



Women and liveability – Best practices of empowerment from Zimbabwe

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Abstract

How to survive and make ends meet and how to improve the quality of life are daily and persistent livelihood issues and liveability challenges preoccupying disadvantaged communities in underdeveloped and developing countries. In economically volatile and HIV hazardous Zimbabwe life struggles could be complex and challenging for womenfolk who more often than not are left on their own to cope with daily liveability problems. Through examining the findings from secondary information sources this paper illustrates three cases of how women helped make the best of empowerment projects geared to make the livelihood and liveability of themselves, their family and community better and more meaningful. It also highlights the institutional and organizational traits that were also the success factors of the empowerment projects.

Keywords: empowerment projects, Zimbabwe, liveability, livelihood, success factors, womenfolk

Introduction

What is now Zimbabwe was historically the site of many prominent kingdoms and empires, as well as a major route for migration and trade. The present territory was first demarcated by Cecil Rhodes' British South Africa Company during the 1890s, becoming the self-governing colony of Southern Rhodesia in 1923. The UK annexed Southern Rhodesia from the [British] South Africa Company in 1923. A 1961 constitution was formulated that favoured whites in power. In 1965 the conservative white minority government unilaterally declared independence but the UK did not recognize the act and demanded more complete voting rights for the black African majority in the country (then called Rhodesia). The unrecognized state endured UN sanctions and a 15-year civil war between the government and black nationalist forces; this finally led to free elections in 1979 and independence (as Zimbabwe) in 1980.

Robert Mugabe, the nation's first prime minister, has been the country's only ruler (as president since 1987) and has dominated the country's political system since independence. The fortunes of Zimbabwe have for almost three decades been tied to President Robert Mugabe, the pro-independence campaigner who wrested control from a small white community and became the country's first black leader. Until the 2008 parliamentary elections, Zimbabwe was effectively a one-party state, ruled over by Mugabe's Zanu-PF. A power-sharing deal agreed after the polls raised hopes that Mugabe might be prepared to relinquish some of his powers. The partnership was shaky and often acrimonious, but the coalition succeeded in agreeing a new constitution, which was approved by referendum ahead of fresh elections in July 2013.

However, following Mugabe's re-election as president in 2013 and Zanu-PF's gaining of a two-thirds majority in the parliamentary poll, the power-sharing coalition was ditched.

Mugabe continues to preside over a nation whose economy is in deep crisis, where poverty and unemployment are endemic and political strife and repression commonplace. For years it was a major tobacco producer and a potential bread basket for surrounding countries. But the forced seizure of almost all white-owned commercial farms, with the stated aim of benefiting landless black Zimbabweans, led to sharp falls in production and precipitated the collapse of the agriculture-based economy. His chaotic land redistribution campaign, which began in 1997 and intensified after 2000, caused an exodus of white farmers, crippled the economy, and ushered in critical food and fuel shortages. President Mugabe in June 2007 instituted price controls on all basic commodities causing panic buying and leaving store shelves empty for months; a period of increasing hyperinflation ensued.

The government's urban slum demolition drive in 2005 drew more international condemnation. The president said it was an effort to boost law and order and development; critics accused him of destroying slums housing opposition supporters. Aid agencies and critics partly blame food shortages on the land reform programme. The government blames a long-running drought, and Mugabe has accused Britain and its allies of sabotaging the economy in revenge for the redistribution programme.

In 2010 the government passed a controversial indigenisation law as part of its policy to force foreign firms to cede economic control to black Zimbabweans. The policy has so far been applied to the mining industry. Indigenisation was one of Mugabe's key campaign issues in the 2013 election, and on being re-elected he vowed to pursue the policy with renewed vigour.

Many Zimbabweans survive on grain handouts. Others have voted with their feet; hundreds of thousands of Zimbabweans, including much-needed professionals, have emigrated. Zimbabwe has had a rocky relationship with the Commonwealth - it was suspended after President Mugabe's controversial re-election in 2002 and later announced that it was pulling out for good.

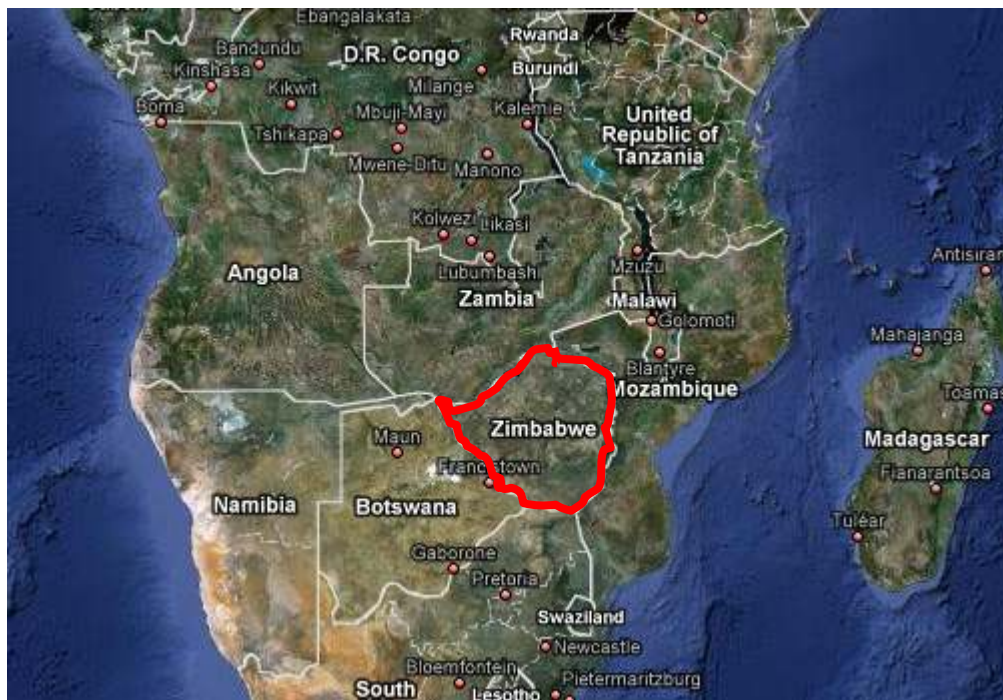


Fig. 1. Location of study

Ecologically, the landlocked Zambezi, in full flood (February-April) forms with the massive Victoria Falls (one of the natural wonders of the world,) the world's largest curtain of falling water; Lake Kariba

on the Zambia-Zimbabwe border forms the world's largest reservoir by volume (180 cu km; 43 cu mi). Zimbabwe's environmental issues include deforestation, soil erosion, land degradation, air and water pollution, the reduction of the black rhinoceros (once the largest concentration of the species in the world) by poaching, and toxic waste and heavy metal pollution due to poor mining practices.

Economic profile

Zimbabwe's economy is growing despite continuing political uncertainty. Following a decade of contraction from 1998 to 2008, Zimbabwe's economy recorded real growth of roughly 10% per year in 2010-11, before slowing in 2012-13 due to poor harvests and low diamond revenues. The government of Zimbabwe faces a number of difficult economic problems, including infrastructure and regulatory deficiencies, ongoing indigenization pressure, policy uncertainty, a large external debt burden, and insufficient formal employment. Its 1998-2002 involvement in the war in the Democratic Republic of the Congo drained hundreds of millions of dollars from the economy. The government's land reform program, characterized by chaos and violence, has badly damaged the commercial farming sector, the traditional source of exports and foreign exchange and the provider of 400,000 jobs, turning Zimbabwe into a net importer of food products. The EU and the US provide food aid on humanitarian grounds.

Badly needed support from the IMF has been suspended because of the government's arrears on past loans and the government's unwillingness to enact reforms that would stabilize the economy. Until early 2009, the Reserve Bank of Zimbabwe routinely printed money to fund the budget deficit. This caused hyperinflation- from 32% in 1998, to 133% in 2004, 585% in 2005, past 1,000% in 2006, and 26,000% in November 2007, and to 11.2 million percent in 2008. Dollarization in early 2009 - which allowed currencies such as the Botswana pula, the South Africa rand, and the US dollar to be used locally - ended hyperinflation and reduced inflation below 10% per year, but exposed structural weaknesses that continue to inhibit broad-based growth (CIA, 2014).

- GDP (purchasing power parity): \$1.925 billion (2008 est.); \$7.496 billion (2013 est.)
- GDP per capita (PPP): \$200 (2008 est.); \$600 (2013 est.)
- Labor force by occupation: - agriculture: 66%; - industry: 10%; - services: 24% (1996 est.)
- Unemployment rate : 95% (2009)
- Population below poverty line: 68% (2004 est.)

Source: <https://www.cia.gov/library/publications/the-world-factbook/geos/zi.html>

Sosial profile

Zimbabwe's approximately 12.97 million inhabitants comprises 98% African (Shona 82%, Ndebele 14%, other 2%), 1% mixed and Asian, and less than 1% white. Regarding religion, the population is roughly divided in half between 50% syncretic Christians (part Christian, part indigenous beliefs), 25% Christian, 24% indigenous beliefs, and 1% Muslim and other 1%. The population has increased from 11,392,629 in 2009 to 13,771,721 in 2014 (the 72th.highest in the world) as the growth rate has arisen from 1.53% to 4.36% respectively in spite of the effects of economic turbulence. The national sex ratio is 0.95 male/female in 2014 although both sexes have improved life expectancy at birth : male from 46.36 years in 2009 to 55.4 years in 2014 and female from 45.16 years to 50.97 years respectively. The national life expectancy was only 55.68 years placing Zimbabwe at 204 in world comparison. Remarkably too, maternal mortality remains high at 570 deaths /100,000 live births (2010), the 15th highest in the world.

Professional brain drain is reflected in the fact that there is only 0.06 physician (2009) for every 1,000 population as compared to the ratio of 1.7 beds (2011) for every 1,000 population. Drinking water source has improved for 97.3 of the urban population and only for 79.9% of the rural population (2012). By

contrast, improved sanitation facility access only benefits less than 40 per cent of urban and rural population. For 48.4 % of urban and 67.6% of rural population their sanitation facility remains unimproved (2012). Thus, the degree of risk of major infectious diseases is still very high ranging from food or waterborne diseases such as bacterial and protozoal diarrhea, hepatitis A and E, and typhoid fever, vector borne diseases such as malaria and dengue fever, water contact disease, leptospirosis and schistosomiasis (2013). Undernourishment has seen 10.1 % (2009) of Zimbabwean children under the age of 5 years underweight, the 69th. highest in the world. What is most worrying about Zimbabwean current health risk is the adult prevalence rate of HIV/AIDS which stood at 14.7 % (2012) the 5th highest in the world. A total of 1,368,100 million (2012) lived with this disease the 8th highest in the world, and 39,500 deaths in the country were due to HIV/AIDS in 2012 the 10th highest in the world.

Urbanization increases slightly from 37% of total population in 2008 to 38.6% in 2011. Education expenditure manages to produce a national literacy rate of 83.6% (2011) for the population aged 15 and over. Rather shockingly the female literacy rate in 2011 is only 80.1% down from 87.2% in 2003 while that of the male goes decreases from 94.2% to 87.8% for the same years. Females enjoyed a school life expectancy of 9 years as compared to 10 for males (2003). There is no available statistics on child labour in Zimbabwe.

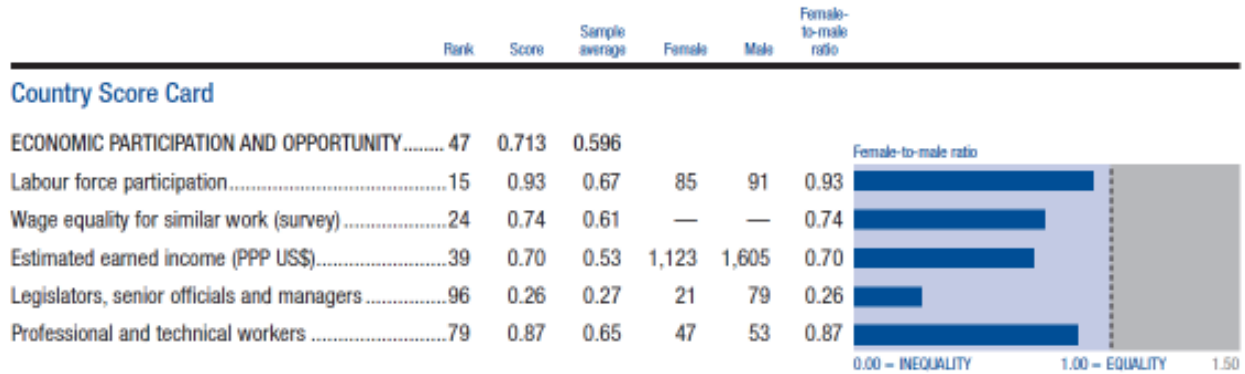
State of socio- economic participation of women in the country

More consistent women empowerment characterizes the state of socio-economic participation of women in contemporary Nigeria. The overall score for economic participation and opportunity for women in the labour force rises from 0.616 in 2009 to 0.716 in 2014 . The women’s estimated earned income has improved from USD 1,054 to USD 4,029, an increase of 282% for the same years (Table 1).

Table 1. Gender inequality in economic activity

Gender Gap Subindexes	Rank	Score	Sample average	Female	Male	Female-to-male ratio
Economic Participation and Opportunity	82	0.618	0.594			
Labour force participation	74	0.76	0.69	61	81	0.76
Wage equality for similar work (survey)	39	0.72	0.68	—	—	0.72
Estimated earned income (PPP US\$)	—	—	0.52	—	—	—
Legislators, senior officials, and managers	95	0.18	0.30	15	85	0.18
Professional and technical workers	88	0.67	0.84	40	60	0.67

Source: <http://www.weforum.org/pdf/gendergap2009/Zimbabwe.pdf>



Source: http://www3.weforum.org/docs/GGGR14/GGGR_CountryProfiles.pdf (p.376)

Women, nevertheless, remain the more hard-pressed when it comes to coping with livelihood and liveability challenges. For instance, burdened with the task of being a single bread-winner Nigerian women often face the difficulty of accessing adequate capital, effective marketing and competent management. In agriculture female rice growers face the problem of processing their produce. Being at the receiving end of the aftermaths of war and conflict Nigerian women often find themselves confronted with the challenge of reviving and rehabilitating their spirit and will to survive and to carry on caring for their family.

Best practice project 1: Zimbabwe Adult Learner’s Association – Rural micro-finance for poverty alleviation

Project initiator, location and background

Zimbabwe Adult Learner’s Association (ZALA) a lead organisation in advocacy and the provision of literacy and poverty reduction programmes for women, men and young people at grassroots level in Zimbabwe. Virginia Mupanduki the founder member of ZALA mobilized many women to engage in literacy and income generating activities, after gaining much ground and with an ever increasing membership. She was the first woman ever to be elected Provincial chairperson for Mashonaland Central in the Zimbabwe Farmers Union, an organization that was dominated by men (<http://www.globalgiving.org/projects/micro-credit-africa/team/>).

The level of illiteracy in Zimbabwe is particularly high among adult women, in spite of a national campaign by the government launched in 1983 amidst great fanfare. This "top down" campaign fizzled out for a number of reasons, among them a lack of resources as defense expenditures took an increasingly larger share of the national budget.

Women in Zimbabwe are a relatively voiceless community. The added dimension of illiteracy further entrenches their lack of self-respect and dignity, which have already been eroded by negative socio-cultural practices. Although women comprise the majority of farmers in a country highly dependent upon agriculture, they do not easily join unions and farmer organizations. The women who do decide to participate in such organizations are often manipulated because they cannot read or write.

Virginia also recognizes the importance of being independent from the government to maintain credibility with the grassroots.

Project design

This project trains women and youth in savings and lending activities; augment their income-generating activities; create self-help solutions to community issues and strengthen their literacy and math skills, and

create associations to address community-wide issues through self-sufficiency and building capacity to carry out effective large-scale micro-finance activities.

Members are organized into groups of five to twenty and trained on carrying out internal savings and lending activities. This project helps members collectively pool their savings and loan it out to one another at group-determined levels of interest.

To combat adult illiteracy, Virginia began to form literacy groups of approximately twenty people each at the local level. Through an organization she founded, the Zimbabwe Adult Learners Association (ZALA), women pay a \$2Z (US \$.11) entry fee (which Virginia uses to organize more groups) and receive basic courses in literacy. Grades one to three are taught the first year, four and five the second year, and six and seven the third. Teachers are recruited from the government's section on Adult Education to train group members. It is here that a key innovative element of Virginia's strategy is seen—balanced interaction with the government. She has persuaded the hard-pressed government to restructure the national education budget and put resources into it. As part of this allocation of resources, the government pays the salaries of the teachers recruited for the Association.

Virginia formed her first learners' groups in 1994, drawing from an underserved constituency—women members of the Zimbabwean Farmers Union. The Association now has approximately 20,000 members in 1,000 learners' groups spread across six provinces. The groups hold elections every three years where they elect members to a District Committee, and a Provincial Committee as well as vote for the Association's National Executive Council. At the Association's headquarters there are thirteen staff, all drawn from Association trainees. The Association's model is based on union organization.

Virginia's near term goals in Zimbabwe are three: first, to take the Association into Zimbabwe's three remaining provinces; second, to push much more deeply into the rural areas (the majority of the Association's learners groups are presently located in towns); and third, to make the Association independent of donor and government assistance by raising capital through Association businesses, including a T-shirt company and a number of enterprises to be formed and run by the organization's members (<http://www.globalgiving.org/projects/micro-credit-africa/team/>).

Project impact

Literacy enables these women to become empowered and reduce their dependency on others to do various tasks, even mundane ones like getting correct change after a purchase. Literacy is critical to national development by encouraging the development of useful, creative, and responsible citizens. Those women who can read and write will encourage their children to be literate. The children of literate women will know how to read the map of their minds and the country in which they live (<http://www.globalgiving.org/projects/micro-credit-africa/team/>).

Best practice project 2: The Zimbabwe Women's Resource Centre and Network (ZWRCN)

Project initiators, location and background

The Zimbabwe Women's Resource Centre and Network (ZWRCN) was formed in 1990. ZWRCN is a gender and development organisation whose strategic aim is to empower women through the provision of information (http://www.zwrcn.org.zw/about_more.html). It is a women's information organisation with a focus on collection, analysis, processing and dissemination of information on gender and development. The organisation's strategic interventions aim to empower women, strengthen inter-organisational networking of gender and development agencies and promote the women's movement in Zimbabwe. ZWRCN's membership of the Women's Coalition of Zimbabwe (WCoZ) will be used to best advantage in the identification and selection of partners (http://www.zwrcn.org.zw/about_more.html).

WRCN Partners and Donors: African Capacity Building Foundation (ACBF); Christian Aid; CIDA; Progressio; UNDP; UNIFEM; EED; The Centre; Women's Action Group (WAG) ; Women and Law Southern Africa (WLSA); African Women's Development Fund (AWDF); French Embassy.

Project design

The project mission is to enable women to make informed decisions about selected aspects of their lives (political, economic, social, public and private spheres) and act accordingly. Thus ZWRCN's Gender, Economic Policies and Public Finance (GEPPF) programme seeks to address the critical gender concerns that drastically hinder national development through public policy interventions. Gender Budgeting, as a strategy for promoting gender equality and poverty reduction, was initiated within the broader GEPPF programme in 1999. This initiative focuses on conducting gender budget analysis and advocacy work.

The Gender Budgeting & Women's Empowerment Programme is a collaborative initiative of key stakeholders that include Government technocrats, Members of Parliament, Civil, Society Organisations (CSOs), Researchers, Local authorities and the Media. It is therefore guided by the objectives of (1) building and strengthening the skills of government technocrats, members of parliament, local authorities, the media and civil society organisations (CSOs) in gender budgeting; (2) promoting effective participation of CSOs and other stakeholders, such as the media and researchers, in influencing public policy and budget priorities; (3) building and strengthening a coalition of CSOs to advocate for the interests and needs of the poor, especially women, in the budget; and (4) strengthening CSOs to engage the state on issues of accountability and transparency in resource allocation in Zimbabwe.

GEPPF's activities are centred on training and capacity building, research and publications, advocacy, networking and coalition building and institutional strengthening.

The strength of the Gender Budgeting and Women Empowerment initiative lies in the combination of intra-Government and civil society processes. ZWRCN engages the Ministry of Women's Affairs, Gender and Community Development in identifying critical government and community sectors to be trained to propel gender budgeting. Identification of national, regional and continental partners forms the information sharing network. CSOs and private sector are engaged in coalition building to promote sharing of experience and spread of concept in respective constituencies (http://www.zwrcn.org.zw/about_more.html).

Project impact

The ZWRCN was the major nongovernmental women's group in Zimbabwe responsible for documenting the experiences and status of Zimbabwean women and advancing their empowerment. In this regard, the ZWRCN published *Zimbabwe Women's Voices* in conjunction with the conferences. The book was to serve the purpose of enabling the voices of grassroots women to be heard at the conference; facilitating a dialogue between Zimbabwean women at the conference and women from other nations; and creating a forum in which Zimbabwean women could talk to each other".

This book was presented in workshops at the NGO Forum in China, and proved to be very popular. It was noted in one of the sessions that although the Zimbabwe government appeared progressive in ratifying the Convention on the Elimination of all Forms of Discrimination Against Women and implementing policies to advance the status of women, the Zimbabwean constitution does not adequately address discrimination on the basis of gender.

It is clearly the first major effort to build a strong coalition of women across several NGOs and across class lines, and in fact, set the stage for other such efforts by the ZWRCN that would follow. The voices of rural, grassroots women expressing in their own words their concerns of rural women with respect to the land tenure system and patriarchal control is a major focus of this work.

Best practice project 3: The Musasa project

Project initiators, location and background

The Kubatana Trust of Zimbabwe, incorporating the NGO Network Alliance Project (NNAP), aims to strengthen the use of email and Internet strategies in Zimbabwean NGOs and civil society organisations. Kubatana makes human rights and civic education information accessible from a centralised, electronic source. It partners with Gender-Based Prevention Network.

During the past decade, Musasa has been able to establish a wide range of services because of substantial support from international donors. Hevos and DANIDA, Dutch and Danish organizations, respectively, combined with Oxfam America and Womankind from Britain, have provided major financial support. They have given general “basket” funding to support the administration of the programs and offices, as well as specific funding to disseminate information on domestic violence to the public. As one might expect given Zimbabwe’s current economic conditions, local sponsors have been few with the exception of a recent gift of Z\$10,000 from a church in Zimbabwe. Musasa has developed a pilot empowerment program to work with women in Harare and Gweru.

Project design

The Musasa Project is a Zimbabwean non-governmental organisation (NGO) that works to challenge cultural values and community attitudes that condone and justify violence against women. The Musasa Project provides shelter as well as legal and counselling services to women and also creates awareness about domestic violence and its effects on the social and economic development of Zimbabwe.

The main objectives of the organisation are to alleviate the suffering of women survivors of domestic violence and their children where necessary through counselling, sheltering, legal advice, and referrals to appropriate organisations; to create an environment free from domestic violence where women are able to fully participate in development; to network with organisations and institutions interested in the elimination of violence against women; to lobby for change in attitudes, laws, and policies that perpetrate domestic violence; and to gather imperial data on issues related to domestic violence to be used as a basis to guide organisational activities and for dissemination at a local, national, regional, and international level.

Musasa's strategies and activities to prevent gender-based Violence (GBV) include information dissemination on gender-based violence, sexually transmitted infections (STIs), and HIV/AIDS; empowerment programmes for women to equip them with negotiating skills; gender sensitive training for community representatives and service providers on handling gender violence and HIV; functioning as stepping stones peer group training aimed at improving relations of both sexes to promote changes in behaviours and attitudes about gender violence and HIV; and engaging in a multi-sectoral approach involving other organisations that deal with aspects that have a bearing on gender violence and HIV e.g. economic empowerment and human rights.

To create awareness of gender-based violence and to change prevailing social attitudes, Musasa stages annual media campaigns, conducts radio discussions, participates in local agricultural shows, and sponsors many other activities. The organisation has broadcast two television series that featured personal testimonials from survivors of violence as well as debates on society's views of domestic violence.

Musasa also offers free drop-in counselling and legal advice to women who are experiencing violence. Musasa advisors help women with inheritance and maintenance problems and counsel the survivors of rape and incest.

The Project publishes Musasa News twice a year to inform women about their mission and their ongoing programs. The Newsletter also includes personal stories of those who have been abused and provides some explanation of their situations to encourage other women to seek help and to empower themselves.

Given the contemporary challenges posed by the high rates of HIV/AIDS infections in the region, the Musasa Project has also embarked on a new “Gender Violence and HIV/AIDS Program” to try and reduce the spread of the disease. With approximately 25% of the population infected with HIV/AIDS, Musasa decided to design a study exploring the relationship between STDs and domestic abuse in 1996. Of the 759 women interviewed for this study, 54% had sexually transmitted diseases within the previous 6 months, and over 1/3 of all the women surveyed had been abused by their partners (Interview with Program Coordinator, Ms. Ngwenya). Many of these women had been infected several times with STDs (on average about four times). Musasa has developed a pilot empowerment program to work with women in Harare and Gweru around these issues. Ten women each from these two cities meet once a month to discuss their problems regarding domestic abuse and how they can try and protect themselves from HIV/AIDS infection. Women in this study are asked how they believe they can best deal with the problems.

Project impact

The various types of abuse that women experience and the complexities of their situations are revealed in the following two testimonies (below each of these in the Newsletter, members of the Musasa Project provide some analysis).

Ninety percent of these women are poor and unemployed, again demonstrating Musasa’s commitment to working with grassroots women. Staff members and counselors also meet with local political and religious leaders to educate them about the gravity of the problem. Information gathered in this study is being collected for a database on Gender Violence and HIV/AIDS and possible interventions. Linkages are also being made with other HIV/AIDS prevention programs to share information and to promote a healthy environment for open discussions about these health risks.

These testimonies clearly reveal the range of physical, psychological, and economic violence that many Zimbabwean women endure in their relationships with male partners (Fig. 2). The publication of these stories and the advice from counselors following these testimonies also illustrate that Musasa is committed to assisting grassroots women in their struggles against domestic violence:

Chiratidzo’s story:

When I gave birth to my twins, that is when the problem started. He started hitting me whenever I complained that he was coming home too late. When my parents asked for the rest of the *lobola* (bride-price) it was a terrible day for me. He hit me because my parents asked for the *lobola*; my parents have since said that I should not visit them anymore. They said they were giving me away freely, even if I died my husband could keep the body. Once I went unconscious, I was three months pregnant and I lost the pregnancy. He uses his hand and once an axe, anything he sees lying around: a hoe, sticks! My children see me being beaten and they come and try to stop him. I stay with him because I do not want to leave my children. But I also want him to be punished. Why don’t I divorce and take the children? The problem is where do I go and stay. I do not want to stay with my parents, I will give my parents problems because he did not pay enough *lobola*. I keep thinking he will change his behavior (Osirim 2001).

Rosemary’s story:

My husband was working as a security guard. I was ploughing in the rural areas. He did not allow me to go to his work place—he lived in Kadoma and I lived here in Gokwe. He was not even giving me money to plough the land. We were married in 1977. When I had my first child, I started going to other people to do small jobs to get soap to bathe my baby. When he returned to Gokwe from Kadoma he did not buy anything, but just hit me. He hit me with a rope made from cow skin and sometimes with a stick. The beatings stopped when he lost his job and came to live with me here (Osirim 2001).



Source: <http://www.oxfam.ca/our-work/where-we-work/southern-africa/zimbabwe/bongi-sibanda-musasa-project-zimbabwe>

Fig. 2. Bongi Sibanda from the Musasa Project explains how her organization is working with Oxfam Canada to empower women through constitutional reform in Zimbabwe (2010)

Conclusion

Socio-economic empowerment projects have enabled disadvantaged Zimbabwean women to cope better with their livelihood and liveability challenges. Physical and mental health is pre-requisite of economic empowerment and health education enhances personal, family and community wellbeing.

Women are particularly instrumental in the empowerment projects not only because they are the inheritors of the issues and challenges but also because they have proven to be capable of making the projects doable. The Zimbabwean cases point to the fact that respect for the women's existential right makes the difference, and that faith in women as effective leaders for change in their families and communities secures success of projects. A special emphasis on physically and mentally abused women and on chronically neglected and disenfranchised women adds value to the projects.

The Zimbabwean experience also underlines the vital role of prudent management and organization of liveability empowerment initiatives. Here, when a collectively felt need justifies the efforts ready funds pave the way for their implementation, sometimes with the help of a global-local network. Then an efficient on the ground mechanism guarantees implementation by inventing and utilizing creative techniques to ensure women's accessibility to the empowerment projects, and by training them to make the projects work.

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