

## TERMS OF REFERENCE FOR THE MID-TERM EVALUATION ENGENDERING GOVERNANCE TO PROMOTE PEACE AND SECURITY IN ZIMBABWE

### I. Background

#### 1.1 Introduction

United Nations Entity for Gender Equality and Empowerment of Women (UN Women) is engaged in the process of implementing a project on 'Engendering Governance to Promote Peace and Security in Zimbabwe' (2020 – 2023). The project intended to build on UN Women's previous work on women's political participation, leadership, and women, peace and security programming and it supported the establishment and work of the African Women Leaders Network (AWLN) in Zimbabwe. The project is generously funded by the Embassy of Ireland in Pretoria.

The project was initially aligned to the Zimbabwe United Nations Development Assistance Framework (ZUNDAF 2016-2021), which outlines the strategic direction and results expected from the cooperation between the Government of Zimbabwe and the UN System in Zimbabwe. The ZUNDAF was replaced by the United Nations Sustainable Development Cooperation Framework (UNSDCF) and the project was further aligned to the UNSDCF on Peace Pillar. The project also contributes to the UN Women global Flagship Projects on Women's Political Empowerment and Leadership and Women Peace and Security, the Sustainable Development Goals, 5 and 16 and UN Security Council Resolution 1325 specifically the participation pillar.

Previous work in these areas have shown the importance of sustained engagement with national stakeholders on the implementation of international, regional and national gender equality frameworks, which is supported by knowledge generation and dissemination. The project will therefore include an output focusing on the capacity development of national institutions which are key drivers of the implementation of the Women, Peace and Security Agenda, in addition to providing continued support to the AWLN Zimbabwe Chapter. From 2020 to 2022, the AWLN Zimbabwe Chapter's engagement around its mandate has resulted in a number of note-worthy activities on women's leadership as well as the advancement of normative frameworks on women's rights. The AWLN Zimbabwe Chapter saw: i) the localization of high-level regional and global processes on women on women's rights and gender equality, ii) awareness raising on opportunities and gaps in women's leadership as per the constitutional amendment and legislative reforms iii) the launch of an intergenerational mentorship programme iv) promotional segments on national radio and television v) activities under the 16 Days of Activism on Gender-Based Violence and lastly vi) participation in regional and AWLN Global Events.

A notable outcome for the 'Engendering Governance to Promote Peace and Security in Zimbabwe' has been renewed commitment towards the concretization of a National Action Plan (NAP) for the Women Peace and Security Agenda in Zimbabwe following the commemorations of 20<sup>th</sup> and 21<sup>st</sup> Anniversaries of the UNSCR1325 held under the AWLN initiative. Building on the commitment by the GOZ and key stakeholders the 'Engendering Governance to Promote Peace and Security in Zimbabwe' has been utilised to drive the drafting and the development of the NAP for UNSCR1325. The project has also enabled the development of a legislators guide or Handbook for Parliamentarians to promote an appreciation of the UNSCR1325. The programme has also contributed to the recognition of the roles of young people in peace processes by contributing to the development of a roadmap for the realisation of a strategy on Youth Peace and Security in Zimbabwe.

The 'Engendering Governance to Promote Peace and Security in Zimbabwe' has also continued to promote women's leadership, political decision-making and participation in key processes tied to national development. Through the programme an assessment of women's political participation (WPP) in local Government was undertaken to analyze WPP in light of

existing electoral systems, the use of temporary special measures and the women's local government quota. The programme also facilitated training for media personnel around gender-responsive media of women in politics to address the barriers and challenges presented to women's increased political participation through negative portrayals in the media. The programme continues to foster increased gender-responsive national development and enhanced political participation and leadership of women in decision-making and peace processes. The objectives of the programme continue to be achieved through collaborations with UN agencies, particularly UNDP, government agencies, academic institutions, civil society and the private sector.

## 1.2 Context

Zimbabwe has 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) and the Southern Africa Development Community (SADC) Gender and Development Protocol. However, Zimbabwe is yet to fully incorporate these norms and standards into domestic laws. Although the UN Security Council Resolutions on Women, Peace and Security (including resolutions 1325, 1820, 1888, 1889, and 1960), are applicable in the Zimbabwean context, there is limited knowledge and awareness of these instruments by both government institutions and civil society organizations. This has resulted in little effort to mainstream and integrate these provisions in key national development strategies, policies and laws. All these instruments call for greater participation by women in all areas of decision-making, including peace processes and security matters, and for effective protection of women from all forms of gender-based violence. The Zimbabwe national normative framework has progressive provisions on promoting gender equality which include the Constitution, The National Gender Policy (2017) and Implementation Strategy (2019), as well as sectoral gender policies and strategies.

The Zimbabwe National Gender Profile (2020)<sup>1</sup> showed that women are underrepresented in decision-making in the public service with:

1. Only 57.14% of women permanent secretaries (8 out of 22)
2. 24.56% (14 out of 57) Chief Directors
3. 29.59% Directors (79 out of 267)
4. 28.86% (174 out of 603) Deputy Directors

The review of middle and senior management revealed that only 33.7% of women hold middle and senior management positions compared to 66.3% of their male counterparts.<sup>2</sup> Similarly, women's political representation in Zimbabwe remains low despite the constitutional provision for at least 50% representation for women as spelled out in Section 17 of the 2013 Constitution. The 2013 Constitution provides for proportional representation through sixty reserved seats for women in the National Assembly. Zimbabwe has had two elections following the introduction of special measures in the 2013 Constitution. Despite this special measure the proportion of women in politics has been decreasing, the number of women in parliament decreased from 34% - 31% and in the Senate from 48% to 44%. The representation of women in local government declined from 16% to 14% in the July 2018 elections in Zimbabwe. Only 1156 women (17% of the total) contested the local government seats. Only one local authority (Chipinge Town Council) managed to reach the 50-50 parity target. It is important to note that there was a total of 242 (15%) women out of 1,648 total candidates vying for parliamentary seats, and only 53% of political parties had female candidates, none of the parties exceeded 30% female candidates, and the major political parties, ZANU-PF and MDC Alliance, had 10% and 8% respectively. Women candidates got 11% of the total vote. Considering the downward trend in women's representation despite the women's quota it is critical to mobilize and prepare women candidates for the 2023 elections and increase the visibility of women's leadership in the country to combat gender stereotypes. AWLN Zimbabwe will therefore work together with the Zimbabwe Gender Commission, the Women in Local Government Forum and other national stakeholders to provide support to women political candidates and those in office through trainings, peer-support and high-level stakeholder engagements in addition to advocating for the full implementation of the Zimbabwean constitution and regional and international frameworks that the state is party to.

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<sup>1</sup> Government of Zimbabwe, Unpublished

<sup>2</sup> *ibid*

Young women's political participation and leadership is another important area in need of intervention. The 2020 Report of the United Nations Secretary General on youth, peace and security noted that 'many young peacebuilders report that their participation is not welcomed by the public or those in positions of power, pointing to an overall disregard for their work and, in some instances, their human rights. This is especially true for young women, who face multiple and intersecting forms of discrimination and marginalization.' Similar barriers exist in Zimbabwe which hamper young women's leadership and their effective political participation such as:

- Lack of information and exposure on civic participation, political engagement and leadership
- Gatekeepers within political parties and low accessibility of key structures for decision-making, electoral processes and few opportunities for election to office
- Violence against women during elections and gender stereotypes and norms
- Unequal educational attainment
- Harmful practices such as child marriages
- Limited funding for young women's initiatives and information gaps in terms of young women's particular obstacles
- The label youth largely focus on young men and initiatives for women focus on older women – which compounds the lack of attention to young women's lived realities and obstacles

There is also a lack of institutional and legislative structures to promote meaningful political participation for young people. In January 2020, the Government of Zimbabwe gazetted the Constitution of Zimbabwe Amendment Number 2 Bill, which includes a special measure to increase youth representation in Parliament. The Amendment would provide for 10 reserved seats for youth in the national assembly based on proportional representation, amounting to one additional seat per province. The quota would also use zebra listing to ensure that five of the seats will be assumed by young women. However, given the limited number of seats and the results noted from 10 years of the implementation of the women's quota, it is unlikely that the amendment would yield substantive representation for young women. The AWLN Youth Caucus therefore prioritizes advocacy and engagement with duty-bearers for increased representation of young women leaders through the development of a YPS strategy which will identify key entry points to address challenges hampering young women's leadership. Nation-wide consultations will also serve as an opportunity to co-create the strategy with duty-bearers as they will be included in the consultative report. The AWLN Young Women Leaders Mentorship Project will serve as a practical component of the implementation of the UNSCR2250 & UNSCR1325 by providing the Mentorship Fellows with practical experiences through internships with organizations and ministries which together comprise the national peace architecture.

## **2. Description of the project**

UN Women has a strong track record on leading projects on: Women's Political Participation and Women, Peace and Security. UN Women Zimbabwe has over the last 5 years been extensively supporting constitutional commissions that support democracy and constitutionalism in Zimbabwe to effectively execute their mandates in a way that promotes gender equality. The main thrust of that work has been to implement activities to achieve key Zimbabwe United Nations Development Assistance Framework (ZUNDAF 2016 - 2021) outcomes related to gender equality and good governance and peacebuilding, namely:

1. Key institutions strengthened to formulate, review, implement, and monitor laws and policies to ensure gender equality and women's rights;
2. Women and girls are empowered to effectively participate in social, economic and political spheres and to utilise gender-based violence services; and
3. Increased citizen participation in democratic processes in line with the provisions of the Constitution and relevant international norms and standards.

### **Theory of change**

**Outcome 1: Strategies to promote women's participation in decision making processes and structures at national and local levels are formulated, enforced, implemented and monitored in line with national, regional and international provisions.**

**IF** young and senior women, particularly those most left behind, are supported to effectively and meaningfully participate in national processes, and the leadership of women is sufficiently leveraged in governance and peacebuilding processes at all levels, **AND IF** the capacity of governance institutions to implement the women, peace and security agenda is enhanced **THEN** gender equality gains will be achieved and women's empowerment increased.

### **Programme Implementation Strategy**

The gap in harnessing the capacities of women towards the goals of sustainable peace and security can be reduced through strengthened accountability frameworks, the creation of an enabling environment for participation, dedicated financing, and building of the capacity of all actors to appropriately respond to the economic, political and social challenges in the country. Investing in strategies to promote women's participation in decision making processes and structures at national and local levels will address attitudinal and cultural biases through strong accountability frameworks and evidence-based advocacy. Women's participation in decision-making and responses related to national challenges contribute to the reduction of women's socio-political and economic vulnerabilities.

UN Women is therefore utilising the Zimbabwe Chapter of the African Women's Leadership Network to foster an enabling environment for women's leadership and participation. The African Women Leaders Network (AWLN) is "an action-oriented initiative that seeks to enhance the leadership of African women in bringing transformative changes focusing on peace, security and development in the continent". The National Chapter of this movement is galvanising action by women leaders in Zimbabwe to effectively engage in the country's development discourse, table solutions and hold leaders at various levels accountable to gender equality commitments. Zimbabwe's National Chapter of the AWLN is a network of diverse groups of women who work together and support each other in their work on women, peace and security, social protection and sustainable livelihoods. A vital component of AWLN is the support to young women leaders through mentorship and creating synergies with the 'youth, peace and security' and 'women, peace and security' agendas, given that more than two thirds of the population in Zimbabwe is under the age of 35.

### **Priorities of the project**

The AWLN Zimbabwe chapter has prioritized the following, which are in line with the overall objective of creating an enabling environment for women's leadership and participation:

- To strengthen the role of women in the transformation of Zimbabwe, through the realization of Africa Agenda 2063 and the 2030 Sustainable Development Goals;
- To create a network of women leaders who can galvanize around gender equality for coordinated efforts to proffer solutions to the on-going challenges facing the country;
- To prepare women for political leadership: Influence, Action and Accountability (within, outside and across political parties);
- To support the creation of an AWLN intergenerational mentorship programme and the AWLN Youth Caucus in Zimbabwe

## **3. Purpose (and use of the evaluation)**

### **3.1 Purpose**

The purpose of the evaluation is to assess progress towards achievement of goals and objectives of the Project at national levels against the standard evaluation principles of relevance, effectiveness, efficiency, sustainability and outcome since its inception in June 2020. The overall purpose of the midterm evaluation is to provide an in-depth assessment of the results against outcomes of the project and performance in terms of the relevance, effectiveness, efficiency, sustainability and impact. It further aims to adjust the result framework of the project based on concrete recommendations to respond to the changes in the context, availability of funds and to ensure effective result measurement for the rest of the project implementation period.

The evaluation is expected to identify lessons learned, good practices, and factors that facilitated/hindered achievement. Through this, it aims to contribute to accountability, learning and decision-making including practical recommendations to inform the management and coordination of project implementation leading towards the final evaluation and other related initiatives on

women's participation in leadership and governance.

### **3.2. Users of the Evaluation**

The evaluation report will be used to inform the implementation of the remainder of the project's implementation period and the design of future project. Specific users will include UN Women Project staff, government ministries, chapter 12 commission, UN Agencies and development partners. UN Women 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.

### **4. Objectives (evaluation criteria and key 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 Project has been conceptualised, planned and designed to respond to national, regional and international normative frameworks for gender equality and women's empowerment.

The suggested questions for the relevance criterion are;

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

#### **Effectiveness:**

- To assess progress in achieving planned project goal, outcomes and outputs stated in the project document, any intended and unintended effects on gender equality, women's rights, including the use of innovative approaches.
- To assess whether the project reached the targeted beneficiaries at the project goal and outcome levels and the extent to which the project generated positive changes in the lives of targeted and untargeted in relation to issues of project addressed by this Project? What are the key changes in the lives of those women?
- Assess the replicability of the Project at national scale, the ownership of the Project by the government and the contribution of the Project in building the capacity of the government to drive the gender equality and women's rights. The evaluation will also assess the contribution of the Project 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 project made sufficient progress towards its planned objectives and results /has the project achieved its planned objectives and results within its specified period?
- Has the project been appropriately responsive to political, legal, economic, institutional, etc., changes in the country?
- In which areas does the project have it's the least achievements? What have been the constraining factors and why? How can they be overcome?
- In which areas does the Project 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 Project objectives?

#### **Efficiency:**

- To measure how economically the project 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 Project's strategies and interventions deliver Value for money. Document examples of cases in the project where Value for money successes and/or failures are evident.

The suggested questions for the criterion are;

- Has the project implementation strategy and execution been efficient and cost effective?
- To what extent does the management structure of the intervention support efficiency for project 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 supporting the strategy been cost-effective? In general, do the results achieved justify the costs? Could the same results be attained with fewer resources?
- Have Project funds and activities been delivered in a timely manner?
- Does Project governance facilitate good results and efficient delivery?

### **Sustainability**

- To assess sustainability of results as well as document the strategies that have been put in place to ensure sustainability of results. The evaluation will assess the possibility of continuation of benefits accrued to date from the project intervention and recommend any other strategies for sustainability based on lessons learned from other projects and evaluations. The evaluation should consider the following dimensions of sustainability:
- To assess sustainability of the results 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 project or other similar projects.
- 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 sustainability of the project 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.

### **Project Outcomes and Impact**

- To identify and document any key contributions and added value of short term and long term intended and unintended, positive and negative effect of the project.
- To document the benefits of the project to society.
- To document the Most Significant Changes (MSC), if any brought by the Project to date.

The suggested questions for this criterion are;

- What are the main effects of project activities? This should include positive and negative changes produced by the project'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 project?

### **UN Women's technical and resource management, coordination role in the delivery of the Project**

- To review how adequate, efficient, effective and responsive UN Women is in achieving the technical and resource management role for the project.

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 project?

### **Gender Equality and Human Rights**

- To assess how gender and human rights considerations been integrated into the project design and implementation.
- To review how attention to/integration of gender equality and human rights concerns advanced the area of work?

The suggested questions for this criterion are;

- To what extent has gender and human rights considerations been integrated into the project design and implementation?
- How has attention to/integration of gender equality and human rights concerns advanced the area of work?

## **5. Scope of the evaluation**

### **5.1. Time frame for the evaluation:**

The midterm evaluation will provide an assessment of the Project from Project inception in June 2020 to April 2022.

### **5.2 Programmatic focus:**

Assess progress towards achieving expected results, measured against the revised log frame and compare 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 and intermediate results achieved as a result of the project. Assess progress towards achieving project outcomes by the end of the project implementing period.

### **5.3 Geographical coverage:**

The evaluation will be conducted at national level. The Evaluation team will discuss with stakeholders involved in the project 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.

## **6. Evaluation design (process and methods)**

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

### **6.1 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 meetings; quarterly reports, annual reports, assessment reports and Programme implementation and research reports from UN Women, implementing partner (WCOZ), 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 and will visit and interview relevant Ministries and government agencies, chapter 12 commissions, AWLN members, Programme beneficiaries, key staff at UN Women and Irish Aid.

- **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.

## 7. Stakeholder participation

Key stakeholders to be considered include UN Women, project partners, the funding partner, Chapter 12 Commissions MWACSMED 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.

## 8. Expected timeframe and deliverables

The expected activities and deliverables for the Midterm evaluation and the estimated number of working days are listed below. The specific number of working days for the evaluation may be adjusted depending on the discussion with the evaluation team. The evaluation will be conducted for 14 days over a period of two months.

Activity	Working days
Conduct desk review	3
Drafting and presentation of evaluation inception report, data collection tools and instruments	1
Field work including presentation and validation of evaluation findings to stakeholders	6
Data Analysis	1
Prepare draft evaluation report	2
Incorporation of feedback and comments from stakeholders and finalize evaluation report	1
<b>TOTAL</b>	<b>14</b>

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 an 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 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

Method	Respondent
<i>National level</i>	
	UN Women
	Irish Aid
	Ministry of Women Affairs, Community, Small and Medium Enterprises Development
	AWLN members
	Ministry of Information, Publicity and Broadcasting services
	Ministry of Defence and War Veteran Affairs
	National Peace and Reconciliation Commission
	Zimbabwe Gender Commission
	Zimbabwe Electoral Commission
	Women's Coalition of Zimbabwe
	Women and Law in Southern Africa (WILSA)
	Women's Parliamentary Caucus
	Women in Local Government Forum
	Institute of Economics and Peace
	The African Centre for the Constructive Resolution of Disputes (ACCORD)

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.

## **9. Management of evaluation**

To ensure independence of the evaluation team, UN Women M&E Team in the CO and the Regional Evaluation Specialist will manage the evaluation. 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> and the CPE guidance available at <https://www.unwomen.org/en/digital-library/publications/2016/3/guidance-on-country-portfolio-evaluations-in-un-women>. The Management Group which is the Programmes 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:

- Country Representative or Deputy Country Representative
- Evaluation Manager
- Regional Evaluation Specialist

An 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 on 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:

- UN Women programmes staff
- National government partners
- Development partners/donors
- Gender Results Group
- Civil society advisory group
- Evaluation Manager
- Regional Evaluation Specialist

## **10. 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. The evaluation team is also responsible for the dissemination of all methodological tools such as questionnaires, conducting interviews; group discussions etc.

## **11. Evaluation team composition, skills and experiences**

### **11.1. Selection of the Evaluation Consultant**

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 on Governance and Women Political participation 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 to the following evaluation standards: Participation and Inclusiveness, Utilization-Focused and Intentionality, Transparency, Independence and Impartiality, Quality and Credibility as well as Ethical Standards. UNEG Norms and Standards and the 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.

## 12. **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 collection of data and reporting on it. The consultants must also ensure 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.