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Mid Term Evaluation of the National Gender and Women's Empowerment Strategy & Action Plan and the Gender Support Programme

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List of Acronyms

AIDS	Acquired Immunodeficiency Syndrome
CBO	Community Based Organisation
CHCC	Catholic Health Care Commission
CIDA	Canadian International Development Agency
CSO	Civic Society Organisation
DFID	United Kingdom Department for International Development
EC	European Commission
FGD	Focus Group Discussion
GBV	Gender Based Violence
GPA	Global Political Agreement
GSP	Gender Support Programme
GSS	Gender Scoping Study
GWAPA	Gweru Women AIDS Prevention Association
HIV	Human Immunodeficiency Virus
ICT	Information, Communication Technologies
IEC	Information Education Communication materials
IGA	Income generating activities
M&E	Monitoring and Evaluation
NGO	Non Governmental Organization
NGWESAP	National Gender and Women's Empowerment Strategy and Action Plan
OVC	Orphans and Other Vulnerable Children
PLWHA	People Living With HIV and AIDS
PROWEB	Professional Women and Business Executives
REPT	Regional Export Promotion Trust
Sida	Swedish International Development Cooperation Agency
ToR	Terms of Reference
UNIFEM	United Nations Development Fund for Women
USAID	United States Agency for International Development
WCoZ	Women's Coalition of Zimbabwe
WiPSU	Women in Politics Support Unit
YOWLI	Young Women Leadership Initiative

ZWAAPV Zimbabwe Women Against AIDS Poverty and Violence
ZWAPA Zvishavane Women AIDS Prevention Association
ZWLA Zimbabwe Women Lawyers Association

Executive Summary

Introduction and Background

Following from a study commissioned in 2007 to provide a picture of the gender sector in Zimbabwe, a nationwide consultative process was held in which various stakeholders made submissions on the priority issues and areas of focus that the gender sector in Zimbabwe could address. The latter process birthed the National Gender and Women's Empowerment Strategy and Action Plan (NGWESAP). NGWESAP, which runs from 2008 to 2011, is a culmination of various concerted efforts by different stakeholders within the women's movement towards the achievement of gender equality and equity and the empowerment of women. This strategic framework is guided by five Key Principles; Equity and Human Rights, Sustainability, Participation, Partnership/Coalition and Accountability. There was need for an efficient coordination and resource mobilization mechanism to provide overall guidance on NGWESAP, and this saw the birth of the Gender Support Programme (GSP). The Gender Support Programme (GSP) managed by the United Nations Development Fund for Women (UNIFEM), is a multi-donor supported basket programme that was launched in June 2009. The programme is currently funded by the European Commission (EC), The Department for International Development (DFID) and The Royal Danish Embassy (DANIDA). Two critical processes, a gender scoping study and the strategic plan and action plan for the gender sector, informed the design of GSP. The Gender Scoping Study (GSS) of 2007 noted poor coordination and underfunding of the sector as some of the key challenges affecting the sector. This led to the design of a National Gender and Women's Empowerment Strategy and Action Plan (NGWESAP) for the period 2008-2011.

The mission of the strategy and action plan is to *provide a platform and framework through which gender equality, equity, women's rights and women's empowerment are promoted and realised*. The overall goal is *to contribute towards gender equality and equity; and the realisation of women's rights and empowerment in Zimbabwe*. To address these the strategy identified 5 thematic areas; (i) women and economic empowerment, (ii) women migration, forced displacement, trafficking and slavery, (iii) women and education, (iv) women in decision making and (v) women and health.

As guided by NGWESAP, the GSP overall goal for the period 2009-2012 is '*enhanced gender equality and gender equity in Zimbabwe*', whilst the purpose statement is stated as '*A strong and effective representative gender equality and women's empowerment sector able to advocate for and implement change*'. To realize programme goal and purpose, the following 3 key outputs will need to be achieved;

1. *Implementation of the National Gender and Women's Empowerment Strategy.* This specifically relates to the attainment of 5 thematic areas and cross-cutting themes identified under NGWESAP
2. *Women's Coalition of Zimbabwe (WCoZ) provides effective and representative leadership and coordination*
3. *Funding for the Gender Equality and Women's Empowerment sector effectively coordinated, disbursed and managed*

The above goals and outputs demonstrate that GSP is directly addressing the issues highlighted in NGWESAP. Both NGWESAP and GSP are mid-way through their implementation period. According to UNIFEM and donor evaluation policies, it is important to conduct a mid-term evaluation to draw lessons from the programmes performance and inform the design of the remaining period. In addition, there have been significant socio-economic and political changes over the last 3 years thereby necessitating the review of the programme. The overall purpose of the mid-term evaluation is therefore *'to assess progress towards achieving programme Outputs, Purpose and Goal, and consider the validity of assumptions made in the Logical Framework'*.

Evaluation Methodology

A multi-method, rights based and gender sensitive participatory approach was used in the evaluation. The methodological mix comprised a review of literature, semi structured key informant interviews, focus group discussions with beneficiary groups and personal observations by the consultants. Two thirds of the organizations (20) supported by the programme in the first year was purposively sampled for field visits which were conducted over a period of 2 weeks.

The wide range of issues outlined in the ToR and the diversity of thematic areas and activities carried out by the implementing partners with variable capacities, size and focus, required a complex research design leading to a relatively high sample size. The inception meeting with the programme steering committee highlighted different perceptions on the overall scope, focus and timeframe for the evaluation.

Despite some logistical challenges in making appointments and sticking to the same, the evaluation team was able to successfully meet almost all sampled organizations and stakeholders prior to compilation of the report.

Key Achievements

In its first year of implementation the programme has been able to support the work of 30 organizations in the gender sector. The organizations addressed all thematic areas as identified

through NGWESAP and managed to pilot-test strategies that can be replicated widely in the next phase of the programme. Some of the notable results at the mid-term level are as follows;

- The livelihood improvement economic activities were seen to produce immediate results especially in rural communities whose livelihood strategies had been destroyed by economic and political problems experienced over the last decade.
- Increased awareness on the constitution making process and the submission of 14 demands for women to be incorporated in the new constitution. Some high levels of collaboration among the women organization with different expertise was noted and this needs to be promoted across all other issues pertinent to the gender sector.
- The constituency consultative forums (CCFs) to support women members of parliament (MPs) is one innovative idea introduced in two constituencies with women MPs. The effectiveness of these forums in empowering women MPs is yet to be established especially in a highly politicized environment. The CCFs could serve as an important strategy for peace building at the community level.
- The programme has managed to raise awareness on sexual and reproductive health rights for women and girls. This project has highlighted that the intervention is very relevant in both urban and rural locations. The awareness needs to be expanded to cover larger sections of society.
- In Mutoko, the number of girl children enrolling for Ordinary Level examinations in 2010 significantly increased by more 50% compared to the number of girls who wrote the examinations in 2009. The increase is largely attributed to activities carried out by Nyahunure Community Trust that included community education on the rights of the girl child, livelihood improvement activities and direct school fees and examination fees support for the vulnerable children.
- The capacity building trainings supported by UNIFEM had a good impact on the grantees with improvements in reporting have been noted. However, the training workshops were congested over a short period of time and for some CBOs without any exposure to such training, there was need for follow-up support at their work stations.

Summary of Key Recommendations

Key Findings	Recommendations	Responsible
Most of the activities carried out over the last period were largely preliminary, start-up activities with some agencies just ending at collecting baseline data for their activities.	In the next phase, the programme should seek to extend the implementation of successfully tested strategies to the wider community for greater impact.	UNIFEM; WCoZ members
Most economic empowerment initiatives for women were very useful to the direct recipients, enabling them to raise income for daily needs, school fees and even for investments in properties and small businesses.	The programme needs to build on the successes recorded and replicate successfully tested economic empowerment strategies if impact is to be realised at a larger scale. In addition the programme needs to finalise the findings of a study conducted on empowerment which is perceived to provide programme level baseline data.	UNIFEM; WCoZ members
It was also noted that very little deliberate effort was made at project appraisal stages to establish the expected level of contribution of individual projects to thematic area outcomes and outputs.	For greater impact, the GSP would need to carefully identify and support projects that can jointly and individually contribute to the outcomes and outputs of the thematic areas. This approach should be clear throughout all the processes of engagement from the call for proposals to the selection of implementing organizations.	UNIFEM; Steering Committee; Project Appraisal Committee
Projects focusing solely on knowledge dissemination without economic empowerment are less likely to achieve impact or become sustainable as targeted groups do not have the economic power to enforce or implement new knowledge gained.	Economic empowerment activities need to be conducted and supported under all thematic areas if impact is to be realised across the thematic areas. The women and economic empowerment theme should be central in most of the GSP projects.	UNIFEM; WCoZ Secretariat; Grant Recipients
There has been limited learning among agencies implementing activities addressing the same thematic areas.	The programme needs to come up with strategies to support learning across agencies addressing similar thematic areas.	UNIFEM; Steering Committee; WCoZ secretariat;
It was noted that the steering committee recommended that the programme focus on 3 thematic areas in the next phase focusing on economic empowerment, decision making and health.	The evaluation team agrees that these are critical areas of focus. From the findings on the ground, education, particularly for the girl child and young women, is also	UNIFEM; Steering Committee

	<p>very critical. If women and girls are to be empowered then education is indispensable. The imbalance was noted to be very high in rural and peri-urban communities where cultural and religious practices do not provide equal opportunities to boys and girls.</p>	
<p>Implementing agencies had different levels and capacity in mainstreaming the different cross-cutting themes in their programming activities. For most small organizations we noted that lack of knowledge was the major limitation.</p> <p>Cross cutting themes evidently addressed were those implemented as projects, i.e. those projects directly addressing the issue as a core area of focus. These include projects focusing on disability or by disabled people's organizations and projects focusing on GBV.</p>	<p>UNIFEM needs to facilitate the trainings of all GSP grantees in the various cross-cutting issues of the programme.</p>	<p>UNIFEM</p>
<p>It was noted that some members had confusions over the specific roles and responsibilities of UNIFEM and WCoZ in the programme. This is despite the fact that NGWESAP and the validation meeting clearly articulated the specific roles and responsibilities.</p>	<p>There is need to continue to explain the different roles to the wider WCoZ membership. Clarity should also be provided on the institutional capacity building support being provided to WCoZ by GSP. This should include an explanation on the expected outcomes of such support.</p>	<p>UNIFEM; Steering Committee; WCoZ Secretariat</p>
<p>WCoZ is a member of the GSP Steering Committee whilst at the same time a recipient of GSP grant support. Other coalition members view it as a conflict of interest and an unfair advantage when it comes to review of proposals for funding.</p>	<p>There is need to review the role of WCoZ in the GSP institutional structure and come up with clear roles and responsibilities that should be well articulated by all the coalition members.</p>	<p>Steering Committee; WCoZ; UNIFEM</p>
<p>All interviewed grantees noted the delay in disbursement of funds by UNIFEM once the approval process has been completed. This was attributed to UNIFEM's procedures that require final approval and disbursement being</p>	<p>There is need to review the financial disbursement process and ensure that all processes (from approval to financial disbursement) are conducted at the UNIFEM Harare Office. UNIFEM</p>	<p>UNIFEM</p>

<p>conducted from the UNIFEM Johannesburg office. The delay is also attributed to grantees not providing required information in time following institutional assessments and also the need to address some identified capacity gaps before project implementation.</p>	<p>Johannesburg need to seriously consider building the capacity of the Harare office to undertake all such activities.</p>	
<p>WCoZ secretariat has offices in Harare whilst in some provinces they are represented by Chapters comprised of individuals drawn from WCoZ member organizations. The Chapter members, who are fully committed to their respective organizations, have limited time to attend to WCoZ coordination activities.</p>	<p>Besides provision of technical and institutional support to WCoZ secretariat, there is need to come up with clear strategies that enhance the effectiveness of WCoZ across all provinces. This may entail decentralization of activities carried out by WCoZ secretariat to provincial Chapter chairs. Such decentralization should be coupled with capacity building of the same Chapters to carry out coalition activities.</p>	<p>UNIFEM; WCoZ</p>
<p>It was noted that most public institutions (schools, rural and urban local authorities and the justice institutions) still lag behind the developments in the gender sector.</p>	<p>GSP needs to build the capacity of grantees to work on educating service providers and policy makers, including urban and rural local authorities, on gender based violence, as well as introducing and strengthening gender-sensitive budgeting.</p>	<p>UNIFEM</p>

1. Introduction

Programme Overview

Over the years, the gender sector in Zimbabwe was largely underfunded and poorly coordinated. In 2007 a gender scoping study (GSS) was commissioned by five major donors¹ in Zimbabwe with a shared concern over the fragmented approach to gender and women's empowerment programming and lack of clarity on mapping of stakeholders in the gender sector. The study revealed the absence of an effective coordinating body addressing the sector at all levels; poor funding and non-existence of monitoring and evaluation systems for performance measurement and impact tracking. The lack of a coordinated approach led to duplication of effort, inefficiency in resource utilization and ineffectiveness in the programming efforts of the various actors.

The three year (2008-2011) National Gender and Women's Empowerment Strategy and Action Plan (NGWESAP) was developed to address the shortcomings identified through GSS. NGWESAP is a culmination of nationwide consultative efforts by various stakeholders within the gender and women's empowerment sector.

Consistent with the Paris Declaration on Aid Effectiveness, basket funding was recommended as the preferred option to support the gender and women's empowerment sector in Zimbabwe giving birth to the Gender Support Program (GSP). The programme was launched in June 2009. In this arrangement, UNIFEM was selected as fund manager based on its neutrality and preexisting arrangements with the European Commission (EC) funds for Women Coalition of Zimbabwe (WCoZ) membership. Over time, other donors namely DFID and The Royal Danish Embassy made contributions to this fund which is now in excess of five million United States dollars.

GSP Goal, Purpose and Key Outputs

The Gender Support Programme (GSP) was launched in June 2009 and is funded through a basket fund that currently enjoys financial contributions of USD5 million from the Department for International Development (DFID), European Commission (EC) and the Royal Danish Embassy (DANIDA). It is managed by UNIFEM Zimbabwe Country Programme Office and provides both financial and technical support. The UNIFEM Regional Office for Southern Africa provides ongoing policy, strategic and technical back up support. In this GSP arrangement, the strategic framework is being implemented using two complementary mechanisms. The first mechanism is where funding is channeled through UNIFEM who have experience in dealing with the gender equality and women's empowerment sector in Zimbabwe. Grantees directly report to UNIFEM, while the fund manager reports or provides consolidated reports to donors or funding partners. On the other hand, this strategic framework is being implemented through direct funding from donors to the gender equality and women's empowerment sector. Thus, in

¹ EC, DFID, USAID, CIDA and SIDA

the second mechanism the gender equality and women's empowerment sector directly reports to respective donors or funding partners².

Goal: To contribute towards gender equality and equity; and the realisation of women's rights and empowerment in Zimbabwe.

Purpose: A strong and effective representative gender equality and women's empowerment sector able to advocate for and implement change

Key Outputs

1. Implementation of the National Gender and Women's Empowerment Strategy
2. Women's Coalition of Zimbabwe (WCoZ) provides effective and representative leadership and coordination

Funding for the Gender Equality and Women's Empowerment sector effectively coordinated, disbursed and managed (Final GSP report, 23 July 2010).

Programme Beneficiaries and Stakeholders

Operating within rights based approaches to development intervention, the NGWESAP programme reaches out to women, girls, boys and men from the broad socio-economic spectrum of society. It also seeks to influence policy and practice on gender and women empowerment issues, specifically focusing on the five thematic areas and the cross-cutting issues highlighted earlier on. The programme engages with relevant Government Ministries and Departments, players in the private sector, civil society and disadvantaged and marginalized members of society.

Evaluation Purpose

The overall purpose of the mid-term evaluation is *'to assess progress towards achieving programme Outputs, Purpose and Goal, and consider the validity of assumptions made in the Logical Framework'*. The specific objectives of the Mid-term evaluation were;

1. Evaluate progress towards achieving GSP and NGWESAP program outputs, objectives and purpose.
2. Assess how UNIFEM's input and role makes a difference in the context of a wide range of actors.
3. Identify and analyze strategic areas for NGWESAP and GSP focus areas in the context of the transitional period and making an impact in the gender sector.
4. Assess whether the current call for proposals is the best modality for achieving impact.
5. Propose recommendations for revisions of NGWESAP and new program framework for GSP.

² See Annex 6.1 for diagrammatic representation of these two distinct institutional arrangements

Following UNIFEM Evaluation Policy, a management response will be prepared by the commissioning unit after completion of the report. It will specify the key actions to be taken, key partners to be involved in carrying out the actions and the timeframe for implementation. When preparing the response, inputs should be sought from all parties to whom recommendations are addressed including partners and donors. The Mid-Term Evaluation will generate information that will eventually feed into UNIFEM's reporting on the GSP, on attainment of strategic goals and outcomes and managing for results. The GSP logical framework and the indicators therein will be the basis for the Mid-Term Evaluation. The Mid-Term Evaluation will be used by the GSP Steering Committee and stakeholders in the gender and women's empowerment sector in order to map out the strategic thematic areas that GSP should be focusing on in the next one and half years and the future of GSP.

Annex 6.2 shows the detailed Terms of Reference (ToR) that informed the design of the evaluation process.

2. Evaluation Methodology

The ToR covered a broad range of issues to be addressed by the programme. The evaluation sought to provide answers to a total of 42 questions in the ToR relating to *relevance*, *effectiveness* and *efficiency* of NGWESAP and the GSP programme; *UNIFEM's comparative advantage* in programme management and provision of technical support; assessment of *outcomes*, *impacts* and programme *sustainability* as well as recommendations on *priority areas* of intervention and up-scaling of the programme in the future. The diversity of issues to be addressed had implications on the resources required and methods to be used to come up with a representative sample and objective assessment of the programme's performance.

The methods used in the evaluation included review of documents, semi-structured key informant interviews, focus group discussions and personal observations. An inception meeting was held with the programme steering committee whereby it was noted that the issues to be addressed by the evaluation were quite broad given the limited resources allocated to the exercise. Members expressed different perceptions on the general scope, focus and timeframe for the assignment. The inception report presented a detailed account of the research methods used and interview guides for the various sections of stakeholders. On average, each interview guide had between 25-30 open ended questions (Annex 6.4). During the inception meeting attended by steering committee members, it was apparent that the issues to be covered were too broad and would require more resources to be accomplished within the desired limited time. There were mixed calls to streamline the issues, but this also entailed review of the ToRs, which was not possible at this juncture. Consequently, the evaluation team concerted to review the number of questions as much as possible without necessarily undermining coverage of some key areas.

A total of 20 GSP grantees, out of the 30 supported in the first year, was sampled for face to face key informant interviews and focus group discussions with beneficiaries and other key stakeholders. This large sample size was unavoidable considering the diversity of organizations supported by the programme as well as the wide range of thematic areas addressed and activities carried out. The implementing partners comprised small community based organizations (CBOs) as well as larger organizations with a sub-national or national level focus. Field work was conducted by a team of 3 consultants (1 Female and 2 Male) over a period of 2 weeks. Annex 6.5 provides a brief profile of the team of consultants.

2.1 Challenges

The evaluation also sought to establish the key outcomes and impacts of GSP activities over the lives of targeted beneficiaries. As the programme activities have been implemented over a short period not exceeding 12 months, caution needed to be taken when attributing impacts/changes especially over empowerment/emancipation issues that have been deeply embedded in historical socio-cultural practices. The absence of concrete baseline data made the issue of attribution untenable. In addition, the existence of multiple players intervening in the gender sector apart from the GSP donors also in some cases created a challenge in attribution of programme impact. At best the evaluation team has been able to identify some key impact pointers through triangulation of methods and respondents.

Over the last year, a number of organizations had changed their office locations. This was not updated in UNIFEM records. Consequently, the evaluation team had to struggle with finding the exact locations of the grantees. Furthermore the agencies had a problem sticking to agreed times for the interviews. This meant unnecessary rescheduling of interviews which adversely affected the planned flow of the interviews. For instance, interviews were planned to start with organizations based in Harare and then followed field work in areas out of Harare. These challenges meant that field work had to take longer than originally planned for. Consequently, it was not possible to follow up on emerging issues. It is important that UNIFEM maintains an up to date database of its implementing partners and at the same time implementing agencies need to keep UNIFEM informed of changes in their contact details. Nevertheless, it is also important to note that this could also be attributable to the changing funding climate in Zimbabwe which has forced most organizations to change their address as well problems with communication and connectivity.

3. Findings

3.1 GSP Output 1: Implementation of the National Gender and Women's Empowerment Strategy

The National Gender Equality and Women's Empowerment Strategy and Action Plan (NGWESAP) identified five thematic areas which the GSP sought to address under output 1. Table 1 shows the number of implementing partners by thematic area over the period under review. Out of a total of 30 organisations supported, 20 organisations addressed three key thematic areas; Women and economic empowerment, Women and Decision Making and Women and Health.

Table 1: Number of implementing partners supported thematic area

Thematic Area/ Cross-cutting Issue	# Implementing Partners
1. Women and economic empowerment	7
2. Women in Decision Making	6
3. Women and Health	7
4. Women and Education	1
5. Women and Migration	1
6. Violence Against Women	2
7. Disability	4
8. Targeting Patriarchy & Male Involvement	1
9. Institutional Support	1
Total	30

The following sections highlight key achievements and notable outcomes by thematic area.

3.1.1 Women and Economic Empowerment

At the design of NGWESAP it was noted that significant strides towards economic empowerment for women had been made, but on the whole, women were still marginalized in terms of resource ownership and control. NGWESAP outcomes and outputs for this thematic area are highlighted below;

Outcome: An environment that is conducive for women to generate, own and control wealth.

Output1: Laws and policies that ensure equal access to, control of and benefit from productive resources and opportunities to trade and entrepreneurship for women and men enacted.

Output 2: Improved respect for and protection of women's labour and economic rights

These results were expected to be realised through capacity building activities, information dissemination, lobbying and advocacy strategies. A total of 7 organizations³ were supported by the programme to address this thematic area. Five organizations (PROWEB, CHCC, ZWAAPV, EKOWIZA, REPT) were visited during the evaluation.

The organizations covered a wide spectrum of activities including, media training for professional women, promotion of livelihood improvement activities for marginalized groups, community /stakeholder mobilization and sensitization workshops on information, communication technologies (ICTs) Bill, trade capacity building workshops and trade information dissemination and advocacy. The target groups for most of the organizations were largely marginalized women and men with PROWEB focusing on the empowerment and profiling of professional women.

Overall Performance

Most economic empowerment initiatives for women were very useful to the direct recipients, enabling them to raise income for daily needs, school fees and even for investments in properties and small businesses. Notwithstanding these benefits, the grants given were too small and too thinly spread for effective results and impact. In addition, all respondents lamented the short time for implementation of projects (between 6-12 months). This did not give enough room for meaningful results, particularly at community level. It is important to note that identified results were largely confined to participating individuals and organizations rather than communities. . In other words, most benefits of economic empowerment initiatives were largely visible at household level, and still needed more time for them to start spreading to influence other community members, for instance through mutual assistance and local support to the poor and disadvantaged. Besides the limited timeframe for implementation, this is also due to the small number of direct beneficiaries reached by individual organizations, in most organizations less than 50 individuals. If the programme is to make an impact at the national level, the number of targeted direct and indirect beneficiaries needs to be significantly increased. To enhance accountability, performance measurement and impact monitoring, all implementing agencies also need to maintain updated databases beneficiary database in a format that is easily accessible to stakeholders.

One major weakness of the economic empowerment initiatives reviewed is that they are overly biased towards small and informal projects including buying and selling instead of large scale production based enterprises , where the proprietor has some degree of control over prices, quality and timing. When most people are engaged in buying and selling, they will be subject to manipulation and more vulnerable to changes on the market. Whilst small income generating

³ PROWEB, ZUBO, Catholic Health Care Commission, ZWAAPV, Zimbabwe Women Rural Development Trust, Regional Exports Promotion Trust, EKOWIZA.

projects maybe a good starting point for new entrepreneurs, there should be a clear strategy to ensure growth of the enterprise.

One notable practice with potential for improvement is the way in which most of these economic empowerment initiatives have mainstreamed HIV and AIDS, male involvement and disability. They therefore cease to become solely economic, but holistic, thereby setting the stage for continued future multi-sectoral and synergistic development intervention thrust.

Besides participation in the constitutional making process, very limited progress was recorded on the creation of an enabling environment for women to generate, own and control wealth. The outcome of women's contribution to the constitutional making process is yet to be assessed as the process is still under way. For the organizations visited during the evaluation, the policy issues tackled relate to the ICT Bill and trade policies. For these issues, it is also still too early to assess the outcome. On the output of improved respect for and protection of women's labour and economic rights, there is need for more time for this to be visible. One of the reasons for this is that this seems largely to emerge as a downstream benefit based on success of the first outcome. When laws and policies that ensure equal access to economic and productive are successfully enacted and enforced, it should spawn respect for, and protection of, women's labour and economic rights.

It was also noted that very little deliberate effort was made to establish the expected level of contribution of individual projects to thematic area outcomes and outputs. This analysis at proposal appraisal stage would help identify areas for prioritization. The evaluation team is of the view that if this analyses was done, more resources would have been channeled towards projects/activities that sought to empower the marginalized women at the grassroots level. . At the same time however, the project appraisal process was guided by the thematic areas identified in NGWESAP. Maybe earlier on there was need to critically reflect on the strategies to be used in implementing these thematic areas, with particular emphasis on how to reach out to the marginalized and women at grassroots level. What GSP avoided was take on the route of prescribing what grantees should do. The process taken was participatory and rights based where the NGO proposed what it had capacity to do and could do rather than UNIFEM telling it what to do. It is however appreciated that the GSP adopted a participatory and rights based approach where the grantees identified their specific areas of focus in accordance with their capacity. Nevertheless, this should not affect critical appraisal of proposals to establish the individual and joint contribution to identified programme outcomes and impacts.

For greater impact, the GSP would need to carefully identify and support projects that can jointly and individually contribute to the outcomes and outputs of the thematic area. This approach should be clear throughout all the processes of engagement from the call for proposals to the selection of implementing organizations. Whilst it is noted that addressing fully one

thematic area at any one given time is not tenable, it is possible to establish the expected contribution (joint and individual) of funded projects right at the approval stage.

Annex 6.3.1 provides a summary of the key activities and achievements by the implementing partners.

3.1.2 Women in Decision Making

NGWESAP outcome and outputs

Outcome: Enhanced leadership, participation and representation of women at all levels of decision-making

Output 1: Increased proportion of active and effective women decision makers in all spheres

Output 2: An enabling environment that promotes, protects and safeguards the participation of women and girls in decision making at all levels

The outcome and outputs were expected to be achieved through capacity strengthening of women and women's groups as well as through advocacy. A total of 6 organizations⁴ were supported by GSP to address this thematic area. Three organizations (WiPSU, Envision, ZWLA) participated in the evaluation.

Overall Performance

Activities under this thematic area largely sought to contribute towards the constitutional making process and the creation of an enabling environment that promotes, protects, and safeguards the participation of women and girls in decision making at all levels. Starting from a situation where there was gender imbalance in the composition of teams spearheading the constitutional making process, the results of the work by GSP grantees will fully be assessed after the final production of the constitutional document. The process is still underway with opportunities for women's voices to be heard still available. However, the key question right now is the extent to which the various women's groups have been effectively coordinated to speak with one voice. The preparation and submission of 14 key demands highlighting women's issues is one notable achievement. Evidence of collaboration between agencies conducting similar work has been noted with Envision, for instance, utilizing materials designed by ZWLA in its community outreaches. Such collaboration should be encouraged for agencies focusing on the same thematic areas for shared learning, efficient resource utilization and achievement of greater impact.

⁴ Women in Politics Support Unit, Zimbabwe Women Lawyers Association, ENVISION, Dotito Development Association, People's Action Forum, The Women's Trust.

The constituency consultative forums (CCFs) have potential to contribute towards NGWESAP output on increasing the proportion of active and effective women decision makers. Whilst very little was done to increase the number of women decision makers in the short-term, the linkage of women members of Parliament (MPs) with grassroots would ensure that the MPs are well informed about the critical issues affecting their constituencies.

A major challenge in this thematic area is the current shaky political environment presided over by the coalition government on the basis of the Global Political Agreement. The current set up creates a situation of uncertainty about the future especially considering the way the constitution making process has tended to slow down after starting on a high note.

Annex 6.3.2 provides a summary of the activities and achievements by the implementing partners visited during this evaluation.

3.1.3 Women & Health

NGWESAP Outcome and Key Outputs

***Outcome:** Increased access to primary health care including sexual and reproductive health services and HIV and AIDS prevention, treatment and care for women and girls.*

***Output 1:** Increased ability of women to access, utilise and benefit from holistic health services.*

***Output 2:** Strengthened capacities of public institutions, CSOs and communities to offer and improve holistic service delivery.*

***Output 3:** An enabling environment that promotes, protects and safeguards sexual, reproductive and health rights of women and girls*

NGWESAP key strategies for the thematic area include research and documentation, information dissemination and advocacy. A total of 7 organizations⁵ carried out activities to address the primary health care, including sexual and reproductive health issues, for women and girls. Four organizations (YOWLI, GWAPA, WASN and Contact Family Counseling) participated in the evaluation exercise.

Overall Performance

Organizations implementing projects under this thematic area have done commendable work in raising the awareness on sexual and reproductive health rights of women and girls. YOWLI has made some headway in reaching out to women and girls of varying socio-economic status, thereby making them more relevant and flexible in addressing women and girls' needs, some of

⁵ Women and AIDS Support Network; Contact Family Counseling, Women's Action Group, GWAPA, Farm Orphan Support Trust, Adult Rape Clinic and YOWLI

which vary in priority according to socio-economic status. The targeted groups of young women indicated having gained knowledge about their sexual rights and they demonstrated willingness to reach out to other disadvantaged women in peri-urban and rural settings.

Most grantees in this area have had to operate within a flexible context where they also utilized opportunities for innovative programs and activities. GWAPA have run a comprehensive health program that also incorporates economic empowerment. This makes sense when one considers the fact that the women and girls need income to be able to pay for the reproductive and health services they may want to access. This may need to be encouraged for all grantees in this thematic area, depending on their capacity and mandate.

Interactions with project beneficiaries during interviews indicated that the women are now more assertive and confident in themselves, and most have demonstrated the ability to rediscover their potential, as evidenced by the IGAs they are running, as well as taking the lead in behavior change activities and fighting stigma and discrimination. This is more pronounced in former commercial sex workers and people living with HIV and AIDS (PLWHA), most of whom are greatly encouraged by timely interventions on their lives in the area of sexual and reproductive health rights. Some of the women are now better able to participate in the public sphere as they also work at overcoming stigma and discrimination. This was seen with ZWAPA (Zvishavane Women AIDS Prevention Association) that is directly supported by GWAPA and other organizations. Lobbying in this area has also attracted the attention of top policy makers, legislators and institutions critical in gender and development and rights based programming. Information, education and communication materials (IEC) have been produced on HIV and AIDS and sexual rights, the legal aspects of sexual and reproductive health, among others.

The ensuing phases of the programme need to look at combining information dissemination and economic empowerment to realize lasting changes in the health of women and girls. It was pointed out that the absence of economic activities and low levels of education prevalent among the women and girls were the major stumbling blocks towards women asserting their rights. Sharing of information and strategies between agencies addressing the same thematic areas would further promote learning and improve programme impact.

Overall, these organizations have built a good foundation that can be supported in the next phase of the programme. The key achievements by the organizations are summarized in Annex 6.3.3

3.1.4 Women and Education

NGWESAP Outcome and Key Outputs

Outcome: Reduction of gender disparities in access to education at all levels

Output 1: Enabling environment to facilitate equal access to and retention of girls in primary, secondary and tertiary education.

Output 2: Increased gender sensitive educational programmes and policies.

Output 3: Strengthened capacity of service providers in education to deliver basic educational services.

Key strategies outlined by NGWESAP to address this thematic area include advocacy and lobbying for the review of educational curricula and the empowerment of the girl child. Only one organization, Nyahunure Community Trust, in Mutoko, received support from the GSP to address this thematic area.

The Trust sought to increase the number of girls accessing education and writing public examinations in five schools in Mutoko rural. To achieve this objective, the community based organization adopted a holistic approach that entailed conducting community gender equality awareness campaigns with a particular emphasis on the rights of the girl child, establishing gender clubs in schools, supporting the livelihood activities and economic empowerment of vulnerable households and direct payment of school fees for orphaned and vulnerable children (OVCs).

The intervention has recorded remarkable results with more than 80% of girl children having been able to register for Ordinary Level Examinations. Prior to the project it was noted that more than 50% of the girl children dropped out of school before writing public examinations. At Rukau Secondary School in Chiwore Ward, Mutoko, 120 pupils (48% girls) successfully registered for the November 2010 'O' Level examinations. In 2009, only 69 pupils (57% of the 2010 candidates) wrote the examinations. Girls represented 32% of the total candidates who wrote the examinations.

The high levels of school dropouts were attributed to a number of factors including societal attitudes towards the girl child, early marriages as well as the harsh economic conditions. But through the activities of Nyahunure Community Trust, interviews with participants drawn from the two schools visited indicated an increased community recognition of the rights of the girl child. However, some community members felt that the trainings and services provided by the project should also be equally extended to the boy child.

In the area of livelihoods improvement targeted at ensuring a sustainable support to children, the project's pass on schemes was hailed by community members. The pass on scheme involved crop seeds (beans, butternut and sweet potatoes) and small livestock (chickens and goats). For instance, with 5 kg of bean seed, a farmer would harvest between 40-60kg and pass on similar quantities to other vulnerable households whilst keeping the remainder for future production, home consumption and for sale to raise income for paying school fees. This intervention was timely especially when considering that household livelihood strategies had been destroyed through the harsh socio-economic and political processes over the last ten years. One participant at a focus group discussion meeting bluntly summed up the harsh realities communities and households had gone through;

“ In the past we used to sell our goats to raise money for school fees, but because of political violence during elections, all our livestock were destroyed”.

It is therefore important for GSP to consider activities promoting the restoration and protection of community level and household level livelihood activities. This would enhance sustainability of GSP initiatives.

Overall Achievements

The strategy applied by Nyahunure Community Trust demonstrates a comprehensive and sustainable approach towards changing societal attitudes and effectively addressing the plight of the girl child. The strategy is built upon strong community engagement and ownership. This can be replicated in other areas where there is gross inequality between girls and boys.

The only areas not tackled adequately under this thematic area relate to the promotion of gender sensitive educational programmes and policies as well as building the capacity of the schools to deliver basic educational services. The schools visited indicated a critical shortage of textbooks. The GSP would also need to establish the extent to which gender sensitivity is enshrined within educational programmes and policies.

Besides focusing exclusively on activities promoting equal access to education, the programme needs to adopt a more holistic approach that promotes, protects and restores household and community level livelihood strategies.

3.1.5 Women & migration, forced displacement, trafficking & slavery

NGWESAP Outcome and Key Outputs

Outcome: *Reduction of unsafe migration, trafficking and slavery of women and girls*

Output 1: *Specific legislative provisions to prevent forced displacement, human trafficking and facilitate provision of holistic services to the victims for their integration in society enacted.*

Output 2: *Mechanisms for law enforcement agencies to engage gender responsive ways of eradicating national, regional and international networks for human trafficking established*

Output 3: *Increased capacity of service providers to observe human rights in service delivery*

NGWESAP strategies for addressing this thematic area included information dissemination, awareness raising, advocacy and lobbying of regional governments in Southern Africa and abroad and constitutional reform. One organization, Integrated Sustainable Livelihoods (ISL) was supported to implement activities under this thematic area. The organization works with mobile and vulnerable populations (MVPs) in Nyabira, Zvimba district. The targeted households and individuals were victims of the 2005 land displacements.

During the period, ISL conducted a research study on reproductive health for women and girls in Nyabira and pilot tested the use of reusable sanitary pads. This being a research study carried out to inform the design of appropriate interventions for improving the reproductive health of women, ISL is still to make a significant contribution towards the realization of objectives for this thematic. Even the implementation of the research findings would not directly address the key outputs of the thematic area, but the intervention is at best an issue under the ‘women and health thematic area’.

It is the view of the consultants that ‘*women and migration, forced displacement, trafficking and slavery*’ is an important area requiring special focus by the GSP. In the context of the operating environment characterized by socio-economic and political displacements, women and girls are the worst affected. The need to create a protective environment for women cannot be over-emphasized. The absence of shared empirical data on the extent of the problem is a major drawback towards the design of appropriate interventions.

3.1.6 Cross-cutting Issues

NGWESAP identified strategic and operational cross-cutting issues that needed to be mainstreamed in all strategic thematic areas.

Overall Performance on cross-cutting issues

It was noted that most of the cross-cutting themes identified at the design of NGWESAP had received some low level of attention by GSP grantees. This can be attributed to limited knowledge and capacity by agencies, particularly CBOs, on how to address the issues in their programming. For effective mainstreaming of the cross-cutting themes the programme managers should conduct training to build the capacity of all grantees on mainstreaming issues. The following strategic cross-cutting themes were noted during the evaluation;

Legal Reform

The major area of focus was the constitutional development process where 60% of the organizations visited carried out some activities to either raise awareness of the constitutional making process or advocate for specific women demands to be incorporated in the new constitution. Whilst some organizations such as ZWALA and WCoZ were on the fore front advocating for the inclusion of women's demands, other organizations were active in raising awareness among their respective target communities. Collaboration with organizations well versed with constitutional/legal issues was noted. The results of such efforts by GSP grantees are yet to be determined.

Disability

No evidence was noted on active disability mainstreaming by agencies that do not work directly with people living with disabilities. For the organizations with a clear mandate or projects to serve people living with disabilities it was actually direct implementation of interventions rather than mainstreaming. Whilst it is noted that issues affecting people with disability can be addressed through specific interventions, it is the absence of specific consideration of disability issues in other interventions which is worrisome. *To ensure that people living with disabilities are not over-looked in all GSP interventions, the programme needs consider disability mainstreaming as a capacity building need for most of the grantees.*

Out of four organizations⁶ implementing activities targeting people with disabilities, two organizations (Zimbabwe Women Writers and Disabled Women's Support Organization) were visited during the evaluation exercise.

The Zimbabwe Women Writers has been implementing a project designed to raise awareness, supporting and empowering women living with children with disabilities to enable them to seek representation in all sectors of the society. The project, which has been running for three years, produced a book entitled '*In the Wake of Our Shadows: Promoting lives of women with children with disabilities*' and CD Drama Series Production; '*Shadows*'. Support received from GSP was

⁶ Zimbabwe Women Writers, Disabled Women's Support Organization, Disabled Helping Hand Association and Zimbabwe Parents of Handicapped Children Association.

to enable ZWW dramatize the stories and air them on national television. Twelve episodes were developed, one short of the required number by the national broadcaster to run the series.

For a project that has been running for three years, it is difficult to attribute any impacts to GSP's short-term support. This therefore requires both project designers and assessors to be very clear of the expected outcomes of the project/ support during the approval process.

Gender Based Violence

Gender based violence (GBV), as a cross-cutting theme, was expected to be mainstreamed in all programming activities. Only 45% of the organizations visited demonstrated some consideration of GBV in their interventions, with two organizations, Musasa Project and the Research and Advocacy Unity directly supported to address GBV.

Male involvement

Male involvement is both a strategic and programmatic cross-cutting issue. This issue was differently understood and applied by sampled organizations, with only 30% of the organizations having demonstrated mainstreaming male participation in their activities. The remaining 70% of the organizations focused exclusively on addressing women's issues with no deliberate efforts to engage men.

One organization, African Fathers Initiative, was supported by GSP to address the issue of targeting patriarchy and male involvement. The organization sought to document the African values of fatherhood through video profiling prominent people in society as a way of demonstrating good values of fatherhood that uphold the rights of women and children and shun any forms of gender based violence. This was an innovative strategy to raise awareness among men on the rights of women and children and how men are expected observe and promote these inalienable human rights. But unfortunately, at the time of evaluation, project was yet to be completed, largely due to under-budgeting and unavailability of funds to complete the project in time.

3.2 GSP Output 2: Women’s Coalition of Zimbabwe (WCoZ) provides effective and representative leadership and coordination

GSP’s institutional capacity building support to WCoZ seeks to strengthen the organization to effectively execute its mandate. This entails mobilization and recruitment of new members, capacity building of the membership and secretariat and disbursement of urgent grants to members. The key activities carried out by WCoZ include;

- Leadership training for member organisations (Directors’ Summer School)
- Project management for general staff members (Program Officers)
- Project cycle management training
- Computer and internet training
- Constitutional process and national healing issues

As a result of the GSP support, WCoZ secretariat achieved the following results during the period under review:

- Vastly improved communication as a result of availability of broadband internet – it is now easier and faster to transmit information
- Adequate capacity in terms of operational equipment at the Secretariat offices – furniture, office space and other facilities
- Directors report improved job performance by Program Officers who went through Project Planning training
- Directors’ Forum has enhanced networking, learning and mentoring opportunities for young and inexperienced women leading women’s organizations

From the perspective of WCoZ members, the following are the key results of the network over the period;

- Spearheading the constitution making process
- Finalization of the Women’s Charter
- Dissemination of information on domestic violence and other issues

Overall Performance of WCoZ

Whilst WCoZ has been able to execute planned activities and achieve the above mentioned results, its performance is measured by its leadership capacity and effectiveness in coordinating and mobilizing women organizations as well as building the capacity of the organizations to effectively address issues affecting women and girls from all classes in the society. This is by no means a simple role considering the diverse needs and expectations of the women’s organizations.

NGWESAP clearly highlighted the key roles and responsibilities of WCoZ in the gender sector. These are as follows⁷:

- i. Coalition building and facilitation of functional and value adding networks and partnerships in the sector;
- ii. Making sure the sector adheres to the funding requirements and are reporting to the fund manager on time;
- iii. Mapping the gender equality sector and women's movement in Zimbabwe (i.e. who is doing what, where and the target groups); and
- iv. Interfacing or linking the sector and the government, donors and the UN agencies.

The following sections seek to assess the overall performance of WCoZ in terms of relevance, effectiveness and efficiency in executing their mandate.

Relevance

WCoZ's mandate remains relevant for effective coordination of the gender sector as well as effective implementation of GSP and NGWESAP. However, it was noted that in this formative stage, most women's rights interventions have tended to focus more on urban based beneficiaries and institutions, without making much progress towards reaching out to women at the grassroots as well as in rural and remote locations. In terms of awareness raising, this is a commendable starting point, considering the relative difficulty of reaching down to the grassroots woman who also had many players seeking her attention at the same time⁸. The current membership of WCoZ stands at 60 organizations. Analysis of the geographical spread of the membership to determine the extent of representativeness of the coalition was not conducted.

Coalition building and facilitation of functional and value adding networks and partnerships in the sector

There is evidence of WCoZ outreach in Harare, Bulawayo and other urban centres. In fact, WCoZ is also reaching out to other areas through activities of its diverse membership. One area that still needs attention is the development of effective strategies to reach out to the rural grassroots woman and those in peri-urban and resettlement areas. Below are some of the common sentiments expressed by some WCoZ members and partners,

⁷ Source: NGWESAP 2008 – 11 document, page 24.

⁸ This takes cognisance of the just ended politically and economically volatile situation where almost every politician, business person, trader, development practitioner, etc, wanted to target the rural woman as a vital source of support; one that could easily be manipulated.

“WCoZ are not well-represented at grassroots level – and they are also elitist. Their coordination of bigger NGOs is going to wear out....they are oscillating between coordinating and implementing.”

“It (WCoZ) acted as the coordinator in the beginning but I am not quite sure about the fruits of the coordination....most of the things are happening in Harare...it’s not what we thought it was going to be”.

WCoZ are also seen as not being inclusive in their operations, even though on paper they would have indicated their intention to reach out to every woman in the country. They are seen to be focusing much on the professional and elite woman, whilst the rural and grassroots woman in need of most support cannot be reached by most interventions. There is need to critically rethink the WCoZ strategy on how best it could reach out to the marginalized women mainly in peri-urban, farm and rural settings. Some members felt that they have had enough workshops, and what was now imperative was the need to go and reach out to these women they will be representing in the workshops.

Whereas members and partners have made these observations, it is also incumbent upon them (members and partners) to realize that they are also responsible for taking the WCoZ message downstream, rather than just expecting WCoZ secretariat to do it. The idea is that of the coalition to influence its members to reach out to lower level institutional structures, and ultimately, to the woman in the rural or peri-urban household. WCoZ has done well in laying a foundation for establishment of networks and partnerships, particularly through setting up provincial Chapters and teaming up with other organizations in tackling topical issues like HIV and AIDS, GBV, sexual and reproductive rights, as well as gender mainstreaming and economic empowerment.

Even though WCoZ established provincial Chapters, there is need for more consultations and involvement with the wider membership on key decisions and plans. A number of WCoZ members interviewed at Chapter and organizational levels felt they were being marginalized with regard to strategic decision making for the coalition. Decision making is centralized in Harare as one respondent said,

“You go to meetings to rubber-stamp what they(Secretariat) will have already planned.”

This indicates that WCoZ still needs to strengthen its operations, particularly with regard to coordination and management of the network.

Making sure the sector adheres to the funding requirements and are reporting to the fund manager on time.

The coalition had no planned activities to strengthen the capacity of member organizations in financial management and reporting. This function was provided by UNIFEM, the fund

manager, through financial management trainings for GSP grantees. However, this does not mean that the coalition does not have a role to play in ensuring that its membership adhere to set financial management standards and reporting requirements. The secretariat is expected to put in place a monitoring mechanism to ensure that its membership is compliant to agreed procedures and code of conduct.

Mapping the gender equality sector and women's movement in Zimbabwe (i.e. who is doing what, where and the target groups)

WCoZ has done fairly well in this respect. In their operations, WCoZ do not rely only on the skills within the Secretariat office, but on all the other members depending on their specialty, and this works well considering the diversity of skills within the membership. The fact that WCoZ is apportioning some of its functions to members implies that they have a fairly good knowledge of the gender sector and the women's movement, though there is room for improvement.

At times WCoZ activities have been viewed as 'too feminist', by some respondents. This is an inevitable consequence of the coalition's role to stand for both the gender sector and the women's movement. Where and how does WCoZ draw the line without being labeled feminist? Closely linked to this is the situation where WCoZ is dealing with a wide range of members with diverse backgrounds, and most of whom are older than the coalition itself. Key issues will be how to work on strategic issues that attempt to address needs of such a wide array of membership that ranges from small CBOs, to Trusts and to big NGOs. There might be need to come up with a support strategy that is not uniform for all members, but that accommodates the diversity in the membership.

Interfacing or linking the sector and the government, donors and the UN agencies

With improved ICTs, the Secretariat has laid a good foundation for potentially more vibrant networking, interfacing and linking role for WCoZ. There have been commendable collaborative working relationships with even non-women organizations, as women are involved, directly or indirectly, in the major events and situations happening on a daily basis. A good example of this was seen in Gweru where the WCoZ Midlands Chapter managed to rope in Doves Morgan in their activities, on grounds that it is women who make the most vigils during funeral wakes, thereby having a stake in liaising with organizations in the undertaking business.

The Directors' Summer School initiative by WCoZ is a good platform for creation and strengthening of executive skills development for women. Funds permitting, this should see women even undertaking look and learn visits amongst themselves at local, regional and international levels. Most members maintain that the issues and themes being addressed in the GSP are relevant to members, since it is the members themselves who participated in their

formulation in NGWESAP. The major issue is that of the extent to which UNIFEM will be able to quickly respond to the requests for support from members, considering its thin local staff base.

The WCoZ Secretariat leadership demonstrated good capacity and vision to drive the coalition into the future. Chapter members are also well informed in matters of project management and leadership, though these can also be improved. Overall, the Secretariat and Chapter committees are very confident, hard working and eager to learn.

Some areas highlighted WCoZ members that may require attention include;

- Investing more resources and effort to bottom-level structures for impact and results
- Establishing databases on gender issues by province
- Safe house facilities and support for members
- Rights awareness on the part of City fathers, local authorities and service providers
- Formulating strategies that allow for sharing of experiences at Chapter level
- Need for more collaborative working relationships with even non-women organizations.
- Education of local authorities (including City Councils) on the need for gender-sensitive budgeting that recognizes the need to address women's issues and priorities.

3.3 GSP Output 3: Funding for the Gender Equality & Women's Empowerment sector effectively coordinated, disbursed & managed

The NGWESAP 2008-11 document clearly spells out the roles and responsibilities of both UNIFEM and WCoZ. However, there still appears to be some contentions on role clarity and clash of interest between the two institutions that are supposed to play complementary roles. The roles of both institutions have been juxtaposed below for aiding in analysis of possible areas of conflict. The roles for WCoZ point to a largely operational, networking and information collection and dissemination functions. UNIFEM's role, on the other hand, is largely on programme management, financial management and provision of technical support.

The only role carried out by both organizations is on linking the gender sector with the government, donors, UN agencies and other stakeholders at the national, regional and international levels. From the interviews conducted, this does not seem to be the cause of contention. The issue appears to be who should be responsible for the management of the programme. Whilst it is noted that for sustainability purposes the programme needed to be run by local institutions vis-à-vis UN agencies, capacity challenges within local institutions need to be prioritized. What this means is that the programme should promote capacity building of local institutions with a clear road map being agreed by all stakeholders.

In addition it is also incumbent upon both UNIFEM and WCoZ to use the GSP Steering committee and other relevant avenues to conscientize stakeholders on their roles so that they will formulate realistic expectations from a more informed perspective. Whilst there was high participation of members during formulation of the strategic and action plan, members feel not fully involved in some key decisions during implementation. The evaluation consultants view the Partners forum as an important platform that can also be used for information dissemination and effective participation of gender sector members. The GSP grantees convened once since the start of the programme. It is recommended that in the early phases of implementation it is important that the Partners Forum would convene at least twice per annum.

Table 2: Roles of WCoZ and UNIFEM as outlined in NGWESAP

WCOZ ROLES	UNIFEM ROLES
i. Coalition building and facilitation of functional and value adding networks and partnerships in the sector;	i. Assisting in resource mobilization;
ii. Making sure the sector adheres to the funding requirements and are reporting to the fund manager on time;	ii. Disbursement of funds to the gender equality and women’s empowerment sector;
iii. Mapping the gender equality sector and women’s movement in Zimbabwe (i.e. who is doing what, where and the target groups);	iii. Provision of technical backstopping and strengthening (both institutional and operational) to the gender equality and women’s empowerment sector
iv. Interfacing or linking the sector and the government, donors and the UN agencies.	iv. Resource tracking
	v. Monitoring & evaluation of grantees’ programmes;
	vi. Link the gender equality and women’s empowerment sector with the UN system and funding partners at national, regional and international level

4. Analysis of Programme Overall Performance

Programme Design and Theory of Change

The programme goal, purpose and outputs demonstrate a logical flow of cause and effect. Figure 1 below demonstrates this linkage and assumptions made for their achievement. The NGWESAP outputs address key areas that are important for a vibrant gender sector necessary for achieving gender equality and women's empowerment. It is also important to note that out of the 14 outputs in NGWESAP, 6 of them focus on the creation of an enabling environment for the empowerment of women (Table 3). The other outputs focus on specific issues such as capacity building of institutions, changing institutional and societal attitudes and perceptions on equity and human rights and women's rights, direct empowerment of women and girls in all spheres (social, economic and political).

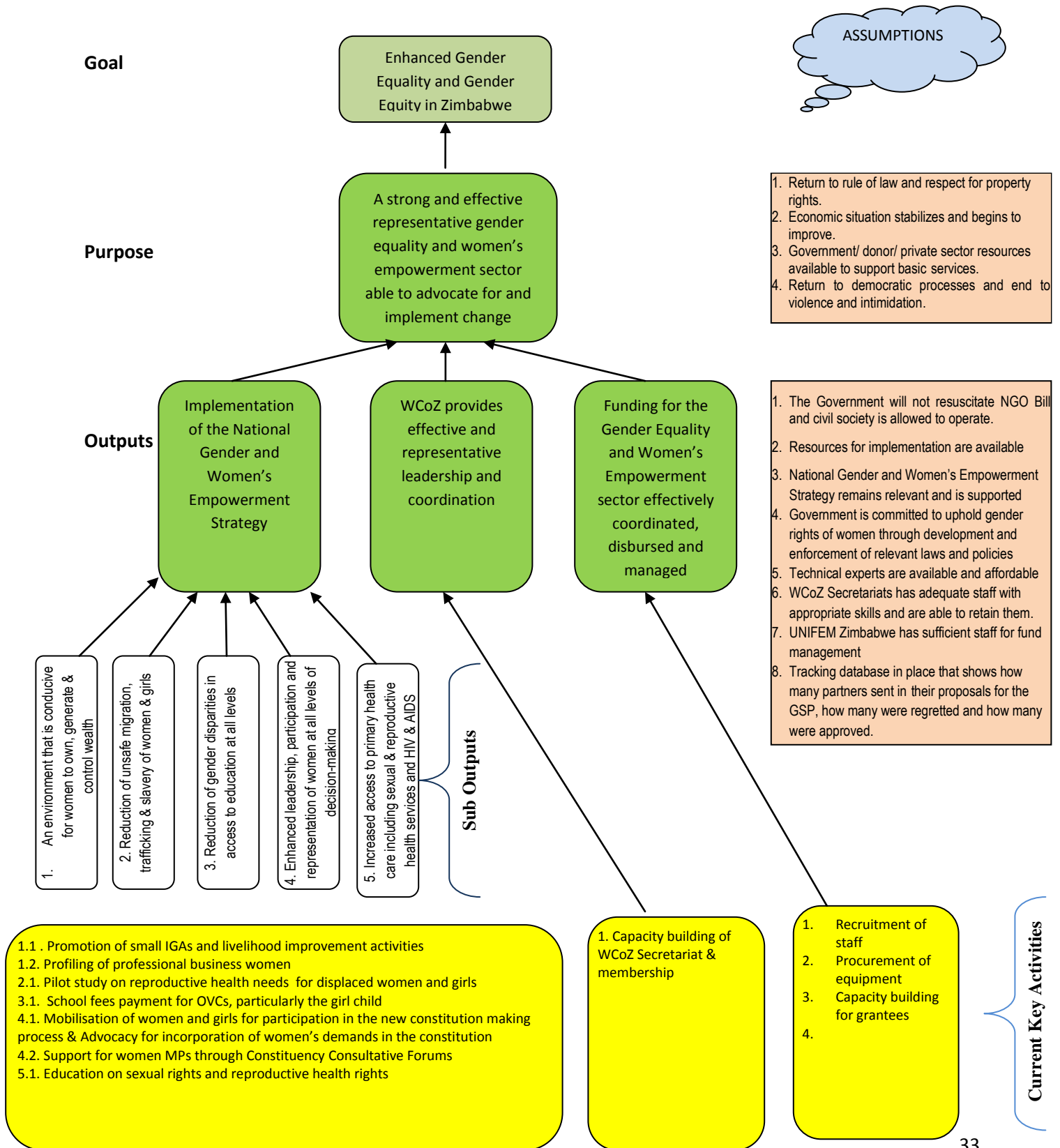
Table 3: Key Focus Areas for NGWESAP

Focus of NGWESAP Outputs	# Outputs
1. Creation of an enabling environment (policies, laws and regulations)	6
2. Institutional and organizational capacity building	4
3. Changing institutional and societal attitudes, perceptions and actions on gender equity, human rights & women's rights	2
4. Empowerment of women and girls in all spheres (social, economic & political)	2

Focus on creation of enabling policies and legislation was very relevant at the formulation of NGWESAP. Considering the break-down of the rule of law from 2007 and ineffectiveness of law enforcement agencies in protecting the masses, the need to restore law and order was a priority. In an effort to curb the activities of NGOs, government came up with an NGO Bill which threatened the effective operation of NGOs. However, the Bill was never signed into law. But for a larger part of 2008, NGO operations were suspended. The period saw the enactment of such legislation as the Domestic Violence Act. However, implementation of ensuing policy and legislation is still seriously lagging behind. This requires concerted effort by the gender sector players to vigorously lobby and educate the various public institutions on the legislative and policy provisions.

The Global Political Agreement signed at the beginning of 2009 ushered in some level of economic stability and restoration of law and order, culminating in the constitution making process. But with political parties gearing for elections in 2011, violence and the break-down of law and order are bound to happen as necessary conditions for a peaceful election campaign are not available or guaranteed. It is important that peace building efforts initiated by some GSP

Figure 1: GSP NGWESAP THEORY OF CHANGE



grantees over the last period be strengthened and scaled up in preparation for the imminent elections in the foreseeable future.

One major area of focus by GSP partners during the period under review was mobilization of women and girls for participation in the constitution making process. During this period women groups managed to coordinate and submit 14 demands for consideration in the new constitution.

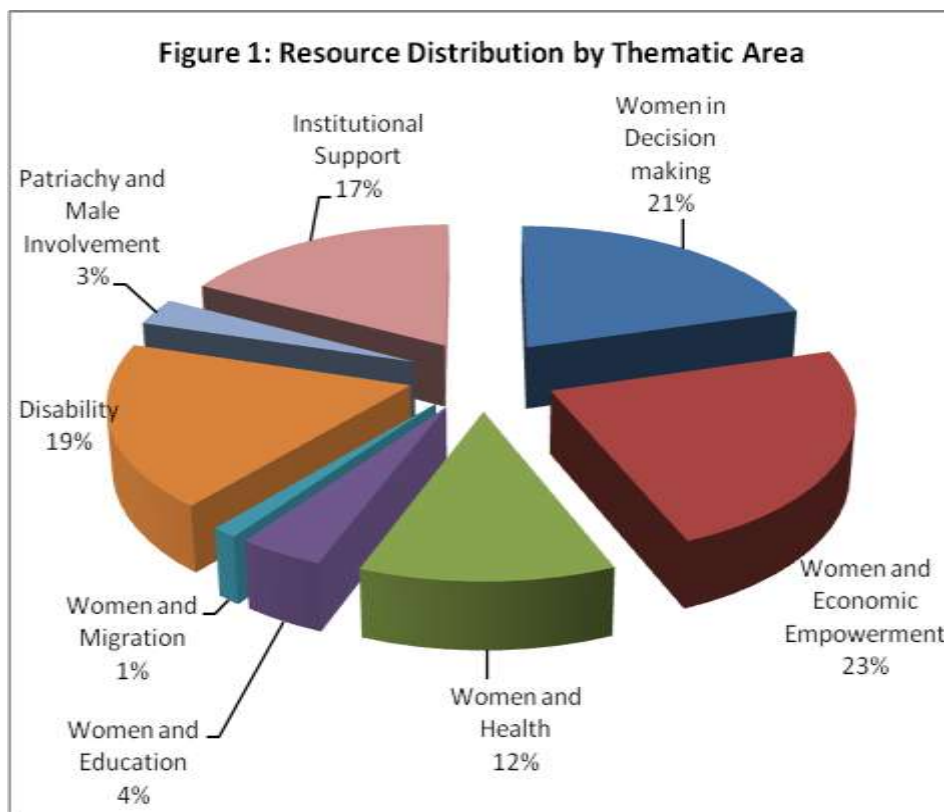
Institutional and organizational capacity largely focused on building the capacity of implementing organizations for effective programming and to further enhance accountability to stakeholders. UNIFEM facilitated training of partners in results based management, financial management and proposal writing.

Changing institutional and societal behavior, perceptions and attitudes and socio-economic empowerment of women and girls had the least number of outputs in NGWESAP. However , this does not translate into limited focus on the specific outputs during the period under review. Two thirds of GSP grantees over the last period implemented activities to address three thematic areas; Women and Decision making, Women and Health and Women and Economic empowerment. These addressed issues targeted at changing behavior, attitudes and directly uplifting the socio-economic status of women. However most of the interventions were very small and at a pilot stage to make an significant contribution to the outputs at a regional or national level. Interventions need to be scaled up to cover wider populations in order to realise societal transformation.

Financial Management

A total of USD 685,358 was disbursed to 30 organizations for programme activities designed to address all thematic areas identified in NGWESAP. The figure below shows resource distribution by thematic area.

UNIFEM's financial management systems and procedures are commendable. The major challenge with the procedures has been on timely disbursement of funds from the time the projects had been approved. From the time of approval, it took about 3 months for more than 75% of grantees to receive the funds. This tended to delay the implementation of the planned activities. However, the evaluation found that 80% of planned activities had been fully implemented during the period.



There are indeed some good reasons for the delays particularly in the first call for proposals whereby the need for conducting thorough institutional assessments of potential clients prior to disbursement is indispensable. Other reasons for delays include the need to allow UNIFEM to build the capacity of partners before disbursement. Partners are also required to implement certain requirements like aligning their program documents, among others, before they can receive the funding. According to UNIFEM most of delays in disbursement of partner funds are caused by delays by the partners in complying with certain contractual specifications and requirements that go with the funding.

On determination of funds awarded to particular organizations, it was noted that there was need for more consultations with members whose proposal budgets were reduced by more than 50%. At times little regard was given to the expected impact of work to be conducted with limited resources. Some organizations accepted the reduced budgets hoping that they would be able to secure co-funding which never really materialized. There is therefore need for the appraisal committee to critically and holistically assess the expected outcomes of the support provided.

Technical Support and Monitoring & Evaluation

UNIFEM organized a number of capacity building trainings for the grantees that include;

- Results Based Management Training

- Financial Management Training
- Monitoring and Evaluation Training
- Proposal Development Training

These have indeed improved programming and reporting efforts of the partners. Almost all respondents indicated that the time frame was too short and there was need for follow-up activities with support being directly provided to partners in their work stations. Some small organizations who had never been exposed to such training before desperately needed follow-up services. For the agencies visited, it was noted that UNIFEM had conducted at least one monitoring visit. However, it was noted that UNIFEM and funding partners seldom attended to calls by partners to visit their projects. This made UNIFEM lose out on important opportunities for generating lessons and feedback on its own performance as a coordinating body.

Impact and Sustainability

UNIFEM's political and diplomatic position has allowed it easier accessibility to policy makers and implementers, and this makes it easier to advance critical processes that require action in the GSP. Whilst it is still too early to talk about impact, there are some notable processes with a significant effect on the overall impact and sustainability of the programme. The following are some of the key steps and processes worthy noting;

- Collaborative working arrangements have been seen to be working towards program sustainability. For instance, Nyahunure in Mutoko has attracted other donors to support organizations that are doing well. YOWLI now has 5 donors that have come to assist them on top of UNIFEM through GSP.
- Institutional capacity strengthening
- Technical support in proposal writing
- Strategic partnerships, e.g. with GRM, where UNIFEM are now the 'Gender Consultants' to GRM
- UNIFEM is now moving into joint programming with other UN agencies and other donors (basket funding)

Institutional Arrangements and Roles of UNIFEM and WCoZ

In terms of institutional arrangements, UNIFEM as a Fund Manager, has worked very closely with Government Ministries and Departments and in so doing works to broker positive working relationships between Government and civil society organizations, especially women's groups and networks. They have also woven some key collaborative relationships with people in key positions in society, and this makes it much easier for them to conduct advocacy and policy lobbying. Despite some shortages in human resources, UNIFEM appear to have executed their duties as Fund Manager fairly well. The agency has been pivotal in creating and sustaining a critical mass of players and stakeholders that are keeping the gender and women's sector

buoyant. As has been highlighted earlier on, there will be need to recast the roles and responsibilities of WCoZ and UNIFEM for improved inter-agency collaboration and program sustainability.

Both UNIFEM and WCoZ have to facilitate a process where members see beyond being motivated by the prospects of funding to join WCoZ or to be part of the GSP. There is need to work more on enhancing value for membership.

5. Conclusions and Recommendations

Under each section of the report some conclusions and key recommendations have been made for each thematic area as well as for the implementing partners and fund manager. Below is a summary of some of the key recommendations arising from the evaluation. The recommendations are classified by target group.

Programme Level

- To address gender inequality, education, particularly for the girl child and young women, is very critical. If women and girls are to be empowered then education is indispensable. The imbalance was noted to be very high in rural and peri-urban communities where cultural and religious practices do not provide equal opportunities to boys and girls. [*UNIFEM, Project Appraisal Committee*]
- The programme also needs to channel resources towards provision of legal services in the gender sector, where cases requiring legal support are rising by day. [*UNIFEM, Project Appraisal Committee*].
- The Programme needs to build on the successes recorded and replicate successfully tested economic empowerment strategies if impact is to be realised at a larger scale. Economic empowerment activities need to be conducted and supported under all thematic areas if impact is to be realised across all areas. The women and economic empowerment theme should be central in most of the GSP projects. [*UNIFEM, Project Appraisal Committee, Implementing Partners*].
- For greater impact, the GSP would need to carefully identify and support projects that can jointly and individually contribute to the outcomes and outputs of the thematic area. This approach should be clear throughout all the processes of engagement from the call for proposals to the selection of implementing organizations. [*UNIFEM, Project Appraisal Committee*].

- The programme needs to come up with strategies to support learning across agencies addressing similar thematic areas. This would entail regular meetings between agencies focusing on similar thematic areas and sharing of best practices. [*UNIFEM, WCoZ Secretariat*].
- Consideration should be given towards creating a platform for open submissions of funding proposals that are not necessarily limited to calls for proposals. This is because sometimes calls become too restrictive, where potential recipients are just responding to them. Agencies end up just trying to fit into a budget without paying attention to the achievement of results. In this vein, calls for proposals may inadvertently kill the initiative that will be important for the sustainability of interventions by grant recipients. [*UNIFEM*]
- In the next phase, the programme should seek to extend the implementation of successfully tested strategies to the wider community for greater impact. In addition, the programme needs to finalize the findings of a study conducted on the economic empowerment of women and this will serve as programme level baseline data under this thematic area. [*UNIFEM, Project Appraisal Committee*]
- To complement efforts by the gender sector, there is need for the GSP to capacitate grantees to work on educating service providers and policy makers, including urban and rural local authorities, on gender mainstreaming issues as well as introducing and strengthening gender-sensitive budgeting. [*UNIFEM, WCoZ Secretariat*].

Donor Community/ Project Steering Committee

- The Gender Support Programme is a relevant programme addressing critical issues in the gender sector. In its first year of implementation, the programme has successfully identified and pilot tested interventions that can enhance gender equality and gender equity in Zimbabwe. For greater impact, the interventions need to be scaled up, become more focused and adequately resourced.
- The donor community should consider supporting the programme with more funds and review project implementation period. The current level of funding is not adequate and the period of implementation (one year) is not that amenable to realization of project results and impact. The short time inadvertently generates a rushed implementation mode that may compromise on quality of interventions. Interventions would better be progressive, where partner organizations and grant recipients see longevity of the partnership.
- There is need to work at reviewing and clarifying roles between UNIFEM and WCoZ to address some ‘latent discord’ in coordination, which may have the potential to develop into open hostility, thereby creating fractures in the GSP. The GSP Steering Committee must play

a pivotal role in this, ensuring that this issue is tackled head-on without being superficially glossed over.

UNIFEM

- Depending on UN policy, UNIFEM Zimbabwe office needs to be fully capacitated with senior level staff with authorizing and signing powers. This should see a reduction in the time lag from approval of a funding proposal to disbursement of the funds. This will become particularly critical when, in the event of emergencies, members want to apply for emergency response funds in future.
- There is need for UNIFEM to lead in the development and strengthening of a participatory M&E system that provides effective follow ups on the massive investments made by the GSP in issues like training and grants disbursed, among others. This should make grant recipients more accountable whilst at the same time improving their program ownership, with a bearing on sustainability. In relation to this, the M&E should also include a platform for providing feedback and coaching to applicants whose proposals would have been rejected, to enable them realize where they went wrong and how to improve in future. Support visits, even in the absence of funding for the organizations visited, could be encouraging to them. The funding time lag and partner compliance issues could also be addressed by such an M&E system.
- UNIFEM needs to facilitate the trainings of all GSP grantees in the mainstreaming of various cross- cutting issues of the programme. For instance, deliberate consideration of cross-cutting issues such as disability across all interventions was very low.
- There is need to review the financial disbursement process and ensure that all processes (from approval to financial disbursement) are conducted at the UNIFEM Harare Office. UNIFEM Johannesburg need to seriously consider building the capacity of the Harare office to undertake all such activities.
- Following a period characterized by underfunding of the gender sector, most GSP grantees indicated challenges in remuneration of project staff. The programme did not provide for staff salaries. In addition, the 10 % administration fee disbursed at the end of the implementation period would have alleviated some administrative challenges if provided at the start of the programme. In addition to early disbursement of administration fees, the programme should consider covering costs for key project personnel.

WCoZ

- There is need to review the role of WCoZ in the GSP institutional structure. WCoZ sits on the GSP Steering Committee, and this raises eyebrows within the coalition, particularly when it comes to selection of grant recipients, where WCoZ will also have applied for the same

funding. The prudence of grant recipients sitting in the steering committee is highly questionable. It should be clearly understood that WCoZ recuse themselves from the steering committee when it comes to selection of grant recipients when they would also have applied for funds.

- Besides provision of technical and institutional support to WCoZ secretariat, there is need to come up with clear strategies that enhance the effectiveness of WCoZ across all provinces. This may entail decentralization of activities carried out by WCoZ secretariat to provincial Chapter chairs. Such decentralization should be coupled with capacity building of the same Chapters to carry out coalition activities. Institutional support would also enhance sharing of experiences at Chapter level and WCoZ's ability to reach out to the woman at grassroots level, who is usually in most need for support.

6. Annexes

6.1 Institutional Arrangements in NGWESAP and GSP

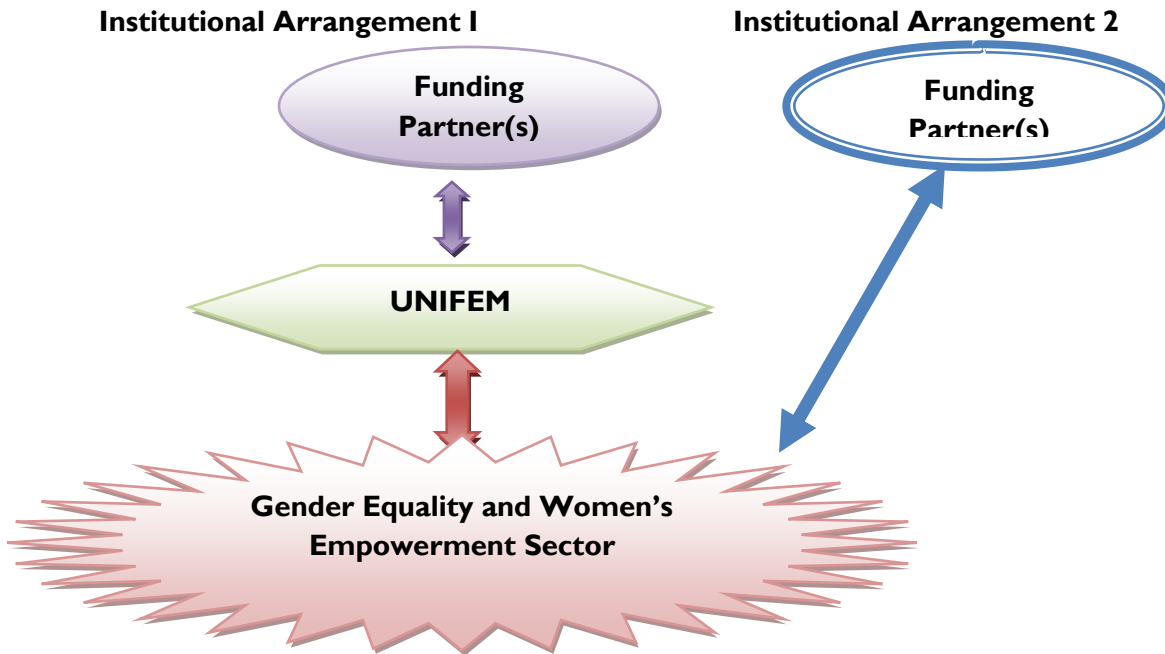


Diagram adapted from the NGWESAP Action Plan document, 2008 – 11, page 23

6.2 Terms of Reference

Mid Term Evaluation of the National Gender and Women's Empowerment Strategy and Action Plan and the Gender Support Programme

1. Background

The United Nations Development Fund for Women (UNIFEM) is the Women's Fund at the United Nations. It provides financial and technical assistance to innovative programmes and strategies that promote women's human rights, political participation and economic security. Placing the realization of women's human rights and security is at the centre of all its efforts. UNIFEM promotes gender equality and links women's issues and concerns to national, regional and global agendas fostering collaboration and providing technical expertise on gender mainstreaming and women's empowerment strategies. In 2006/7 a Gender Scoping Study (GSS), was commissioned by five donors (EC, DFID, USAID, CIDA and SIDA) in Zimbabwe due to shared concern over the fragmented approach to gender and women's empowerment programming and lack of clarity on mapping of stakeholders in the gender sector. The study revealed the non presence of a working body for the gender sector, which led to limited coordination at all levels; poor funding of the sector and non-existence of monitoring and evaluation systems to track progress within the sector and make corrective measures. The lack of a coordinated approach led to duplication of effort, inefficiencies and ineffectiveness in programming and made it difficult to identify gaps and priorities in the sector. The glaring shortcomings pointed to the need to establish an implementation and management structure that is well coordinated with harmonized approach in the development and implementation of strategies and actions in the sector.

The three year National Gender and Women's Empowerment Strategy and Action Plan (NGWESAP) 2008-2011 was developed to address the above highlighted problems. The strategy was agreed after nation-wide consultative efforts by various stakeholders within the gender and women 's empowerment sector and is a working framework for implementation of strategies and actions in the gender sector. It is aimed at streamlining the work of the sector towards maximum impact on the lived realities of women, avoidance of duplication of effort, greater complementarities and coordination between and among CSOs/CBOs and donors. Consistent with the Paris Declaration on Aid Effectiveness, basket funding was recommended as the preferred option to support the gender and women's empowerment sector in Zimbabwe giving birth to the Gender Support Programme (GSP). In this arrangement, UNIFEM was selected as fund manager based on its neutrality and preexisting arrangement with the European Commission (EC) funds for Women Coalition of Zimbabwe (WCoZ) membership. Over time, other donors namely DFID and The Royal Danish Embassy made contributions to this fund which is now in excess of five million US dollars. The Gender Support Programme is guided by 5 thematic areas prioritized and selected by stakeholders during the consultative process, these are:

- Women and economic empowerment;
- Women in decision-making;
- Women and education;
- Women and health;
- Women migration, forced displacement and trafficking.

For all the above thematic areas there are cross-cutting issues, specifically Legal reform; Gender Budgeting; Disability; Gender and labour; Targeting and Male involvement.. **Programmatic cross-cutting issues** to be mainstreamed in all the thematic areas include Research and documentation, Institutional Capacity Strengthening and Strategic partnerships. Each year UNIFEM puts out a call for proposals on the above thematic areas. These calls are responded to by several Women's organizations, FBOs', CBOs' and other groups that have the interests of women as their top priority. In 2009, UNIFEM made two calls for proposals and a total of 30 Grantees were successful. The grantees are meant to ensure the fulfilment of the thematic areas. Institutional assessments and monitoring visits of GSP grantees have been conducted with the aim of assessing impact, results and implementation of activities.

The midterm Mid-Term Evaluation is necessitated by three major forces; firstly, both NGWESAP and GSP are halfway to completion thus the need for a midterm reflection to inform future programming. Secondly, NGWESAP and GSP were conceived when Zimbabwe was undergoing a humanitarian crisis. However, with the signing of the Global Political Agreement, and the enactment of the Inclusive Government, Zimbabwe is now in a transitional period, this shift in the socio political and economic environment necessitates a Mid-Term Evaluation of the priorities set out in NGWESAP which informs GSP. Thirdly, a midterm Mid-Term Evaluation is in fulfilment of donor requirements and in conformity to UNIFEM's Evaluation Policy.

2. Purpose

The overall purpose of the Mid-Term Evaluation will be to assess progress towards achieving programme Outputs, Purpose and Goal, and consider the validity of Assumptions made in the Logical Framework. The Mid-Term Evaluation will be a reflective and forward-looking exercise. It will reflect on what results have been achieved through the implementation of NGWESAP and GSP and will analyze lessons learned. The conclusions of the reflection exercise will then inform decisions on the parameters for formulating an updated NGWESAP and GSP and on how to support the strategic goals of the two as necessitated by developments in the transitional period.

This Mid-Term Evaluation is aimed to answer some key questions relating to results, relevance, effectiveness and efficiency of NGWESAP and the GSP programme UNIFEM's comparative advantage in strategies, management and technical support. The Mid-Term Evaluation will validate and further explore findings from the institutional assessments and monitoring visits and additionally examine outcomes and a potential forward-looking framework of GSP programming in the remaining period and years to come.

The Mid-Term Evaluation will generate information that will eventually feed into UNIFEM's reporting on the GSP, on attainment of strategic goals and outcomes and managing for results. The GSP logical framework and the indicators therein will be the basis for the Mid-Term Evaluation. The Mid-Term Evaluation will be used by the GSP

Steering Committee and stakeholders in the gender and women's empowerment sector in order to map out the strategic thematic areas that GSP should be focusing on in the next one and half years and the future of GSP.

3. Scope

The Mid-Term Evaluation will be for a period of 4 weeks covering progress of GSP from March 2009 - June 2010 and NGWESAP from 2008 to June 2010. In the time period available it will not be possible for the Mid-Term Evaluation Team to do an in-depth Mid-Term Evaluation of all the interventions, to visit all geographic areas, and to interact meaningfully with all implementing and technical partners. It will therefore be necessary for the Mid-Term Evaluation Team, in consultation with UNIFEM and the GSP Steering Committee, to select a cross section of specific interventions, geographic areas and partners for more focused evaluation.

Attainment of the goals and outcomes in NGWESAP and the GSP involves many actors of which UNIFEM is one, and so attribution is often difficult. Recognising the above limitations, and with full participation of NGO partners and other key stakeholders, particularly EC, DFID, DANIDA, and the Women's Coalition, the learning-oriented Mid-Term Evaluation then aims to achieve the following specific objectives:

1. Evaluate progress towards achieving GSP and NGWESAP programme outputs, objectives and purpose.
2. Assess how UNIFEM's input and role makes a difference in the context of a wide range of actors.
3. Identify and analyze strategic areas for NGWESAP and GSP focus areas in the context of the transitional period and making an impact in the gender sector.
4. Assess whether the current call for proposals is the best modality for achieving impact.
5. Propose recommendations for revisions of NGWESAP and new programme framework for GSP.

These objectives will be met by identifying key results, strengths and challenges of the implementation of GSP and NGWESAP and by identifying, analyzing and synthesizing key lessons learned on issues relating to development and organizational effectiveness.

4. Specific Terms of Reference

Specifically the Evaluation Team will address the following:

4.1. Mid-Term Evaluation of NGWESAP

Relevance: Evaluate the NGWESAP thematic areas and assess whether the thematic areas and objectives are still relevant.

- Assess the likely impact of thematic actions as outlined in the strategic action plan.
- **Effectiveness:** Assess the progress made towards achievement of the expected results and what are the reasons for achievement or non-achievement?
- Consider the extent to which partners have bought into NGWESAP and the extent of their contribution towards achieving the goal.

4.2 Mid-Term Evaluation of overall GSP

- **Effectiveness:** Consider the extent to which planned programme outputs are contributing to the Purpose and whether they are still relevant and realistic. What are the reasons for achievement or non-achievement?
- Consider the contribution of the Purpose to the programme goal
- **Relevance:** Do the activities of the programme address the problems identified? Consider whether the Risks/Assumptions identified during programme design remain valid; whether they are impacting on the programme Purpose; how they are being managed and whether any new Risks/Assumptions have been identified or are emerging.
- Based on findings regarding progress made towards achievement of the expected results, assess the likelihood of the programme achieving its purpose, and make recommendations accordingly.
- **Efficiency:** What measures have been taken during planning and implementation to ensure that resources are efficiently used?

4.2.2 Mid-Term Evaluation of specific GSP Outputs

Output 1: Implementation of the National Gender and Women's Empowerment Strategy

- **Relevance:** Evaluate the GSP thematic areas and consider whether all thematic areas received support. Assess whether the GSP should focus on all the thematic areas.
- Evaluate the extent to which the commissioned gender focused research and analysis was relevant, and how it has been used.
- Assess the appropriateness of interventions for target groups, especially community groups, vulnerable and excluded groups, the disabled people and men. To what extent have beneficiaries been satisfied with the results?
- **Effectiveness:** Evaluate the programme performance and achievements of stated targets in the Logical Framework.
- Does the programme have effective monitoring mechanisms in place to measure progress towards results?
- **Efficiency:** Have UNIFEM's organizational structure, managerial support and coordination mechanisms effectively supported the delivery of the programme? Could activities and outputs be delivered with fewer resources without reducing their quality and quantity?

Output 2: Women's Coalition of Zimbabwe (WCoZ) provides effective and representative leadership and coordination

- **Relevance:** Are the objectives of WCoZ addressing identified rights and needs of women's groups in Zimbabwe? How much does WCoZ contribute to addressing women's and human rights priorities?
- **Effectiveness:** Assess the extent to which GSP has provided support for the capacity strengthening of WCoZ membership and the secretariat.
- Assess the degree to which the WCoZ has increased its membership.
- **Efficiency:** What measures have been taken by WCoZ to ensure that resources are efficiently used?
- **Sustainability:** To what extent does WCoZ demonstrate leadership commitment and technical capacity to continue providing effective and representative leadership and coordination?

Output 3: Funding for the Gender Equality and Women's Empowerment sector effectively coordinated, disbursed and managed

- **Relevance:** What is UNIFEM's comparative advantage in acting as fund manager for the GSP?
- **Effectiveness:** Evaluate the role and effectiveness of UNIFEM, the Women's Coalition and Donor Partners in the GSP.
- Evaluate the role and effectiveness of the various GSP committees and assess appropriateness of composition, governance structure, transparency and information sharing.
- Evaluate the effectiveness of the programme's institutional assessments, monitoring, reporting and their uptake and usefulness in shaping/informing programme implementation.
- Assess the effectiveness of monitoring and evaluation processes by UNIFEM and GSP Partners.
- Assess the role and impact of capacity strengthening efforts of GSP partners.
- Evaluate the impact of partner's capacity on handling grants and how this has or could affect the cost effectiveness and overall delivery of the projects.
- Evaluate the project cooperation agreement and assess compliance and use by Partners.
- **Efficiency:** Evaluate expenditure to date against the programme's budget. Could activities and outputs be delivered with fewer resources without reducing their quality and quantity?
- **Sustainability:** Analyse the impact and sustainability of programme interventions substantively and financially. Is the programme supported by national/local institutions? Do these institutions demonstrate technical capacity to continue to work with the programme or replicate it? What capacity of national partners (e.g. expertise, management, financial resources, staffing) has been strengthened?

4.2.3 Institutional Arrangement

- **Relevance:** Evaluate the extent to which the institutional framework is appropriate including the roles of the various committees at all levels.
- **Effectiveness:** Assess the effectiveness of the Programme's communication and decision-making system,
- **Efficiency:** Have the institutional arrangements and coordination mechanisms effectively supported the delivery of the programme?
- **Sustainability:** Assess the degree of commitment of all the project parties to continue working with the GSP or replicate it.

4.2.4 Consider revisions to the existing programme

In the light of the above, evaluate and make recommendations on possible improvements which could be practically implemented during the remainder of GSP (**and NGWESAP?**) in the areas of:

- Thematic areas – priority areas of interventions
- NGO, coalition & community based approaches
- Up-scaling
- Programming for results
- Monitoring and evaluation
- Other improvements to general implementation of the various initiatives

4.2.4 Recommendations for another GSP

Support to GSP is up to 2012 and NGWESAP 2011 and in preparation for the design of another programme to augment GSP after 2012, make recommendations on:

- Who should be the target beneficiaries and how they are best targeted (e.g. NGO vs Community targeting).
- Types of interventions which are most appropriate, have the most impact for the target beneficiaries and which have the potential for scaling up.
- The advantages and disadvantages of working through civil society organizations and coalitions and options for improvements to the working relationships.
- Improvements to the coordination, monitoring and evaluation of the programme.
- Options for the management of Partner contracts.
- Role of UN, The Women's Coalition of Zimbabwe and Donor agencies.

5. Existing Information Sources

- National Gender and Women's Empowerment Strategic Action Plan (NGWESAP)
- Gender Scoping Study
- Gender Support Programme Tools and Systems
- Validation Report
- GSP Concept Note and Logical Framework
- Capacity Development Reports
- Institutional Assessments
- Grantees progress reports (narrative and financial)
- Monitoring Reports

6. Methodology

The methodology will incorporate rights based participatory approaches that are gender sensitive. The Mid-Term Evaluation team will use multiple data methods that are both qualitative and quantitative and will consider among other processes a desk review, meetings, consultations, workshops with different groups of stakeholders. The Mid-Term Evaluation team will also consider data collection instruments and methods for example interviews, observations, focus groups, and site visits. The proposed methodology will be developed by the Mid-Term Evaluation team and presented for approval to the evaluation task manager. The methodology should include:

- An evaluation design that builds on the above detailed objectives, scope and evaluation questions, including an evaluation matrix
- The instruments and tools to be used for gathering relevant information and data, including identification of different key informants to be interviewed;
- The approaches for the analysis and the interpretation of data (e.g. types of data analysis used, data collection instruments, the level of precision, sampling approaches);
- Expected measures that will be put in place to ensure that the evaluation process is ethical and that the participants in the evaluation – e.g. interviewees, sources – will be protected (according to the UNEG Norms and Standards and UNEG Ethical Guidelines, see <http://www.unevaluation.org/ethicalguidelines>)
- A detailed work plan indicating timing of activities, responsibilities, and use of resources

7. Stakeholder participation

Key stakeholders to be considered include UNIFEM programme staff, GSP grantees including Women's Coalition of Zimbabwe members and staff, and donor partners. To the extent possible and following UNIFEM Evaluation Policy the evaluation will aim at engaging particularly marginalized and vulnerable groups throughout the process..

The GSP Steering Committee will act as a reference group and will be involved at various stages during the Mid-Term Evaluation process. This includes, inter alia, providing comments on the TOR, on the inception report and draft report, and supporting the utilization and dissemination of the Mid-Term Evaluation findings. At the beginning, the GSP Steering Committee will receive a briefing about the purpose of the Mid-Term Evaluation and the expected involvement during and after the Mid-Term Evaluation process. GSP partners will be included in data collection and analysis, reporting, dissemination and follow-up.

8. Expected Products

The following deliverables are expected from the mid term evaluation exercise:

Deliverable 1: An inception report which contains evaluation objectives and scope, description of evaluation methodology/methodological approach, data collection tools, data analysis methods, key informants/agencies, evaluation questions, performance criteria, issues to be studied, work plan and reporting requirements. It should include a clear evaluation matrix relating all these aspects and a desk review with a list of the documents consulted. (5-8 pages max)

Deliverable 2: Power point presentation (10 slides max) of preliminary findings to GSP Steering Committee and then to the key stakeholders. The comments made by key stakeholders should inform the draft report.

Deliverable 3: Draft mid-term evaluation report (15 pages max) which should be delivered with adequate time to allow stakeholder discussion of the findings and formulation of recommendations.

Deliverable 4: Final mid-term evaluation report (20 pages max) which should be structured as follows:

- Executive Summary (maximum five pages)
- Programme description
- Evaluation purpose
- Evaluation methodology
- Findings
- Lessons learnt
- Recommendations
- Annexes (including interview list – without identifying names for sake of confidentiality/ anonymity, revised logframe, data collection instruments, key documents consulted, Terms of Reference).

Once the draft report is available, a dissemination strategy will be developed by the evaluation task manager. It will specify the key audience for the findings of the Mid-Term Evaluation and how the report will be disseminated e.g. through UNIFEM intranet, UNIFEM newsletter, the Evaluation Resource Center etc. Following UNIFEM Evaluation Policy, a management response will be prepared by the commissioning unit within 6 weeks after completion of the report. It will specify the key actions to be taken, key partners to be involved in carrying out the actions and the timeframe for implementation. When preparing the response, inputs should be sought from all parties to whom recommendations are addressed including partners and donors.

The independence of the evaluation team is outlined by the UNEG Norms and Standards as well by the UNIFEM Evaluation Policy. According to the UNIFEM Evaluation Policy, evaluation in UNIFEM will abide to the following evaluation standards: Participation and Inclusiveness, Utilization-Focused and Intentionality, Transparency, Independence and Impartiality, Quality and Credibility as well as Ethical Standards. UNEG Norms and Standards and the UNIFEM Evaluation Policy are publicly available under <http://www.unifem.org/about/evaluation.php>.

The Mid-Term Evaluation team is to act according to the agreed and signed Terms of Reference and to proceed according to all stated agreements.

The team leader shall be identified by the GSP Steering Committee.

10. Management of the Mid- Term Mid-Term Evaluation

A UNIFEM staff member will be designated as the Task Manager of the mid term evaluation to ensure that the mid term evaluation terms of reference are fully satisfied. The Task Manager will coordinate the evaluation process and make follow-up on the evaluation team. The Task Manager will also oversee the evaluation of the Mid-Term Evaluation report by GSP Steering Committee members and relevant UNIFEM staff. The evaluation team leader

will make a presentation of its report to the GSP Steering Committee and relevant partners at a meeting (whose date and venue will be advised by UNIFEM) and finalize the report, taking into account any clarification or recommendations made at the presentation. The team leader will also assist UNIFEM in designing a framework for future GSP programming. The evaluation team will be responsible for logistics: office space, administrative and secretarial support, telecommunications, printing of documentation, etc. The evaluation team is also responsible for the dissemination of all methodological tools such as questionnaires, conduct of interviews; group discussions e.t.c. UNIFEM will facilitate this process to the extent possible by providing contact information such as email addresses and phone numbers. Donors might be requested to provide planning documents, mission reports or other relevant documents.

11. Ethical Code of Conduct

The UN Evaluation Group Ethical Code of Conduct is available on the website of the United Nations Evaluation Group (UNEG) under <http://www.uneval.org/index.jsp> and should be referred to for guidance in conducting the Mid-Term Evaluation.

***Disclaimer**

The material arising from the consultancy team shall be the property of UNIFEM and cannot be used without the express consent of UNIFEM.

6.3 Summary of Key Achievements by Organizations & Thematic Area

6.3.1 Women and Economic Empowerment

Below are highlights of performance by projects implemented under the economic empowerment thematic area.

Regional Export Promotion Trust

In terms of creating an enabling environment for women cross border traders the workshops conducted by REPT in Mutare, Bulawayo and Harare laid a good foundation for the voice of women to be heard in policy formulation and reviews. Cross border trading is one critical economic activity that has been practised by Zimbabwean men and women over the past years as a result of the economic downturn. Provision of trade information becomes critical for the empowerment women cross border traders. A network of women in cross-border trading was established.

However, documentation and dissemination of policy briefs highlighting the views of the women from the workshops was not done.

Zimbabwe Women Against AIDS Poverty and Violence

For the livelihood improvement interventions by ZWAAPV mixed results were realised. Through the Murehwa Green Tourism project, ZWAAPV managed to support community income generating initiatives focusing on the utilization of locally available resources. However, at the time of the evaluation, the community was still to host any tourists.

Some households that accessed start-up capital from ZWAAPV for income generating activities such as poultry farming, candle making and tuck-shops demonstrated that the activities have potential to transform the economic profile of vulnerable rural households. For instance, Mrs Chipo (not her real name) from Chitowa II in Murehwa was given \$200.00 to support her tuck-shop. Through proceeds from the tuckshop, she was able to purchase a generator (worthy \$130.00) which she uses for domestic lighting and operating a radio. She also charges batteries and cell-phones from community members at a fee. From the tuck-shop and generator income, she was able to purchase a water pump and irrigation pipes (worthy over \$200.00) for her 2acre plot. From her gardening activities, Mrs CHipo gets a gross income of between \$5-\$10 per day. Today she is self sufficient and able to purchase uniforms and pay school fees for her 4 children.

Catholic Health Care Commission and Partners

The Catholic Health Care Commission (CHCC) is working in collaboration with two community based organizations (CBOs) to improve the livelihoods of women at Shackleton Mine in Chivhu. Following a situational assessment, the organizations embarked on supporting multiple income generation activities that included group saving and lending schemes, small livestock pass-on schemes and garment making. Whilst potential to improve livelihoods was demonstrated through some individual testimonies, the limited project implementation period and meager financial resources for programme implementation meant that no positive change was made at the community level.

The project funded to the tune of \$8 000.00 was implemented over a period of six months. This meant that resources were overstretched and resulting in poor performance of the project. Participants at a focus group discussion held at the mine pointed out that the interventions were very relevant, but needed more time and resources to make a lasting change. Due to poverty, some beneficiaries of the small livestock pass on schemes ended up consuming project chickens and rabbits and hence were unable to pass on. The limited economic opportunities in the area also adversely affected the group saving and lending schemes as these are only viable where group members participate in viable income generation activities. The project participants expected the implementing organizations to provide start-up capital or establish a revolving fund. The CHCC and partners project is a case of excessive demand but overtly constrained supply, a case of wanting to address a huge problem with barely adequate resources. The result is increased despondency and frustration.

Ekowiza

Ekowiza focused on enhancing the use of ICTs for development and conducted stakeholder workshops in Masvingo which resulted in the formation of Masvingo ICT Taskforce and the Masvingo Young ICT and Advocacy Group. Such results in the short-term demonstrate the relevance and need for the intervention not only for the vulnerable and marginalized men and

women in the remote locations, but also for men and women at all levels in the society. Whilst it may appear as an indirect economic empowerment, it is indispensable for those who need to successfully exploit the various economic opportunities that may be available at national, regional and international levels. The testimony by Irene Maphosa who attended the workshops demonstrates the impact of effective use of ICTs;

“I want to testify that I managed to shoot a short video clip of myself doing a short art performance and send it to the National Arts Council Provincial Office. I was successful and got the privilege to represent Zimbabwe in the Shanghai World Expo in China doing poetry and dance drama. I genuinely believe the video clip gave me a unique approach to market myself and set me apart immediately from the many other aspiring artists vying for this opportunity⁹”.

This project was implemented over a period of six months and through the formation of the task force and Youth ICT Advocacy group, more results are expected to be realised in the future as the task force and the youth group had plans to reach out to the wider community. What may be required is technical support and monitoring of these entities to ensure that they do not crumble in their infancy.

For the GSP, it is important that ICT literacy be seen as mainstreaming issue to be effectively addressed in all programming activities.

PROWEB

Interviews with PROWEB indicate that there is still need to draw out the professional woman from her ‘cocoon’ of too much emphasis on ‘privacy’ and ‘minding one’s own business’ mentality in their lives. This causes them not to participate in important processes that have a bearing on their lives e.g. the constitution making process. It has been argued that whilst most professional women generally got home to rest after a hard day’s work, or spent weekends relaxing at home, it is their maids who attended and made contributions in the COPAC outreach meetings. One interviewee had his to say;

“If you really move among women who work for NGOs and other professionals, you will be amazed...they think they know but they don’t know....to demand rights, you must know the statutory instruments that are there.”

PROWEB came up with a unique focus – media training for professional women. Embedded within this is the desire to target mainly the professional woman, who, according to one informant “...has so many shortcomings but thinks she doesn’t need anyone”. PROWEB has a different mode of operation, in which most people work on a voluntary basis. They also conduct

⁹ EKOWIZA- UNIFEM End of Project Report

their meetings and other engagements after hours. In their view, there is need for women to make demands on government on the many promises that it had made in the past on empowering women, e.g. the SADC Gender Protocol.

The key achievements by PROWEB include:

- Training of 25 professional women in media
- Profiling upcoming and successful women on television
- Running 13 programs on television
- Profiling 13 programs in the newspaper

Whilst the activities conducted by PROWEB are relevant to the needs of the organization, the strategy to economically empower the marginalized women in the society is not very clear. Instead of painting all women with one brush, GSP would need to categorise the diverse groups of women in society and prioritize groups requiring urgent support. This does not mean that the programme should cease supporting professional women as these women also need to be empowered to assume higher leadership and decision making positions in all sectors. It is therefore important to clearly establish the rationale of the strategy and how this would lead to transformation and measurability of the results.

Summary of achievements by selected GSP grantees focusing on economic empowerment

Organization	Key Activities	Achievements, Challenges and Comments
1. PROWEB	<ul style="list-style-type: none"> • Media training for professional women • Gender awareness training for professional women • Profiling successful business women in the media 	<ul style="list-style-type: none"> • 25 professional women trained on the media – one of the women is a regular columnist in the Business Herald. • As a way of encouraging other women to engage in business, Proweb successfully profiled women on national TV, e.g. Bonyongwe, the Director of Heritage School. Aired 13 programs on national TV and profiled 13 articles in newspapers on women in business.
2. CHCC	<ul style="list-style-type: none"> • Conducted a baseline survey that highlighted high levels of illiteracy • Income and savings lending schemes (group lending scheme). • Garment making • Small Livestock pass on scheme • Nutrition Training 	<ul style="list-style-type: none"> • <i>The concept of relatively large organization working in collaboration with small CBOs would enhance the capacity of small organizations to manage projects, but the total funds of \$8000 were too insignificant to make a difference for 3 organisations and the poverty stricken women at Shackleton Mine- women that were displaced as a result of chorela outbreak.</i> • <i>For a project of 6 months with multiple activities there was very little to show on the ground the changes brought about the project except for the need for increased support and monitoring by implementing agencies.</i> • <i>However there is potential to make a difference in the lives of targeted women as pointed out by one woman living with disability. Through the project's group lending scheme, the woman was able to commence her own income generating</i>

		<i>activity and provide school fees and uniform for her child.</i>
3. ZWAAPV	<ul style="list-style-type: none"> • Murehwa Green Tourism (Cultural heritage; traditional foodstuffs & herbal remedies; traditional dances) • Promotion of livelihood improvement activities using existing local resources and provision of skills training (supported projects- poultry farming, candle-making, peanut butter, tuck-shop, flea market) 	<ul style="list-style-type: none"> • A core group with 20 members (16 women & 4 men) run the Murehwa Green Tourism. • The homesteads have not yet received tourists and require rigorous marketing. • Potential to improve livelihoods noted – one beneficiary who received initial capital assistance worthy \$200.00 for tuck-shop commodities was able to grow her income generation activities from the profits and she purchased a water pump (for her vegetable garden) and a generator which she also uses to charge batteries and cell phones for community members. <p>Comments: Building on existing local livelihood initiatives enhances sustainability.</p>
4. EKOWIZA	<ul style="list-style-type: none"> • Focus on information, communication technologies for development • Community/ stakeholder mobilization workshops for the ICT Bill- awareness raising for gender issues in the Bill • Community mobilization/ sensitization for the Constitution making process 	<ul style="list-style-type: none"> • ICT Taskforce formed in Masvingo urban comprised of people drawn from private sector, local authority, NANGO, journalists and young women organizations. Realising the significance and role of ICTs, the taskforce is willing to mobilize and volunteer services to train various groups of Masvingo in ICT Literacy. • Masvingo Young ICT and Advocacy Group formed comprised of young IT experts. The group will be conducting community outreaches and provide free IT training to community groups and young people. • One member from Young Women’s Christian Association, having been motivated at the workshops in Masvingo, successfully utilized what she had learnt and won the competition to represent Zimbabwe in the Shangai World Expo in China. <p>Comments: ICT literacy and utilization has potential to enhance economic empowerment of various gender groups. However, this should be taken as a cross-cutting issue in the programme that should be incorporated in all projects.</p>
5. REPT	<ul style="list-style-type: none"> • Trade capacity building workshops targeting women in business and cross-border trading in Mutare, Bulawayo and Harare. • Trade information dissemination and advocacy-advocacy on the inclusion of women in policy formulation. 	<ul style="list-style-type: none"> • “Women in business and cross border trading have improved knowledge and understanding of trade related issues”. (<i>No baseline</i>). • A network of women in cross-border trading, OWIIT Zimbabwe, was started. Network members share business ideas and form business partnerships. • Prepared materials (arising from the workshops) for policy briefs-submitted to UNIFEM and Ministry of Women’s Affairs, Gender and Community Development. • Presentations made at regional (COMESA) and international levels (WTO)

6.3.2 Women and Decision Making

Performance by individual projects

Below are the key achievements by selected projects implemented under the Women in Decision Making thematic area.

WiPSU

Women in Politics Support Unit had planned to carry out the following activities;

- Lobbying and Advocacy training workshop for the Women's Caucus Management Committee
- Discussion Forums for women in politics and the private sector
- Seminar for women in the Cabinet

Most of these activities were not carried out as scheduled largely due to the fact that Members of Parliament (MPs) were busy with the constitutional making process. However, the organization managed to carry out activities at the community level. In Bulawayo two Constituency Consultative Forums (CCFs) were to support women MPs were established. A leadership training focusing on women in politics and leadership was also carried out in Bulawayo. These activities have resulted in women being encouraged to assume leadership positions. One participant who attended the leadership training workshop has become the first woman Chairperson of the Bulawayo Residents Association.

CCFs have the potential to enhance the effectiveness of women MPs, but it is still too early to establish concrete results from the intervention in two constituencies. Whilst politicization of the CCFs is a major threat to their survival, they can also be useful instruments for peace building.

Since WiPSU receives support from other donor agencies, caution should be taken when attributing results to GSP.

ZWLA

The Zimbabwe Women Lawyers Association has been involved in the training of trainers and mobilization of women for participation in the constitution making process. The organization provided technical and legal direction to WCoZ members and other players in the constitution making process, in addition to producing pamphlets on the same. ZWLA was also instrumental in making a submission of 14 demands focusing on women's issues in the constitution.

Results from the work of ZWLA are still pending as the constitutional making process is still underway. Follow up on the impact of the train the trainer workshop could not be done as a result of shortage of funds.

The need for raising awareness on women's rights and the constitution was noted among non-professional women and rural women. The GSP needs to guard against elitism, where some of the issues end up being the preserve of only the professional, business and highly educated women, at the expense of the less literate, marginalized peri-urban and rural women.

A major challenge in this thematic area is the current shaky political environment presided over by the coalition government on the basis of the Global Political Agreement. The current set up creates a situation of uncertainty about the future especially considering the way the constitution making process has tended to slow down after starting on a high note.

Envision

Envision carried out work focusing on water and sanitation, constitution making process as well as raising awareness on the rights of citizens to demand access to improved social services from public offices. About 70% of the planned activities had been conducted. Some planned constitutional dialogue sessions with communities were not held largely due to manpower shortages.

The Mbare community demonstrated immediate results from work carried out by Envision. The women demonstrated that they are able to take development into their own hands through participating in community development programs such as the clean-up campaign, as well as becoming empowered by being able to engage stakeholders and higher offices in order to access social services.

The water and sanitation activities, whilst not directly contributing to women in decision making thematic area, were a result of the community's participation in the prioritization of areas of focus. This raises significant questions in the strategies applied by GSP grantees in the identification of areas of intervention. To what extent are the communities involved in the identification of priority areas of focus? To what extent is the programme responsive to community needs and emerging issues?

Summary of achievements by organizations focusing on women and decision making

Organization	Key Planned Activities	Achievements, Challenges and Comments
1. WIPSU	<ul style="list-style-type: none"> Establishment of Constituency Consultative Forums (CCFs) to support women MPs. Community Training workshops were co-funded by UNIFEM and DFID. Activities implemented in two constituencies represented by women in Bulawayo. 	<ul style="list-style-type: none"> GSP Contribution about 25%. CCFs have improved linkages between women MPs and their constituencies. The MPs have increased understanding of issues affecting their constituencies. CCFs and community trainings have raised the self awareness of women that they can be leaders in their own right. One participant who attended the leadership training workshop has become the first Chairperson of the Bulawayo Residents Association.
2. ZWLA	<ul style="list-style-type: none"> Mobilization of women in constitutional making process and training of trainers. Provision of technical and legal advice to gender sector members-including running mobile legal aid clinics in Norton and Mutoko. 	<ul style="list-style-type: none"> Advocated for the inclusion of '14 demands for women' in the new constitution. <i>Still too early to assess the results of interventions.</i>
3. ENVISION	<ul style="list-style-type: none"> Water and sanitation; waste management, construction of toilets, awareness meetings on constitution making; Awareness on rights to access basic social services from public offices 	<ul style="list-style-type: none"> Although water and sanitation issues may appear to have no direct link to empowering women in decision making, the interventions were a result of community prioritization. 70% of targets met – some planned constitutional making dialogue with communities not held due to manpower shortages. In Mbare women were empowered to demand better services from the local authorities.
<ul style="list-style-type: none"> Overall comment: At organizational level there is increased awareness of women in decision making on public and private decisions affecting their lives. <i>(Though this cannot be entirely attributed to one organization or GSP).</i> 		

6.3.3 Women and Health

Performance by individual projects

The sections below present an analytical assessment of contributions by selected organizations towards realization of thematic area outcomes and outputs.

Young Women’s Leadership Initiative (YOWLI)

“supporting young women in the area of sexual rights enables them to appreciate how sex and sexuality are interlinked to the overall political discourse around ownership, power and control. This will build their inner strength and feed their determination to navigate vigilantly the possibilities of more dignified and meaningful lives.”¹⁰

YOWLI conducted a baseline study to establish gaps, needs and concerns of young women with regard to sexual and reproductive health rights. The study informed the organization on the key areas to address during the weekly discussion forums for young women, community outreach meetings and road-shows. These activities were targeted at demystifying sexual and reproductive health issues, embracing and celebrating womanhood.

A firm foundation for the empowerment of young women has been established in the areas where YOWLI activities have been conducted. Through young women discussion forums, participants at Glen View FGD concurred that they were now more knowledgeable about their sexual and reproductive health issues and rights and were eager to conduct more outreaches to disadvantaged communities particularly peri-urban, rural and farming communities. However, they pointed out that major drawbacks in asserting their rights were their low levels of education and economic dependence upon their male counterparts.

“Thanks for education empowerment, we want to be economically empowered. Without economic empowerment we cannot apply the knowledge we have learnt on our sexual rights and reproductive health issues”. Said one young woman at the FGD and other ladies agreed unanimously.

Gweru Women AIDS Prevention Association (GWAPA)

GWAPA works with single marginalized women, former commercial sex workers and sex workers to help them realize their potential and talents as women. The organization has a membership of over 1000 people who are scattered all over Zvishavane, Shurugwi Rural and Urban, Gweru and Chirumanzi. It has birthed and supported its powerful offspring, ZWAPA

¹⁰ YOWLI Final Narrative Report

(Zvishavane Women AIDS Prevention Association), which received \$1000 from GWAPA in 2009. The women in GWAPA are encouraged to be independent and assertive. The major focus is on HIV and AIDS intervention and specific activities include;

- Information dissemination
- Running a clinic for STI management (affiliated to MoH&CW)
- Fighting stigma and discrimination
- Condom distribution and Behavior change
- Running 'the Centre', focusing on care and support, treatment, herbal gardens and survival skills.
- Business management training; livelihoods including a micro finance scheme with a revolving fund to help women start income generating activities (IGAs).

These are the key project achievements:

- GBV training and knowledge dissemination to communities and traditional leadership – there is now reportedly less bickering and fighting within the trained communities
- Reduced GBV cases especially in Zvishavane and Shurugwi after workshops with Police, through the Victim Friendly Unit
- Positive changes in the way the judiciary is now handling GBV cases
- Their programs are making impact to the extent that some married people are making enquiries on how they can be part of them.

The GWAPA strategy provides a holistic approach that comprehensively addresses issues affecting the health of women. GWAPA contended that the Women and Health thematic area enables easier mainstreaming of other vital issues like HIV and AIDS, livelihoods and disability. However, with multiple donors and a diverse range of activities, it is not easy to attribute the results achieved to the GSP. Under such circumstances it is important for GSP to conduct a thorough organizational needs assessment prior to provision of support. This will significantly enhance impact assessment of the programme's contribution.

Women and AIDS Support Network (WASN)

WASN is an organization that sometimes operates as a network. It has just transformed from a membership organization to a Trust. Its former members are now friends of WASN. They have over 200 friends (volunteers) who are trained to go and impact communities. Its broad based membership (about 2 500 people and organizations) includes individuals and groups, commercial sex workers, widows, girls in tertiary institutions, people living with disabilities and people from support groups.

Through the GSP WASN assists in assessing issues of access to services by women and girls and utilizes the information to sensitize policy makers on what needs to be done to alleviate the

situation. The key activities conducted by WASN include; training of AIDS Service organizations (ASOs) in gender mainstreaming in HIV and AIDS programmes, information dissemination and HIV and AIDS advocacy. The organization credits itself for having developed a gender specific model in HIV and AIDS intervention which is used to train other organizations, especially ASOs, to mainstream gender in their programming. The extent to which other organizations working in Zimbabwe utilize this model was not assessed.

Through their programme review meeting, WASN was invited to make a presentation before the entire Parliamentary Portfolio Committee on Health. The results of their presentation before the committee are yet to be known.

Contact Family Counseling

Contact interventions were targeted at promoting the sexual and reproductive health rights of women in Bulawayo, support women's participation in decision making. Key activities included;

- Identification of service providers in the field of sexual and reproductive health rights.
- Identification of opportunities for women to become involved in the governance and democracy fora.
- Training beneficiaries on sexual and reproductive health rights and decision-making.
- Developing resource materials on sexual and reproductive health rights and decision-making.
- Promoting collaboration and partnerships between a variety of women's organizations in Bulawayo.

The target groups were;

- Women's groups including women in local business/entrepreneurs, women Church leaders, HIV/AIDS women's support groups and Coalition members
- Groups of vulnerable and marginalized young women living in centres or institutions and members of support groups.
- HIV/AIDS, sexual and reproductive health service providers in Bulawayo including hospitals and clinics.
- Teachers at local schools in Bulawayo

Contact was able to implement all planned activities. In addition, Contact Family Counseling Centre conducted an HIV and AIDS training workshop in Victoria Falls as a response to demand for the service. The organization, in collaboration with the Sexual Rights Centre was able to create partnerships and establish linkages with more groups as a result of this training. The key results are largely immeasurable and at the organizational level with very little noted at community levels. These include;

- Increased collaboration and communication between Contact Family Counseling Centre and Sexual Rights Centre and other organizations in Bulawayo.

- Increased awareness (among workshop attendees) of sexual and reproductive health rights, gender-based violence, and HIV/AIDS and women’s rights services available in Bulawayo.
- Strengthened partnerships with local leaders in Vic Falls
- Increased availability of resources and IEC materials on sexual and reproductive health rights from Contact Family Counseling Centre and Sexual Rights Centre

The activities conducted by Contact are relevant in addressing key outputs of the thematic area. Besides the fact that results at community level may not be immediate, the absence of baseline data makes it difficult to substantiate the increased levels of awareness, collaboration, resources and institutional capacity.

Summary of achievements by organizations focusing on women and health

Organization	Key Activities	Achievements, Challenges and Comments
1. YOWLI	<ul style="list-style-type: none"> • Baseline study to establish gaps, needs and concerns of young women with regard to Sexual and Reproductive Health and Rights. • Held weekly discussion forums (Pachoto), community meetings and road shows to demystify, embrace and celebrate womanhood. 	<ul style="list-style-type: none"> • Young Women mobilized and enlightened on their SRHR, have strengthened capacity to access their rights and speak out on oppression. • Glen View Women organized a community event on Celebrating Womanhood attended by approximately 150 men and women. • <i>A great innovative strategy for the empowerment of marginalized women in all spheres of life. This will become more effective when supported with activities to enhance economic empowerment of the marginalized young women.</i>
2. GWAPA	<ul style="list-style-type: none"> • HIV and AIDS information dissemination and training – including addressing stigma and discrimination, condom promotion, VCT, behavior change. • Running an STI management clinic. • Livelihoods support – micro finance scheme with revolving fund focusing on IGAs; market gardening. • Training and awareness -raising 	<ul style="list-style-type: none"> • 16 support groups running in Gweru • Reported less fighting and bickering within communities due to GBV training on traditional leaders and other community members • Police no longer victimizing known women who were previously labeled ‘delinquent’ and ‘misfits’ when they report cases of GBV. • Some members bought residential stands and developed them. • Members, mostly former commercial sex workers, can now demonstrate and assert their rights

	<p>on GBV and SRHR of women – engaging male counterparts, traditional leadership, training law enforcement agencies on handling cases of GBV and commercial sex work.</p>	<p>especially when it comes to harassment.</p> <ul style="list-style-type: none"> • Projects are so successful that the married women are making enquiries on how they could be part of the interventions.
3. Women and AIDS Support Network (WASN)	<ul style="list-style-type: none"> • Training of ASOs in mainstreaming gender in HIV and AIDS programming (Gender specific model) • HIV and AIDS Advocacy • Information dissemination (IEC material on HIV and AIDS) 	<ul style="list-style-type: none"> • From their program review meeting, the organization was invited to make a presentation on Gender and HIV AIDS to the parliamentary portfolio committee on health. •
4. Contact Family Counseling	<ul style="list-style-type: none"> • Mapping of key services and facilities available for addressing sexual and reproductive health needs for women in Bulawayo • Training in sexual rights and reproductive health rights; family planning • Counseling (child sexual abuse and the girl child, domestic and marital issues, HIV and AIDS support groups) • Development of materials on sexual and reproductive health rights and decision making. 	<ul style="list-style-type: none"> • Increased knowledge and awareness of sexual and reproductive health rights, GBV, HIV and AIDS <p>Challenge: <i>“One of the key challenges for the majority of groups was generating income and realizing their economic and social rights..... as organizations working with women, it is essential to offer an holistic approach that responds broadly to all women’s human rights”.</i></p> <p>Comments: The approach has largely been piecemeal, focusing on activities and outputs rather than outcomes.</p> <p><i>For impact at community level, there is need to adopt a TOT approach and support cascading of training to other support group members and the community at large.</i></p>

6.4 List of Organisations Visited

Organisation
African Fathers Initiative
Catholic Health Care Commission- Chinhoyi
City of Gweru, WCoZ Midlands Chapter
Contact Family Counseling
DFID
EC
EKOWIZA
Gweru Women AIDS Prevention Association (GWAPA)
Jekesa Pfungwa – Bulawayo
Musasa Project
MusoroMuchena
Nyahunure Community Trust
Pamuhacha
PROWEB
REPT
UBUNTU (Women’s Information Access Centre and the Missing Link of Ubuntu)
UNIFEM
WCoZ - Harare
WCoZ Midlands Chapter, ZCTU
Women and AIDS Support Network (WASN)
Women in Politics Support Unit
YOWLI
Zvishavane Town Council
ZWAAPV
ZWALA
ZWAPA (Zvishavane Women AIDS Prevention Association)

6.4 Evaluation Instruments

1. SCHEDULE OF QUESTIONS FOR GSP FUNDING PARTNERS

Funding partners denote those organizations that are providing funding to UNIFEM for its programming initiatives in the Gender Sector under NGWESAP/GSP. These are: DFID, DANIDA and EU.

A. General- Relevance of GSP to funding partner priorities

1. What are the general guiding principles of the GSP? What do you think about these principles?
2. In what way is the GSP and UNIFEM's Grant Management role consistent with your funding priorities as defined in your policies and strategic focus? Do you see your strategic support for the sector changing in the next few years?
3. How, if at all, would you review the goals and objectives of the programme?
4. Of the five thematic areas, which areas should be prioritised by the programme and why?
5. What are the comparative advantages and disadvantages of UNIFEM as Fund Manager? Do you think UNIFEM has adequate capacity to play this role? Are there areas requiring improvement?
6. How relevant and effective are the program's institutional arrangements and arms of governance in advancing the goals of the programme?

B. Efficiency

7. What mechanism do you use to determine the amount of resources and procedure for disbursement?
8. In your opinion how well is the programme managed? What areas need attention, if any?
9. What strategies can be adopted in future to ensure timely availability of adequate resources for remaining strategy period? For similar programmes?

C. Effectiveness and Partnership

10. What advantages have you noted from the basket funding arrangement? Is the current partnership arrangement the best way to support the GSP?
11. What challenges did you encounter and how can these challenges be addressed?
12. To what extent is UNIFEM GSP linking with other programmes and organisations supporting the gender sector in Zimbabwe? How best can collaboration with other actors and programmes be improved?

D. Programme Impact

13. Do you as an organization have an impact tracking system/strategy for the GSP programs you fund through UNIFEM? If so, how does the system/strategy operate? How involving is it of UNIFEM?
14. What key results/achievements have been recorded to date arising from the implementation of the programme?
15. What else can be done to further enhance programme performance, achievement of set objectives and overall programme impact?
16. Over the last period, what technical support did you provide to the programme?
17. What key lessons have you drawn to date that can be considered in future programming activities and partnership arrangements?

E. Sustainability of GSP

18. In what way is there ownership of NGWESAP/ GSP by UNIFEM, WCoZ and its grant recipients? What do you think should be done to enhance ownership of the programme?
19. How do you see the programme performing should partner (DFID/DANIDA/EU) funding get reduced or is stopped?
20. What strategies/steps/ actions have been taken to enhance continuity of results long after the end of programme support?
21. What external factors have affected project implementation and results over the past years? What strategies can be adopted to reduce impact of these and other unforeseen factors in the future?
22. What opportunities exist at national, regional and international levels that will enhance GSP's delivery of its mandate? How should the programme position itself to ensure maximum benefit from these opportunities?

23. Would you continue supporting GSP through UNIFEM in the future? What key issues would you consider for your continued support?

2. SCHEDULE OF QUESTIONS FOR UNIFEM GSP GRANT MANAGEMENT UNIT

A. General/Role of UNIFEM

1. What are the general guiding principles of the GSP? What do you think about these principles?
2. Of the five thematic areas, which areas should be prioritised by the programme and why? How, if at all, would you revise the goals and objectives of the programme?
3. What is the role of UNIFEM (as the GSP Grant Manager) in the Gender Sector in Zimbabwe?
4. Do you think UNIFEM has adequate capacity to play this role? Give reasons for your answer.
5. What is your opinion of the skills mix in UNIFEM with regard to their role in GSP? Are there any gaps and how can they be addressed?
6. What is the role of funding partners (DFID, DANIDA, EU) steering committee? To what extent are they involved in strategic issues of the GSP?
7. How relevant and effective are the program's institutional arrangements and arms of governance in advancing the goals of the programme?

B. Programme Efficiency

8. How much financial resources were spent per thematic area over the last period? What criteria did you use to determine the resources allocated per thematic area/ organisation?
9. What measures have you put in place to ensure efficiency in resource utilisation?
10. On average, how long did it take you to disburse funds (from a call of proposals, proposal approval to disbursement of funds)? Comment on the timeliness of funding from UNIFEM to GSP Grantees.
11. Was the funding from donors adequate for the tasks at hand? If not, what are you doing about it?
12. What external factors affected programme efficiency? How have you addressed these?

D. Programme Effectiveness

13. To what extent were planned activities by UNIFEM implemented? Highlight the key achievements over the last period.
14. What strategies were used in programme implementation? How effective were they?
15. What would you say are the key outcomes and impacts of the GSP so far?
16. Would you say you are on course to achieve the project objectives and goals? What needs to be done to ensure the programme would achieve its goals within the specified timeframe?
17. Explain your systems strengthening strategy/strategies in programming. Have these succeeded?
18. What are some of the key lessons arising from programme implementation over the last period?
19. How did you use information coming from programme M&E system and special studies? What needs to be done to increase the utility of such information?

E. Role of UNIFEM and effectiveness of funding arrangement

20. To what extent is the GSP linking with other programmes and organisations supporting the gender sector in Zimbabwe? How best can collaboration with other actors and programmes be improved?
21. Explain the partnership arrangement between UNIFEM and each of the partners in the GSP (EU, DANIDA, DFID).
22. What are the strengths of the basket funding arrangement? What are the challenges of working in this partnership? How can these challenges be addressed?

F. Sustainability

24. In what way is there ownership of GSP by UNIFEM, WCoZ and its grant recipients? What do you think should be done to enhance ownership of the programme?
25. How do you see the programme performing should support from funding partners gets reduced or is stopped?
26. What strategies have been taken to enhance continuity of results after the end of programme support?
27. What external factors have affected project implementation and results over the past years? What strategies can be adopted to reduce impact of these and other unforeseen factors in the future?

28. What opportunities exist at national, regional and international levels that will enhance GSP's delivery of its mandate? How should the programme position itself to ensure maximum benefit from these opportunities?

3. SCHEDULE OF QUESTIONS FOR WCOZ SECRETARIAT

A. General

1. What is your understanding of the GSP funding Mechanism?
2. What are the general guiding principles of the GSP? What do you think about these principles?
3. What is the role of UNIFEM in the Gender Sector in Zimbabwe?
4. Do you think UNIFEM has adequate capacity to play this role? Give reasons for your answer.
5. What is the role of WCoZ Secretariat in their relationship with UNIFEM? To what extent is WCoZ involved in strategic issues of the GSP?
6. How relevant and effective are the program's institutional arrangements and arms of governance in advancing the goals of the programme?

B. Human Capital

7. Can you describe the skills mix in WCoZ with regard to their role in the GSP? What are the gaps?
8. What capacity building initiatives have taken place at WCoZ as a result of the GSP? What has been the impact of these initiatives?
9. What capacity building initiatives were undertaken with WCoZ members? With other UNIFEM grant recipients? What has been the impact of these initiatives?

C. Efficiency

10. How much did you receive from UNIFEM over the last period? How much was used for direct programme costs (member activities), how much for overheads (admin and salaries)?
11. Was the funding from UNIFEM adequate for the tasks at hand? If not, what did you do to cover the gap?
12. From the time of proposal approval, how long did it take UNIFEM to disburse funds? Provide supporting documents. What was the overall effect of this on programming? If any significant delay, suggest any possible ways to improve disbursements?
13. What external factors have shaped programme efficiency and effectiveness? How have you addressed these external factors to keep the programme on course?
14. Is there any component of programme funding that you sourced as WCoZ secretariat independent from the GSP funding? Are there any challenges associated with sourcing additional funding?
15. Over the last period, what proportion of your programme funds/costs is covered by GSP funding?

D. Programme Efficiency

16. To what extent were planned activities by WCoZ implemented? To what extent were project objectives achieved?
17. What strategies were used in programme implementation? How effective were they?
18. What are the outcomes and impacts of your programme activities over the last period?
19. What key lessons have you drawn from programme implementation over the last period?

E. Effectiveness of role of UNIFEM/WCoZ

20. Explain the partnership arrangement between WCoZ and UNIFEM in the context of the GSP and each of the funding partners in the GSP?
21. Is the current funding arrangement the best way to support WCoZ and the gender sector in general?
22. What are the strengths of this arrangement? What are the challenges/ weaknesses?
23. To what extent does the WCoZ and members own the programme? What do you think should be done to enhance WCoZ ownership of the programme?
24. To what extent is UNIFEM GSP/ WCoZ linking with other programmes and organisations supporting the gender sector in Zimbabwe?

F. Sustainability

25. How do you rate the level of support by GSP to the gender sector in Zimbabwe in terms of impact?
26. How do you rate the level of support by GSP to your organisational activities?
27. How do you see the programme performing should partner funding gets reduced or is stopped?

28. What strategies have been taken to enhance continuity of results after the end of programme support?
29. What opportunities exist at national, regional and international levels that will enhance GSP's delivery of its mandate? How should the programme position itself to ensure maximum benefit from these opportunities?

4. SCHEDULE OF QUESTIONS FOR UNIFEM GSP GRANTEES

A. General/Strategic

1. How did you come to participate in the programme? Is the mechanism used to call for proposals, the most effective? How best can other organisations be reached?
2. What is the role of your organization in the GSP?
3. To what extent have you been involved in GSP strategic and programme planning and review activities?
4. What do you see as the role of the WCoZ Secretariat/UNIFEM in the Gender sector in Zimbabwe? How best can WCoZ/UNIFEM fulfil this role?

B. Relevance

5. Which key thematic areas in the GSP were addressed by your programme over the last period? What factors influenced you to focus on this thematic area?
6. Which other thematic areas would you have liked to focus on, if you had your own way? Why?
7. What changes in the thematic areas would you recommend for the remaining years of the programme?
8. Are you aware of any gender studies commissioned by UNIFEM? If Yes, in what way have these studies been useful to your organisation?
9. Is the existing institutional framework including the roles and responsibilities of various committees relevant and appropriate for the programme?

C. Efficiency

10. How do you view the programme financial, operational management by UNIFEM? Are there areas that could be improved to enhance efficiency in programme implementation?
11. Relate any technical support you have received from UNIFEM.
12. How much funds did you receive from UNIFEM? In what way did these funds make a difference in your organisation/ project? What proportion of the funds did you use for direct programme purposes? What proportion was used for administrative purposes?
13. What other financial/resource and technical support did you receive from other organisations to complement support from UNIFEM?

D. Progress

14. When did UNIFEM approve your proposal? When did you start project implementation activities? What was the last date of project implementation? Did you get any extensions?
15. What were your key achievements over the last period in terms of planned targets and outputs?
16. What planned activities were not executed during the period, and why?

E. Effectiveness and Programme Impact

17. What has been the impact of GSP support to your organization? Any major lasting changes in your organisation?
18. Are there any noticeable changes in your targeted group/community that you can attribute to the project?
19. What capacity development training did you get from UNIFEM? What was the impact of this in your organisation?

F. Effectiveness of UNIFEM/WCoZ's input and role/Partnership

20. What are your expectations from your WCoZ membership? How effective has been WCoZ/GSP support in addressing your priorities and needs? What recommendations can be made for WCoZ/ GSP support to be more effective under the prevailing conditions?
21. What are some of the strengths and weaknesses of this membership?
22. How is WCoZ/GSP relating to other organizations/programmes in the gender sector? If you are a member of WCoZ, would you continue your membership of WCoZ? Give reasons for your answer.

G. Sustainability

23. How do you see your programmes performing should UNIFEM support gets reduced or is stopped?
24. How do you see UNIFEM's support strategy in terms of programme sustainability? In terms of relevance to member priorities? In terms of relevance to member beneficiaries?
25. Are there any external factors that threaten the performance of GSP and member programmes? What strategies can WCoZ/ GSP use to reduce the effects of these in their support to members?

5. SCHEDULE OF QUESTIONS FOR WCOZ MEMBERS ONLY

A. General/Strategic

1. What role is played by your organisation in the Gender Sector in Zimbabwe?
2. When and why did you become a member of WCoZ? What is the role of WCoZ?
3. To what extent have you been involved in WCoZ strategic and programme planning and review activities?
4. Are you aware of the GSP managed by UNIFEM? What are the main objectives and strategies of the programme? Who is the target group?
5. If aware of GSP, do you think the programme is effectively reaching out to the right target group? How can GSP targeting be improved?
6. What do you see as the key role of WCoZ Secretariat/UNIFEM in the Gender sector in Zimbabwe? How best can WCoZ/UNIFEM fulfil this role?

B. Relevance

7. What programmes/projects have you been carrying out over the last year? What factors influenced you to focus on these areas?
8. Which other areas would you have liked to focus on, if you had your own way? Why?

C. Effectiveness and Programme Impact

9. What has been the impact of WCoZ support to your organization? Any major lasting changes in your organisation?
10. Are there any noticeable changes in your targeted group/community that you can attribute to the support you received from WCoZ?

D. Effectiveness of WCoZ's input and role/Partnership

11. In what way did WCoZ Secretariat support your operations over the last year? In comparison to other years, are there any major changes have you noted over the last year in the operations of WCoZ?
12. What are your expectations from your WCoZ membership? What recommendations can be made for WCoZ support to be more effective under the prevailing conditions?
13. What are some of the strengths and weaknesses of this membership?
14. How is WCoZ relating to other organizations/programmes in the gender sector?
15. Would you continue as a member of WCoZ in future? Give reasons for your answer

E. Sustainability

16. What will be the effect on your programmes should WCoZ support/coordination gets reduced?
17. How do you see WCoZ's/ support strategy in terms of programme sustainability? In terms of relevance to member priorities? In terms of relevance to member beneficiaries?
18. Are there any external factors that threaten the performance of WCoZ and member programmes? What strategies can WCoZ utilize to reduce the effects of these in its support to members?

6. SCHEDULE OF QUESTIONS FOR GSP & WCOZ MEMBER BENEFICIARIES (FGDS)

These questions are meant for people who are being assisted by programs/organizations funded by and through UNIFEM. They are not direct UNIFEM beneficiaries, and the objective is to have a general appreciation of how UNIFEM support is 'trickling down' to end users at District, community and household levels.

A. Programme Impact/Effectiveness

1. What kind of support do you get from organization X?

2. When and How did you get involved with organization X's programs?
3. Can you explain how these programmes operate in your area?
4. How do some of the organizations that you work with compare with organization X in service delivery?
5. What major lasting changes have been brought about by your relationship with organization X?
6. What major changes do you foresee in the next 3 to 5 years in your community as a result of implementation of programmes by X?
7. In what way can organization X's support to you and your community be made more relevant to prevailing conditions?

C. Programme Targeting and Relevance

8. Can you describe the people /households who benefitted from the programme?
9. Are there some people left out who you think should have been targeted by the programme?
10. In what way can targeting be improved to ensure the programme reaches out to those left out?
11. Do you think the programme is addressing the real issues affecting the target group? Explain
12. What other activities should the programme conduct to address issues affecting the target group?

B. Sustainability of support to WCoZ and Gender Sector

13. In what way is the organisation working with existing local structures and institutions? Is there scope for improvement?
14. How do you see your programmes perform should organization X's support/funding get reduced or is stopped?
15. To what extent has organization X invested in your capacity building on Gender issues ?
16. How do you see X's support/intervention strategy in the light of your programme sustainability?
17. What external factors have affected project implementation and results over the past three years? Explain how each factor has impacted on programme implementation.
18. Are there any forms of funding/support that conflict with your working with X? Explain how this works.

7. SCHEDULE OF QUESTIONS FOR GSP STAKEHOLDERS

UNIFEM/GSP stakeholders denote institutions like Ministry of Gender at all levels (national, provincial and district) Ministry of Youth, NANGO, gender and development research institutions, academic institutions, cultural groups, etc.

A. General

1. What is your understanding of the GSP mandate/objectives? What is the role of UNIFEM in the Gender sector in Zimbabwe?
2. How relevant are current GSP supported programmes to priority needs identified in the Gender Scoping Study? National Gender Policy? NGWESAP ? National and other regional and international frameworks?
3. Are there any gaps that need to be addressed?

B. Role of UNIFEM and Capacity Building

4. Do you think UNIFEM has the capacity as an organization to deliver on its mandate in the GSP?
5. Are you aware of any capacity building initiatives that have been conducted by UNIFEM in the gender sector and how effective have these been? Impact on GSP delivery?

C. Efficiency and impact

6. What are your views on the governance structures of GSP, i.e. is the Secretariat and Grant Management unit, Committees - effectiveness in keeping track of financial management and programme developments?
7. Do you feel that UNIFEM is transparent in accounting / reporting to key stakeholders and keeping them in touch with developments timeously?
8. Generally how does UNIFEM relate with other stakeholders in the GSP?
9. Broadly do you think that UNIFEM has achieved its strategic objectives in the last years? What are the major achievements and what could have been better?

D. Sustainability of the programme

10. Do you think UNIFEM/GSP has implemented strategies in the past years that enhance ownership and sustainability of the programmes it funds and coordinates? What could be improved?
11. Are there any resource mobilization opportunities that UNIFEM could take advantage of and what needs to be done now to ensure that such opportunities are utilized?

E. Challenges and the future

12. What threats and opportunities exist for GSP programmes?
13. What are your views on future direction of the Gender Sector given the challenges of global economic developments and national context of Gender development?
14. How best can UNIFEM/GSP position itself to reduce on the threats and take advantage of the opportunities at national and international levels?

6.5 Profiles of Research Team

Dr Paradzayi Pathias Bongo

Dr Bongo is the Lead Consultant with 16 years of research and practicing experience in organizational development, disaster risk management, grants management, results based management, gender and women's empowerment, participatory research methods, gender programming, monitoring and evaluation. He holds a PhD in Sociology and Social Anthropology (Livelihoods, Environment and Tourism) plus other professional qualifications. Dr Bongo has worked for a number of local and international NGOs and has taught Development Studies at both undergraduate and postgraduate levels at the Universities of Zimbabwe, Chinhoyi University of Technology (CUT), Africa University, Women's University in Africa and the National University of Science and Technology (NUST). At NUST, he is currently spearheading the formation of an Institute of Development Studies. He has led a number of evaluation studies for Rolceed Consultants focusing on a wide range of sectors including HIV and AIDS, gender, disaster risk reduction and development and livelihoods improvement.

Ms Mercy Nyikadzino

Ms. Nyikadzino has a Bachelor's degree in Political Science and Administrative studies as well as a Masters degree in International Relations and six years progressively responsible experience working with NGOs in Zimbabwe. Her experience with local and international NGOs exposed her to working with diverse cultures and communities at a local level. She has a good grasp of the operating environment in Zimbabwe and experience in gender analysis, gender programming, gender responsive and rights based programming. Ms Nyikadzino has been working with Rolceed Consultants over the past two years with a special focus on social protection, women's empowerment, reproductive health, gender and rights based programming.

Mr. Isaac Chaipa

Mr. Chaipa holds an Honors Degree in Rural and Urban Plan and a Master of Philosophy Degree in Urban governance. He boasts of 15 years of relief and development management experience in Zimbabwe and parts of Southern Africa both at project administration and senior management

levels. Key competencies and experiences include: senior level program management; strategic planning; project design and proposal development; project cycle management and coordination; monitoring and evaluation systems covering a wide range of sectors (including food security, gender and development, HIV&AIDS, water and sanitation, natural resources management, income generation activities, educational & psychosocial support, governance & institutional development). Additional skills and experience in organizational capacity and performance assessments, baseline & socio-economic surveys, needs assessments; evaluations & impact assessments; representation at donor, government and counterpart levels; programme gender, disability, child protection and HIV and AIDS mainstreaming. He has been working with Rolceed Consultants over the past 5 years with a special focus on research design, data analysis and report writing.

6.6 Stories of Change

1. GWAPA - ZWAPA Story on Behavior Change

My name is Ma Phiri and I am 30 year old woman. Before I joined ZWAPA I was leading an immoral lifestyle and I had no respect in society. However, because of GWAPA support I changed my behavior. I used to earn money through prostitution, but I dropped it ever since I went through training by GWAPA in the following: Business Management, Advocacy, HIV and AIDS and Gender, among others. Now I am more knowledgeable and I can fend for my family without prostituting. I now buy clothes and fish in bulk for resale. I now know my HIV status and am aware of safe sex. At the beer halls I used to get arrested very often on the grounds of loitering, but the men were not arrested. At the Police Charge Office we were badly received and treated, but now owing to the knowledge we acquired in joint workshops with the Police, we are being treated with dignity and respect. If it were not for GWAPA, I would have been dead by now, and would therefore not have written this story.

2. GWAPA – ZWAPA Couples Getting Tested

My name is Sunungurai Chimomo and I am a thirty year old woman. I have been a peer educator with ZWAPA. As a result of the knowledge I acquired from workshops with ZWAPA, I managed to convince my partner to attend these workshops. It then made it easier for me to discuss with him on the need for us to get tested for HIV and know our status. We then went for testing and got married after knowing our statuses. There is harmony and vastly improved self-control in our home largely because of the influence of a Gender workshop that my partner and I jointly attended. Before my partner went through the awareness raising experiences, he used to maintain that I had to agree with what he said, as he considered himself to be very knowledgeable and always right since he was the one who had proposed love to me. It was amazing to note that after what we were taught together, he was the one who started talking about us getting tested for HIV. Right now I am pregnant and I expect to deliver a strong and healthy baby, following from our joint teaching and counseling. When my husband is among other men I hear him teach them to avoid domestic violence in their own homes. I wish for more of these workshops being held so that there will be more harmony in the homes and in the community at large.