INCEPTION REPORT

Title:
Final Evaluation of the Gender, Peace and Security Programme in Zimbabwe

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Acronyms and Abbreviations

CEDAW   Convention on the Elimination of all forms of Discrimination against Women
CO   Country Office
CSOs   Civil Society Organisations
DA   District Administrator
DVA   Domestic Violence Act
FGDs   Focus Group Discussions
GE   Gender Equality
GPS   Gender, Peace and Security
HR   Human Rights
HRBA   Human rights-based Approach
LAMA   Legal Age of Majority Act
MDAs   Ministries, Departments and Agencies
MWAGCD   Ministry of Women's Affairs, Gender and Community Development
NGOs   Non-Governmental Organizations
NPRC   National Peace and Reconciliation Commission
NOK   Norwegian Kroner
OECD-DAC   Organisation for Economic Co-operation and Development–Development Assistance
                 Committee
ONHRI   Organ on National Healing, Reconciliation and Integration
PACDEF   Peacebuilding and Capacity Development and Education Foundation
SADC   Southern African Development Community
SDGs   Sustainable Development Goals
SWAP   System-wide Action Plan
ToC   Theory of Change
UNDAF   Nations Development Assistance Framework
UNEG   United Nations Evaluations Guidelines
UNEG   United Nations Evaluation Group
UNDP   United Nations Development Programme
UNFPA   United Nations Population Fund
UNICEF   United Nations Children's Fund
UNSCR   United Nations Security Council Resolutions
UN Women   United Nations Entity for Gender Equality and the Empowerment of Women
VAW   Violence Against Women
WCoZ   Women's Coalition of Zimbabwe
ZEC   Zimbabwe Electoral Commission

ZGC   Zimbabwe Gender Commission
ZPCS   Zimbabwe Prisons and Correctional Services
ZYWNP   Zimbabwe Young Women's Network for Peacebuilding
ZWLA   Zimbabwe Women Lawyers Association

Introduction

1.1. Background and Context

The United Nations Entity for Gender Equality and the Empowerment of Women (UN Women) is commissioning an end of programme evaluation of a six-year programme called "Strengthening Gender-Sensitive Capacities for Peace and Security in Zimbabwe" (Programme 84853 and ZIB-12/0032-3, also known as the Gender, Peace and Security [GPS] Programme, hereafter GPS Programme or the Programme). The Programme was the recipient of generous financial support amounting to NOK 18,121,000 from the Government of Norway, through the Norwegian Ministry of Foreign Affairs, for a period of six years, from November 2012 to December 2018.

The GPS Programme design and implementation were informed by critical studies, significant events and political shifts in the operating environment over the past six years. These changes made it necessary to adjust the project, thus resulting in the project being divided into three phases. It was initially informed by the preliminary findings and recommendations of a study jointly commissioned by UN Women and the Organ on National Healing, Reconciliation and Integration (ONHRI) in 2011. The major findings of that first study that influenced the programme design included:

☐ The lack of an effective peacebuilding framework and protection mechanisms,

☐ The widening divide in the agenda for rural/urban women and the intergenerational differences amongst women have constrained the capacity of women to mobilise and push for a peaceful transition,

☐ The need for gender mainstreaming[1] efforts in security sector institutions[2] to effectively protect women and girls from gender-based violence,

☐ Building and strengthening local and regional partnerships to shape a common political agenda for peacebuilding.

During that first phase of the GPS Programme, the specific objective of the Programme was to support key government institutions and partners[3] to respond to GPS concerns in Zimbabwe. It also focused on women's participation in peace building initiatives at all levels of peace and security policy making, strengthening

capacities of security sector actors to respond to gender insecurities, and supporting mechanisms of peace at the community level. The Programme aimed to contribute to the prevention of politically motivated gender-based violence, gender insecurities and violence against women.[4]

Of equal importance, the GPS Programme responded to the United Nations Security Council Resolutions[5] (UNSCRs) on Women, Peace and Security (WPS) that provide a comprehensive framework within which women's protection and their role in conflict prevention and resolution can be addressed. The GPS Programme was in line with UN Women's mandate and corporate objectives of raising awareness and strengthening the capacities of women in transitional situations and to contribute to promoting the integration of a gender perspective into all conflict resolution and peace building initiatives.

Phase 1(2012-2014) of the Programme was based on the findings of the study that was commissioned by UN Women and ONHRI, and its focus contributed towards an environment that promotes women's gender-sensitive peace and security concerns in Zimbabwe. The outcomes[6] during Phase 1 were as follows;
1) Gender Equality commitments implemented in peace building processes[7]
2) The inclusion of a gender perspective into security sector transformation initiatives
3) Improved mechanisms for GPS issues in targeted rural communities

Phase 2 (2014-2016) began after two years of implementation because the original goal was changed on the 8th of December 2014. It now read "Peace and security are shaped by women's leadership and participation in Zimbabwe". Additionally, the outcomes were changed to two as follows:
1) Conflict resolution, conflict management and peacebuilding processes gender mainstreamed;[8]
2) Improved mechanisms for gender, peace and security in communities.

During Phase 3 (2017-2018) the Country Office moved towards political participation in preparation for the 2018 harmonized elections, focusing on UN Women outcomes on laws, policies and strategies to promote women's participation in decision making processes and structures at national and local

levels.[9] The thrust was to ensure that those laws, policies and strategies are formulated, enforced, implemented and monitored in line with national, regional and international provisions. The outcomes of Phase 3 largely remained the same as in Phase 2.

The GPS Programme was delivered through partnership with several institutional entities with the overall technical guidance and delivery of programme procurement and inputs by UN Women. These partnerships were with independent commissions established according to Chapter 12 in the Constitution of Zimbabwe (Chapter 12 Commissions, e.g. the National Peace and Reconciliation Committee [NPRC], earlier ONHRI, the Zimbabwe Human Rights Commission [ZHRC], ZGC and ZEC),[10] Ministries, Departments and Agencies, Academia[11] and civil society. All these institutions will be consulted during this evaluation. The GPS Programme was designed and implemented at both the national and local levels in selected districts. Programme implementation at district level started in Masvingo, Tsvingwe and Mwenezi and was expanded to Bindura, Seke, Victoria falls, Mutoko and Gwanda, bringing the number of districts to eight. However, this final evaluation sampled four districts for in-depth assessment. A fuller sampling frame is described below under section 2.4.

1.2. Users of the evaluation

This evaluation report will be used to draw lessons learnt based on the efficiency, effectiveness, relevance and sustainability of the work done and inform the design of future work on gender, peace and security, given the vast previous and current involvement of Zimbabwe in the GPS agenda at national, regional and global arena.[12] Specific users will include UN Women Zimbabwe Country Office, other UN Women offices, the Ministry of Women Affairs, Community, Small and Medium Enterprises Development (MWACSMED), Ministry of Home Affairs and Cultural Heritage (MoHA), Ministry of Defence, Security and War Veterans (Ministry of Defence) and other key government departments, responsible partners, as well as the donor, in planning and implementation of the GPS Programme. UN Women, responsible partners, donors and government partners of the Programme will be

specifically responsible for developing management responses and action plans to the evaluation findings and recommendations. The final evaluation report will be made publicly available on the UN Women Global Accountability and Tracking of Evaluation (GATE) System http://gate.unwomen.org/. It will also be disseminated during regional, national and district meetings.

1.3. Purpose, objectives and scope of the evaluation

1.3.1. Purpose
The overall purpose of the final evaluation is to assess progress towards achievement of the objectives of the GPS Programme, both at national, district and local community levels using the Standard Evaluation Principles of relevance, effectiveness, efficiency, sustainability and impact, since its inception in November 2012. This inception report seeks to enhance overall understanding by providing an answer to what is going to be evaluated and how.[13] It includes the following:

☐ Proposed methods and analysis frameworks (including causal or contribution; gender equality and human rights analyses);

☐ Data collection methods, procedures and sources;

☐ Review of documentation, scoping conducted, and programme theory or theory of change; and

☐ A work plan with associated activities, deliverables, timetable, roles and responsibilities, as well as travel and logistical arrangements for the evaluation team.

1.3.2. Objectives

The principal objectives of this final evaluation are to assess the relevance,[14] effectiveness,[15] efficiency,[16] sustainability[17] and impact[18] of the GPS programme in Zimbabwe. Below is an elaboration of the evaluation questions that will support the evaluators in the assessment, as will be further exemplified in the evaluation matrix on Table 6 below.

1) Relevance
➢ To assess the extent to which the GPS programme has been conceptualised, planned and designed to respond to key narrative frameworks such as

Convention on the elimination of discrimination Against Women (CEDAW) and UNSCRs on WPS. These resolutions provide a comprehensive political framework within which the protection of women and their role in conflict prevention and resolution can be addressed.

➢ To assess the extent to which the GPS Programme is in line the UN Women's mandate and corporate objectives of raising awareness and strengthening the capacities of women in the transitional situation and contribute to promoting the integration of gender perspective into all conflict resolution and peace building initiatives.

2) Effectiveness

➢ To assess progress in achieving planned GPS Programme goals, outcomes and outputs, any intended and unintended effects on gender equality, and women's rights[19] including the use of innovative approaches.

➢ To assess whether the GPS Programme reached the targeted beneficiaries at the Programme goal and outcome levels and the extent to which the Programme generated positive changes in the lives of both intended and unintended population in relation to issues of GPS addressed by this programme? What are the key changes in the lives of those women and also changes in the institutions that were targeted?

➢ To assess the replicability of the GPS Programme at a national scale, the ownership of the Programme by the Government and the contribution of the Programme in building the capacity of the Government to drive the gender equality, women's rights and peace and security agenda.

➢ To assess the contribution of the GPS Programme in strengthening the capacity of partners in complementing government efforts and collaboration.

3) Efficiency

➢ To measure how the GPS Programme's economic resources/inputs were converted to results; considering inputs and outputs i.e. assessing value for money and management of the budget.

➢ To measure whether the Programme's strategies and interventions deliver value for money.

➢ To document examples of cases in the GPS Programme where value for money successes and/or failures are evident.

4) Sustainability

- To assess the sustainability of results as well as document the strategies that have been put in place to ensure the sustainability of results. The evaluation assesses the possibility of continuation of benefits accrued to date from the GPS Programme intervention and recommend any other strategies for sustainability based on lessons learned from other programmes and evaluations. The evaluation also considers the following dimensions of sustainability:
- Assessing the sustainability of the results from the GPS implementing partners given the level of ownership generated, effective partnerships established, and capacity strengthened through processes.
- Community-level sustainability – assessing ownership, participation and inclusion[20] of national duty-bearers and rights-holders.
- Scaling up for sustainability – assessing and ascertaining the possibility of scaling up the interventions in Zimbabwe.
- Sustainability challenges and mitigatory strategies – identifying possible challenges that might affect the sustainability of the GPS Programme and suggest solutions to overcome them.

5) Programme Outcomes and Impact
- To identify and document key contributions and added value, both short term and long term, intended and unintended, positive and negative, effects of the GPS Programme.
- To document the benefits of the GPS Programme to society, policy makers and traditional leaders.
- To document the stories of Most Significant Changes (MSCs),[21] if any, brought by the GPS Programme to date.

1.4. The Scope of the Evaluation of the GPS Programme

1.4.1. Timeframe for the evaluation
The Evaluation provides an assessment of the GPS Programme from the inception in November 2012 to the end in February 2019.

1.4.2. Programmatic focus
The Programme is evaluated in relation to its progress towards achieving expected results, measured against the revised log frames and compared to the original and

revised log frames to assess original plans and identify reasons for the changes as well as document lessons learnt from the process. The evaluation identifies and documents any short-term, intermediate and long-term results achieved by the GPS Programme. It also assesses progress towards achieving the GPS Programme outcomes by the end of the Programme's implementing period.

1.4.3. Geographical coverage

This evaluation assesses the GPS Programme performance at a national level.[22] Sub-nationally it will be limited to four out of eight districts (Masvingo, Tsvingwe, Mutoko and Gwanda) where the programme was undertaken. The evaluation will draw participants from stakeholders[23] involved in the GPS Programme including direct beneficiaries, such as women peace committee (WPC) members, traditional leaders as well as beneficiaries that include government ministries and departments, Chapter 12 Commissions, civil society organisations (CSOs) and the Academia.

1.4. Theory of Change

Based on the revised logical framework, interviews with, and suggestions from, the GPS Programme staff and management, the ToC represents the main hypothesis that this evaluation is attempting to assess against the main questions in the evaluation matrix as follows:

Theory of Change: Gender Peace and Security programme in Zimbabwe (2012-2018)

If (1) an enabling environment for implementation of WPS commitments is created; if women participate in decision-making processes related to the prevention, management and resolution of conflict in a quality manner; and if the safety, physical and mental health, and economic security of women and girls are assured, their human rights respected, and their specific needs met in governance processes, including elections, peacebuilding and recovery processes; then (2) societies will be more peaceful & gender equal; because (3) evidence shows that women are drivers of peace and security, inclusive societies are more likely to be stable and post-conflict settings are opportunities to address underlying gender inequality barriers.

Figure 1: Theory of Change: Gender Peace and Security Programme in Zimbabwe (2012-2018)

❖ **THEN**
Societies will be more peaceful and gender equal; because evidence shows that women are drivers of peace and security, inclusive societies are more likely to be stable and post-conflict settings are opportunities to address underlying gender inequality barriers.

⬆

Phase Three (2017-2018): Practical change in national leaders, communities and institutions (long term

IF:
☐ The safety, physical and mental health and economic security of women and girls are assured, their human rights respected, and their specific needs met in governance processes including elections, peacebuilding and recovery processes *(This was part of Phase 3);*

⬆

Phase Two (2014-2016): Capacity building, empowerment and change (intermediate

IF:
☐ Women participate in decision-making processes related to the prevention, management and resolution of conflict in a quality manner *(this was part of Phase 2+3);*

⬆

Phase One (2012-2013): Capacity development and policy making activities (Inputs)

IF:
☐ An enabling environment for implementation of WPS commitments is created
(This was part of Phase: 1+2+3);

Source: Godwin Hlatshwayo and Sithembile Nyoni-Mpofu

2. Methodology

The evaluation will be carried out following UNEG Norms and Standards and UNEG Guidance on *Integrating Human Rights and Gender Equality in Evaluations*. It will follow the UN Women Evaluation Policy and the Ethical Guidelines for evaluations in the UN system. The final evaluation report will be prepared following the UN Women Global Evaluation Reports Assessment and Analysis System.[24] Application of these guidelines, standards and policy frameworks are elaborated below and throughout this inception report.

2.1. Evaluation criteria elaboration of key questions

The evaluation criteria of the Organisation for Economic Cooperation and Development's Development Assistance Committee (OECD-DAC) will be adopted in the evaluation of the GSP Programme. Relevance, effectiveness, efficiency, impact and sustainability of the GPS Programme will be assessed. Key questions further expatiated in the evaluation matrix below are developed around these thematic evaluation areas.

Regarding stakeholders, the evaluation team will identify and ensure that vulnerable sub-populations are included in the data gathering process with the least constraints and challenges to their participation. These include women, girls, elderly, people living with disabilities and others generally less included in political and economic processes and events in the community. The evaluators are cognisant of potential biases that can arise in the selection of methods and have avoided that through the inclusion of the full range of appropriate stakeholder groups and a variety of data collection tools. The various segregated tools are attached as annexes. Various stakeholder groups have been specified in the sampling design below. Potential biases for this evaluation can involve gender, class, or distance (favouring the more accessible). Also, the choice of location, timing and language used by the evaluators can have a bearing on the capacity of particular respondents to participate. For example, some groups may not be able to express themselves freely because of social or political pressure, or they might not be allowed to speak or be represented in public meetings or community consultations. To facilitate more transparent and participatory processes, enabling more equitable gender-balanced contributions by all stakeholders, and to facilitate capacity building of all stakeholders to contribute

freely, evaluators have sought to address transparency, privacy and confidentiality issues, including sensitivity to language use. Relevant critical measures during data collection will include gathering stakeholder in separate groups where they can express themselves freely. Evaluators will also visit stakeholders in their localities, use appropriate cultural approaches and local languages to facilitate easy access and increased participation. Between them, the evaluation team possesses the cultural, lingual and ethical competencies to address these considerations and create safe spaces for participation. Ethical considerations to guard against stakeholder concerns and to ensure safeguards are discussed in detail under Section 2.6: Confidentiality & Ethical Code of Conduct.

2.2. Evaluation design

The overall evaluation methodology uses a combination of quantitative and qualitative research methods. A hybrid methodological approach to data collection will be used including document analysis, survey method, key informant interviews (KIIs) and focus group discussions (FGDs). This hybrid approach enriches data management and should result in the comprehensive assessment of impact of the evaluation.[25] The approach will ensure that the evaluation utilisation focused, gender responsive and explicitly integrates is human rights-based approaches[26] to data management. For example, the evaluation will utilise gender sensitive participatory methods[27] to capture relevant case studies. Data will further be disaggregated by sex and according to other relevant parameters given in the revised logframe.[1]

Primary and secondary sources of data will be utilised to inform findings of the evaluation. The mix of methods will allow for information to be triangulated and verified. Qualitative data collection will be mainly collected from FGDs, KIIs, and MSC stories, and quantitative data will mainly be drawn from secondary data sources such as partner and GPS Programme reports. Data related to outcomes was mainly derived from project documents, quarterly reports and annual reports to Norway.

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[1] Please note that the evaluators were not able to locate the revised log frame and this a limiting factor. It was not part of the literature availed to evaluators. The team assembled the indicators from annual reports and programme document and focussed on outcome indicators, more than output indicators.

The key informants will be representatives of the three phases and recipients of various interventions of the Programme. The information is expected to consist of both individual and institutional responses to the questions of the evaluation. The data collection methods will include document review, in-depth interviews and KIIs and FGDs. KIIs will target community-based institutions which contributed to the implementation of the project working with the Peace-Building and Capacity Development Foundation (PACDEF), and entities will assist in coordinating WPCs in the four selected districts. The snowballing technique will be used to identify other people who could either be KII or contributes to the most significant stories of change. Observation techniques will be employed for assessing physical structure and products made.

2.3. Data Management

To enhance data management, throughout the conduct of the evaluation, there is some degree of data analysis (e.g. during document review, interaction with stakeholders, collection and consolidation of survey data). Literature on evaluation suggests that 'iterative' testing and analysis is advisable, particularly human rights and gender analysis, as early analyses will show where data is missing and the most interesting questions [28] Allied to this principle of iterative data testing and analysis is gender mainstreaming. The 1997 UN Economic and Social Council (ECOSOC) resolution on gender mainstreaming notes: "Gender analysis should be applied at all levels, including planning, programming, budgeting, monitoring and evaluation."[29] In practice, during this evaluation, it means:

☐ Identifying contextual constraints and opportunities in relation to gender equality, e.g. laws, attitudes or cultural practices;

☐ Reviewing the capacities of duty bearers to reach out equally to girls, boys, women and men to promote gender equality;

☐ Collecting and analysing sex-disaggregated data;

☐ Understanding that women and men are not a homogenous group and that women and men experience situations differently; intersectionality.

☐ Understanding the ways in which gender intersects with other critical issues such as ethnicity, race, age and disability;

☐ Identifying gender roles, relations and differentials at work and in life, in terms of the division of labour, and access to and control over resources and benefits;

☐ Examining how power relations at the household level relate to those at the local market, community and state levels.

Whilst undertaking the survey data analysis the evaluators will also ensure that an adequate understanding and description of the context, relationships and power dynamics inform the analysis of data collected in interviews. When processing survey data, the evaluators will also ensure human rights and gender equality (HR & GE) responsive assessments. That means identifying trends, common responses and differences between groups of stakeholders (including duty bearers and rights holders). The evaluation will keep shareholders disaggregated in different ways, such as sex, age, place of residence, minority affiliation, disability and gender identity. Furthermore, cause and effect in the context of a specific ToC, e.g. sex as an explanatory variable for levels of poverty or ethnicity as a variable for levels of participation, will be analysed.[30]

The evaluation will ensure that gender perspectives and attention to the goal of gender equality are central to all activities – policy development, research, advocacy/dialogue, legislation, resource allocation, and planning, implementation and monitoring of programmes and projects."[31] Mainstreaming is used as a 'twin-track strategy'[32] that involves (1) integrating women and men's needs and interests into all development policies, programmes and projects; and (2) developing interventions aimed at empowering women. Gender equality and women's empowerment objectives are an integral part of the human rights-based approach (HRBA) since the elimination of discrimination against women and women's rights has a central place in international human rights law.[33] That is why HRBA and gender equality mainstreaming strategies are "complementary and mutually reinforcing and can be undertaken without conflict or duplication".[34] This evaluation will ensure such high levels of iteration of qualitative and quantitative data, integration of HRBA concepts, and mainstreaming of gender throughout the evaluation process.

The evaluation is collecting data using two complementary streams of stakeholder groups with various segments. The first stream focuses on academia, government

ministries and departments, Chapter 12 Commissions and other institutions at national levels. The second stream is targeted at district level covering various segments that include direct beneficiaries such as WPC members, local government, CSOs and traditional leaders.

After data collection and triangulation, the evaluation team will develop a draft report and make a presentation of the findings, recommendations, conclusions and lessons learned at a validation workshop to share and agree on findings. The participants at a validation workshop will respond through comments, amendments and recommendations made through group work and virtually through e-mails. Thereafter the evaluation team will incorporate appropriate feedback into the final evaluation report. 2.4. Considerations on the advantages and limitations of data collection methods

The evaluation will use a combination of approaches such as desk reviews and a variety of primary data collection approaches. This section discusses the advantages and limitations of the methods. Samples of each method are given further below in this report. Despite the iteration and mainstreaming principles mentioned above, all data collection methods have their advantages and limitations. For example, desk review is being used at inception, during data collection and at the triangulation stage. Its advantage is that it is inexpensive, and data is relatively fast and easy to obtain because of the GPS Programme's rich literature, reports and availability of stakeholders. It also captures periodic information and data which can be used to compare baseline versus midline or endline, or statistical comparisons through annual reports. The limitation of this method is that the quality of information in programme reports is inherently difficult to verify and reports naturally leave out tacit and informal knowledge.

This evaluation will predominately use face-to-face data collection methods, complemented by structured survey method where needed. Face-to-face data collection (interviews, FGDs and workshops) is preferred for this evaluation because it is easy to have a captive audience with UN Women management or staff and stakeholders who have been involved in or been affected by the GPS Programme. This is a rich data collection approach as it provides the context of the GPS themes being evaluated and is suitable for carefully processing complex or

sensitive topics. It also helps to increase the depth and detail of data scoping from stakeholders. However, the limitation of this method is that it is time-consuming (in arranging and conducting face-to-face interactions) and does not help to quickly generalize findings unless there is a large random sample. Moreover, this method can be costly if evaluators and interviewees must be in the same location. Evaluators already pre-tested virtual interviews and decided to limit their use because of challenges with use of internet connectivity in some locations. Skype and video conferences can be possible but can at the same time limit effectiveness, as well as number and type of participants involved. Thus, this method will be used in limited cases where it is unavoidable, e.g., too hard to reach locations, including stakeholders who are located outside Zimbabwe.

Additionally, FGDs are preferred because they are useful to obtain detailed information about personal and group feelings, perceptions and opinions. Group interaction has an advantage of bringing out nuances of stakeholder dynamics. The limitation of this method is the inability of participants to give views anonymously. Furthermore, their responses cannot easily be compared or generalised, unless the sessions are repeated several times till the saturation point. The evaluation has planned for ten FGDs at community levels and eight FGDs at national levels. These compare well with the types and numbers of programme activities that were conducted. Breakdowns of samples at both national and community levels are given under Section 2.4.

Surveys are the most common tool for collecting standardised information from a large number of people.[35] In addition to issues already discussed regarding interview procedures, the inclusion of HR & GE issues implies adapting some aspects of survey procedures. For this evaluation, evaluators will make sure that the key informants sampled adequately reflect the diversity of stakeholders of the various interventions by implementing partners. Evaluators will also ensure that the survey includes specific HR & GE questions and enables disaggregation of the data collected.

The advantage of the survey method is that it is relatively inexpensive. Within a short space of time evaluators can have the ability to reach many stakeholders. The survey method will help evaluators to summarise findings in a clear and precise way.

Depending on the size of the sample, the survey is suitable for comparison of findings and easier generalizability of conclusions. The limitation of this method is that there is a risk of losing subtle differences in responses. Its usefulness depends on the response rate and like a desk review, it is difficult to verify the quality of the collected information. This evaluation will use the survey methodology in relation to those key informants who cannot participate in FGDs nor in-depth interviews.

Since face-to-face data collection will predominately be used in this evaluation, the method of field observation will be used as an accompanying method during FGDs and in-depth interviews. The advantage is that field observation provides the evaluation team with the ability to observe first-hand the programme implementation storytelling "in action". For example, evaluators will be able to assess the alignment between the live conversations with the quality of data given – including attitudes and feelings of respondents. The limitations of this method are similar to those of the face-to-face methods described above. Depending on location, this method can be expensive and time-consuming (in arranging and conducting them). It cannot easily be compared or generalised. Bias may be introduced if the participants are aware of the evaluators' presence.

Field observation should be an effective and especially crucial tool for gathering information on HR & GE dimensions. The observation of intervention activities and ongoing dynamics – including direct interaction with people or groups involved, should allow evaluators to glean insights of aspects that might not surface when applying other methods. It can complement information obtained from other sources. This is particularly relevant when HR & GE aspects of interventions are culturally or politically sensitive. Field observation is also a productive tool to:
- ☐ Formulate questions that can be asked in subsequent interviews;
- ☐ Examine the GPS Programme's physical and social setting, staff and beneficiary characteristics, group dynamics, and formal and informal activities;
- ☐ Become aware of aspects of the GPS Programme that may not be consciously recognised by participants or staff;
- ☐ Learn about topics that GPS Programme staff or participants are unwilling to discuss; and

☐ Observe how GPS Programme activities changed or evolved over time across the 3 phases.[36]

However, evaluators are aware that field observation needs to be carefully prepared to achieve its purpose and to avoid violating cultural or social norms, especially when considering HR & GE issues. As mentioned above, risk factors also need to be carefully weighed. To alleviate risks, evaluators will travel to meet most stakeholders in their localities to facilitate easy access, enhance stakeholders' sense of comfort and increase participation. A HRBA gives the same importance to process as it does to results.[37] This means that commitments to achieve human rights, as well as the processes through which a society moves towards realising them, are crucial.

2.5. Data Analysis

2.5.1. Validity[2] and reliability[3] of data

Throughout this evaluation data management will be of vital importance in relation to validity and reliability of data. To increase the chances of data validity and reliability both evaluators will administer similar tools and all tools contain multiple wordings for the same question. More importantly, the evaluation team will pretest data collection tools to ensure high validity and reliability.[38] To increase the ability for generalisability of findings, strong random samples have been designed for each stakeholder group and substantial and representative data collection sites have been selected. Evaluators will use multiple methods of data collection and analysis (triangulation), which allows for validation across multiple methods and sources. The draft report will be further subjected to a validation workshop with all key stakeholders where the findings will be further examined through engagement with stakeholders at stakeholder workshop and management debriefings.

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[2] Validity refers to the accuracy of the data, i.e., whether or not data collection tools are measuring what they are intended to measure.
[3] Reliability refers to the extent to which the same findings would result after utilizing the same method of data collection multiple times.

2.5.2. Data Analysis

Data analysis will involve the systematic organisation, comparison and synthesis of information and data derived across and through all methods. The analysis includes an assessment of what the information seeks to answer on each evaluation question. The evaluation will triangulate information using various methods of data collection and sources of information in order to ensure robust findings. Ultimately, evaluators will make judgments based on the evidence. The evaluation report will describe the analytical process undertaken and the underlying rationale for judgments made.

To increase gender-responsiveness of evaluation findings, evaluators plan to use a gender analysis framework – a systematic approach to examining factors related to gender that assess and promotes gender equality issues and provides an analysis of the structures of political and social control that create gender equality. This technique ensures that the data collected is analysed in the following ways:[39]

☐ Determining the claims of rights holders and obligations of duty bearers
☐ Assessing the extent to which the GPS Programme was guided by the relevant normative frameworks (international, regional and national) for gender equality and women's rights, as well as UN system-wide mandates and organisational objectives;
☐ Comparing programme indicators with existing information on the situation of HR & GE at community and national levels;
☐ Identifying trends, common responses and differences between groups of stakeholders (disaggregation of data), for example, through the use of graphs or illustrative quotes (that do not allow for identification of individual respondents);
☐ Integrating into the analysis the context, relationships, and power dynamics obtained during the GPS Programme implementation, through scanning reports and stories of change;
☐ Analysing the structures that contribute to inequalities experienced by women, men, girls and boys, especially those experiencing multiple forms of exclusion;

- ☐ Assessing the extent to which participation and inclusiveness (with respect to rights holders and duty bearers) was maximised in the interventions planning, design, implementation and decision-making processes;
- ☐ Triangulating information to identify similarities and/or discrepancies in data obtained in different ways (i.e. interviews, focus groups, observations, etc.) and from different stakeholders (e.g. duty bearers, rights holders, etc.);
- ☐ Identifying the context behind the numbers and people (using case studies to illustrate broader findings or to go into more depth on an issue);
- ☐ Comparing the results obtained with the original plan (e.g. through the application of the evaluation matrix);
- ☐ Assessing the extent to which sustainability was built into the intervention through the empowerment and capacity building of women and groups of rights holders and duty bearers.

Before the major validation workshop with all stakeholders, evaluators will develop an interim report that will be reviewed by the evaluation management and reference groups. This interim reporting of findings by the evaluation team will build understanding as the evaluation process is underway and lead to greater buy-in and use of evaluation results. This is an opportunity for the team to field the emerging trends from primary data collection against the reactions of the two oversight groups, as they may be able to provide further information, point out key gaps in data, errors of interpretation and validate the findings. The final evaluation report will address any issues identified through the stakeholder validation workshop.

The findings will assess progress towards achievement of the objectives of the GPS Programme, both at district and national levels, against the standard evaluation principles of relevance, effectiveness, efficiency, sustainability and impact. Computer-aided SPSS software will be used to analyse all survey datasets that include descriptive statistics, frequencies and correlations. The outputs will be carefully analysed using statistics, tables, graphs, charts, frequencies and correlations. For qualitative data analysis, the evaluation team will use content analysis and thematic analysis to triangulate data and report it together with the issues summarised from the quantitative data. The overall report of the evaluation will show descriptive statistics, correlations and thematic analysis within and across subpopulations to enable comparison and juxtaposition of emergent themes. Below

is a summary of data processing techniques the evaluation team will use to analyse data from the literature survey, interviews, case stories and consultations.

- ✓ ▪ **Data Tabulation and Comparison:** Appropriate tables and columns will be developed showing segregated data by gender[40] and findings to be used in various chapters of the report. Separate schedules of observations, conclusions and recommendations will also be presented in the analytical framework/analysis plan, and that will be further sifted and summarised in the final report.

- ✓ ▪ **Content Analysis:** Content analysis is a key data mining and refining approach when the evaluation team conducts literature survey and desk review of all available reports, documents and collected data sets. The evaluation team shall review, based on their extensive experience in studying technical reports and documents, the qualitative, comparative, and quantitative information from each dataset. This will be triangulated[41] and refined based on the comments of key informants and through cross-checking to ensure factual credibility.

- ✓ ▪ **Thematic Analysis:** Thematic analysis will involve a thorough review of themes and recurrent issues arising from available reports and datasets under review. The analysis will track themes that are emerging from the desk review, interviews, and draft validation presentations. The qualitative data collection and analysis will also use main and auxiliary methods.

2.6. Sample and sampling design

The sampling design has been done at both district and national levels. Below are the two sampling frames.

At district and community levels this final evaluation has sampled four out of eight districts identified as GPS Programme areas. The four sampled districts are Masvingo, Tsvingwe, Mutoko and Gwanda. Among the sample, we have two rural and two urban districts. Together the spread of the districts covers four out of the ten provinces of Zimbabwe. This represents 50% of GPS Programme districts – spread across 40% of Zimbabwe's provinces. This spread should provide the needed reliability and generalisability of data. These districts were purposively

sampled by the reference group using the criteria of level of investment and the spread and depth of the types of activities conducted during the GPS Programme implementation. The evaluation team will visit all these four districts and one additional district, Mwenezi, proposed by evaluators if approval is granted. A comparison of the experience of the two 'healing gardens' may enrich the evaluation process through comparison of lessons learnt. Field visits will discuss with stakeholders involved in the GPS Programme, including direct beneficiaries such as WPC members, traditional leaders, government ministries and departments and CSOs. Below is a detailed description of the primary data collection to be conducted at community levels.

2.6.1. Sampling of Key Informant Interviews

KIIs will be held with implementing partners based in Harare, and Mutare prior to any interviews with provincial/district stakeholders. At each district, all key stakeholders will be interviewed based on their participation in the programme. At community level, KIIs will be conducted with sampled key stakeholders as well as beneficiaries. Core members who received initial training such as the 'Trainer of Trainers' will be interviewed as key informants. This will be done using purposive sampling, guided by the nature and role of their involvement. Purposive sampling will entail analysis of the participants' attendance registers of various capacity building sessions. The second layer of the KII will be sampled using the snowballing method, using respondents who will have knowledge of other prospective key informants.

2.6.2. Sampling of Focused Group Discussions

FGDs at districts have been pre-determined in the ToRs. The evaluation has noted that the district sampling shows the following characteristics: one urban, one peri-urban, and two rural; both earlier and later WPC formations are included.

On average of three FGDs will be held at each location and different criteria will be used at each site. For Mutoko, the distance factor in the sparsely populated Hoyuyu-Nyamuzizi resettlement will be the factor determining the meeting point. Each meeting will be held at the most central point in at least three wards. The same factor will apply for Mutare. This is in recognition of the fact that no bus-fare reimbursements will be available and that respondents should experience the least

disruptions in peak agriculture season. In Tsvingwe, a male-only FDG will be held, to give voice to the men who are advocates of gender equality.

For Masvingo, the evaluation will target as many of the 12 core members as are available. This group will shed light on the initial work done by Women's Coalition of Zimbabwe (WCoZ) and subsequent interventions by PACDEF. The second FGD will consist of the later entrants who benefitted from being trained and mentored by the core members. The third FGD will be a mixed group of male and female members of the peace committee.

In Gwanda, the evaluation team will consider an 'after hours' meeting to ensure that those that are engaged in enterprises that require them to be away during normal hours be included in the discussions.

Table A) shows the proposed KII lists for stakeholders who have contributed to the outcome *'Community peace mechanism and structures are gender mainstreamed'*. Table B) shows the Focused Group Discussion criteria selection.

Table 1: Proposed Key Informant Interviews List-A

KII	HRE	Tsvingwe	Masvingo Ward 10	Masvingo Mwenezi	Gwanda	Mutoko	Implementation Role
WCOZ- Peace Cluster Chair Cluster member	I I I	I	I		I	I	Establishing the initial working groups and peace committee in Fukai, Tsvingwe and Neshuro. Umbrella body for Women's Organisations.
ZYWNP- Director and Programme Officer	I I						Training Political Party representatives (Concession, Harare and Masvingo) Produce the Young women's manifesto to Political parties. Develop a Citizen's Manifesto Train on Early Warning Response Mechanism
ZYWNP Core Trainees			I	I			Themaric Chimanzu, Virginia Fukai, Locardia Mashavave, Linda Mabukwa

ICT Trainees		I	I	I	I		Bindura, Tsvingwe and Victoria Falls
ZYNP 2nd level of trainees, who also attended the ACCORD training/ Kenya			2	2	2	2	Trainees of the original 4 # Location To be advised
PACDAF (3)		Board member Executive Director Programmes Officer					8 Districts Work with Transitional Institutions and Commissions Chivi, Norton, Beitbridge, Harare
MWAGCD- District level/Provincial Level		I	I	I	I	I	GoZ Mandate for gender issues, Anti-GBV Structure in place, advise on 4 Ps (Promoting, Programming, Prevention and Protecting Women's Rights Mutare- Provincial Office request for partnership in managing hot spots
ZLHR		I					Technical support for dealing with the formal judiciary system
Legal Resources Centre		I			I		Civic Education, professional Training of Traditional and Faith Leaders/ Community Paralegals- GPS in community justice
Saywhat	I						
Better Life Foundation						I	Hosting International Women's Day: Mutoko and Mudzi 150 women, 100 men mobilised for IWD
VFU Provincial level		I	I		I	I	Formal judiciary system

ZRP- Local Area level		I	I	I	I	I	
Community Police/ Peace Paralegals		I	I	I	I	I	Link between WPC and formal justice system
Traditional Level- headman/ Chief		I I	I I	I I	I I	I I	Part of traditional mechanism for peace
Faith leaders		I	I	I	I	I	Part of traditional mechanism for peace
Africa University		I					
Local Authority					I		Gwanda Municipality request for a conflict management workshop
Core Trainer of peace Journalist		I	I	I	I	I	Capacity building
2nd level of Trainee Journalist		I	I	I		I	Local production of GPS news
Media Partner		I	I		I	I	Linkage with WPC journalist
Chair of provincial early warning system		I	I		I	I	Provincial mechanism
EWS- local focus person		I	I	I	I	I	Local ESW mechanism
Election Observers		I	I	I	I	I	WPC members participated in the 2018 Election Observation.
Women's Caucus	I						G20 and involvement in the Gender Observatory
Gender Commission	I						Piloting gendered election monitoring
NPRC	I						Policy engagement
HRC	I						Policy engagement
ZEC	I						Feedback on election processes
Total	11	22	20	15	18	16	

NB: There is a high likelihood that the numbers will be less, as there is a possibility of one person having been involved in various activities e.g. the Focal Person of EWS could also have been an election observer.

Table 2: Table: Focused Group Discussions -B

Area	Population (2018)	Sample Size	Description of Composition
Tsvingwe	52 members trained over the years	3 groups of between 6-15	1 -Women only group 1 -men only group 1 -mixed group. The Evaluator will be in a position to travel to different locations which are deemed convenient for Peace Committee Members
Masvingo-Charumbira	12 Core Members 22 new trainees Charumbira	3	1 FDG with members active in core *members* actively involved *marump/ and economic activities women* only 1 FDG with later entrants: 15 female members 1 FDG mixed group- male and female
Masvingo Mwenezi	50	2	1 FDG with core members 1 FDG later entrants
Gwanda (urban) 10 urban awards	52	3	Two focused groups to be held between 8-4pm, and another at 430pm to cater for formally employed members.
Mutoko	Hoyuyu-Nyamuzizi Resettlement	4	2 FDGs to held in Hoyuyu Resettlement Area 2 FDGS to be held at Nyamuzizi Resettlement Area

Table 3: Indicators

Outcome: Community peace mechanism and structures are gender mainstreamed. Indicator a) No. of gender-sensitive policy recommendations submitted at the national policy level		
Output1.1 Increased Awareness among women and girls of gender, peace and security issues in the community	Target	Actual
1a No. of WPCs established	8	
1b. No of Women equipped with Knowledge on GPS	5000	
1.c No of women equipped with knowledge on peace journalism	8	
1.d No. of Community peace newsletters in English, Shona and Ndebele	6	
1.e Number of peace websites updated	1	
1f. No of community early warning mechanisms established and functioning	9	

Output 2: Increased knowledge and awareness of gender mainstreaming in traditional justice mechanisms in the communities		
2.a) No of traditional community leaders reporting improved knowledge on the importance of gender mainstreaming in the traditional justice community courts	24	
2. b) Number of Women reporting active involvement in traditional dispute resolutions mechanisms in the community	18	
2.c) No. of policy documents and policy engagements held at the policy level	1	

At national institutional levels, this final evaluation will initially use a census sampling approach to all key participating stakeholder institutions and implementing partners to the GPS Programme. This will allow the evaluators to study and fully understand roles played by each institution and the interventions they participated in. The GPS Programme census includes institutions such as government partners, research and academic institutions, UN agencies and CSOs. Following this, purposive sampling will be used to select specific participants based on their nature of involvement in the GPS Programme, including high-level officials (depending on availability), for in-depth interviews. The pre-selected technical and operational staff will be randomly grouped to either complete a survey or attend FGDs or in-depth interviews. This approach is innovative as it allows evaluators to reduce bias and increase reliability in the results by triangulating data from various key informants from the same institution providing data using different methods.

Data will be collected from various sampled key informants at the institutional level using several data collection formats as shown in the table below. Evaluators have designed five different key informant guides which are segregated based on the nature of involvement by each institution and the type of treatment participants received. For each guide, there will also be a corresponding structured survey to be completed by those who will not participate in the face-to-face data collection. Detailed tools are provided in the annex at the end of this report. Data at national institutional levels will be collected as follows:

Table 4: list of tools to be used in the evaluation of institutions

Tool	Key Informants	Level of data collection
1. Key Informant Guide /Survey tool	Institutional leaders	Government, Commissions, Agencies
2. Key Informant Guide / Survey tool	Faculty and trainees	Academic and research institutions
3. Key Informant Guide/ Survey tool	NGOs & civil society	Implementors and beneficiaries

4. Key Informant Guide/ Survey tool	Other partners	Implementors and beneficiaries
5. Key Informant Guide/ Survey tool	UN Women, UNDP Donor	Programme managers, coordinators, implementers and Donor
Desk Review	Literature	Community, District, National, Regional and Global

The table below gives specifications of key institutions that participated in the GPS Programme from whom respondents will be drawn from.

Table 5a: Key institutions participating in the evaluation

#	Institutional Level	Name of Institution	Places	Date
1	Major Government partners	Ministry of Women Affairs, Community, Small and Medium Enterprises	Harare	TBD
		Ministry of Defence, Security and Veteran Affairs		TBD
		Ministry of Home Affairs and Cultural Heritage		TBD
		Organ of National Healing, Reconciliation and Integration (ONHRI) – now NPRC		TBD
		Chapter 12 Commissions (Zimbabwe Gender Commission, Zimbabwe Electoral Commission, NPRC and Human Rights Commission).		TBD
2	Academic Institutions	Institute of Peace Leadership and Governance of the Africa University	Mutare	TBD
		Institute of Correctional Services		TBD
		Bindura University of Science and Technology		TBD
		National University of Science and Technology		TBD
		Africa Gender Institute of the University of Cape Town.		TBD
		Solusi University		TBD
3	Key civil society partners	Africa Community Publishing Trust	Harare	TBD
		Musasa Project	Harare	TBD

		Zimbabwe Young Women's Network for Peacebuilding			TBD
		Peacebuilding and Capacity Development Education Foundation; Better Life Foundation			TBD
		ZWLA			TBD
		Zimbabwe Peace and Security Programme;			TBD
		FEMPRIST			TBD
4	UN Women and other UN Partners	UN Women UNDP		Harare	TBD

Below is a list of FGDs that will be conducted. Depending on availability, effort will be made to have a comparable number of FGDs for both faculties only and students only groups in order to get different perspectives on the offerings. Where possible, all faculty members at each institution will be selected for participation in any way they are able to provide data. As for students four to ten students per institution will be selected to attend FGDs. Where possible, alumni will be included to provide data in which ever way possible – FGDs, IDIs, or survey.

Table 5b: List of FGDs for institutions

Institution	Number of FGDs	Implementation Roles
Institute of Peace Leadership and Governance of the Africa University	I	Training, policy making and & gender mainstreaming
Bindura University of Science and Technology	I	Training
Institute of Correctional Services	I	Training & gender mainstreaming
Zimbabwe Young Women's Network for Peacebuilding	I	Capacity development
Peacebuilding and Capacity Development Education Foundation; Better Life Foundation	I	Capacity development& gender mainstreaming
Group of 20	I	Capacity development and mentoring
Zimbabwe Staff College	I	Training & gender mainstreaming
UN Women	I	Coordination
Total	8	

Table 5c: List of Key Informant In-depth Interviews

Institution	In-depth Interviews	Implementation Roles
Institute of Peace Leadership and Governance of the Africa University	1	Training, policy making & gender mainstreaming
Bindura University of Science and Technology	1	Training
Institute of Correctional Services	1	Training
Zimbabwe Young Women's Network for Peacebuilding	1	Capacity development
Peacebuilding and Capacity Development Education Foundation; Better Life Foundation	1	Capacity development
Zimbabwe Staff College	1	Training and gender mainstreaming
ZWLA	1	Training
Zimbabwe Peace and Security Programme	1	Training
Musasa Project	1	Capacity development
FEMPRIST	1	Capacity development
Africa Community Publishing Trust	1	Publishing
Ministry of Women Affairs, Community, Small and Medium Enterprises	1	Duty Bearers
Ministry of Defence, Security and Veteran Affairs	1	Duty Bearers
Ministry of Home Affairs and Cultural Heritage	1	Duty Bearers
Organ of National Healing, Reconciliation and Integration (ONHRI)	1	Duty Bearers
UNDP	1	Coordination
Chapter 12 Commissions (Zimbabwe Gender Commission, Zimbabwe Electoral Commission, NPRC and Human Rights Commission).	4	Duty Bearers
UN Women	4	Coordination
Total	24	

Table 5d: List of Key Informants to complete questionnaire

Institution	Questionnaire	Implementation Roles
Bindura University of Science and Technology	1	Training
Institute of Correctional Services	1	Training & gender mainstreaming
Zimbabwe Young Women's Network for Peacebuilding	1	Capacity development
Peacebuilding and Capacity Development Education Foundation; Better Life Foundation	1	Capacity development
Africa Gender Institute of the University of Cape Town.	1	Training
Zimbabwe Peace and Security Programme;	1	Training

Africa Community Publishing Trust	1	Publishing
Solusi University	1	Training
Zimbabwe Young Women's Network for Peacebuilding	1	Capacity development
ZWLA	1	Capacity development
Total	10	

2.7. Confidentiality & Ethical Code of Conduct

The evaluation will be carried out following UN Evaluation Group (UNEG) Norms and Standards,[42] UN Women Evaluation Policy as well as the Ethical Guidelines for evaluations in the UN system.[43] Once finalised, the evaluation report will be quality-assessed based on the UN Women Global Evaluation Reports Assessment and Analysis System.[44]

Specific safeguards have been put in place to protect the safety (both physical and emotional) of both respondents and data collectors. Critical ethical considerations for data collection are already finalised and incorporated in the evaluation design and they include the following:

☐ Data collection tools have been designed in a way that is culturally appropriate and does not create distress for respondents;

☐ Data collection visits will be organised at the appropriate times and places to minimise risk to respondents;

☐ Interviewers will provide information on how individuals in situations of risk can seek support;

☐ A plan is in place to protect the rights of the respondent, including privacy and confidentiality;

☐ The evaluation team is trained in collecting sensitive information, and where the topic of the evaluation may touch on violence against women, evaluators have previous experience in this area;

☐ The evaluators are competent to identify the complexity of cultural identities, identify power dynamics between and within different groups, and will be cognisant of the use of language among respondents.

As part of the plan to protect the right of the respondents, the evaluators' stakeholder analysis will be considering the ethical implications for each of the key evaluation questions and the tools used to interact with different sub-groups of

stakeholders in the data collection phase, informed by vulnerability analysis. Particularly, ethical considerations will be important to take into account during the interaction with end beneficiaries or potential beneficiaries in the same target group, and individual women involved in the peace and security services. Specifically, rights, peace and security issues can be sensitive information, and therefore the respondents' anonymity, as well as the non-attribution of their answers, will be carefully safeguarded. If any direct quotes are being attributed, the evaluation team will have to seek permission first.

The focus of the evaluators will be on creating a "safe space" for those who, in one way or another, have felt excluded from ongoing peace and security processes, or are otherwise vulnerable, to speak up. For each participant, informed consent to participate in the evaluation will be ensured. The evaluation team will work closely with UN Women to ensure that such a safe space to speak up exists in order to include the diverse views of different end-beneficiaries and stakeholder groups.

The evaluation team understands and will follow the UNEG Ethical Guidelines and Code of Conduct. The UNEG Code of Conduct notes the importance of ethical conduct for the following reasons:[45]

a) **Responsible for use of power:** All those engaged in evaluation processes are responsible for upholding the proper conduct of evolution;

b) **Ensuring credibility:** With a fair, impartial and complete assessment, stakeholders are more likely to have faith in the results of the evaluation and to take note of the recommendations;

c) **Responsible use of resources:** Ethical conduct in evaluation increases the chances of acceptance by the parties to the evaluation and therefore the likelihood that the investment in the evaluation will result in improved outcomes.

This evaluation will adopt the UNEG Ethical Guidelines, in particular: 1) respect for dignity and diversity; 2) right to self-determination; 3) fair representation; 4) alignment with codes for vulnerable groups; 5) redress; 6) confidentiality; and 7) avoidance of harm. In more practical and operational terms, specific safeguards to be put in place include the following:

a) All those interviewed will be informed of their right to privacy and confidentiality;

b) Data collection tools are designed in a way that is culturally appropriate and does not create distress for respondents;

c) The interviewers will be able to provide information on how individuals in a situation of risk can seek support.

d) Evaluators will behave and act in a manner that respects participants and their diversity, ensure the respondents' fair representation and confidentiality, and will do-no-harm to respondents.

2.8. Limitations to the evaluation

There is currently not one staff member who was present at the beginning of the GPS Programme. Therefore, the evaluators will not have the benefit of uninterrupted institutional memory from staff. Monitoring of the GPS Programme was reported through annual reports. This programme never had any mid-term review or self-evaluation in the six years of its implementation. In this situation, the evaluation team has taken steps to ensure that they have an accurate understanding of the Programme and have developed evaluation data collection tools that accurately measure the Programme's progress and phases as in revised logframe.

The timing of the evaluation has limitations because the data collection has coincided with the peak agricultural season. Urban and peri-urban households engage in agricultural activities as they do not rely on 'formal sector income' only. Therefore, some critical stakeholders may find it difficult to participate, especially at community levels. Care will be taken to ensure that the distance factor is taken into consideration when setting the time for each FDG, to avoid time wasting.

This evaluation is taking place after six years of implementation. There is an assumption that all of the core members of the GPS Programme are still alive and that they have not relocated in the intervening period. This is especially the case at community level. In cases where a replacement needs to be made, the snowballing technique will be used.

Interviews with GPS Programme staff revealed that no baseline data, mid-term evaluation report nor an end of phase evaluation report for each phase has been conducted. This gap means some matters that were relating to the quality of the partnerships are at risk of being forgotten. However, the positive aspect of this is

that for the interventions undertaken, particularly in the first five years, a focus on the impact and sustainability will be best reflected on as opposed to evaluating the inputs. The evaluation team has relied on annual reports, activity reports and primary data to fill in the gaps and make informed conclusions.

The evaluation matrix below summarises the key aspects of the evaluation exercise by specifying what will be evaluated and how. The matrix includes the evaluation criteria, the main evaluation questions with all the corresponding sub-evaluation questions, indicators for measuring progress, required data, data sources, and data collection methods. The evaluation matrix is a living document and may be subject to modification and amendment as the evaluation progresses. However, any modification to the evaluation matrix will be made in consultation with the UN Women evaluation manager.

3. Evaluation Matrix

Table 6: The Evaluation Matrix

Evaluation Criteria	Key question(s)	Sub-question(s)	Indicators[4] for measuring progress	Collection Method(s)	Data Source	Assumptions
Relevance	- Are the activities and outputs of the GPS programme consistent with the intended impacts and effects? - How relevant is the programme to the needs and priorities of the beneficiaries, national, regional and international priorities?	1) Did the programme consultations with national counterparts in the formulation and implementation of the programme integrate national priorities? 2) What is the extent of responsiveness of the GPS programme in its conceptualisation, planning and design to the UN Security Council Resolutions on Women Peace and Security provisions for a comprehensive political framework for peace and security for women and girls? 3) To what extent has the Programme aligned itself with the UN Women's mandate and cooperate objectives of raising awareness and strengthening capacities of women in the transitional situation and contribution to the integration of gender perspectives into all conflict resolutions and peace initiatives? 3) What is the relevance of the GPS programme in Zimbabwe at a national level? 4) What is the extent of the relevance of the GPS programme at the local institutional level? 5) Is the Programme relevant to meeting local needs and priorities? 6) What has been the level of adaptability of the programme to shifting country needs?	-Evidence of alignment with National Gender Policy, Gender Mainstreaming Strategic Plan National and gender priorities. -Evidence of needs assessment at the national level, institutional, academic institutions, security services training academies, individual women leaders, and community level (women and local leadership). Evidence of progress of, or actual	-Document Analysis of situational analysis/studies undertaken. -Document analysis of commitments made at regional and national level. -Key Informant Interviews with Ministries of Defence and Women's Affairs -Focus group discussions Key informant interviews of women and	-UN women Programme Staff ONHRI 2011 Study and subsequent needs assessment studies were undertaken relating to gender peace and security issues at all levels (policy, institutional capacity level, and at individual girl/woman personal level) Review of NPRC strategic plan.	UN Women Zimbabwe is complaint with UN Women HQ standards e.g. defining Theory of Change, and RMB complaint in Reporting on Results, inclusive of its partners. All reports are readily accessible especially the ONHRI 2011 Study. Baseline documents by other agencies

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[4] Gender analysis is a systematic way of looking at the different impacts of development, policies, programmers and legislation on women and men that entails, first and foremost, collecting sex-disaggregated data and gender-sensitive information about the population concerned. Gender analysis can also include the examination of the multiple ways in which women and men, as social actors, engage in strategies to transform existing roles, relationships, and processes in their own interest and in the interest of others. (UNEG. Integrating Human Rights and Gender Equality in Evaluations, p12.)

Evaluation Criteria	Key question(s)	Sub-question(s)	Indicators[4] for measuring progress	Collection Method(s)	Data Source	Assumptions
		7) How relevant is the Programme with regards Zimbabwe as a member of regional bodies dealing with peace and security? 8) What is the relevance of the programme in supporting Zimbabwe in the implementation of regional and international commitments and priorities? 9) Has the GPS Programme been relevant in responding to the broadening options for gender peace and security? 10) How significant has been the capacity building of the Women's Agency for Peace and Security within the broader context of the gendered nature of instability and insecurity factors? 11) What activities were undertaken to inform design of the "strengthening gender-sensitive capacities for peace and security programme in Zimbabwe?" 12) Were the activities relevant to the priority needs of the community at large (local, national, regional and international priorities) and the project direct beneficiaries? 13. How did the programme promote women participation in key decisions regarding peace, security, policy making? 14) How relevant were the activities meant to strengthen capacities of the security sector actors and community to respond to gender insecurities? 15) How appropriate were the support mechanisms put in place for peace building, conflict resolution and management at all levels? 16.) Were the activities and outputs of the Programme consistent with the intended impacts and effects?	alignment with Protocols and regional commitments signed, ratified, acceded to.	other stakeholders with regards to GPS issues.	Ministries of Defence, Women's Affairs, Commissions (Zimbabwe gender Commission, National Peace and Reconciliation Commission) Key stakeholders - Project implementation sites. -UN Women website. Partner websites-Peace websites -GPS programme _PRODOC and progress reports and reviews.	such as UNDP who have worked on 'Peace' are accessible. Key informants where there have been staff movements over the past 6 years have documented institutional memory for reference. The packaging of UN Women Prodoc and Annual reports have a level of consistency over the 3 Phases.

Evaluation Criteria	Key question(s)	Sub-question(s)	Indicators[4] for measuring progress	Collection Method(s)	Data Source	Assumptions
		17) Which Programme activities have been the most and least appropriate? Explain why? 18) How appropriate were the inputs and activities as related to the local socio-cultural, political and economic context? 19) How easy or difficult was it for the programme beneficiaries to participate and be involved throughout the implementation? 20) What, changes could be made to the program to make it more appropriate and relevant to the beneficiary concerns, needs and preferences?				
Effectiveness	To what extent has the GPS Programme made sufficient progress towards its planned Programme goal, outcomes and outputs?	1)Has UN Women effectively used its strategic position to build Zimbabwe Government's capacity with regards to domestication UNSC Resolutions, in particular, UNSCR 1325? 2) What is the extent of UN Women's effectiveness in supporting the process of defining a UNSCR National Action Plan with relevant stakeholders? How far is the process? If there are challenges how will these be overcome?	**Evidence of Effectiveness** in contributing to the Goal and affecting the outcomes that the GPS set out to achieve listed below: **Goal: Phase I** *1. Contribute to an environment that*	Document Analysis Analysis of Log Frames for Phase I, II and III -Key Informant Interviews (Defence, Women's	UN women Programme Staff All key stakeholders - Project implementation sites. -UN Women websites.	Information is available Partners and beneficiaries are free to give candid feedback.

Evaluation Criteria	Key question(s)	Sub-question(s)	Indicators[4] for measuring progress	Collection Method(s)	Data Source	Assumptions
	Assess Program reach and targeted beneficiaries and key changes?	3) To what extent has the GPS Programme made sufficient progress towards its planned objectives and results/has the GPS Programme achieved its planned objectives and results within its specified period? 4) Has the GPS Programme been appropriately responsive to political, legal, economic, institutional etc changes in the country? 5) Has UN Women effectively coordinated with relevant partners to achieve results? 6)What criteria were used in the selection of partners to ensure that they provide the programme with the required capacity and strategic positioning to achieve objectives? 7) How effective have the partnerships been? Did all partnerships work? If not, what are the lessons learnt? 8) Did the GPS Programme reach its targeted beneficiaries at programme goal and outcome level? 9) Has the GPS Programme generates positive changes in the lives of targeted and untargeted? Are there key changes in the lives of women, girls, boys and men? 10) In which areas has the GPS Programme had its least achievements? What have been the constraining factors and why? How can they be overcome? 11) In which areas did the GPD Programme have the greatest achievements? How can UN Women build on or expand these achievements? 12) What are the major factors influencing the achievements or non-achievements of the objectives? (Identify constraining and enabling factors)? 14) What, if any alternative strategies would have been more effective in achieving the programme objectives?	*promotes women's gender-sensitive peace and security concerns in Zimbabwe.* **Goal Phase II and III** *2. Peace and security shaped by Women's leadership and participation in Zimbabwe* **Outcomes Phase I** i)Gender equality commitments implemented in peace building processes ii)The inclusion of gender perspective into security sector transformation initiatives iii)Improved mechanisms for gender, peace and security in targeted rural areas Outcomes Phase 2 and 3 i)Conflict resolution, conflict management and peace building	Affairs, government, CSOs, Academia, Training institutions, Commissions, ZRP, Media, local leadership and women). -Monitoring records -Focus group discussions. -Case stories of change.	-GPS Programme progress reports and reviews. -chapter 12 commissions	-Sampled key informant are found and are willing to participate in the evaluation exercise. Funding and Programme coordination were available and adequate

Evaluation Criteria	Key question(s)	Sub-question(s)	Indicators[4] for measuring progress	Collection Method(s)	Data Source	Assumptions
			processes gender mainstreamed ii) Improved mechanisms for peace and securities in communities			
Efficiency	To measure how economically gender, peace and security programme resources/inputs were converted to results: considering inputs and outputs assessing the value for money and management of the budget?	1. Has GPS Programme implementation strategy and execution been efficient and cost-effective? 2. To what extent does the management structure of the intervention support efficiency for programme implementation? 3. Has there been an economical use of financial and human resources? Have resources funds, human resources, time, expertise etc) been allocated strategically to achieve outcomes? 4. What measures have been taken during planning and implementation to ensure that resources are efficiently used? 3. Have GPS Programme funds and activities been delivered in a timely manner and within budgets? If not, what were the bottlenecks encountered? How were they addressed? 4. Are there opportunities for implementing the programme differently in a way that provides value for money in the future? 5. What were the constraints (e.g. political, practical, and bureaucratic) in mainstreaming gender in peace and security services and academic institutions efficiently during implementation? What level of effort was made to overcome these challenges? 6. In general, do the results achieved justify the costs? Could the same results be attained with fewer resources?	Minutes of signed Partnership Agreement honoured. Evidence of efficient implementation and production of results as per Project Document and Log-frame parameters: Evidence of indicators of progress from annual and other Programme reports.	Partnership Agreements Minutes of annual review meetings.	UN women Programme Staff Partners: especially those who were grant holders: PACDEF, ACTIL, ZYWPN, Academic institutions, Implementing Partners	-Information is available -Sampled key informants are found and are willing to participate in the evaluation exercise. In cases where staff has moved, an assumption is made that institutional memory would have been recorded with regards to the quality of partnership. Funding and Programme coordination were adequate

Evaluation Criteria	Key question(s)	Sub-question(s)	Indicators[4] for measuring progress	Collection Method(s)	Data Source	Assumptions
		7. Does Programme governance facilitate good results and efficient delivery?				
Sustainability	Assess sustainability of Results. Document strategies that have been put in place ensure sustainability of results overtime?	1. What strategies are in place to enhance the sustainability of results accrued because of the GPS programme? 2. To what extent do they facilitate ownership by the government, stakeholders and beneficiaries; and ensure results will continue? 3. Does Government have ownership of the GPS Programme? 4. Do partners complement government efforts and collaboration? 5. Is there sufficient ownership of the GPS by the implementing partners, effective partnerships and capacity to sustain the results? 6. Is community level sustainability assured? Probe ownership, participation and inclusion of duty bearers and rights holders? 7. Based on your experience with the GPS Programme which components of the program should be carried over into a future phase (scalable activities), and are there any recommendations for their improvement? 8. Are there any sustainability challenges? What are the mitigatory strategies- the evaluation should identify possible challenges that might affect the sustainability of the programme and suggest solutions? 9. Do the partnership agreement closure agreements have room for Partners to submit impact reports at least 2 years after the partnership has ended? If not so, would this be desirable and practical? 10) To what extent is the programme replicable at the national level? 11) 6) In which ways did the GPS Programme;	Evidence of ability to function outside UN Women funding. Evidence of Number of partners that have mainstreamed of gender in existing policies and defining gender policies and operationalising it. Evidence of ability to leverage own resources or elsewhere to sustain results. Evidence of institutionalising gender equality as a norm that needs no financial resources. Evidence of institutionalising gender, peace and security at the local level.	-Primary data collection through KII and observation - Key Informant Interviews with head / Board members of institutions Interviews with individuals whose MSCs were recorded 2 years before of Programme to assess the sustainability of change. -Monitoring record	UN women Programme Staff- List of Knowledge Products All key stakeholders - Project implementation sites. -GPS programme progress reports and reviews.	-The ability of stakeholders to speak truthfully about sustainability issues: limitations as well what they have been able to achieve in light of dependence syndrome. Funding and Programme coordination were adequate

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Evaluation Criteria	Key question(s)	Sub-question(s)	Indicators[4] for measuring progress	Collection Method(s)	Data Source	Assumptions
		a) strengthen the capacity of the ZEC to formulate and implement measures that promote women's participation in electoral processes; b) strengthened capacity of key stakeholders to design and implement initiatives to mitigate violence against women (VAW) in politics; c) strengthen the capacity of ZGC to monitor and enforce laws, policies and strategies to promote women's participation in the decision-making process.	Evidence of articulation of Gender Action Plan by Partners Evidence of a number of Academic staff available to supervise Gender-related dissertations and research. Evidence of accessibility of Knowledge products of the GPS as hard copies with all partners, and documents uploaded on WWW.			
Programme Outcomes and Impact	Identify and document key contributions and added value of short term and long term intended and un-intended positive and negative effects of GPS Programme. Benefits of the GPS to society,	1.What are the main effects of Gender, Peace and Security Programme activities? This should include positive and negative changes produced by the Programme's interventions, directly or indirectly, intended or unintended. 2. To what extent can the changes/results that have been achieved be attributed to the inputs, strategies, actions and outputs of the gender, peace and security Programme? 3. What are the lessons learnt which would improve on the relevance, effectiveness and impact of the programme at various levels: a) Conceptualisation of empowerment of the women's agency as an effective tool to dismantle male hegemony?	Evidence of performance review with regards to each phase guided by the following: **Goal: Phase I** 1. Contribute to an environment that promotes women's gender-sensitive peace and security concerns in Zimbabwe. **Goal Phase II and III**	Document Analysis -Interviews Key Informant Interviews with UN Women, Members of the Steering Committee and Key players. Primary data collection	-UN women Programme Staff -All key stakeholders - Project implementation sites. -Rights Holders (e.g. within the security forces, individual	-Information is available -Sampled key informant are found and are willing to participate in the evaluation exercise Core members and those who once contributed to

Evaluation Criteria	Key question(s)	Sub-question(s)	Indicators[4] for measuring progress	Collection Method(s)	Data Source	Assumptions
	policymakers and traditional leaders? Document MSC, if any brought by the programme to-date.	b) What has disrupted 'peace and security in Zimbabwe' over the past 6 years and as the GPS been well positioned and capacitated to respond? c) The Faith-based interventions have played a role in Zimbabwe's Architecture for peace: GPS has a distant relation with FB with the exception of Bindura. What are the implications of this for the futures? d) Resource governance in the face of climate change has a bearing on gender, peace and security? Did the selected districts of operation yield sufficient learning to inform future programming? e) Resource governance with regards to the extraction of natural resources has featured in Tsvingwe. Have the lessons learnt generated sufficient evidence to inform future programming? 4) Did gender equality impact on the design, development and implementation of initiatives that mitigate VAW in politics? 5) What were the society's specific ideas about mainstreaming gender into conflict resolution, management and peacebuilding processes during the implementation phases? 6) How did GPS initiatives, policies and strategies got formulated, enforced, implemented and monitored in line with national, regional and international provisions?	2. Peace and security shaped by Women's leadership and participation in Zimbabwe **Outcomes Phase 1** i)Gender equality commitments implemented in peace building processes ii)Inclusion of gender perspective into security sector transformation initiatives iii)Improved mechanisms for gender, peace and security in targeted rural areas Outcomes Phase 2 and 3 i)Conflict resolution, conflict management and peace building processes gender mainstreamed ii) Improved mechanisms for peace and securities in community		members of the G20: - Community Level-Local Leader, Peace Committee members, Journalist, Paralegals) -UN Women websites. -GPS programme progress reports and reviews. - chapter 12 commissions Focus group discussions with 'gender analysts and feminists'	the MSC are alive, still resident in the districts, or would not have made short visits to some other place. Project beneficiaries will be able to identify other beneficiaries through snowballing and the sampled prospects will be free from their agricultural activities. Funding and Programme coordination were adequate

Evaluation Criteria	Key question(s)	Sub-question(s)	Indicators[4] for measuring progress	Collection Method(s)	Data Source	Assumptions
UN Women's Technical and Resource management, coordination role in the delivery of the GPS Programme.	Review how adequate, efficient, effective and responsive UN Women is in achieving the technical and resource management role for the Programme.	1) How has the UN Women coordinated with other UN Agencies in relation to 'peace building and security'? 2)To what extent is UN Women effective and responsive in achieving the technical and resource management role for the Programme? 3) How effective has the GPSP Programme been in terms of coordination, partnership, implantation procedures, within the relevant UN Agencies- sharing resources, cost reduction and any benefits of Programme? 4) Has UN Women built its capacity to continuously map hotspots on an annual basis as well as document the gendered impact, as an on-going exercise to inform UN Women's responsiveness in the future?	Steering Committee Minutes Evidence of cooperation	Document analysis Primary evidence gathering	UN Women Staff KII UNDP Staff Members of the Steering Committee	Staff has institutional memory for the past 6 years, or staff has access to documented institutional memory.
Lessons Learnt and Recommendations: Ask all KII and FGDS: Review Studies, reports and minutes. Review GPS Programme implementation reports						

4. Work Plan

The evaluation is being conducted in three phases:

4.1. Inception report and desk review

This phase has included the following: reviewing background material; identifying key issues and developing the evaluation matrix; re-constructing a ToC; stakeholder mapping; selecting data collection sites and locations; sampling informants; developing various data collection tools; preparing the work plan and logistical provisions; and preparing the inception report.

4.2. Fieldwork and data analysis (+desk review)

Once the inception report is approved, evaluators will commence fieldwork. This phase will include the following: collecting primary data with sampled key informants; as well as presenting initial findings and receiving feedback.

4.3. Report writing: This phase will include the following: preparing a draft report; receiving feedback; and writing a final report.

Below is a detailed work plan for all the steps of this evaluation exercise. Field dates will only be determined after the inception report is approved.

Table 7: Proposed dates for milestones/outputs/deliverables

Start Date	Milestone	End-Date
November 30, 2018	Inception Report	December 28, 2018
January 15, 2019	Data Collection	January 30, 2019
February 2, 2019	Data Analysis	February 10, 2019
February 10, 2019	Draft Evaluation Report	February 15, 2019
February 20, 2019	Validation Process/Workshop	February 20, 2019
February 22, 2019	Consolidation of Final Report	February 26, 2019
February 26, 2019	Submit Final Evaluation Report	February 28, 2019

Table 8: Proposed Field Work Schedule of Events

Date TBA	Travel Date and Destination	Contact Person	Project Reach
	Travel from Harare to Mutare Meet Implementing Partners	PACDEF Agatha Chipunza O772568816/0717517435 Mr. Manyanda: Director 0778102402	Implementation in 8 Districts

	107 Herbert Chitepo Street, 2nd Floor Windsor Msasa House	Email: pacdef@mweb.co.zw alexiusmanyanda@gmail.com	
	Protocol Visit @ District Level Conduct Key Informant Interviews Focused Group Discussion Tsvingwe (1) Put up in Mutare	Selina Marevangepo Cell: 0774 032 831 Venue: Tsvingwe Primary School Distance: 35 km from Mutare	50 People were trained.
	Travel from Mutare to Tsvingwe FDG Tsvingwe (2)	35 km	
	Travel to Harare		
	Travel to Masvingo Put up in Masvingo		
	Meet Implementing Contact Person Protocol Visit Key Informant Interview Put up in Masvingo	Viginia Fukayi Cell: 0773 859 633 Gellie Zisheche Cell: 0775 129 826 Venue: Rural homestead - Gejorerunyararo. Distance: 20-30 km from Masvingo	50 People were trained 2 Savings clubs 1 Moringa Healing garden
	Key Stakeholder Informant Visit to Peace Committees Capturing the Story of Change Put up In Masvingo		
	Travel to Gwanda – Protocol Visit Conduct Key Informant Interviews Put up In Gwanda	Marilyn Nyoni Cell: 0773 886 782 Gwanda Town Council Venue: Ndhlovu Memorial Library or Red Cross	
	FDGS (3) Travel from Gwanda to Bulawayo Put up in Bulawayo	Distance: 130 km from Bulawayo	50 women and 10 men were trained. Knitting baskets
	Friday Travel to Harare	500km	
	Depart to Mutoko Meet Contact Person Protocol Meetings Key Informant Interviews	Emanuel Munyati Better Life 20km on Nyamapanda Road, and the dirt road km??	

	FDG Travel to Harare		

Proposed Field Work Schedule of Events – Dr. Godwin Hlatshwayo			
#	**Institutional Level**	**Name of Institution**	**Dates and Places**	TBD
1	Major Government partners	Ministry of Women Affairs, Community, Small and Medium Enterprises	Harare	TBD
3		Ministry of Defence, Security and Veteran Affairs		TBD
		Ministry of Home Affairs and Cultural Heritage		TBD
	Transitional Body- a staff member now with NPRC will be interviewed.	Organ of National Healing, Reconciliation and Integration (ONHRI)		TBD
		Chapter 12 Commissions (Zimbabwe Gender Commission, Zimbabwe Electoral Commission, NPRC and Human Rights Commission).		TBD
2	Academic Institutions	Institute of Peace Leadership and Governance of the Africa University	Mutare	TBD
		Institute of Correctional Services		TBD
		Bindura University of Science and Technology		TBD
		National University of Science and Technology		TBD
		Africa Gender Institute of the University of Cape Town.		TBD
		Selusi University		TBD
3	Key civil society partners	Africa Community Publishing Trust	Harare	TBD
		Musasa Project		TBD
		Zimbabwe Young Women's Network for Peacebuilding		TBD
		Peacebuilding and Capacity Development Education Foundation; Better Life Foundation		TBD

		ZWLA		TBD
		Zimbabwe Peace and Security Programme;		TBD
		FEMPRIST		TBD

4. Responsibilities, logistics and support

The evaluation team will report to, and engage with, the evaluation manager, the management and the reference groups throughout the evaluation process. For quality assurance, the evaluators will, through the team lead, provide all interim deliverables to the evaluation manager for initial review, comments and suggestions. The evaluation manager will collaborate with the regional evaluation specialist to screen deliverables for quality prior to sharing with the management and reference groups. On a day-by-day basis, the evaluation team will report through the lead consultant who will provide overall progress and seek guidance on the progress of the assignment. The evaluation manager will share draft reports by evaluators with the management team and the reference group. The UN Women Management, in coordination with the reference group, will approve the final inception report before the evaluation team undertakes any primary data collection. Once approved, this inception report replaces the ToR as the key reference document and will form the basis for guiding the entire evaluation process through its finalisation.

After the inception report is approved the two evaluators will split – the lead consultant Dr. Godwin Hlatshwayo will conduct primary data collection with institutions and leaders at the national level and the national consultant Mrs. Sithembile Nyoni-Mpofu will conduct data collection with community-based stakeholders across the four sampled districts. After data collection and analyses, the two sets of sub-reports will be synchronized, triangulated and merged to develop the final report.

UN Women will facilitate this process by providing contact information of respective partners. UN Women will further oversee the logistics of the evaluation and provide support for the arrangements as needed – especially making appointments with key informants. The evaluation team is responsible for the dissemination of all methodological tools such as questionnaires, conducting interviews and group discussions guides.

The key parties in the evaluation exercise are as follows:
1) The Evaluation Management Team[46] and Evaluation Reference Group[47], will handle the oversight of the evaluation. The members' details are given in the annex below.

2) UN Women

The organisation will be responsible for the coordination of stakeholders involved, organising interviews and focus groups, and handling other logistical and support issues (providing transportation, workspace for consultants). They will give approvals at every stage of the evaluation process.

3) Consultants
- ☐ The lead consultant has developed the inception report and will lead in drafting the evaluation report and undertake data collection with national institutional stakeholders in the GPS Programme.
- ☐ The national consultant developed the data collection tools at community levels and will conduct data collection and analysis with district-level beneficiaries and partners. She also supported the lead consultant in developing the inception and will participate in the drafting of the final evaluation report.

4.1. Factors for successes

Throughout the evaluation process, evaluators are deploying participatory methods and consultative processes that foster high stakeholder involvement and empowerment. That helps build a broad sense of ownership contributing to a more credible and user-friendly report, which can also facilitate the implementation of recommendations. The final evaluation report will reflect the evaluators' consideration of the comments and acknowledge any substantive disagreements with stakeholders. The evaluation report will indicate the stakeholders consulted, the criteria for their selection and the level of stakeholder participation. Divergent views from different stakeholders will be reflected in the report to ensure the transparency of the evaluation process. Both at the time of data collection and the presentation of report findings, stakeholders will have the opportunity to identify factual errors, omissions and misinterpretations of information. They will also review the recommendations to ensure that they are feasible.

The final evaluation report will describe the process followed in developing the recommendations, including the consultation with the stakeholders. Each evaluation recommendation will be clearly linked to the conclusions and findings of the evaluation. They will be clearly understood by the responsible actor and possible to address. Where possible the evaluators will reference the finding(s) that the recommendation(s) relate to. Recommendations will: be supported by evidence and conclusions; be developed with the involvement of relevant stakeholders; be

relevant to the object and purposes of the evaluation; clearly identify the target group for each recommendation; and clearly state priorities for action.

The evaluation team will ensure that the number of recommendations in this evaluation report will be feasible for the office, prioritised, appropriately incorporate gender equality and human rights considerations, and be addressed to specific stakeholders. However, the involvement of stakeholders will not interfere with the independence of the evaluators and impartiality of the evaluation. The evaluators will have the final judgment on the findings, conclusions and recommendations of the evaluation report.

5. Annex 1: List of Literature Under-Review

1) 84853 Narrative Annual Report to Norway Nov 2015-Oct 2016 11th April 2017
2) 84853 Norway Annual Narrative Progress Report 30th April 2018F
3) Annex 1 ACCORD UN Women Training -Gender mainstreaming in peace and security curricula
4) Annex 1 ACCORD UN Women Training -Gender mainstreaming in peace and security curricula
5) Annex 2 Christopher- ACCORD UNW Assignment ICS Module 2
6) Annex 3 Curriculum Development Exercise Melody
7) Annex 4 Eunice Leadership Curriculum
8) Annex 5 hatred Mhaza Module
9) Annex 6 ICS Course Curriculum by Davison Garauziwe
10) Annex 7 ICS Gender Audit ICS 22 June 2015 Final Draft
11) Annex 8 ICS Gender Policy 20 June 2015 Final Draft
12) Annex 9 Jeffrey Gender Studies Course Outline BUSE
13) Annex 10 Jeffrey Kurebwa course outline
14) Annex 11 Katsinde Course outline gender sensitive
15) Annex 12 Mainstreaming gender in Env Policy-Mangure docx
16) Annex 13 Young Women project Course Outline
17) Annex 14 Wesley- War and Society Course Outline
18) Annex 16 Wesley- War and Society Course Outline WAR 3030 Semester One
19) Annex 17NDC Module on Gender and National Security–Submitted by Martha M 14th August 2005
20) Annex 18 We Connect Issues 2
21) Annex 19 We Connect issues 2
22) Annex 20 Study Curriculum 2014
23) Annex 21 Training of Trainers
24) Annex 22 Training Manual
25) NORWAY PRODOC 2015-17
26) Overview of UN Women Peace and Security Work supported by Norway (003)
27) Progress Update Norway 2014, 2015, 16, 17
28) UN Women Study
29) Revised TOR Gender peace security final evaluation edit 091018
30) Annexure A Zimbabwe Country Study on Implementation of UNSCR 1325
31) Annexure B SADC Regional Framework and Strategy Validation Workshop Report
32) Annexure C SADC RPTC Integrated Mission Planning Course Invitation
33) Annexure D SADC RPTC Letter of Appreciation
34) Annexure E-Security Sector Curriculum Monitoring and Evaluation Framework
35) Annexure F National Curriculum Review Workshop
36) Annexure G ZGC CHIWUNDURA BY ELECTION CONSOLIDATED REPORT 2017
37) UN Women Evaluation Handbook: "How to manage gender-responsive evaluation".
38) (UNEG) on Integrating Human Rights and Gender Equality in Evaluations
39) UNW Global Accountability and Tracking of Evaluation Use (GATE) website
40 UNW GERAAS standards, http://www.unwomen.org/en/about-us/accountability/evaluation/decentralized-evaluations.
41) 84853 Annex A - Outputs and Allocations
42) 84853 Annex B - We Connect Newsletter
43) 84853 Zimbabwe GPS First to Norway Nov 12 - Oct 13 - narr rpt
44) ACPD Community publishing (UN Women) Workshop Report
45) ACPD Connecting Protecting- ACPT Booklet
46) ACPD UN Women Interim Report and work plan- September- December 2013
47) ACPDT no-cost extension
48) ACPDT UN Women Interim Report and work plan
49) ACTIL REPORT2
50) ACTIL REPORT4
51) Annex 1 - Report of the 1325 Sensitisation Workshop 7-8 Dec 2016

52) Annex 2 - Policy Brief on UN SCR1325
53) Annex 3 - Framework to Guide Development of a UN Resolution 1325 National Action Plan for Zimbabwe
54) Annex 4 - Policy Brief on gender mainstreaming in prisons and correctional services
55) Annex 7 - ZYWNP impact assessment report (003)
56) Annex 8 - Hansard 21_June_2016_25-59
57) Annex 4- ACPD Sample Assessment Report IP installments- 24 January 2014
58) Assessment Report For Release of ZYWNP FINAL Installment 2016 concept_note_GSST_Workshop2013
59) Copy of GPS PARTNERS CONTACT LIST1
60) Creating an enabling environment for women's economic empowerment The Case of UN Women Zimbabwe CO (2)
61) Dorothy Final Report
62) FEMPRIST CONCEPT NOTE
63) femprist round-table dialogue
64) FINAL DRAFT-ZGC Elections Workshop Report with PICS
65) G20 and Memntor Mentees Report
66) G20 Breakfast Meeting Note to File
67) Gender Champions
68) Gender Gap Analysis Curricula Findings Report
69) Hand-over note for GPS Programme- by Dr. Martha Mutisi- 28th January 2014
70) Israel Mission Report
72 Level 1 Training
73) Level II training
74) Mentor-mentees list
75) Mission Report
76) Narrative report.docx2015
77) Note to File G20 Breakfast meeting.2
78) PACDEF- UN Women Proposal Document
79) PCA ACPD
80) PROGRESS UPDATE NORWAY October 2014 to May 2015
81) Signed agreement addendum 2 8 Dec 2014 rotated
82) Think tank participants
83) UN Women- Gender Champions Project with Msasa- Revised- 9th December 2013
84) UN Women Policy Practice and Dialogue Gender Mainstreaming in Prisons (002)
85) UN Women Report - Training of Women Parliamentarians final
86) UN Women Security Sector Think Tank Symposium final
87) UN Women- WCoZ report 2013 (submitted 12 December 2013)
88) UN WOMEN ZYWNP PRODOC 25 June Final
89) WCoZ No cost extension
90) WCoZ PCA 2013
91) YWEECT FINAL UPDATE
92) ZGC CHIWUNDURA BY ELECTION CONSOLIDATED REPORT 2017
93) ZYWNP QUARTERLY REPORT March edited
94) ZYWNP Narrative Report (003)
95) The Gender Observatory report.

Annex 2: Term of Reference

National Consultant for the Final Evaluation of the Gender, Peace and Security Programme in Zimbabwe

Background

Introduction

United Nation Entity for Gender Equality and the Empowerment of Women (UN Women) Programme "Strengthening Gender-Sensitive Capacities for Peace and Security in Zimbabwe" (Programme 84853 and ZIB-12/0032-3, hereafter GPS Programme) receives generous support amounting to NOK 18,121,000 from the Government of Norway, through the Norwegian Ministry of Foreign Affairs for a period of six years from November 2012 to December 2018.

The Programme was informed by the preliminary findings and recommendations of a study jointly commissioned by UN Women and the Organ on National Healing, Reconciliation and Integration (ONHRI) in 2011 that revealed lack of effective peacebuilding frameworks and protection mechanisms, a need for gender mainstreaming efforts in security sector institutions to combat gender-based violence, and a need to build and strengthen local and regional partnerships for a common political agenda for peacebuilding.

The major findings of the study include;

- The lack of effective peacebuilding framework and protection mechanisms,
- The widening divide in the agenda of rural/urban women and the intergenerational differences amongst women have constrained the capacity of women to mobilise and push forward the agenda for a peaceful transition,
- The need for gender mainstreaming efforts in security sector institutions to effectively protect women and girls from gender-based violence,
- Building and strengthening local and regional partnerships to build a common political agenda for peace building.

The specific objectives of the 1st phase of the project were to support key government institutions and partners to respond to gender peace and security concerns in Zimbabwe. It also focused on women's participation in peace initiatives at all levels of peace and security policy making, strengthening capacities of security sector actors to respond to gender insecurities, supporting mechanisms of peace at the community level. The project aimed to contribute to the prevention of politically motivated gender-based violence, gender insecurities and violence against women.

More so, the Programme responded to the UN resolutions on Women, Peace and Security that provides a comprehensive political framework within which women's protection and their role in conflict prevention and resolution can be addressed. The Programme is in line with UN Women mandate and cooperates objectives of raising awareness and strengthening the capacities of women in transitional situations and to contribute to promoting the integration of a gender perspective into all conflict resolution and peace building initiatives

Context

Zimbabwe ratified key international and regional human rights instruments that protect women's rights and seek to address gender inequalities including: The Convention on the Elimination of all forms of Discrimination against Women (CEDAW), the Protocol to the African Charter on the Rights of Women in Africa (PACRWC); the Millennium Declaration and the Southern Africa Development Community (SADC) Gender and Development Protocol. Zimbabwe has incorporated some of the norms and standards of these instruments into domestic laws and policies such as the new Constitution adopted in 2013, the Criminal Law Codification Act, the Protocol on Multi-Sectoral Protocol on the Management of Sexual Abuse (2003), National Gender Policy (2011-2015), the Legal Age of Majority Act (LAMA) and the Domestic Violence Act (DVA 2007). Although the UN Security Council Resolutions on Women, Peace and Security (including resolutions 1325, 1820, 1888, 1889, and 1960), may be applicable in the Zimbabwean context, there is little knowledge and awareness of these instruments by both government institutions and civil society organizations based on the limited use and reference to these normative frameworks. All these instruments call for greater participation by women in all areas of decision-making, including peace processes and security matters, and for the effective protection of women from all forms of gender-based violence.

Since its independence and especially since the late 1990s, Zimbabwe has faced a series of challenges among them: political instability, the polarization of society along political lines, high incidence of violence, rapid increases in poverty, weak public service delivery and declines in the productive sectors. During the lead up to the 2008 elections and thereafter, there has been violence in the political as well as private sphere often building on unequal power relations. This crisis made women's political participation a dangerous undertaking and fraught with risks of intra and inter-party violence. The security sector was unable to adequately respond to the violence especially against women and girls and security mechanisms at the community level failed to protect and prevent gender-based violence and other security threats, including displacement, and loss of assets.

The situation has been relatively stabilized and significant advances have been made to promote women's rights and gender equality. As a result, a number of transitional bodies such as Organ of National Healing, Reconciliation and Reintegration (ONRHI), the Zimbabwe Electoral Commission, the Human Rights Commission (ZHRC), the Media Commission and the Anti Corruption Commission have been established and have aimed to address gender parity in representation. Nonetheless, women remain secondary actors at different levels of security policy making and equal access to justice.

Given that the situation of political uncertainty and the fact that effective mechanisms have not been established to address the political violence, it was important to ensure that there is an infrastructure for the protection of human rights and mechanisms to prevent violence are strengthened. Women should be involved in defining and participating in the protection and prevention mechanisms as well as in initiatives intended to secure safety for their political participation. In this regard, UN Women with support from the government of Norway designed the Gender Peace and Security Programme to contribute towards an environment that promotes women's gender-sensitive peace and security concerns in Zimbabwe.

UN Women Zimbabwe is commissioning the end of programme evaluation on strengthening gender-sensitive capacities for peace and security in Zimbabwe. The evaluation is conducted at the end of the programme to assess and analyse the impact of the programme.

Description of the Programme
This programme has been delivered through partnership with a number of entities with the overall technical guidance and delivery of programme procurement and inputs by UN Women These parties include government ministries and departments (Ministry of Women Affairs Gender and Community Development (MWAGCD), Ministry of Defence, Ministry of Home Affairs (MoHA) and ONHRI), Chapter 12 Commissions (Zimbabwe Gender Commission, Zimbabwe Electoral Commission, NPRC and Human Rights Commission), Academic institutions (Institute of Peace Leadership and Governance of the Africa University, Institute of Correctional Services, Bindura University of Science and Technology, National University of Science and Technology, the Africa Gender Institute of the University of Cape Town) and Civil Society Partners (Africa Community Publishing Trust, Musasa, Zimbabwe Young Women's Network for Peacebuilding, Peacebuilding and Capacity Development Education Foundation, Better Life Foundation, ZWLA, Zimbabwe Peace and Security Programme, FEMPRIST).

Given the evolving conceptual framing of peace and security within the region, the Programme has adapted to its operational context and has applied flexible programming principles to enable achievement of its strategic objectives. Resultantly, the Programme has transitioned through three phases as described below.

Phase 1(2012-2014): Based on the findings of the study that was commissioned by UN Women and ONHRI, the initial overall development goal of the Programme was to contribute towards an environment that promotes women's gender-sensitive peace and security concerns in Zimbabwe focussing on three areas which include:
- Women participation at all levels of peace and security policy making;
- Strengthening capacities of security sector actors to respond to gender insecurities and;
- Supporting mechanisms for peace building at the Community level.

The outcomes during phase 1 were as follows;
1. Gender Equality commitments implemented in peace building processes
2. The inclusion of Gender perspective into security sector transformation initiative
3. Improved mechanisms for gender, peace and security issues in targeted rural communities

Phase 2 (2014-2016): After 2 years of implementation, this goal was changed on the 8th of December 2014 to, 'Peace and security are shaped by women's leadership and participation in Zimbabwe. The outcomes were also changed to two as follows:
1. Conflict resolution, conflict management and peacebuilding processes gender mainstreamed;
2. Improved mechanisms for gender, peace and security in communities.

Phase 3: 2017-2018-The CO moved towards political participation in the third phase in preparedness for the 2018 election focusing on UN Women outcome on laws, policies and strategies to promote women's participation in decision-making processes and structures at national and local levels formulated, enforced, implemented and monitored in line with national, regional and international provisions. The outputs include the following;
- Strengthen the capacity of the ZEC to formulate and implement measures that promote women's participation in electoral processes
- Strengthened capacity of key stakeholders to design and implement initiatives to mitigate VAW in politics.
- Strengthen the capacity of ZGC to monitor and enforce laws, policies and strategies to promote women's participation in decision making process

The evaluation consultant will be expected to take note of these distinct phases in assessing the impact.

Programme Geographical focus:
The Programme is implemented at both national level and local level in selected districts. The Programme implementation at district level started in Masvingo, Tsvingwe and Mwenezi and was expanded to Bindura, Seke, Victoria falls, Mutoko and Gwanda bringing the number of districts to 8.

Duties and Responsibilities
Evaluation Purpose and use of the evaluation
The overall purpose of the final evaluation is to assess progress towards achievement of the objectives of the gender, peace and security Programme both at district and national levels against the standard evaluation principles of relevance, effectiveness, efficiency, sustainability and impact since its inception in November 2012. The lessons learnt from this evaluation will inform the design of UN Women's future work around peace and security in Zimbabwe.
Users of the evaluation
The evaluation report will be used to inform the Steering Committee in implementing its mandate of oversight and strategic guidance of the gender, peace and security Programme for the remainder of the implementation period. Specific users will include UN Women Programme staff, the Ministry of Women Affairs, Gender and Community Development (MWAGCD), Ministry of Home Affairs, Ministry of Defence forces and other key government departments, responsible partners and the donor in planning and implementation of the gender peace and security Programme. UN Women, responsible partners, donors and government partners of the Programme will be specifically responsible for developing management responses and action plans to the evaluation findings and recommendations.
The final evaluation report will be made publicly available on the UN Women Global Accountability and Tracking of Evaluation (GATE) System http://gate.unwomen.org/. It will also be disseminated during regional, national and district meetings.

Objectives, Evaluation criteria and evaluation questions
The specific objectives of the evaluation are guided by Development Assistance Cooperation (DAC) evaluation criteria of relevance, effectiveness, efficiency sustainability and impact. The evaluators will develop specific review questions, samples of which are set out below for each objective.
The objectives of the evaluation are to primarily:
Relevance:
- To assess the extent to which the Programme has been conceptualised, planned and designed to respond to the provisions outlined in the UN Security Council Resolutions on Women Peace and Security that provide a comprehensive political framework within which women protection and their role in conflict prevention and resolution can be addressed and the extent to which the Programme is in line with the UN women's mandate and cooperate objectives of raising awareness and strengthening the capacities of women in transitional situation and contribute to promoting the integration of gender perspective into all conflict resolution and peace building initiatives.

The suggested questions for the relevance criterion are;

- Are the activities and outputs of the Programme consistent with the intended impacts and effects?
- How relevant is the Programme to the needs and priorities of the beneficiaries, national, regional and international priorities?

Effectiveness:
- To assess progress in achieving planned Programme goal, outcomes and outputs stated in the Programme document, any intended and unintended effects on gender equality, women's rights, including the use of innovative approaches.
- To assess whether the Programme reached the targeted beneficiaries at the Programme goal and outcome levels and the extent to which the Programme generated positive changes in the lives of targeted and untargeted in relation to issues of gender, peace and security addressed by this Programme? What are the key changes in the lives of those women?
- Assess the replicability of the Programme at a national scale, the ownership of the Programme by the government and the contribution of the Programme in building the capacity of the government to drive the gender equality, women's rights and peace and security agenda. The evaluation will also assess the contribution of the Programme in strengthening the capacity of partners in complementing government efforts and collaboration.

The suggested questions for the effectiveness criterion are;
- To what extent has the Programme made sufficient progress towards its planned objectives and results /has the Programme achieved its planned objectives and results within its specified period?
- Has the Programme been appropriately responsive to political, legal, economic, institutional, etc., changes in the country?
- In which areas does the Programme have it's the least achievements? What have been the constraining factors and why? How can they be overcome?
- In which areas does the Programme have the greatest achievements? How can UN Women build on or expand these achievements?
- What were the major factors influencing the achievement or non-achievement of the objectives?
- What, if any, alternative strategies would have been more effective in achieving the Programme objectives?

Efficiency:
- To measure how economically gender, peace and security Programme resources/inputs were converted to results; considering inputs and outputs i.e. assessing value for money and management of the budget. The evaluation will assess whether the Programme's strategies and interventions deliver Value for money. Document examples of cases in the Programme where Value for money successes and/or failures are evident.

The suggested questions for the criterion are;
- Has Gender, Peace and Security Programme implementation strategy and execution been efficient and cost-effective?
- To what extent does the management structure of the intervention support efficiency for programme implementation?
- Has there been an economical use of financial and human resources? Have resources (funds, human resources, time, expertise, etc.) been allocated strategically to achieve outcomes?
- Have resources been used efficiently? Have activities supported the strategy been cost-effective? In general, do the results achieved justify the costs? Could the same results be attained with fewer resources?
- Have Programme funds and activities been delivered in a timely manner?
- Does Programme governance facilitate good results and efficient delivery?

Sustainability
- To assess the sustainability of results as well as document the strategies that have been put in place to ensure the sustainability of results. The evaluation will assess the possibility of continuation of benefits accrued to date from the gender, peace and security Programme intervention and recommend any other

strategies for sustainability based on lessons learned from other Programmes and evaluations. The evaluation should consider the following dimensions of sustainability:

- To assess the sustainability of the results from the Gender, Peace and Security Programme implementing partners given the level of ownership generated, effective partnerships established, and capacity strengthened through processes. The evaluation should assess the strategies which have been put in place by UN Women and partners to enhance sustainability and document or present any best practices from within the Programme or other similar Programmes for enhancing the sustainability of Gender Peace and Security Programme
- Community-level sustainability – assess ownership, participation and inclusion of national duty-bearers and rights-holders.
- Scaling up for sustainability - The evaluation should ascertain the possibility of scaling up of the interventions in Zimbabwe.
- Sustainability challenges and mitigatory strategies – the evaluation should identify possible challenges that might affect the sustainability of the Programme and suggest solutions to overcome them.

The suggested questions for this criterion are;
- How are the achieved results, especially the positive changes generated by the project in the lives of women and girls, going to be sustained after this project ends?

Programme Outcomes and Impact
- To identify and document any key contributions and added value of short term and long term intended and the unintended, positive and negative effect of the Gender Peace and Security Programme.
- To document the benefits of the Programme to society, policy makers and traditional leaders;
- To document the Most Significant Changes (MSC), if any brought by the Programme to date

The suggested questions for this criterion are;
- What are the main effects of Gender, Peace and Security Programme activities? This should include positive and negative changes produced by the Programme's interventions, directly or indirectly, intended or unintended.
- To what extent can the changes/results that have been achieved be attributed to the inputs, strategies, actions and outputs of the gender, peace and security Programme?

UN Women's technical and resource management, coordination role in the delivery of the Gender, peace and Security Programme
- To review how adequate, efficient, effective and responsive UN Women is in achieving the technical and resource management role for the Programme.
- To assess how effective the Programme was in terms of coordination, partnership, implementation procedures, within relevant UN Agencies in terms of sharing of resources, cost reduction, and any benefits of Programme.

The suggested questions for this criterion are;
- To what extent is UN Women effective and responsive in achieving the technical and resource management role for the Programme?
- To what extent has been the gender, peace and security Programme effective in coordination, partnership, implementation procedures, within relevant UN Agencies in terms of sharing of resources, cost reduction, and any benefits of a Programme?

Scope of the Evaluation
Time frame for the evaluation:
The Evaluation will provide an assessment of the Programme from Programme inception in November 2012 to October 2018.
Programmatic focus:
Assess progress towards achieving expected results, measured against the revised log frame and compare the original and revised log frame to assess original plans and identify reasons for the changes and document lessons learnt from the process.

Identify and document any short-term, intermediate and long-term results achieved as a result of the Programme. Assess Progress towards achieving Programme outcomes by the end of the Programme implementing period.

Geographical coverage:
The evaluation will cover four out of eight districts. The Evaluation team will visit the four districts to discuss with stakeholders involved in the Programme including direct beneficiaries who are in women-led peace committee and traditional leaders and indirect beneficiaries that includes government ministries and departments, chapter 12 commissions, CSOs and observe progress and achievements.

The evaluation will be guided by UN Women Evaluation Policies and United Nations Evaluation Group (UNEG) guidelines on Integrating Human Rights and Gender Equality in evaluation (http://www.uneval.org/document/detail/1616) and the UNEG Ethical Guidelines for evaluation. The following key principles will be respected: national ownership and leadership; fair power relations and empowerment; participation and inclusivity; independency and impartiality; transparency; quality and credibility; innovation.

Methodology
The evaluation methodology will be developed by the Consultant and presented for approval to the Evaluation Reference Group. The methodology should use a combination of quantitative and qualitative research methods and a desk review of Programme overview should be done. It should be utilisation focused, gender responsive and explicitly outline how it will integrate a human rights-based approach and explore the possibility of utilising participatory methods for developing case studies. Data should be disaggregated by sex and according to other relevant parameters.
These complementary approaches will be deployed to ensure that the study:
- responds to the needs of users and their intended use of the evaluation results;
- provides both a substantive assessment of gender, peace and security Programme results, while also respecting gender and human rights principles throughout the evaluation process, allowing for the participation and consultation of key stakeholders (rights holders and duty-bearers) to the extent possible;
- utilises both quantitative and qualitative data collection and analysis methods to enhance triangulation of data and increase overall data quality, validity, credibility and robustness and reduce bias and will consider among other processes a desk review, meetings, consultations, workshops with different groups of stakeholders;
- consider data collection instruments and methods for example interviews, observations, focus groups, and site visits.
- take measures to ensure data quality, reliability and validity of data collection tools and methods and their responsiveness to gender equality and human rights

Data collection methods
Some of the data collection tools to be used during the evaluation are:
Desk review
The Consultant will consult all available documentation in preparation for the review, including Programme documents, minutes of the Steering Committee meetings; quarterly reports, annual reports and Programme implementation and research reports from UN Women, implementing partners, and this documentation will be made available in good time.
Interviews with Key Informants
The team will conduct a range of interviews with key informants and stakeholders (including implementing partners and their national counterparts) and will visit and interview relevant Ministries and government agencies, chapter 12 commissions, local and international implementing partner organisations, community leaders, Programme beneficiaries, the key staff at UN Women and Norway.
Focus group discussions
The team will conduct focus group discussions with direct and indirect beneficiaries of the Programme.
Significant stories
During the interview, the evaluators will support beneficiaries of the Programme to document their stories on how the Programme has impacted on their lives.

Stakeholder participation

Key stakeholders to be considered include UN Women, gender, peace and security Programme implementing partners, the funding partner, Chapter 12 Commissions MWAGCD, MoHA, Ministry of Defence Forces, and other key government departments. Following UNEG Evaluation guidelines and UN Women Evaluation Policy, the evaluation will aim at systematically engaging all key stakeholders throughout the process. The evaluation will establish a management and reference group and members of these groups will be involved at various stages during the evaluation process. This includes, among other things, providing comments on the TOR, reviewing the draft evaluation report, discussing the draft evaluation recommendations and supporting the utilisation and dissemination of the evaluation findings. Further information on evaluation management arrangements and roles and responsibilities of different stakeholders is provided below in the TOR under Management of the evaluation section.

Expected deliverables

The evaluation team is expected to provide:

Deliverable 1: Present and discuss an Inception Report to the Management Group and Reference Group at an inception meeting. An inception report which contains evaluation objectives and scope, description of evaluation, methodology/methodological approach, the evaluation questions, data collection tools, data analysis methods, key informants/agencies, detailed 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 pages max excluding annexes).

Deliverable 2: First draft report to UN Women. The Draft evaluation report (30 pages max excluding annexes) which should be delivered within the agreed timeframe in the work plan to allow stakeholder discussion of the findings and formulation of recommendations.

Deliverable 3: Submission of second draft report incorporating feedback from the management group.

Deliverable 4: Deliverable 4 will be in two parts i.e. (i) PowerPoint presentation of the second draft report to the management team including feedback from the reference group received through emails and feedback received from the management team. (ii) A template with feedback received from reference group members and how the comments have been addressed and incorporated in developing the draft report.

Deliverable 5: Presentation of the findings at a validation workshop to be organised by UN Women.

Deliverable 6: Production of final report incorporating comments from stakeholders. Final evaluation report (30 pages max excluding annexes) which should be structured as follows:

- Title Page, table of contents, acronyms
- Executive Summary (maximum five pages)
- Purpose of the evaluation
- Evaluation objectives and scope
- Evaluation methodology including consultation structures put in place during the evaluation process
- Context of subject
- Description of the subject
- Findings
- Lessons Learnt
- Conclusions
- Recommendations
- Annexes (including but not limited to: original Terms of Reference, List of documents reviewed, Data collection tools used, List of UN agencies, implementing partners, staff and other stakeholders consulted).

The evaluation report will follow the quality standards outlined in the UNW Global Evaluation Report Assessment and Analysis System (GERAAS), available at http://www.unwomen.org/en/about-us/accountability/evaluation/decentralized-evaluations. The evaluation consultant is expected to familiarize with the evaluation quality standards as they provide the basis for the final assessment of the evaluation report.

List of Interviewees

	Respondent
	UNWOMEN
	Norway
	Ministry of Home Affairs
	Ministry of Women Affairs, Gender & Community Development
	Ministry of Defence Forces
	Zimbabwe Gender Commission

	Zimbabwe Electoral Commission
	Zimbabwe Human Rights Commission
	National based CSO partners (Africa Community Publishing Trust, Musasa, Zimbabwe Young Women's Network for Peacebuilding, Peacebuilding and Capacity Development Education Foundation, ZIWLA, Zimbabwe Peace and Security Programme, FEMPRIST)
District level	
	Women-Led Peace Committees
	Ministry of Women Affairs, Gender & Community Development
Community Level	Better Life Foundation
	Community leaders - Chiefs / Headman

The evaluation will be conducted by a local Consultant with extensive experience in conducting evaluations with a focus on gender equality and women's rights. The Consultant will have an overall responsibility for the design of the evaluation process, and provide support in carrying out the research, finalising the relevant components of it and ensuring submission of a consolidated high-quality report.

Management of the Evaluation
UN Women will manage the evaluation and under the guidance of the UN Women Representative. The process will follow UNW standards as outlined in the UN Women Evaluation Handbook: How to manage gender-responsive evaluation, available at https://genderevaluation.unwomen.org/en/evaluation-handbook. The Management Group which is the Programme Steering Committee is the decision-making body with the responsibility of approving reports i.e. the inception report and the evaluation report. Management Group TORs will guide the work of the Evaluation Management Group. The management Group will include:
- The Evaluation Managers
- UN Women Programme Officers
- Norway Representative(s)

The Evaluation Reference Group will provide support for the evaluation at the technical level. They will review and provide comments to the inception report and the draft report. The Reference Group members will provide comments to the inception report and draft report either through meetings or online via email communications. The role of the group will not lead to influencing the independence of the evaluation, but rather to ensure a robust and credible evaluation process and ensure the use of the evaluation findings and recommendations through formalized management responses and associated action plans. The work of the Reference Group will be guided by the agreed TORs for the Reference Group. The members of the Reference Group will be:
- The Evaluation Managers
- Responsible partners implementing the Programme
- District Level MWAGCD Officers

Logistics
UN Women will facilitate this process by providing contact information such as email addresses and phone numbers of their respective partners. UN Women will oversee the logistics of the evaluation and provide support for the arrangements as needed. They will also accompany the evaluation team to the districts and will provide transportation for the district visits. The evaluation team is also responsible for the dissemination of all methodological tools such as questionnaires, conducting interviews; group discussions etc.

Competencies
Core Values:
- Respect for Diversity
- Integrity;
- Professionalism.
Core Competencies:
- Awareness and Sensitivity Regarding Gender Issues;

- Accountability;
- Creative Problem Solving;
- Effective Communication;
- Inclusive Collaboration;
- Stakeholder Engagement;
- Leading by Example.

Please visit this link for more information on UN Women's Core Values and Competencies: http://www.unwomen.org/-/media/headquarters/attachments/sections/about%20us/employment/un-women-employment-values-and-competencies-definitions-en.pdf

Required Skills and Experience

Required Skills and Experiences:

A national consultant with the following skills and experience

- Master level and above educational background in social sciences or a related field;
- 8 – 10 years' experience and knowledge in conducting gender responsive evaluations (quantitative and qualitative methods).
- Extensive experience in conducting evaluations with a focus on gender equality, women's empowerment. Specific evaluation in a Peace and Security related Programme will be an added advantage.
- Extensive knowledge and understanding of Results Based Management methodologies;
- Experience and understanding of gender equality, human rights, and women's empowerment programming of UN agencies, development partners and government;
- Application and understanding of UN Mandates on Human Rights and Gender Equality;
- Knowledge of regional/country/ local context will be an asset;
- Proven experience and excellent networking and partnership skills with UN agencies, government and CSOs;
- Excellent communication skills, both verbal and written and strong presentation skills;
- Excellent spoken and written English (all deliverables to be in English). Working knowledge of Shona and/or Ndebele will be an asset;
- Capacity to work independently and use own equipment.

The independence of the evaluation team is outlined by the UNEG Norms and Standards as well by the UN Women Evaluation Policy. According to the UN Women Evaluation Policy, evaluation in UN Women will abide by 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 UN Women Evaluation Policy are publicly available under http://www.unwomen.org/about/evaluation.php;
The Evaluator is to act according to the agreed and signed TORs and to proceed according to all stated agreements.

UNEG Norms and Standards and Ethical Code of Conduct

This end of term evaluation will be conducted in accordance with the principles outlined in the UNEG 'Ethical Guidelines for Evaluation'. The consultants must safeguard the rights and confidentiality of information providers, interviewees and stakeholders through measures to ensure compliance with legal and other relevant codes governing the collection of data and reporting on its data. The consultants must also ensure the security of collected information before and after the evaluation and protocols to ensure anonymity and confidentiality of sources of information where that is expected. The information knowledge and data gathered in the evaluation process must also be solely used for the evaluation and not for other uses with the express authorization of UN Women and partners.

Annex 3: List of data collection tools

Data Collection Interview Tool

1.1.1.   Key Informant Interview Guide: UN Women

Relevance:

Relevance is the tailoring of project activities mainly to local needs, increasing ownership and accountability. The following questions guide this evaluation.

Describe the extent of responsiveness of the GPS Programme in its conceptualisation, planning and design to the UNSCRs on Women, Peace and Security provisions for a comprehensive political framework for peace and security for women and girls in Zimbabwe?

To what extent has the Programme aligned itself with the UN Women's mandate and corporate objectives of raising awareness and strengthening capacities of women in the transitional situation and contribution to the integration of gender perspectives into all conflict resolutions and peace initiatives?

What is the relevance of the Programme in supporting Zimbabwe in the implementation of regional and international commitments and priorities?

How significant has the capacity building of the Women's Agency for Peace and Security been within the broader context of the gendered nature of instability and insecurity factors?

How relevant were the activities meant to strengthen capacities of the security sector actors and community to respond to gender insecurities?

How appropriate were the support mechanisms put in place for peacebuilding, conflict resolution and management at all levels?

Which programme activities have been the most and least appropriate? Explain why?

How easy or difficult was it for the Programme beneficiaries to participate and be involved throughout the implementation?

What changes could be made to the Programme to make it more appropriate and relevant to beneficiary and partners concerns, needs and preferences?

Effectiveness:

Effectiveness measures the extent to which an activity achieves its purpose, or whether this can be expected to happen on the basis of the outputs.

How has UN Women effectively used its strategic position to build Zimbabwe Government's partners and beneficiaries capacities with regards to domestication UNSC Resolutions, in particular, UNSCR 1325?

What is the extent of UN Women's effectiveness in supporting the process of defining a UNSCR National Action Plan with relevant stakeholders? How far is the process? If there are challenges how will these be overcome?

To what extent has the GPS Programme made sufficient progress towards its planned objectives and results/has the GPS Programme achieved its planned objectives and results within its specified period?

How has the GPS Programme been appropriately responsive to political, legal, economic, institutional etc changes in the country?

What criteria were used in the selection of partners to ensure that they provide the Programme with the required capacity and strategic positioning to achieve objectives?

How effective have the partnerships been? Did all partnerships work? If not, what are the lessons learnt?

Did the GPS Programme reach its targeted beneficiaries at programme goal and outcome level? Explain.

In which areas has the GPS Programme had its least/best achievements? What have been the constraining factors and why? How can they be overcome?

What, if any alternative strategies would have been more effective in achieving the Programme objectives?

Efficiency

Has GPS Programme implementation strategy and execution been efficient and cost-effective? Explain.

To what extent does the management structure of the Programme support efficiency for programme implementation?

How do you rate the economical use of financial and human resources? Have resources funds, human resources, time, expertise etc) been allocated strategically to achieve outcomes? Explain.

What measures have been taken during planning and implementation to ensure that resources are efficiently used?

Have GPS Programme funds and activities been delivered in a timely manner and within budgets? If not, what were the bottlenecks encountered? How were they addressed?

Are there opportunities for implementing the Programme differently in a way that provides value for money in the future?

What were the constraints (e.g. political, practical, and bureaucratic) in mainstreaming gender in peace and security sector, civil society and academic institutions efficiently during implementation? What level of effort was made to overcome these challenges?

In general, do the results achieved justify the costs? Could the same results be attained with fewer resources?

Does programme governance facilitate good results and efficient delivery?

Impact

What are the main effects of the GPS Programme activities? This should include positive and negative changes produced by the Programme's interventions, directly or indirectly, intended or unintended.

To what extent can the changes/results that have been achieved be attributed to the inputs, strategies, actions and outputs of the GPS Programme?

How did gender equality impact on the design, development and implementation of initiatives that mitigate VAW in politics?

Describe how GPS initiatives, policies and strategies got formulated, enforced, implemented and monitored in line with national, regional and international provisions?

In which ways did the GPS Programme;

- strengthen the capacity of the ZEC to formulate and implement measures that promote women's participation in electoral processes;
- strengthened capacity of key stakeholders to design and implement initiatives to mitigate violence against women (VAW) in politics;
- strengthen the capacity of ZGC to monitor and enforce laws, policies and strategies to promote women's participation in the decision-making process.

What are the lessons learnt which would improve on the relevance, effectiveness and impact of the Programme at various levels?

Conceptualisation of empowerment of the women's agency as an effective tool to dismantle male hegemony?

What has disrupted 'peace and security in Zimbabwe' over the past 6 years and as the GPS been well positioned and capacitated to respond?

The Faith-based interventions have played a role in Zimbabwe's Architecture for peace: GPS has a distant relation with FBOs except for Bindura. What are the implications of this for the futures?

Resource governance in the face of climate change has a bearing on GPS? Did the selected districts of operation yield sufficient learning to inform future programming?

Resource governance with regards to the extraction of natural resources has featured in Tsvingwe. Have the lessons learnt generated sufficient evidence to inform future programming?

Sustainability

What sustainability mechanisms have been put in place to sustain the achieved results, especially the positive changes generated by the Programme in peace and security after the GPS Programme ends?

To what extent did the GPS Programme contribute towards building local capacity and leadership in a manner that would lead to ownership and sustainable results?

What strategies are in place to enhance the sustainability of results accrued because of the GPS Programme?

To what extent do they facilitate ownership by the government, stakeholders and beneficiaries; and ensure results will continue?

Based on your experience with the GPS Programme which components of the Programme should be carried over into a future phase (scalable activities), and are there any recommendations for their improvement?

Are there any sustainability challenges? What are the mitigatory strategies- the evaluation should identify possible challenges that might affect the sustainability of the Programme and suggest solutions?

In which ways did the GPS Programme;

strengthen the capacity of the ZEC to formulate and implement measures that promote women's participation in electoral processes;

strengthened capacity of key stakeholders to design and implement initiatives to mitigate violence against women (VAW) in politics;

strengthen the capacity of ZGC to monitor and enforce laws, policies and strategies to promote women's participation in the decision-making process.

What, if any, changes could be made to the Programme to make it more sustainable?

GPS Programme Outcomes and Impact

How has the UN Women coordinated with other UN Agencies in relation to 'peacebuilding and security'?

To what extent is UN Women effective and responsive in achieving the technical and resource management role for the Programme?

How effective has the GPS Programme been in terms of coordination, partnership, implantation procedures, within the relevant UN Agencies- sharing resources, cost reduction and any benefits of programme?

Has UN Women built its capacity to continuously map hotspots on an annual basis as well as document the gendered impact, as an on-going exercise to inform UN Women's responsiveness in the future?

Did GPS initiatives, policies and strategies got formulated, enforced, implemented and monitored in line with national, regional and international provisions?

What are the main effects of the GPS Programme activities? This should include positive and negative changes produced by the programme's interventions, directly or indirectly, intended or unintended.

To what extent can the changes/results that have been achieved be attributed to the inputs, strategies, actions and outputs of the GPS Programme?

How has the UN Women coordinated with other UN Agencies in relation to 'peacebuilding and security'?

To what extent is UN Women effective and responsive in achieving the technical and resource management role for the Programme?

How effective has the GPS Programme been in terms of coordination, partnership, implantation procedures, within the relevant UN Agencies- sharing resources, cost reduction and any benefits of programme?

Has UN Women built its capacity to continuously map hotspots on an annual basis as well as document the gendered impact, as an on-going exercise to inform UN Women's responsiveness in the future?

1.1.2. Key Informant Interview Guide: Chapter 12 Commissions, Government ministries and departments (Ministry of Women Affairs Gender and Community Development, Ministry of Defence, and Ministry of Home Affairs)

Relevance

How were you involved in the design of the 's*trengthening gender-sensitive capacities for* peace and security programme in Zimbabwe'?

Were the activities relevant to the priority needs of the community at large (local, national, regional and international priorities) and the project direct beneficiaries?

Were the activities in line with the objectives of the GPS Programme: (e.g. promoting participation of women at all levels of peace and security policy making, leadership and political participation, strengthening capacities of security sector actors to respond to gender insecurities, supporting mechanisms for peacebuilding and mainstreaming of gender into peacebuilding processes, conflict resolution and management)?

How has the strengthening of gender-sensitive capacities contributed towards national priorities of achieving peace and security in Zimbabwe? Explain.

How was the Programme aligned to your institutions, and Government plans of addressing peace and security in Zimbabwe?

Effectiveness

How would you rate the Programme in terms of strengthening capacities of the security sector actors to respond to gender insecurities?

To what extent has the Programme been appropriately responsive to political, legal, economic, institutional needs in accordance with changes in the country? For example; To what extent has Chapter 12 Institutions been strengthened and equipped to monitor and enforce laws, policies and strategies to promote women's participation in decision-making and electoral process.

To what extent has the Programme made sufficient progress towards its planned objectives and results. Has the Programme achieved its planned objectives and results within its specified period?

What key results has Zimbabwe achieved with the GPS Programme?

What are the areas of greatest/least achievement and reasons for the achievement/non-achievement (identify constraining and enabling factors)?

How were the constraining factors addressed?

How well have UNSCRs, especially 1325 been anchored in Zimbabwe?

Of the achievements, which ones do you recommend for UN Women to build & expand on?

Are there unintended positive or negative results produced by the activities of the Programme?

Efficiency

Were you involved in the selection of implementing partner institutions and local communities for the GPS Programme?

What are your opinions on the new capacities of women leaders, communities and institutions to deliver and their strategic positioning to achieve the following?

gender equality commitments implemented in peacebuilding processes,

gender inclusion perspective into security sector transformation initiative,

Strengthened capacity of the ZEC to formulate and implement measures that promote women's participation in electoral processes

Strengthened capacity of key stakeholders to design and implement initiatives to mitigate VAW in politics.

Strengthened capacity of ZGC to monitor and enforce laws, policies and strategies to promote women's participation in decision-making process

Conflict resolution, conflict management and peacebuilding processes gender mainstreamed;

Improved mechanisms for GPS in communities.

What measures have been taken during planning and implementation to ensure that resources are efficiently used?

Have programme funds and activities been delivered in a timely manner and within budgets? If not, what were the bottlenecks encountered? How were they addressed?

Are there opportunities for implementing the Programme differently in a way that provides value for money in the future?

What were the constraints (e.g. political, cultural, practical, and bureaucratic) to mainstreaming gender into peace and security efficiently during implementation? What level of effort was made to overcome these challenges?

Sustainability

What strategies have been put in place to enhance sustainability of the Programme results?

What is the likelihood that the benefits from the Programme will be maintained for a reasonably long period after the end of the Programme?

In terms of funding for programme, to what extent has the program generated political support for participation of women into peacebuilding, security, leadership, politics etc.?

What proportion of the Programme was funded from local resources? Has there been an increase in local funding for the Programme (government, private sector etc.?

Is there a strategy for Public/Private Partnerships for the Programme?

To what degree do communities own programme activities?

Based on your experience with the Programme which components of the Programme should be carried over into a future phase (scalable activities and cost of scale-up), and are there any recommendations for their improvement?

Impacts

To what extent can the changes/results that have been achieved be attributed to the inputs, strategies, actions and outputs of the GPS Programme?

In which ways did the GPS Programme;

- strengthen the capacity of the ZEC to formulate and implement measures that promote women's participation in electoral processes;
- strengthened capacity of key stakeholders to design and implement initiatives to mitigate violence against women (VAW) in politics;
- strengthen the capacity of ZGC to monitor and enforce laws, policies and strategies to promote women's participation in the decision-making process.

What are the lessons learnt which would improve on the relevance, effectiveness and impact of the Programme at various levels?

Conceptualisation of empowerment of the women's agency as an effective tool to dismantle male hegemony?

What has disrupted 'peace and security in Zimbabwe' over the past 6 years and has the GPS Programme been well positioned and capacitated to respond?

1.1.3.   Key Informant Interview Guide: Civil Society Partners (Msasa Project, Africa Community Publishing Trust, Zimbabwe Young Women's Network for Peacebuilding, Peacebuilding and Capacity Development Education Foundation; Better Life foundation, ZWLA, etc.)

General

As a civil society organisation, what is your role /specific interventions in the 's*trengthening gender-sensitive capacities for* peace and security programme in Zimbabwe'

Relevance

What activities were you involved in to help steer up the GPS Programme?

How were you involved in the design of the GPS Programme? 's*trengthening gender-sensitive capacities for* peace and security in Zimbabwe'

Were the activities relevant to the priority needs of the community at large (local, national, regional and international priorities) and the project direct beneficiaries?

How relevant were the activities meant to strengthen capacities of the security sector actors and community to respond to gender insecurities?

How appropriate were the support mechanisms put in place for peacebuilding, conflict resolution and management at all levels?

How has the GPS Programme enabled your institution to 's*trengthen gender-sensitive capacities for* peace and security in Zimbabwe'?

How is the GPS Programme aligned to your plans of strengthening gender-sensitive capacities for, peace and security in Zimbabwe?

How has the GPS Programme contributed to your priorities for 's*trengthening gender-sensitive capacities for* peace and security in Zimbabwe'? Explain.

How did the GPS Programme promote women participation in key decisions regarding peace, security, policy making?

Effectiveness

To what extent were both women and men (Gender equality) involved in the peacebuilding process?

How would you rate the GPS Programme in terms of strengthening capacities of the security sector actors to respond to gender insecurities?

To what extent has the GPS Programme been appropriately responsive to political, legal, economic, institutional needs in accordance with changes in the country? For example; To what extent have Chapter 12 Institutions been strengthened and equipped to monitor and enforce laws, policies and strategies to promote women's participation in decision-making and electoral process.

To what extent has the GPS Programme made sufficient progress towards its planned objectives and results. Has the Programme achieved its planned objectives and results within its specified period?

What key results have you achieved with the Programme?

What are the areas of greatest/least achievement and reasons for the achievement/non-achievement (identify constraining and enabling factors)?

How were the constraining factors addressed?

Of the achievements, which ones do you recommend for UN Women to build on or expand on?

Efficiency

Have GPS Programme funds and activities been delivered in a timely manner and within budgets? If not, what were the bottlenecks encountered? How were they addressed?

Are there opportunities for implementing the Programme differently in a way that provides value for money in the future?

What measures have been taken during planning and implementation to ensure that resources are efficiently used?

Have GPS Programme funds and activities been delivered in a timely manner and within budgets? If not, what were the bottlenecks encountered? How were they addressed?

Are there opportunities for implementing the Programme differently in a way that provides value for money in the future?

What were the constraints (e.g. political, cultural, practical, and bureaucratic) to mainstreaming gender into peace and security efficiently during implementation? What level of effort was made to overcome these challenges?

What mechanisms were put in place to monitor programme activities to provide adequate evidence to inform programme implementation and measure progress towards results? Were these monitoring mechanisms able to identify challenges and were the necessary follow up actions taken to address these challenges? Give examples.

Are there M&E mechanisms providing adequate evidence to inform programme implementation?

Sustainability

What strategies have your institution put in place to enhance sustainability of the Programme results?

What is the likelihood that the benefits from the Program will be maintained for a reasonably long period of time if the GPS Programme were to cease?

In terms of funding for programme: To what extent has the Programme generated political support for GPS supporting?

What proportion of the Programme is funded from local resources?

Has there been an increase in local funding for the Programme (government, private sector etc.?

Is there a strategy for Public/Private Partnerships for the Programme?

To what degree do communities own programme activities? PROBE: community initiatives, participation of duty bearers, mobilisation of rights holders etc.

Based on your experience with the Programme which components of the Programme should be carried over into a future phase (scalable activities and cost of scale-up), and are there any recommendations for their improvement?

Impacts

To what extent can the changes/results that have been achieved be attributed to the inputs, strategies, actions and outputs of the GPS Programme?

What are the lessons learnt which would improve on the relevance, effectiveness and impact of the Programme at various levels?

Conceptualisation of empowerment of the women's agency as an effective tool to dismantle male hegemony?

What are the key lessons you have learned in implementing the Programme on strengthening gender-sensitive capacities for peace and security in Zimbabwe?

What has disrupted 'peace and security in Zimbabwe' over the past 6 years and has the GPS Programme been well positioned and capacitated to respond?

How have the capacities of beneficiaries in dealing with GPS been strengthened?

1.1.4.   Key Informant Interview Guide: UNDP (Implementing Partner)

General

What was your organisation's role/specific interventions in the Programme of strengthening gender-sensitive capacities for peace and security in Zimbabwe? When did you start these role/interventions?

Relevance:

What key result areas of the programme 's*trengthening gender-sensitive capacities for* peace and security programme in Zimbabwe' was your Agency contributing to?

Were the activities carried out by your Agency in all the three phases of the Programme relevant to the priority needs of the community at large (local, national, regional and international priorities) and the project direct beneficiaries? Did they complement and collaborate with other implementing partners on the Programme?

Were the activities in line with the objectives of the GPS Programme: (e.g. promoting participation of women at all levels of peace and security policy making, leadership and political participation, strengthening capacities of security sector actors to respond to gender insecurities, supporting mechanisms for peacebuilding and mainstreaming of gender into peacebuilding processes, conflict resolution and management)?

Were the activities and outputs of the GPS Programme consistent with the intended impacts and effects?

How easy or difficult was it for the Programme stakeholders to participate and be involved throughout the Programme implementation?

Which programme activities have been the most and least appropriate? Explain why?

How appropriate were the inputs and activities as related to the local socio-cultural, political and economic context?

What, changes could be made to the Programme to make it more appropriate and relevant to the beneficiary concerns, needs and preferences?

Effectiveness:

What key results have the UNDP achieved with the GPS Programme?

To what extent were both women and men (Gender equality) involved in the peacebuilding process?

How would you rate the GPS Programme in terms of strengthening capacities of the security sector actors to respond to gender insecurities?

To what extent has the GPS Programme been appropriately responsive to political, legal, economic, institutional needs in accordance with changes in the country i.e. enforcement of laws, policies and strategies to promote women's participation in decision-making and electoral process.

To what extent has the GPS Programme made sufficient progress towards its planned objectives and results. Has the Programme achieved its planned objectives and results within its specified period? What key results have been achieved with the Programme?

Was the role played by women effective?

Were there any limiting factors that hindered the Programme's implementation? If yes, what have been the constraining factors and why?

State areas where the Programme had its least and the greatest achievements?

What were the major factors influencing the achievement or non-achievement of the objectives?

How can UN Women build on or expand the suggested achievements?

Suggest any, alternative strategies that would have been more effective in achieving the Programme's objectives?

Efficiency

Has the GPS Programme implementation strategy and execution been efficient and cost effective?

To what extent does the management structure of the intervention support efficiency for programme implementation?

Has there been an economical use of financial and human resources? Have resources (funds, human resources, time, expertise, etc.) been allocated strategically to achieve outcomes?

Do the results achieved justify the costs?

Is it possible that the same results could have been attained with fewer resources?

Have programme funds and activities been delivered in a timely manner?

Did the Programme governance facilitate good results and efficient delivery?

What mechanisms were put in place to monitor programme activities to provide adequate evidence to inform programme implementation and measure progress towards results? Were these monitoring mechanisms able to identify challenges and were the necessary follow up actions taken to address these challenges? Give examples.

Are the UN Women M&E mechanisms providing adequate evidence to inform programme implementation?

What, if any, changes could be made to the Programme to make it more efficient?

Impact

What were the main effects of both positive and negative changes produced by the Programme's interventions, directly or indirectly, intended or unintended?

To what extent can the changes/results that have been achieved be attributed to the inputs, strategies, actions and outputs of the GPS Programme?

What, if any, changes could be made to the Programme to make it achieve more impact?

Sustainability

To what extent are the benefits of the Programme likely to be sustained after the completion of this programme?

What sustainability mechanisms have been put in place to sustain the achieved results, especially the positive changes generated by the Programme in peace and security after the Programme ends?

How much did the Programme build on interventions to ensure sustainable practices at all levels, and how effective were these mechanisms?

To what extent did the Programme contribute towards building local capacity and leadership in a manner that would lead to ownership and sustainable results?

Are the inclusive and transparent decisions making processes by UN Women and partners likely to be continued into the future, explain how/why?

What, if any, changes could be made to the Programme to make it more sustainable?

GPS Programme Outcomes and Impact

How has the UN Women coordinated with UNDP and other UN Agencies in relation to 'peacebuilding and security'?

To what extent is UN Women effective and responsive in achieving the technical and resource management role for the GPS Programme?

How effective has the GPS Programme been in terms of coordination, partnership, implantation procedures, within the relevant UN Agencies- sharing resources, cost reduction and any benefits of programme?

Has UN Women built its capacity to continuously map hotspots on an annual basis as well as document the gendered impact, as an on-going exercise to inform UN Women's responsiveness in the future?

Did GPS laws, policies and strategies got formulated, enforced, implemented and monitored in line with national, regional and international provisions?

UN Women's Technical and Resource management, coordination role in the delivery of the GPS Programme.

From a UN perspective, what are the main effects of GPS Programme activities? This should include positive and negative changes produced by the Programme's interventions, directly or indirectly, intended or unintended.

To what extent can the changes/results that have been achieved be attributed to the inputs, strategies, actions and outputs of the GPS Programme?

What are the lessons learnt which would improve on the relevance, effectiveness and impact of the Programme at various levels?

Conceptualisation of empowerment of the women's agency as an effective tool to dismantle male hegemony?

What has disrupted 'peace and security in Zimbabwe' over the past 6 years and has the GPS Programme been well positioned and capacitated to respond?

Resource governance in the face of climate change has a bearing on GPS? Did the selected districts of operation yield sufficient learning to inform future programming?

Did gender equality impact on the design, development and implementation of initiatives that mitigate VAW in politics?

What were the society's specific ideas about mainstreaming gender into conflict resolution, management and peacebuilding processes during the implementation phases?

1.1.5.   Key Informant Interview Guide: Partner Academic Institutions

What were your institution's role/specific interventions in the GPS Programme in Zimbabwe 'S*trengthening gender-sensitive capacities for peace and security programme in Zimbabwe*?' When did you start these role/interventions?

Relevance

What key result area of the GPS Programme was your institution contributing to?

How are the courses/programme offered by your institution under the GPS Programme strengthening gender-sensitive capacities for peace and security?

Have there been changes to the curriculum/content of your programme since your institution started participating in the GPS Programme? What were the reasons behind the changes?

How easy or difficult was it for the institution to participate and be involved throughout the Programme implementation?

Were the activities of the GPS Programme relevant to the priority needs of the beneficiaries (local, national, regional and international priorities) and the Zimbabwean community at large?

Explain how your role helped the Programme in promoting women participation in key decisions regarding peace policy making and security?

In general, how relevant were your activities meant to strengthen capacities of the security sector actors and community to respond to gender insecurities?

As a result of your contributions, how appropriate were the support mechanisms put in place for peacebuilding, conflict resolution and management at all levels?

Were the activities and outputs of the Programme consistent with the intended impacts and effects?

What measures would you recommend for UN Women in increase the relevance of its activities?

What, changes could be made to the Programme to make it more appropriate and relevant to the beneficiary concerns, needs and preferences?

Effectiveness

What key results have you achieved with the Programme? Explain.

What are the areas of greatest/least achievement and reasons for the achievement/non-achievement (identify constraining and enabling factors)?

How were the constraining factors addressed?

Of the achievements, which ones do you recommend for the future programme to build on or expand on?

Are unintended positive or negative results produced by the actions of the GPS Programme?

How have the capacities of beneficiaries in dealing with promoting participation of women into peace and security been strengthened?

Efficiency

What measures have been taken during planning and implementation of your activities to ensure that resources are efficiently used?

Have programme funds and activities been delivered in a timely manner and within budgets? If not, what were the bottlenecks encountered? How were they addressed?

Are there opportunities for implementing the Programme differently in a way that provides value for money in the future?

What were the constraints (e.g. political, practical, and bureaucratic) to strengthen gender-sensitive capacities for peace and security, promoting participation of women into leadership and politics as well as mainstreaming of peacebuilding processes, conflict resolution and conflict management efficiently during GPS Programme implementation? What level of effort was made to overcome these challenges?

What mechanisms were put in place to monitor programme activities to provide adequate evidence to inform programme implementation and measure progress towards results? Were these monitoring mechanisms able to identify challenges and were the necessary follow up actions taken to address these challenges? Give examples.

Are monitoring and evaluation mechanisms providing adequate evidence to inform programme implementation?

Impact

What were the main effects of both positive and negative changes produced by the Programme's interventions, directly or indirectly, intended or unintended?

To what extent can the changes/results that have been achieved be attributed to the inputs, strategies, actions and outputs of the Programme?

What, if any, changes could be made to the Programme to make it achieve more impact?

Sustainability

What strategies are in place to enhance sustainability of the Programme? To what extent do they facilitate ownership by your institution, government, stakeholders and other beneficiaries; and ensure outcome results will continue?

What is the likelihood that the benefits from the Programme will be maintained for a reasonably long period of time after the project ends?

Is the Programme supported by national/local institutions? Which ones? Do these institutions, including Government and stakeholders, demonstrate ownership, leadership commitment and technical and financial capacity to continue to work with the Programme or replicate it?

To what degree do your institution and community at large own programme activities?

Based on your experience with the Programme which components of the Programme should be carried over into a future phase (scalable activities and cost of scale-up), and are there any recommendations for their improvement?

Are there potential avenues for resource mobilization to support the activities you are implementing under the GPS Programme in the future? Please provide the evidence.

GPS Programme Outcomes and Impact

To what extent is UN Women effective and responsive in achieving the technical and resource management role for the GPS Programme?

How effective has the GPS programme been in terms of coordination, partnership, implantation procedures, within the relevant UN Agencies- sharing resources, cost reduction and any benefits of programme?

UN Women's Technical and Resource management, coordination role in the delivery of the GPS Programme.

What are the main effects of GPS Programme activities? This should include positive and negative changes produced by the GPS Programme's interventions, directly or indirectly, intended or unintended.

To what extent can the changes/results that have been achieved be attributed to the inputs, strategies, actions and outputs of the GPS Programme?

What are the lessons learnt which would improve on the relevance, effectiveness and impact of the GPS Programme at various levels?

Conceptualisation of empowerment of the women's agency as an effective tool to dismantle male hegemony?

What has disrupted 'peace and security in Zimbabwe' over the past 6 years and has the GPS Programme been well positioned and capacitated to respond?

Did gender equality impact on the design, development and implementation of initiatives that mitigate VAW in politics?

What were the society's specific ideas about mainstreaming gender into conflict resolution, management and peacebuilding processes during the implementation phases?

1.1.6.   Key Informant Interview Guide: Funding Partner

Relevance

Were the activities of the GPS Programme relevant to the priority needs of the beneficiaries (local, national, regional and international priorities) and the Zimbabwean community at large?

From reports and communication with UN Women and implementing partners, how relevant were GPS Programme activities meant to strengthen capacities of the security sector actors and community to respond to gender insecurities?

As a result of your budget support, how appropriate were the support mechanisms put in place for peacebuilding, conflict resolution and management at all levels?

Were the activities and outputs of the Programme consistent with the intended impacts and effects?

What measures would you recommend for UN Women in increase the relevance of its activities?

What, changes could be made to the (future) programme to make it more appropriate and relevant to the beneficiary concerns, needs and preferences?

Effectiveness

What key results do you believe the GPS Programme achieved? Please explain.

What are the areas of greatest/least achievement and reasons for the achievement/non-achievement (identify constraining and enabling factors)? How were the constraining factors addressed?

Of the achievements, which ones do you recommend for the future programme to build on or expand on?

Efficiency

Have programme funds and activities been delivered in a timely manner and within budgets? If not, what were the bottlenecks encountered? How were they addressed?

Were there opportunities for implementing the Programme differently in a way that provides value for money in the future?

What were the constraints (e.g. political, practical, and bureaucratic) to strengthen gender-sensitive capacities for peace and security, promoting participation of women into leadership and politics as well as mainstreaming of peacebuilding processes, conflict resolution and conflict management efficiently during GPS Programme implementation? What level of effort was made to overcome these challenges?

What mechanisms were put in place to monitor programme activities to provide adequate evidence to inform programme implementation and measure progress towards results? Were these monitoring mechanisms able to identify challenges and were the necessary follow up actions taken to address these challenges? Give examples.

Impact

What were the main effects of both positive and negative changes produced by the Programme's interventions, directly or indirectly, intended or unintended?

To what extent can the changes/results that have been achieved be attributed to the inputs,

Sustainability

What is the likelihood that the benefits from the Programme will be maintained for a reasonably long period of time after the project ends?

Is the Programme supported by national/local institutions? Which ones? Do these institutions, including Government and stakeholders, demonstrate ownership, leadership commitment and technical and financial capacity to continue to work with the Programme or replicate it?

Based on your experience with the Programme which components of the Programme should be carried over into a future phase (scalable activities and cost of scale-up), and are there any recommendations for their improvement?

Are there potential avenues for resource mobilization to support the activities you have been implementing under the GPS Programme in the future? Please provide the evidence.

GPS Programme Outcomes and Impact

To what extent is UN Women effective and responsive in achieving the reporting, technical and resource management role for the GPS Programme?

How effective has the GPS Programme been in terms of coordination, partnership, implantation procedures with the donor and within the relevant UN Agencies- sharing resources, cost reduction and any benefits of the Programme?

UN Women's Technical and Resource management, coordination role in the delivery of the GPS Programme.

To what extent can the changes/results that have been achieved be attributed to the inputs, strategies, actions and outputs of the GPS Programme?

What are the lessons learnt which would improve on the relevance, effectiveness and impact of the GPS Programme at various levels?

Conceptualisation of empowerment of the women's agency as an effective tool to dismantle male hegemony?

What has disrupted 'peace and security in Zimbabwe' over the past 6 years and has the GPS Programme been well positioned and capacitated to respond?

FINAL EVALUATION OF THE GENDER, PEACE AND SECURITY PROGRAMME IN ZIMBABWE

1.1.7.   Sample Questionnaire: Academic and Research Institutions

1.0. Introduction

This is a survey tool that assesses and analyses the impact of the UN Women GPS Programme 'Strengthening Gender-Sensitive Capacities for Peace and Security in Zimbabwe' in Zimbabwe from the stakeholder perspective. The goal of the evaluation is to investigate the stakeholder perceptions about the contribution of the Programme towards an environment that promotes women's gender-sensitive peace and security concerns in Zimbabwe. The overall objective of evaluation is to assess progress towards achievement of the objectives of the GPS Programme both at district and national levels against the standard evaluation principles of relevance, effectiveness, efficiency, sustainability and impact since its inception in November 2012. This instrument solicits information to assess the perceptions of stakeholders and beneficiary institutions. The lessons learnt from this evaluation will inform the design of UN Women's future work around peace and security in Zimbabwe. Your information and response to the survey will be held in confidence.

SECTION A: DEMOGRAPHIC INFORMATION OF RESPONDENTS

Indicate your gender (tick where appropriate)

Female	
Male	

Circle where appropriate

a) Age	b) Highest Level of Qualification
18-29 years *30-39 years* *40-49 year* *50-59 years* *60 and above*	*Primary* *O level* *A level* *Certificate* *Diploma* *Bachelor's degree* *Master's degree* *PhD*

Indicate your Institution

What is your occupation?

How would you classify yourself in terms of Gender issues experience? (Tick where appropriate)

Not a Gender specialist (e.g. administrator)	
First-stage Gender Experience (Entry level in Gender, peace and protection less than 1-year experience)	
Recognised Gender Experience (2 years but less than 5 years)	
Leading researcher (researcher leading his/her research area or field in Gender Issues)	

Established Gender Experience (Advocacy, level of independence in Gender Mainstreaming	

SECTION B: RELEVANCE OF THE STRENGTHENING GENDER-SENSITIVE CAPACITIES FOR PEACE AND SECURITY PROGRAMM IN ZIMBABWE

Relevance is the tailoring of project activities mainly to local needs, increasing ownership and accountability. The following questions guide this evaluation.

Was the GPS Programme relevant to the priority needs of the community at large and the project direct beneficiaries? (e.g. participation of women in leadership, peacebuilding process, conflict transformation, and politics in order to attain peace and security in Zimbabwe) (Tick where appropriate)

Needs & Priorities	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
Beneficiaries					
National					
Regional					
Internationally					

How consistent were the inputs, activities and outputs of the GPS Programme with the intended impacts and effects as related to the needs and priorities considering the economic, political, social and cultural contexts? (Tick where appropriate)

	Extremely inconsistent	Inconsistent	Consistent	Extremely Consistent
Inputs				
Activities				
Outputs				

How relevant was the training of Zimbabwean Curricular Advisory Bodies, Tutors, and Lecturers on curriculum development in an effort to build the capacity needed to implement the project activities? (Tick where appropriate)

Irrelevant	Relevant

What, if any, changes could be made to the Programme to make it more appropriate and relevant to the client beneficiary and partners' concerns, needs and preferences?

SECTION C: EFFECTIVENESS

Effectiveness measures the extent to which an activity achieves its purpose, or whether this can be expected to happen based on the outputs.

To what extent has the GPS Programme made sufficient progress towards achieving the objectives of the GPS Programme

Objectives/Outcomes	Lesser extent	Stagnant	Greater Extent
1.			
2.			
3.			
4.			

How appropriate has the GPS Programme been in responding to the political, legal, economic, or institutional changes in the country. (Tick where appropriate)

Extremely Inappropriate	Inappropriate	Appropriate	Very Appropriate

To what extent did interventions from research and academic institutions advance the GPS concerns of women, girls, boys and men in the GPS agenda?

Lesser Extent	Stagnant	Greater Extent

Specify how:

Are there mutual synergies and 'rub-off' benefits or effective collaboration among Academia, local communities and Government as a result of the GPS Programme activities? (Tick Yes/NO.

Yes	
No	

Give examples:

What are the factors that affected the effectiveness of the Programme?

  Positive Factors   Negative Factors

What changes, if any, could be made to the Programme to make it more effective?

SECTION D: EFFICIENCY

Were the activities implemented by your institution planned in a timely manner and within the budget?

Yes	
No	

Did the actual/expected results (outputs and outcomes) justify the costs incurred from both the UN Women and your institution? Consider quality issues as well. (Tick where appropriate)

Yes	
No	

How well have the activities implemented by your institution transformed the available resources into the intended results in terms of quality, quantity and timeliness and in terms of the target beneficiaries?

Very Poor	Poor	Good	Very good

Could the activities implemented by your institution have been implemented with fewer resources without reducing the quality and quantity of results? (Tick where appropriate)

Yes	
No	

What changes, if any, could be made to make the project more efficient?

SECTION E: SUSTAINABILITY

To what extent are the benefits of the activities implemented by your institution likely to be sustained after the completion of this project?

Lesser Extent	Stagnant	Greater Extent

What sustainability mechanisms options are there to ensure that the Programme activities and impacts are sustained?

List the Mechanisms
1
2

Explain how the given mechanisms will contribute towards building national and local capacity and women leadership in ways that would lead to sustainable results in GPS agenda?

To what extent did the Programme contribute towards building institutional capacity, skilled and competent leadership in Gender, Pace and Security in sustainable ways in Zimbabwe?

Lesser Extent	Stagnant	Greater Extent

From your institutional perspective what changes could be made to the Programme to make it more sustainable?

SECTION F: IMPACT

State the most significant changes of GPS Programme activities including positive/negative changes, directly/indirectly, intended/unintended? (List the changes below and tick the appropriate answer).

Changes produced by the Programme activities	Tick where appropriate					
	Positive	Negative	Direct	Indirect	Intended	Unintended
1						

To what extent can the changes / results that have been achieved be attributed to the inputs, strategies, actions and outputs of the GPS Programme?

Changes/Results are a result of	None	Minimal	Moderately	Extensively
Inputs				
Strategies				
Actions				
Outputs				

UN women's technical and resource management, coordination role in the delivery of GPS Programme

To what extent is UN Women effective and responsive in achieving the technical and resource management role for the Programme?

Not responsive	Moderately responsive	Very Responsive

To what extent have been the GPS Programme effective in coordination, partnership, implementation procedures in terms of sharing of resources, cost reduction, and any benefits of a programme?

Level of effectiveness in	None	Moderately	Good
Sharing resources			
Cost reduction			
Any benefits of the Programme?			

End of questionnaire. Thank you.

Please send it to:

INSTRUCTION: Each questionnaire will be accompanied with this consent form.

Introduction: My name is Dr. Godwin Hlatshwayo/ Sithembile Mpofu. I have been hired by UN Women to evaluate the GPS Programme 'Strengthening Gender-Sensitive Capacities for Peace and Security in Zimbabwe'. The goal of the evaluation is to investigate the stakeholder perceptions about the contribution of the Programme towards an environment that promotes women's gender-sensitive peace and security concerns in Zimbabwe. The overall objective of evaluation is to assess progress towards achievement of the objectives of the GPS Programme both at district and national levels against the standard evaluation principles of relevance, effectiveness, efficiency, sustainability and impact since its inception in November 2012. This instrument solicits information to assess the perceptions of stakeholders and beneficiary institutions. The lessons learnt from this evaluation will inform the design of UN Women's future work around peace and security in Zimbabwe. Your information and response to the survey will be protected at all times.

The information you shall provide will be used in strict confidence and your name shall not appear during the analysis of this information as we shall consolidate views from stakeholders, implementing partners and beneficiaries. Furthermore, the information will only be used solely for this evaluation and in no way shall the information you provide us lead to any follow up on personal issues you will raise. It is your right to refuse to participate in this survey, or to answer any of the questions if you feel uncomfortable giving an answer.

Would you like to participate in this survey?

1= Yes   2= No

Sign	Date

Now that you have agreed to participate in this survey, I shall ask you several questions for which I would like your honest response. If at any time you feel you do not want to continue with the interview, please feel free to let me know and we will stop.

Evaluation Tool: Implementing Partners at Community Level

General

Your institution contributed *to supporting mechanisms for peacebuilding at community level* and *improved mechanism for GPS in communities* share about your interventions?

Relevance

1) What is extent of relevance of the GPS Programme at the local institutional level?

2) Is the Programme relevant in meeting local needs and priorities of women and girls for peace and security?

3) What has been the level of adaptability of the Programme to shifting local needs?

4) Has the Programme been relevant in responding to the broadening options for GPS?

5) What mechanisms are available to compliment and collaborate with other CSO partners on the Programme? Are these adequate and useful? Please provide examples of the benefits you have derived from these mechanisms.

6) How significant has been the capacity building of the Women's Agency for peace and Security within the broader context of gendered nature of instability and insecurity factors?

7) Have there been changes to the Programme or your activities since inception of your contract? What were the reasons behind the changes?

Effectiveness

1) What key results have achieved with the Programme? *'Supporting mechanisms for peacebuilding at community level* and '*Improved mechanism for GPS in communities'*

2) What are the areas of greatest/least achievements and reasons for achievement/non-achievement (identify constraining and enabling factors) How were constraining factors addressed?

3) Has the Programme been appropriately responsive to political, legal, economic, institutional etc. changes in the country?

4) What criteria were used in the selection of partners that have worked with you to ensure that they provide the Programme with the required capacity and strategic positioning to achieve objectives?

5) How effective have the partnerships been? Did all partnerships work? If not, what are the lessons learnt?

6) Did the Programme generate positive changes in the lives of targeted and untargeted? Are there key changes in the lives of those women?

7) In which areas does the Programme have its least achievements? What have been the constraining factors and why? How can they be overcome?

8) In which areas doe the programme has the greatest achievements? How can UN Women build on or expand these achievements?

Efficiency

1) Has GPS Programme implementation strategy and execution at community level been efficient and cost effective?

2) To what extent does the management structure through district structures of the intervention support efficiency for programme implementation?

3) Have there been an economical use of financial and human resources? Have resources funds, human resources, time, expertise etc.) been allocated strategically to achieve outcomes?

4) What measures have been taken during planning and implementation to ensure that resources are efficiently used?

5) Have programme funds and activities been delivered in a timely manner and within budgets? If not, what were the bottlenecks encountered? How were they addressed?

6) Are there opportunities for implementing the Programme differently in a way that provides value for money in the future?

7) What were the constraints (e.g. political, practical, and bureaucratic) in mainstreaming gender in peace and security services and academic institutions efficiently during implementation? 5. What level of effort was made to overcome these challenges?

8) Have resources been used efficiently? Have activities supporting the strategy been cost effective?

9) In general, do the results achieved justify the costs? Could the same results be attained with fewer resources?

10) Have programme funds and activities been delivered in timely manner?

11) Does Programme governance facilitate good results and efficient delivery?

For the GPS Programme monitoring:

1) What mechanisms were put in place to monitor programme activities to provide adequate evidence to inform programme implementation and measure progress towards results? Were these monitoring mechanisms able to identify challenges and were the necessary follow up actions taken to address these challenges? Give examples.

2) Are M&E mechanisms providing adequate evidence to inform programme implementation?

Sustainability

1) What strategies are in place to enhance the sustainability of results accrued because of the GPS Programme in 8 Districts of operation?

2) To what extent has the facilitation of ownership of the results by stakeholders and beneficiaries occurred as well as ensure results will continue? (WPC/ Early Warning System/ Women's Agency] Specify measures taken. Specify the mechanisms in place.

3) Does Government have ownership of the Programme?

4) Have collaborating partners demonstrated ownership, leadership commitment, technical and financial capacity to continue to work on the Programme, sustain the results or replicate it?

5) Is community level sustainability of results assured? Probe ownership, participation and inclusion of duty bearers and rights holders?

7) Based on your experience with the Programme which components of the Programme should be carried over into a future phase (scalable activities), and are there any recommendations for their improvement?

8) Are there any sustainability challenges? What are the mitigatory strategies- the evaluation should identify possible challenges that might affect sustainability of the Programme and suggest solutions?

9) Are there potential avenues for resource mobilization to support the activities you are implementing under the GPS Programme in the future? Please provide the evidence.

10) Do the partnership agreement closure agreements have room for partners to submit impact reports at least 2 years after partnership has ended? If not so, would this be desirable and practical?

Programme Goal and Outputs

1) What are the main effects of GPS Programme activities? This should include positive and negative changes produced by the Programme's interventions, directly or indirectly, intended or unintended.

2) To what extent can the changes/results that have been achieved be attributed to the inputs, strategies, actions and outputs of the GPS Programme?

3) What are the lessons learnt which would improve on the relevance, effectiveness and impact of programme at various levels?

4) Howe effective has the conceptualisation of empowerment of the women's agency as an effective tool to dismantle male hegemony?

5) What has disrupted 'peace and security in Zimbabwe' over the past six years and has the GPS Programme been well positioned and capacitated to respond?

6) The faith-based interventions have played a role in Zimbabwe's Architecture for peace: the GPS Programme have a distant relation with FB with the exception of Bindura. What are the implications of this for the future?

7) Resource governance in the face of climate change has a bearing on GPS. Did the selected districts of operation yield sufficient learning to inform future programming?

8) Resource governance with regards to the extraction off natural resources has featured in Tsvingwe. Are the lessons learnt generated sufficient evidence to inform future programming?

Lessons learnt and Recommendations

1) What are the key lessons you have learned in implementing the GPS Programme (programme design, programme management, establishing a multi-sectoral approach to providing GPS services to survivors, human rights approach to service provision)?

2) If you were to implement another GPS Programme what would you do differently? Why?

Key Informant Interview Guide: Community Leaders and other Key Informants

Relevance

Is mainstreaming of gender into peace and security a welcome move in your community? Explain.

How has mainstreaming of gender into peace and security impacted on the community?

Do you think the GPS Programme has addressed GPS issues?

Is the work addressing the drivers for GPS in this community?

Participation in the Programme

1. What has been your level of participation in GPS forums? In what ways was it helpful to you and in your work as a community leader? PROBE: initiatives they have undertaken to mainstream gender into peace and security.

2. Was the information provided adequate for you? How have you used the knowledge gained in your community?

3. On a scale of 1--5 how satisfied are you with the work of PACDAF with regards mainstreaming gender in the traditional court system

Effectiveness

When you compare before the GPS Programme interventions in this community, on issues of mainstreaming of gender into peace and security do you see any difference in:

Men's involvement and attitudes towards GPS.

Women and girls' knowledge of GPS?

Ability of police, academic institution, prisons and CSOs to advocate for gender mainstreaming into peace and security services.

Traditional courts and their judgment on women related conflicts?

Are there community structures for strengthening GPS? When were these initiated? What are some of their successes? What challenges do they face?

Sustainability

Do you think the results you mentioned above will be there for a long time to come? Why?

How will the benefits of the GPS be sustained in your Community after the official UN Women programme is over? What are your next steps after the Programme is ended?

What else needs to be done to ensure mainstreaming of gender into peace and security is strengthened in the traditional court system?

If the GPS Programme intervention was to be scaled up elsewhere, what change in the programmes of the partners NGOs and Government Departments /Commissions would you recommend?

Lesson learned

When you look at the work being done to strengthen GPS in your community by NGOs and government what do you think needs to change?

What are they doing well and less well?

What is Most Significant Story of Change you would like the world to know about from your area?

Focused Group Discussions Guide

How long have you been involved in GPS issues?

How was the situation before the GPS Programme invention? Did any traditional/Faith Based structures exist?

How were you involved in the GPS Programme interventions?

Checklist of possible involvement

a) Women Peace Committee- how many women have served in various capacities?
b) Knowledge levels on peace and security
c) Participation Early warning system and early response systems
d) Participation in election observing, monitoring and reporting
e) Peace journalism
f) Production of WPC reports and community tabloids
g) Local leadership gender sensitisation
h) Community dialogues
i) National policy processes
j) Healing gardens
k) Saving clubs

What gender relations and power dynamics exist within the GPS Programme structures?

Women and men's positions in the structures? Human rights issues?

How have you benefited from these activities? On a scale of 1-10 how do you rate the appropriateness of this support to the community?

Have you seen any changes as a result of these activities in relation to GPS in your community and benefits to you when compared to before they were implemented?

On a scale of 1-5 (providing reasons for your rating):

a)   Increased awareness among women and girls of GPS issues in communities.

b)   Enhanced knowledge and skills to influence policy practice and formulation

c)   Strengthen capacity of women leaders to engage in conflict resolution, mediation, management and leadership processes.

On a scale of 1 (least) to 5 (most) indicate your rating:

How satisfied are with the activities of the partnering NGOs/Departments in your community working on GPS?

How satisfied are with the activities of the Peace Committees?

What responses have you received from national institutions such as Zimbabwe Gender Commission, Electoral; Commission and NPRC?

Positive changes that have occurred among women, girls, men and boys in the community?

Any un-intended changes which have occurred among women, girls, men and boys in the community?

Any negative changes which have occurred among women, girls, men and boys in the community?

Do you see any outstanding challenges in GPS issues in your community? What are these and who is best suited to collaborate with to work on them?

If the GPS intervention was to be scaled up elsewhere, what to change in the programmes of the partners NGOs and Government Departments would you recommend?

How will the benefits of peacebuilding be sustained in your committee after the official UN Women programme is over? What are your next steps after the Programme is ended?

What Most Significant Story of Change would you like the world to know about from your area?

6. Endnotes

[1]Gender mainstreaming is the process of assessing the implications for women and men of any planned action, including legislation, policies or programmes, in any area and at all levels. It is a strategy for making women's as well as men's concerns and experiences an integral dimension in the design, implementation, monitoring and evaluation of policies and programmes in all political, economic and social spheres, such that inequality between men and women is not perpetuated. (UNEG. Integrating Human Rights and Gender Equality in Evaluations. p13)

[2]Although some developments did not happen according the Programme phases, Africa University has recently commissioned a degree programme that mainstreams gender, the MSc in Human Rights, Peace and Development. The University has also developed a sexual harassment policy as well as a gender policy which are currently being disseminated.

[3]The GPS Programme was largely implemented by institutions other than the UN Women. Key partners during the three Programme implementation phases at national and local levels have been mapped and included as key stakeholders in the evaluation process in providing evaluators with data on programme design and implementation.

[4]According to the Zimbabwe Demographic Health Survey (2011), of women aged between 15 and 49 years in Zimbabwe, 30% have experienced physical violence, 27% have experienced sexual violence, 43% have experienced both physical and sexual violence and 22% have experienced forced sexual intercourse. Despite the adoption of a gender sensitive Constitution, effective mechanisms have not been established to address the different forms of violence currently plaguing society, including measures to redress the violence of the past.

[5]UN Security Council resolutions on women, peace and security and on sexual violence in conflict include: 1325 (2000), and 1820 (2008), 1888 (2009), 1889 (2009), 1960 (2010), 2106 (2013), and 2122 (2013).

[6]Outcome is the likely or achieved short-term and medium-term effects of an intervention's outputs. (UNEG. Integrating Human Rights and Gender Equality in Evaluations, p12.)

[7]Gender equality entails the concept that all human beings, both men and women, are free to develop their personal abilities and make choices without the limitations set by stereotypes, rigid gender roles, or prejudices. Gender equality means that the different behaviours, aspirations and needs of women and men are considered, valued and favoured equally. It does not mean that women and men have to become the same, but that their rights, responsibilities and opportunities will not depend on whether they are born male or female. (UNEG. Integrating Human Rights and Gender Equality in Evaluations.p13)

[8]For example, one hundred and sixty (160) officials including military personnel, police, civilians and correctional institutes personnel have benefitted from 4 trainings where UN Women has delivered training sessions from November 2016 to October 2017. These trainings included modules on gender and peace keeping, prevention and response to sexual exploitation and abuse in peacekeeping missions and the role of UN agencies in peace keeping missions.

[9]The implementation of the new Constitution's quota provisions on increased participation of women in Parliament saw the number of women parliamentarians increase from 17% to 34% in the July 2013 elections. However, because the quota provision is not applicable to local government, there was a decrease in representation of women from 19% to 16%. Further, despite the Constitutional requirement for equal representation of men and women in all institutions and agencies of government, only three women were appointed into the cabinet of 26 ministers.

[10]Several constitutional bodies including the Organ of National Healing, Reconciliation and Reintegration (ONRHI), the Zimbabwe Electoral Commission, the Human Rights Commission (ZHRC), the Media Commission, Gender Commission and the Anti-Corruption Commission have been established and have aimed to address gender parity in representation.

[11]Gender has been mainstreamed in modules on peace, leadership, governance and conflict management programmes offered by 4 academic institutions (Africa University, Bindura University, Solusi University and the Zimbabwe Defense Staff College)

[12]Zimbabwe has been active in the regional initiatives on women, peace and security. In 2017, it participated in the development of the regional strategy on women, peace and security. The country has also been represented at various fora at SADC, AU where these conversations have been ongoing. In 2016 Zimbabwe under the leadership of the Ministry of Defense and Ministry of Women's Affairs Gender and Community Development developed a country study to map the country's progress in the implementation of resolution 1325 to mark the 15th anniversary of the resolution.

[13]UNEG Standards for Evaluation in the UN System instruct that "the final evaluation report should be logically structured, containing evidence-based findings, conclusions, lessons and recommendations, and should be free of information that is not relevant for overall analysis. A reader of an evaluation report must be able to understand: the purpose of the evaluation; exactly what was evaluated; how the evaluation was designed and conducted; what evidence was found; what conclusions were drawn; what recommendations were made; what lessons were distilled." The evaluation report should also explain the context in which the intervention and the evaluation took place.

[14]Relevance is the extent to which the objectives of a development intervention are consistent with beneficiaries' requirements, country needs, global priorities and partners' and donors' policies.

[15]Effectiveness is the extent to which the development intervention's objectives were achieved, or are expected to be achieved, taking into account their relative importance. Effectiveness assesses the outcome level, intended as an uptake or result of an output.

[16]Efficiency is a measure of how economically resources/inputs (funds, expertise, time, etc.) are converted to results. It is most commonly applied to the input-output link in the causal chain of an intervention.

[17]Sustainability denotes a continuation of benefits from a development intervention after major development assistance has been completed. The probability of continued long-term benefits. The resilience to risk of the net benefit flows over time.

[18]Impact is positive and negative, primary and secondary long-term effects produced by a development intervention, directly or indirectly, intended or unintended. (UNEG. Integrating Human Rights and Gender Equality in Evaluations. p14)

[19]2013 will remain a notable year in the history of women's rights protection in Zimbabwe, following the adoption of a new constitution that advances women's rights and stipulates equal representation in all sectors. The Constitution also provides for the establishment of a Gender Commission, whose constitutional mandate among others include monitoring gender equality issues; investigating possible violations of rights relating to gender; receiving and considering complaints from the public and advising private and public institutions on actions and programmes to ensure gender equality in Zimbabwe.

[20]Participation and inclusion: Every person and all peoples are entitled to active, free and meaningful participation in, contribution to, and enjoyment of civil, economic, social, cultural and political development in which human rights and fundamental freedoms can be realized. (UNEG. Integrating Human Rights and Gender Equality in Evaluations. p26

[21]Davies R, Dart J, 'The most significant change (MSC) technique: A guide to its use', United Kingdom and Australia, April 2005, available online at www.mande.co.uk/docs/MSCGuide.pdf.

[22]For example, the evaluation will assess how gender has been mainstreamed in modules on peace, leadership, governance and conflict management programmes offered by 4 academic institutions (Africa University, Bindura University, Solusi University and the Zimbabwe Defence Staff College) and if there has been any impact.

[23]The term stakeholder is broadly used to include those who deliver, influence and are impacted by the programme. Evaluation stakeholders are people who have a vested interest in evaluation findings.

[25]The emerging consensus in literature on impact evaluation appears to be that most questions can best be answered by "mixed methods" UNEG, "Impact evaluation in UN agency evaluation systems: Guidance on selection, planning and management," 2013, p.10, available online at http://www.uneval.org/document/detail/1433.

[26]Universality and inalienability, indivisibility, interdependence and interrelatedness, equality and non-discrimination, participation and inclusion, and accountability and rule of law. Human rights are related to one's human dignity; they are universal, inalienable, indivisible, interconnected and inter-independent; governments are obligated to enforce such rights in a manner that promotes equality and non-discrimination. (UNEG. Integrating Human Rights and Gender Equality in Evaluations. p14)

[27]including participation of key informants and stakeholders (including implementing partners and their national counterparts) and will visit and interview relevant Ministries and government agencies, chapter 12 commissions, local and international implementing partner organisations, community leaders, Programme beneficiaries, key staff at UN Women and Norway.

[28]UNEG. Integrating Human Rights and Gender Equality in Evaluations. p105

[29]There have been a number of methodological approaches to gender analysis. Information on these frameworks can be found at <policy-practice.oxfam.org.uk/publications/a-guide-to-gender-analysis-frameworks-115397> and <www.gdrc.org/gender/framework/framework.html>.

[30]UNEG. Integrating Human Rights and Gender Equality in Evaluations. p106

[31]<www.un.org/womenwatch/osagi/gendermainstreaming.htm>

[32]Caren Levy, 'Gender Justice and Development Policy: Is "Gender Mainstreaming" Up To The Challenge?' UCL Development Planning Unit, <www.ucl.ac.uk/~ucugw3i/files/ISID6/ISID_Caren Levy_Gender Justice and Policy.pdf>.

[33]CEDAW details obligations concerning the measures required in different public and private spheres. In particular, States are obliged:
- to incorporate the principle of equality of men and women in their legal system, abolish all discriminatory laws and adopt appropriate ones prohibiting discrimination against women;
- to establish tribunals and other public institutions to ensure the effective protection of women against discrimination; and
- to ensure elimination of all acts of discrimination against women by persons, organizations or enterprises.

[34]OHCHR, 'Frequently Asked Questions on a Human Rights-Based Approach to Development Cooperation', 2006, p. 18, www.ohchr.org/Documents/Publications/FAQen.pdf

[35]World Bank Operations Evaluation Department, 'Monitoring and Evaluation: Some Tools, Methods and Approaches', The World Bank, Washington D.C., United States, 2004, p. 12, <www.worldbank.org/oed/ecd/ tools/>.

[36]W.K. Kellogg Foundation, 'Evaluation Handbook', updated version January 2004, p. 73, <www.wkkf.org/ resource-directory/resource/2010/w-k-kellogg-foundation-evaluation-handbook>.

[37]UNDG, 'How to Prepare an UNDAF, Part (II), Technical Guidance for UN Country Teams', January 2010, pp. 14-15.

[38] Bamberger JR, Mabry L, Real World Evaluation, Sage Publications, 2006

[39] How to manage Gender-responsive Evaluation- Evaluation Handbook, p98

[40] Gender analysis is a systematic way of looking at the different impacts of development, policies, programmes and legislation on women and men that entails, first and foremost, collecting sex-disaggregated data and gender-sensitive information about the population concerned. Gender analysis can also include the examination of the multiple ways in which women and men, as social actors, engage in strategies to transform existing roles, relationships, and processes in their own interest and in the interest of others. (UNEG. Integrating Human Rights and Gender Equality in Evaluations, p12.)

[41]Triangulation is the use of three or more theories, sources or types of information, or types of analysis to verify and substantiate an assessment. By combining multiple data sources, methods, analyses or theories, evaluators seek to overcome the bias that comes from single informants, single methods, single observer or single theory studies. (UNEG. Integrating Human Rights and Gender Equality in Evaluations. p14)

UNEG. Integrating Human Rights and Gender Equality in Evaluations. p94.

[42]see http://www.unwomen.org/about-us/accountability/evaluation/

[43] http://www.unevaluation.org/papersandpubs/.

[44] http://www.unwomen.org/en/about-us/evaluation/decentralized-evaluations

[45] (UNEG) on Integrating Human Rights and Gender Equality in Evaluations

[46]An evaluation management group was established to oversee the evaluation process and was coordinated by the evaluation manager. The group comprises members from senior management, M & E officers or focal points, and the programme officer responsible for the GPS programme.

[47]The evaluation reference group is an effective way to engage stakeholders, as it provided for their systematic involvement in the evaluation process including facilitating the participation of key stakeholders in the evaluation design, defining the objectives, the evaluation scope and the different information needs. providing input on the evaluation products: and providing relevant information (i.e., via surveys, interviews) and documentation to the evaluation team, including disseminating evaluation results