MID-TERM EVALUATION OF THE ENGENDERING GOVERNANCE TO PROMOTE PEACE AND SECURITY IN ZIMBABWE

Inception Report

Submitted to UN Women Zimbabwe Country Office

By

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List of Acronyms

AWLN	African Women Leaders Network
CEDAW	Convention on the Elimination of all forms of Discrimination against Women
MSC	Most Significant Change Story
PACRWC	Protocol to the African Charter on the Rights of Women in Africa
SADC	Southern Africa Development Community
SDGs	Sustainable Development Goals
UN	United Nations
UN Women	United Nations Entity for Gender Equality and Empowerment of Women
WPP	Women Political Participation
WPS	Women Peace and Security
ZUNDAF	Zimbabwe United Nations Development Assistance Framework

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1. INTRODUCTION

1.1 Purpose of the Inception Report

UN Women Zimbabwe Country Office has engaged an independent consultant to conduct a Mid-Term Evaluation of the "*Engendering governance to promote peace and security in Zimbabwe*" project implemented from 2029 to 2023. This inception report is the first output of the evaluation assignment. The purpose of this Inception Report (IR) is to articulate and communicate the consultant's understanding of the context, purpose and scope of the assignment and to provide an overview of the proposed approaches, methods and tools that will be employed during the Mid-Term evaluation. The IR outlines the methodological approach, scope, methods of data collection, data analysis, team responsibilities, work schedule and deliverables for the evaluation. The inception report is informed by the terms of reference and an inception meeting held between the consultant and UN Women project staff on the 30th of May 2022. The IR will be used as an agreed framework and reference document for undertaking the mid-term evaluation.

1.2 Women, Peace and Security Context

As articulated in the Terms of Reference, 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 domesticate these norms and standards into domestic laws.

Zimbabwe has also adopted and endorsed UN Security Council Resolutions on Women, Peace and Security (including resolutions 1325, 1820, 1888, 1889, and 1960). Despite the adoption of these WPS resolutions by the Government of Zimbabwe, 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.

At national level, Zimbabwe has a progressive national normative framework on gender equality in the form of the 2013 National Constitution, The National Gender Policy (2017) and Implementation Strategy (2019), the National GBV Strategy as well as sectoral gender policies and strategies. Despite having such a progressive normative framework the major challenge has been lack of effective implementation of the normative framework which has resulted in perpetuation of gender inequality in all spheres of the Zimbabwean society. Women are still underrepresented in decision making positions in the public despite constitutional provisions on gender parity in all decision making positions. Women constitute only 31% of Members of Parliament (House of Assembly) and 44% of Senate. Women representation at local government level is at a low of 14%. More worrying is the fact that women representation has actually been decreasing over the last two election seasons despite special temporary measures implemented at national parliament level to have reserved seats for women.

The decreasing trend in WPP needs to be arrested by supporting women so that they can participate competitively in the coming 2023 national elections. Under this project 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.

Participation of young women in political and leadership positions is also severely limited in Zimbabwe due to a myriad pf barriers including gender based discrimination, gerontocracy, lack of knowledge and awareness of political rights, lack of resources to fund elections, sexual harassment and exploitation, electoral related gender based violence and patriarchal attitudes and practices of political parties. Although in 2020 the Government of Zimbabwe gazetted Constitution Amendment Number 2 with a provision for special measures to increase youth representation in parliament by having 10 reserved seats in the national assembly, there is scepticism if this provision will be implemented given challenges in the implementation of the women's quota. To address this lacuna of young women representation in the National Assembly, AWLN Youth Caucus will engage in advocacy work and engage duty-bearers for increased representation of young women leaders through the development of a Youth Participation Strategy which will identify key entry points to address challenges hampering young women's leadership. The AWLN Youth Caucus will support 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.

1.2 Project Background and Context

With funding support from the Embassy of Ireland in Pretoria, UN Women is implementing a four year project (2020-2022) entitled "Engendering Governance to Promote Peace and Security in Zimbabwe". The purpose of the project is to build on UN Women's previous work on women's political participation, leadership and women, peace and security (WPS) in Zimbabwe which supported the establishment and work of the African Women Leaders Network (AWLN) Zimbabwe Chapter.

When the project started, it was aligned to the then Zimbabwe United Nations Development Assistance Framework (ZUNDAF 2016-2021), which outlined development priorities of the development partnership between the Government of Zimbabwe and the UN System in Zimbabwe. ZUNDAF was subsequently replaced by the new development framework called United Nations Sustainable Development Cooperation Framework (UNSDCF) which was introduced to align with Sustainable Development Goals (SDG) Agenda 2030. The project was realigned with the UNSDCF, particularly with its pillar on Peace and Security. 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.

Lessons from UN Women's previous work have shown that effectiveness in advancing the WPS agenda is hinged upon sustained engagement with and support to national stakeholders in the implementation of international, regional and national gender equality commitments coupled with knowledge generation and dissemination. It is in this context that the project is focusing on:

- Capacity development of national institutions that are key in the implementation of the APS agenda
- Providing continued support to the African Women Leadership Network (AWLN) Zimbabwe Chapter.

The support to the AWLN from 2020-2022 has resulted in positive results which include 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 project 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.

The implementation of the project has ignited renewed commitments towards the finalisation and operationalisation of the National Action Plan (NAP) for the WPS agenda in Zimbabwe. Through the AWLN initiative, commemorations of 20th and 21st Anniversaries of the UNSCR1325 made recommendations towards operationalisation of the NAP through supporting the drafting and the development of the NAP for UNSCR1325; development of a legislators guide or Handbook for Parliamentarians to promote an appreciate of the UNSCR1325; creating recognition for 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 project also supported the assessment of WPP in local government by analysing the existing electoral system, use of special temporary measures and the issue of women's local government quota.

The project has also facilitated the training of media personnel on gender sensitive reporting for women in politics to address the reporting biases that act as barriers to women political participation. The project aims to achieve its objectives through collaborations with UN agencies, particularly UNDP, government agencies, academic institutions, civil society and the private sector.

Discerning from the Theory of Change of the project, the following are the key objectives of the project:

(a) To support young and senior women, and particularly those left behind, to effectively and meaningfully participate in national processes

(b) To sufficiently leverage the leadership of women in governance and peace building processes at all levels

(c) To enhance the capacity of governance institutions to implement the WPS agenda

1.3 Purpose of the Mid-Term Evaluation

As outlined in the Terms of Reference, the overall purpose of the evaluation is to assess progress towards achievement of goals and objectives of the Project at national level against the standard DAC/OECD criteria of relevance, effectiveness, efficiency, sustainability and outcome since its inception in June 2020. The evaluation 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 also 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.

1.4 Specific Objectives of the Evaluation

The specific objectives of the mid-term evaluation are couched from the DAC/OECD evaluation criteria of Relevance, Effectiveness, Efficiency, Sustainability and Impact. Below are the objectives of the evaluation under each evaluation criteria

Evaluation Criteria	Objectives
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.
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? • To 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.
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.
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.
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.
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.
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?

1.5 Scope of the Evaluation

The evaluation has a national level focus and will be conducted in June 2022. Stakeholders of the project that will participate in the evaluation include UN Women, relevant government ministries and departments, chapter 12 commissions, CSOs participating in the project and the direct beneficiaries of the project.

Programmatically, the evaluation will assess progress towards achieving expected results, measured against the revised log frame, which will be compared with the original one to identify changes that have been made and the reasons for instituting those changes and document lessons learnt from that process. The evaluation will also identify and document any short term and intermediate results achieved as a result of the project as well as progress towards achieving project outcomes by the end of the project implementing period.

1.6 Guiding Frameworks and Principles

The UN Women Evaluation Policies and United Nations Evaluation Group (UNEG) guidelines on Integrating Human Rights and Gender Equality in evaluation and the UNEG Ethical Guidelines for evaluation will be the guiding frameworks that will be applied in this evaluation. The following principles will be adhered to during the evaluation: Do No Harm, national ownership and leadership; fair power relations and empowerment; participation and inclusivity; independency and impartiality; transparency; quality and credibility; and innovation.

2. METHODOLOGY

2.1 Evaluation Design and Approach

This evaluation will be undertaken through an exploratory and multipronged approach. Qualitative and quantitative research methods will be employed and both primary and secondary data will be collected. The Project document and specifically the logical framework (outlining the key and intermediate outcomes, indicators/ baseline and targets, lead implementing agency, other implementing partners, activities and inputs) will form the bedrock for this evaluation. The evaluation will also make use of the Project Results and Monitoring Framework for clear indications on the expected results and indicators.

In line with the UNEG Handbook for Integrating Human Rights and Gender Equality Perspectives in Evaluations in the UN System, a gender-responsive and human rights based approach will be applied throughout the evaluation process. This will include analysing the extent to which the project's interventions and programming approach are based on international human rights standards (including CEDAW). The extent to which the project is operationally directed to promoting and protecting human rights will also be examined, including the degree to which the project's strategies, design and implementation seek to analyse inequalities and redress discriminatory practices and unjust distributions of power that impede development progress.

The evaluation will be utilization focused and will be conducted in a transparent, inclusive and participatory manner. Key stakeholders of the project (including direct beneficiaries such as young and older women, differently abled women, poor and marginalised women) will participate at the different stages of the evaluation process and will be provided with an opportunity to express their perspectives about the project. At national level, project stakeholders will be actively involved in the evaluation as key informant interviewees and during the validation of the evaluation findings and recommendations. Direct and indirect beneficiaries of the project will participate in Focus Group Discussions (FGDs), Case Studies and Significant Change Stories using participatory methodologies to capture their perceptions on project performance.

The evaluation ethos will be influenced by the Inclusive Systemic Evaluation (ISE) approach, which takes into cognizance the fact that development interventions are riddled with complexity, uncertainty and

intersectionality of different social relations, social actors and variables that make it difficult for an evaluation to establish linear causal relationships of a program's inputs on one hand and outputs and outcomes on the other.

The ISE approach moves away from the idea of conducting evaluations primarily for accountability against specific results towards viewing each intervention as an opportunity for learning how to influence desired social change for gender equality, sustainability, human rights, peace, etc. Systemic evaluation is designed to assess the interconnectedness between elements operating within social structures. Systemic evaluation asks questions to capture the results of an intervention, the changes it produced and find profound opportunities for learning and empowerment. In systemic evaluation fashion, the evaluation will look beyond the logic model or results framework of the project, and assess emergent outcomes (whether positive or negative, planned or unplanned) in addition to the intended outcomes and predetermined project goals. The evaluation will also be based on the principle of reflexivity and circularity. In terms of reflexivity, there will be internal after-action reviews following each stage of the process as well as continuous consultation with stakeholders throughout the evaluation process. Circularity entails multiple rounds of participation and validation and learning.

Disaggregated data will be sought and used by the evaluation team wherever possible and lists of evaluation stakeholder participants will also be disaggregated throughout the evaluation process.

2.2 Stages in the Evaluation Process

The evaluation process will consists of the following six stages.

1. *Preparation:* UN Women will facilitate this stage through preparation of project documents and sharing them with the consultant. Initial contact with key people in the project will be established and UN Women will facilitate logistics for the inception meeting and presentation of the Inception Report by the consultant.

2. *Review of Documents:* The consultant will review project documents to enhance a deeper understanding of the project background, scope, objectives, implementation arrangements, implementation strategies and emerging results. Information gathered through the document review process will inform the development of the inception report. The review process will assist in portfolio and stakeholder analysis as well as in establishing the boundary of the project as well as that of the evaluation.

3. *Inception Meeting and Report:* an Inception Meeting will be held between Un Women and the consultant. At this inception meeting, the consultant will present the Inception Report for validation and approval. The purpose of the inception meeting is to establish a common understanding of the terms of reference and to agree on the methodological approach, tools and timeframe of the evaluation.

4. *Data collection:* this phase will involve implementation of the evaluation methodology as outlined in the inception report. Data will be collected through desk review, key informant interviews, FGDs, MSC stories and case studies. Briefing notes will be developed, summarizing the main findings of the evaluation and these will be discussed with stakeholders as part of the validation process during de-briefing sessions.

5. *Data Analysis:* this phase entails analysing all the data gathered during the evaluation using the agreed data analysis frameworks and methods. The analysis will, amongst other things, triangulate data from different sources for validity and reliability and utilize human rights and gender analysis frameworks. Any existing data gaps will be identified and additional data collection and analysis needed will be proposed. A preliminary findings paper will be developed and presented to stakeholders and inputs from stakeholders will be noted and meetings will be organized to follow up on some of the outstanding issues raised during the results presentation.

6. *Reporting:* A draft report, synthesizing findings from the data collection phase will be developed, incorporating comments from the presentation of preliminary findings session. The draft report will be shared with UN Women for comments. A final report, cognizant of comments and input from stakeholders, will be submitted to UN Women.

2.3 Sources of Data and Collection Methods

Appropriate methods of data collection and data sources, relevant to the needs and purpose of each data collection phase, will be deployed. The evaluation will employ a mixed-method or a pluralist method approach to integrate data from different data gathering methods. Use of mixed methods and gender and human rights responsive approaches not only offer diverse perspectives to the evaluation but also promotes participation of different groups of stakeholders, allows multiple voices to be heard, provides a more holistic picture of the project being evaluated and allows for triangulation of data for reliability and validity as data from different sources can be compared and any inconsistencies followed up on. Data from multiple sources provide means to develop defendable conclusions about the evaluation.

Data for the evaluation will be gathered using the following methods:

2.3.1 Desk/Literature Review

A repository of project documents will be developed. The evaluation will review all project documents to have an in-depth understanding of project background and context, goal and objectives, implementation framework and approach, expected outcomes and milestones that the project has achieved so far vis-à-vis what was planned as well as challenges encountered. Project documents to be reviewed will include the following:

A list of relevant documents will be compiled and approved by UNDP during the inception meeting.

- Concept Note
- Project proposal
- Mid-Term Assessment Report
- Annual and quarterly reports
- AWLN background documents and reports
- Donor Reports
- Minutes of meetings
- Other relevant documents

2.3.2 In-Depth Key Informant/Stakeholder Interviews

In-depth interviews with key stakeholders and key informants will be conducted to solicit their views on key focus areas of the evaluation relating to relevance, efficiency, effectiveness, impacts, inclusiveness and sustainability of the project as well as the extent to which the project has contributed towards the United Nations Sustainable Development Cooperation Framework (UNSDCF) outcomes. Interviews with key informants from key institutions will also assist in institutional assessments to determine the extent to which the capacity of the relevant institutions to implement WPS obligations has been enhanced by the project. In-depth interviews will further provide an opportunity for the stakeholders to propose recommendations for future interventions on WPS.

The purpose of engaging key stakeholders during the evaluation is to enable stakeholders to be part of the evaluation process as participants for ownership of results, validation and accountability. Key informants will be selected on the basis of their strategic positions, participation and knowledge of the project and will be interviewed using a semi-structured question guide. The sample selected for individual interviews will adequately reflect diversity of stakeholders of the intervention and will be informed by a stakeholder analysis. Key informant interviews allow for personal interaction between the evaluator and the interviewee, offer an opportunity for the evaluator to ask more profound questions, provide an opportunity for the key informant to elaborate on unclear information gathered through desk review and provides a platform for people to speak more freely. Key informants will be interviewed through face to face interactions, and where this is not feasible, virtually through telephone or online platforms such as Zoom, Microsoft Teams, etc.

Key informants to be interviewed will include the following:

Method	Respondent
National level	
	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)

2.3.3 Focus Group Discussions (FGDs)

FGDs will be conducted with the direct and indirect beneficiaries of the project. The purpose of the FGDs will be to listen and capture the voices and perspectives of the beneficiaries of the project in terms of implementation processes, main achievements, weaknesses, challenges and the impacts it has had on the beneficiaries in general and the WPS landscape in particular. Participants will be asked to reflect on the questions asked by the interviewers, provide their own comments, listen to what the rest of the group have to say and engage in a conversation. The strategy is to elicit ideas, insights and experiences in a social context where people stimulate each other and consider their own views along with the views of others.

FGDs will be held with small groups of between 8-10 project participants. The FGDs will be conducted by at least two people, a moderator and a note taker. The moderator will be responsible for guiding the discussion while the note taker will be responsible for recording the interviews on a voice recorder or taking notes. The FGDs will take approximately one and a half hours for each group. The number of FGDs to be conducted will be finalized in consultation with UN Women. An FGD guide has been developed and is attached in the annex of this IR.

2.3.4 Case Studies and Most Significant Change Stories

In-depth discussions with individual project participants will be conducted to provide specific case studies that capture the micro-impacts of the project at individual level. The case studies will capture the before and after scenario and identify most significant changes that have occurred to these individuals or groups of beneficiaries resulting from their participation in the project. The case studies will help support some of the generalised findings of the evaluation. The case study voices will be captured in narrative formats for distribution to stakeholders and targeted audience for the study. Case studies capture the voices of project participants in a manner that provides vivid pictures of project impact. The participants for case studies will be identified with the assistance of local key stakeholders and beneficiaries participating in the FGDs. Case studies will be selected on the basis of their ability to vividly demonstrate change that has largely been influenced by the project. Focus will also be on significant changes that occurred to beneficiaries as a result of their participation in the project and the factors that were central to making that change happen. A story telling guide has been developed as a tool for collecting the case study stories.

2.4 Data Analysis

The evaluation will gather both qualitative and quantitative data. Qualitative data will be gathered from desk review, key informant interviews and FGDs. Quantitative data will mainly emerge from programme reports summarizing expenditure, outputs and programme quantitative results.

The consultant will take notes and where possible record discussions with interlocutors. Data analysis will be ongoing throughout the data collection process, taking a sequential data analysis approach, as the consultant familiarises with emerging themes. A thematic framework will be developed which will identify the key issues, concepts and emerging themes from the data. Data collected from all sources will be entered into the thematic framework under the relevant evaluation criteria and relevant question to ensure data is clustered according to the question it answers. For each question, the data will be analysed using content analysis to draw meaningful conclusions from the qualitative data

Quantitative data emerging from programme and other related literature will be analysed using statistical packages such as SPSS or excel. The analysis will be mainly descriptive as it will focus on perceptions, resource use and project reach.

2.5 Validation, Presentation and Dissemination

The findings of the evaluation will be validated with different stakeholders through de-briefs and validation workshops where the results of the evaluation will be presented to key stakeholders at beneficiary, sub-national and national levels. At beneficiary levels, the evaluators will summarise and read back to the FGD participants the key emerging issues from the discussions and get validation on whether the issues are a true reflection of what emerged from the discussion. At sub-national and national levels, debriefs with key stakeholders will be conducted. A dissemination and validation workshop will be held at national level to present the findings of the evaluation. This workshop will be attended by key stakeholders representing the different implementation levels of the programmes, including representatives of beneficiaries.

2.6 Data Quality Assurance Measurers

By employing mixed methods and gathering data from different data sources, evaluation findings will be triangulated for consistency, validity and reliability. Triangulation is a process for comparing, contrasting, verifying and substantiating various views and perspectives on information. Mixed methods

seek to overcome the bias that comes from single informants, single methods, single observer or single theory studies[1]. Data gathered using one method will be compared and triangulated with that collected through another method as a data quality assurance measure. Triangulation will focus on 1) values or perspectives on the meaning of change; 2) facts, findings and evidence of change, and 3) boundary analysis[2].

Standardized tools for the evaluation have been developed and these will be piloted tested by the evaluators before the evaluation process. Pre-testing and Pilot-testing of the research process and tools will be done as a quality assurance measure to assess the feasibility of using the proposed evaluation methodology and tools and validity of tools. This will allow for the refining of the evaluation methodology, tools and evaluation process before commencement of actual field work.

Evaluators will ensure a high level of data security. All data collected shall be kept securely by evaluation team members to ensure that it is not accessed by people who are not authorized to access it. At the end of each mission, evaluators will go through their data and "clean" it by dealing with any errors that occur during writing, reading, storage, transmission or processing of data. The data cleaning process will check for validity, reliability, completeness, integrity, precision, timeliness.[3]

3. ETHICS

The evaluation will be guided at all times by the UNEG Ethical Guidelines and the UNEG Code of Conduct for Evaluation in the UN System. Obligations of the evaluators will include the following:

a) Independence and Impartiality.

The evaluation team will remain impartial and independent from UN agencies and other key stakeholders of the programme at all times. Evaluation judgments will be independent, based on clearly articulated reasons and supported by solid evidence.

b) Credibility

The consultant shall ensure that the evaluation process will be credible and based on reliable data and observations.

c) Honesty and Integrity

The consultant will ensure that the entire evaluation process is based on honesty and Integrity.

d) Accountability

The consultant shall be accountable for the completion of the evaluation as agreed with UN Women.

e) Confidentiality

The evaluation team shall respect stakeholders' right to provide information in confidence and make participants aware of the scope and limits of confidentiality. Evaluators shall ensure that sensitive information cannot be traced to its source so that the relevant individuals are protected from reprisals.

f) Respect for Dignity and Diversity

Evaluators shall: Respect differences in culture, local customs, religious beliefs and practices, personal interaction, gender roles, disability, age and ethnicity, and be mindful of the potential implications of these differences when planning, carrying out and reporting on evaluations, while using evaluation

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[1] United Nations Evaluation Group, 2014: Resource Pack on Joint Evaluations.
[2] Reynolds, Martin (2015). (Breaking) The iron triangle of evaluation. IDS Bulletin, 46(1) pp. 71–86
[3] UNAG, 2014

instruments appropriate to the cultural setting; Keep disruption to a minimum while needed information is obtained, providing the maximum notice to individuals or institutions they wish to engage in the evaluation, optimizing demands on their time, and respecting people's right to privacy.

g) Informed Consent and Assent

Verbal informed consent will be obtained from each research participant who is above 18 years. For participants below 18 years, consent from the parent/guardian will be obtained, after which an assent will be obtained from the adolescent.

h) Avoidance of Harm.

Evaluators shall seek to: minimize risks to, and burdens on, those participating in the evaluation; and seek to maximize the benefits and reduce any unnecessary harms that might occur from negative or critical evaluation, without compromising the integrity of the evaluation.

i) Accuracy, Completeness and Reliability

The evaluation team will ensure that evaluation reports and presentations are accurate, complete and reliable.

j) Transparency

The evaluation team shall clearly communicate to stakeholders the purpose of the evaluation, the criteria applied and the intended use of findings.

4. ORGANISATION AND MANAGEMENT OF THE 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 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 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

The consultant will provide weekly updates on progress to the reference group.

5. WORK PLAN

Activity	Date
Kick-Off meeting	30 May 2022
Review of documents & Inception Report	31 May-2 June 2022
Review of Inception report by UN Women	3 June-8 June 2022
Participatory Focus Group Discussions with AWLN members	9 June 2022
Key Informant Interviews and FGDs with project beneficiaries	10 June-16 June 2021
Draft Report writing	17-19 June 2022
Submission of Draft Report	20 June 2022
Review of Draft Report by UN Women	21-24 June 2022
Validation workshop	27 June 2022
Final report writing incorporating comments from validation meeting	28 June 2022
Final report submission	29 June 2022

6. ANNEXES

Evaluation Matrix	Evaluation Matrix.docx
Data Collection Tools	KII Tool.docx
	Focus Group Discussion.docx
	MSC Story Guide.docx