWUZ	<ul style="list-style-type: none"> Interview with President and Vice-president Workshop with project staff FGD with representatives women workers committee
25.01.2020	Collinghood Farm	<ul style="list-style-type: none"> Interview with farm owner
26.01.2020	Farm Visit – Forrester D	<ul style="list-style-type: none"> Interview HR manager FGD women’s workers committee FGD workers committee
27.01.2020	Zimbabwe Commercial Farmers Union Journalist (via ZWLA) ZimTrade	<ul style="list-style-type: none"> Interview Interview Interview
28.01.2020	Farm Visit - Heyshott Farm	<ul style="list-style-type: none"> Interview HR manager Interview GAPWUZ Field Officer FGD women workers committee FGD workers committee
28.01.2020	FarmVisit – FloriNova	<ul style="list-style-type: none"> Interview HR manager FGD women workers committee FGD workers committee
29.01.2020	Global Gap Consultant NEC Sense Making Workshop with two representatives of all implementing partners, Hivos project manager and Hivos regional director	<ul style="list-style-type: none"> Interview Interview Sense Making Workshop
30.01.2020	ZFU	<ul style="list-style-type: none"> Interview

ILO	• Interview
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9.3. List of people consulted

DW4W partners

Tambudzai Madzimure	Project Manager DW4W
Chrispen Mununga	Economist CFU
Antoinette Chingwe	Economist CFU
Ben Gilpin	Director CFU
Rutendo Shamaine Magadzire	Legal Officer ZWLA
Fourie Revai	Programme Officer ZWLA
Danai Chirawu	Legal Officer ZWLA
Nyaradzo Mutohori	Programme Officer ZELA
Joshua Machinga	M&E assistant ZELA
Josephine Chiname	Legal Officer ZELA
Nyasha Muchichk	Researcher LEDRIZ
Naome Cliakanya	Researcher LEDRIZ
Godfried Kanjezi	Director LEDRIZ
Austin Muswere	Deputy Secretary General
Golden Magwaza	Secretary General GAPWUZ
Ndaizevei Kamoto	Project officer GAPWUZ
Juliette Sithole	Gender coordinator GAPWUZ
Catherine Muroyiwa	Programme officer GAPWUZ
Billy Zakeyo	GAPWUZ Organiser Officer – Mvurwi District
Peter Howa	GAPWUZ Organiser Officer – Concession District
Rickson Qoma	National Organising Secretary GAPWUZ

External stakeholders

Jorrum Chinamasa	EFGAZ Secretary General
Charity Zembe	EFGAZ Member
Munyaradzi Mushato	HR Consultant Luxaflor Farm
Angus Guthrie	Colinghood farm – owner
Tongai Marodzai	HR manager Forrester farm
Tonderai	HR manager Heyshott farm
Tinashe Larry Mazani	Zimbabwe Gender Commission
Tinanshe Makuyana	Zimbabwe Human Rights Commission
Munyaradi Mudzingwa	Zimbabwe Commercial Farmers Union
Prince Kuipa	Zimbabwe Farmers Union – Chief Economist
Munyaradzi Mudzingwa	Senior Marketing Executive Zimbabwe Newspapers
Tatenda Marume	ZimTrade
Kennedy	Global GAP Auditor, Consultant Zim GAP
David Madyausiku	CEO NEC Secretariat
Annamarie Kiaga	ILO Advisor Informal Economy
Maria Mutandwe	ILO Programme Coordinator Joint Programme Gender Equality
Ida Chimedza	ILO Programme Coordinator Spotlight Initiative
Fortune Gwaze	EKN policy officer political affairs and Human Rights

Focus group discussions

Mixed group of women leaders from women workers committees at GAPWUZ office

Enra Lastone	Selby Enterprises
Margaret	DanaB Farm
Winnet Takudzwa	Inkimar Farm
Maria Manyika	Talana Farm
Catherine Nyanguwo	DanaB Farm
Sylvia Saukwindi	Kilma Farm
Hazvinei Mariko	Kernival Roses

Women workers committee Forrester D

Jullier Ziome	Chairlady
Hamunei Mafuta	Vice Chairlady
Linda Muza	Vice Chairlady
Lydia Mandizha	Vice Secretary
Lucia Chiota	Member
Lucia Petro	Member
Jannetta Chirima	Member
Litta Tobias	Secretary
Dudzai Rubingu	Member
Kudakwashe Maghedhi	Member

Workers committee Forrester D

Godfrey Kasindi	Chairperson + Branch Chairperson
Fazema Kanyama	Secretary
Lydia Mandizha	Vice Secretary
Hamunei Mafuta	Vice Chairlady
Lucia Chiota	Member
Chipo Mutasa	Member
Steven Mubereko	Member

Women workers committee Heyshott

Florence Torwadza	Chairperson + Branch
Tsitsi Manjoza	Vice Chairperson
Doreen Chinyerere	Secretary
Rungono Dzumbunu	Member
Constatace Rabi	Member
Maidei Kariwo	Member
Miriam Mutyaviri	Member
Nhamo nyanjelemaba	Member
Pamela Dzimbe	Member

Workers committee Heyshott

Takawira Chihwamera	Glendale Branch Chairperson; National Level Negotiator; National Executive Member - GAPWUZ
Maidei Kariwo	Vice Chairperson
Miriam Mutyaviri	Vice Secretary
Rungono Dzumbunu	Member

Women workers committee Flori-nova

Muchaneta Kunyepa	Chairlady
Shylet Mugure	Vice Chairlady
Precious Tsongora	Vice Secretary
Tambudzai Banda	Vice Treasurer
Beauty Karinani	Member
Angeline Kanyonge	Member
Jenny Dani	Member
Makanyara Zimbiri	Member
Sharon Roya	Member
Eunice Dimengo	Member
Noria Samu	Member
Jane Chiwayu	Member

9.4. List of documents consulted

Internal documents

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- Decent Work for Women, Southern Africa Annual Report, (2017) and (2018).
- Hivos and International Institute for Environment and Development [IIED], Article 19, Citizen Agency Consortium – Inception Report, (September, 2016).
- Hivos and International Institute for Environment and Development [IIED], Article 19, Citizen Agency Consortium Programme Document, (July, 2015).
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<http://documents.worldbank.org/curated/en/132391555925729892/Zimbabwe-Smallholder-Agricultural-Productivity-Survey-Report-2017>
- Zim Gap manual
- ZWLA Sexual harassment policy for the agricultural industry

9.5. Summary of the results of the LEDRIZ survey on violations of worker securities due to casualisation of labour

Security Type	Description	Summarised research findings
Labour Market Security	<ul style="list-style-type: none"> ✓ Access to reasonable income-earning activities 	<ul style="list-style-type: none"> ✓ Absence of job description and distortion of grading systems e.g. all workers are placed in Grade 1 regardless of different jobs ✓ Lack of pay slips ✓ Wages are below the PDL ✓ Exploitation due to overloading of work ✓ High rise in sexual harassment due to non-permanent jobs
Employment Security	<ul style="list-style-type: none"> ✓ Protection against unfair and arbitrary dismissal; ✓ Workers obtain redress if they are subject to unfair dismissal. ✓ Social protection in case of job loss 	<ul style="list-style-type: none"> ✓ Non-remittance of pensions and workers' compensation funds to NSSA by employers ✓ Due to lack of written contracts, female workers are at the mercy of the employer who can easily hire and fire workers ✓ Absence of worker's gratuity
Job security	<ul style="list-style-type: none"> ✓ Opportunities of building a career; ✓ e.g. within the same firm a worker's tasks and skills cannot undergo changes that will force him/her to adjust or even discontinue the job or change occupations. 	<ul style="list-style-type: none"> ✓ There are no prospects of career development especially for female workers who face huge barriers in terms of promotion at the workplace mainly due to gender social and cultural norms ✓ Multi-tasking does not provide opportunity for growth, promotion in a specific line of job and its negatively affects women's health especially when they are pregnant
Work Security	<ul style="list-style-type: none"> ✓ Occupational health & safety ✓ Maternity protection ✓ Restrictions on night work ✓ Limits on hours of work ✓ Paid holidays ✓ Protection for disabled workers 	<ul style="list-style-type: none"> ✓ None provision of adequate PPC and PPE thereby exposing workers to health and safety risks, diseases, illness ✓ Provision of second-hand PPC and PPE to non-permanent workers ✓ Maternity leave utilization may head to termination and non-renewal of contract ✓ Some casual, contract and task workers are denied their right to paid leave ✓ Rampant increase of unpaid overtime ✓ Some breast-feeding mothers are forced to continue working night shifts ✓ Some are forced to buy and bring their own protective clothing as a commitment to work ✓ There is selective allocation of PPC and PPE with those linked to trade unions being sidelined as a way of discouraging workers from joining the trade unions
Skills Reproduction	<ul style="list-style-type: none"> ✓ Availability of a wide range of opportunities for training, apprenticeship and education whereby knowledge and skills can be acquired and 	<ul style="list-style-type: none"> ✓ Adequate OSHE training is no longer the priority of the employer ✓ Multi-tasking is not being accompanied by multi-skilling hence women workers are highly vulnerable to health risks and hazards ✓ On the job training

	refined	
Income Security	<ul style="list-style-type: none"> ✓ Guaranteed and reliable income Regular payment of wages 	<ul style="list-style-type: none"> ✓ Wage theft is on the increase negatively affecting female workers more due their gender roles and responsibilities ✓ Erosion of wages due to inflationary pressures and use of plastic money that is discounted in the market ✓ Lack of knowledge of actual pay calculations, benefits, overtime pay due to lack of pay slips. Women workers mostly affected as they occupy more casualised jobs ✓ Failure to meet demanding targets by non-permanent female workers resulting in non-payment of wage regardless of circumstances beyond the workers
Voice representation security	<ul style="list-style-type: none"> ✓ Workers can express voice ✓ Can defend their interests on work-related issues 	<ul style="list-style-type: none"> ✓ Casual, seasonal and task based female workers find it difficult to defend their rights as they fear that their contracts may not be renewed if they speak out ✓ Not allowed to join trade union – joining trade union may lead to termination or non-renewal of contract ✓ Few women are in workplace structures such as Workers Committee and OSHE Committee ✓ Victimisation/intimidation by employers for those who join trade union ✓ If one is a trade union member, employer gives heavy workload to ensure the worker does not have time for trade union activities

9.6. Overview working conditions at farms visited

Info from management

Criteria	Colinghood	Forester D	Heyshot (idem for Florinova as same owner and management)
Gender policy	No	No, but they have an Equity/Non Discrimination policy	No, but they have a human rights policy
Sexual harrassment policy	No	Yes, since 7th May 2018	Yes, but not shared or implemented yet
Women in decision making	No	Yes Women in Workers committees in each section	Yes Women in workers committee
Involved in wage negotiations	Yes, through CFU	Yes, through CFU	Yes, through CFU
Actions on DW4W	Toilet Fixed term contract	Involvement in project started end of year [2019] actions still in progress such as: <ul style="list-style-type: none"> - Upgrading protective clothing - Improving housing standards (Overcrowded) - Gender relations working with ZWLA on reporting system 	Because of fair trade, workers have been given protective clothing, allowances for hygiene pats and chicken project. This stopped when the farm lost FT certification. Problem with housing and toilet ratio Permanent contracts for 350 workers, majority women. All the rest (majority women) are on casual contract
International standards	Global Gap	Global Gap	Global Gap (used to have Fair Trade, lost because of housing problem due to illegal settlements at the farm)
Trade union	GAPWUZ	GAPWUZ	GAPWUZ (PAAWUZ and GAPWUZ at Florinova)
Works council	No, is the workers committee	No, is the workers committee	Is the workers committee. HR manager and officer and sometimes CEO participate in the meetings of the workers committee

Info from workers

Criteria	Forester D	Heyshot	Florinova
<p>Decision making Women worker committee Presence in workers committee</p>	<p>Few women get promoted or are part of management at the farm</p> <p>Increased number of women in workers committee (from 1 to 3/7). Vice president of the workers committee (other section than section D) is a women, she is also the vice-president of the branch committee</p> <p>WWC since 20018, 15 members. Have gained awareness on equal rights for men and women. Group says to meet every month but after controlling the minutes of the meetings, they only have met twice since August 2019. Minutes report on sharing complaints</p> <p>The WWC have negotiated several times but did not achieve anything. For example they are negotiating several times for an allowance to buy sanitary pads. They achieved getting permission to go to the toilet without being reported absent (toilets were also built in peas section).</p> <p>Only one or two women per WCC are trained by GAPwuz. No transfer of knowledge towards the entire group.</p> <p>The WWC does not implement activities for the other women. They do not show interest.</p> <p>Interview workers committee:</p> <ul style="list-style-type: none"> - We notice verbal abuse from men towards women, including GAPwuz officer 	<p>Few women get promoted or are part of management/admin</p> <p>The farm has an operational works council (is the workers committee expanded by management). They meet once a month</p> <p>WWC created in 2017. 15 members. Gained awareness on labour rights, equal treatment of men and women</p> <p>Negotiations: women are tired. They have negotiated several times but never received a positive response from management. Management claims these are difficult times, there is no money and they apply the official CBA. Management not responsive. Women have not received training on negotiation skills</p> <p>The WWC does not implement activities for the other women. They do not show interest. They had expected more support from DW4W, in form of supporting income generating activities to supplement their income or to start with a revolving fund</p>	<p>There are more women in superior positions + women at security post.</p> <p>Women say that their voices are taken on board when decisions are being taken.</p> <p>Problem of tension between two trade unions: PAAWUZ and GAPWUZ. GAPwuz gained back the majority of the workers. The workers committee and WWC have been recently re-elected (end 2019)</p> <p>WWC created in 2017. Women say that the company always has looked after women but that since the DW4W there is increased attention.</p> <p>The WWC has not been able to negotiate, because of the conflict between the unions (2017-2019). Only the members of GAPWUZ have received the DW4W trainings.</p> <p>There is no bargaining environment. CEO say that women have to go to another farm if they do not like it here. No women's club or activities for women.</p> <p>Women would have expected more benefits form the programme; t-shirts, so that men see the meetings are not a waste of time.</p>

	<ul style="list-style-type: none"> - Negotiated following topics: workload (with success), paid sick leave (with success), grocery support (but not structural), no punishment when a task is not finished within the indicated delay (with success), getting paid in cash and not on the card (as this transaction is also taxed) (not successful) - Not sensitive to the sexual harassment topic - The committee has created a support scheme for women that had miscarriage 	<p>Interview workers committee (the president is also member of the GAPwuz national executive, branch president and member of the negotiation team):</p> <ul style="list-style-type: none"> - 3 women and 5 men. The women were already a member of the workers committee and got elected for the WWC as well. The workers committee used to have 50/50 men and women, but women started to leave as losing their interest. The committee is looking for replacement for the women that have left but did not find interested women yet. - Could adapt the workload for pregnant women - Promotion of women at the workplace - Men aware of SH behaviour and afraid of being brought to court. The workers committee has talked about sexual harassment after the training and informed the men, threatening that they can lose their job 	<p>Workers committee: 3 women and 9 men. It used to be 50/50 but women are losing interest. It takes additional time, women are tired and difficult to combine with household responsibilities.</p> <p>They have been on strike (10 days) in 2010 and 3 days in 2018. But nothing changed. During the strike the employer engaged casual workers that were paid a higher wage compared to the strikers. And several of the workers on strike lost their job. That is a reason why workers are afraid now to become member of the workers committee. There is some protection from GAPWUZ so they get not dismissed but work is made harder for these workers. CEO looks for the strong vocal workers and say that the quality of their work is not good.</p>
Promotion of women	Women have learned they also have the right to apply for vacancies for jobs as supervisor or in admin. But no cases of women that have been promoted. Last promotion of a woman was in 2009. There are three female foremen, they say that there are enough women in that position	Women get also promoted as foremen, clerks	There are more women in supervision position
Gender based violence/sexual harassment	Awareness on SH, learned to avoid harassment, learned that your body is not for work No cases reported No procedures yet how to report cases SH	Men and women received training. Women claim there are less incidences of SH. They are not aware of the SH policy of the farm. A case can be reported at the WWC and can then be tabled at the meeting of the workers committee. The committee takes a counselling role. They do not know that ZWLA is offering legal aid. Have received training from	Received awareness training from ZWLA. But not one case was reported. Long ago there have been cases and one manager had to leave. Women say there is a reporting system for cases. Men gained awareness, harassment has become less visible but it exists. Only 4

		ZWLA once, but have not understood what services ZWLA provides	from the 12 women received training form ZWLA.
Reproductive health	<p>98 days maternity leave (max. three children), (also for fixed term contracts when being at the farm more than 1 year, that exists since 2010).</p> <p>Pregnant women are assigned less heavy jobs</p> <p>Breastfeeding allowed 1 hour/day. Since 2018 a caretaker brings the baby to the field. This has been negotiated directly with the manager by some nursing mothers</p> <p>Training on hygiene and sanitation (was the Danish project) + it is allowed to go to the toilet when having periods and not being registered as absent</p> <p>Toilets built in 2010 (only in the peas section, not yet in the other sections)</p>	<p>Maternity leave and breastfeeding: Idem Forrester D</p> <p>Issue of sanitation pads put on the agenda of the workers committee. No response yet from management</p>	<p>Maternity leave and breastfeeding: Idem Forrester D example of two women with fixed term contracts that got maternity leave</p> <p>Changed workload for pregnant women</p> <p>Once received an allowance for sanitation pads in 2012</p>
Wage and allowances	<p>NEC negotiated wage is being paid + allowances for accommodation, energy and transport for those who live outside of the farm)</p> <p>Wage increase due to the labour shortage</p>	<p>NEC negotiated wage. Now wages between 261-392 Zimdollar (aligns to the CBA) Employer provides flower, rice, cooking oil and soap at a lower price (2 kg flower and 2 kg of rice for 40 Zimdollar).</p>	<p>There is equal pay for men and women NEC wage is applied. There is a housing allowance of 4USD/month when living abroad. Energy allowance</p> <p>They find the subsidy for food (rice, oil, soap, flower) insulting. They want increased wages.</p> <p>Current wage is 369 Zimdollar</p> <p>If we negotiate additional benefits, these will be deducted from the salary.</p> <p>Workers were not paid in time. Sometimes only after 3 months. Now, with the current inflation, they are paid in time</p>

Permanent/fixed contracts	3/15 have a permanent contract, rest fixed term. Fixed term contracts since 2017, before casual	800 workers of which 350 with permanent contract, 158 men so majority women. Others are under casual contracts. There are no fixed term contracts in this farm	From the group of 12 women, 8 have permanent contracts (since 2009), 2 with fixed term and 2 are casual Fixed terms are not automatically renewed. There is always a break of 10 days, so that they never can evolve towards a permanent contract.
Accommodation	Workers not living on the farm get an allowance for housing, energy and transport according the CBA.	Houses for unmarried women with children are too small. They have to share the house. They are not enough houses (problem with illegal settlements (see interview HR manager)	There are not enough houses.
Protective clothing	Since September 2019 for all workers	Given in 2015 but not for everybody. Most women do not have gummy boots. This issue is put on the agenda of the workers committee every month	Given in 2015, afterwards nothing. This topic was put on the negotiation table. Have received training on Health and Safety at the workplace from GAPWUZ
Sanitation	Not all sections have toilets nearby the field.	Toilets were built by Fair Trade premium	Toilets were built by Fair Trade premium at the compound
Clinic	Since land reform there is no operational clinic more on the farm. Workers have to pay for medical services at the clinic in town	Was closed in 2016. Workers pay their own medical costs	No clinic
Child care facility	There is a child care facility at the farm, but very poor accommodation	Present at the farm. Children go to the public school nearby.	Present at farm
Operational work council/formal negotiation space	no	Workers committee operates as work council	no
Complaints/informal negotiations by WWC	The WWC has mainly negotiated on getting allowances for buying sanitation pads. Not successfully so far	The WWC has mainly negotiated on getting allowances for buying sanitation pads and protective clothing. Not successfully so far	The WWC has mainly negotiated on getting allowances for buying sanitation pads and protective clothing. Not successfully so far