



United Nations Entity for Gender Equality
and the Empowerment of Women

Gender Support Programme (GSP)

End of Project Evaluation

Final Report

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Submitted By



Acknowledgements

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Abbreviations

ARC	Adult Rape Clinic
CBO	Community Based Organization
CCF	Constituency Consultative Forum
CEDAW	Convention on the Elimination of All Forms of Discrimination against Women
CIDA	Canadian International Development Agency
CSO	Civil Society Organisation
DDA	District Development Association
DFID	Department for International Development
DSC	Donor Steering Committee
DVA	Domestic Violence Act
EMA	Environmental Management Agency
EMPRETEC	Entrepreneurs and Technology
EU	European Union
FGDs	Focus Group Discussions
GBV	Gender based violence
GE	Gender Equality
GoZ	Government of Zimbabwe
GSP	Gender Support Programme
IEC	Information Education Communication
IGA	Income Generating Activity
ISL	Internal Savings and Lending
KWA	Kunzwana Women's Association
MSC	Most Significant Change
NGWESAP	National Gender and Women's Empowerment Strategy and Action Plan
OECD	Organization for Economic Corporation Development
PSC	Project Steering Committee
RP	Responsible Parties (RPs)
SIDA	Swedish International Development Cooperation Agency
TOR	Terms of Reference
UN	United Nations Entity for Gender Equality and the Empowerment of Women
WOMEN	
UNAIDS	Joint United Nations Programme on HIV/AIDS
UNDP	United Nations Development Programme
UNEG	United Nations Evaluation Group
UNICEF	United National Children's Fund
UNIDO	United Nations Industrial Development Organisations
UNIFEM	United Nations Fund for Women
USAID	United States Agency for International Development
VAW	Violence against Women
WCF	Ward Consultative Forum
WCoZ	Women's Coalition of Zimbabwe
WDSCU	Women Development Savings and Credit Union
WE	Women Empowerment
WIPSU	Women in Politics Support Unit
WLSA	Women and Law in Southern Africa
ZDHS	Zimbabwe Demographic and Health Survey

ZUBO (this is not an acronym but is a fishing basket in the Tonga Language – adopted as the name of the organisation)
ZWLA Zimbabwe Women Lawyers Association

Executive Summary

Introduction

This report presents findings of the End of Project Evaluation of the Gender Support Programme (GSP).

GSP was a multi-donor initiative dedicated to the advancement of gender equality, equity and women's empowerment in Zimbabwe at local and national levels as a crucial contribution to sustainable development in Zimbabwe. It pursued this objective through advocacy campaigns, technical and financial assistance to programs and projects, dissemination of catalytic information to the gender sector and coordination of the sector's activities. The key areas of intervention were guided by the thematic areas contained in the National Gender and Women's Empowerment Strategic Action Plan (NGWESAP).

Over three years of implementation (2009-2012), with funding from three donors –Department For International Development (DFID), The Royal Danish Embassy and European Commission (EC) - the GSP managed to provide annual grants of between US\$8,000-US\$99,000 to 50 Civil Society Organisations (CSOs) working with women in rural and urban Zimbabwe. A total of US\$4,461,653.43 was disbursed through the programme. The programme was managed by UNWOMEN with oversight provided through the Donor Steering Committee (DSC) and the Project Steering Committee (PSC).

Evaluation objective and intended users

The overall purpose of the evaluation was to assess progress made towards achievement of the GSP programme objectives, its outcomes and the impact of the programme on gender equality and women's economic empowerment, gender based violence and women's participation in leadership and decision making in Zimbabwe.

The intended users of the evaluation include: UNWOMEN, donors funding the GSP, and civil society organisations working with women and government.

Evaluation design and methodology

Given that the programme provided annual grants the evaluation conducted an evaluability assessment of the programme. Findings of the assessment resulted in the evaluation being limited to the period 2009-2011, with a full scope evaluation only done for 2009 grants. A total of 15 partners were selected for visits in 13 districts across Zimbabwe. The selection was based on maintaining thematic representatives, type of organisation (NGO or CBO) and geographic coverage. Probability based sampling (using grant value) was used to select the grants to be visited. Very small grants were also included to get adequate representation of the types of grants provided.

The evaluation was mainly qualitative. Data was collected through Focus Group Discussions with women, men and community leaders. Key informant interviews were also held with a variety of stakeholders including UNWOMEN, donors, government and Responsible Parties. Financial data was collected from 70 economic empowerment projects to determine their viability.

Secondary data was also reviewed. This included: project documents (proposals, monitoring reports, partner files etc) among documents that would inform the evaluation.

An Evaluation Reference Group (ERG) was constituted to: (1) To review the Evaluation Inception Report and instruments; (2) To review the draft evaluation report; (3) To participate at the Evaluation Draft report presentation meeting and make recommendations to enhance quality of the report; and (4) To participate in developing the Evaluation Management Response and its implementation.

Findings

The findings of the evaluation were organised in accordance with the OECD-DAC evaluation criteria of relevance, efficiency, effectiveness, impact and sustainability.

Performance of the programme against each evaluation criterion was rated as follows:

- A – Excellent**
- B – Good**
- C – Good but some problems**
- D – Serious deficiencies**

Relevance

Score A

The programme was relevant to the needs of beneficiaries; and aligned to national, regional and international gender equality and women's empowerment frameworks. The GSP was flexible to respond to emerging issues e.g. opportunities for policy and legal reform as a result of the GPA. The modality for funding the sector through a basket fund was found to be in line with the harmonisation principle of the Paris Declaration on Aid Effectiveness. The method of funding allowed better coordination of funding for the gender sector ensuring that a common set of priorities were addressed.

Efficiency

Score B

The programme was efficiently managed despite challenges brought about by the transition from UNIFEM to UNWOMEN. With the change to UNWOMEN significant progress has been made in improving quality of programme management. Many Responsible Parties (RPs) reported improved turnaround of project proposals and early disbursement of grants once Project Cooperation Agreements (PCAs) were signed.

The programme adopted an open independent grant application system. Through this process, the GSP managed to reach even the most under-served women in remote areas e.g. in the remote district of Binga where the GSP grants represented the most significant funding for women. Despite these advantages, the process might have undermined access by CBOs¹ as capacity to prepare competitive proposals within these organisations is limited yet they are the most affected by lack of funding. Annual grants also posed a major constraint to continuation of activities and consolidation of outcomes.

As a civil society fund, the programme did not include funding for government activities. However, UNW worked closely with the Ministry of Women's Affairs Gender and Community Development (MWAGCD) for policy guidance to ensure the GSP remained aligned to national priorities. The signing of the GPA created opportunities for advocacy for policy and legal reform where the Ministry of Women's Affairs, Gender and Community Development (MWAGCD) became an important interlocutor lobbying for policy and legal reform within government. Community level government staff assisted CSOs with mobilization of communities for participation in projects that challenged the socio-cultural norms, beliefs and practices that undermine women's rights. Thus one of the key impacts of the GSP was to promote collaboration between CSOs and Government in the promotion of gender equality and women's economic empowerment. This collaboration contributed towards the sustainability of project activities in the political environment of the time, and enhanced prospects that the supported projects would continue operating in the post-GSP period.

Effectiveness

Score B

The programme achieved 90% of its intended outputs (as stated in the log frame), an impressive achievement given the uncertain operating environment and the transition from UNIFEM to UNWOMEN. By attaining such achievements the programme provides a good example of how donors can harmonise support for the gender sector and has provided a foundation which needs to be built upon to fully achieve gender equality and women's empowerment. Significant achievements of the programme at output level included: successfully advocating for the inclusion of more than 75% of women's demands on their human rights including provisions which remove Section 23(3) of the Constitution which allows gender discrimination in matters of personal law; simplification of Domestic Violence Act (DVA) forms; and

¹ CBOs received only 33% of the funding.

contributing to building the coordination capacity of WCoZ secretariat which led to its membership more than doubling (in turn amplifying a united voice for women on issues that concern them). Furthermore the GSP contributed to the evidence base on women's participation in major sectors of the economy (e.g. Tourism and Mining) by providing evidence for policy reform.

Analysis of economic empowerment projects show women were making US\$34 per month as profit. For many women this represented the only income which they used to pay school fees for their children, buy groceries in the house and other personal needs. Women interviewed revealed that, because they are now able to contribute financially to household needs, communication between them and their spouses had improved. Consultations with women in targeted communities also show that women have been made aware of their rights, are more assertive and confident and are experiencing higher incomes. However, they still face challenges in demanding them as men (the primary rights holders – in the home and community leaders) were also not specifically targeted to challenge internalized attitudes, values and practices which undermine fulfillment of women's rights.

Despite these achievements at output level, achievements of outcomes and impacts were undermined by several factors. First, some design issues needed to be addressed:

- duration and amount of grants;
- structured linkages between thematic areas;
- incorporating government in planning and implementation levels; and
- systematic attention to the place and role of men in all projects.
- A clear exit strategy that explicitly addresses the issue of sustainability

Second, improvements in Monitoring and Evaluation (M&E) were necessary to guide programme management including:

- development of a database for consolidating programme monitoring data which include output (plus including number of beneficiaries) and outcome data to provide a link between project and programme level monitoring; and
- development and monitoring of quality standards for projects to ensure programme wide consistency in implementation.

It has been noted that UNWOMEN after transition from UNIFEM, and in the last year of the programme, began addressing the above issues as follows:

- integration of the economic empowerment and Gender Based Violence (GBV);
- mainstreaming of male involvement in the projects;
- improvements in the M&E system by developing better linkages between the project level and programme level performance measurement framework; and
- allocation of thematic experts to offer technical backstopping to partners.

Impact

Score C

Given that most of the projects were ended at a time results were still forming and requiring more support to ensure the results matured to impact, results at the impact level are still minimal. Therefore, the evaluation scores impact a C as more support was (and is still) needed to support the emerging results to impact level. Notwithstanding this, positive changes in gender relations were emerging while gender based violence seems to be on the decrease (not necessarily due to the programme).

Sustainability

Score B

Embedding of the GSP in UNWOMEN's strategy provides for some activities or Responsible Partner (RPs) to continue receiving funding to sustain results. Apart from the core UNWOMEN fund there are also

separate funds that have been created to support organisations working with women managed by UNWOMEN. These include:

- a. Fund for Gender Equality (FGE) e.g ZUBO has already received a grant of US\$200,000 a two year project ;
- b. UN Women Trust Fund;
- c. Fund for Women's Property and Inheritance in the context of HIV/AIDS e.g. WLSA has received a grant of US\$70,000; and
- d. Gender Equality Joint program being developed and in its final stages.

These funds will ensure continuation of some of the initiatives funded through the GSP so that results can be sustained.

Successes in the area of policy reform provide opportunities for lobbying for higher allocations for gender equality from the fiscus and platforms for sustaining gains in the upholding of women's rights.

Some partners have managed to source alternative funding to continue activities funded under the GSP e.g. ZUBO and Dotito. However, for the majority of RPs', ability to mobilise alternative resources is likely to be undermined by still an existing acute shortage of funding for the gender sector.

At the community level, community capacity to tackle gender based violence is still forming in a few cases but absent in many areas and therefore more support is required to protect and ensure the gains achieved by the group are consolidated. Village savings and loan groups formed to ensure sustainable access by women to financial services for their businesses (in the absence of formal financial services) have high chances of being successful. For example, village savings and loan groups established in Binga by ZUBO have group funds ranging from US\$1,200 to US\$3,500. These groups have provided opportunities for savings and access to working capital for women to either diversify from the kapenta fish business or to meet their household's needs and purchase of assets. Some have managed to purchase productive assets such as cattle – an empowering experience for them.

The evaluation finds variable experience with revolving funds established with the same objective as village savings and loan schemes. Two types of revolving funds were established: (i) village banks (promoted through WDSCU); (ii) the ZUBO example where the fund is managed by a cooperative bound by social as well as legal contract. The revolving fund established by ZUBO seems more sustainable as the fund has been growing and currently stands at US\$5,000 buoyed by very low default rates, less administration costs and viable interest rates. However, access by the broader spectrum of women is limited. The village bank approach on the other hand provides opportunities for the generality of women to access financial services but has greater risk for defaulting as there is no additional social contract binding borrowers (as in the case with the ZUBO revolving fund). The risk of defaulting is offset by charging an interest rate that ensures the fund is not depleted. However, the village banks have been promoted with a funding restriction on interest rate. As part for the funding contract the village bank is allowed to charge 5% interest rate enough to cover administration costs of the fund. As the interest does not provide a buffer for defaulting clients, with time the fund will reduce in value.

Conclusion

Overall the evaluation scores the GSP a B. It was a good programme that made significant progress in advancing women's rights by addressing systemic factors and challenging internalized attitudes, values and practices that undermine fulfillment of the rights of women. The programme came at a time when the gender sector was facing an acute shortage of funding yet the needs were increasing and spaces for influencing institutional level changes were opening up as a result of signing of the Global political agreement that ushered in the coalition government.

Implementation of the programme significantly improved as it progressed. Recommendations of the mid-term evaluation on streamlining the thematic areas of focus to three from an initial 6 were adopted increasing efficiency of grants and their management. The transition from UNIFEM to UNWOMEN also

led to noticeable changes in improvement of programme management as a result of increased capacity and changes to implementation approaches.

However, greater impact of the programme could have been realized by making early changes to the design of grants and implementation approaches (involvement of men and integration of thematic areas) particularly in the first two years of the programme.

Lessons Learnt

Increasing women's capacity for self-reliance enhances their sense of self-worth and their assertiveness, and increases men's respect for women. It helps also if there are simultaneous efforts to inculcate in men and traditional leaders new values that promote belief in gender equality (to break internalised, attitudes, values, and practices as well as systemic barriers to promoting gender equality respectively).

The best strategy to promote sustainability in the efforts to end Violence Against Women (VAW) seems to be that of capacitating communities to interrogate their values, beliefs and practices regarding gender relations, and to define and implement development objectives they can manage.

Investing in capacity building in terms of training in Results Based Management, proposal writing and narrative progress reports for the grantees is beneficial to both the Fund Manager and the grantees. The Fund Manager receives progress reports that are helpful to effective tracking of program implementation. The Responsible Parties gain understanding of the strategic role of information and begin to write progress reports that deliver useful management information.

To be effective economic empowerment project choice needs to be based on thorough market research that details the potential viability and prospects for growth of the selected enterprises. In this way, selection of economic empowerment projects will ensure that only those that have high potential for growth and sustainability are selected. Sustained access to financial services (working capital and savings) is needed to ensure continued viability of established businesses. In this respect, two possible strategies could be considered: promotion of village savings and loan groups and establishment of village banks. With village banks, programme experience shows that the charging of sub-optimal rates that only meet administrative expenses is not a viable option as it leads to depletion of the fund as the interest rate charged does not provide a buffer for defaulting clients.

In addition to changing women's beliefs and advocating for institutional changes (policies, laws and institutional arrangements) men's involvement (traditional leaders, men within households and other men in community level institutions) is also important for success of projects promoting women's rights and should be mainstreamed in all projects. Approaches can be adopted from male focused institutions such as Padare.

Recommendations

Donors

1. There is need for additional support to consolidate the gains achieved by the GSP as many of the results are just beginning to show and need additional funding to mature. An opportunity exists with the finalization of the draft constitution. If this is accepted, laws and policies will need to be changed in alignment with the new constitution. However, this will need substantial funding for a sustained campaign.
2. Short grants have proven not to be ideal for changes that take longer to materialize. For these types of changes which include policy and social transformation a future programme should increase the grant period to multi-year.
3. There is need to test and continue building the capacity of Women Coalition of Zimbabwe (WCoZ) to be a central fund mobilisation agency and grants manager for women's organisations. With this approach coordination of the gender sector will be strengthened.

UNWOMEN

4. For similar programmes in the future, M&E should be strengthened by establishing an M&E database to track indicators, beneficiaries and provide a quick access dashboard to monitor programme implementation
5. A majority of the RPs lack capacity in gender analysis and human rights programming important for work on promoting women's rights. Capacity in these areas should be built to ensure effectiveness in the promotion of women's rights.

All actors (Government, UNWOMEN and Donors)

6. Government needs to be involved in the planning structures and implementation of a similar programme as it provides the policy direction for the gender sector in Zimbabwe. To be able to fulfill this role effectively it will require technical and organisational capacity strengthening.
7. In influencing policy, a future programme needs to also come up with strategies for the domestication of regional and international gender equality commitments such as CEDAW and the SADC Gender Protocol
8. Involvement of men in similar programmes should be intensified to change patriarchal values that undermine fulfillment of the rights of women. As a prerequisite each project that is approved must have a specific training component on gender issues as well as consultations with other men particularly male leadership in the communities.
9. The issue of sustainability of efforts to end VAW is not explicitly addressed. The evaluators recommend strategies that transfer ownership of the fight against VAW to the community, as Padare/Men's Forum on Gender has done in two wards in Zvishavane District, for example.
10. Given that the fund disproportionately benefited CBOs, a future programme could consider dedicated allocations for national NGOs and CBOs or collaborations between the two. In adopting this approach the programme should still maintain the competitive call for proposals system.
11. In economic empowerment projects, an exit strategy should identify key performance indicators where certain minimum standards should be reached by projects as minimum preconditions for sustainability, for example in terms of basic skills in business numeracy, business management, organizational capacity, inputs supply and market linkages etc.

1 Introduction

This report details the findings of the End of Project Evaluation of the Gender Support Programme (GSP). The evaluation was undertaken by JIMAT Development Consultants between October and December 2012.

The overall purpose of the evaluation was to assess progress made towards achievement of the GSP programme objectives, its outcomes and the impact of the programme on gender equality and women's economic empowerment, gender based violence and women's participation in leadership and decision making in Zimbabwe. The evaluation also sought to answer a number of key questions framed within the OECD-DAC evaluation criteria of relevance, efficiency, effectiveness, impact and sustainability. The detailed objectives are specified in the Terms of Reference (Annex 1). The evaluation also aimed to capture lessons learned from GSP programme as well as draw conclusions and make recommendations to be used by GSP funding partners, Responsible Parties, the Government of Zimbabwe (GoZ) and other key stakeholders.

The evaluation team consisted of: Ngoni Marimo (Team Leader), Nomasomi Mpofu (Gender Expert), Wilfred Tichagwa (M&E Expert) and Lyn Bete (Project Manager). The evaluators were assisted by four research assistants during the field visits.

1.1 Overview of the GSP

The GSP is a multi-donor initiative dedicated to the advancement of gender equality, equity and women's empowerment in Zimbabwe at local and national levels. The GSP was developed in response to the results of the Gender Scoping Study² which highlighted that there was:

- no clear gender equality sector;
- no clear strategic approach; and
- limited coordination and ownership of the National Gender Policy.

The lack of coordination was resulting in duplication of effort, inefficiencies and ineffectiveness in programming as well as double dipping. At the same time the sector was experiencing a significant decrease in funding.

The GSP promotes gender equality and women's empowerment as a crucial contribution to sustainable development in Zimbabwe. It pursues this objective through advocacy campaigns, technical and financial assistance to program and projects, dissemination of catalytic information to the sector and coordination of the sector's activities. The key areas of intervention are guided by the thematic areas contained in the National Gender and Women's Empowerment Strategic Action Plan (NGWESAP). These areas were prioritized and selected by stakeholders during a national consultative process and are as follows:

- 1) Women & economic empowerment;
- 2) Women & migration, forced displacement, trafficking & slavery;
- 3) Women and education;
- 4) Women & health;
- 5) Women & Decision Making; and
- 6) Peace building and conflict resolution (**cross cutting**).

As the programme evolved and based on recommendations from the mid-term evaluation the thematic focus for the programme was reduced to three themes:

² Gender Scoping Study Report: Prepared for the Donor Steering Committee By New Dimensions Consulting (Pty) & George Zimbizi, April 2007

- **Women and Economic Empowerment** which facilitates the creation of an environment that is conducive for women to generate, own and control wealth;
- **Women in Leadership and Politics** which enhances leadership, representation and participation of women at all levels of decision-making through advocacy and capacity strengthening of women and women's groups; and
- **Gender Based Violence (GBV) (focusing on ending GBV and expanding access to services)** this component promotes women's access to health services through increased access to primary health care, including sexual and reproductive health services and the elimination of gender-based violence.

Programmatic or operational cross-cutting issues that were mainstreamed into all the thematic areas include capacity building of Responsible Parties (RPs), lobbying and advocacy, information dissemination, research and documentation, legal reform, disability, and strategic partnerships. The broad range of activities implemented through the GSP is presented in the Log frame (Annex 3) and Theory of Change developed by the evaluation team in Annex 4.

Apart from supporting thematic sectors under the NGWESAP, the GSP financed:

- activities towards strengthening capacity of the Women Coalition of Zimbabwe (WCoZ) to provide effective and representative leadership and coordination of the gender sector; and
- capacity building of grant recipients to ensure efficient and effective implementation of the fund.

Over three years of implementation, with funding from three donors – DFID, The Royal Danish Embassy and European Commission - the GSP has managed to provide grants of between US\$8,000-US\$99,000 to 50 Civil Society Organisations (CSOs) working with women in rural and urban Zimbabwe. A total of US\$4,461,653.43 was disbursed through the programme (Annex 2). The programme was managed by UNWOMEN with oversight provided through the Donor Steering Committee (DSC) and the Project Steering Committee (PSC).

2 Evaluation Design and Methodology

This section presents the evaluation approach adopted and the methodologies used to inform the evaluation findings. A more detailed discussion of the evaluation design and methodology are in the evaluation's Inception Report.

2.1 Evaluation design

The evaluation took place at several levels including:

- Donor level, which provided funds for the GSP;
- UN Women level, where the basket funding for the GSP was managed;
- Government level, a key stakeholder of the GSP;
- Responsible Parties level, who included women's, men's, faith based organizations and academia; and
- Community level including community leaders, women, men, girls and boys who benefited from the GSP directly and indirectly.

Given the reduced scope of the programme in the last two years and period of the evaluation, the Evaluation Reference Group agreed the evaluation should focus on the three main themes of the GSP: (1) women's economic empowerment; (2) women's participation in politics, leadership and decision making; and (3) gender based violence. All together they represented 93% of the grants disbursed to CSOs working with women.

Guided by the Terms of Reference, the evaluation covered six criteria of: relevance; efficiency; effectiveness; impact; sustainability and cross-cutting issues (partnerships and disability, HIV and orphan-

hood). For each criterion several questions were asked (See ToR Annex 1). For ease of answering these questions we transformed the wordy questions into simple hypotheses for which the team collected evidence to accept or refute them. These are presented in Table 1³. For each of the hypothesis questions were formulated to provide evidence for the conclusions. The detailed questions are presented in the evaluation framework submitted as part of the Inception Report. Using the hypotheses and questions the team elaborated the outline of the evaluation report. To evaluate outcomes of the GSP, the evaluation team developed a Theory of Change for the programme as the log frame and evaluation framework had limitations in this respect. This is presented in Annex 3.

Table 1: Hypotheses answered by the evaluation

Criterion	Hypotheses
Relevance	<ol style="list-style-type: none"> 1. GSP objectives are consistent with beneficiary requirements and were informed by the needs of beneficiaries (institutional and individual) 2. GSP objectives are consistent with national priorities (e.g. the NGWESAP) 3. GSP objectives are consistent with global and regional priorities
Effectiveness	<p><i>Achievement of objectives</i></p> <ol style="list-style-type: none"> 4. The GSP achieved its objectives <p><i>Achievement of outcomes and intermediate results</i></p> <ol style="list-style-type: none"> 5. Reduced incidences of VAW in targeted communities <ol style="list-style-type: none"> a. Women are more aware of their sexual and reproductive rights and are able to demand them b. More men are aware of women's sexual and reproductive rights and are able to respect them c. More men and boys are aware of VAW and its implications on women 6. Women experience increased incomes and economic independence <ol style="list-style-type: none"> a. Women are engaged in viable business and experiencing increased incomes 7. Constitution, laws and policies that promote women's rights are put in place and institutions are functioning properly <ol style="list-style-type: none"> a. Laws and policies that promote women's rights are enacted and institutions strengthened 8. Women's representation improved and sustainable <ol style="list-style-type: none"> a. More women are in positions of leadership and are contributing to decision making at all levels b. WCoZ has increased capacity to provide effective and representative leadership and coordination of women rights organizations in Zimbabwe (from WCoZ and members' perspective)
Efficiency	<ol style="list-style-type: none"> 9. The design of the GSP allowed for efficient use of resources 10. Technical backstopping, M&E and coordination of the GSP fund by UNWOMEN was sound 11. Financial management capacity in UNWOMEN and Responsible Parties was sound 12. The basket funding facilitated harmonization of the gender sector 13. The cost of transfer and cost per beneficiary (for the different activities) are comparable with other similar programmes (Short term small grants multi-year annual small grants) 14. The return on investment for income generating activities is viable

³ Please note these hypotheses have been elaborated using the GSP theory of change presented in Figure 2.

Criterion	Hypotheses
Impact	15. Positive gender relations have been created 16. Women and girls experience reduced violence 17. Women are empowered (joint decision-making on income, improved communication accountability to each other on use of resources, ability to make sexual and reproductive choices and empowered to make decisions for the household) 18. Gender equality has been increased
Sustainability	19. Communities have capacity to tackle VAW based on new values that promote gender equality 20. Women's economic empowerment is sustainable 21. Supported organizations able to mobilize alternative funding sources to scale up activities 22. Exit strategy put in place and is effective
Cross-cutting	23. Actual interventions integrated the needs of the most vulnerable women (living with disabilities, living with HIV and orphaned girls and those living in hard to reach areas) 24. GSP activities have led to partnerships between women's organisations 25. GSP is well linked with national and other sectoral plans and strategies

To determine which grant cycles can be evaluated, a full evaluability assessment was done for the GSP grant portfolio. The results of the evaluability assessment showed a full scope evaluation could only be done for the 2009 grants and the 2012 grant cycle was not evaluable as activities had just started (see Table 2).

Table 2: Results of the evaluability assessment

Funding cycle	Theme	Completion date	Gestation period	Evaluability category	Areas of evaluation
2009	Ending Violence against Women (incorporated in the women and health portfolio) Women in decision making, politics and leadership Women's economic empowerment	2010	3 years	Full scope evaluation	1. Outputs 2. Intermediary outcomes 3. Outcomes 4. Impact 5. Sustainability
2010	Ending Violence against Women (incorporated in the women and health portfolio) Women in decision making, politics and leadership Women's economic empowerment	2011	2 years	Limited scope evaluation	1. Outputs 2. Outcomes 3. Intermediary outcomes
2011	Women's economic	2012	1 year	Limited	1. Outputs

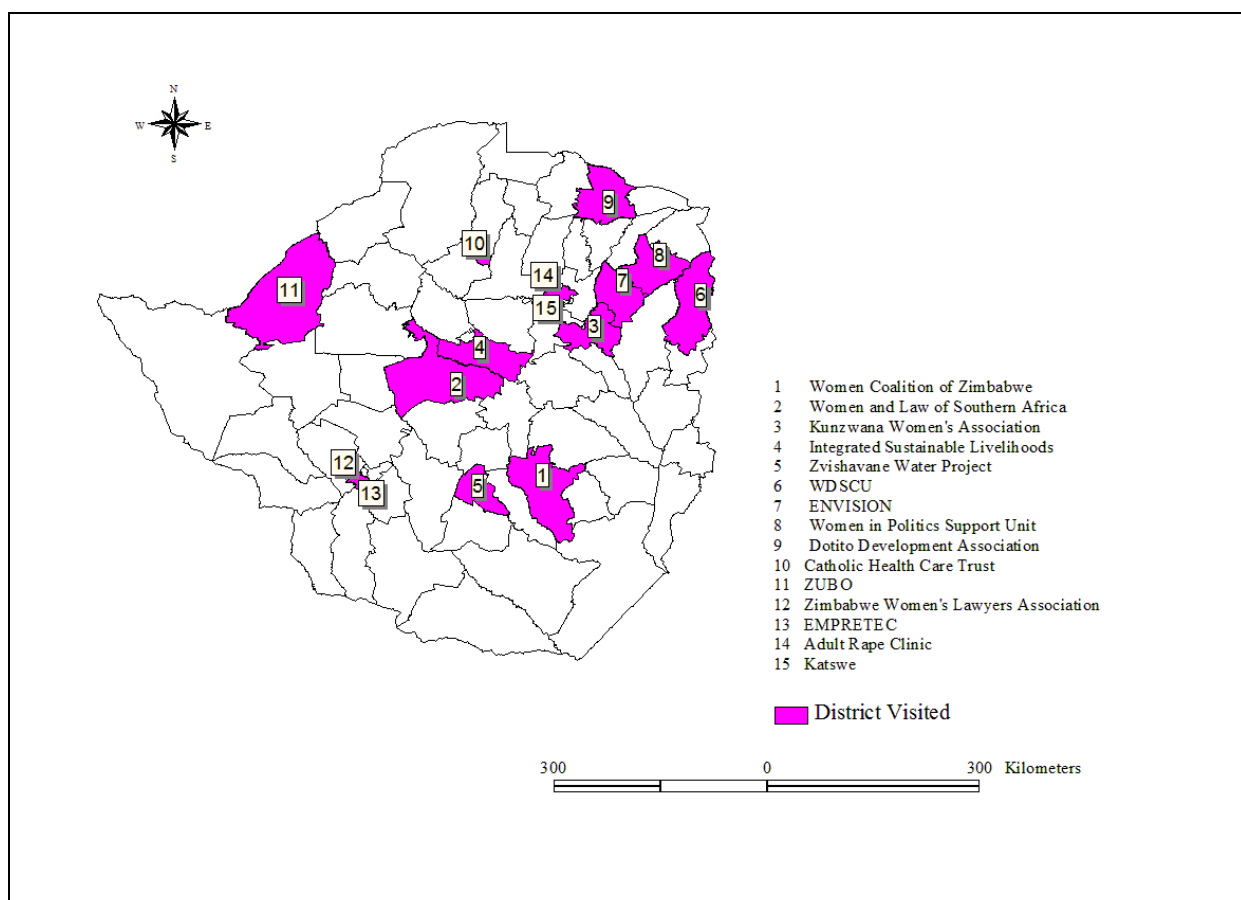
Funding cycle	Theme	Completion date	Gestation period	Evaluability category	Areas of evaluation
	empowerment Ending Violence against Women (incorporated in the women and health portfolio)			scope evaluation	2. Outcomes
2012	Ending Violence against Women (incorporated in the women and health portfolio) Women in decision making, politics and leadership Women's economic empowerment	2012	3 months	Not evaluable	Not evaluable

Sampling of Responsible Parties took into account the following:

- results of the evaluability assessment;
- representation of thematic areas covered by the GSP with a special focus on three themes – women's economic empowerment, women in decision making, politics and leadership and ending violence against women;
- representation of the cross-section of partners (NGOs, CBOs and FBOs);
- type of funding (short small grant (one year) and small multi-year grants); and
- amount of funding received (small or large grants).

A total of 15 partners in 13 districts were visited as presented in Figure 1. These represented 42% of the funding in the selected three thematic areas.

Figure 1: Districts visited for the evaluation⁴



2.2 Methodology

The evaluation was mainly qualitative in nature encompassing: Key informant interviews (KIIs) with primary and secondary stakeholders of the programme at national and community level; focus group discussions with women beneficiaries and non-beneficiaries and men; and most significant change stories with women beneficiaries. The list of key informants is presented in Annex 6. A total of 170 women and 40 men were interviewed for the evaluation. Of the 170 women interviewed 31 were non-beneficiaries. A number of secondary data sources were also reviewed including: (1) donor proposals for the GSP; (2) annual donor progress reports; (3) partner project profiles (proposals, progress reports, and financial reports); (4) minutes of the PSC meetings; (7) Tools and Systems Document; (8) SADC Gender Barometer (2012); (9) CEDAW Report; and (10) RPs training reports.

In addition to consultations the evaluation was managed through a Evaluation Reference Group (ERG) composed of donors, UNWOMEN, UNICEF and selected Responsible Parties. The reference group was responsible for reviewing and approving outputs of the evaluation. Two meetings were held between the ERG and consultants: presentation of Inception Report and Draft Report. Qualitative data was analysed using discourse analysis, drawing out common themes from discussions with various stakeholders.

⁴ List of districts is presented in Annex 9.

3 Evaluation Findings

This section presents a detailed discussion of the results of the evaluation organized around the five evaluation criteria of relevance, efficiency, effectiveness, impact and sustainability. It also discusses results of the assessment of cross-cutting issues.

Each evaluation criterion is rated according to the rating scale as presented in Table 3.

Table 3: Evaluation rating scale

Rating	Description
A	Very good
B	Good
C	Some Problems
D	Serious deficiencies

3.1 Relevance

3.1.1 Introduction

In assessing relevance the evaluation sought to examine the following:

- Whether the GSP objectives are consistent with beneficiary requirements and were informed by the needs of beneficiaries (institutional and individual)
- GSP objectives are consistent with national priorities which promote gender equality and women’s empowerment
- GSP objectives are consistent with global and regional priorities – CEDAW, SADC Gender Protocol, MDGs, etc
- The GSP was the right approach to supporting women’s empowerment and gender equality

Relevance: The extent to which the design and objectives of the development intervention are consistent with beneficiaries’ needs, country needs, global priorities and partners’ and donors’ policies	Score A
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The evaluation scores relevance of the GSP an A. It was strongly aligned to beneficiary needs, national, regional and global priorities on gender equality and women’s empowerment.

3.1.2 Assessment

The overall goal of the GSP was “enhanced gender equality and gender equity in Zimbabwe”. The specific objective was “to build a strong and effective representative gender equality and women’s empowerment sector able to advocate for and implement change while building a strong women’s movement”. This was to be achieved through three strategies as follows:

- i. implementation of the National Gender and Women’s Empowerment Strategy,
- ii. strengthening the leadership and coordination capacity of the Women’s Coalition of Zimbabwe (WCoZ)
- iii. the effective coordination, disbursement and management of funds through the GSP. The goal and objective are considered to be relevant as they provide a broad framework for addressing the gender disparities that characterise Zimbabwean society.

The evaluation findings confirm that the GSP was an appropriate and relevant strategy for promoting gender equality and women's empowerment. The key dimensions of gender inequality in Zimbabwe were identified in the Gender Scoping Study as stemming from the patriarchal system, which is firmly entrenched within culture, religion and the socialisation processes. These place emphasis on masculinity and the dominance of men over women. The contradictory statutory and customary laws enshrined in the current constitution, further subject women's rights and gender equality to traditional, cultural and religious norms and values⁵. The current constitutional framework therefore does not ensure full citizenship or the equality of women.

Some of the manifestations of gender inequality in Zimbabwe are the high levels of gender-based violence, the underrepresentation of women in decision-making positions in all areas and at all levels, their lack of access to and control over productive resources and limited control over their sexual and reproductive rights⁶. The seriousness of GBV is demonstrated by statistics contained in the ZDHS⁷ which show that thirty percent of women age 15-49 have experienced physical violence since age 15 with only 37 percent of women who experienced physical or sexual violence seeking help. In Zimbabwe, domestic violence is widely acknowledged to be a major problem, not just from a human rights perspective but also from the economic and health perspectives. These are some of the socio economic impediments towards the achievement of gender equality and the realization of women's rights.

The evaluation also found that the GSP was in line with beneficiary and stakeholder needs. Women in FGDs mentioned gender based violence (GBV), lack of economic empowerment, and knowledge of their rights and the control of men over them as some of the main problems they faced before participating in the projects supported through the GSP. The GSP extended support to various civil society organisations that sought to address the multifaceted aspects of discrimination against women with the aim of bringing about institutional and social transformation. For example, in response to the economic challenges facing women, Kunzwana Women's Association, ZUBO, EMPRETEC, Women's Development Savings and Credit Union (WDSCU) and Zvishavane Water Project supported business skills development programs and provided assistance including facilitating access to credit, information and markets. This support enabled the women entrepreneurs to be economically empowered by increasing their incomes and improving their livelihoods. Economic empowerment activities also focused largely on rural women, who are less aware of their rights and have fewer resources and limited access to services. On the other hand, Zimbabwe Women Lawyers Association (ZWLA), as an example, addressed GBV through the provision of various forms of legal assistance including applications for maintenance, birth and registration documents, legal drafting and court representation to indigent women and training of traditional leaders.

The GSP also supported the research and updating of data and information on the gender sector, for use by policy-makers to amend, review and develop gender sensitive policies and strategies. Research and policy oriented activities included:

- a) the review of the National Gender Policy,
- b) A Situation Analysis of Women in Zimbabwe, 2012 Report, which maps the situation of women in all the sectors of the economy and provides a comprehensive baseline on gender equality and equity in Zimbabwe,
- c) development of the CEDAW Committee Recommendations Country Action Plan and a review of the marriage laws.

⁵ SADC Gender Protocol 2012 Barometer Zimbabwe compiled and written by Pat Made

⁶ Gender Scoping Study Report: Prepared for the Donor Steering Committee By New Dimensions Consulting (Pty) & George Zimbizi, April 2007

⁷ Zimbabwe Demographic and Health Survey 2010 -2011 Zimbabwe National Statistics Agency Harare, Zimbabwe ICF International, Inc. Calverton, Maryland USA

The above demonstrate the relevance of the GSP to the needs of beneficiaries and various stakeholders.

The GSP objectives are consistent and aligned with national priorities which promote gender equality and women's empowerment. The Ministry of Women Affairs, Gender and Community Development (-MWAGCD), which is the national gender machinery also prioritise the promotion and advancement of gender equality and women's empowerment. This has been done through the enactment and formulation of various laws and policies, strategies and action plans such as:

- a) the National Gender Policy,
- b) the Domestic Violence Act (DVA) (2007),
- c) gender based violence strategy,
- d) the Broad Based Economic Empowerment for Women and (please check for the correct name – think there are no communities)in Zimbabwe⁸.

The Government of Zimbabwe has also prioritised Millennium Development Goal Number 3 in its efforts to promote gender equality and the empowerment of women. The targets set in terms of this are to increase the participation of women in decision-making in all sectors and at all levels by 2015. Further, in its Medium Term Plan (2011 - 2015) the Government of Zimbabwe has set, as targets, 50% participation by women in key sectors of the economy (agriculture, mining, manufacturing and tourism) by 2015. The gender audits of the tourism and mining policies conducted by ZWLA and WLSA, respectively are important inputs into the review of economic policies in line with the Indigenization Policy.

While the foregoing have been important and necessary steps they are not in themselves sufficient to bring about the required changes necessary for gender equality and the empowerment of women. The GSP took the process a step further by providing support towards implementation and operationalisation of some of these laws, policies and strategies. First the GSP funded civil society organizations to implement the National Gender and Women's Empowerment Strategy and Action Plan (NGWESAP). Examples include improving implementation of the DVA through the simplification of Protection Order Forms leading to increased access to justice by indigent women. Support has also been provided to the Legal Aid Directorate to develop Standard Operating Procedure (SOP) for provision of legal aid for GBV survivors.

The new political dispensation in terms of the Global Political Agreement provided for the review of the Constitution to address discrimination against women. These are important steps but challenges however remain in the legal arena, as according to officials in the Ministry of Justice, Legal (please check for the correct name)Affairs interviewed, women have not been able to make full use of the provisions of the laws to pursue and access their legal rights. This is due to various factors that include lack of knowledge about them, economic resources and the cumbersome court procedures.

UN Women through the GSP and its other programmes is reinforcing its partnership with the national gender machinery and contributing to the attainment of national gender equality and women's empowerment objectives. At institutional level the GSP through its support to the Ministries of Women Affairs and Justice legal and Parliamentary Affairs supported action-oriented research. These are efforts aimed at bridging the gap between evidence, policy and programmes. The GSP objectives were therefore consistent with government priorities in the gender sector.

The GSP goal, objectives and strategies were further found to be consistent with global and regional priorities. The GSP sought to address gender equality commitments espoused in the Convention on the Elimination of All Forms of Discrimination against women (CEDAW) which Zimbabwe ratified in 1991 without reservations. CEDAW is based on three main interdependent principles of equality, non-discrimination and state obligation. Women are however not fully benefitting, as the Convention has still not been domesticated into national law. The GSP supported the Ministry of Women

⁸ This is a framework for implementing actions for women's economic empowerment.

Affairs to fulfill its reporting obligations and the development of the CEDAW Country Action Plan as part of efforts towards its domestication.

The Beijing Platform for Action, the MDGs and the Protocol to the African Charter on Human and Peoples' Rights in Africa are relevant instruments as they prioritise gender equality and women's empowerment. The Protocol to the African Charter on Human and People's Rights on the Rights of Women in Africa to which Zimbabwe is a signatory advances the protection and promotion of the rights of women in Africa. It is the first regional protocol to call for an end to all forms of violence against women whether in private or in public, including sexual harassment. It also sets out a broad range of economic and social rights as well as endorsing affirmative action to promote the equal participation of women at all levels of decision-making. Place under alignment to national priorities – see above where I have copied this section.

The SADC Protocol on Gender and Development encompasses commitments made in all regional, global and continental instruments for achieving gender equality. The protocol:

- a) enhances these instruments by addressing gaps and setting specific measurable targets where these do not already exist;
- b) advances gender equality by ensuring accountability by all SADC member states; and
- c) providing a forum for the sharing of best practices, peer support and review.

While there were no significant changes in global gender equality and women's empowerment priorities (during the evaluation period), in the Zimbabwean context, the GSP, provided support for addressing the emerging and priority issues. These included advocacy towards the signing of the SADC Protocol on Gender and Development, the revision of the constitution as provided for in the Global Political Agreement to address discrimination against women and implementation of the provisions of the DVA Act, which had become law in 2007. Globally there were intensified efforts to address violence against women through the UN Secretary-General's UNiTE to End Violence against Women campaign. This is aimed at accelerating prevention and strengthen response mechanisms for protection of survivors of VAW.

Based on recommendations of the mid-term evaluation, the GSP reduced its broad thematic focus to the following three themes:

- Women and Economic Empowerment;
- **Women's increased leadership and participation in the decisions that affect their lives;** and
- Gender Based Violence (GBV) (focusing on ending GBV and expanding access to services).

The above thematic areas were also aligned to the gender equality and women's empowerment priorities identified in the GOZ/UN Country Analysis Report for Zimbabwe⁹. These included increasing:

- a) the representation, participation and involvement of women in politics and decision making at all levels to 50 percent in the public and private sectors by 2015;
- b) the participation of women to 50 percent by 2015 in the key economic sectors of agriculture, mining, manufacturing and tourism; and
- c) awareness of family laws and legislation that promote women's rights among the populace by the end of 2012 and contributing to the formulation of a gender sensitive Constitution by 2011.

This report formed the basis for the formulation of the Zimbabwe United Nations Development Assistance Framework 2012 -2015 (ZUNDAF).

The evaluation considers that the GSP was the right approach to supporting women's empowerment and gender equality as it used a combination of approaches to address gender equality and women's empowerment. In addition to the provision of grants to civil society organisations, the GSP supported capacity building of organisations working with women and research to fill the gender

⁹ Government of Zimbabwe/United Nations Country Team, Country Analysis Report for Zimbabwe, August 2010

knowledge gaps and inform policy formulation and programming. Capacity building was undertaken through workshops on proposal writing, financial management, lobby and advocacy, monitoring and evaluation and results based reporting, among others. Examples of research supported include the national GBV study and the SADC Gender 2012 Barometer for Zimbabwe, the Zimbabwe Gender Analysis Report and a review of the marriage laws under the auspices of the Ministry of Justice and Legal Affairs. The national GBV study seeks to measure the extent of GBV, explain the factors that drive it, its effects, responses, effectiveness of support structures and prevention efforts. The study will upscale the findings of the ZDHS, which provides quantitative data on domestic violence by investigating more variables while the indicators will enable the GBV situation in Zimbabwe to be comparable with other countries in the region. The Zimbabwe Gender Situation Analysis Report is a baseline study providing a gender analysis and sex disaggregated data on key sectors in Zimbabwe. Its findings will be used to inform the review of the National Gender Policy and gender programming. The review of the marriage laws is intended to make recommendations for the harmonisation of marriage laws. The various research activities drew largely on the skills of women researchers.

The implementation strategies that the GSP encouraged were also relevant in the context of limited resources. Responsible Parties (RPs) worked in collaboration and partnership, leveraging each other's strengths and resources. This was most notable in the constitution making process where ZWLA, WCoZ, Katswe and WIPSU came together in advocacy on the constitution. The GSP support therefore accorded women the right to participate in the national constitution making and reform processes as provided for in Article 6 of the Global Political Agreement (GPA). The GSP also enabled RPs to collaborate in the area of economic empowerment through the co-hosting of the market fairs and the provision of related business training and access to credit. Partnerships were fostered with non traditional stakeholders such as the Environmental Management Agency (EMA), the Zimbabwe Revenue Authority (ZIMRA) and ZIMTRADE in training women producers on environmental sustainability and various aspects of trade respectively.

The basket funding mechanism used for the GSP was appropriate for harmonising donor efforts in the gender sector and is in line with the harmonisation principle of the Paris Declaration on Aid Effectiveness. According to the GSS, funding for the gender sector was disjointed and so often different actors pursued their own objectives. Harmonisation as demonstrated through the GSP, thus, ensured common objectives were addressed in a systematic way by major donors funding the sector. In Zimbabwe the GSP can be said to have supported the development of an appropriate and effective mechanism for the coordination of efforts and pooling of resources in responses targeting gender equality and women's empowerment. Notwithstanding that organisations working for gender equality and women's rights continue to face resource constraints, the GSP has demonstrated how interventions can be aligned with national priorities and coordination among donor organizations can be achieved.

3.2 Efficiency

This section assesses the efficiency of the GSP design and implementation. A cost effectiveness analysis of the programme has not been conducted due to several limitations:

- the programme did not have a database for consolidating beneficiaries reached by different interventions though this information is provided in RPs reports. The time available did not allow to go through the 50 RPs reports to consolidate this information; and
- budget expenditures were not broken down by activity in the programme atlas system making it difficult to assess cost efficiency of different interventions or themes given the timeframe available for the evaluation though this information was available in individual files of grantees from programme inception.

Efficiency: How economically are resources/inputs (funds, expertise and time) converted to results?	Score B
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For activities related to policy and legal reform, research and advocacy, the cost benefit assessment is qualitative based on the probable benefits of such results for women.

The evaluation scores efficiency a B. The programme was efficiently managed despite challenges brought about by the transition from UNIFEM to UNWOMEN. With the change to UNWOMEN significant progress has been made in improving programme management including improvements in M&E, technical capacity and programme implementation approaches. These have included recruitment of thematic experts which improved technical backstopping of RPs, development of a system to link project and programme level results frameworks and integration of thematic areas to provide comprehensive support.

3.2.1 Efficiency of GSP design

The GSP was designed as a pooled funding mechanism in response to fragmented funding and priorities in the gender sector. **The pooled funding mechanism proved effective in getting major donors funding and NGOs implementing projects in the sector focus on issues aligned to national and women's priorities. Furthermore, funding for the gender sector increased from the pre-GSP annual average of US\$11 000 per grantee to US\$61 442, an increase of nearly 600%.** Thus the GSP provides a good example of how donors can still work together in an "uncertain environment" for a common objective in line with the Paris Declaration on Aid Effectiveness.

The GSP facilitated civil society to harmonise priorities, leverage on complimentary skills and knowledge, and cost sharing between different women's organizations especially around the constitution, community based training, and linking women to markets. The GSP managed to facilitate a coordinated approach among women's organisations to advocate for the inclusion of women's priorities in the draft constitution. Through funding members of the G20, the GSP enabled division of labour among women's organizations ensuring that there was no duplication of efforts and that the whole gender sector rallied against a set of agreed priority issues. Work around linking women to markets through organizing market fairs is also a good example. Four organisations including Kunzwana, EMPRETEC, ZUBO and Zvishavane Water Project have formed synergies in the implementation of market fairs ensuring economies of scale through cost sharing. There are also cases of GSP grantees, on their own initiative, collaborating to ensure well rounded support for women. The Adult Rape Clinic in its outreach programmes funded by the GSP partnered with Katswe Sistahood in training and with Padare on engaging men on women's sexual and reproductive rights. Using this approach enabled Adult Rape Clinic to leverage expert knowledge and skills from its two partners making its outreach activities successful.

At inception the GSP was perceived and implemented as a separate project within UNIFEM. Since the transition from UNIFEM to UNWOMEN efforts have been made to move the GSP from being a parallel project to one that is integrated within the UNWOMEN's annual work programme and strategy. Through this approach the GSP contributes directly to UNWOMEN's strategic objectives and this has provided several advantages. First, it has allowed technical expertise within UNWOMEN to be seconded to the GSP including increased technical backstopping, capacity building and monitoring. Secondly, UNWOMEN has been able to provide complimentary funding to the GSP to either intensify activities funded by the GSP (e.g. review of the constitution) or compliment what the GSP is doing. In the 2011-2012 round of funding UNWOMEN contributed approximately US\$200 000 to the GSP over and above the US\$98,000 matching funds for UNWOMEN agreed at inception as a condition for EC funding. Part of these matching funds have been used to facilitate participation of grantees in international and regional fora to promote South-South cooperation as well as capacity development of grantees and government.

Another important design aspect of the GSP was the annual rather than multi-year grants. **Annual grants allowed the programme to maintain flexibility in addressing emerging needs of women and to reach a large number of civil society organisations working with women and for many of them this funding represented the largest or the only source of funding.** A total of 50 organisations working with women were funded. Women in geographically dispersed areas were reached including those that

would otherwise not have been reached had the programme provided multi-year grants to a set number of organizations. Women in Binga, one of the remotest parts of the country, were reached through ZUBO in the second year of the programme. Binga has remained underdeveloped for many years with little or no resource allocated for women's empowerment initiatives. For ZUBO, funding through the GSP remained the only funding available to influence respect for women's rights and empowerment. This funding represented one of the most significant achievements of the GSP, with the success story being disseminated worldwide through UNWOMEN global website and the 2011-2012 Annual Report.

In each round of funding the Project Steering Committee (PSC) prioritised areas of funding depending on women's emerging needs. Because of this flexibility the programme managed to address shifting needs of women in a fast changing social, economic and political context as the annual grants allowed the programme to allocate resources where the need to influence was needed. The programme was able to move from influencing the Global Political Agreement to the constitution making process. Furthermore, short term grants were employed as a means to catalyze the gender sector.

Nevertheless, these short term grants also represented a major design flaw of the programme. Providing short grants was known to be deficient in facilitating lasting change for women as highlighted in the Gender Scoping Study. Firstly, short term grants do not provide efficiency in planning for NGOs especially Community Based Organisations (CBOs) because they do not provide a predictable source of funding. Planning for institutional improvements to enhance efficiency of implementation becomes a challenge without a predictable multi-year funding base. Resultantly, many grantees used GSP funds to begin island projects sometimes outside their areas of competence (e.g., Catholic Health Services Chinhoyi with income generating projects), or geographic focus (e.g., ENVISION in Murehwa and WLSA in Kwekwe). This undermined prospects for continuity of support for women and eventually efficiency of the GSP. Secondly, annual grants seem not to be ideal for projects working to influence changes that take a long time to materialize such as policy and behavior change. **UNWOMEN has since learnt from these trial activities by refocusing on thematic areas and also undertaking more rigorous institutional assessment process on capacities of RPs.** But the challenge of short term grants still remains.

It seems at implementation the GSP was conceived as a catalyst fund and programme to revive a gender sector experiencing acute shortage of funding. In the catalyst approach the GSP assumed that the grantees would access alternative funding to continue work started under the GSP. However, the sector still faces acute shortage of funding and the GSP represented a significant opportunity for predictable funding on a multi-year basis. For example, the total funding for the programme was just over US\$4million which is far below what other sectoral donor basket funded programmes are receiving e.g. approximately US\$85million for the Protracted Relief Programme (PRP) (livelihoods and social protection) and US\$72million for the Child Protection Fund (to implement part of the National Action Plan for Orphans and Vulnerable Children Phase II). As a result, smaller NGOs and those based in the community found it difficult to continue initiatives of the GSP on their own. **Thus, the catalyst approach was not the most ideal given the prevailing lack of funding for the gender sector.**

So when are short-term small to medium grants appropriate? **The evaluation finds that short term grants are appropriate if they are:**

- i. **intensifying or gap filling what grantees are already doing rather than starting new projects or in new areas; and**
- ii. **in responding to emergencies particularly in a volatile environment.**

For example, support to WiPSU on increasing women in positions of political leadership built on the work that the organisation was already doing supporting women Members of Parliament (MPs) to establish strong relationships with their constituencies through formation and establishment of Ward Consultative Forums (WCF) and Constituency Consultative Forums (CCF). WiPSU was doing this through multi-year funding from DFID and Comic Relief. With GSP money WiPSU was able to do two things. First it addressed a gap in Chimanimani where a woman MP had been elected but was finding it difficult to

establish a relationship with her constituency. Using GSP funds WiPSU was able to establish WCFs and CCFs to enable the MP to effectively connect with constituents. WIPSU have continued supporting the WCFs, CCFs and woman MP with follow up training and support beyond the life of the GSP. Part of the GSP grant was also used to provide additional training and support to already established WCFs and CCFs. In this approach the GSP grant was used in a cost effective manner.

The GSP was conceived as a fund to specifically support civil society organisations respond to issues affecting women, some of them a result of government actions. Exclusion of government was the right decision at this stage also because funds from donors could not be channeled through the government of Zimbabwe. However, as the programme progressed, the Global Political Agreement (GPA) which ushered in a coalition government between ZANU PF and the MDC was signed. This provided new opportunities to influence policy and legal reforms and constitutional changes. **At this stage considerations could have been made to include government at planning levels of the programme to enhance effectiveness of policy and legal reform initiatives. This is because in a programme looking to influence policy and legislative reform government is a critical stakeholder. It is difficult to influence policy with civil society alone without full support from the MWAGCD. Secondly government has potentially more sustainable resource flows for the gender sector through the fiscus and this could have been taken advantage of through harmonising with or complimenting the work of the MWAGCD at the community level e.g., the US\$2million Women's Development fund – a revolving fund for women's economic empowerment. This would have provided more possibilities for sustainability (see Dotito Development Association case study – Box 1). Capacity of the MWAGCD to support the work of grantees at the community level should also have been strengthened as a measure for sustainability.**

Box 1: Dotito Development Association: Working closely with Government can provide opportunities for impact and sustainability

Dotito Development Association (DDA) is a rural community based organisation based in Dotito district, Mashonaland Central. DDA works in the area of social responsibility, working with women, children and men. In 2009 DDA was provided a grant of US\$8,000 under the women in politics and leadership thematic area to promote participation of women in positions of leadership in Dotito district. Working hand in hand with the MWAGCD staff at district and community levels they trained women on leadership and political participation and targeted chiefs and other traditional leaders to enhance women's involvement in political participation and leadership within the three wards they worked in with GSP funding. Working with government in raising awareness on human rights in communities created legitimacy of the project in the eyes of traditional leaders and also made working with them easier.

The women trainers would train other women in their communities on leadership. With additional support from MWAGCD, and building on the success of the training of trainers approach, DDA established Women's Forums centred on the women trainers. The Women's Fora are chaired by a woman but membership includes men as well. The Women's Forums were an ambitious committee established to ensure the work on raising awareness of the need for women to be involved in leadership and participate in politics continued beyond the project. In this respect the Women's Forum would act as a monitoring taskforce ensuring women's participation in politics and leadership increased. At the time Women's Fora were established the GSP funded project was coming to end and further support was required to have the Fora take root and be effective. Because the MWAGCD was involved from the start and in facilitating establishment of the Fora, MWAGCD community level staff (in the targeted) wards were charged with the responsibility of coordinating the Fora. As a result the Women's Fora were successfully established and were still operational at the time of the evaluation (3 years after formation!). There are good results to show for this, in 2011 the first woman secretary to a village head was appointed, a first in Dotito district, directly as a result of changing perceptions on women's participation in leadership facilitated by the Women's Forums.

Despite these issues, the UNWOMEN and then UNIFEM continued to support government either strategically or technically depending on needs and feasibility. Government was also continuously made aware of developments in the GSP through the Gender Forum. Also in the last two years of the programme UNWOMEN has developed a stronger partnership with government albeit at the implementation level rather than at the equally if not more important planning stage of the programme.

While the programme rightfully selected thematic areas the evaluation finds that the design of the programme did not allow for these to complement each other. This “silo” approach affected results and is not an efficient way for achieving outcomes. For example, women’s economic empowerment needs to be accompanied with training and awareness on decision making in the household and implications of gender based violence. Women working with Katswe Sistahood, interviewed in Dzivaresekwa and Kambuzuma highlighted that they needed the training on sexual and reproductive rights one of the greatest issues causing gender based violence was their lack of income generation. The women said “You put up with abuse because you have no other source of income and the husband knows that, so he does whatever he wants.” For increased effectiveness sexual and reproductive rights awareness could have been complimented with economic empowerment. However, UNWOMEN, in the 2012 round of funding, has begun to address this with funding towards RPs implementing economic empowerment projects e.g. the 2012 grant to ZUBO for expanding the economic empowerment initiative begun in 2010 also addresses issues of GBV.

Lastly, mainstreaming involvement of men in individual grants was a gap area for the programme which affected the ability of women to demand their rights even when they had become aware of them. Although the programme supported men’s involvement through financing Padare and African Fathers’ Initiative these were individual projects not mainstreamed in all programme activities. Mainstreaming of male involvement began in the last round of funding (2012 grant cycle) with grants to WLSA, ZWLA and ZUBO all incorporating men’s involvement in GBV¹⁰ but this remained a gap in the first three years of the programme. Resultantly, the evaluation finds that more could have been done to challenge the patriarchal system and values which are the root causes to the denial of women’s rights. This reduced effectiveness of awareness activities. In some cases lack of male involvement affected project implementation as one RP key informant said, “Empowering the woman and forgetting the man was a mistake. Some men sabotaged the project by refusing their wives permission to attend project activities.” In Nyanga some women who accessed micro-finance had the money taken away by their husbands (case study of Jane, Box 2).

*My husband said that it was going to teach me to be rude. After being told about child protection my husband said that "you want to overpower me with my own children, be careful". Kunzwana used to bring us to hotels for training, now our men did not understand that move because they associate hotels with immorality often stereotyped as "a place for promiscuity" so we faced a lot of resistance. **Women beneficiaries in FGD Kunzwana***

Box 2: Jane’s story

Jane (not real name) is a mother of two children and stays in Nyanga. Jane is a recipient of micro-finance from the GSP WDSCU funded revolving fund (village bank).

Jane heard that WDSCU was giving women money to start income generating activities and decided to join. She advised her husband of her intentions to join the WDSCU village bank and the husband gladly obliged and provided the US\$50 needed to join (\$10 joining fee and \$40 for shares in the village bank). Jane got a loan of USD300 to begin poultry rearing. Upon receiving the loan the husband demanded the money from Jane because he had provided the money to

¹⁰ In the 2012 grant cycle, work on gender based violence has included raising awareness among traditional leaders (a majority whom are men and are custodians of the patriarchal value system), training of male paralegals and peer educators.

join the village bank which enabled Jane access the loan. After Jane refused, the husband began to beat her to force her to release the money. Eventually she did. The husband spent the money and Jane is now unable to pay back the loan.

UNWOMEN has, since 2012¹¹, revised its implementation approach of projects funded through GSP through ensuring men's involvement is mainstreamed. For example, funding for economic empowerment provided to ZUBO, unlike in the past funding cycles, integrates male involvement in awareness campaigns on women's rights. Male traditional leaders have also been included in the programme as primary target groups through awareness raising on human rights and GBV. Support for developing capacity of the formal and traditional judiciary system provided through WLSA (as an example) also targets traditional leaders (on dealing with GBV cases in traditional courts), male paralegals, and other men within the communities on implementation of the DVA and implications for GBV. All these efforts will strengthen the capacity of women to demand and claim their right to violence free existence.

3.2.2 Efficiency of GSP implementation

Robust systems and procedures for the GSP were established. The operational framework was guided by a comprehensive Tools and Systems document which laid the structures, actors and strategies for M&E, communication and financial management. The structures included a:

- a) Project Steering Committee (PSC) consisting of donors (DFID, Royal Danish Embassy, EC and DANIDA), UNWOMEN and WCoZ which provided oversight of the programme; and
- b) independent Project Appraisal Committee comprised of staff from the UNWOMEN, UNICEF, UNDP, UNAIDS, UNIDO, MWAGCD and donors responsible for approving grants.¹²

Through these structures planning and oversight was well coordinated. Grant application appraisals went through a multi-stage process that ensured checks and balances of the final approved grantees. Final approval of grantees was based on sound institutional capacity assessments and reference checks which sought to verify the capacity of the applicants to manage the project. Audit reports from grantees were mandatory although these were not specifically for the management of GSP funds but the organisation as a whole. This approach reduced GSP's exposure to fiduciary risk.

The flood gate call for proposals and the various methods used to disseminate the call (newspapers, development websites, e-mails, snowballing etc) ensured that a large section of the gender sector were informed on the funding opportunity, including those in the remotest parts of the country who would otherwise have found it difficult to access information. Furthermore the GSP took on board recommendations of the GSS by simplifying the application process and the qualification requirements. This enabled community based organisations to apply. The response to the call for proposals was astounding, a reflection of the shortage of funding in the sector. Over 300 proposals were received with only 50 being successful. Thus, the application process was very competitive ensuring the best organisations were selected. However, this process disadvantaged CBOs who do not have the capacity to write project proposals but are good implementers¹³.

Financial management systems for the GSP were found to be sound. They used the pre-existing Harmonised Cash Transfer (HACT) system used by the United Nations agencies. Responsible Parties (RPs) were trained in financial management to ensure GSP funds were properly managed. Despite this

¹¹ At the time of the evaluation many of the projects funded by the 2012 round of funding had just started.

¹² This was not a permanent committee but was constituted when a grant call was made

¹³ While UNWOMEN did inform the Steering Committee of the high demand for funding for GE/WE and gap of funds of the GSP at no time, did the donors of the GSP address this overwhelming demand by increasing their funding to GSP nor did they seek to bring in other development partners to match the needs. More could have been done by donors to respond to this overwhelming need.

training, given the levels of capacity in some of the partners¹⁴, hand holding in financial management was at times needed. Evidence of this included delays in financial reporting and sometimes inconsistencies in figures provided requiring several iterations. UNWOMEN was able to provide this backstopping to partners including partner visits where glaring capacity gaps were evident. Thus, the evaluation found GSP funds were not exposed to serious fiduciary risk.

Fund Management

RPs experienced delays in financial disbursements of up to three months. The delays were mainly caused by the bureaucratic nature of contracting and financial disbursement mechanisms in UNWOMEN. These have to be made from the regional office as the local office does not yet have this authority. Delays in disbursements by donors also had a ripple effect on delays to RPs in some cases. However, the potential negative effects of these delays were offset by no cost extensions to RPs contracts and by a prudent large advance of 90% of the grant on signing the contract.

According to the GSS, UNWOMEN (the then UNIFEM), despite being the best possible fund manager at the time, was known to have inadequate capacity to manage the scale of the GSP. This resulted in a one year trial with DFID funding of US\$97,000 in 2008. Basing on results of the one year pilot and discussions during the Inception meeting of the GSP¹⁵, UNIFEM was confirmed as fund manager. **While there were plans to increase the capacity of UNIFEM to manage the GSP by recruiting more staff, establishing new positions would take up more time than was available for the GSP. To offset this gap, UNIFEM took advantage of skills and knowledge available within the UNIFEM Southern Africa Regional Office (SARO) to offer technical backstopping to the GSP implementation team.** The support provided much needed relief for local staff but was inadequate for the number of RPs and thematic areas for the first and second year. **When UNIFEM transitioned to UNWOMEN local capacity has been gradually built through the recruitment of thematic experts to implement UNWOMEN's Development Results Framework. By mid 2011 to 2012 UNWOMEN had adequate capacity to manage the GSP.** About 80% of the RPs interviewed concurred that there has been improvement in the management of the GSP in the UNWOMEN period when compared to the UNIFEM period. Notable improvements have been the technical backstopping that RPs now receive and appreciate, which was not available in the pre-UNWOMEN period.

Choice of UNWOMEN as fund manager undermined the need to build the capacity of WCoZ for fund management as the right arm to coordinate the gender sector. While the GSP has made progress in building the capacity of WCoZ to coordinate the gender sector, this seemed to relate specifically to the constitution making process and other women's rights advocacy efforts such as the High Level Dialogue on Womens Empowerment in the Political and Economic Arena in May 2010. The need to strengthen WCoZ's capacity to manage large funds and grants for other activities of CSOs working with women was not addressed. As a CSO, WCoZ can respond more directly and timeously to negative changes in the political environment, providing logistical, technical and financial support to the CSOs working on the emerging issues. While there seems to be consensus on the need to strengthen WCoZ's capacity as a fund manager, there are no concrete and timeframed proposals for doing this.

Beneficiaries' satisfaction

At RP level, high satisfaction was expressed with UNWOMEN's management of the programme when compared to UNIFEM. Capacity building offered throughout the programme was appreciated by RPs with training on concept note development being regarded as the most relevant by 100% of RPs visited. 94% of RPs interviewed were highly satisfied with the training on results based management¹⁶. However, about 33% of partners viewed the grant selection process as not being independent, particularly those who had received funding in previous rounds and thought they

¹⁴ Some organisations did not have dedicated financial officers (e.g. Pamuhacha, Dotito Development Association) while others were affected by high staff turnover e.g. WiPSU.

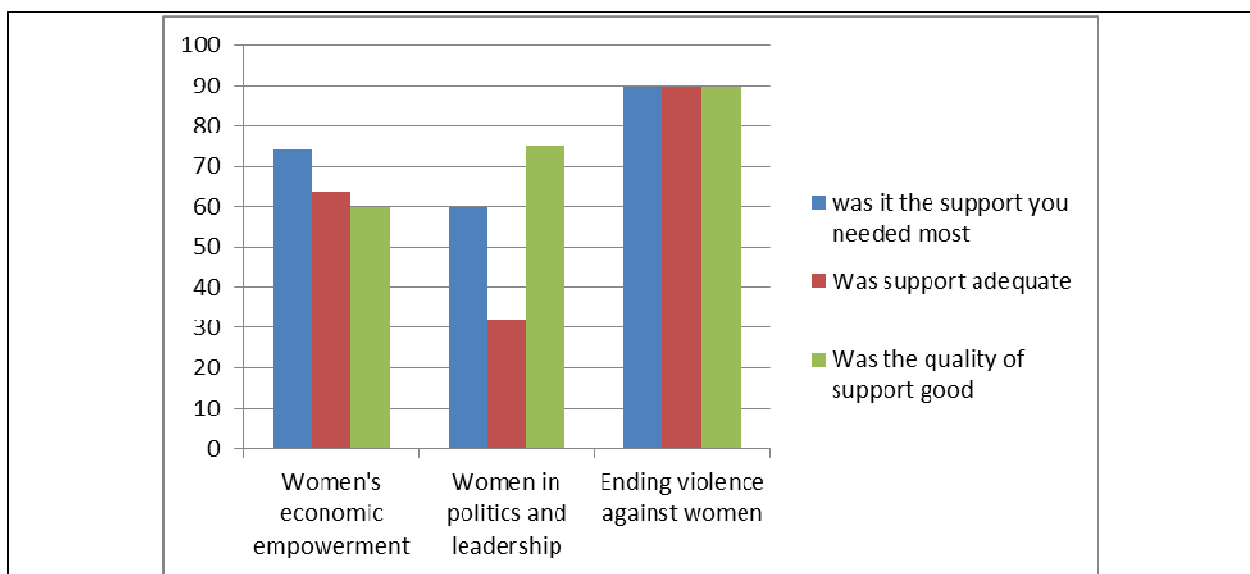
¹⁵ Report on the Inception Phase Validation Meeting (February, 2009)

¹⁶ Satisfaction with financial management training could have been precluded by the fact that we interviewed programmatic staff.

had done good work which should have been funded further in order to continue. Of these about 20% who had institutional assessments done were unaware of the reasons why they were unsuccessful and viewed the project appraisal process as not being independent. **The evaluation finds that these perceptions could have been a result of inadequate communication on the part of UNWOMEN to applicants who were not selected. However, given the number of applications per grant cycle (more than 70) it was not possible for UNWOMEN to communicate to all applicants. Notwithstanding this, there should have been a policy to communicate to all applicants who went through the institutional assessment process and were not selected to receive feedback on the reasons why they were not selected.**

Women beneficiaries' views on satisfaction with adequacy and quality of support were sought during FGDs using score cards. The results are presented in Figure 2. **Generally beneficiaries were highly satisfied with the support provided with an average score of 68%. Beneficiaries of services in the ending violence against women seem to be the most satisfied followed by those under women's economic empowerment portfolio.** Women supported under the women in political leadership and decision making had variable satisfaction with support provided to them. Women in Murehwa questioned the provision of sporting equipment for facilitating their role in decision making and they felt they were left when they were just starting. Although they were provided with sewing machines they did not have the money to buy raw materials to start sewing. Women from Dotito felt the training they received was of good quality but they needed more time and assistance to be able to achieve what they were trained on.

Figure 2: Beneficiaries' satisfaction with support provided



Monitoring and Evaluation (M&E)

As detailed in the Tools and Systems document, a comprehensive participatory M&E system was to be put in place managed by an M&E technical assistant. The M&E system would include collection, consolidation and reporting of indicators across the results chain: activities, outputs, outcomes and impact. The M&E system is presented in Annex 8. A baseline of the programme would be conducted to facilitate reporting on changes at the output, outcome and impact level. The system would culminate in annual meetings with partners to share lessons learnt and recommendations for the next round of funding.

Monitoring and evaluation (M&E) systems put in place included:

- quarterly self reporting by partners and verified through partner visits by the M&E and project officers; and
- annual donor progress reports.

These were consistently completed. RPs' reports detailed results achieved by partners at the activity, output and outcome level. **The participatory joint M&E offered an opportunity to verify self-reporting by RPs as well as on-the-spot technical assistance in results monitoring and project steering. This was good practice as it provided hands-on training for RPs.**

However, in the first three years of the programme (2009-2011) there seemed to be a missing link between the project and programme level monitoring framework. There was no system for consolidating data from RPs and informing the programme level indicators of achievement on outputs, outcomes and impact as envisaged in the Tools and Systems Document. While partners collected information on number of beneficiaries reached by different activities this information was not always consolidated (put in a standardized database for the programme as planned) at UNIFEM (now UNWOMEN) level making it difficult to determine programme reach. In 2012, with the recruitment of a new M&E Officer, UNWOMEN has instituted significant changes in the M&E system including:

- development of an Agreement Monitoring Template to track RPs delivery rates, reporting deadlines and progress. The tool is updated on a weekly basis;
- development of a system for consolidating data for RPs to inform the progress in programme performance has been developed and is operational; and a
- progress monitoring template used by Programme Officers during monitoring visits.

All these actions have improved the quality of monitoring and evaluation.

3.3 Effectiveness

This section discusses whether the GSP has achieved its intended objectives, and what outcomes it has achieved. While the assessment of outputs is guided by the programme's log frame, outcomes on the other hand are constructed through a theory of change developed by the evaluation team in consultation with stakeholders (Annex 3). In determining outcomes of the GSP the evaluation answers the following hypotheses presented in Table 1:

- Women are more aware of their sexual and reproductive rights and are able to demand them
- More men are aware of women's sexual and reproductive rights and are able to respect them
- More men and boys are aware of VAW and its implications on women
- Women are engaged in viable business and experiencing increased incomes
- More women are in positions of leadership and are contributing to decision making at all levels
- Laws and policies that promote women's rights are enacted and institutions strengthened
- WCoZ has increased capacity to provide effective and representative leadership and coordination of women rights organizations in Zimbabwe (from WCoZ and members' perspective)

Effectiveness: The extent to which a project has met its intended objectives	Score B
Goal: Enhanced gender equality & gender equity in Zimbabwe	C
Purpose: A strong and effective representative gender equality and women's	A

empowerment sector able to advocate for and implement change	
Output 1: Implementation of the National Gender and Women's Empowerment Strategy	A
Output 2: Women's Coalition of Zimbabwe (WCoZ) provides effective and representative leadership and coordination	B
Output 3: Funding for the Gender Equality and Women's Empowerment sector effectively coordinated, disbursed and managed	B
Achievement of outcomes	C

The evaluation finds the **programme did extremely well in achieving its objectives**. Using the relative weights of the results as presented in the log frame, **the programme managed to achieve 90% of the milestones defined in the GSP Logframe**¹⁷. However, there were issues that needed to be resolved as the programme progressed e.g., capacity of UNIFEM and capacity building of the broader WCoZ membership. Capacity to manage the programme has already been addressed, since 2011 but capacity building of WCoZ members is still to be addressed. **On outcomes, these are emerging, women accessing new markets, assertiveness and confidence among women; women knowing their rights;** but effectiveness is hampered by adequacy of support (mainly in the length of the support) and a gap in mainstreaming male involvement in funded projects. **Resultantly the evaluation scores effectiveness at B.**

3.3.1 Achievement of outputs

This section seeks to assess the extent to which the GSP objectives as presented in the log frame were achieved. The heading of each sub-section presents the expected results and is followed by analysis of the study findings. Annex 5 provides a summary of the programme's achievement of outputs.

Goal: Enhanced gender equality & gender equity in Zimbabwe

In 2007/8 Zimbabwe was ranked 86th (medium development) in the Gender Empowerment Index. It was hoped that Zimbabwe would maintain this position throughout the duration of the GSP, i.e. to 2011. However, this indicator is no longer being measured in the Human Development Report as it has been replaced by the Gender Inequality Index. Resultantly it was not possible to assess achievement of the goal as the indicators were dissimilar.

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

The purpose of the programme was achieved. Over the period of the GSP WCoZ's coordination capacity has been strengthened. Coordination of young women's and the generality of the gender sector's involvement in advocating for women's demands to be included in the constitution provide evidence of this capacity. The processes resulted in the formation of the young women's forum and the G20 which spearheaded advocacy and lobbying work on the constitution. The result of this advocacy and lobbying work has been more than 75% of women's demands being included in the draft constitution. The GSP also facilitated review of the Marriage Laws, gender assessment of the Tourism and Mining Policies and simplification of the DVA forms.

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

An expected milestone in the implementation of the national GE/WE strategy was demonstrable progress in at least 3 of the 6 thematic areas of the NGWESAP. In the first two years, the GSP supported projects in six thematic areas and later reduced to three after recommendations of the mid-term review. The programme planned "Gender focused research and analysis in three out of the 5

¹⁷ Annex 3.

thematic areas of the NGWESAP". Several researches had either been completed, under preparation or being planned. The following researches have been conducted or in the process of being finalized at the time of the evaluation:

- Gender Assessment of the Tourism and Mining Policies;
- Review of the Marriage Laws;
- The National GBV Study;
- The Situation Analysis of Women in Zimbabwe

The evaluators were confident that although the GSP has come to an end UNWOMEN will incorporate the research activities into its strategy and Annual Plans.

There is an on-going study on Women's Participation and Experiences in Constitution Making Process under Women's Participation in Decision Making and Leadership thematic area. The study will be finalized with funds from UN Women HQ and will probably come out in March 2013. The study will document women's engagement in the constitutional making process.

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

A key indicator of this output was a growth in WCoZ's membership. **The WCoZ Director indicated that the membership increased from 35 institutional members and 60 individual members to 100 institutional members and 300 individual members respectively, which exceeded targets.** This was a huge increase in WCoZ's representativeness. **However, the target to train at least 60% of WCoZ members in Results Based Management (RBM), M&E, and proposal writing could not be achieved: while WCoZ's membership size was growing rapidly the training targeted only the UNWOMEN's grantees.**

The WCoZ secretariat leads and coordinates advocacy work at national level. To strengthen coordination, WCoZ created nine Thematic Clusters namely: Economic Empowerment; Health; Education; Peace Building; Gender Based Violence; Legal & Constitutional Affairs; Culture Media & ICT, Politics and Decision Making; and Environment. Cluster meetings became forums where members shared ideas and experiences, networked and created strategic partnerships to coordinate their lobbying and advocacy work. At provincial level, the WCoZ membership was organized into 8 chapters based in Masvingo, Bulawayo, Mutare, Gweru, Bindura, Gwanda, Kariba, and Marondera. New chapters are also in the process of formation e.g. Chinhoyi. The chapters provide leadership and coordination of the advocacy work at provincial level. The growth in membership, coverage of 9 thematic areas, and coordination structures at national and provincial level amplifies the voice of women at sub-national and national levels. WCoZ, with support of the GSP, was able to use its increased representativeness and its national and provincial level coordination structures effectively advocate for recognition of gender equality in and the empowerment of women and children in the draft constitution.

WCoZ chapter members interviewed revealed that coordination capacity of WCoZ has improved exemplified by WCoZ keeping members aware of developments in the gender sector, coordination of thematic meetings and coordinating responses of civil society organisations working with women e.g. revision of the constitution to incorporate human rights demands for women.

Although WCoZ coordinating capacity has been strengthened there is a feeling among members that the coordinating capacity at times is undermined when the WCoZ secretariat initiates its own projects and competes with members over available funding. The members' perception is that the secretariat's role is that of facilitating access to funding for its members. This is an area that still needs to be resolved perhaps by building WCoZ capacity in resource mobilization and fund management for the benefit of its members.

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

Funding was effectively coordinated through the basket funding where UNIFEM (now UNWOMEN) was the fund manager. Strong oversight was provided by the Project Steering Committee which

comprised donors and WCoZ. However, UNIFEM did not go through organizational restructuring to bolster institutional capacity for managing the fund. Staff from the UNIFEM sub regional office assisted but this was not an efficient arrangement. About 40% of RPs said that the turnaround time of project proposals during this period could be as long as 3 months. Some Responsible Parties reported that when UNWOMEN came into being they saw marked improvement. For example turnaround of project proposals was shorter and RPs had technical assistance on proposal writing. RPs also said that once the PCA was signed with UNWOMEN, there was early disbursement of 90% of the grant awarded. These positive changes were a result of significant changes in the capacity of UNWOMEN through recruitment of thematic experts covering the themes in the UNWOMEN's annual work programme. These included:

- a) Development Results Goal 1: Women's increased leadership and participation in the decisions that affect their lives.
- b) Development Results Goal 2: Increased economic empowerment of women, especially of those who are most excluded
- c) Development Results Goal 3: Prevent violence against women and girls and expand access to victim/survivor services
- d) Development Results Goal 4: Women's leadership in peace, security and humanitarian response.

Institutional capacity assessment of prospective grantees determined the final list of grantees. 100% of RPs interviewed were satisfied with training in proposal development while 94% were satisfied with the training on results based management.

3.3.2 Outcomes

Outcomes were assessed using hypotheses presented in Table 1. Each subheading represents a hypothesis being assessed.

Reduced Incidences of VAW in targeted communities

In all the areas visited for the evaluation there has been a downward trend in GBV prevalence according to discussions with women, men and community leaders. The downward change in GBV prevalence began before the GSP, due to the interventions by women's rights organisations such as WLSA, ZWLA, MUSASA and Katswe Sistahood, and men's organisations such as Padare. For example, Padare's engagement with men and boys to fight GBV saw a visible reduction in GBV prevalence in the two wards of Zvishavane District targeted by the project, compared to the other wards of the district. ZUBO's project in Binga has also consciously ensured that men are involved in the fight against GBV although this development only started in 2012.

I gained self-esteem and now have peace as my husband no longer beats me up.

Beneficiary ZWLA

*In the past my husband would shout at me even if I had done nothing wrong. Since attending some of DDA's meetings the shouting has reduced and he no longer beats me. **Beneficiary Dotito Development Association***

Training of communities and deployment of paralegals has enhanced rights literacy among women and girls (e.g. ZWLA, KWA). However, it is not clear how this has changed the level of reporting of GBV incidents by survivors or other parties as projects had just started at time of the evaluation. The documentation of GBV statistics in the country is poorly coordinated and sources do not publicize or share their data.

There is reason to believe that dissemination of information on the provisions of the DVA has helped restrain men from violence against women, especially where the police seem particularly active in responding to reported cases (Padare's project in Zvishavane). Often, however, the problem is that of limited capacity to follow up on reported GBV cases. In some FGDs, allegations were made that some

law enforcement personnel lack the will or due diligence to act against identified perpetrators of GBV (Katswe, ZWLA, and ARC).

Women are more aware of their sexual and reproductive health rights and are able to demand them

FGDs with women in the income generating projects visited revealed that women's awareness of their rights has increased. A number of sources had exposed women to information about their rights, including women's human rights organizations, men's organizations, the churches, and the Zimbabwe Republic Police. The challenge however is how to ensure consistency in the messages of change. Also, women still face challenges in claiming their rights due to men holding on to the patriarchal values that shape gender power relations. For example, male Village Heads in Zvishavane and a group of men in Nyanga expressed a strong desire to have sons to ensure continuity of the lineage, and having many children to match the bride price. It is thus difficult for wives to make sexual and reproductive choices hence efforts to promote women's SRHR should take men on board, to educate them on the need to recognize other people's rights – women's rights. Anecdotal evidence¹⁸ suggests that marital status and religious belief may influence perception of SRHR. Some married women for instance earnestly feel that payment of bride price entitles a husband to sex and to having children. Other married women literally believe it is a *sin* to God to refuse sex to a lawfully wedded husband. In terms of age-related differences young women are less cautious in framing their responses while older women are more experienced, cautious and pragmatic – they are aware of the lived realities of marital obligations and have found subtle ways of asserting sexual and reproductive choices.

More men are aware of women's sexual and reproductive rights and are able to respect them

Men were aware of women's sexual and reproductive rights due to the IEC activities of the grantees prior to the GSP (e.g. ZWLA, Musasa, and Padare) and from the IEC activities of other organizations. While some men said they respect women's sexual and reproductive choices others insisted on giving their consent before the wife can seek contraceptive services (WDSCU/Nyanga). Others reiterated the need to have male heirs, and the need to justify the bride price paid.

However, some of the male respondents thought that men are beginning to value boys and girls equally. Identifying and working with such men is very important as they are potential trend setters and role models whom other men and boys might seek to emulate. The issue of a male heir might not be that important anymore. This is an encouraging sign that some change in patriarchal values might be taking place. RPs need to find strategies for amplifying this change. This requires that the RPs understand the issues of patriarchy and notions of masculinity and how these have shaped gender power relations. It is the evaluators' view that some of the RPs need sound training in gender analysis and women's human rights approaches to enable them to come up with truly gender responsive strategies.

More men and boys are aware of VAW and its implications on women

There now is a general awareness among men of VAW and its implications for women due to the dissemination of the DVA and IEC activities on VAW (e.g. by ZWLA-trained Peer Educators). However, **there was limited mention of the non-physical forms of violence.** Non-physical forms of VAW include boycotting the bedroom, not talking, refusing to eat wife's cooking, verbal abuse, belittling etc. The commonly mentioned implications of VAW included living in fear, anguish, suicidal thoughts, and poor health. Some men also mentioned negative impacts on children and noted that VAW affects the happiness and well being of everyone in the household especially where the survivor commits suicide.

Women experience increased incomes and economic independence

A good start has been made in providing support to women's income generating projects, for example through collaborative efforts to develop input supply linkages, market linkages, business and technical skills, work organization, product quality control skills, and through provision of capital equipment. There was need to consolidate these developments so that projects can reach take-off stage as early as possible. However, low literacy and numeracy levels among the beneficiaries mean that considerable time is needed to take the beneficiaries through the various

¹⁸ This evidence is from a study of Padare's project in Zvishavane on a previous occasion, not from this evaluation.

areas of training. This means a long gestation period. However despite prolonged gestation periods, some projects have increased the income earning capacity of the participating women. **The evaluation collected business performance data from 70 income generating projects (using the tool presented in Annex 8). Of these 70 projects annual sales ranged from US\$0 and US\$14,000. The average total annual sales were at US\$1,614 while the profit margin averaged 25.4%. Beneficiaries of economic empowerment projects were making on average US\$410 per annum or US\$34.16 per month.** For many rural women this income represented the only income available to them. Many used the income to improve their quality of life through home improvements, buying livestock (goats, sheep, turkeys, and chicken), household goods and utensils and paying school fees for their children.

Box 3: Empowering women through fish marketing

Gracia is a member of a group of ten fish traders. She is divorced and has 4 children of her own and also looks after 2 of her late sister's children.

In 2010 when ZUBO came to assist they were already engaged in fish trade. ZUBO conducted training on various aspects of business management. They are now selling fish with improved knowledge and profit motivation. The training has enabled them to budget, keep financial records as well as factor their labour into the cost of the business by paying themselves monthly allowances of \$100 to \$150. This has also enabled them to save. Previously they spent whatever money came in leaving only enough to purchase fish stocks.

The training provided by ZUBO also sensitised the men on the benefits of women being involved in business. This has resulted in a significant reduction in the levels of GBV as a result of women's economic empowerment and men's appreciation of the women's contributions to the household. The women use the income to pay school fees and buy uniforms for their children, food for the household, livestock such as goats and cattle which they register in their own names and those of their children, build brick houses with IBR roofing materials. The men are now also involved in the women's business activities and help by going to order the fish while the women concentrate on selling. Even those men who previously prevented their wives to work are now encouraging them to buy and sell, even though they previously considered this as prostitution.

At a personal level Gracia is now on good terms with her ex husband as he now respects her and the progress she has made.

The other women in the community previously looked down on the women selling fish as they viewed them as commercial sex workers. They are now envious and have started forming savings groups and buying chickens which they sell in Binga

The evaluation team's assessment is that the most successful investment seems to be in expanding existing businesses that appear promising e.g. the projects by EMPRETEC, ZUBO (2010-2012), and WDSCU. New projects are hindered by poorly researched market conditions, and lack of a systematic approach to managing the gestation stage. Access to capital remains a major constraint. The GSP supported the promotion of a number of village lending savings schemes to promote savings among women and provide opportunities for accessing capital for their businesses. If successful, this innovative strategy could enable many new projects overcome some of their financial problems. For example, women that formed village savings and loan groups under ZUBO had group savings of up to US\$3,500 with the lowest group having savings of US\$1,200 thus providing the women access to informal financial services.

Women are confident and empowered

As highlighted earlier, women interviewed demonstrated increased knowledge of their rights which led to increased confidence and a feeling of empowerment. Women interviewed in

Kambuzuma (Harare) reported they could now stand up against violence towards them by their husbands. One woman gave an example of how she had always been beaten up by her husband and she managed to stand up for her rights after receiving training and support through support groups facilitated by Katswe. In Binga women and community leaders reported that after support from ZUBO women were now confident to contribute and public gatherings – something that was reserved for men.

Nonetheless, **it was evident women still face challenges in claiming their rights due to men holding on to the patriarchal values that shape gender power relations.** For example, male Village Heads in Zvishavane and a group of men in Nyanga expressed a strong desire to have sons to ensure continuity of the lineage, and having many children to match the bride price. It is thus difficult for wives to make sexual and reproductive choices. Responsible Parties need to find ways in which to engage the men to interrogate their values and socio-cultural beliefs and practices, with a view to encouraging them to adopt new values that embrace gender equality. Responsible Parties can approach Padare for assistance because of Padare's wide experience in this type of advocacy within the communities. For example, at the time of the evaluation ZUBO had sought assistance from Padare.

Women's representation and support are improved and sustainable

If the current draft constitution is adopted as it is and it passes the referendum, it will provide scope for a greatly improved gender balance in the legislature. Such a complexion of the legislature will be sustainable as it will be a result of a constitutional requirement.

A new constitution and laws and policies that promote and protect women's rights are put in place and institutions are functioning properly

More than 75% of women's¹⁹ demands on their human rights have been incorporated in the draft Constitution, including provisions which remove Section 23(3) of the Constitution which allows gender discrimination in matters of personal law. The new draft effectively provides for culture to be subject to the Bill of Rights thereby limiting the powers of traditional leaders in the exercise of their functions by expressly prohibiting the violation of fundamental human rights and freedoms of any person.

The subsequent changes in policies, laws and institutional arrangements will depend on whether the draft constitution is agreed on by the three political parties (MDC-M, MDC-T and Zanu PF) and if so whether it passes the referendum. At the time of the evaluation it was not certain whether the draft constitution will be agreed on and whether it will pass the referendum.

Women in positions of leadership are increasing and access to political positions has increased

Some FGDs revealed improved gender balance in community based structures such as the School Development Associations and Water Point Committees. Both men and women believed in the capacity of women to lead:

"They are more ethical. They do not steal project funds and can empathize with people in difficult circumstances" (ISL's project, Battlefields).

In discussions with women who benefited from WiPSU it was evident the women were more confident, assertive and had a great desire to hold political leadership positions. However, barriers of access to financial resources to compete with men seem to be undermining their capacity to challenge them.

The WCoZ chapter in Masvingo mentioned a growing aspiration among some women to be political leaders e.g. in one constituency some of the women who had just voted for a male Councillor told the Councillor that they had voted for a male Councillor for the last time.

While there are some successes much more still needs to be done to shift men's mindsets about women in positions of leadership. Women in Dotito highlighted that when they are selected to take a

¹⁹ The human rights demands were based on consultations with women

position of leadership they are hesitant to take it because of the husbands who still do not allow their wives to be in community leadership positions.

3.4 Impact

This section discusses the impact of the programme. In assessing impact it is important to note there have been other players working in the areas where GSP grantees operated doing similar activities. Therefore, changes identified may not necessarily be due to the GSP. Where this is, we explicitly say so.

Impact: sustained changes in the quality of life of beneficiaries of the project	Score C
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Given that most of the projects were ended at a time results were still forming and requiring more support to ensure the results matured to impact, results at the impact level are still minimal. Therefore, the evaluation scores impact a C as more support was (and is still) needed to support the emerging results to impact level. Notwithstanding this, positive changes in gender relations were emerging while gender based violence seems to be on the decrease.

3.4.1 Impact on gender relations

Women in the projects visited reported increased communication between spouses on important issues relating to the family. This suggests that in many households positive gender relations are emerging.

*My husband and I now have good communication. **Beneficiary Dotito Development Association***

*My husband now communicates with me in a better way than before and I managed to get my daughter a birth certificate. **Beneficiary ZWLA***

Emerging results of the programme show that as women's incomes increase in some case their responsibility burden in the household also increase as there is a shift in gender roles and responsibilities. In some cases women have ended up meeting the majority of households needs sometimes negating the effects of empowerment.

3.4.2 Impact on gender based violence

Some women interviewed expressed reduced emotional and physical violence in the home although it is not clear how widespread this might be. One of the main weaknesses as highlighted earlier has been the limited involvement of men in awareness activities.

However, in all the areas visited for the evaluation (including those where no GBV related activities were implemented with funding through the GSP) there has been a downward trend in GBV prevalence according to discussions with women, men and community leaders. This also corroborated by findings of the Demographic Health Survey (DHS) (2010-2011) which shows a downward trend in gender based violence in the home (Table 4)

Table 4: Selected indicators of domestic violence in the 12 months preceding the 2005-2006 and 2010-11 Zimbabwe DHS

Indicator ^a	2005-06	2010-11
Spousal physical violence	25.3	21.6
Spousal sexual violence	12.7	14.1
Spousal physical or sexual violence	30.5	28.6

Indicator ^a	2005-06	2010-11
Spousal physical and sexual violence	9.3	6.1
Number of women ^b	4,188	4,623

Source: DHS (2010-11)

^aPercentage of ever married women who, in the 12 months preceding the survey experienced different forms of violence

The downward change in GBV prevalence began before the GSP, due to the interventions by women's rights organisations such as WLSA, ZWLA, MUSASA and Katswe Sistahood, and men's organisations such as Padare. For example, Padare's engagement with men and boys to fight GBV saw a visible reduction in GBV prevalence in the two wards of Zvishavane District targeted by the project, compared to the other wards of the district. ZUBO's project in Binga has also consciously ensured that men are involved in the fight against GBV. However, this has only started in 2012. FGDs with the men pointed out that there is a proportion of GBV that is underground and that one of the initial impacts of the DVA might be to drive more GBV underground as men fear being arrested.

Training of communities and deployment of paralegals has enhanced rights literacy among women and girls (e.g. ZWLA, KWA). However, it is not clear how this has changed the level of reporting of GBV incidents by survivors or other parties as projects had just started at the time of the evaluation.

There is reason to believe that dissemination of information on the provisions of the DVA has helped restrain men from violence against women, especially where the police seem particularly active in responding to reported cases (Padare's project in Zvishavane). In some instances however, law enforcement agencies reportedly lack the will to act against perpetrators, or compromise their integrity when dealing with the perpetrators of GBV (Katswe, ZWLA, and ARC). Often, however, the problem is that of limited capacity to follow up on reported GBV cases (see Rudo's story, Box 4).

Box 4: The experience of Rudo with law enforcement agents

Rudo is a security guard and is a single mother. One day when Rudo was coming from work in the early hours of the morning a gang of men abducted and sexually abused her. The gang then left Rudo abandoned near a bush close to the main road. Rudo managed to struggle to get herself to the main road to seek help. With help of some well wishers she managed to go to the nearest police station to report the incident. At the police station she was told to wait on the bench with others who had come to seek services at the police station. When calling her they would not call her by name but would call by the experience she had gone through, "You who has been raped it's your turn now!" Rudo felt very powerless, ashamed and hated herself because of the incident and the insensitivity of the police towards her circumstances. It took until midday for her to be allocated a police officer to accompany her to the Adult Rape Clinic to seek medical attention.

While at the clinic the police officer asked for bus fare and lunch from Rudo. When she refused the police officer abandoned her.

Since that day Rudo has constantly inquired about progress with her case and she has been told the case is under investigation without specific details of what progress had been made, At the time of the interview Rudo said she was giving up as the police did not seem interested in solving her case.

3.4.3 Impact on women's empowerment

Personal empowerment (assertiveness and confidence) among women seemed evident in discussions with them. However, institutions, values and systems that provide a framework for

women's empowerment are still to fully change in the communities visited though some progress has been made in terms of knowledge of women's empowerment.

*I now have peace of mind in my home because even though I am HIV positive I know I am a worthy human being too. **Beneficiary from Kunzwana***

*I am able to look after myself and my family. **Beneficiary Dotito Development Association***

*We are now able to make decisions on what to grow. **FGD with beneficiaries Dotito Development Association***

*In meetings we would let men do the talking and we would sit and listen...We did not have confidence to speak out in these meetings and men would not consider our views. Since being trained by ZUBO we are now confident and are able to stand and contribute in these meetings and men are now listening and consider our views...Sometimes they even ask us our thoughts in the meeting. **FGD with beneficiaries ZUBO***

The ability to earn and control one's income has enabled women to own assets in their own right (e.g. Binga, Zvishavane). In Zvishavane, Nyanga and Binga, women were buying goats, sheep, turkeys and chickens. The animals and birds breed fairly fast, broadening the women's sources of income. For widows and single mothers, income generating projects have reduced vulnerability to poverty and destitution. For married women, income earning capacity has increased economic independence, sense of self-worth, and assertiveness. The women are beginning to have a say in the sexual and reproductive choices. Men have come to respect the women's increased capacity for self-reliance and their substantial contributions towards the costs of important decisions about children's education, farming inputs, etc.

However, gender power relations are still hierarchical, as there are certain assets that only men are at liberty to buy, lend or sell, such as cattle and farm machinery and equipment. When husbands of beneficiaries in Nyanga were asked about what women have power to make decisions on they said women had power on household assets while men control productive assets (farming implements, cattle, grinding meals etc) as the heads of household.

3.5 Sustainability

In this section the evaluation assesses whether the results achieved by the programme will remain beyond the programme's life.

Sustainability: continuation of results beyond the programme	Score B
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The evaluation scores sustainability a B. Embedding of the GSP in UNWOMEN's strategy provides opportunities for some activities or RPs to continue receive funding to sustain results. Additional funding is also available for some for the funded GSP partners with larger budgets and longer term duration. Successes in the area of policy reform also provide opportunities for lobbying for higher allocations for gender equality from the fiscus and platforms for sustaining gains in the upholding of women's rights. Despite these funds being available, the majority of RPs' will find it difficult to mobilise alternative resources due low funding in the sector as compared to other sectors and the need.

Community level capacity to tackle gender based violence is still forming in a few cases but absent in many areas.

3.5.1 Exit strategy and access to funding

Since 2011, the GSP has been integrated in the UNWOMEN's annual work programme. This development will provide opportunities for some of the activities funded through the GSP to continue receiving funding. The types of initiatives that will receive support are yet to be decided upon.

Furthermore additional sources of funding are also available for RPs funded through the GSP to continue activities and sustain results. These are: (i) Fund for Gender Equality (FGE) e.g ZUBO has already received a grant of US\$200,000 a two year project (ii) UN Women Trust Fund (iii) Fund for Women's Property and Inheritance in the context of HIV/AIDS e.g. WLSA has received a grant of US\$70,000; and (iv) Gender Equality Joint program being developed and in its final stages.

Considerable groundwork for policy and legal reform has been laid in terms of the marriage law review, the audits of the tourism and mining policies and the draft constitution. For these to move to the next stage, continued advocacy and the existence of coalitions to drive the reform agenda and ensure the dissemination of information are required. This might not necessarily occur if the CSOs do not have the requisite resources and capacities.

Successes in policy reform and the draft constitution provide opportunities for leveraging increased funding from the fiscus to address gender inequalities. There was mention in the interviews with UN Women that there will be continued funding but it was unclear at the time of the evaluation the extent and sources of such funding.

Despite the three funds being managed by UNWOMEN (mentioned above), in interviews with RPs it emerged that there was uncertainty over future funding. A majority of RPs indicated that they will try to secure funding elsewhere to continue as they have improved proposal writing skills. However, it is difficult to see them accessing funding as in some cases project activities had not continued after funding from the GSP. There is therefore a risk of reversal of the gains achieved.

3.5.2 Sustainability of community level changes

Communities have acquired information and knowledge on cultural and religious practices that constrain the attainment of gender equality. There is still a challenge of how to tackle structural problems that fuel gender inequalities and GBV e.g. importance attached to perpetuation of the lineage, religious beliefs and practices. It is anticipated that the research findings of the GBV study being conducted will provide an evidence base to inform programming to enhance the prevention and response efforts at all levels. **At present there is limited community level capacity to deal with GBV in a sustained manner.**

Therefore at community level there is need for additional capacities to tackle VAW based on new values that promote gender equality and for community based structures that engage all sections of the community (men, women, boys and girls) in efforts to end GBV. Lessons on the establishment of community support structures can be learnt from the work of Padare in Zvishavane District. There are also lessons on strategies to transform traditional justice delivery systems from the work of ZWLA in which they trained traditional leaders to ensure that justice delivery is gender sensitive / gender fair.

3.5.3 Sustainability of economic empowerment projects

Figures presented earlier in the report indicate that average incomes realized from women's economic activities were US\$34.16 per month. **This suggest that women's economic activities were viable only to the extent of enabling women to meet some of their basic needs but require continued technical and financial support, to bring them to financial viability. Access to credit remains an obstacle for sustaining income generating activities.** While GSP funded projects as those implemented through WDSCU increased access by women to micro-finance the charging of suboptimal rates will undermine their sustainability. Discussions with WDSCU staff highlighted that the 5% interest rate charged on loans disbursed was less than the normal 10% interest rate they charge with alternative

funding. The 5% interest is just enough to sustain the administration costs, it however, leaves no buffer for defaulting clients resulting in the fund depleting gradually.

Perhaps the greatest success story of women's empowerment activities has been the women involved in fishing kapenta supported through ZUBO. At the time of the evaluation a revolving fund had been created with about US\$5,000 and the women were paying themselves about US\$100/month as salaries. ZUBO has been supported for two years with over US\$180,000 for the two years. The period and amount of funding was much higher than provided to many projects working on economic empowerment. ZUBO is a good example of the results than can be achieved by the right amount of funding on a sustained basis and by putting in place sustainability mechanisms such as revolving funds or village savings and loans.

Village savings and loans provide opportunities for women to access financial services in sustainable way. Linked with income generating activities they can provide access to comparatively cheaper access to capital without the bureaucracies and requirements of the formal system. Efforts have been made to promote village savings and loans by the programme more could have been to promote them for the majority of economic empowerment projects as an exit strategy. The lack of working capital will hamper re-investment in the projects especially when women are getting increased responsibilities in the household.

Efforts to link women to higher value markets were undermined by product quality and capacity to produce market volume requirements. Given the women's low literacy levels additional support was required to enhance their business skills. This would build on training already provided by Responsible Parties on concepts such as budgeting, marketing, pricing among others.

In some cases poor practices in promoting economic empowerment projects have affected sustainability. These include: (1) not basing selected businesses on a robust market research; (2) lack of support of beneficiaries in marketing; and (3) lack of support in ensuring product quality.

3.5.4 Sustainability of institutional support

The GSP supported capacity development which has strengthened the leadership and technical capacities of RPs. A good example is the WCoZ which now has increased capacity to provide leadership to its membership in advocacy for gender equality and women's empowerment. The increase in WCoZ's membership also means a more amplified voice of women. The G20 and WCoZ should be in a position to continue providing a leadership role in the remaining stages of the constitution making process and other strategic level advocacy processes such as holding the government accountable for the domestication and implementation of the various commitments to gender equality and women's empowerment that is has made. This includes the alignment of legislation with the new constitution. A draft constitution is now in place and will be subject to a referendum. The evaluation considers that WCoZ has the capacity to mobilize women to participate in the referendum.

Other RPs have developed strategies that provide a sustained improvement in programming. For example WIPSU was assisted in developing a communication strategy. This will assist the organisation beyond the GSP. However, for some RPs sustainability of institutional building support will be affected by staff turnover.

3.6 Cross-cutting Issues

This section answers the following hypotheses based on the Terms of reference:

- a) Actual interventions integrated the needs of the most vulnerable women (living with disabilities, living with HIV and orphaned girls and those living in hard to reach areas)

b) GSP activities have led to partnerships between women's organisations

In all projects visited there was no particular criteria used in selecting women but selection was based on the interest of women to join the activities. With this approach a broad range of women benefited from the GSP financed activities. However, this might also have led to exclusion of the poorest women and those living with disability. The programme attempted to address vulnerability through financing individual projects that targeted women living with disabilities or those caring for children living with disabilities but programme wide mainstreaming of vulnerability remained limited.

While young women were involved in economic empowerment such as with EMPRETEC, the generality of funded economic empowerment projects left out young women. The main reason was that young women were not specifically targeted by these projects. This is a gap that will need to be addressed in the future as when they were addressed results were achieved. For example, in Nyanga a young woman who had not finished her "O Levels" was one of two young women beneficiaries of the WDSCU micro-finance support. With the credit she started piggery rearing business. With the money she was able to pay for her school fees to write again her "O Levels" which she passed. At the time of the evaluation she had now applied for an hotelier course – a dream she thought she would never realise! Resultantly there is need for future projects to mainstream young women's involvement.

The GSP enabled RPs to forge partnerships. Notably, it facilitated the coming together of four RPs to cost share the holding of market fairs. Similarly, with GSP support WCoZ was able to rally CSOs working with women to agree and lobby for women's issues to be included in the constitution. A coalition of women activists, women political leaders, and women's rights organisations charged with advocating for the inclusion women's rights in the draft constitution called the G20 was created to monitor the constitution making process, .

In addition the **GSP has forged a stronger partnership with government** in the development of the Standard Operating Procedures (SOPs) and review of DVA forms and marriage laws.

4 Conclusion, Lessons Learnt and Recommendations

4.1 Conclusion

Overall the evaluation scores the GSP a B. It was a good programme that made significant progress in advancing women's rights by addressing systemic factors and challenging internalized attitudes, values and practices that undermine fulfillment of the rights of women. The programme came at a time when the gender sector was facing an acute shortage of funding yet the needs were increasing and spaces for influencing institutional level changes were opening up as a result of signing of the Global political agreement that ushered in the coalition government.

Relevance

The programme was relevant to the needs of beneficiaries; and aligned to national, regional and international gender equality and women's empowerment frameworks. The GSP was flexible to respond to emerging issues e.g. opportunities for policy and legal reform as a result of the GPA. The modality for funding the sector through a basket fund was found to be in line with the harmonisation principle of the Paris Declaration on Aid Effectiveness. The method of funding allowed better coordination of funding for the gender sector ensuring that a common set of priorities were addressed.

Efficiency

The programme was efficiently managed despite challenges brought about by the transition from UNIFEM to UNWOMEN. With the change to UNWOMEN significant progress has been made in improving quality of programme management. Many RP reported improved turnaround of project proposals, and early disbursement of grants once PCAs were signed.

The programme adopted an open independent grant application system. Through this process, the GSP managed to reach even the most under-served women in remote areas e.g. in the remote district of Binga where the GSP grants represented the most significant funding for women. Despite these advantages, the process might have undermined access by CBOs as capacity to prepare competitive proposals within these organisations is limited yet they are the most affected by lack of funding. Annual grants also posed a major constraint to continuation of activities and consolidation of outcomes.

As a civil society fund, the programme did not include funding for government activities. However, UNW worked closely with MWAGCD for policy guidance to ensure the GSP remained aligned to national priorities. The signing of the GPA created opportunities for advocacy for policy and legal reform where the Ministry of Women's Affairs, Gender and Community Development (MWAGCD) became an important interlocutor lobbying for policy and legal reform within government. Community level government staff assisted CSOs with mobilization of communities for participation in projects that challenged the socio-cultural norms, beliefs and practices that undermine women's rights. Thus one of the key impacts of the GSP was to promote collaboration between CSOs and Government in the promotion of gender equality and women's economic empowerment. This collaboration contributed towards the sustainability of project activities in the political environment of the time, and enhanced prospects that the supported projects would continue operating in the post-GSP period.

Effectiveness

The programme achieved 90% of its intended outputs (as stated in the log frame), an impressive achievement given the uncertain operating environment and the transition from UNIFEM to UNWOMEN. By attaining such achievements the programme provides a good example of how donors can harmonise support for the gender sector and has provided a foundation which needs to be built upon to fully achieve gender equality and women's empowerment. Significant achievements of the programme at output level included: successfully advocating for the inclusion of more than 75% of women's demands on their human rights including provisions which remove Section 23(3) of the Constitution which allows gender discrimination in matters of personal law; simplification of Domestic Violence Act (DVA) forms; and contributing to building the coordination capacity of WCoZ secretariat which has led in the membership more than doubling (in turn amplifying a united voice for women on issues that concern them). Furthermore the GSP contributed to evidence base on women's participation in major sectors of the economy (e.g. Tourism and Mining) by providing evidence for policy reform. Analysis of economic empowerment projects show women were making US\$34 per month as profit. For many women this represented the only income which they used to pay school fees for their children, buy groceries in the house and other personal needs. Women interviewed revealed that, because they are now able to financially contribute to household needs communication between them and their spouses had improved. Consultations with women in targeted communities also show women have been made aware of their rights, are more assertive and confident and are experiencing higher incomes. However, they still face challenges in demanding them as men (the primary rights holders – in the home and community leaders) were also not specifically targeted to challenge internalized attitudes, values and practices which undermine fulfillment of women's rights.

Despite these achievements at output level, achievements of outcomes and impacts were undermined by several factors. First, some design issues needed to be addressed:

:

- duration and amount of grants;
- structured linkages between thematic areas;
- incorporating government in planning and implementation levels; and
- systematic attention to the place and role of men in all projects.
- A clear exit strategy that explicitly addresses the issue of sustainability

Second, improvements in Monitoring and Evaluation (M&E) were necessary to guide programme management including:

- development of a database for consolidating programme monitoring data which include output (plus including number of beneficiaries) and outcome data to provide a link between project and programme level monitoring; and
- development and monitoring of quality standards for projects to ensure programme wide consistency in implementation.

It has been noted that UNWOMEN after transition from UNIFEM, and in the last year of the programme, began addressing the above issues as follows:

- integration of the economic empowerment and Gender Based Violence (GBV);
- mainstreaming of male involvement in the projects;
- improvements in the M&E system by developing better linkages between the project level and programme level performance measurement framework; and
- allocation of thematic experts to offer technical backstopping to partners.

Impact

Given that most of the projects were ended at a time results were still forming and requiring more support to ensure the results matured to impact, results at the impact level are still minimal. Therefore, the evaluation scores impact a C as more support was (and is still) needed to support the emerging results to impact level. Notwithstanding this, positive changes in gender relations were emerging while gender based violence seems to be on the decrease.

Sustainability

Embedding of the GSP in UNWOMEN's strategy provides for some activities or Responsible Partner (RPs) to continue receiving funding to sustain results. Apart from the core UNWOMEN fund there are also separate funds that have been created to support organisations working with women managed by UNWOMEN. These include:

- e. Fund for Gender Equality (FGE) e.g ZUBO has already received a grant of US\$200.000 a two year project ;
- f. UN Women Trust Fund;
- g. Fund for Women's Property and Inheritance in the context of HIV/AIDS e.g. WLSA has received a grant of US\$70,000; and
- h. Gender Equality Joint program being developed and in its final stages.

These funds will ensure continuation of some of the initiatives funded through the GSP so that results can be sustained.

Successes in the area of policy reform provide opportunities for lobbying for higher allocations for gender equality from the fiscus and platforms for sustaining gains in the upholding of women's rights.

Some partners have managed to source alternative funding to continue activities funded under the GSP e.g. ZUBO and Dotito. However, for the majority of RPs', ability to mobilise alternative resources is likely to be undermined by still an existing acute shortage of funding for the gender sector.

At the community level, community capacity to tackle gender based violence is still forming in a few cases but absent in many areas and therefore more support is required to protect and ensure the gains achieved by the group are consolidated. Village savings and loan groups formed to ensure sustainable access by women to financial services for their businesses (in the absence of formal financial services) have high chances of being successful. For example, village savings and loan groups established in Binga by ZUBO have group funds ranging from US\$1,200 to US\$3,500. These groups have provided opportunities for savings and access to working capital for women to either diversify from the kapenta fish business or to meet their household's needs and purchase of assets. Some have managed to purchase productive assets such as cattle – an empowering experience for them.

The evaluation finds variable experience with revolving funds established with the same objective as village savings and loan schemes. Two types of revolving funds were established: (i) village banks (promoted through WDSCU); (ii) the ZUBO example where the fund is managed by a cooperative bound by social as well as legal contract. The revolving fund established by ZUBO seems more sustainable as the fund has been growing and currently stands at US\$5,000 buoyed by very low default rates, less administration costs and viable interest rates. However, access by the broader spectrum of women is limited. The village bank approach on the other hand provides opportunities for the generality of women to access financial services but has greater risk for defaulting as there is no additional social contract binding borrowers (as in the case with the ZUBO revolving fund). The risk of defaulting is offset by charging an interest rate that ensures the fund is not depleted. However, the village banks have been promoted with a funding restriction on interest rate. As part for the funding contract the village bank is allowed to charge 5% interest rate enough to cover administration costs of the fund. As the interest does not provide a buffer for defaulting clients, with time the fund will reduce in value.

4.2 Lessons Learnt

Increasing women's capacity for self-reliance enhances their sense of self-worth and their assertiveness, and increases men's respect for women. It helps also if there are simultaneous efforts to inculcate in men and traditional leaders new values that promote belief in gender equality (to break internalised, attitudes, values, and practices as well as systemic barriers to promoting gender equality respectively).

The best strategy to promote sustainability in the efforts to end Violence Against Women (VAW) seems to be that of capacitating communities to interrogate their values, beliefs and practices regarding gender relations, and to define and implement development objectives they can manage.

Investing in capacity building in terms of training in Results Based Management, proposal writing and narrative progress reports for the grantees is beneficial to both the Fund Manager and the grantees. The Fund Manager receives progress reports that are helpful to effective tracking of program implementation. The Responsible Parties gain understanding of the strategic role of information and begin to write progress reports that deliver useful management information.

To be effective, economic empowerment project choice needs to be based on thorough market research that details the potential viability and prospects for growth of the selected enterprises. In this way, selection of economic empowerment projects will ensure that only those that have high potential for growth and sustainability are selected. Sustained access to financial services (working capital and savings) is needed to ensure continued viability of established businesses. In this respect, two possible strategies could be considered: promotion of village savings and loan groups and establishment of village banks. With village banks, programme experience shows that the charging of sub-optimal rates that only meet administrative expenses is not a viable option as it leads to depletion of the fund as the interest rate charged does not provide a buffer for defaulting clients.

In addition to changing women's beliefs and advocating for institutional changes (policies, laws and institutional arrangements) men's involvement (traditional leaders, men within households and other men in community level institutions) is also important for success of projects promoting women's rights and should be mainstreamed in all projects. Approaches can be adopted from male focused institutions such as Padare.

4.3 Recommendations

Donors

1. There is need for additional support to consolidate the gains achieved by the GSP as many of the results are just beginning to show and need additional funding to mature. An opportunity exists with the finalization of the draft constitution. If this is accepted, laws and policies will need to be changed in alignment with the new constitution. However, this will need substantial funding for a sustained campaign.

2. Short grants have proven not to be ideal for changes that take longer to materialize. For these types of changes which include policy and social transformation a future programme should increase the grant period to multi-year.
3. There is need to test and continue building the capacity of Women Coalition of Zimbabwe (WCoZ) to be a central fund mobilisation agency and grants manager for women's organisations. With this approach coordination of the gender sector will be strengthened.

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4. For similar programmes in the future, M&E should be strengthened by establishing an M&E database to track indicators, beneficiaries and provide a quick access dashboard to monitor programme implementation
5. A majority of the RPs lack capacity in gender analysis and human rights programming important for work on promoting women's rights. Capacity in these areas should be built to ensure effectiveness in the promotion of women's rights.

All actors (Government, UNWOMEN and Donors)

6. Government needs to be involved in the planning structures and implementation of a similar programme as it provides the policy direction for the gender sector in Zimbabwe. To be able to fulfill this role effectively it will require technical and organisational capacity strengthening.
7. In influencing policy, a future programme needs to also come up with strategies for the domestication of regional and international gender equality commitments such as CEDAW and the SADC Gender Protocol
8. Involvement of men in similar programmes should be intensified to change patriarchal values that undermine fulfillment of the rights of women. As a prerequisite each project that is approved must have a specific training component on gender issues as well as consultations with other men particularly male leadership in the communities.
9. The issue of sustainability of efforts to end VAW is not explicitly addressed. The evaluators recommend strategies that transfer ownership of the fight against VAW to the community, as Padare/Men's Forum on Gender has done in two wards in Zvishavane District, for example.
10. Given that the fund disproportionately benefited CBOs, a future programme could consider dedicated allocations for national NGOs and CBOs or collaborations between the two. In adopting this approach the programme should still maintain the competitive call for proposals system.
11. In economic empowerment projects, an exit strategy should identify key performance indicators where certain minimum standards should be reached by projects as minimum preconditions for sustainability, for example in terms of basic skills in business numeracy, business management, organizational capacity, inputs supply and market linkages etc.

5 References

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15. Various partner financial and narrative reports

Annexes

5.1 Annex 1: Terms of Reference

TERMS OF REFERENCE

Introduction

The TOR highlights the requirements in the services required (Attachment 1) as well as areas to be covered in the evaluation report (Attachment 3), as follows:

UN WOMEN: GSP END OF PROJECT EVALUATION CONSULTANCY

Location:	Harare, Zimbabwe
Application Deadline:	17 August 2012
Type of Contract:	Professional Contract
Post Level:	Local or International Consultancy Firm
Languages Required:	English
Duration of Initial Contract:	2 months
Starting Date:	1 October 2012

Situation of Potential Conflicts of Interest

In this solicitation process, UNDP / UN Women requires all offerors to conduct themselves in a professional, objective and impartial manner, and they must at all times hold UNDP's interests paramount. Offerors must strictly avoid conflicts with other assignments or their own interests, and act without consideration for future work. All offerors found to have a conflict of interest will be disqualified.

Without limitation on the generality of the above, offerors, and any of their affiliates, shall be considered to have a conflict of interest with one or more parties in this solicitation process, if they:

- a) are, or have been associated in the past, with a firm or any of its affiliates which have been engaged by UNDP / UN Women to provide services for the preparation of the design, Schedule of Requirements and Technical Specifications, Terms of Reference, cost analysis/estimation, and other documents to be used for the procurement of the services/works in a selection process;
- b) were involved in the preparation and/or design of the programme/project related to services being procured; or
- c) are found to be in conflict for any other reason, as may be established by, or at the discretion of, UNDP / UN Women.

In the event of any uncertainty in the interpretation of what is potentially a conflict of interest, offerors must disclose the condition to UNDP and seek UNDP's confirmation on whether or not such conflict exists.

Other information that an offeror must disclose in the offer includes, but need not be limited to, the following:

- a) Offerors who are owners, part-owners, officers, directors, controlling shareholders, or key personnel who are family of UNDP staff involved in the procurement functions and/or the Government of the country or any Implementing Partner receiving the services/works being procured; and
- b) Others that could potentially lead to actual or perceived conflict of interest, collusion or unfair competition practices.

Failure of such disclosure may result in the rejection of the offer.

When the offeror is wholly or partly owned by a Government, its eligibility shall be subject to UNDP's further evaluation and review of various factors such as being registered as an independent entity, the extent of Government ownership/share, receipt of subsidies, mandate, access to information in relation to the solicitation, and others that may lead to undue advantage against other offerors.

Duties and Responsibilities:

Under the direct supervision of the Representative of UNWOMEN and the guidance of UN Women Monitoring and Evaluation Officer the firm will conduct an End of Project Evaluation as specified below:

1. Background and Context

UNWOMEN is the United Nations Entity for Gender Equality and the Empowerment of Women. It works in five priority areas namely: Leadership and Participation; Violence against Women; Gender, Peace and Security; Economic Empowerment and National Planning and Budgeting. UNWOMEN supports governments to meet internationally accepted standards and norms of gender equality and women's empowerment, through technical and financial assistance, works to forge effective partnerships with civil society and holds the UN system accountable for its own commitments on gender equality, including regular monitoring of system-wide progress.

UNWOMEN Zimbabwe's Gender Support Programme promotes gender equality and women's empowerment as a crucial contribution to sustainable development in Zimbabwe, through advocacy campaigns, technical and financial assistance to programmes and projects, dissemination of catalytic information to the sector and coordination of the sector's activities. GSP is a multi-donor initiative dedicated to the advancement of gender equality, equity and women's empowerment in Zimbabwe at local and national levels. GSP is currently funded by the European Union (EU), The British Department for International Development (DFID) and the Royal Danish Embassy.

In 2006/7 a Gender Scoping Study (GSS), was commissioned by five donors (EU, DFID, USAID, CIDA and SIDA) in Zimbabwe due to shared concern over the fragmented approach to gender and women's empowerment programming and lack of clarity on mapping of stakeholders in the gender sector. The study revealed the non presence of a working body for the gender sector, which led to limited coordination at all levels; poor funding of the sector and non-existence of monitoring and evaluation systems to track progress within the sector and make corrective measures. The lack of a coordinated approach led to duplication of effort, inefficiencies and ineffectiveness in programming and made it difficult to identify gaps and priorities in the sector.

The glaring shortcomings pointed to the need to establish an implementation and management structure that is well coordinated with harmonized approach in the development and implementation of strategies and actions in the sector. The three year National Gender and Women's Empowerment Strategy and Action Plan (NGWESAP) 2008-2011 was developed to address the above highlighted problems. The strategy was agreed after nation-wide consultative efforts by various stakeholders within the gender and women's empowerment sector and is a working framework for implementation of strategies and actions in the gender sector. It is aimed at streamlining the work of the sector towards maximum impact on the lived realities of women, avoidance of duplication of effort, greater complementarities and coordination between and among CSOs/CBOs and donors.

Consistent with the Paris Declaration on Aid Effectiveness, basket funding was recommended as the preferred option to support the gender and women's empowerment sector in Zimbabwe giving birth to the Gender Support Programme (GSP). In this arrangement, the former UNIFEM was selected as fund manager based on its neutrality and pre-existing arrangement with the European Union (EU) funds for Women's Coalition of Zimbabwe (WCoZ) membership. Over time, other donors namely DFID and The Royal Danish Embassy made contributions to this fund which is in excess of five million US dollars.

Each year a call for proposals on GSP thematic areas was issued. These calls were responded to by several Women's organizations, FBOs', CBOs' and other groups that have the interests of women as their top priority. To date over 50 Responsible Parties have received grants from US\$30,000- US\$99,000. Responsible Parties are meant to ensure the fulfilment of the thematic areas and programme outputs. Institutional assessments and monitoring visits of GSP Responsible Parties have been conducted with the aim of assessing impact, results and implementation of activities.

In August 2010, the former United Nations Development Fund for Women (UNIFEM) undertook a Mid Term Evaluation of the Gender Support Programme and the National Gender and Women's Empowerment Strategic Action Plan (NGWESAP). This was necessitated by three major forces; firstly, both NGWESAP and GSP were halfway to completion thus the need for a midterm reflection to inform future programming. Secondly, NGWESAP and GSP were conceived when Zimbabwe was undergoing a humanitarian crisis. However, with the signing of the Global Political Agreement, and the enactment of the Inclusive Government, Zimbabwe was in a transitional period, this shift in the socio political and economic environment called for a midterm evaluation of the priorities set out in NGWESAP which informed GSP. Thirdly, the midterm evaluation was in fulfillment of donor requirements and in conformity to the former UNIFEM's Evaluation Policy. The midterm evaluation informed the strategic focus of the last phase of GSP to three main thematic areas namely women's economic empowerment, ending gender based violence and women's participation in leadership and decision-making. The key recommendations were reviewed and implemented.

In addition, the GSP was extended from two years to three years; the project is now scheduled to be completed in December 2012. The recommendations of this final evaluation will attempt to assess the overall impact of the programme, identify the lessons learned, provide recommendations for future program designs in the gender and women's empowerment sector.

In line with the agreement with the donor partners of the GSP a final Evaluation of the programme is being commissioned. The partners of evaluation include: UN Women, DANIDA, EU and DFID. Further information on evaluation management arrangements is provided below in the TOR.

UN Women will take the lead and engage the services of a local or international firm to conduct the Evaluation of GSP which will be a learning-oriented evaluation.

2. Evaluation Purpose, objectives and evaluation users

2.1 Overall evaluation purpose

The overall purpose of the evaluation is to assess progress made towards achievement of the GSP programme objectives, its outcomes and the impact of the programme on gender equality and women's economic empowerment, gender based violence and women's participation in leadership and decision making and in Zimbabwe; and lessons learnt from this evaluation will inform future programme designs in the gender and women's empowerment sector.

2.2. Specific objectives of the evaluation

The evaluation will be based on the following thematic areas;

2.2.1 Programme relevance – The evaluation will assess the extent to which GSP objectives are consistent with beneficiaries' requirements, country needs and global priorities. The evaluation will ascertain:

- i. The extent to which GSP is aligned with international and regional instruments and standards and national development goals and policies and commitments such as NGWESAP.
- ii. The extent to which the GSP was informed by needs and interests of diverse groups of stakeholders and beneficiaries.

2.2.2 Programme Effectiveness

The evaluation will assess achievement of project objectives vs what is stated in the project document, log frame and project outline. The evaluator will assess the effectiveness of GSP Responsible Parties in achieving their stated objectives on GE/WE and any intended or unintended long-term effects at national level and for gender mainstreaming, including the use of innovative approaches.

2.2.3 Programme efficiency: The evaluation will measure how economically GSP resources/inputs were converted to results; considering inputs and outputs i.e. assessing value for money and management of the budget. The evaluation will:

- i. Assess whether programme resources were used efficiently in relation to the planned activities, outputs and outcomes
- ii. Assess whether GSP has led to improved efficiency in the management of resources and what has been the relationship between increased/decreased efficiency and (potential) results on Gender Equality and Women's Empowerment (GE/WE)? Does the basket funding modality lead to better GE/WE results?
- iii. Assess how the financial resources have been managed including availability and qualifications of finance personnel.
- iv. Long term grants vs short term grants – i.e. including higher and lower value grants as variables and assess whether/when/what type of lower value/ shorter term projects are worth backing and why.

2.2.4 Evaluating Project Outcomes and Impact

The evaluation will assess the key contributions and added value of short term and long term, intended and unintended, positive and negative GE/WE results achieved by GSP to date.

The evaluation will:

- i. Document the Most Significant Changes (MSC) brought by the program

- ii. Assess any changes in gender relations as a result of women's economic empowerment; any changes in gender based violence and assess if women's participation and representation in decision making positions has increased as a result of the intervention.
- iii. Document the benefits of the program to both women and men

The evaluation will identify and document intended and unintended outcomes based on the Logical Framework as a basis for comparison so as to establish the effects of the intervention.

2.2.5 Partnerships

- i. The extent to which GSP has led to complementary and synergistic effects in the broader gender sector and how this has been done?
- ii. Nature and quality of partnerships forged during programme implementation
- iii. How have the Responsible Parties worked together during projects implementation

2.2.6 Project sustainability: The evaluation will assess the possibility of continuation of benefits accrued from the GSP intervention. The evaluation should consider the following dimensions of sustainability:

- i. Sustainability of the results of GSP Responsible Parties given the level of ownership generated, effective partnerships established and capacity strengthened through GSP processes
- ii. Community level sustainability – assess ownership, participation and inclusion of national duty-bearers and rights-holders – specifically those most marginalized in GSP implementing partner's process and their capacity to sustain the benefits of the intervention..
- iii. Scaling up for sustainability - The evaluation should ascertain the possibility of scaling up of the interventions in Zimbabwe.
- iv. Sustainability challenges and mitigatory strategies – the evaluation should identify possible challenges that might affect sustainability of the programme and suggest solutions to overcome them.

2.2.7 Lessons learnt, conclusion and recommendation

The evaluation should:

- i. Capture best practices and lessons learned from GSP programme.
- ii. Draw conclusions and make recommendations to be used by GSP funding partners, GSP Responsible Parties, GoZ and other key stakeholders including policy makers in Zimbabwe and other countries.

2.3 Users of the evaluation

The main users of the evaluation include the key funding partners supporting GSP, WCoZ and GSP Responsible Parties - including their managers/focal points and gender advisers. Senior management partners of the joint evaluation 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 Evaluation Resource Centre under <http://erc.undp.org/unwomen/index.html>

3. Evaluation Scope

The Evaluation will provide an assessment of GSP from project inception to October 2012. The evaluation will be done at different levels: UN Women, Responsible Parties and at community level. Taking into account the information collected in the midterm evaluation, the timeframe and resources available, the evaluation will be carefully designed to ensure assessment of a sample of the 50 Responsible Parties on which to base its findings, conclusions and recommendations.

Attainment of the goals and outcomes in National Gender and Women's Empowerment Strategy and Action Plan (NGWESAP) and the GSP involves many actors of which UN Women is one, and so attribution is often difficult. Given the time period and resources available it will not be possible for the Evaluation Team to do an in-depth evaluation of all the interventions, to visit all geographic areas, and to interact meaningfully with all implementing and technical partners. It will be necessary for the Evaluation Team, to select a cross section of specific interventions, geographic areas and partners for more focused evaluation and to reflect a number of contextual changes for GSP programming (e.g. high inflation, high mobility of people, humanitarian crisis, NGO Bill which suspended operation of NGOs, Access to Information and Protection of Privacy Act (**AIPPA**), the **Public Order and Security Act (POSA)** etc.). Thus the sample selection will not follow a randomized approach, but will be stratified. Sampling will be based on specific criteria agreed by key stakeholders in order to ensure an adequate basis to emit evaluative judgments and conclusions. The initial criteria to select the sample for scoping the study are listed below and will be reviewed and further refined by the evaluation team in consultation with UN Women and the GSP Steering Committee to ensure a robust evaluation design:

- Country Context. GSP evolved through a series of processes and was implemented over a range of contexts, it will be necessary to capture the existing diversity of country context and the phases in which calls were issued.
- Geographic level of intervention. The evaluation will assess geographic coverage of interventions that were implemented in both urban and rural areas.
- Thematic coverage. Since inception GSP had five thematic areas of focus and cross cutting themes, overtime the thematic focus was reduced to three and the evaluation team will focus on these thematic areas representing the greatest investment (Women's Economic Empowerment, EAW, Women in Leadership and Participation) the other two thematic areas that were streamlined were (Women in Education and Women migration, forced displacement and trafficking).

4. Information sources

The Evaluation Team will have access to a number of information sources compiled in preparation for the evaluation study, including:

- GSP Concept Note and Logframe
- Validation Report for the Inception
- GSP midterm evaluation report Phase
- National Gender and Women's Empowerment Strategic Action Plan (NGWESAP)
- Gender Scoping Study Report

- Capacity Development / Training Reports
- Other reports and publications of the project
- Institutional Assessments
- Responsible Parties progress reports (narrative and financial)
- Monitoring Reports

5. Evaluation Approach and Methodology

The evaluation will be utilization-focused, gender and human rights responsive and follow a mixed methods approach and a desk review of project overview should be done. 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 GSP 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
- utilizes 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

The evaluation will follow the United Nations Evaluation Group (UNEG) Norms and Standards for Evaluation in the UN system and abide by UNEG Ethical Guidelines and Code of Conduct and any other relevant ethical codes.

Given the characteristics of the GSP portfolio, the methodological design of the evaluation will involve the use of collective case studies. It will have a robust approach to the sampling

of programmes and selection of case studies in order to enable an adequate level of comparison and generalization regarding the evaluation criteria.

The methodology should explicitly outline how it will integrate a human rights based approach and explore the possibility of utilizing participatory methods for developing case studies. Data should be disaggregated by sex and according to other relevant parameters.

7. Stakeholder participation

Key stakeholders to be considered include UN Women programme staff, GSP Responsible Parties including Women's Coalition of Zimbabwe members and staff, and donor partners Ministry of Women Affairs, Gender and Community Development. Following UN Women Evaluation Policy the evaluation will aim at engaging particularly different groups throughout the process. The GSP Steering Committee will act as a reference group and will be involved at various stages during the evaluation process. This includes, inter alia, providing comments on the TOR, on the inception report and draft report, and supporting the utilization and dissemination of the evaluation findings. GSP partners will be included in data collection and analysis, reporting, dissemination and follow-up. Further information on evaluation management arrangements is provided below in the TOR under 10) "Management".

8. Expected Products

The following deliverables are expected from the evaluation exercise:

Deliverable 1: An inception report which contains evaluation objectives and scope, description of evaluation methodology/methodological approach, data collection tools, data analysis methods, key informants/agencies, evaluation questions, performance criteria, , 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)

Deliverable 2: Draft evaluation report (20 pages max) which should be delivered with adequate time to allow stakeholder discussion of the findings and formulation of recommendations.

Deliverable 3: Power point presentation (10 slides max) of preliminary findings to GSP Steering Committee and then to the key stakeholders. The comments made by key stakeholders should inform the draft report.

Deliverable 4: Final evaluation report (30 pages max) 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
- Analysis
- Conclusions
- Recommendations
- Lessons Learnt
- Annexes

Once the draft report is available, a dissemination strategy will be developed by the evaluation task manager. It will specify the key audience for the findings of the evaluation and how the report will be disseminated.

Following UN Women’s Evaluation Policy, a management response will be prepared by the commissioning unit within 6 weeks after completion of the report. It will specify the key actions to be taken, key partners to be involved in carrying out the actions and the timeframe for implementation. When preparing the response, inputs will be sought from all parties to whom recommendations are addressed including partners and donors.

Work plan and Time Frame for Deliverables

Activity	No. of days	Deliverables	Responsibility
Stage 1: Briefing with UN Women and GSP Steering Committee, Preparation for the study, documentation review, work plan and methodology finalisation, meetings with stakeholders, preparation of inception report.	5	Draft inception report including a detailed evaluation plan, methodology and evaluation tools.	Independent Consultancy Firm
Stage 2 Presentation of inception report	1	Inception report is	Independent

and data collection tools to UN Women		finalised, methodology and evaluation plan is agreed on	Consultancy Firm
Stage 3: Field visit for data collection and data analysis and draft report writing and submission of draft report to UN Women	16	First draft report	Independent consultancy Firm
Stage 4: PowerPoint presentation of findings to GSP steering committee	1	PowerPoint presentation	Independent consultancy Firm
Stage 5: Validation and presentation of evaluation results to stakeholders	2		
Stage 6: Finalisation of evaluation report and submission.	5	Comments from stakeholders are incorporated into final report	Independent Consultancy Firm
Total	30 days		

9. Evaluation Team Composition Qualifications and Experience

A local and or International Consultancy Firm will conduct the evaluation over a period of 8 weeks and will be engaged for a period of 30 days at UN rates.

Required Skills and Experiences:

- Strong experience and understanding of gender equality, human rights and women's empowerment programming of UN agencies, development partners and government.
- Extensive experience and knowledge in conducting evaluations (quantitative and qualitative methods)
- Commitment to gender equality and knowledge and experience in evaluating gender equality interventions
- Commitment to human rights and women's empowerment, knowledge and experience in evaluating human rights and women's empowerment program interventions.
- Application and understanding of UN Mandates on Human Rights and Gender Equality
- Knowledge and understanding of Results Based Management methodologies
- Extensive experience in evaluating donor funded programmes with focus on gender equality and women's empowerment
- Research and Relational skills, including cultural competence
- Knowledge of regional/country/ local context and language
- 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

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

10. Management of the Evaluation

UN Women will take the lead in the management of this evaluation and designate an evaluation task manager for this process to ensure that the evaluation terms of reference are fully satisfied. The Task Manager will coordinate the evaluation process and make follow-up on the evaluation team. The Task Manager will also oversee the development of the Evaluation report and coordinate work with the Evaluation Reference Group and relevant UN Women staff.

The Evaluation Reference Group will provide support for the evaluation at the highest level. They will meet on a regular basis to review progress and provide orientation to the implementation to the evaluation. UN Women will convene and chair the meetings. 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 evaluation team leader will make a presentation of its report to the evaluation reference group and relevant partners at a meeting (whose date and venue will be advised by UN Women) and finalize the report, taking into account any clarification or recommendations made at the presentation.

The evaluation team will be responsible for logistics: office space, administrative and secretarial support, telecommunications, printing of documentation, etc. The evaluation team is also responsible for the dissemination of all methodological tools such as questionnaires, conduct of interviews; group discussions e.t.c. UN Women will facilitate this process to the extent possible by providing contact information such as email addresses and phone numbers.

Funding partners might be requested to provide planning documents, mission reports or other relevant documents.

11. UNEG Norms and Standards and Ethical Code of Conduct

The evaluation will follow UNEG Norms and Standards for Evaluation in the UN system and abide by UNEG Ethical Guidelines and Code of Conduct and any other relevant ethical codes. The UN Evaluation Group Ethical Code of Conduct is available on the website of the United Nations Evaluation Group (UNEG) under <http://www.uneval.org/index.jsp> and should be referred to for guidance in conducting the evaluation

5.2 Annex 2: Expenditures in the Gender Support Programme

Total funds disbursed by donors

Donor	Funding (US\$)	Percentage
DFID	1,493,597.63	33.5%
Denmark	1,790,899.92	40.1%
EU	1,177,155.88	26.4%
Total	4,461,653.43	100%

Expenditures by category

Category	Amount (US\$)	Percentage
Grants		
Disability	150,255.00	4.9%
Economic empowerment	1,117,835.00	36.4%
GBV	681,020.60	22.2%
Sexual and reproductive health rights	299,397.67	9.7%
Women and education	70,000	2.3%
Women's participation and leadership	753,622.00	24.5%
<i>Sub-total</i>	<i>3,072,130.27</i>	<i>100%</i>
Other costs		
Evaluation expenses	31,000.00	2.2%
Knowledge products	354,900.29	25.5%
Programme support technical expertise	193,000.11	13.9%
Workshops on capacity strengthening	150,579.00	10.8%
Operating expenses	347,728.02	25.0%
7% overheads to HQ and SARO	312,315.00	22.5%
<i>Sub-total</i>	<i>1,389,523.16</i>	<i>100%</i>

5.3 Annex 3: Gender Support Programme Log Frame

PROJECT TITLE (max. 50 characters)							
GOAL	Indicator	Baseline + year	Milestone 1	Milestone 2	Target + year		
Enhanced gender equality & gender equity in Zimbabwe	Gender Empowerment Index	2007/8 Zimbabwe ranked 86 th (medium development)			Zimbabwe remains 'medium development' in Gender Empowerment Index		
	Source						
	UNDP Human Development Index						
PURPOSE (max. 250 characters)	Indicator	Baseline 2009	Milestone 1	Milestone 2	Target 2011	Assumptions	
	Constitutional Reform	Constitution gives primacy to customary law disadvantaging women in property ownership and inheritance	Civil society gender sector agrees a structured process for engagement with constitutional reform	Drafts of the constitution reflect input of the gender sector in civil society	New constitution enshrines gender equality and removes primacy of customary law	Return to rule of law and respect for property rights Economic situation stabilizes and begins to improve	
	Source						
A strong and effective representative gender equality and women's empowerment sector able to advocate for and implement change	Indicator	Baseline 2009	Milestone 1	Milestone 2	Target + year	Government/ donor/ private sector resources available to support basic services Return to democratic processes and end to violence and intimidation	
	National development policies reflect gender analysis	2009 Short Term Economic Recovery plan (STERP)	Gender monitoring framework and process established for STERP	Gender input and monitoring process in place for development of national recovery strategy (Interim PRSP)	Interim PRSP meets international standards and reflects the goal of gender equality		
	Source						
	GSP reports / national recovery plans						

INPUTS (£)	DFID (£)	Govt (£)	Other (£)	Total (£)	DFID SHARE (%)	
INPUTS (HR)	DFID (FTEs)					
OUTPUT 1	Indicator	Baseline 2009	Milestone 1	Milestone 2	Target 2011	Assumptions
1) Implementation of the National Gender and Women's Empowerment Strategy	Progress in the implementation of the thematic areas in the National Gender Equality and Women's Empowerment Strategy and Action Plan (NGWESAP)	National strategy identifies 5 thematic areas and cross cutting themes: Women & economic empowerment Women & migration, forced displacement, trafficking & slavery Women and education Women & health Women & Decision Making 6) Peace building and conflict resolution (cross cutting)	Annual review of strategy reveals demonstrable progress in at least 1 out of the 5 thematic areas	Annual review of strategy reveals demonstrable progress in at least 2 out of the 5 thematic areas	Demonstrable progress in at least 3 of the 5 thematic areas of the strategy	The Government will not resuscitate NGO bill and civil society is allowed to operate Resources for implementation are available National Gender and Women's Empowerment Strategy remains relevant and is supported Government is committed to uphold gender rights of women through development and enforcement of relevant laws and policies
		Source				
		GSP reports, annual reviews				
		Indicator	Baseline 2009	Milestone 1	Milestone 2	Target 2011
	Gender focused research and analysis	Gender Scoping Study 2007	Gender focused research and analysis in at least 1 of the 5 thematic areas of the	Gender focused research and analysis in at least 2 of the 5 thematic areas of the	Gender focused research and analysis in at least 3 of the 5 thematic areas of	

			strategy conducted	strategy conducted	the strategy conducted.	
		Source				
		GSP reports, research reports				
IMPACT WEIGHTING	Indicator	Baseline + year	Milestone 1	Milestone 2	Target + year	
50%						
		Source				RISK RATING
						Low
INPUTS (£)	DFID (£)	Govt (£)	Other (£)	Total (£)	DFID SHARE (%)	
INPUTS (HR)	DFID (FTEs)					

OUTPUT 2	Indicator	Baseline 2009	Milestone 1	Milestone 2	Target 2011	Assumptions
2) Women's Coalition of Zimbabwe (WCoZ) provides effective and representative leadership and coordination	Women's Coalition Membership ²⁰	35 institutional & semi-institutional members	45 members in response to specific women's issues	55 members in response to specific women's issues	63 members in response to specific women's issues	The Government will not resuscitate NGO bill and civil society is allowed to operate
		60 individual members	100 individual members	120 individual members	150 individual members	
		Source				
		WCoZ membership database, evaluation reports, annual reports				
	Indicator	Baseline 2008	Milestone 1	Milestone 2	Target 2011	Technical experts are available and affordable
	Capacity building in membership	Sida & AAI Capacity Assessment [2008]	At least 30% of members' capacity strengthened i.e. management & programme officer levels by 2009	At least 50% of members' capacity strengthened i.e. management & programme officer levels by 2010	At least 60% of members' programmatic and management skills strengthened	
		Source				WCoZ Secretariats has adequate staff with appropriate skills and are

²⁰ Increase targeted at rural membership in different regions

		WCoZ database, annual reports, evaluation & progress review reports, narrative & technical reports e.g. to funding partners				able to retain them
IMPACT WEIGHTING	Indicator	Baseline 2009	Milestone 1	Milestone 2	Target 2011	
30%	Capacity building in secretariat	Assessment of WCoZ technical and institutional capacity [Techtop, 2007]	Relevant organisational policies and strategies in place [human resource development, communication, fundraising, resource mobilisation, advocacy etc.] by 2009	Communication, networking, partnership development and national mobilisation for effective advocacy at national level by 2010	Proactive secretariat that responds timeously to member & stakeholder needs as well as national, regional and international issues	
		Source				RISK RATING
		WCoZ database, annual reports, evaluation & progress review reports, narrative & technical reports e.g. to funding partners				Low
IMPACT WEIGHTING	Indicator	Baseline 2008	Milestone 1	Milestone 2	Target 2011	
30%	Urgent grants are disbursed to membership	NGWESAP 2009	All approved urgent grants are processed on time	All approved urgent grants are processed on time	The processing of urgent grants is effective and efficient	
		Source				
INPUTS (HR)	DFID (FTEs)	WCoZ urgent grants reports, evaluation & progress review reports, narrative & technical reports e.g. to funding partners				

OUTPUT 3	Indicator	Baseline 2009	Milestone 1	Milestone 2	Target 2011	Assumptions
3) Funding for the	UNIFEM Zimbabwe	Gender Scoping	Adequate and	Operational GSP	UNIFEM	Resources for

Gender Equality and Women's Empowerment sector effectively coordinated, disbursed and managed	fund manages the GSP efficiently and effectively	Study 2007 and Systems and Tools document 2009	relevant UNIFEM fund management processes and structures in place	fund management	efficiently and effectively delivers on the GSP	implementation are available and funds are disbursed in a timely manner UNIFEM Zimbabwe has sufficient staff for fund management Tracking database in place that shows how many partners sent in their proposals for the GSP, how many were regretted and how many were approved.
	Source					
	Systems and Tools document, validation report, annual review reports, UNIFEM organogram, financial report					
	Indicator	Baseline 2009	Milestone 1	Milestone 2	Target 2011	
	Donor Steering, Project Steering, Urgent and Small grants selection committees are established. Committee meetings conducted	Constitution of Committees and preparatory meetings	2 meetings for Project Steering Committee 2 meetings for donor committee 4 meetings for small grants Ad hoc meetings for urgent grants	4 meetings for Project Steering Committee 4 meetings for donor committee 8 meetings for small grants Ad hoc meetings for urgent grants	meetings for Project Steering Committee meetings for donor committee 12 meetings for small grants Ad hoc meetings for urgent grants	
	Source					
Committee meeting minutes, Call for proposals, selection process reports, adverts and GSP reports, tracking database						
	Indicator	Baseline 2009	Milestone 1	Milestone 2	Target 2011	
	Capacity Building for grantees	Institutional assessment tool	At least 40% grantees capacity strengthened in M and E and communication	At least 60% grantees capacity strengthened in M and E and communication	At least 80% of all grantees show strengthened skills in M and E and communication	
	Source					
Workshop reports, M and E reports, Quality of communication and level of adherence to proper communication guidelines, annual reviews, narrative and technical reports, random satisfaction survey conducted 2 months after training						
IMPACT WEIGHTING	Indicator	Baseline 2009	Milestone 1	Milestone 2	Target 2011	

20%	Grantees satisfaction with GSP	0	30% grantees satisfied with :	50% grantees satisfied with :	75% grantees satisfied with UNIFEM fund management of GSP	
			Proposal selection and notification process	Proposal selection and notification process		
			Efficient disbursement process	Efficient disbursement process		
			Effective UNIFEM coordination of grantees	Effective UNIFEM coordination of grantees		
Source						RISK RATING
Annual reviews, Partner forum reports, UNIFEM financial reports, Gender sector stakeholder correspondence about basket funding, random satisfaction survey						Low
INPUTS (£)	DFID (£)	Govt (£)	Other (£)	Total (£)	DFID SHARE (%)	
INPUTS (HR)	DFID (FTEs)					

NB: Milestone figures in the log frame are cumulative in nature.

Activities Log Template (2009 revised format)

OUTPUT 1	ACTIVITY 1.1	Milestone 1	Milestone 2	Milestone 3	Risks	Monitoring Officer
1) Implementation of the National Gender and Women's Empowerment Strategy	Advocacy Women and decision making:-Constitution reform process Mobilisation of women and girls to participate in the leadership, information gathering and drafting of the Constitution Awareness raising: media and publicity Civic education: IEC materials Lobby and advocacy with Policy makers	Advocacy campaign organised on at least 1 thematic issue	Advocacy campaign organised on at least 2 thematic issues	Advocacy campaign organised on at least 3 thematic issues	The Constitution reform process is on course.	UNIFEM
	ACTIVITY 1.2	Milestone 1	Milestone 2	Milestone 3		Monitoring Officer
	Capacity building of gender sector management in e.g. gender mainstreaming and RBM	Training needs assessment Selection of participants 20% of management in gender sector trained	50% of management in gender sector trained	80% of management in gender sector trained		
	ACTIVITY 1.3	Milestone 1	Milestone 2	Milestone 3		Monitoring Officer
	Research & analysis in at least one thematic area e.g. the effects of 2008 political violence on women and girls.	Research and analysis is conducted in at least 1 thematic area	Research and analysis is conducted in at least 2 thematic areas	Gender sector has sex disaggregated data in at least 3 thematic areas Evidence based		

				advocacy and adequate policy formulation is taking place		
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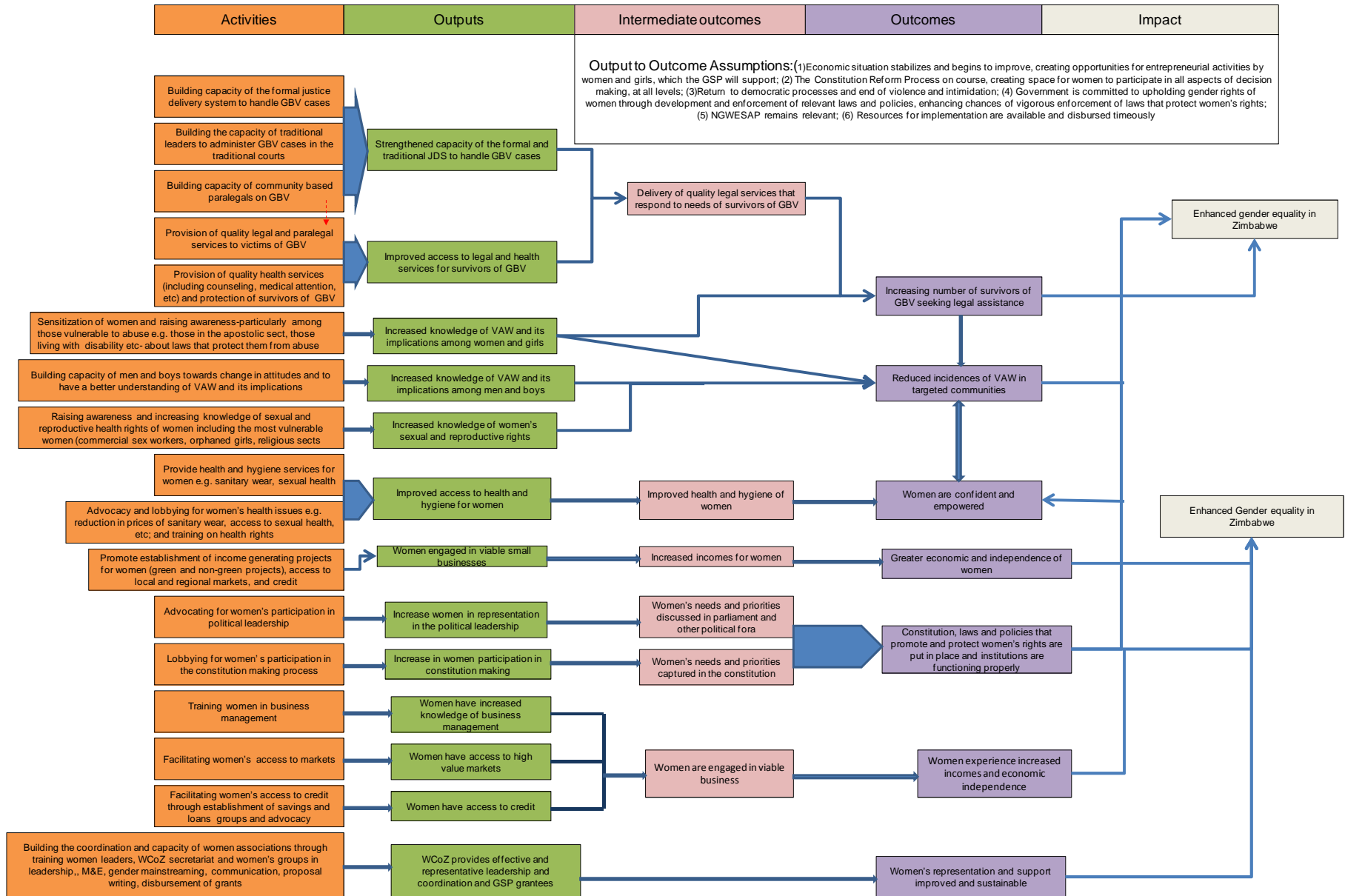
OUTPUT 2	ACTIVITY 2.1	Milestone 1	Milestone 2	Milestone 3	Risks	Monitoring Officer
2) Women's Coalition of Zimbabwe (WCoZ) provides effective and representative leadership and coordination	Increase of WCoZ membership through marketing	WCoZ marketing campaign developed and conducted	WCoZ marketing campaign reviewed and upscaled	Increase in WCoZ membership and stakeholders nationally	The Government will not resuscitate NGO bill and civil society is allowed to operate	WCoZ
	ACTIVITY 2.2	Milestone 1	Milestone 2	Milestone 3	Resources for implementation are available	Monitoring Officer
	Capacity building of female leaders in the WCoZ in e.g. gender mainstreaming and RBM	Training needs assessment Selection of participants 30% of female leaders trained	60% of female leaders trained	80% of female leaders trained	Technical experts are available and affordable	WCoZ
	ACTIVITY 2.3	Milestone 1	Milestone 2	Milestone 3	WCoZ Secretariats has adequate staff with appropriate skills and are able to retain them	Monitoring Officer
	Capacity building of secretariat	Coordination and leadership infrastructure put in place	Coordination and leadership infrastructure functioning			WCoZ
	ACTIVITY 2.4	Milestone 1	Milestone 2	Milestone		
	Processing and disbursement of Urgent Grants	Urgent grants applications are considered by relevant Committee for possible funding	Urgent grants applications are considered by relevant Committee for possible funding	All approved urgent grants have funds disbursed on time		

OUTPUT 3	ACTIVITY 3.1	Milestone 1	Milestone 2	Milestone 3	Risks	Monitoring Officer
					Resources for implementation are available UNIFEM Zimbabwe has sufficient staff and delegated authority	UNIFEM
	Operationalization of the fund Recruitment of staff and delegation of authority Procurement of equipment	Adequate and relevant UNIFEM fund management processes and structures put in place	Fully fledged and operational fund management structures and processes.	UNIFEM efficiently and effectively manages and coordinates the Gender Support Programme		
	ACTIVITY 3.2	Milestone 1	Milestone 2	Milestone 3		Monitoring Officer
	Committee meetings constituted	Constitution of Committees and Ad hoc meetings	2 meetings for Project Steering Committee 2 meetings for Donor Steering Committee 4 meetings for small grants Committee Ad hoc meetings for urgent grants	4 meetings for Project Steering Committee 4 meetings for Donor Steering Committee 8 meetings for small grants Committee Ad hoc for urgent grants		UNIFEM
	ACTIVITY 3.3	Milestone 1	Milestone 2	Milestone 3		Monitoring Officer

	Capacity Building for grantees to include e.g: Orientation on UNIFEM finance and narrative report guidelines RBM Monitoring and Evaluation Communication Proposal writing	Training needs assessment Selection of participants At least 30% grantees trained	At least 60% grantees trained	At least 80% of grantees trained		UNIFEM
	ACTIVITY 3.4	Milestone 1	Milestone 2	Milestone 3		Monitoring Officer
	UNIFEM management of basket fund: Proposal selection and notification process Funds disbursement process Coordination of grantees :	50% of grants efficiently administered	75% of grants efficiently administrated	90% grantees satisfied with UNIFEM fund management		UNIFEM
	ACTIVITY 3.5	MILESTONE 1	MILESTONE 2	MILESTONE 3		Monitoring Officer
	Review & monitoring of the NGWESAP	NGWESAP reviewed and updated	NGWESAP reviewed and updated	NGWESAP reviewed and updated		UNIFEM

5.4 Annex 4: Theory of Change

The theory of change is presented overleaf.



5.5 Annex 5: Achievement of objectives

Key Result Area	Target	Actual
	Zimbabwe remains 'medium development' country (86 th on Gender Equality Index)	Zimbabwe's ranking slipped to 118 th , classified as 'low development' on the Gender Inequality Index ²¹
Implementation of the National Gender and Women's Empowerment Strategy	Demonstrable progress in at least 3 of the 5 thematic areas of the strategy	At any given year three thematic areas were funded – objective achieved
Gender focused research and analysis in at least 3 thematic areas of NGWESAP	Gender focused research and analysis in at least 3 of the 5 thematic areas of the strategy conducted	Marriage Laws, Situation Analysis of Women in Zimbabwe, National GBV Study
Women's Coalition of Zimbabwe (WCoZ) provides effective and representative leadership and coordination	63 members in response to specific women's issues 150 individual members At least 60% of members' programmatic and management skills strengthened	Now 100 institutional and semi-institutional members Now 300 individual members Less than 50% of WCoZ members trained in programmatic skills (limited to grantees of GSP)
	Proactive secretariat that responds timely to member & stakeholder needs as well as national, regional and international issues	Proactive on the constitution making process, information dissemination and facilitating platforms for coordination. However, members felt WCoZ was competing with them for funding
	The processing of urgent grants is effective and efficient	RPs' saw the UNIFEM period of GSP as marked by administrative delays and the UNWOMEN days as period of improved fund management
	Donor Steering, Project Steering, Urgent and Small grants selection committees are established. Committee meetings conducted	The DSC and PSC were established and have been meeting consistently
Funding for the Gender Equality and Women's Empowerment sector effectively coordinated, disbursed and managed	At least 80% of all grantees show strengthened skills in M and E and communication	Communication target not achieved but exciting result currently emerging Results monitoring appreciated and used by RPs
	75% grantees satisfied with UNIFEM fund management of GSP	RPs satisfied with training provided Some grantees not happy with project appraisal process and short term grants and lack of institutional funding

²¹ Human Development Report 2011: Sustainability and Equity; A better Future for All. Published for UNDP.

5.6 Annex 6: List of people interviewed

Mr Witness Mudungwe – Finance Associate, UN Women
Mrs Adeline Sibanda – Economic Empowerment Advisor, UN Women
Ms Claudia Flores – Gender and Constitution Advisor, UN Women
Michelle Gudo – Ending Violence against Women Analyst, UN Women
Jelda Nhliziyo - Strategic Partnerships Advisor
Patricia Made – Capacity Building Advisor; Evidence-Based Advocacy; UN Women
Memory Zonde-Kachambwa – Program Administrative Support Officer; UN Women
Susanne Kozak – Coordination and Gender Mainstreaming Specialist; UN Women

Dr Emmie Wade – Executive Director, Kunzwana Women’s Association
Ms Lifneth Moyo – Southern Region Coordinator Empretec Zimbabwe
Ms Abigail Muleya – Monitoring and Evaluation Officer, ZUBO
Veronica Mudimba – Communication and Advocacy Officer, ZUBO
Richard Mudimba – District Officer, Ministry of Women Affairs, Gender and Community Development
Ms Netty Musanhu – Director, Musasa Project
Ms Sethulo Ncube – Regional Coordinator, Zimbabwe Women Lawyers Association
Mrs Mabel Msika – Director: Policy and Legal Research, Ministry of Justice, Legal and Parliamentary Affairs
Ms Priscilla Mbanga - Chief Law Officer, Ministry of Justice, Legal and Parliamentary Affairs
Ms Josephine Gumbo – Senior Law Officer, Ministry of Justice, Legal and Parliamentary Affairs

Ms Merciline T Machisa - Gender Links
Ms Priscilla Maposa – Country Manager, Gender Links, Zimbabwe
Yvonne Jila – Projects Coordinator, International Images Film Festival

Mrs Blessing Chikoto – District Councillor, Ward 13, Mhondoro-Ngezi District
Albert Takawira – Chairperson, Knoel Farm Section D, Battlefields
Mrs L. Moyo-Head Mistress; Kundai School, Block 4, Battlefields
Admire Chitambo – Community Development Officer; MWAGCD, Kwe Kwe
Alvord Mutasa – Ward Coordinator; MWAGCD, Zhombe
Benevolence Taguta – Legal Intern; WILSA

Talent Jumo – Director; Katswe Sistahood
Netsai Mushonga – Director; Women’s Coalition of Zimbabwe
Sandra Mazunga – Program Officer; Women’s Coalition of Zimbabwe
Mabel Sikhosana – Chairperson; WCoZ Masvingo Chapter
Joyce Mhungu (WAG) – Committee Member, WCoZ Masvingo Chapter
Ruvarashe Mutapwa (ZIMCET) – Committee Member, WCoZ Masvingo Chapter
Tichayana Mlambo (Amnesty International) - Committee Member, WCoZ Masvingo Chapter

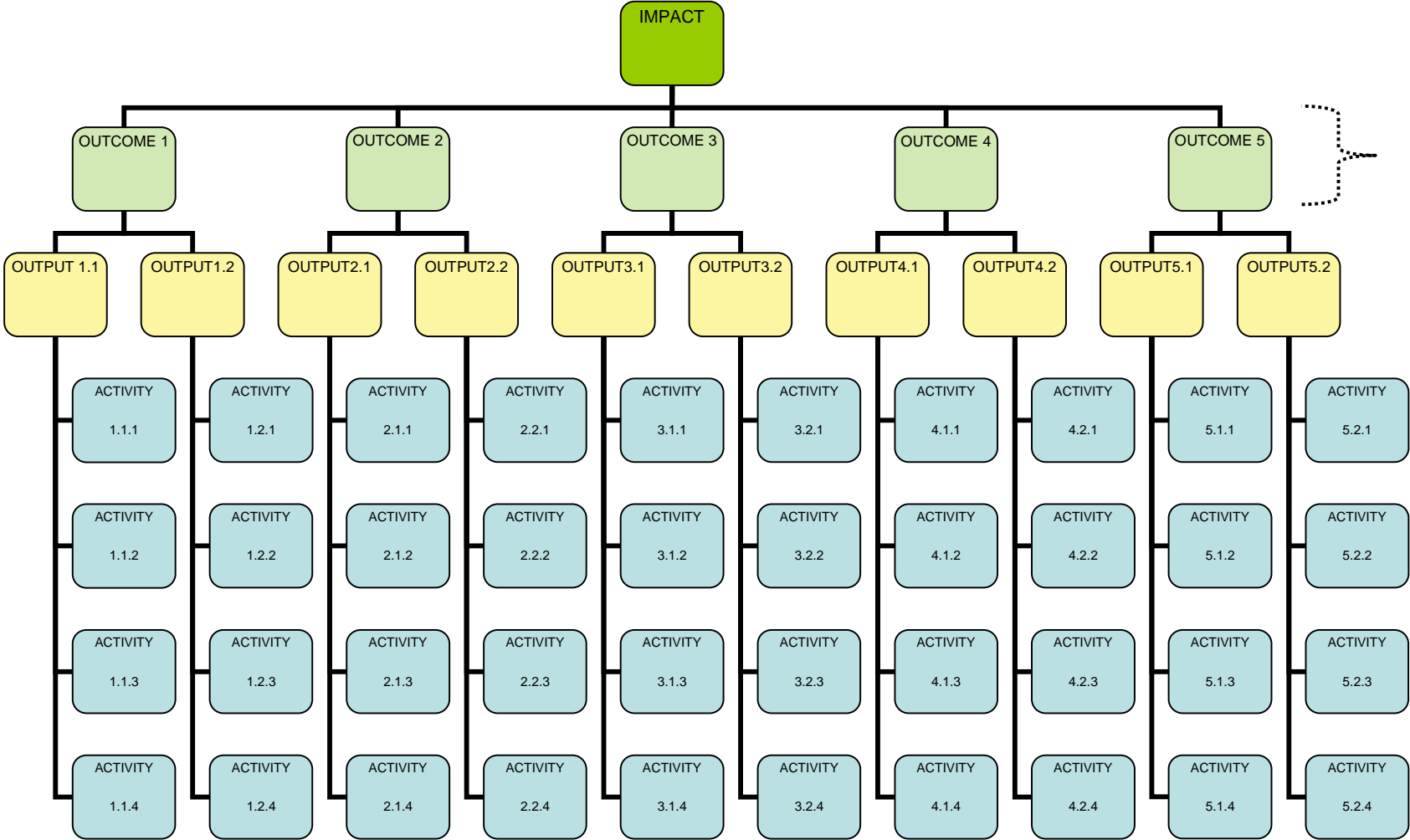
Esther Savanhu – DANIDA
Linda Kalenga - EU
Samantha Coope – Social Development Advisor, DFID
Dr Emmie Wade – Executive Director, Kunzwana Women’s Association
Ms Lifneth Moyo – Southern Region Coordinator Empretec Zimbabwe

Ms Abbigail Muleya – Monitoring and Evaluation Officer, ZUBO
Veronica Mudimba – Communication and Advocacy Officer, ZUBO
Richard Mudimba – District Officer, Ministry of Women Affairs, Gender and Community Development
Ms Netty Musanhu – Director, Musasa Project
Ms Sethulo Ncube – Regional Coordinator, Zimbabwe Women Lawyers Association
Ms Emilia Muchawa – Executive Director, Zimbabwe Women Lawyers Association
Mrs Mabel Msika – Director Policy and Legal Research, Ministry of Justice, Legal and Parliamentary Affairs
Ms Priscilla Mbanga - Chief Law Officer, Ministry of Justice, Legal and Parliamentary Affairs
Ms Josephine Gumbo – Senior Law Officer, Ministry of Justice, Legal and Parliamentary Affairs

Ms Merciline T Machisa - GBV Indicators Manager, Gender Links
Ms Priscilla Maposa – Country Manager, Gender Links, Zimbabwe
Yvonne Jila – Projects Coordinator, Director, Women Film Makers of Zimbabwe and International Images Film Festival

Mr Witness Mudungwe – Finance Associate, UN Women
Mrs Adeline Sibanda – Economic Empowerment Advisor, UN Women
Ms Claudia Flores – Gender and Constitution Advisor, UN Women
Michelle Gudo – Ending Violence Against Women Analyst, UN Women
Ms Jelda Nhliziyo - Strategic Partnerships Advisor
Ms Patricia Made -
Ms Memory Zonde-Kachambwa - GSP Prog. Admin Assistant, UN Women
Susanne Kozak - Partnerships Advisor, UN Women
Ms Nomcebo Manzini – Regional Director, UN Women Southern Africa Regional Office

5.7 Annex 7: Detailed M&E reporting system for the GSP



5.8 Annex 8: Tools

Interview Guide for UNWOMEN and Donors

Relevance

1. Was the GSP an appropriate and relevant strategy for promoting gender equality and women's empowerment?
2. Did the support provided by the GSP address the needs of various and diverse stakeholder groups? How?
3. Was GSP aligned to national, regional, international and global human rights frameworks? How has the GSP adapted over time to reflect changes in Global, Regional and National GE/WE contexts?
4. To what extent were the recommendations of the Mid-Term Review of the GSP taken on board or addressed?
5. Was the GSP able to deliver a comprehensive package of support to the prioritized thematic areas?
6. How appropriate was the GSP as coordination and funding mechanism?
7. Has the GSP supported evolution of an appropriate and effective mechanism for coordination of efforts and pooling of resources into response targeting GE/WE?

Effectiveness

8. Have the GSP goals and objectives been achieved as originally envisaged and what gaps (if any) remain? What gaps remain? Which activities would you say were the most effective and why? (Has women participation and representation in decision making positions increased? Are there any changes in gender based violence cases?)
9. Has vulnerability to abuse and exploitation been reduced?
10. What have been challenges experienced in implementing the GSP and how have these been addressed?
11. Is there integration, synergy and complementarity between the GSP and other national development plans and strategies
12. What networks and forums were developed as part of implementation of the GSP to create more harmonized interventions between the GSP and other programs?
13. What are your view on the capacity of Responsible Parties and would you think the GSP addressed these capacity issues? What are the gaps?

Efficiency

14. Would you say the GSP represented best value for money in supporting the GE/WE sector? Why?
15. Which approach do you think is effective - short term small/large grants; long term grants?
16. Are there other similar programmes elsewhere that you know of?
17. We note that the Gender Scoping Study was funded by 5 donor partners. However, only 3 donor partners funded the GSP? How and why did this happen?
18. What proportion of the financial resources was allocated to each thematic and geographic area? Where the allocations the right proportions?
19. What was the average time between call for proposals and disbursement of funds? What factors affected this process? Did you provide adequate guidance and information to IPs (e.g., eligible project activities, budget limits, thresholds for overhead costs, specification of results to be achieved) for grant applications?
20. Was the funding contributed by the three donors adequate to identified needs of the priority thematic areas? At project level were the funds received for the GSP adequate for the needs of the Responsible Parties?
21. What strategies were in place to mobilize more/additional resources?
22. How has GSP influenced or strengthened efficiency of GE/WE programming in the country?
23. Has the GSP built the technical, institutional and human resource capacity of key GE/WE service providers. Please give examples.

24. Did UN Women have adequate institutional capacity to manage the GSP fund? How was monitoring of Responsible Parties' projects undertaken? Were there differences between the UNIFEM and UNWOMEN era?
25. Did the GSP improve coordination among the various actors (i.e. ministries, donors and CSOs) in GE/WE programming?
26. How effective were the governance structures of the GSP in providing oversight of strategic guidance in program implementation?
27. What forums were created by the GSP for Responsible Parties to share information, experiences and best practices?

Impact

28. Would you agree to the following and why: Positive gender relations have been created; Women are empowered (joint decision-making on income, improved communication accountability to each other on use of resources, ability to make sexual and reproductive choices and empowered to make decisions for the household)
29. Gender equality has been increased
30. Have there been any negative consequences of the GSP? What are these and how did they come about?

Sustainability

31. Would you say communities have capacity to tackle VAW based on new values that promote gender equality? Why
32. Did the GSP include an Exit Strategy? What were its components and was this implemented fully?
33. How did it promote national/local ownership? Development and use of local capacity?
34. To what extent do you think UNWOMEN and partners will be able to sustain and build on the achievements of the GSP?
35. To what extent has the GSP been able to influence allocation of financial resources for GE/WE from the fiscus at both local and central government levels?
36. In UN Women's perception, what are the prospects for increased Government funding for the gender sector?
37. Has the GSP influenced any policy and legislative changes in Zimbabwe?
38. What components of GSP show greater prospects for scalability and why?
39. What efforts were made to capacitate national duty bearers to ensure sustainability of service delivery to GE/WE?

Interview Schedule for Responsible Parties

Relevance

1. Are you a member of the WCoZ? What benefits do you derive from the membership?
2. What is the role of the WCoZ in the promotion of GE/WE in Zimbabwe? In your view, is WCoZ fulfilling this role effectively? Please explain your view.
3. How did you learn about the GSP? Did you receive adequate information to enable you to prepare a responsive grant proposal?
4. Prior to the GSP what major challenges did you face in working on GE/WE issues in Zimbabwe? How did the GSP enable you to address these challenges?
5. In what ways was the GSP appropriate and relevant as a strategy for promoting gender equality and women's empowerment in Zimbabwe?
6. What support did you receive under the GSP towards capacity building? Please specify. Was this what you needed most? If not, what type of capacity building would you have preferred?
7. What other support did you receive from the GSP besides capacity building and funding for activities? Please specify? Was this support relevant for you?
8. Would you think the approach of annual small grants was relevant for you to achieve the objectives you intended to achieve with GSP funds?
9. Specify the activities implemented and the needs you needed to address? What women's and girls' needs were you addressing through these activities and objectives?
10. What types of services did you provide to persons living with disability and HIV and persons from hard-to-reach areas with GSP funded activities? How many of these were male? How many female?
11. Was the GSP able to facilitate provision of a comprehensive package of support for your beneficiaries? What mechanisms were put in place to deliver a comprehensive package of support for that addressed gender equality and women empowerment?
12. How integrated was the GSP with other related national strategies such as National Gender and Women's Empowerment Strategy and Action Plan (NGWESAP), the Zimbabwe National HIV/AIDS Strategic Plan, the National Gender Equality and Women's Empowerment Strategy?

Effectiveness

13. Would you say you managed to achieve your objectives? Please provide evidence. What gaps still remain?
14. What challenges did you face in implementing the GSP funded activities and how were these addressed?
15. Did the GSP address equity issues for women and girls and men and boys living with disability or in hard-to-reach areas?
16. Has the support from the GSP enabled you to increase the types of services you provide to target groups?
17. Has experience in the GSP enabled you to leverage resources from other funders for GE/WE work? How and how much?

Efficiency

18. What were the unit costs of the various interventions (activity costs, unit cost for inputs, and cost per unit of output, cost per beneficiary) and how do these compare with (i) allocated budgets; and (ii) costs of suitable comparators (other similar interventions)?
19. To what extent were you able to implement GSP activities on schedule? Which activities have been behind schedule and why?
20. To what extent were you able to absorb the allocated funds? What factors affected your ability to absorb project funds in the manner that was planned?
21. What strategies did you use under GSP to try and keep unit costs as low as possible? Did this affect quality of outputs achieved?
22. What networks and forums were developed as part of implementation of the GSP to promote harmonization between the GSP and other related policies and program?

23. What strategic partnerships were you able to forge within the framework of the GSP support? Please specify. How sustainable are such partnerships? (Cross-cutting)
24. How many times have you been funded by GSP and each time what was the amount and time period of the grant? What percentage of your total requests did the grants cover? How did you cover the shortfalls in the GSP grants? What proportion of the money was for overheads (how are these defined)?
25. Within the gender sector, do you have a more collaborative relationship with peer organizations than was the case before the GSP? Why do you think so? Where/how do you cooperate? (cross-cutting)

Impact

26. In your thematic area, what was the most significant change that you can attribute to the GSP?
27. What were the intended and unintended positive and negative outcomes of your GSP funded activities? Please provide evidence.
28. Has there been a reduction in the incidence of gender based violence (GBV)? Have your GSP funded activities contributed to this? How?
29. Has women's participation and representation in decision making positions increased? Have your GSP funded activities contributed to this? How?
30. Have your GSP funded activities contributed to changes in the policy and legislative environment for GE/WE? If so, how?
31. As a result of women's economic empowerment has there been any change in gender power relations at household and community levels? If so please give examples.

Sustainability

32. Did the GSP build and strengthen: i) family, ii) community and iii) government capacities to scale up responses to GE/WE issues?
33. In your opinion, to what extent has the GSP influenced allocation of resources for GE/WE programming from the fiscus at central and local government levels?
34. What component of your program supported by the GSP has potential to be up-scaled? Are you actually planning to upscale the component? If so, how? If not, why not?
35. What component of your program supported by the GSP has potential to be replicated by others locally, nationally, regionally? How are you disseminating lessons learnt?
36. What would be the impact on your program of reduced funding from the GSP?

Key Informant interview for Government Officials

1. Currently, what are the major women's human rights (HR) issues of concern within the Ministry?
2. What concrete measures has the Ministry ever taken to promote gender equality and women's empowerment (GE/WE)? For example:
3. What policies, laws or programs has the Ministry created to protect women's human rights?
4. What challenges are encountered in implementing the policies, laws and programs?
5. What efforts are in place to overcome the challenges?
6. Has your Ministry ever worked with CSOs, especially women's organizations, to identify and address the major HR issues of concern to women and girls? If so, please give examples.
7. Has your Ministry ever worked with UN Women (former UNIFEM) to identify and address the major HR issues of concern to women and girls? If so, please give examples.
8. Is the Ministry aware of the GSP and what are its views of it? Could you please provide a brief background of the ministry's engagement with GSP?
9. What percentage of your budget in the last financial year was allocated to addressing gender equality and women's empowerment?
10. Does the Ministry participate in any forums on GE/WE? Please specify.

Community Focus Group Discussion Guide for Women beneficiaries

Instruction 1: First confirm that you are speaking to beneficiaries. If there any non-beneficiaries politely ask them to join the non-beneficiaries group. After confirming please record the number of women in the FGD.

Introduction: My name is _____ from JIMAT Development Consultants, a firm based in Harare that conducts research for different clients that include donors, NGOs and governments. We are here on behalf of UNWOMEN which financed the activities conducted by (**say name of NGO/CBO**) in (**say year**). We are conducting a review of the programme to see what worked well and what did not. We are also here to know what changes the project brought to your lives as women, in at home in your relations with your husbands and other men in the community. You have been selected to represent women like you in Zimbabwe and therefore we would appreciate if you are honest in our discussions. Please feel free to say what you want there is no wrong or right answer and all the information you say will be treated confidential. We will not mention names in our report to ensure your information remains confidential.

Instruction 2: Introduce each of the following topics by saying “Now we are to talk about _____”

Relevance

1. Do you know (...mention CBO/NGO ...)?
2. What do they do? Has anyone here received help from (...mention CBO/NGO ...)?
3. How did you come to know about and work with (...mention CBO/NGO ...)?
4. What problem were you encountering at that time?
5. How were participants in this project selected? What were the selection criteria?
6. Do you think it is important for men and boys to participate in the project? Why and in what ways? (6b) Were men and boys actually involved and in what ways?
7. What types of services did you receive from (...mention CBO/NGO ...)?
Instructions: Please list all services provided by the CBO/NGO.
8. Was it the support you needed in order to address the problems you faced as women? **On a scale of one to ten (using the “smileys”) please rank the services according to the extent it addressed your needs?** Explain the ranking? **Instruction:** Ask the question for each of the services mentioned under 7.
9. As women what other support did you need?
10. Are people living with disability, HIV and those in hard to reach areas also participating in the project? In what aspects of the project do they participate? If so, how many are male and how many are female?
11. Are there organizations in this area doing similar things? Who are they?

Efficiency

12. Were the services provided by (mention CBO/NGO ...) adequate? **On a scale of one to ten (using the “smileys”) please rank the services according to adequacy?** Explain your ranking.

Instruction: Ask the question for each of the services mentioned at #7 above.

13. In general how would you describe the quality of help you received (using smileys facilitate ranking from one to ten)? Explain.

Effectiveness

14. What did you do with the support you received (activities mention under #7)? Have you seen any changes in your life as a result of the intervention? (**Probe** for the following – awareness on sexual and reproductive rights; GBV trends; income earning capacity; economic independence; decision-making role etc)
15. Compared to the situation before the project, would you say that men/boys in this community now demonstrate respect for women’s sexual and reproductive choices and health rights? If so, what has caused the change?
16. Has the support provided through the CBO/NGO enabled you to undertake income generating activities? Why do you say so?
17. What did/do you do with the income? Since you began working in this project have your financial responsibilities in the home changed? If so in what ways?
18. Has the increased income changed relations in the home between you and your husband? (**Probe for: joint decision-making on income; improved communication in the home; accountability to each other on use of resources; empowered to make decisions for the household; and use of resources**)
19. In the absence of husbands, on what issues can you as wives make decisions? On what issues do wives have to wait for the views of husbands? How does this compare before your involvement with this project?
20. Has the support provided through the CBO/NGO enabled women to participate and be represented in community decision making structures (**probe** for numbers and types of structures)
21. What is the trend in the prevalence of GBV in the community? How do you explain this? (**probe** for reduction in levels, increased awareness among community leaders)

Impact

22. What is the Most Significant Change that the project has brought into your life? Please give examples of how your life has changed?
23. Has your participation in this project caused problems for you at home? In the community? If so, what problems?

Sustainability

24. Has the project strengthened your community’s capacity to deal with GBV in this community? If so, in what ways and with what outcomes?
25. Would you still be able to carry on with the project, on your own? Why do you say so?

Focus Group Interview Guide for Men and Boys (including husbands of beneficiaries)

Instruction 1: First confirm that you are speaking to husbands of beneficiaries (if FGD is for husbands). If there are any non-beneficiaries politely ask them to join the non-beneficiaries group. After confirming please record the number of participants in the FGD.

Introduction: My name is _____ from JIMAT Development Consultants, a firm based in Harare that conducts research for different clients that include donors, NGOs and governments. We are here on behalf of UNWOMEN which financed the activities conducted by (say name of NGO/CBO) in (say year). We are conducting a review of the programme to see what worked well and what did not. We are also here to know what changes the project brought to the lives of women and girls in this community. You have been selected to represent men like you in Zimbabwe and therefore we would appreciate if you are honest in our discussions. Please feel free to say what you want there is no wrong or right answer and all the information you say will be treated confidentially. We will not mention names in our report to ensure your information remains confidential.

Instruction 2: Introduce each of the following topics by saying now we are to talk about _____

Violence against women

1. What constitutes violence against women? Please provide examples (rape and sexual assault/coercion, child marriage, girl pledging, intimate partner violence etc).
2. Do you know the implication of violence to the women? What are they (e.g. injury, disability, sexually transmitted infections, HIV, unwanted pregnancies/abortion etc)?
3. Is there a change in the prevalence of violence against women in the home and community when comparing 2009 and now? What do you think is the cause for this trend? (**Instruction: do they hear more or less violence against women in homes?**)
4. What do you think are the main causes of violence against women? Have these changed since 2009? What do you think caused the change?

Sexual and Reproductive Rights

5. In the community, how strong is the desire of men in your community to have a son or sons? Do women have a say in the number of children to have? Why?
6. In your community, do women have a right to say whether or not to have sex? Why is that?
7. Have you heard about the Domestic Violence Act? If you have heard about what has the Domestic Violence Act changed? How do you explain the change?

Gender equality

8. Do you think wives should be consulted on making decisions? On what issues do you consult your wives before making a decision? How does this differ from before 2009 and what has caused the change?
9. On what issues should women not make decisions by themselves? Why is this so?
10. Are there decisions that a man should make without consulting the wife? Which are these and why?

Women's economic empowerment

11. What are your views on women being economically independent? (**probe: do men feel threatened in anyway by the economic empowerment of women - why**)
12. In your view, what problems arise in the homes where women have income and are not very dependent on their husbands? Are these problems actually happening now?
13. What are the advantages in women earning more money? How would the increased income earning capacity affect the relationship between men and women?
14. What are the disadvantages in women earning little or no money? (Probe: How would women's lack of income earning capacity affect the relationship between men and women?)
15. On balance, would you allow your wife to be economically independent?

16. **For husbands of beneficiaries only:** what changes have you seen in your household since when your wife began to have more income? (**Probe:** standard of living and changes in relationships between men and women.)

Women in leadership

17. What are your views on women being in positions of leadership?
18. Has the number of women in positions of leadership increased since 2009 within the community? What do you think is causing the increase? In what areas/organizations has there been an increase in women leaders since 2009?
19. Do you think women leaders in this community represent the needs of women well? Please give examples?

Key informant Interview/FGD Guide for Community Leaders

Violence against women

1. What constitutes violence against women? Please provide examples.
2. What change has occurred in the prevalence of violence against women in the home when you compare 2009 and now? What do you think is the cause for this trend? **(Instruction: do they hear more or less violence against women in homes?)**
3. What change has occurred in the prevalence of violence against women at community level? **(Instruction: do they hear more or less violence against women in the community?)**
4. What do you think are the main causes of violence against women? Have these changed since 2009? What do you think caused the change?
5. Would you say your community has adequate capacity to deal with violence against women? **(Probe community structures, training provided to community leaders, women, girls, men and boys)?**
6. What has the community done to increase capacity to deal with violence against women?

Sexual and Reproductive Rights

7. In your community, do women have a right to say whether or not to have sex? Why is that?
8. Do men respect women's choices on the number of children they want? Why is that?
9. In the community, how strong is the desire to have a son or sons?
10. Have you heard about the Domestic Violence Act? If you have heard about what has the Domestic Violence Act changed? How do you explain the change?

Gender equality

11. Do you think wives should be consulted on making decisions?
12. On what issues do you consult your wives before making a decision? How does this differ from before 2009 and what has caused the change?
13. On what issues should women not make decisions on their own? Why is this so?
14. On what issues should men make decisions without consulting the wife? Why is this so?

Women's economic empowerment

20. What are your views on women being economically independent? **(probe: do men feel threatened in anyway by the economic empowerment of women - why)**
21. In your view, what problems arise in the homes where women have income and are not very dependent on their husbands? Are these problems actually happening now?
22. What are the advantages in women earning more money? How would the increased income earning capacity affect the relationship between men and women?
23. What are the disadvantages in women earning little or no money? (Probe: How would women's lack of income earning capacity affect the relationship between men and women?)
24. On the balance, would you allow your wife to be economically independent?

Women in leadership

22. What are your views on women being in positions of leadership? Are there positions women should not hold? Which ones and why?
23. Has there been an increase in number of women in positions of leadership since 2009? Which positions? What do you think is causing the increase?
15. Do you think women leaders in this community represent women's needs/concerns well? Please give examples of when and where they did so?

Focus Group Guide with Non Beneficiaries (young women (15-24 years old) and older women (24 years and above))

Instruction 1: First confirm that you are speaking to women/girls that did not benefit from the project activities. If there are any beneficiaries politely ask them to join the beneficiaries group. After confirming please record the number of participants in the FGD.

Introduction: My name is _____ from JIMAT Development Consultants, a firm based in Harare that conducts research for different clients that include donors, NGOs and governments. We are here on behalf of UNWOMEN which financed the activities conducted by (**say name of NGO/CBO**) in (**say year**). We are conducting a review of the programme to see what worked well and what did not. We are also here to know what changes the project brought to lives of women, at home in their relations with their husbands and other men in the community. You have been selected to represent women like you in Zimbabwe and therefore we would appreciate if we are honest in our discussions. Please feel free to say what you want there is no wrong or right answer and all the information you say will be treated confidential. We will not mention names in our report to ensure you information remains confidential.

Instruction 2: Introduce each of the following topics by saying “Now we are to talk about_____”

Women’s economic empowerment

1. Do you know (*mention CBO/NGO name*) and what they do? Do you know any of the women that they support?
2. When you look at the lives of women involved with this NGO/CBO (*in mention funding year being evaluated from the itinerary*) what is different between you and them?
3. What are your views on women not being dependent on men for money? Do you think this is desirable? Why? (**Probe: for the advantages and disadvantages of women not being dependent on men for income**)

Violence against women

4. Would you say women who are or were involved with (*mention CBO/NGO*) are knowledgeable of their rights as women? Has this made them better or worse off than you? Why do you say so?
5. Since 2009 has there been a change in the prevalence of GBV in your community? If any, what kind of change? What do you think is the cause for this trend? (**Instruction: do they hear more or less violence against women in homes?**)

Sexual and reproductive rights

6. Are you aware of your sexual and reproductive rights? What are these? How did you come to know about them?
7. **For those that are not aware:** Briefly explain sexual and reproductive rights for women. After briefly explaining sexual and reproductive rights ask the following - **Do you think knowing your sexual rights is important? Why do you say so?**
8. Do men in this community accept the rights of women on issues related to sex and reproduction? Why do you say so?
9. Has this always been the case?

Women in leadership

10. Are there women in positions of leadership in this community? Which are these? Has this changed since 2009
11. In which organizations has there been an increase in the number of women in leadership?
12. Do you feel these women represent your concerns well? Why do you say so?

Description of sexual and reproductive rights for question 9

Sexual and Reproductive Rights

Sex

- Right to bodily integrity (no genital mutilation or virginity tests)
- Right to choose partner
- Right to choose when, where and how to have sex

Reproduction

- Right to decide whether or not to have children
- Right to decide on number of children and when to have them

Services

- Right to family planning services
- Right to protection against SGBV
- Right to sexual and reproductive healthcare services

Case Study In-depth Interview (Beneficiaries)

General questions for all

1. Please tell me about your yourself and family – What is your civil status (married, widowed, divorced, single, age) How many children including those under your care (boys and girls and their ages), if married what does your husband do for a living?
2. When did you get involved with the CBO/NGO? What were you involved in?
3. Would say being involved with CBO/NGO has changed your life? What changed and how?
4. Since joining CBO/NGO have you noticed any changes in the way you relate with your husband/children at home? What has changed?
5. How do other women view you since being involved with CBO/NGO? Why?

For those women and girls involved in economic empowerment projects

6. What business are you involved in and how much income do you make per month? Is this any different from before you got involved with the NGO/CBO? If different how much income would you have per month and where would you get this from?
7. What do you use this money for?
8. Have there been any bad things as a result of you taking up an income generating activity at home and the community? What are these?
9. How do you make decisions on how to use the money you earn?
10. How do you make decisions on how to use the money your husband earns?
11. Has this always been this way (responses from 10 and 11)? What changed?
12. Do you think your business is viable/sustainable? Why do you say so?
13. What challenges do you face in running your business?
14. If the respondent has stopped the business activity, why did you stop the business?

For those benefiting from sexual and reproductive rights awareness

15. What was the biggest benefit you realized from being trained on your sexual and reproductive rights?
16. What have been the benefits of the training in your home? Please give examples.
17. Since training have there been changes in the relationship between your husband and you? What are the changes?
18. What about other women in the community, how do they view you?
19. Do you think more women need to be coached on their sexual and reproductive rights? Why?

For survivors of gender based violence

20. What type of violence did you experience?
21. Who was the perpetrator?
22. What action did you take if any? Why did you not take any action? Are those reasons still valid now?
23. Who did you receive support from and what form did this support take?
24. Are you aware of the Domestic Violence Act? Are there any support systems and services within the community. Who is providing support for survivors?

Collection of Data from Income Generating Projects

<p>1. Are you still involved in the business that (...CBO/NGO...) helped with? 1= yes 2= no</p>	<p>If no, when did you stop? (state year)</p>				
<p>What type of business are (were) you engaged in?</p>	<p>When did you get help/assistance from NGO/CBO? (state year). What type of Help did you get?</p> <table border="1" data-bbox="810 815 1406 1182"> <thead> <tr> <th data-bbox="810 815 962 880">Year</th> <th data-bbox="962 815 1406 880">Type of help</th> </tr> </thead> <tbody> <tr> <td data-bbox="810 880 962 1182"> </td> <td data-bbox="962 880 1406 1182"> </td> </tr> </tbody> </table>	Year	Type of help		
Year	Type of help				
<p>When did you start this business?</p> <p>_____</p>	<p>What was the initial capital injection at the time and from what source?</p> <table border="1" data-bbox="810 1456 1406 1675"> <thead> <tr> <th data-bbox="810 1456 1107 1554">Initial capital injection (US\$)</th> <th data-bbox="1107 1456 1406 1554">Source (<i>Please state source</i>)</th> </tr> </thead> <tbody> <tr> <td data-bbox="810 1554 1107 1675"> </td> <td data-bbox="1107 1554 1406 1675"> </td> </tr> </tbody> </table>	Initial capital injection (US\$)	Source (<i>Please state source</i>)		
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<p>What were your annual sales and profit then (<i>at the time you started</i>)?</p> <table border="1" data-bbox="188 1832 783 1955"> <thead> <tr> <th data-bbox="188 1832 485 1890">Annual sales (US\$)</th> <th data-bbox="485 1832 783 1890">Annual profit (US\$)</th> </tr> </thead> <tbody> <tr> <td data-bbox="188 1890 485 1955"> </td> <td data-bbox="485 1890 783 1955"> </td> </tr> </tbody> </table>	Annual sales (US\$)	Annual profit (US\$)			<p>How much sales do you now make (or made after receiving help – if the project was stopped) per annum?</p>
Annual sales (US\$)	Annual profit (US\$)				

<p>Did the project help you source additional capital? How much?</p> <table border="1"> <tr> <td>Help in capital injection (1= yes; 2= no)</td> <td>How much? (US\$)</td> </tr> <tr> <td></td> <td></td> </tr> </table>		Help in capital injection (1= yes; 2= no)	How much? (US\$)			<p>What are the annual costs for:</p> <table border="1"> <thead> <tr> <th>Item</th> <th>Annual cost (US\$)</th> </tr> </thead> <tbody> <tr> <td>Wages</td> <td></td> </tr> <tr> <td>Rent</td> <td></td> </tr> <tr> <td>Repairs and maintenance</td> <td></td> </tr> <tr> <td>License fees and membership fees</td> <td></td> </tr> </tbody> </table>		Item	Annual cost (US\$)	Wages		Rent		Repairs and maintenance		License fees and membership fees			
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Wages																			
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<p>How much do you incur for the following?</p> <table border="1"> <thead> <tr> <th>Item</th> <th>Annual cost (US\$)</th> </tr> </thead> <tbody> <tr> <td>Transport to market within Zimbabwe and the region</td> <td></td> </tr> <tr> <td>Fees for marketing (stalls, entry fees etc) within Zimbabwe and the region</td> <td></td> </tr> <tr> <td>Transport to get raw materials</td> <td></td> </tr> <tr> <td>Inputs/raw materials</td> <td></td> </tr> </tbody> </table>		Item	Annual cost (US\$)	Transport to market within Zimbabwe and the region		Fees for marketing (stalls, entry fees etc) within Zimbabwe and the region		Transport to get raw materials		Inputs/raw materials		<p>How many people benefit from the income from your business? (direct and indirect)?</p> <table border="1"> <thead> <tr> <th>Direct beneficiaries</th> <th>Indirect beneficiaries</th> </tr> </thead> <tbody> <tr> <td>include the employees, immediate household members and others benefiting from transfers of proceeds from the business who might not necessarily be living in the household</td> <td>include shops, food markets, suppliers etc? (give an estimate of the number of people)</td> </tr> <tr> <td></td> <td></td> </tr> </tbody> </table>		Direct beneficiaries	Indirect beneficiaries	include the employees, immediate household members and others benefiting from transfers of proceeds from the business who might not necessarily be living in the household	include shops, food markets, suppliers etc? (give an estimate of the number of people)		
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<p>How many people do you employ (employed)?</p>																			

Women	Men	

Annex 9: List of Districts Visited for the Evaluation

Partner	Theme	Funding Years	District	Category	Community level visits (yes/no)	Budget
Katswe	Ending Violence against women	2009, 2010	Harare	NGO	yes	105,000.00
Kunzwana Women's Association	Women's economic empowerment	2011	Marondera	CBO	yes	72,000.00
Integrated Sustainable livelihoods	women's economic empowerment	2009, 2010, 2011	Mhondoro	NGO	yes	200,000.00
WDSCU	women's economic empowerment	2011	Mutasa	CBO	yes	99,000.00
Dotito Development Association	women in politics and leadership	2009	Mt Darwin	CBO	yes	10,000.00
EMPRETEC	women's economic empowerment	2010	Bulawayo	NGO	yes	99,000.00
Zimbabwe Women Lawyers Association (ZWLA)	Ending Violence against women	2011	Bulawayo	NGO	yes	103,925.00
Padare	Ending Violence against women	2010	Zvishavane	NGO	no	50,000.00
Women and Law Southern Africa	women's economic empowerment	2011	Zhombe	NGO	yes	50,000.00
Adult Rape clinic	Ending Violence against women	2009, 2010	Harare	NGO	yes	25,000.00
Catholic Health Care Trust	women's economic empowerment	2009	Chinhoyi	FBO	yes	8,000.00
ZUBO	women's economic empowerment	2010, 2011	Binga	CBO	yes	160,000.00
Zvishavane Water Project	women's economic empowerment	2011	Zvishavane	NGO	yes	90,000.00
Women in Politics Support Unit (WIPSU)	women in politics and leadership	2009	Mutoko	NGO	yes	11,528.00
ENVISION	women in politics and leadership	2009	Murehwa	NGO	yes	26,815.00

Partner	Theme	Funding Years	District	Category	Community level visits (yes/no)	Budget
Women's Coalition of Zimbabwe	women in politics and leadership	2009, 2010, 2011	National (Masvingo)	NGO	yes	
Musasa project	Ending Violence against women	2011	National	NGO	no	20,000.00
Professional Women Executives and Business Women's Forum (PROWEB)	women's economic empowerment	2009	National	NGO	no	50,000.00
Total budget						1,180,268.00