



FINAL REPORT

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

Programme Implementation Period – November 2012-December 2018

Evaluation Timeframe - December 2018 - February 2019

Organisation commissioning the evaluation - UN Women

Coverage: National coverage – Zimbabwe - Southern Africa

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Acronyms

ACTIL	African Centre for Transformative and Inclusive Leadership
BUSE	Bindura University of Science and Technology
CSO	Civil Society Organisations
FEMPRIST	Female Prisoners Support Trust
FGD	Focus Group Discussion
GBV	Gender Based Violence
GPS	Gender, Peace and Security
KII	Key Informant Interview
MoHA	Ministry of Home Affairs and Cultural Heritage
MP	Member of Parliament
MSC	Most Significant Change
MWAGCD	Ministry of Women’s Affairs, Gender and Community Development
NAP	National Action Plan
NDC	National Defence College
NGO	Non-Governmental Organisation
NPRC	National Peace and Reconciliation Commission
NOK	Norwegian Kroner
NUST	National University of Science and Technology
OECD DAC	Organisation for Economic Co-operation and Development’s Development Assistance Committee
ONHRI	Organ of National Healing, Reconciliation and Integration
ICS	Institute of Correctional Services
ISAL	Income Savings and Lending
PACDEF	Peacebuilding and Capacity Development Foundation
SADC RPTC	Southern African Development Community Regional Peacekeeping Training Centre
SEA	Sexual Exploitation and Abuse
SDG	Sustainable Development Goal
ToC	Theory of Change

UNEG	United Nations Evaluation Group
UNDP	United Nations Development Programme
UNSCR	United Nations Security Council Resolution
UN Women	United Nations Entity for Gender Equality and the Empowerment of Women
VAW	Violence Against Women
VFU	Victim Friendly Unit
WCoZ	Women's Coalition of Zimbabwe
WPC	Women Peace Committees
ZEC	Zimbabwe Electoral Commission
ZESN	Zimbabwe Election Support Network
ZGC	Zimbabwe Gender Commission
ZHRC	Zimbabwe Human Rights Commission
ZPCS	Zimbabwe Prison and Correctional Services
ZRP	Zimbabwe Republic Police
ZSC	Zimbabwe Staff College
ZWLA	Zimbabwe Women Lawyers Association
ZWPC	Zimbabwe Women's Parliamentary Caucus
ZYWNP	Zimbabwe Young Women's Network for Peacebuilding

Executive Summary

Since its independence and especially since the late 1990s, Zimbabwe has ratified key international and regional human rights instruments that protect women's rights and seek to address gender inequalities. Significant advances have been made to promote women's rights and gender equality such as the setup of constitutional commissions supporting democracy. Nonetheless, women remain secondary actors at several levels of security policy making and face challenges in equal access to justice. In this regard, United Nations Entity for Gender Equality and the Empowerment of Women (UN Women), with support from the government of Norway, designed the 'Strengthening Gender-Sensitive Capacities for Peace and Security in Zimbabwe' (project 84853 and ZIB-12/0032-3, also known as the Gender, Peace and Security Programme, hereafter the GPS Programme or the Programme), to contribute towards an environment that promotes women's leadership and enhances capacities for addressing gender-sensitive peace and security concerns in Zimbabwe.

The GPS Programme received generous support amounting to NOK 18,121,000 (translating to USD 2,501,038.70) from the Government of Norway, through the Norwegian Ministry of Foreign Affairs, for a period of six years from November 2012 to February 2019.¹ The aim of the project was to enhance support to key government and non-government partners on developing capacities to respond to GPS concerns in Zimbabwe.

The Programme intended to achieve gender equality through the following objectives; Phase 1 (2012-2013) of the Programme sought to support key government institutions and partners to respond to GPS concerns in Zimbabwe. The Programme goal was to contribute towards an environment that promotes gender-sensitive peace and security considerations in Zimbabwe, focusing on women's participation at all levels of peace and security policy making, strengthening capacities of security sector actors to respond to gender insecurities and supporting mechanisms of peace at the community level. The GPS Programme also aimed to contribute to the prevention of politically motivated gender-based violence, gender insecurities and violence against women (VAW). Phase 2 (2014-2016) began after 2 years of implementation. The reason was that, 'Peace and security are shaped by women's leadership and participation in Zimbabwe' became the new programme goal on the 8th of December 2014. The outcomes were changed to two as follows: 1) Conflict resolution, conflict management and peacebuilding processes gender mainstreamed; and 2) Improved mechanisms for GPS in communities.

During Phase 3 (2017-2018) the UN Women Zimbabwe Country Office moved towards enhancing women's political participation in preparation for the 2018 harmonized elections. The thrust was to ensure that laws, policies and strategies were formulated, enforced,

¹ The overall development goal of the project according to the Programme Document was to contribute towards an environment that promotes women's gender sensitive peace and security concerns in Zimbabwe. This goal was changed in the addendum 2 of 8 December 2014 it reads as, 'Peace and security are shaped by women's leadership and participation in Zimbabwe'. The three expected outcomes were originally: i) Gender equality commitments implemented in peacebuilding processes; ii) Inclusion of a gender perspective into security sector transformation initiative; and iii) Improved mechanisms for gender, peace and security issues in targeted rural communities. These outcomes were changed to two in the addendum 2 as follows: (1) Conflict resolution, conflict management and peacebuilding processes gender mainstreamed; (2) Improved mechanisms for gender, peace and security in communities.

implemented and monitored in line with national, regional and international provisions. The outcomes of the Programme remained the same and 3 new outputs were introduced: 1) strengthen the capacity of the ZEC (Zimbabwe Electoral Commission) to formulate and implement measures that promote women's participation in electoral processes; 2) strengthen capacity of key stakeholders to design and implement initiatives to mitigate VAW in politics; and 3) strengthen the capacity of ZGC (Zimbabwe Gender Commission) to monitor and enforce laws, policies and strategies to promote women's participation in decision-making process.

This evaluation was conducted at the end of the Programme to assess and analyse the impact of the Programme from its inception in November 2012 to December 2018. The specific objectives of the evaluation were guided by the Organisation for Economic Co-operation and Development's Development Assistance Committee's (OECD DAC's) evaluation criteria of relevance, effectiveness, efficiency, sustainability and impact.

This evaluation report will be used to draw lessons and to inform the design of future work on GPS. Intended audiences and specific users will include: UN Women Zimbabwe Country Office other UN Women offices; Ministry of Home Affairs and Cultural Heritage; Ministry of Defence, Security and War Veterans (Ministry of Defence); Ministry of Women Affairs, Community, Small and Medium Enterprises Development (MWAGCD); other key government departments; development partners; and civil society in future planning and implementation of GPS programmes.

The evaluation was undertaken in a participatory manner, managed by the Evaluation Management Group. The evaluation is utilisation focused gender-responsive and is integrating a human rights-based approach. The evaluation used a combination of quantitative and qualitative research methods. A desk review of project documents (proposals, monitoring reports, partner files and knowledge products) was undertaken. To enhance triangulation of data and increase overall data quality, validity, credibility and robustness and to reduce bias, the evaluation team used interviews, meetings, consultations and observations with different groups of stakeholders.

In total 98 women and 23 men participated from national and community levels. At community level, four out of eight districts where the Programme was implemented were selected, thus giving a 50% sample. Two are rural (Mutoko and Masvingo), one peri urban (Tsvingwe) and the other urban (Gwanda). Key Informant Interviews (KIIs) were undertaken using the snowballing method. Key stakeholders who were consulted at community level are: women-led peace committees; members who received specialised training such as Election Observers, Peace Journalists, and members of local neighbourhood watch; Traditional Leaders; Civil Society Organisations (CSOs); and Local Authority Representatives. Twelve focus group discussions (FGDs) were conducted in which a total of 80 women and twelve men participated.

At national level the evaluation assessed the GPS Programme rollout based on the following key programme thematic issues: coordination and partnership; organisational effectiveness; leveraging and managing resources; capacity development; national ownership; promoting

inclusiveness; advocacy; and knowledge brokerage. The evaluation thereby measured the relevance, effectiveness, efficiency, sustainability and impact of the GPS Programme at institutional level.

Relevance: At national level, assessing the GPS Programme through its three-phased delivery strategy, 96.55% of the respondents concurred that the GPS Programme was very relevant and responsive to Zimbabwe's GPS agenda. It succeeded in contributing to promoting the integration of a gender perspective into all conflict resolution and peacebuilding initiatives. The Programme flexibly responded to evolving political and economic drivers for GPS issues across the country.

At institutional levels stakeholders highlighted as most relevant: the ability of the GPS Programme to build bridges among many disparate institutions through practical training programmes; capacity development exposure programmes; collaborative learning in gender mainstreaming; peacebuilding; and how to put into action women leadership development. Women Members of Parliament (MPs), constitutional bodies supporting democracy (the Chapter 12 Commissions) and women from civil society attributed their new confidence in leadership and the skills they acquired to lead in their work, to the capacity development initiatives they received from the GPS Programme.

At community level, the GPS Programme was highly relevant in supporting mechanisms for peacebuilding. The implementing partners were already implementing other programmes on the ground, while the GPS Programme brought in a dimension that had a unifying and integrating component. The collapse of the Zimbabwe formal sector, particularly of industry, and closure due to underperformances of some mining concerns which largely employed men, negatively affected household incomes. The financial strain contributed to gender-based violence. In response, the Women Peace Committees (WPCs) contributed to conflict resolution, peacebuilding as well promoting entrepreneurship.

Effectiveness: At national level, 93.1% of respondents confirmed that the GPS Programme was effective. The effectiveness of the Programme at community level was demonstrated in three of the four districts visited. The Programme strengthened mechanisms for peace in communities. The evaluation concluded that the GPS Programme made substantial achievements to reach its first goal to contribute towards an environment that promotes women's gender-sensitive peace and security concerns in Zimbabwe.

Outcome 1.1. Women's participation at all levels of peace and security policy making

There has been an increase in the number of women deployed to peacekeeping missions within the security sector as well as promotions to key decision-making positions; the army and police now include women at brigadier and commissioner levels. Through women's collective agency in Masvingo, four women now sit in the traditional court, making up half of the leaders who sit in that court. This has resulted in gender-sensitive determinations on women's peace and security issues being deliberated by the court. Gender mainstreaming of the traditional justice system has challenged long-standing taboos not only in Zimbabwean but in many Southern African traditions. The traditional court or 'inkundla' has throughout history

been a place for men only. The GPS Programme has been an effective tool for dismantling the exclusion of women in the traditional justice delivery.

Outcome 1.2. Strengthened capacities of security sector actors to respond to gender insecurities

Three gender-responsive security sector initiatives were supported through this project: a) gender has been successfully mainstreamed and sustained in security sector curricula of four universities (Africa University, Solusi University, Bindura University of Science and Technology (BUSE) and National University of Science and Technology (NUST); b) knowledge was built among curricula advisory tutors and lecturers from security sector institutions such as Zimbabwe Staff College (ZSC), Institute of Correctional Services (ICS), and National Defence College (NDC), c) increased knowledge through gender-sensitive pre deployment training of security sector actor's peacekeeping missions.

Outcome 1.3. Supporting mechanisms for peacebuilding at community level

Four spaces for dialogue on GPS were created at various levels in the communities through ISALs (Income Savings and Lending), sports, use of technology and women's church groups. Women's ISALs were used as spaces for dialogue in the WPCs. In Masvingo WPC members in self-help projects contributed to addressing issues of VAW. One committee member indicated that 'conflicts have reduced due to economic empowerment of women who are now viewed by men as meaningful contributors to the livelihoods of their families and communities'. Savings clubs in Masvingo have been the most effective tool for 'recruiting' more women into the programme, resulting in 150 members being recruited into the WPCs.

The evaluation further concluded that the GPS Programme made substantial achievements to reach its second goal that peace and security are shaped by women's leadership and participation in Zimbabwe.

Outcome 2.1. Conflict resolution, conflict management and peacebuilding processes gender mainstreamed.

Annual reports and interviews confirmed that women's collective agency was evident in the urban and rural communities. An increased number of women from the Parliament and WPCs were actively involved in identifying specific causes of conflict in their communities and found innovative ways to resolve these conflicts using the constitutional means, engagement of traditional leaders and traditional courts, accessible to them.

The GPS Programme has contributed towards laying the groundwork for policy and legal reform through the new Constitution which calls for establishment of Chapter 12 Commissions including the Zimbabwe Gender Commission (ZGC) and the National Peace and Reconciliation Commission (NPRC). The gender-sensitive recruitment policies which were put in place because of increased application of knowledge gained through the gender mainstreamed courses are having a positive impact on enhancing women's participation in leadership and decision-making in the security sector institutions. For instance, the ZSC recruited its first ever female Deputy Commandant while the ICS witnessed the promotion of 2 female staff members.

The Programme has successfully established mechanisms for monitoring and maintaining social cohesion at community level. These are the election observatory, the peace committees, SMS mobile communications platforms and peace journalism. The SMS platforms for knowledge management, knowledge sharing and for sending alerts of cases of VAW are cumulatively building into a home grown and women led community early warning system for managing violence before, during and beyond the elections. The experience of working together on a project has helped members learn how to cooperate, make decisions as a collective, resolve conflict, express appreciation and admiration for each other's efforts and contributions. All this contributes positively to building social cohesion and promoting peace within communities.

The innovative work of Chapter 12 Commissions, especially ZGC, ZEC, ZHRC (Zimbabwe Human Rights Commission) and NPRC during phase three of the Programme demonstrated growing the capacities of women leaders to engage in conflict resolution, mediation, management and leadership processes. Respondents believed they gained capacities and demonstrated confidence to act in gender-sensitive ways and replicated various initiatives of the GPS Programme at a nation scale after the Programme ended, and beyond the borders of Zimbabwe.

Efficiency: At national level, all respondents (100% of institutions) concurred that activities implemented internally by their institutions/organisations were planned in a timely manner and within the allocated budgets. At institutional levels key informants rated the efficiency criterion by measuring efforts on the internal activities they implemented with the support of UN Women. Academic and research institutions believed that UN Women's investment in gender-sensitive curricula development was good value for money. As implementing partners, they properly managed all resources they received which were targeted to develop and implement the training programmes and their internal gender policy development initiatives within their institutions. Interviews with UN Women confirmed the same.

At community level, testimonials and most significant change stories indicated that activities were delivered in a timely manner, except for training for election observatory members. The time between the training and the elections was limited and some of the observers did not have enough time to secure accreditation by institutions with observer status.

Sustainability: At national institutional level, 100% of the respondents confirmed that the momentum built by the GPS Programme was decisive and irreversible in their institutions. In general terms, respondents commented that the intangible sustainable benefits of the GPS Programme interventions improved societal relationships and better inclusivity and understanding between men and women; heightened advocacy on the reduction of gender-based violence (GBV); young women economic technological empowerment, community publishing; and substantial collaboration among institutions that usually did not collaborate before. Over 180 tutors and lecturers benefited from capacity building initiatives. There is demonstrated improved knowledge by commissioned officers on critical issues and strategies for gender equality and women's empowerment within the security sector. The design of the

Programme is scalable, and many initiatives are continuing within all institutions which participated since 2012 even after the end of the GPS Programme interventions.

At community levels the outcomes of the GPS Programme were overall viewed as sustainable by both the implementing partner and the beneficiaries. Aptly said by Chairperson Zisheche of Ward 10B Masvingo 'PACDEF (Peacebuilding and Capacity Development Foundation) taught us how to fish. We will always fish for ourselves'. She was echoing the same sentiments articulated by Mr Manyanda, Director of PACDEF. Both were referring to the capacity building received. The WPC have assimilated the 'gospel of peacebuilding' and it is an integral part of them, hence it continues after the project ends. Creation of activity around which women coalesce, is another sustainability element.

Impact: From the evaluation, it is clear that this programme contributed to promoting women into strategic leadership- positions within the national peace and security arena, both at national and at community levels. For example, by the end of this programme, Zimbabwe had its first female Minister of Defence, first female Minister of Information and Publicity and first female Air Commodore, all of whom were beneficiaries of this programme.

Key recommendations include: i) UN Women has strategically positioned itself to influence development and implementation of a National Action Plan (NAP) on United Nations Security Council Resolution (S/RES/1325) on Women, Peace and Security (UNSCR 1325). Several consultative processes and initiatives have been undertaken and entry points found to influence the development of the NAP. It is recommended that in 2019 efforts should be put towards development of the NAP with the relevant stakeholders; ii) Considering the extensive work that UN Women has put into mainstreaming gender in curricula in degree courses and modules at academic institutions, there is need for UN Women to play a continuing facilitative and supportive to consolidate results and aid the academic institutions to strengthen current delivery and implementation of the modules. The evaluation recommends continuation of work to harmonise the curricula developed in the various institutions so far. This work has potential to sustain itself and UN Women is recommended to continue to monitor its progress; iii) UN Women needs to build internal capacity to continuously map conflict hotspots as well as analyse and provide policy advice on the nexus between peace, economics and security.

I. The Gender, Peace and Security Programme

I.1. Background

The goal of the GPS Programme was to enhance UN Women's support to key government and non-government partners on developing capacities to respond to GPS concerns in Zimbabwe. Through the GPS Programme, UN Women Zimbabwe Country Office supported the effective implementation of international and national GPS provisions and aimed to enhance local and national responses to gender insecurities, while improving women's participation in political leadership roles. Furthermore, the GPS Programme planned to contribute to the prevention of gender-based violence and all forms of VAW, particularly in politics and decision-making. It was implemented in partnership with government agencies, civil society organisations, security sector, academic institutions and other UN entities. Over the six years of implementation the Programme contributed to substantive enhancement of gender equality and establishment of frameworks for developing gender-responsive approaches for securing women's rights and increased participation in the security sector and governance issues. The results of this programme additionally contributed to Sustainable Development Goal (SDG) 16 and SDG 5, two of the ten SDGs which have been prioritised by the Zimbabwean government.²

I.2. Programme Context

Zimbabwe has ratified key international and regional human rights instruments that protect and promote women's rights and seek to address gender inequalities.³ The UNSCRs on women, peace and security (including resolutions 1325, 1820, 1888, 1889, and 1960) are applicable to the Zimbabwean context. Due to limited use and reference to these resolutions there is however limited knowledge and awareness of these instruments by both government institutions and civil society organisations. The reasons for the limited use and limited knowledge in government institutions is the existence of negative perceptions of the UNSCR 1325 and the implications that could follow if effectively engaged at the international level as well as the perception of the role of the security council in national security issues. All these instruments call for greater participation by women in all areas of decision-making, including peace processes and security matters, and for the effective protection of women from all forms of gender-based violence.

Since its independence, and especially since the late 1990s, Zimbabwe has faced a series of challenges. Among them are the polarisation of society along political lines, high incidence of violence, rapid increases in poverty, weak public service delivery and declines in the productive sectors. During the lead up to the 2008 elections and thereafter, there was

² The overall development goal of the GPS Programme according to the project document was to contribute towards an environment that promotes women's gender sensitive peace and security concerns in Zimbabwe. This goal was changed in the addendum 2 of 8 December 2014 it reads as, 'Peace and security are shaped by women's leadership and participation in Zimbabwe'. The three expected outcomes were originally: i) Gender equality commitments implemented in peacebuilding processes; ii) Inclusion of a gender perspective into security sector transformation initiative; and iii) Improved mechanisms for gender, peace and security issues in targeted rural communities. These outcomes were changed to two in the addendum 2 as follows: (1) Conflict resolution, conflict management and peacebuilding processes gender mainstreamed; (2) Improved mechanisms for gender, peace and security in communities.

³ The Convention on the Elimination of all forms of Discrimination against Women (CEDAW), the Protocol to the African Charter on the Rights of Women in Africa (PACRWC); the Millennium Declaration and the Southern Africa Development Community (SADC) Gender and Development Protocol. Zimbabwe has incorporated some of the norms and standards of these instruments into domestic laws and policies such as the new Constitution adopted in 2013, the Criminal Law Codification Act, the Protocol on Multi-Sectoral Protocol on the Management of Sexual Abuse (2003), National Gender Policy (2011-2015), the Legal Age of Majority Act and the Domestic Violence Act (2007).

violence in the political as well as private sphere, often building on unequal power relations. This crisis made it unsafe for women to participate in politics due to the prevalence of violence, intra and inter-party violence. The security sector was unable to adequately respond to the violence, especially against women and girls. Security mechanisms at community level failed to protect and prevent gender-based violence and other security threats, including displacement, and loss of life and assets. The situation has relatively improved and significant advances have been made to promote women's rights and gender equality. Further, several Chapter 12 Commissions, such as the Organ of National Healing, Reconciliation and Integration (ONHRI, now the NPRC), the ZEC, the ZHRC, the Zimbabwe Media Commission, and the Zimbabwe Anti-Corruption Commission have been established and have aimed to address violence against women issues and gender parity in representation. Nonetheless, women remain secondary actors at different levels of security policy making and face challenges to access justice.

Considering the challenges faced by women, there is a need to develop effective mechanisms to address the political violence, and to set up infrastructure for the protection of human rights. More critically, women should be involved in defining and participating in the protection and prevention mechanisms, as well as in implementing initiatives intended to secure safety for their political participation. In this regard, UN Women, with support from the Government of Norway, designed the GPS Programme to contribute towards an environment that promotes gender-sensitive peace and security initiatives in Zimbabwe.

1.3. Programme Description

The GPS Programme was in line with UN Women's mandate and corporate objectives of raising awareness and strengthening the capacities of women in transitional situations, and to contribute to promoting the integration of gender perspectives into all conflict resolution and peacebuilding initiatives. The goal of the GPS Programme was originally that 'peace and security are shaped by women's leadership and participation in Zimbabwe'. The Programme results contributed to two outcomes: i) conflict resolution, conflict management and peacebuilding processes was gender mainstreamed; and ii) improved mechanisms for GPS in communities.

The specific objectives of Phase 1 (2012-2013) of the Programme were to support key government institutions and partners to respond to GPS concerns in Zimbabwe. It also focused on women's participation in peace initiatives at all levels of peace and security policy making, strengthening capacities of security sector actors to respond to gender insecurities, and supporting mechanisms of peace at the community level. The project aimed at contributing to the prevention of politically motivated gender-based violence, gender insecurities and VAW. The GPS Programme contributed towards an environment that addresses women's gender-sensitive peace and security concerns in Zimbabwe.

The specific objectives of Phase 2 (2014-2016) were to ensure that peace and security is shaped by women's leadership and participation in Zimbabwe. The implementation focused on conflict resolution, conflict management and peacebuilding processes to be gender mainstreamed. The Programme further aimed at improving mechanisms for GPS in

communities. The objectives of Phase 3: (2017-2019) were influenced by the fact that Zimbabwe was preparing for harmonised elections. The main objective was to support women's participation in electoral processes and support initiatives that would contribute to the promotion of a peaceful environment in the 2018 elections. UN Women focused on the outcome of laws, policies and strategies to promote women's participation in decision-making processes and structures at national and local levels. The objective was to ensure that laws were formulated, enforced, implemented and monitored in line with national, regional and international provisions. The GPS Programme contributed towards strengthening the capacity of the ZEC to formulate and implement measures that promoted women's participation in electoral processes; strengthening capacity of key stakeholders to design and implement initiatives to mitigate VAW in politics and strengthening the capacity of ZGC to monitor and enforce laws, policies and strategies to promote women's participation in decision-making processes.

Strengthening capacities for gender-sensitive capabilities for peace and security in Zimbabwe – Overview of the Results by Phases of the GPS Programme:

Goal Phase I: Contribute towards an environment that promotes women's gender-sensitive peace and security concerns in Zimbabwe.

Outcomes

1. Gender equality commitments implemented in peacebuilding processes
2. Inclusion of a gender perspective into security sector transformation initiatives
3. Improved mechanisms for GPS in targeted rural areas

Goal Phase II and III: Peace and security shaped by women's leadership and participation in Zimbabwe

PHASE 2: Overall development Goal: *Peace and security are shaped by women's leadership and participation in Zimbabwe.*

Outcome 1: Conflict resolution, conflict management and peacebuilding processes gender mainstreamed.

Output 1.1: Gender-sensitive perspective mainstreamed into training curricula of the different security sector and academic institutions.

Output 1.2: Improved knowledge on GPS among Curricula Advisory body, tutors and lectures from the security sector training institutions.

Output 1.3: Strengthened capacities of women leaders to engage in conflict resolution, mediation, management and leadership processes.

Outcome 2: Improved mechanisms for GPS in communities.

Output 2.1: Enhanced knowledge on GPS issues among local and traditional leaders and rural community women in selected areas.

PHASE 3: Overall development Goal: *Peace and security are shaped by women's leadership and participation in Zimbabwe.*

Outcome 1: Conflict resolution, conflict management and peacebuilding processes gender mainstreamed.

Outcome 2: Improved mechanisms for GPS in communities.

Output 1: Strengthen the capacity of the ZEC to formulate and implement measures that promote women's participation in electoral processes.

Output 2: Strengthened capacity of key stakeholders to design and implement initiatives to mitigate violence against women (VAW) in politics.

I.4. Key Stakeholders

This programme has been delivered through partnership with a number of stakeholders, with the overall technical guidance and delivery of programme procurement and inputs by UN Women. These include government ministries and departments (MWAGCD, Ministry of Defence, Ministry of Home Affairs, Ministry of Foreign Affairs and International Trade [MoFA] and ONHRI), Chapter 12 Commissions (ZGC, ZEC, NPRC and ZHRC), academic institutions (Institute of Peace Leadership and Governance of Africa University, ICS, NDC, ZSC, Solusi University, BUSE, NUST, the Africa Gender Institute of the University of Cape Town) and Civil Society Partners (Africa Community Publishing Trust, Musasa Project, Zimbabwe Young Women's Network for Peacebuilding (ZYWNP), PACDEF, Better Life Foundation, Zimbabwe Women Lawyers Association (ZWLA), Women's Coalition of Zimbabwe (WCoZ), Zimbabwe Peace and Security Programme, Female Prisoners Support Trust (FEMPRIST), Southern African Development Community Regional Peacekeeping Training Centre (SADC RPTC), the African Centre for Transformation and Inclusive Development (ACTIL, Kenyatta University), Zimbabwe Women's Parliamentary Caucus (ZWPC).

2. Purpose, objectives and scope of the evaluation

2.1. Purpose of the evaluation

The overall purpose of the final evaluation is to assess progress towards achievement of the objectives of the GPS Programme at national, district and community levels. The progress is measured against the standard evaluation principles of relevance, effectiveness, efficiency, sustainability and impact since its inception in November 2012. The lessons learnt from this evaluation will inform the design of UN Women's future work around peace and security in Zimbabwe.

The final evaluation report sought to enhance overall understanding by providing an answer to what was going to be evaluated and how.⁴ It includes the following:

- Proposed methods and analysis frameworks (including causal or contribution; gender equality and human rights analyses);
- Data collection methods, procedures and sources;
- Review of documentation, scoping conducted, and programme theory or theory of change (ToC); and
- A work plan with associated activities, deliverables, timetable, roles and responsibilities, as well as travel and logistical arrangements for the evaluation team;
- Elaboration of how key findings, lessons learnt, conclusions, recommendations were arrived at.

2.2. Evaluation objectives and scope

The principal objectives of the final evaluation were to assess the relevance, effectiveness, efficiency, sustainability and impact of the GPS Programme in Zimbabwe. The evaluation was guided by UN Women Evaluation Policies and United Nations Evaluation Group (UNEG) guidelines on Integrating Human Rights and Gender Equality in evaluation (<http://www.uneval.org/document/detail/1616>) and the UNEG Ethical Guidelines for evaluation. The following key principles were respected: national ownership and leadership; fair power relations and empowerment; participation and inclusivity; independency and impartiality; transparency; quality and credibility; and innovation. The final evaluation report will be made publicly available on the UN Women Global Accountability and Tracking of Evaluation (GATE)

⁴ UNEG [Standards for Evaluation in the UN System](#) instruct that 'the final evaluation report should be logically structured, containing evidence-based findings, conclusions, lessons and recommendations, and should be free of information that is not relevant for overall analysis. A reader of an evaluation report must be able to understand: the purpose of the evaluation; exactly what was evaluated; how the evaluation was designed and conducted; what evidence was found; what conclusions were drawn; what recommendations were made; what lessons were distilled'. The evaluation report should also explain the context in which the intervention and the evaluation took place.

System <http://gate.unwomen.org/>. It will therefore be disseminated during regional, national and district meetings. UN Women will be specifically responsible for developing management responses and action plans to the evaluation findings and recommendations.

2.3. Programme Coverage

The final evaluation assessed progress made in the six years of programme implementation (2012-2019) in which the UN Women worked with national and local institutions including women, girls and men involved in the GPS agenda in Zimbabwe. At national level, the Programme worked with 27 institutions. At the local level, the Programme was implemented in eight districts across the country. The Programme implementation started in Masvingo, Tsvingwe and Mwenezi and was expanded to Bindura, Seke, Victoria Falls, Mutoko and Gwanda, bringing the number of districts to eight.

2.4. Evaluation Criteria

The evaluation was guided by OECD DAC's evaluation criteria of relevance, effectiveness, efficiency sustainability and impact. The evaluators developed specific review questions.

The evaluation assessed:

- the extent to which the Programme has been conceptualised, planned and designed to respond to the provisions outlined in the normative frameworks on gender equality and women's peace and security which provide a comprehensive framework within which women's protection and their role in conflict prevention and resolution can be addressed.
- the progress in achieving planned programme goals, outcomes and outputs stated in the Programme document, any intended and unintended effects on gender equality, women's rights, including the use of innovative approaches.
- how economic GPS Programme resources/inputs were converted to results; considering inputs and outputs i.e. assessing value for money and management of the budget.
- the sustainability of results as well as documenting the strategies that have been put in place to ensure sustainability of results.
- the evaluation further identified and documented any key contributions and added value of short term and long term intended and unintended, positive and negative effect of the GPS Programme.

2.5. Gender and Human Rights

The evaluation was conducted in an inclusive manner where stakeholders participated from the design to the validation of the findings. The stakeholders were likewise consulted on decisions about what will be evaluated and how the evaluation will be done. The approach followed the guidelines provided in the UNEG guidance and from the UN Women evaluation policy. Gender equality and human rights perspectives were integrated in the evaluation. The evaluation paid

attention to groups who benefitted and contributed to the GPS Programme. Participants were disaggregated by relevant criteria of disadvantaged and advantaged groups depending on their gender or status such as women/men, class and location, to assess whether benefits and contributions were fairly distributed and to live up to the notion of ‘leaving no one behind’.

3. Methodology

3.1. Introduction

The evaluation methodology was developed and presented to the Evaluation Reference Group for review and input. The report presents a description of the methodology applied to the evaluation which clearly explains how the evaluation was specifically designed to address the evaluation criteria, yield answers to the evaluation questions, and achieve evaluation purposes and objectives. This section presents a summary of the methodology.

3.2. Sampling

The selection of participants was done at national and district levels. At national level, the evaluation utilised a purposive sampling approach to key participating stakeholders and implementing partners to the GPS Programme to fully understand roles played by each institution and the interventions they participated in. Programme beneficiaries and implementers were interviewed in this evaluation. The GPS Programme evaluation team mapped several institutions for participation in the evaluation and these included government partners, research and academic institutions, UN agencies and CSOs. Key stakeholders who participated in the evaluation included UN Women Zimbabwe Country Office, United Nations Development Programme (UNDP), Chapter 12 Commissions, CSOs, academic and research institutions, key government departments and the funding partners that contributed in planning and implementation of the GPS Programme.

Table I: Institutional key informants representing organisations participating in the GPS Programme interviewed for this evaluation:

Institution	Female	Male	Total
Academic and Research Institutions	0	6	6
Civil society	2	1	3
Government and Commissions	4	3	7
Parliamentarians	6	0	6
UN Women and UN Agencies	3	0	3
Staff of Implementing Partners	2	0	2
Donor	1	0	1
Totals	18	11	29

Overall, women’s participation was higher than that of men. However, it was striking that academic and research institutions that developed all GPS curricula were represented by men only. For Parliamentarians, evaluators confirmed that no male respondents participated because none had ever received any capacity development in the GPS Programme.

At district level, the final evaluation sampled four out of eight districts where the GPS Programme was implemented. A review of programme activity reports was conducted to identify the activities implemented in each district. This analysis was used to identify districts that provided a cross section of activities implemented at a local level in the eight targeted districts by the GPS Programme. The four sampled districts are Masvingo Ward 10B in Masvingo Province; Tsvingwe in Manicaland; Mutoko in Mashonaland East; and Gwanda in Matabeleland South. Among the sample, there are two rural and two urban districts. This represents 50% of GPS Programme districts. These districts were purposively sampled by the reference group using the criteria of level of investment and the spread and depth of the types of activities conducted during the GPS Programme implementation. The evaluation team visited all these four districts. The evaluation thus drew participants from stakeholders involved in the GPS Programme including direct beneficiaries who are in WPCs, traditional leaders and beneficiaries that include government ministries and departments, Chapter 12 Commissions, CSOs and traditional leaders at community.

In terms of sample size:

Primary data at community level was collected from 80 women and 12 men through KIIs and Focused Group Discussion (FDGs) in Tsvingwe Masvingo, Gwanda, Mutoko and Mutare. In total, twelve (12) FDGs were conducted. Some FDGs had special features: two were mixed groups (male and female), one was a male only, and rest were women only. In Masvingo, where the turnout was large, the women were put into FGD of women below 35 years, one of those above 35 and the last one was for peace journalists only.

Table 2: Gender disaggregated data of respondents:

	KII		FGD (number of attendees)		Total
	Female	Male	Female	Male	
PACDEF	1	2			3
Tsvingwe	2	0	11	1	14
Masvingo	2	1	45	3	51
Gwanda	4	0	10	0	14
Mutoko	1	1	4	4	10
Total	10	4	70	8	92

Annex 6.5 shows details of samples of key informants.

Table 3: Focus Group and key informants at community level:

Area	Population (2018)/ Direct project reach	Number of FDG - Sample Size	Actual FDGs and KIIs Conducted
Tsvingwe	52 members trained over the years	3 groups of between 6-15	Conducted 2 FDS: one group of women only, and the other mixed Conducted 2 KII

Masvingo-Ward 10B	12 Core Members 22 new trainees, 150 members of savings clubs	3	Conducted 4 FGS: one for over 35 women, one for under 35 women, one for women peace journalist, one for men. Conducted 3 KII
Gwanda (urban) 10 urban awards	52	3	Conducted 6 Focused Group Discussions as groupings were ward for least inconvenience to respondents.
Mutoko	Hoyuyu-Nyamuzizi Resettlement	4	Conducted one mixed FDG and 2 KIIs.

3.3. Data Collection Methods

In this evaluation, the consultants used a mixed method approach to enrich data quality that resulted in the crystallisation of a comprehensive assessment of the impact evaluation. The approach moreover helped to make the evaluation utilisation focused, gender-responsive and explicitly integrated universal human rights-based approaches to data management. In this regard, the evaluation utilised gender sensitive participatory methods for data collection and in developing case studies and harvesting Most Significant Change (MSC) stories. Primary and secondary sources of data were utilised to inform findings of the evaluation. The mix of methods allowed for information to be triangulated and verified. Qualitative data collection was mainly collected from FGDs, KIIs, and MSC case study stories and quantitative data was mainly drawn from secondary data sources such as partner and GPS Programme reports. Data related to outcomes was mainly derived from project documents, quarterly reports and annual reports to Norway.

The key informants were representative of the three phases of the Programme, and recipients of various interventions of the Programme, and gave both individual and institutional responses to the questions of the evaluation. The data collection methods included document review, in-depth interviews or KIIs and FGDs. KIIs targeted community-based institutions which contributed to the implementation such as PACDEF, and entities that assisted in coordinating WPCs, namely Better Life Foundation and Gwanda Town Council. Some key members of the Peace Committee, who were by virtue of being the core members, or trainer of trainers such as Peace Journalist, and thus played a leadership role, were interviewed as KIIs. Snowballing technique was used to identify other people who could either be KII or MSC narrators. Observation techniques were employed for assessing physical structure and products made. Pictures were taken as evidence. Photography and audio recordings were similarly used to capture stories. The evaluation noted that the district sampling showed the following characteristics: one urban, one peri-urban, and two rural; both the earlier WPC formations and later formations are included. Internet searches were used to track the accessibility of knowledge products beyond the project participants.

3.4. Stakeholder Participation

UN Women supported the establishment of the reference group and management committee as structures to facilitate stakeholder participation. Primary stakeholders of the GPS Programme included the UN agencies, government ministries, CSOs and Academia. These participated in the evaluation in various ways as:

- a) reviewers of the evaluation design;
- b) respondents during the consultations;
- c) reviewers of the draft evaluation report; and
- d) participants in the national validation meetings

3.5. Limitations to the evaluation

The following were limitations of the evaluation:

The GPS Programme suffered from lack of continuity of staffing and management. In this regard, the evaluation team took steps to ensure that they have an accurate understanding of the Programme and developed evaluation data collection tools that accurately measure the Programme's progress and phases as in the revised log frame. Interviews were held with staff and management who joined at various stages of the GPS Programme in order to consolidate the Programme's life span for the past six years.

One limitation in this evaluation was its timing. The country experienced protests and violence in January 2019 which negatively impacted peace and security in the country. This led to delays in evaluation related activities. Data collection took place in the context of contestation of views, opinions and regarding the causes of loss of life, destruction of property and the disruption to the peace and security of people across the country. However, the evaluation team managed to speak to over 85% of the stakeholders involved in the Programme. This number provides enough representation of the views of stakeholders.

3.6. Validity and reliability of data

All data from the field visits was collated, triangulated and verified before conclusions were made. To maintain data validity and reliability, evaluators administered similar tools and all tools contained multiple questions that were aimed at answering the same questions. More importantly, the evaluation team pre-tested data collection tools to ensure high validity and reliability at national level.⁵ Evaluators used multiple methods of data collection and analysis (triangulation), which allowed for validation across multiple methods and sources. The Evaluation Reference Group was responsible for reviewing all outputs (Inception and Draft Report) and providing advice on the design of the evaluation. Before the validation process with key stakeholders, the evaluators developed an interim report that was reviewed by the evaluation management and reference groups. This was an opportunity for the evaluation team to present findings, the emerging trends from primary data collection and receive feedback. A validation meeting with the evaluation reference group was conducted where the findings, conclusions and recommendations were further examined and refined.

⁵ Validity refers to the accuracy of the data, i.e., whether or not data collection tools are measuring what they are intended to measure. Reliability refers to the extent to which the same findings would result after utilizing the same method of data collection multiple times.

3.7. Data Analysis

Data analysis included an assessment of what the information seeks to answer on each evaluation question. The evaluators triangulated information using various data sources in order to ensure that the findings were robust. Ultimately, evaluators made conclusions based on evidence. To increase the gender-responsiveness of evaluation report, the evaluators used a gender analysis framework. Whilst undertaking the data analysis,⁶ the evaluators sought information that helped to reveal how women's participation in the Programme was influenced by context, relationships and power dynamics obtained during the GPS Programme implementation.

3.8. Confidentiality and ethical code of conduct

Given the fact that GPS is a sensitive issue in the Zimbabwean context, research in this area required precautionary measures. Therefore, the respondents' anonymity, as well as the non-attribution of their answers, were carefully safeguarded to protect the safety (both physical and psychological) of both respondents and data collectors. The evaluation was carried out following UNEG's Norms and Standards,⁷ UN Women Evaluation Policy as well as the Ethical Guidelines for evaluations in the UN system.⁸ This evaluation adopted the Ethical Guidelines, in particular: 1) respect for dignity and diversity; 2) right to self-determination; 3) fair representation; 4) alignment with codes for vulnerable groups; 5) redress; 6) confidentiality; 7) avoidance of harm. The evaluation team sought permission first if direct quotes were being attributed. The evaluators created a 'safe space' to enable the participation of those respondents that had sensitive information to share. For each participant, informed consent to participate in the evaluation was ensured. Critical ethical considerations for data collection incorporated in the evaluation design included the following:

- Data collection visits were organised at the appropriate times and places to minimise risk to respondents;
- Interviewers provided information on how individuals in situations of risk could seek support;
- A plan was in place to protect the rights of the respondents, including privacy and confidentiality;
- The evaluation team was trained in collecting sensitive information, and where the topic of the evaluation may touch on VAW, evaluators have previous experience in this area.

⁶ The evaluation did not put much weight on survey data returns. First, only six returns were received. Second, all respondents came from institutions in which evaluators managed to conduct either in-depth interviews or FGDs. Finally, most of the responses tended to validate the data that was collected from face-to-face interactions where it was more effective to observe and appreciate the context, relationships and respondents' power dynamics. This better informed the analysis of data collected and ensured assessment of human rights and gender equality responsiveness.

4. Findings

This section presents the findings of the evaluation organised around the following topics:

- Relevance
- Effectiveness
- Efficiency
- Impact
- Sustainability

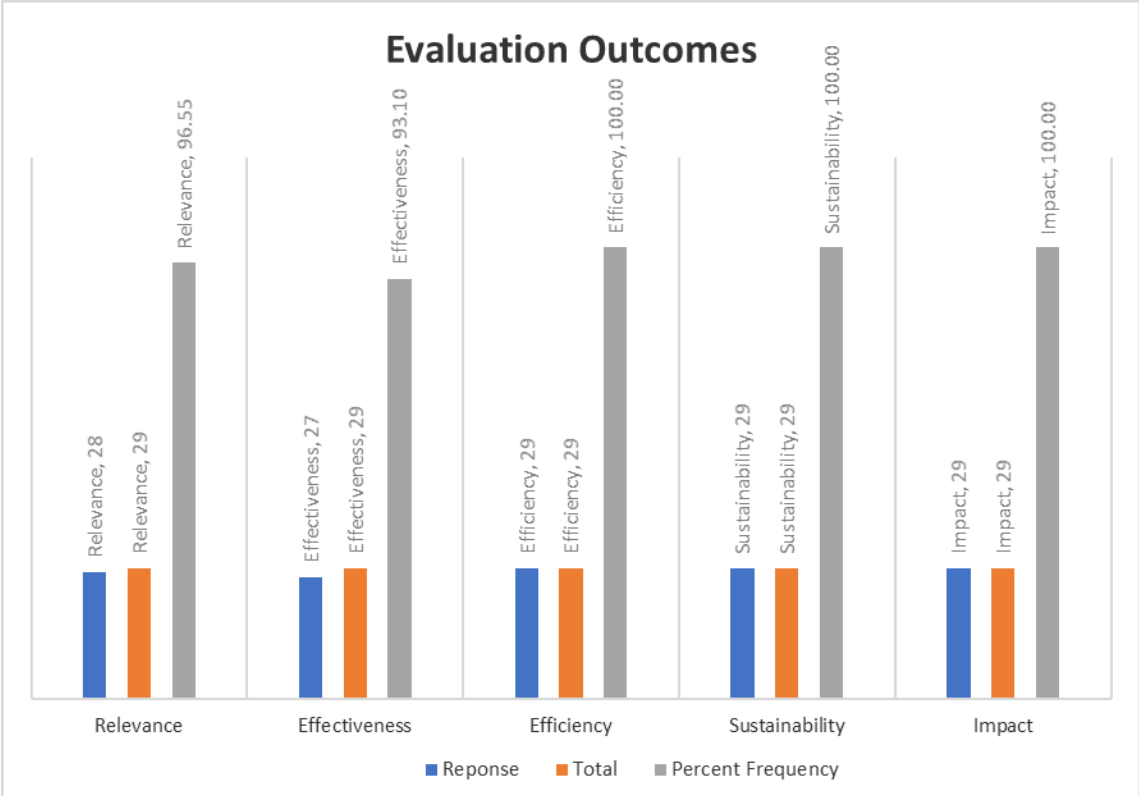
Overall, the evaluation findings reveal that the GPS Programme was transformative, ensured value for money, positively impacted lives and changed the national and local community discourse and actions on GPS in Zimbabwe.

4.1. Summary Evaluation Outcomes at National Levels

- **Relevance:** 96.55% of the respondents considered the GPS Programme relevant and responsive to Zimbabwe's GPS agenda.
- **Effectiveness:** 93.1% of the respondents attested that the GPS Programme was effective delivering the Programme results.
- **Efficiency:** All respondents (100% of the institutions) noted that programme implementation by their institutions/organisations was done in a timely manner and within the allocated budgets.
- **Sustainability:** At national institutional levels 100% of the respondents confirmed that the momentum built by the GPS Programme is now irreversible in their institutions.
- **Impact:** All key informants (100%) to this evaluation attributed some of the key achievements, such as the positioning of women in strategic positions of women's leadership in the peace and security arena at community and national levels, to the GPS Programme.

4.1.1. Results analysis and findings at national level

Below, the evaluation graphically shows the findings of national institutions under the evaluation criteria of relevance, effective, efficient, sustainable and impact of the GPS Programme over the six years of implementation. These outcomes are derived from the key informants' responses given on evaluations outcomes responses presented below.



This graph represents the number of respondents per evaluation criterion at national level. It then summarises the percentage of respondents who evaluated each criterion. The figures on top of each criterion represent the number of those who responded. Details are given in the text below.

4.2. Relevance

At national level, 96.55% of the respondents considered the GPS Programme relevant and responsive to Zimbabwe’s GPS needs and priorities. There was a convergence of views between community level and national respondents that most initiatives and interventions they participated in helped them at personal, community and institutional levels. Through the GPS Programme, UN Women built the consciousness and capacities of key government and non-governmental partners to respond to the GPS concerns in Zimbabwe. The Programme adapted to the changing social, economic and political context which is demonstrated through the revisions of the project’s outcomes and outputs. Given the evolving conceptual framing of peace and security within the country and the region, the Programme adapted to its operational context and has applied flexible programming principles to enable achievement of its strategic objectives. Consequently, the Programme has transitioned through three phases. This resulted in changes in partners who could implement in line with the new outcomes and outputs. The GPS Programme was guided by the relevant international (national and regional) normative frameworks for gender equality and women’s rights, UN system-wide mandates and organisational objectives. Given the evolving conceptual framing of peace and security within the Southern African Development

Community region, the Zimbabwe GPS Programme effectively adapted to its operational context and applied flexible programming principles to enable achievement of its strategic objectives. The evaluation approach thus mirrors the realities of the GPS Programme context and its flexible programming principles.

While the project goals, outcomes and outputs were amended at different stages, the amendments ensured that the project remained relevant to the evolving country context. For example, the overall development goal in the initial time frame was to ‘contribute towards an environment that promotes women’s gender-sensitive peace and security concerns in Zimbabwe’. The outcomes were: a) gender equality commitments implemented in peacebuilding processes; b) inclusion of a gender perspective into security sector transformation initiative, and c) improved mechanisms for gender, peace and security issues in targeted rural areas. The project goal was amended in 2014 after two years of implementation to ‘peace and security are shaped by women’s leadership and participation in Zimbabwe’. The outcomes were changed as follows: a) conflict resolution, conflict management and peacebuilding processes gender mainstreamed; and b) improved mechanisms for GPS in communities. In 2018 the target groups became national institutions which had a pivotal role in monitoring violations related to GPS. They had a strategic role to play in elections and facilitating women's peaceful participation in elections. The amendments contributed positively to the Programme by ensuring that it was responsive to the changing context in the country it therefore remained relevant.

Consideration was given to the evolving nature of the offerings by implementing partners over a six year period. Therefore, data was collected covering the three phases of the GPS Programme. The evaluation furthermore assessed the extent to which the GPS Programme built institutional capacities, improved empowerment and participation of women in Zimbabwe.

4.2.1. Alignment to National, Regional and International priorities

The GPS Programme interventions in Zimbabwe were relevant as they contributed to the state’s capabilities in meeting its obligations with regard to its international, regional and national commitments. Key relevant obligations directly impacted are listed below:

- The UNSCR 1325 that obliges all member states to engage women in all aspects of peacebuilding, including ensuring women’s participation in all levels of decision-making on peace and security issues. Resolution 1820 links sexual violence as a tactic of war, demands a comprehensive reporting and adoption of concrete protection and prevention measures to end such violence.
- The GPS Programme was relevant as it built up national commitments to the United Nations Convention on the Elimination of All Forms of Discrimination against Women (CEDAW) that provides a comprehensive framework within which women’s protection, participation and their role in conflict prevention and resolution can be addressed.

- GPS Programme fit within the UN Women global mandate: One of the strategy priorities is: ‘women and girls contribute to and have greater influence in building sustainable peace and resilience and benefit equally from the prevention of natural disasters and conflicts and humanitarian action’ and was in line with UN Women mandate and corporate objectives of raising awareness and strengthening the capacities of women in transitional situations and to contribute to promoting the integration of a gender perspective into all conflict resolution and peacebuilding initiatives. This strategic priority works globally to make the vision of the SDGs a reality for women and girls and stands behind women’s equal participation in all aspects of life.
- SDG 5 on gender equality and SDG 16 to promote just, peaceful and inclusive societies.
- At African Union (AU) level, the Programme contributed to the aspirations of: The Solemn Declaration on Gender Equality (2004), Protocol to the African Charter on Human and Peoples’ Rights and the Rights of Women (Maputo Protocol, 2003) AU Gender Policy, and African Union Constitutive Act (2001).
- The Southern African Development Cooperation (SADC) Protocol on Gender and Development, specifically Article 28, calls on state parties to take measures that result in the equal participation and representation in key decision-making positions in conflict resolution and peacebuilding processes. Further, state parties should take necessary steps to prevent and eliminate the incidence of human rights abuses, especially of women and children and ensure that perpetrators of such abuses are brought to justice before a court of competent jurisdiction during times of armed and other forms of conflict.
- At national level, the GPS Programme contributed to the aspirations of the Constitution (section 17, 56 and 80), and specifically to the support of the mechanisms for peacebuilding through the NPRC and other Chapter 12 Commissions which contribute to GPS. Other instruments are the National Gender Policy (2013), the New Gender Policy (2017). The goal of the latter is to eradicate gender discrimination and inequalities in all spheres of life. One of the five guiding principles of the policy is ‘Peace and Harmony at Family, Community Level and National level’, it results in fair appropriation, ownership and control of productive assets as well as meaningful participation in decision-making and activities for development (MWAGCD 2018).

4.2.2. Relevance of the GPS Programme to the needs of women and girls

Acquisition of knowledge on GPS has enhanced women’s leadership skills and aspirations. In eight of Zimbabwe’s ten provinces 477 women, many for the first time, contributed to the resolution of conflict and development challenges in their communities. WPC members acquired skills as community mediators and gained relevant field experience (e.g. 13 women leaders were election observers in the 2018 elections).

At community level, the GPS Programme was highly relevant in supporting mechanisms for peacebuilding. The collapse of the Zimbabwe formal sector, particularly of industry and closure due to underperformances of some mining concerns which largely employed men, negatively affected household incomes. The financial strain contributed to gender-based violence. In response, the WPCs contributed to conflict resolution, peacebuilding as well promoting entrepreneurship. Programme participants in communities deeply appreciated how the Programme developed practical linkages between peacebuilding and entrepreneurship, thus addressing gendered economic insecurities. Through the establishment of community healing gardens and savings clubs, the WPCs contributed to address economic security in the communities.

Gwanda: Projects done by women at their clubs



Picture credit: Stembile Mpofu

Women in Gwanda are conducting income generating activities in their clubs as a result of the GPS Programme. Ruth Mpofu on the first picture expressed gratitude with the support that was brought through the peacebuilding project. Her club also sold its products in Canada. They keep their city clean through recycling papers which are utilised to produce bags, hats and mats to generate. This has reduced the women's dependency on their male counterparts. Ms Mpofu additionally narrated that the clubs were helpful because they empowered women to speak out and seek solutions for the situations they were facing in their homes. Further through the clubs, women offered each other moral and psychological support. This contributed to resolution of domestic issues in their homes.

Effective communication systems emerged through the project in the form of a cell phone sms based, early warning system for conflict prevention, and an innovative news platform. The SMS communications platforms were critical in that they facilitated knowledge sharing and sending alerts of cases of VAW, community incidents or issues of concern for response. Through the efforts of peace journalists, the WE Connect, a newsletter was produced by the WPCs to share information on gender and security concerns across the eight districts. Women's voices were not only heard through advocacy, but they also participated in national governance processes.

Gender mainstreaming of the traditional justice system has challenged long standing taboos that are prevalent in Zimbabwean and many Southern African traditions when it comes to inclusion of women. The traditional court, or 'inkundla', has through history been a place for men only. The GPS Programme addressed the need to engender the justice system and fostering an inclusion of women in the system.

The GPS Programme has equipped women with self-confidence and knowledge of citizen's rights; thus, they are now empowered to claim their rights and take proactive steps such as initiating the construction of a school in Masvingo. Later the women demanded that the Local Authority and the school authorities take responsibility and fulfil their mandates.

All districts visited, like the rest of Zimbabwe, are faced with the scourge of child marriages, girl child school drop-outs, gender-based violence, and marginalisation of women in decision-making processes. Of the districts visited, Mutoko, a rural resettlement area, has the highest levels of GBV and child marriages. The resettlement areas consist of resettled former farm employees; the majority have foreign origin. The headmen/women are elected, unlike most parts of country leadership, through lineage. Consequently, in the Hoyuyu/Nyamuzizi area, elected traditional leadership is not honoured as in areas of lineage-based leadership. Thus, the communities have limited traditional checks and balance mechanisms in place. Patriarchy is highly entrenched within the traditional leadership who, in contrast to the Masvingo leadership, are highly exposed to new ways of thinking. Furthermore, the families are sparsely populated, and insecurities are high. The FGD in Mutoko shared extensively on current levels of need. Cases of abuse and violations go unreported because of risk to personal security. The communities, though not as remote as other parts of the country, can be isolated and have therefore not made progress in embracing new ways of thinking. Connection to the electricity grid is said to be more than 10 km radius from Mutoko centre, so access to TV and radio is limited. Generations are said to have lived in a vicious cycle of gender-based violence which they have internalised as the norm. The predominance of the Apostolic Faith John Marange, which promotes polygamous and forced marriages, with no regard for the age of the girl child, has made the situation highly complex. The girls who escape from GBV at home and forced marriages in the church, come to Mutoko centre where there are limited employment opportunities. As a result, many end up involved in drugs and child prostitution. An initiative to increase an awareness of GPS matters in a needy community is highly relevant. Conflict and insecurities faced by communities include domestic violence, gender-based conflicts between spouses, disputes related to control of resources in families, abuse of children especially orphans, abuse of the girl child, abuse of the boy and girl children, and early marriages of girls. GBV associated with small scale artisan mining were said to be common particularly in Masvingo Ward 10B, Gwanda and Tsvingwe.

Women beneficiaries attested to the profound relevance of the GPS Programme at a personal level by meeting their self-actualisation needs. In as much as Zimbabwe has an acclaimed high literacy rate of 95%, the 5% largely consists of women. Women who are illiterate are often

excluded from many opportunities, and their confidence in taking up community leadership is greatly curtailed.

4.2.3. Relevance to the needs and priorities of institutional stakeholders

Stakeholders lauded the ability of the Programme to build bridges among many disparate institutions through practical training programmes; capacity development exposure programmes and collaborative learning in gender mainstreaming, peacebuilding and how to put into action women leadership development. Women MPs; women in Chapter 12 Commissions and women from civil society attributed their current confidence in leadership. The GPS Programme was relevant to the academic and research institutions as it enhanced the quality of the courses, they offer by making them gender mainstreamed. Furthermore, they have been inspired to be innovative and design new courses.

The GPS Programme has been relevant in supporting the mechanisms for peacebuilding at community level. It has resulted in an improved mechanism for peace and security. The support to the Implementing Partner PACDEF has been relevant as it made it possible for the implementing partner to have the ability to respond to eight communities in six provinces. The evolving needs and priorities of communities, particularly of women, have been addressed by the Programme. Prior to the GPS initiative, PACDEF had already been implementing other programmes on the ground. The added intervention brought in a dimension that has a complementing, unifying and integrating component. In Tsvingwe (Manicaland) and Ward 10B Masvingo, PACDEF built the GPS Programme on a strong foundation of the women's rights work undertaken by WCoZ. The establishment of viable WPCs is foundational to the backbone for the mechanism for peace and security at community level. Members of the WPCs are also active members of the WCoZ which is the main umbrella body championing women's rights. The work by Zimbabwe Lawyers for Human Rights on citizen rights was echoed in FDGs in Mutoko, Gwanda and Masvingo as a major input into their life journeys. The Health Clubs initiated by World Vision in partnership with the Gwanda Municipality have also been a rallying point for peacebuilding through Recycled Waste Crafts. The Mutoko Drama Club has a strong conceptual framework for guiding the scripts for their drama performances, showing the relevance of the Programme. All these efforts and initiatives have been coordinated through the GPS Programme.

4.3. Effectiveness

Effectiveness measures the extent to which the GPS Programme has achieved its intended outputs and objectives. Progress on results at outcome and output level is measured as per indicators in the Programme Log frame. The discussions in this section take into consideration all the three phases of the log frame. As discussed earlier the Programme has gone through three phases.

From the evaluation, 93.1% of the respondents attested that the GPS Programme was effective in the delivery of UN Women's mandate and programme objectives in Zimbabwe around GPS issues. Views expressed at community levels in terms of effectiveness were attributed to implementing partners' initiatives that dealt with conflict resolution, conflict management,

peacebuilding processes and gender mainstreaming. Communities rated the GPS Programme as very effective at improving mechanisms for GPS in communities. The effectiveness of the Programme at community level has been demonstrated in three of the four districts visited, giving it a 75% rating. The GPS Programme had overall effectiveness in contributing towards an environment that promotes gender-sensitive peace and security concerns in Zimbabwe and to peace and security being shaped by women's leadership and participation, as well as to strengthening mechanisms for peace in communities. The Programme was effective in that it enabled key government institutions and implementing partners to respond to gender peace GPS concerns in Zimbabwe. It brought a heightened level of awareness on gender and more active advocacy in peace and security policy making, strengthening capacities of security sector actors to respond to gender insecurities. The respondents believe the Programme substantially and positively contributed towards an environment that promotes gender-sensitive peace and security concerns in Zimbabwe, focusing on three areas which include: women's participation at all levels of peace and security policy making; strengthening capacities of security sector actors to respond to gender insecurities; and supporting mechanisms for peacebuilding in Zimbabwe.

4.3.1. Phase I

Outcome 1.1: Women's participation at all levels of peace and security policy making

Indicator: Number of women in decision-making positions and impact with respect to peace and security policy making.

Following the adoption of the new Constitution in 2013, the proportion of women in the National Assembly increased from 14% to 32% and in the Senate from 33% to 48%, resulting in an overall representation of 34% women. In the 2018 elections, this proportion was reduced to 31%. Women's representation has receded with each election at the local level – from 18% in 2008; to 16% in 2013 to 14% in 2018. As a result, the ZGC made a concerted effort to advocate for increased representation of women in all spheres of life in line with the Constitution, taking over from where other previous institutions such as the ONRHI had left off. There has been an increase in the number of women deployed to peacekeeping missions within the security sector as well as promotions to key decision-making positions; the army and police now include women at brigadier and commissioner levels. Through women's collective agency in Masvingo four women now sit in the traditional court. They make up half of the leaders who sit at the court and this has resulted in gender-sensitive determinations on women's peace and security concerns being passed by the court. Gender mainstreaming of the traditional justice system has challenged long-standing taboos, not only in Zimbabwean but in many Southern African traditions. The traditional court or 'inkundla' has throughout history been a place for men only. The GPS Programme has been an effective tool for dismantling the exclusion of women in traditional justice delivery.

Output 1.1.1: Women leaders in political parties skilled in conflict resolution and management.

Before the influence of the GPS Programme, debate on the security sector and its policies was generally polarised with women side-lined in discussions. Women feared attack when participating in political processes given the violence in the 2008 election run-off. As a result of the project, women gained confidence to participate in national debates on politics and peace and security issues. UN Women has made significant progress in achieving this result through capacity-development initiatives and support for women leaders. Women leaders who have received skills through this programme have been appointed to strategic positions. Some examples are the current Minister of Defence, Oppah Muchinguri, the current Minister of Information and publicity, Monica Mutsvangwa, and the first female Air Commodore, Ellen Chiweshe, all of whom were beneficiaries of this programme. The ZGC chairperson Commissioner Mukahanana benefitted from capacity building efforts on women's role in mediation, conflict resolution and transformation. She is now a co-chair of the national political dialogues in the country which are meant to promote, peace and social cohesion. This is an important political position in which women are playing a key role in conflict resolution and mediation to promote peace and security. Out of the 30 women political leaders from the three major political parties who received training on leadership, conflict resolution and management through this project, several of the female Parliamentarians played a key oversight role in Parliament, particularly when it came to debates on laws that adversely affected women's rights. For example, the women MPs, through the ZWPC, advocated for the amendment of the Electoral Bill of 2018 calling for political parties to desist from violating the rights of female MPs and community members during elections. MPs capacitated through this project also took part in the campaign on VAW – Me Too Movement. Priscilla Misihairambwi, together with other female MPs, took a leading role in denouncing the verbal, sexual and emotional abuse of women in politics. She strongly advocated for a political parties' code of conduct that could have legal teeth in relation to those who perpetrated violence in their communities. MP Mutsvangwa played a key advocacy role in the 50-50 campaign for gender equality as a member of the ZWPC. Women leaders were able to collaborate across the political divide on issues that would advance gender equality. UN Women developed the capacities of 30 women leaders, including members of the G20 (it included women from political parties), that had significant influence in the constitution making process despite their political affiliations. This group advocated for a gender-responsive constitution which called for the creation of the NPRC. The G20 provided a link and feedback between women in constituencies and the constitution drafters.

Output 1.1.2: Gender equality mainstreamed in the policies and programmes of the transitional bodies.

Transitional bodies such as ONRHI, as well as the Joint Monitoring and Implementation Committee, created specific gender clusters which had the specific mandate to ensure that the programmes were gender-sensitive. Further Constitutional Commissions such as the ZEC, ZGC, ZHRC mainstreamed gender in their policies and work. The ZEC mainstreamed gender in its

voter education policies and voter registration strategies and regulations in preparation for the 2018 elections. Since transitioning from the ONRHI to the NPRC there is now specific focus on gender mainstreaming in the work of the commission as whole. The NPRC Act Section 9 calls on the Commission to establish a Gender Unit to provide for: (a) the development of specific guidelines and rules on how the Commission will incorporate gender into its work; (b) the development of strategies to encourage the participation of women, girls and other marginalised groups in the work of the Commission; (c) gender equity in the structure of the Commission, its secretariat and any other committees that the Commission may set up; (d) mainstreaming of gender imperatives into every aspect of the Commission's work; (e) ensuring that all organs of the Commission shall consider and address the gender implications of their activities; (f) developing protocols for statement taking, collection and analysis of gender and sex disaggregated data, the conduct of interviews and hearings and other operational matters to ensure that gender concerns are fully addressed; and (g) monitoring gender related practices within the Commission and advice on best practice and principles.

Outcome 1.2: Strengthened capacities of security sector actors to respond to gender insecurities.

Indicator: Number of gender-responsive security sector initiatives

Three gender-responsive security sector initiatives were supported through this project: a) gender was successfully mainstreamed and sustained in the security sector curricula of four universities (Africa University, Solusi University, BUSE and NUST), b) knowledge was built among curricula advisory tutors and lecturers from security sector institutions such as ZSC, ICS, and NDC, and c) increased knowledge through gender-sensitive pre-deployment training of security sector actor's peacekeeping missions. A Gender Observatory was created and used as one of the strategies to monitor and promote women's participation in the 2018 general elections. It was specifically utilised to gather evidence and document women's experiences throughout the electoral cycle in line with national, regional and international provisions through a multi-stakeholder platform managed by the ZGC. The Gender Observatory was a unique platform in that it comprised of all the key actors that have a role to play in elections such as independent institutions established in accordance with Chapter 12 of the Constitution, government ministries, Academia, civil society gender advocates, security sector actors (police and army) and the Parliament. The security sector actors that were part of this initiative had the opportunity to respond to gender insecurities related to election violence. The security sector actors from the police and army were part of the Gender Observatory.

Output 1.2.3: Increased spaces of dialogue and peaceful exchange between security sector actors and women's organisations exist at a national level.

The project created several spaces for dialogue:

a) Gender Mainstreaming in the Security Sector (GEMASSET) was set up as a forum to bring together the police services, women's organisations and civil society for dialogue and peaceful

exchange on strengthening the security sector. This was the first forum to bring together the police services, women's organisations and civil society for dialogue and peaceful exchange on strengthening the security sector in Zimbabwe. Through the GEMASSET Zimbabwe Republic Police (ZRP) developed an action plan directly linked to their annual workplan that committed to: (i) establish working relations with women from civil society to eliminate VAW at the community level; (ii) a gender audit of the ZRP; and (iii) development of a gender-sensitive policy for the ZRP. The ZRP to date has continued to strengthen its relations with women through the creation of the ZRP women's network which is tasked to look at the welfare of women in the ZRP as well as how they address gender concerns in policing.

b) The Victim Friendly Unit is another such mechanism, which was utilised to create a space for dialogue, mediation and conflict resolution of cases that did not qualify to be accelerated.

c) At the community level, working with WPCs, the police played a key role in being part of peaceful exchanges between the security sector and women's organisations, particularly looking at improvement of service delivery.

Output 1.2.2: A gender perspective has been included into training curricula of different security sector actors.

Security sector academic institutions with support from the GPS Programme successfully developed 14 gender-sensitive modules. Security sector institutions such as ZSC, ICS, and NDC adopted these gender-sensitive modules or curricula and taught them in their various degree courses. Teaching personnel from four universities (Africa University, Solusi University, BUSE and NUST) were capacitated with knowledge and skills to teach gender-sensitive modules. Solusi University further developed a module on contemporary women's issues and how women can be drivers of peace and security through targeted and active engagement. The University developed a gender policy to capture inclusivity concerns in peace and security issues at the University and beyond. BUSE adopted a bachelor's degree in gender and transformative leadership studies. The degree programmes have continued to be sustained at the universities and benefit many students over the years. Critical gender issues were incorporated in the in-service training curriculum of prison services

Outcome 1.3: Supporting mechanisms for peacebuilding at community level.

Indicator: Spaces for dialogue on GPS at community level.

Four spaces for dialogue on GPS were created at various levels in the communities and through various initiatives. These were ISALs, sports groups, use of technology and women's church groups. Women's ISALs were used as spaces for dialogue in the communities. In Masvingo WPC members became economically empowered through self-help projects which contributed to addressing issues of VAW. One committee member indicated that 'conflicts have reduced due to economic empowerment of women who are now viewed by men as a being meaningful contributors to the livelihoods of their families and communities'. Sport was likewise used as a

space for fostering dialogue on issues of concern in communities. It contributed to building social cohesion and unity in communities. Sport was valuable in helping communities build bridges where there was polarisation along political party lines. Technology as a space for dialogue was utilised through the mobile messaging platform WhatsApp. It became an early warning tool through which community members warned each other of impending security threats in their communities and further escalated issues to institutions that could respond.

Tendai Chikwira's story about saving clubs:



The saving groups helped to support one of the women in the community when the only hut that she had collapsed during the rains. The husband was bedridden and could not give any support to the woman. The woman had five children to look after in addition to the husband. When the woman had joined the club, she managed to borrow money and build a two roomed house for her family. She narrated that the moral and financial support from the savings group empowered her to resolve this and other challenges.

Output 1.3.1: Increased understanding of GPS issues at community level.

A women-to-women communications network was established (WE Connect), 20 women from the country's ten provinces were trained as information gatherers or community journalists to write stories told through the voices and perspectives of women. It focused on issues of concern to women at the community level, including issues of safety and security. The project resulted in a newsletter that was shared with different stakeholders at various levels. This initiative was sustained throughout the life of the project. The WE Connect enhanced: (i) women's skills and techniques in documenting information on gender, women's safety and security issues; (ii) dialogue and interaction between grassroots women and community level security sectors; and (iii) dialogue and information-sharing between grassroots women and national level gender equality advocates that has enhanced the advocates' understanding of safety and security issues for women at community level. The newsletter played a key role in contributing to reduced crime in communities through naming and shaming of perpetrators of violence. Sandra Mabota from Tsvingwe indicated that 'people fear being reported in the news and so they desist from crimes'.

WPCs reduced economic marginalisation of women in Masvingo and Tsvingwe. There was increased knowledge of GPS in Masvingo; the peace committee successfully lobbied for the achievement of 50-50 at the traditional court. Discrimination or prejudice based on gender was rampant at the traditional court and this created credibility issues in relation to judgements. As an institution tasked to resolve communal conflicts and any other issues that may affect the peace and security of communities, the courts must be inclusive and ensure that justice is done. There is now increased transparency in the court which comprises of women who are aiding in ensuring that proper human rights focused referral system is followed in handling police and court cases in the community.

Through the FGD community members highlighted that there was increased understanding of GPS. All groups valued the knowledge, skills and competencies gained through the GPS Programme. Beneficiaries attested to enhanced competencies to deal with conflict. Various forms of conflict situations arise in every-day life; the knowledge, skills and competencies gained by members of WPCs enabled them to manage conflict, pre-empt it, and contain conflict situations so that they do not escalate, as well as resolve conflict situations. Peace Committee Representatives have platforms to make an address at monthly residence meetings in Gwanda. In Tsvingwe WPCs are invited frequently. The Headman in Masvingo proudly shared that whilst the women only FDG was taking place, he was handling a case assisted by 3 female aides.

Box 1: Perceptions by Chairperson Zisheche

'Wherever I go, I preach peace' expressing herself in a soft-spoken voice, which epitomises a peaceful expression from deep within. Chairperson Zisheche confidently expressed her confidence as peace ambassador.

The Programme was effective as an empowerment tool, which transforms women from 'victims' to 'champions of peace'. This is demonstrated in how the Gejo Rerunyararo women handled the case of a proprietor of an alcoholic drink outlet who used to truck-in commercial sex workers to the Rural Service Centre. The influx of commercial sex workers had a destabilising effect on families, and the Gejo Rerunyararo women found a peaceful way of confronting the proprietor. On three occasions, the group assembled at the outlet, played their drum, sang, danced and left. The women requested the Headman to engage the proprietor and utilised dance and songs as a form of protest towards the business marketing strategy the proprietor had employed. After the encounter with the Headman, the proprietor eventually conceded and agreed to stop the practice. He joined Gejo Rerunyararo and later became a community police constable. These initiatives through the Programme were effective as vehicles for promoting women's leadership to address community concerns. In Tsvingwe, the women proudly shared that a local secondary school has for the first time in its 40-year history a female chair of the School Development Committee.

4.3.2. Phase 2

Outcome I: Conflict resolution, conflict management and peacebuilding processes gender mainstreamed.

Annual reports and interviews confirmed that women's collective agency was evident in the urban and rural communities where an increased number of women from the Parliament and WPCs were actively involved in identifying specific causes of conflict in their communities and found innovative ways to resolve these conflicts using constitutional means, traditional leaders and traditional courts accessible to them. This was made possible by UN Women support to women parliamentarians and the local civil society organisation PACDEF.

The GPS Programme has contributed towards laying the groundwork for policy and legal reform through the new Constitution, with a strong call for establishment of Chapter 12 Commissions that included the ZGC and the NPRC. Capacity building initiatives were conducted, gender mainstreaming modules in peace, leadership, governance and conflict management were developed and the WPCs were created. Here women are actively involved in identifying specific causes on conflict in their communities and have found innovative ways to resolve the conflict using traditional leaders and traditional courts accessible to them. The gender-sensitive recruitment policies which were put in place because of increased application of knowledge gained through the gender mainstreamed courses are having a positive impact on increasing women's participation in leadership and decision-making in the security sector institutions. For instance, the ZSC recruited its first ever female Deputy Commandant while the ICS witnessed the promotion of two female staff members.

Output I.2: Improved knowledge on GPS among curricula advisory body, tutors and lectures from the security sector training institutions.

A publication on how tutors and lecturers from the security sector and academic institutions used the knowledge gained from trainings and engagements with UN Women on GPS to mainstream gender in their work and curricula was produced and is being used widely in the security sector and by academic institutions in their lectures. A knowledge product titled 'Broadening Options for Gender-sensitive Peace and Security in Zimbabwe', and an educational video were produced. These include lessons learnt and strategies used and are being used as reference by the security sector actors who have been involved in the project. The knowledge products highlight the innovative ways in which WPCs have fostered peace in the communities and highlights the value of investing in gender-sensitive women, peace and security interventions in Zimbabwe.

The knowledge gained by nine lecturers (two female and seven male) from Africa University, University of Zimbabwe, BUSE, ICS, ZSC and the President's Department at the ACCORD in Durban, South Africa resulted in the development of gender-sensitive modules for the security sector training institutions. There is increased understanding of the normative framework guiding the women's peace and security agenda. The government of Zimbabwe through the MWAGCD

and the Ministry of Defence and War Veterans Affairs finalised the Zimbabwe Country Study on UNSCR 1325 implementation over a 15-year period. This country study on implementation of the Resolution will serve as a resource that the MWAGCD and other stakeholders can utilise to track country progress on women's peace and security since the report provides baseline data.

Lecturers from BUSE, Solusi University, Africa University, ZSC and the ICS had their knowledge of monitoring and evaluation of gender mainstreamed curricula enhanced through training workshops. A monitoring and evaluation template was developed to support efforts to continuously monitor progress. Improved knowledge on GPS among security sector institutions is evident through positive recruitment policies that are being implemented, as well as recognition of lecturers and tutors that have demonstrated knowledge in the area through implementation of the courses and their contribution to knowledge building within their institutions.

Box 2: Senior ranking official from the ZSC attributed his promotion to Lt. Colonel position to the trainings he received from UN Women which enhanced his knowledge on GPS

'Because of the knowledge that I have acquired through the modules and trainings I am now considered as a useful resource person within the security sector to provide guidance on gender mainstreaming and gender'.

The ICS has embraced gender mainstreaming as evidenced by increased promotion of female officers and increased investments made in their welfare. Even though appointments are based on merit, efforts are being made to invest in building female officers' capacity and competences so that they qualify for promotion. For instance, attention to gender in recruitment resulted in the promotion of female officers and an increase in the number of female officers recruited in the Zimbabwe Prisons and Correctional Services (ZPCS). Further impact of the project is evident at Africa University which has taken a step further to develop another degree programme that mainstreams gender, the MSc in Human Rights, Peace and Development. The University has furthermore developed a sexual harassment policy, as well as a gender policy, which are currently being disseminated. BUSE has continued to improve and expand its modules in the developed BA honors in gender and cultural studies.

Output 1.3: Strengthened capacities of women leaders to engage in conflict resolution, mediation, management and leadership processes.

UN Women partnered with the ZGC as an entry point to strengthening women leaders' capacities. Through the partnership, a Gender-Sensitive Response Framework for Engagement in Electoral Processes was developed. In addition to improving the capacities of the ZGC in understanding gender in electoral processes and plan for greater involvement and responses to gender equality considerations in electoral processes, the capacity building process further enhanced the Commissioners' appreciation of the importance of women's empowerment and entry points for gender mainstreaming in the electoral process.

The ZGC contributed to implementation of UNSCR 1325 and 1820 (in the 2018 electoral cycle), which underscores the role of women in peacebuilding and conflict prevention. The ZGC,

working with the sister commission NPRC, contributed in calling for increased participation of women in leadership. The GPS Programme improved capacity and awareness on transformative leadership, peacebuilding, and conflict resolution and management amongst women leaders and young women. Other capacity building initiatives of women parliamentarians and parliament staff on conflict resolution, conflict management and transformative and inclusive leadership sparked critical debates in the Senate twice in June and September 2016 with recommendations by the Senate to extend the training to other MPs. Engagement of the women parliamentarians from different political parties contributed to peaceful engagement in the Parliament by minimising the levels of heckling that were happening in the Parliament along political party lines.

Prominent women in leadership had their capacity to engage in leadership processes improved by being part of a UN Women supported initiative where an African Women Leadership Network was formed in June 2017. Through the African Women Leaders Network the three women leaders from the three main political parties in Zimbabwe engaged in dialogue and developing strategies to ensure that women are represented in higher numbers at ministerial or other relevant appointive leadership positions. By walking the talk together, and beyond political divides, ideologies Ms. Khupe, Ms. Mujuru and Ms. Nyasha Chikwinya broke down barriers and reinforced the reality that women need and can connect to empower each other and transform communities. These women leaders contributed to increased advocacy efforts to address VAW and gender parity within their political parties and in electoral processes at national level arguing that women are key drivers of peace, security and development, and that they play a powerful role to advance gender equality.

The GPS Programme capacitated 14 young women (two from political parties, two from the security sector, six from the community peace committees, two from the private sector and two from civil society) on how to use technologies for economic empowerment for conflict transformation. Due to the increased knowledge the young women went on to share knowledge and capacities with 128 other young women from their communities across party lines, thereby equipping young women in their communities with knowledge on conflict management and the use of social media. They have thereto formed self-sustaining groups with joint economic activities. Young women managed to start ISALs which they legally registered as Savings and Credit Cooperative Societies.

Outcome 2: Improved mechanisms for GPS issues in targeted rural communities.

Both FGDs with ZEC and ZGC revealed that the GPS Programme support to the Chiwundura by-election, the Gender Observatory, and the support during the 2018 harmonised elections was ground-breaking in facilitating the empowerment of women in political participation and electoral leadership. ZEC and ZGC confirmed that WPCs have improved the monitoring of key early warning threats to security at community level. ZEC, ZHRC, NPRC and ZGC concluded that UN Women effectively and successfully worked with the local partner PACDEF to develop a women-led early warning system for VAW before, during and beyond the 2018 elections. They pointed to the two SMS mobile communications platforms which were launched and are being

used by rural community women as a platform for sharing and resolving gender and security concerns in their community.

The creation of spaces for dialogue between security sector and civil society, such as national dialogues, provided an opportunity for CSOs to engage with the security sector. One dialogue resulted in the development of a policy paper presented to the Parliamentary Portfolio Committee on Peace and Security, with recommendations on strengthening women's roles in peace and governance initiatives in Zimbabwe. The creation of peace committees in eight districts; the training of peace journalists, the training of a community policeman and the creation of SMS platforms for knowledge management, knowledge sharing and sending alerts of cases of VAW, are cumulatively building into a home grown and women led community early warning system. As part of the efforts to enhance community monitoring of violence during and post elections, women from WPCs were trained in community peace journalism with the objective of equipping them with skills to produce well written, news worthy stories from a peacebuilding perspective that could feed into the early warning system. Targeted rural communities were engaged through the eight WPCs which are operating in the communities. The community healing gardens played a key role in fostering community development and improvement through the funds that women generate from the gardens. The experience of working together on a project has helped members learn how to cooperate, make decisions as a collective, resolve conflict, as well as express appreciation and admiration for each other's efforts and contributions. All this contributes positively to building social cohesion and promoting peace within communities.

Story from Gellie Zicheche: Leader Gejo Rerunyararo Peace Committee

Box 3: Fukai Village Masvingo Rural

'I am very grateful for the support we have received to establish a community healing garden. We received seeds and barbed wire to fence our garden from the PACDEF. The Village Head helped us by mobilising men to dig a well near the garden. Before we started the garden, each person used to do their own individual activities but now we can discuss various issues of concern for women in our village when we work on the gardens. We share ideas on how best to resolve conflicts arising in our community or through our work in the gardens because we do not always agree. To date, we have planted beans which we have already harvested, and the beans have improved the nutrition for our families and we also got extra income by selling the extra proceeds. We have also planted Moringa trees and to date we have 47 thriving trees in the garden. The garden has become a source of nutrition for the women in the village. Our plants from the field did not do well. We have now turned to the garden. We use the moringa leaves for several health benefits. We use it as tea, in our relish or just consuming the leaves raw. It is said moringa boosts the immune system, helps in curing diseases like cancer and sugar. Hutano hwedu semadzimai hwashanduka. Taimboita mazvake mazvake, vamwe vasingaonani asi sevakadzi munharaunda medu tabatana zvikuru. (we used to be divided focusing on individual issues and had many conflicts as women but now have become united because this common initiative) Thank you PACDEF and UN Women.'

Output 2.1: Enhanced knowledge on GPS issues among local and traditional leaders and rural community women in selected areas.

In all communities visited, key informants confirmed that the GPS Programme succeeded in facilitating enhanced knowledge on GPS issues among local and traditional leaders and rural community women in selected areas.

WPCs established an early warning system using the WhatsApp platform. The WhatsApp platform was first used by women peacebuilders from different religious backgrounds for counselling and sharing peacebuilding initiatives in Bindura. The early warning system provided an early warning response for peacebuilding and national cohesion.

Through women's collective agency and ability to claim their rights, four women in Masvingo now sit in the traditional court. They make up half of the leaders who sit at the court which has resulted in gender-sensitive determinations on women's peace and security concerns being passed by the court. The GPS Programme has been effective in establishing and supporting peacebuilders within the community. Gladys from Gwanda a beneficiary of the capacity building support from the Programme narrated how she put her knowledge and skills into use when she was confronted with a situation where an artisan miner wielded a gun and threatened a neighbour. She played a mediatory role to diffuse the situation and with support of other community members eventually reported the case to the police and the accused party was placed under custody.

4.3.3. Limiting factors to effectiveness:

- The peace committee interventions had limited effectiveness in areas with deeply rooted patriarchal tendencies, polarisation and high fragmentation. The Mutoko WPC experienced challenges due to limited support from PACDEF, few meetings were conducted to enable conflict resolution and support of committee members. The establishment of WPC was successfully done in the eight districts. Of the four that were visited, three have viable vibrant WPCs except for Mutoko.
- There was limited awareness of formal referral structures. There is limited evidence of strengthening of the traditional peace mediation through 'Obabakazi/Tete', particularly in areas with poor formal referral systems.
- The timing of the election monitoring and observatory came too close to the elections. Good collaboration was forged with an organisation that specialises in elections, Zimbabwe Election Support Network (ZESN), which supported WPC members as election observers as part of the larger election observation effort that ZESN performed.

Overall the GPS Programme has been effective and contributed to support and build peace champions. The interventions have been effective in enhanced knowledge on GPS in communities as well as transforming local structures so that they have an enhanced participation of women.

4.4. Efficiency

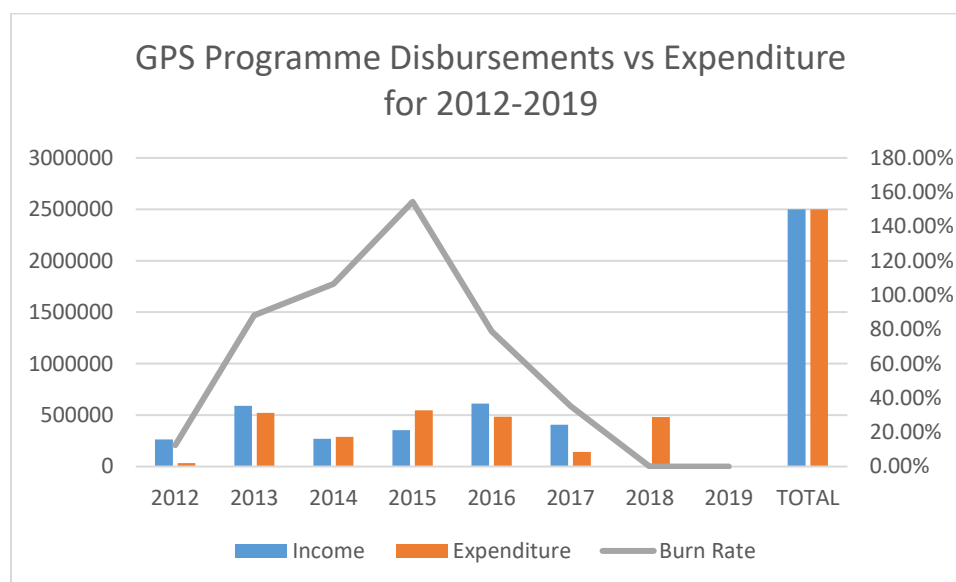
Several measures were taken during all stages from planning to implementation to ensure that resources were efficiently used. These were applied under the Programme to ensure resources

were utilised. Some of the measures include a gender reference group, management review and approval systems to provide checks and balances. An independent financial team supported the Programme implementation and provided financial and operational oversight.

4.4.1. Timeliness in delivery

Timely implementation was a challenge during some of the years of implementation due to the time required to seek political buy in for programme implementation related to sensitive issues such as government measures taken to implement UNSCR 1325. Implementation of the GPS Programme required partnerships with various partners and government institutions which caused delays due to bureaucratic processes that prevail in institutions. Attempts were made to resolve bottlenecks and delays where it was possible. Annual work planning took into consideration activities carried over from the previous year. UN Women made use of bilateral meetings, consensus building and awareness efforts to enforce an increased speed in delivery rates. Working groups, think tanks and expert panels were created to support programme implementation based on mutual understanding.

The graph below shows the annual disbursements, expenditure and implementation or burn rate over the project implementation period for the GPS Programme:



An initial disbursement was done in 2012 for USD 264 830.51US, only 12% of the amount was spent and the balance was rephased to 2013. This low rate of expenditure in year one was due to the fact that the Programme was commenced towards the end of the year when the partnership agreement was signed. During the six-year Programme period the highest expenditure was noted in 2015 where USD 547 782.46US was spent. In 2013 UN Women spent USD 521653.56US. The highest disbursement of USD 613572.22 was done in 2016. In 2018, UN Women requested for a no cost extension to finalise the implementation and utilisation of resources and about USD 482095.06 was spent.

4.4.2. Value for money

All organisations and academic institutions involved in the implementation of the Programme confirmed that the results gave value for money and have long lasting impacts. Value for money with academic institutions is further realised by the fact that academic institutions have taken on courses and further designed more material and incorporated gender studies in various degrees on their own without continued support from the UN. They successfully ‘sold’ the activities supported by the GPS Programme and received remarkable ‘buy-in’ internally. This led to wider institutional participation and production of products and materials to support the GPS agenda. All institutions attributed the success to the initial set-up support they received from UN Women. The programming areas that implementation partners felt very efficient in were: capacity development programming; curricula development and training; community publishing and gender, peace training; gender mainstreaming; peace and security policy advocacy; gender policy development; and human rights and gender equality programming. For example, all academic and research institutions who participated in the GPS Programme have either developed a gender policy or rolled out module which they directly attributed to the support and facilitation from the GPS Programme.

Directly attributed to the facilitation and capacitation by the GPS Programme, academic and research institutions all confirmed during interviews that over the past six years they have developed and offered relevant degree or course programmes on GPS. The Zimbabwe War and Strategic Studies Department at the University of Zimbabwe has modules on gender and security. Likewise, the ICS has a diploma as well as modules on gender and corrections. These institutions, including the NDC have mainstreamed gender in their curricula modules between 2013 and 2016. They since committed to start implementing a gender and security course developed in partnership with UN Women in 2017. The ZSC mainstreamed gender in six of its modules and started implementing them in January 2016. The ICS similarly started implementing gender-sensitive curricula for its diploma and certificate courses in addition to putting in place a gender policy for the institute. Additionally, three universities that teach security sector courses, the BUSE, Solusi University and the University of Zimbabwe’s War and Strategic Studies Department, have launched one degree focusing on gender each. All programmes were launched following set timelines according to the implementation plan.

Zimbabwe’s security institutions have mainstreamed gender into selected courses. In the Zimbabwe Defence Forces, gender has been mainstreamed in the Diploma in Military Training and Education for Officer Cadets at Zimbabwe Military Academy. Similarly, officers benefited under the Diploma in Defence and Security Studies where sexual and gender-based violence is now part of the package in the National Defence Course at the NDC. Officers have expanded their training under the International Committee of the Red Cross courses that are run yearly in military schools.

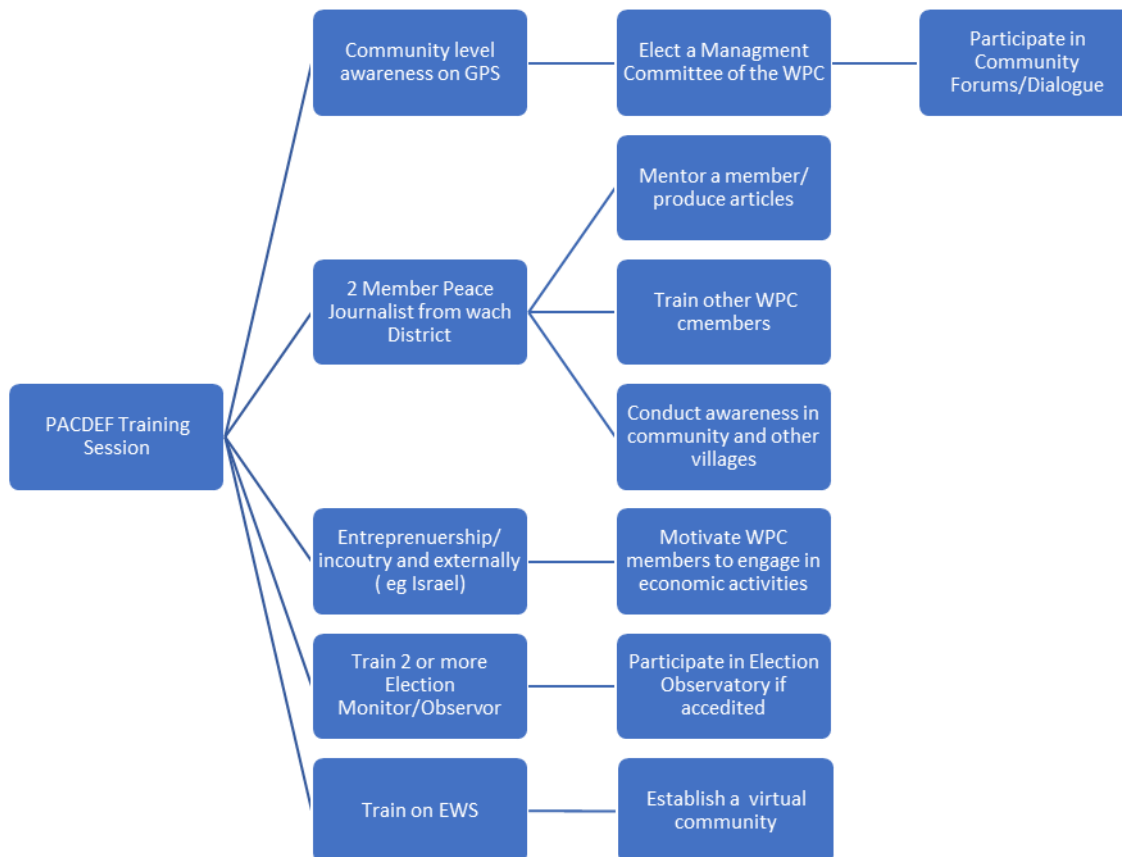
At community level, the Programme has achieved all the key results in accordance with the log frame. The management intervention support has been efficient for programme implementation.

At each site there is a coordinator/chairperson, who works with a committee, which works with WPC members. Where savings clubs exist, members are further divided into ten and they meet either weekly, forth nightly or monthly. The community level activities are carried out at no cost to the Programme.

In order to deliver on its mandate, PACDEF ‘pools’ local resources by inviting key stakeholders at workshops to be presenters. These have included chiefs, headmen, MWAGCD and the ZRP. Where specialised training is required, relevant non-governmental organisations (NGOs) or other resources are brought in such as Zimbabwe Lawyers for Human Rights and Diamond FM. The cost of the expertise is an honorarium and travel refund. Resources in the form of funds, human resources, time, and expertise have been allocated strategically and utilised to achieve outcomes.

The cascading model has resulted in economical use of financial and human resources for the Programme. The community activities are fuelled by women’s volunteerism, good will and group motivation due to the transformative results experienced.

The PACDEF implementation is premised on the cascading model shown below.



In order to monitor the use of funds, UN Women has throughout the life of the Programme made site visits to partners. Partner audits were carried out to uncover problems and ensure

efficiency through an independent examination of the financial statements which increases the value and credibility of the financial management of the organisation.

Based on the findings from this evaluation, the Programme investments and value for money was achieved. The aim of the value for money concept is to maximize the positive value generated for beneficiaries against the fund invested. Looking at the above indicated programme outputs from the GPS Programme, it was effective in the utilisation of resources. The total budget allocation for the Programme was USD 2,501,038,70 (NOK 18,121,000) and it was fully utilised. Except for year 1 (2012) of which the Programme started in November, tranches of funds received from the Norwegian government were fully utilised within the same year. In 2017 the Programme was scheduled to end but additional resources were disbursed in late December and utilised in 2018. All programme resources were spent over the programme implementation period as shown by the above graph. Looking at the results on the ground, from institutional level to community levels, it is evident that leveraging on the capacities of strategic partners such as with the Academia as well as the involvement of community-based structures for implementation helped the GPS Programme achieve cost and time efficiency in the implementation of activities.

The evaluation concluded that the outcomes and outputs were substantially achieved. All programme resources were utilised in line with the donor requirements and partnership agreement. The donor expressed unreserved satisfaction that funds were well managed and disbursed for each approved activity. Where over-expenditures were recorded, written justifications and approvals were sought and made available.

4.5. Sustainability

The WPCs which are embedded and linked to the traditional leaders will sustain the work that was carried out during the project. The WPCs were linked to national processes such as election observation and conflict resolution processes. For instance, early warning processes on VAW in elections which has created linkages to national networks that can further strengthen their capacities and ensure sustainability of the work started at community level. For example, they will continue to work at the national and community level as we move into the next electoral cycle. The mechanisms and structures set up at local level can continue to be strengthened through their active involvement. The WPCs have been linked to the NPRC outreach process to voice women's concerns to the national agenda in terms of women's peace and reconciliation.

Sustainability within the security sector and academic institutions has been created through the development of gender sensitive curricula and new degree programmes as well as the development of new knowledge such as manuals has institutionalised the gender peace and security issues in academic institutions.

At national institutional levels, respondents confirmed that the momentum built by the GPS Programme is now irreversible at their institutions. In general terms, respondents commented that the intangible sustainable benefits of the GPS Programme interventions are: improved societal relationships and better inclusivity and understanding between men and women;

heightened advocacy on the reduction of GBV; young women economic technological empowerment; community publishing; and substantial collaboration among institutions that usually did not collaborate before. In specific terms they pointed out that there is mutual recognition of improved collaboration between Academia and security sector actors and improved understanding between government ministries and departments with civil society because of several joint capacity development initiatives that were facilitated through the GPS Programme. In total six academic institutions participated in providing curricula to the security sector and Chapter 12 Commissions with the result that their most senior leaders have become prominent advocates for the GPS agenda.

More specifically the GPS Programme directly contributed to: research and publications produced by academia and civil society; capacity building for Chapter 12 Commissions, especially the ZEC and ZGC; and capacity development for the women parliamentarians. Universities who participated in the GPS Programme have already, or are in the process of, implementing gender policies at their institutions. All the academic institutions are already offering various courses and degree programmes on GPS. They believed that this is one of the best contributions of the Programme and will be sustainable because annually, hundreds of graduates with GPS knowledge and culture are now being produced across Zimbabwe to advance the GPS agenda.

Chapter 12 Commissions with gender equality mandates confirmed that as new commissions, the GPS Programme was the best capacity development programme that ‘kick-started’ their programming and strengthened their work to promote the GPS agenda. The establishment of the NPRC is going to significantly sustain the work carried out through this programme. Since 2018 the NPRC finalised its strategic plan, led the development of a joint framework for national dialogue, conducted a national outreach process to popularise the Commission and its planned work. In June the Commission set up provincial peace committees to ensure accessibility to the Commission. The NPRC has now contributed to placing the peace and reconciliation agenda as a national priority.

Sustainability within the security sector and academic institutions has been created through the development of gender-sensitive curricula and new degree programmes as well as the development of new knowledge such as manuals has institutionalised the GPS issues in academic institutions.

‘Supported by the GPS Programme, in 2013 I managed a small grant of \$25 000, much less than originally promised, to produce a book on gender-based violence in relation to security services. As our methods are based on community publishing, we had two workshops in the production process, a community workshop in Mutoko and a national workshop in Harare. The book was called **CONNECTING AND PROTECTING: Enhancing constructive relationships between women and men and security services**. Since production the book has been in very high demand, and we had to print additional copies at our own expense. After the UNWOMEN project, because of the book’s success, we got some additional funds from another source, to do a reprint of the book and about 90 ward workshops in 3 districts, which were very popular.’ (Kathy Bond Stewart, Africa Community Publishing and Development Trust)

The outcomes of the GPS Programme were viewed as sustainable by both the implementing partner and the beneficiaries.

The capacity building approach of the project and the establishment of WPC is central to the sustainability of the Programme. Where the WPCs have taken root, and become part of the community dialogue platform, ZRP/VFU, and traditional justice system for instance; sustainability is assured. Where momentum has gathered and synergies established, these will continue with formal programme interventions. In Masvingo, four members of WPC are the 'headman's aides'; hence they are already an integral part of the local justice system. Members of WPC are part of neighbourhood watch committees and are formally linked to the ZRP.

Aptly said by Coordinator Zisheche of Ward 10B Masvingo 'PACDEF taught us how to fish. We will always fish for ourselves'. She was echoing the same sentiments articulated by Mr Manyanda of PACDEF. Both were referring to the capacity building received. In areas such as Gwanda, Masvingo and Mutare where the woman's agency is thriving, the sustainability of the GPS Programme outcomes is guaranteed. The WPC have assimilated the 'gospel of peacebuilding' and it is an integral part of their lives, hence it continues after the Programme activities have ended. Creation of activities around which women coalesce, is therefore a sustainability element. The merry-go-round savings clubs in Tsvingwe and Masvingo, as well as the Waste-Recycling Clubs in Gwanda, are pivotal to outcomes of the GPS Programmes' sustainability.

The WPC's which are embedded and linked to the traditional leaders will sustain the work that was carried out during the project. The WPCs were linked to national processes such as election observation and conflict resolution processes such as early warning processes on VAW in elections. This has created linkages to national networks that can further strengthen their capacities and ensure sustainability of the work started at community level. For example, they will continue to work at the national and community level as we move into the next electoral cycle. The mechanisms and structures set up at local level can continue to be strengthened through their active involvement. The WPCs have been linked to the NPRC outreach process to voice women's concerns to the national agenda in terms of women's peace and reconciliation.

Respondents believed the best way to ensure the sustainability of interventions already implemented and to map out the GPS agenda, UN Women should design its next programme to respond to critical GPS issues from the Zimbabwe Transitional Stabilization Programme's (ZTSP) (2018). That would consequently respond to the Zimbabwe 2019 Budget which boldly attempts to deal with fiscal indiscipline through use of austerity measures which will have deep impacts on women, girls, boys, and men, especially the poor, disabled and excluded members of society.

4.6. Impact

The evaluation concluded that the results of the GPS Programme contributed to substantive gender equality and provided effective frameworks for developing gender-responsive approaches for securing women's rights and increased women's participation in the security sector and

governance issues in Zimbabwe.⁹ The assessment concluded that the results of the GPS Programme impact largely contributed to SDG 16¹⁰ and SDG 5¹¹, two of the ten SDGs which have been prioritised by the Zimbabwean government. Below the evaluation presents key results in which the Programme provided value for money; impacted women's empowerment; built sustainable individual and institutional capacities; developed frameworks for developing gender-responsive approaches for securing women's rights; and increased participation in the security sector and governance issues at national levels.

All key informants in this evaluation attributed the opening of space for the GPS agenda to the GPS Programme. Participants in the various GPS Programme capacity building initiatives applauded them as relevant, effective, efficient, sustainable and thus impactful. The project contributed to an increase in women in decision-making positions and their influence in key institutions and processes. All commissions have gender balance in leadership positions. Key achievements include: a) strengthened capacities of ZGC, ZEC and NPRC to deliver on their constitutional mandates to ensure women's peaceful participation throughout the electoral cycle. In 2017 for example the ZGC monitored for the first time a politically-charged By Election for potential trigger points for VAW and prepared a report which was shared with the other commissions; b) In partnership with the SADC Regional Peace Training Centre, UN Women reached over 250 (100 female officers and 150 male) police and military peacekeepers and government representatives from the SADC countries in pre-deployment training focused on the prevention and response to sexual harassment, sexual exploitation and abuse (SEA) during peacekeeping missions. A senior official at the SADC RPTC indicated that peacekeepers trained on SEA have addressed gender concerns in peacekeeping missions; c) gender was successfully mainstreamed into the curricula of security sector academic institutions; d) the project created spaces and mechanisms for women to participate in and to lead on GPS issues in their communities. One example is that women from a peace committee in Bindura collectively and successfully worked with other women in the community to lobby the traditional leadership for access to communal land; women in Penhalonga played a leading role in organising women's groups to have mining claims; e) through participation in the WPCs some women felt empowered to stand for leadership position, for example two women contested for councillor positions in local authorities; f) in Gwanda the women in the WPC advocated for the development of a Gender Policy in the local council, and g) an information sharing network among women at community level on conflict, gender and peace issues was created in eight provinces.

⁹ Zimbabwe United Nations Development Assistance Framework Area 1.2: Strengthening mechanisms for peacebuilding and for prevention, management and resolution of conflicts

¹⁰ SDG 16: Peace, Justice and Strengthened Institutions

¹¹ SDG 5: Gender Equality and Empowerment of women and girls.

Box 4: The ZGC FGD was apt in their assessment of the impact of the GPS Programme:

'Ultimately, as Zimbabwe Gender Commission, when we go for our monitoring missions, we are looking at the democratic nature and overall credibility of the whole electoral process. At the heart of each exercise, Commissioners are monitoring whether all citizens, women and men alike, can fully and equally participate in each phase of the election cycle. Women's full and equal participation means they have complete freedom and access to the same rights, responsibilities and opportunities as their male citizens, and can participate without fear as voters, candidates and election administrators. Most critically, the technical and financial support we received from UN Women through the GPS programme in the 2018 harmonised elections was critical and enable the Commission to monitor an election for the first time. It played a key role in preparing the Commission to exercise its mandate in relation to election observation and monitoring.'

UN Women's operational mandate and corporate objectives of raising awareness and strengthening the capacities of women in transitional situations and contributing to the promotion and integration of a gender perspective into all conflict resolution and peacebuilding initiatives were accomplished. It was ground-breaking for UN Women to facilitate the creation of space, dialogue and joint planning among security sector actors with Academia, civil society and government departments. The work should be continued in the next cycle of GPS programme planning.

The GPS Programme succeeded in identifying women as a crucial actor in the creation of sustainable development and peace. At national level respondents were unanimous that the GPS Programme laid out a national framework for the implementation of the women, peace and security agenda that reinforces the existing global commitments, treaties and conventions on women's rights which are imbedded in the two global women's rights instruments, viz. the Convention on the Elimination of all Forms of Discrimination against Women (1979) and the Beijing Declaration and Platform for Action (1995) which Zimbabwe is signatory to. Conflict resolution, conflict management and peacebuilding processes were largely gender mainstreamed. In the past six years Zimbabwe enjoyed improved mechanisms for addressing GPS issues in communities – directly attributable to the GPS Programme interventions. Increasing women's agency for peace and security, within the broader context of the gendered nature of instability and insecurity factors in Zimbabwe, remains topical and incomplete, as an effective tool to dismantle male hegemony. The evaluation concluded that greater participation by women in all areas of decision-making, including peace processes and security matters was achieved.

4.6.1. Stories of change

Masvingo Community built school



Women from the WPC in Masvingo supported the construction of a secondary school because their children were travelling long distances to go to school. The idea came after there was a high school dropout of the girl child due to pregnancies. The long distances exposed the girl child to security threats such as rape and assault. The long distances further hindered the effective learning of children who often arrived at school exhausted. As a community, they collectively decided to build a school nearby so that they could closely monitor their children and address some of the challenges that they had observed. Each household contributed a bag of cement or bags of maize that were equivalent to the price of the cement. The women took pride in this initiative and were excited because they realised that where there is peace there is development and their school was recorded as one of the best in the area with a high pass rate. Many women testified that their girls are now going to a nearby school they can come home for breakfast and during lunch which helps them to closely monitor them.

Three elderly women have gone back to school due to the GPS Programme



Margret Mnikwa



Mbuya JJ



Sibongile Manzumba

Five women decided to go back to school and get educated so that they could empower themselves. They were inspired to return to school after taking part in peacebuilding trainings. They attended adult school for Early Child Development, and now they can write and read. This has opened their minds and change their way of thinking. It hence brought peace within their families as they have realised the importance of education. Margret Mnikwa, pictured from the left, managed to write her grade 7 and she wishes to continue with schooling up to her satisfaction because now she understands the importance of being educated. Mbuya JJ, in the middle, stated that she is happy that she went to school because she ended up being selected to be one of the teachers at a children's feeding point where she teaches children how to play and how to act dramas. Sibongile Manzumba narrated that some of the things and programmes were coming to pass without them understanding and that she was scared to take up positions because they could not read or write but now, she is confident enough to take part in some positions.

Despite the capacities built over the years the number of women's participation in decision-making in Zimbabwe has not reached the 50% mark over the last three elections. At the project inception the number of women in transitional bodies such as ONHRI and the ZHRC was less than half. ONHRI, which comprised of only one woman, has transitioned into the NPRC where gender balance has now been achieved.

However, the ultimate objective of the ToC for the GPS Programme, that peace and security are shaped by women's leadership and participation in Zimbabwe, is still work in progress. To ascertain impact of capacity development initiatives, UN Women carried out various post-tests on the trained women to assess the impact of the trainings they received. Results in all post-tests confirmed that interventions were effective, efficient, sustainable and impactful. In one post-test 25 women, together with their mentors, passed the post-training test and reported having used the knowledge gained for conflict transformation and personal development in their communities and careers. This evaluation additionally reviewed stories of significant change showing how

women developed plans and projects that had a positive impact on the lives of women in their respective communities in areas of economic empowerment for conflict transformation. It is found that nine women started economic empowerment projects that brought together women from different political parties in their communities for shared initiatives and the communities were able to work together and transcended the hatred and divisions of the past based on different political affiliations.¹²

4.7. UN Women Operational effectiveness and efficiency priorities

4.7.1. Coordination and partnership

The GPS Programme has been relevant, effective, efficient, sustainable and impactful in terms of coordination, partnership and implementation procedures, within the relevant UN Agencies – sharing resources, cost reduction and any benefits of the programme. Despite the odds of being a pioneer in building bridges with the security sector, the GPS Programme succeeded in building sustainable relations among Academia, security sector, Chapter 12 Commissions and civil society. 100 % of respondents confirmed that all capacity building activities they participated in were excellently designed and delivered and they have continuously used the skills, knowledge and practical strategies in the GPS agenda. For example, the ZGC said that without the GPS Programme support they would not have achieved all they have become known for. Both FGDs with ZEC and ZGC revealed that the GPS Programme support to the Chiwundura by-election, the Election Gender Observatory, and the support during the 2018 harmonised elections was ground-breaking in facilitating the empowering of women in political participation and electoral leadership. Interviews with the ZWPC, Zimbabwe Commission of Human Rights, and the NPRC revealed that there is great scope for more collaboration with UN Women moving forward. FGDs with members of the ZWPC and ZGC concurred that the G20 group provided necessary gravitas to move the GPS agenda in the security sector and that more capacity development should be targeted to similar efforts.

The evaluation concluded that UN Women effectively and efficiently met its contractual obligations and delivered on the GPS Programme as outlined in the three partnership agreements as well as the extensions. UN Women delivered on the programmes they set out to do, and utilised set budgets. Deviations on approved budgets were annually discussed and well accounted for and justified with the donor. The ability of a UN agency to work with top level government institutions, security sector organisations, commissions, Academia and civil society and link their work with such an effective presence at the community level has been outstanding and impactful.

What could have worked better?

The project documents submitted by UN Women are easy to comprehend, so are the narrative reports submitted. However, the UN's financial management system is complex and as a result the financial reports are not easy to reconcile with the narrative reports. For the funding partner,

¹² Progress update Norway October 2014 to May 2015

they have difficulties in interpreting the efficient use of resources allocated to the Programme. Efforts to resolve this has not been possible as the reports are a product of the UN’s financial reporting system. Implementing partners raised concerns about the conflicting expectations in financial reporting and lack of predictability of resourcing. However, this continues to be an area of concern with various stakeholders.

The GPS Programme was very successful in building a nationwide coordinating and partnership mechanism through an elaborate capacitation of multiple partners working in various subsectors to coordinate the GPS Programme. This approach had unintended positive impact and spill-over effect since it built a culture of inclusiveness within and across partners. This was mostly done through UN Women developing joint initiatives which were implemented in partnership with institutions across government, civil society and Academia. For example, Zimbabwean academic and research institutions can now boast of deep and robust shared expertise in curricula development in GPS.

The evaluation concluded that the most effective partnerships, where the culture of inclusiveness, joint implementation and effective coordination were most manifested were with the following institutions:

Table 4: Implementing Partners and their roles

Key implementing partner	Role and function of the implementing partner
PACDEF	Implementing partner working with rural women and local leaders.
ZYWNP	Implementing partner focusing on strengthening capacities for gender-sensitive peace and security in Zimbabwe sing economic empowerment and technology.
FEMPRIST	An NGO working on enhancing female prisoner’s human rights in Zimbabwe.
ONHRI (now NPRC)	A peacebuilding mechanism with a special mandate to properly advise on what measures might be necessary and practical to achieve national healing, cohesion and unity in respect of victims of pre- and post-independence politics and violence.
MWAGCD	The ministry responsible for promotion of women’s rights in Zimbabwe and part of the WPCs.
Ministry of Defence and War Veterans Affairs	The overarching ministry with oversight over security sector academic institutions. Responsible for collaboration on development of the United Nations Security Council Resolution 1325 NAP.
Academic and research institutions	The Institute of Correctional Services; Bindura University of Science and Technology and the Institute of Peace Leadership and Governance of the Africa University; which have all mainstreamed gender into their curricula.
Chapter 12 Commissions	Constitutional Commissions -ZGC, ZEC, NPRC, and ZHRC have mandates which include women’s peace and security aspects and especially during the electoral cycle.

4.7.2. Organisational effectiveness

Staff turnover or lack of continuity in management and staffing cadres at UN Women was not conducive to build lasting relationships with multiple stakeholders. The same observation was faced with government institutions. Data gaps and loss of institutional memory was experienced during interviews because either the people who were key contacts had left or new key informants could not really appreciate the intricacy of the Programme phases.

The number of professional staff members that was available (Programme Associate and a UN Volunteer) to manage the project was limited compared to the scope of work and required expertise for the project. To improve the quality of programme technical management, UN Women hired a more senior level, Programme Specialist for Governance and Women's Political Participation to replace the Programme Associate previously managing the project. UN Women's work is integrated and hence the GPS Programme staff got support from other programme managers, the monitoring and evaluation staff, and the finance and procurement staff in delivering the project. Over the past six years the entity has built the capacity of partners and partnered with security sector academic institutions. However, if the next cycle of programming for UN Women is implemented at the similar scope and high levels of engagement, it is recommended that more high-level staff capacity be acquired to ensure better coverage and technical support. This is especially needed to work with the security sector, economic programming and facilitating government ministries and departments on UNCSRs, most of all the development of the NAP.

4.7.3. Leveraging and managing resources

UN Women managed and accounted for resources entrusted to it very well. The donor was pleased with the way resources were accounted for and confirmed that justifications for over-expenditures were made to their satisfaction. However, information sharing and management of expectations with implementing partners, donor and beneficiaries could have been done more effectively and efficiently. Key informants expressed concerns largely emanating from either lack of appreciation for the complex UN's financial management system or confusion as to level of financial support they would receive for their activities. Given that the GPS agenda is now firmly grounded in Zimbabwe, in the future the UN Women should consider options of leveraging or brokering resources and move away from close oversight of resource management with implementing partners. Future programmes may consider investing resources where there is greater need compared to where there is vibrant women's agency.

4.8. UN Women principles and approaches

4.8.1. Capacity development

UN Women Zimbabwe through the GPS Programme played a critical role in building the capacity of key stakeholders from key institutions such as Chapter 12 Commissions, government ministries, CSOs, the Parliament and Academia. The evaluation concluded that one of the most critical successes of the GPS Programme was its ability to be nimble, responsive and relevant to complex political situations and evolving demands of the GPS agenda in Zimbabwe. Its design and implementation were informed by, and phased based on, critical studies, significant events and political shifts in the operating environment over the past six years. Given the complexity and changing demands through the three phases of the GPS Programme the UN Women was very effective, efficient and responsive in achieving the technical and resource management role for the Programme. The GPS Programme design and implementation were informed by and phased

based on critical studies, significant events and political shifts in the operating environment over the past six years. It was initially informed by the preliminary findings and recommendations of a study jointly commissioned by UN Women and the ONHRI in 2011. The final phase responded to the impending harmonised elections and UN Women managed the programmatic transitions seamlessly.

Both UN Women and implementing partners concur that the GPS Programme was very relevant, effective and sustainable initiatives but suffered from limited resources, especially during the third phase of the programme. For example, due to limited funding under the programme, and the realisation that the activities of the partner had become too thinly spread, the number of districts that PACDEF worked with in a concentrated manner were reduced from eight to three from August 2017. However, the monitoring of work by the other peace committees continued in the five districts. The 2018 elections provided an opportunity for scaling up women's participation in conflict management and leadership. However, there were no secured funds to support a scaled-up programme in this area, which would have strategically built upon the foundations laid by this programme. To ensure effectiveness, sustainability and impact of the Programme UN Women took the initiative to build the capacity of partners. The entity built formidable partnerships with security sector and academic institutions on work around GPS. The entity successfully built the capacity of the WCoZ in the area through engagement of the peacebuilding cluster of the coalition. As the work of civil society remained critical to push forward the agenda, the CO worked to build the capacity of the WCoZ in the area through engagement, supporting trainings and provision of technical assistance in its programming. UN Women recognised the need and continued providing technical support to the MWAGCD and women's civil society groups to strengthen the capacity of the partners to implement GPS projects¹³.

FGDs and UN Women progress reports¹⁴ confirm that UN Women provided critical capacity building support to SADC RPTC in its three capacity building initiatives of police and military personnel who take part in peacekeeping missions. The courses were attended by military personnel who are peace and security trainers in their respective countries (15 SADC Member Countries). UN Women's role in the courses was to enhance the peace support operations officers' knowledge on gender equality, UN frameworks and how the issue of sexual exploitation and abuse can be effectively addressed. Through this initiative UN Women ensured that a gender-sensitive perspective be mainstreamed in the courses delivered by the SADC RPTC. Here is an extract of an apt testimony on the effectiveness, impact and influence from UN Women regional partnership efforts in capacity development in the GPS agenda.

The participation of UN WOMEN in our trainings has not only complemented the knowledge base of our participants but has also helped raise the interest in our women folk to participate in missions. You may wish to note that out of the 160 participants who attended our trainings last year, 65 of them were women. This is a very

¹³ 84853 Norway Annual Narrative Progress Report 30 April 2018, p17-18

¹⁴ 84853 Narrative Annual Report to Norway Nov 2015- Oct 2016. 11 April 2017

big improvement recorded and for this, we highly commend you for the support you continue rendering to the SADC RPTC.

During the calendar year, UN WOMEN was able to enlighten participants on 'The Role of UN Women within the broader framework of the UN,' and cover issues in the areas of gender and Sexual Exploitation and Abuse (SEA) including sharing literature on several programmes the agency is involved in. The presentations were quite beneficial in that they added value to our trainings making them responsive and alive to realities in missions.

O. M. MUBITA USACCSC MMAS psc BSc Comp DSJ

Lieutenant Colonel
For Commandant
30 April 2018



The GPS Programme had lasting impact in the Zimbabwe prisons services. UN Women, in partnership with other stakeholders, developed a policy document for gender mainstreaming in prisons. A policy and practice report as well as a policy brief were produced. Staff at the ZPCS was quick to point out that the policy brief was endorsed by the Commissioner General of Prisons as a critical document which up-to-day covers issues that the Zimbabwe prisons service is taking into consideration as it deals with female inmates. This is considered to be of great significance. The document has been made available for use by CSOs and other interested stakeholders.

There are other tangible, relevant, effective, sustainable and impactful capacity development initiatives that were targeted towards women, which all interviewees confirmed were bearing fruit. For example:

- Three women leaders from the community peace committees, one lecturer from Solusi and one Programme officer from PACDEF received regional capacity on women's political empowerment from ACTIL, a UN Women regional partner. Based on the success stories showcased by women from the political parties that UN Women trained, the entity was invited to field candidates for a women's economic empowerment course in Israel.¹⁵ This presented an opportunity for the UN Women Zimbabwe Country Office to showcase best practices as well as learn from best practices from other countries, thus three candidates were enrolled into this training course in Israel. These three women leaders were trained in Israel from 8 to 28 May 2016 through a South-South and Triangular partnership between the UN Women Regional Office, ACTIL and the Israel Ministry of Foreign Affairs. The training contributed to women's political participation as it explored important issues on pertaining women's political participation using case studies and visits.

¹⁵ Progress Update Norway October 2014 to May 2015

- Twenty-two women MPs and three parliament staff received capacity building on conflict resolution, conflict management and transformative and inclusive leadership that was held at ACTIL, in Kenya in 2015. Six women MPs interviewed by the evaluation team confirmed that they ‘have grown in confidence’ and were still utilising knowledge acquired. They mentioned that the engagement of the women MPs who had trained together from different political parties brought stability in the Parliament by minimizing the levels of heckling that were happening in the Parliament along political party lines.
- Further, in partnership with the ZYWNP, 14 young women (two from political parties, two from the security sector, six from the community peace committees, two from the private sector and two from civil society) benefitted from a capacity building on how to use technologies for economic empowerment for conflict transformation. This training had a remarkable multiplier effect. The trained young women went on to train 128 other young women from their communities across party lines, thereby equipping young women in their communities with knowledge on conflict management and the use of social media. They have formed self-sustaining groups with joint economic activities. Two young women from Concession managed to form an ISAL club which they have legally registered as a Savings and Credit Cooperative Society working together with the MWAGCD and Ministry of Small to Medium Enterprises.

4.8.2. National ownership

UN Women succeeded in building national ownership by government and all participating stakeholders and created a firm and functioning framework for stakeholders to collaborate on GPS issues moving forward. The evaluation concluded that the likelihood of lasting national ownership rests with civil society (who felt new GPS space was now opened for them), academic and research institutions (who now have new curricula to offer) and Chapter 12 Commissions (who have a gender equality mandate). However, more work is needed to sustain ownership with security sector actors and some government ministries – especially MoFA, which must lead the efforts on UNSCR 1325. To sustain national ownership of GPS agenda into the future UN Women should, in their next programming, consider developing a coordinating mechanism of collaborating partners to carry such forward. Chapter 12 Commissions and academic institutions already have associations which can act as coordinating platforms.

Zimbabwe has ratified UNSCR 1325 and has implemented aspects of it over the years through its 4Ps Policy¹⁶ adopted by the MWAGCD in 2004. Zimbabwe does, however, not have a NAP to guide systematic implementation of UNSCR 1325. As part of efforts to push for a national strategy on how to influence development and adoption of a NAP on UNSCR 1325, UN Women initiated various initiatives that brought together stakeholders from the security sector and academic institutions to set up a security sector think tank that would help in the process of coming up

¹⁶ Prevention, protection, participation and programmes

with a NAP on UNSCR1325.¹⁷ It is a milestone that there is now acknowledgement by the Government of the importance of a NAP on UNSCR 1325 as an instrument to guide national responses on women's peace and security issues. The capability for such high-level diplomatic facilitation and coordination bears testimony to the relevance, effectiveness and impact of UN Women in the GPS agenda. Below is one such example.

On May 15, 2017 UN Women successfully organised a nationwide meeting to review and validate the SADC Regional Framework and Strategy on implementation of the Women, Peace and Security Agenda that was developed by SADC. This strategy is contributing to the Zimbabwe Country Office's Annual Work Plan activity on development of a United Nations Security Council Resolution (UNSCR) 1325 NAP for Zimbabwe. It is envisaged that the SADC Strategy will accelerate implementation of UNSCR 1325 and related resolutions in Zimbabwe, as well as Article 28 of the SADC Protocol on Gender and Development. More than 50 representatives from key Government ministries and departments and civil society organisations developed a draft roadmap for the drafting of a country NAP. Participants set up a National Working Group to start the lobbying and actions for the crafting and adoption of a 1325 NAP for Zimbabwe. Members of the Working Group include: MWAGCD; Ministry of Justice, Legal and Parliamentary Affairs; Office of the President and Cabinet; ZGC; ZEC; and the Women's Coalition, the umbrella organisation for women's NGOs. UN Women will provide technical support. This group was tasked with formulating a series of actions to secure buy-in for the NAP from key stakeholders; to convene a meeting of key ministries to develop the roadmap for crafting a draft NAP; and to work towards a national multi-stakeholder validation process.

(Validation Meeting of the SADC Regional Strategy and Consultation for the Zimbabwe NAP on UNSCR 1325)

The evaluation concluded that the security sector in Zimbabwe is gradually becoming receptive to the work of UN Women, following several success stories on working with this sector such as curricula development exercises carried out with universities. UN Women actively worked with both the ZRP and the defence forces, with commitment from the defence forces to hold anti-VAW campaigns with UN Women. The policy and practice dialogues held on women's roles in peacebuilding witnessed participation of representatives from government and the security sector in our work.

4.8.3. Promoting inclusiveness

The evaluation concluded that the design and implementation of the three phases of the GPS Programme promoted inclusiveness in the various activities implemented by stakeholders and implementing partners. UN Women succeeded in enforcing inclusiveness in all programming activities over the six years of implementation. During data collection sessions, both at community and national levels, it was apparent that all stakeholders upheld the principle of inclusivity – in gender representation, use of language, displaying a culture of respect for diversity, and including people with disabilities. Security sector institutions, including the ZPCS, the police

¹⁷ It has taken Zimbabwe some 16 years to move towards the adoption of UNSCR 1325 by developing a NAP. In recent years, the country has participated in several SADC regional initiatives to address issues of women's peace and security.

and the army expressed pride in recent promotions of female officers in their ranks.¹⁸ Some institutions mentioned that a new culture is being built where officers are observing and even championing several events related to GPS, including the International Women's Day, 16 Days of Gender Activism, and GBV prevention activities. Academic institutions have developed, and are implementing, gender policies as a manifestation of their commitment to uphold inclusiveness within their institutions. It should however be noted that these initiatives need to be nurtured in future.

4.8.4. Advocacy

Many GPS advocates were established and supported through the GPS Programme. 100% of the interviewed institutions concluded that UN Women has curved a very important coordination role for the GPS agenda in Zimbabwe and should continue to develop more avenues to work at both local and national level. The Government of Zimbabwe has come a long way but still has reservations with some sections of UNSCRs. The security sector actors embraced GPS issues in their internal operations. Dialogue between gender equality advocates and police has been on a steady rise since 2013 when 40 senior police commissioners were trained in GPS. However more work is required to address VAW during times of unrest as was seen during the January 2019 incidents when there were reports of alleged rape of women during a national stay away.

UN Women should continuously use multiple entry points and continue advocating on UNSCR 1325. The Zimbabwe country study that documented progress the past 15 years was a great starting point. Zimbabwe validated the SADC Regional Framework and Strategy and set up a working group on UNSCR 1325. The evaluation concluded that these are opportunities that should give impetus to push forward work which stalled due to MoFA policy on engaging on UNSCR 1325.

5. Conclusion and Lessons Learned

5.1. Conclusion

The final evaluation concluded that the GPS Programme was a great success. UN Women successfully coordinated the GPS Programme and lived by its principles and operating values to bring together different stakeholders and build their capacities through such a sensitive agenda of GPS. There is general agreement among respondents that the GPS Programme succeeded in supporting mechanisms of peace at both national and local level.

The GPS Programme succeeded in identifying women as a crucial cornerstone for creating sustainable development and peace and building awareness on the UNSCRs which are applicable to Zimbabwe. The GPS Programme laid out a national framework for the implementation of the

¹⁸ In the Zimbabwe Defense Forces, women make up 20% of the force. The highest rank attained by a woman so far is Brigadier General/Air Commodore. The ZDF has made a deliberate effort to put in place a female quota system to recruit more women into the force. However, the quota is never fully taken up. Of the few women that have joined the force, some have joined the elite units while others are employed as pilots in the Air Force. (Zimbabwe Country Study. P9)

women, peace and security agenda that reinforces the existing global commitments, treaties and conventions on gender equality and women's rights.

However, capacity building of the women as agents for peace and security within the broader context of the gendered nature of instability and insecurity factors in Zimbabwe remains topical area that needs further work, as an effective tool to dismantle male hegemony. More work is needed to sustain ownership with security sector actors and some Government ministries – especially MoFA which must lead the efforts on UNSCR 1325.

5.2. Lessons Learnt

- ✦ The Programme missed opportunities to influence responses by men through men to men initiatives that could have addressed gender-based violence and violence in general even though such conflicts directly affect women and children. All areas visited reported increasing fatalities of male artisan miners, this is an issue that requires further interrogation. The Programme was effective in building the resilience of women and building competences in conflict transformation and resolution but missed opportunities to deal with some of the underlying issues in some instances. In Tsvingwe women own mining claims and artisan miners operate under them therefore violence related to mining is prevalent. In addition to road shows, commemorating 16 Days against gender-based violence, community dialogue platforms, and commemorating peace-days, activities creating spaces to engage men should be considered in future interventions.
- ✦ The focus on promoting entrepreneurship is well placed as it focuses on the sources of conflict and insecurity, namely poverty. However, this does not address patriarchy and male hegemony issues. However, in Tsvingwe, several women proudly shared that, through encouragement by CSOs such as the Centre for Gender and Natural Resources, they now have mining claims.
- ✦ Artisanal miners have a notable role in increasing early child marriages, GVB, and men-men violence these are also issues requiring continued engagement. There are reports of brutal attacks, fights and higher fatalities related to the activities of artisanal miners. The WPC members that have mining claim holders have not leveraged on their power position to raise awareness to artisan miners on the benefits of peace, this could be due to lack of skills to deal with violence in this very volatile space.
- ✦ WPCs did not engage perpetrators of violence as a way of enhancing peace and security. This is an issue to look at in future work.
- ✦ The GPS Programme demonstrated beyond doubt that capacity building, partnerships, advocacy and building national ownership produced value for money and should be sustained in order to ensure the lasting impact of the GPS agenda in Zimbabwe. That was critical in creating and cementing national dialogue among hitherto disparate and uncoordinated players in Zimbabwe.

- ✦ Another unintended yet valuable lesson emerging from this programme is that the three phases of the GPS Programme proved that Zimbabwe's changing context requires multiple entry points and strategies in widening the conceptual framework of peace and security and in leveraging on global and regional processes in order to move the GPS agenda at the upstream level and to keep the momentum moving forward. UN Women did well and should continue developing strategic relationships to build momentum and achieve results by collaborating with relevant institutions in those efforts. Those institutions can be instrumental in further research and documentation of more lessons learnt.
- ✦ Although the GPS Programme did not start with a clear-cut ToC, its phased approach and flexibility to quickly respond to the emerging GPS needs of Zimbabwe made it very relevant, effective and impactful. This approach was good practice and helped to re-orient all interventions and initiatives implemented in a timely, appropriate and responsive manner. Among other benefits it helped in strengthening capacity of key stakeholders to design and implement initiatives to mitigate VAW in politics and strengthening the capacity of ZGC to monitor and enforce laws, policies and strategies to promote women's participation in decision-making process. It was timely in contributing towards strengthening the capacity of the ZEC to formulate, test in real time, and implement measures that promote women's participation in electoral processes.
- ✦ While there was progress made, the area of peace and security remained sensitive in Zimbabwe as it has been difficult to get immediate results particularly in the development of a NAP. The use of multiple entry points, widening the conceptual framework of peace and security and leveraging on global and regional processes however, helped to move the agenda at the upstream level and to keep the momentum. For example, the global report on UNSCR 1325, as well as the SADC regional strategy on peace and security, both allowed and provided opportunities for technical engagements that influenced national thinking on the UNSCR 1325 agenda. This resulted in the development of a country study that maps Zimbabwe's implementation of 1325 from a human security perspective. The evaluation concluded that UN Women would require deeper advocacy efforts to increase focus on engaging government ministries such as the MoFA to ensure that there is clear policy direction regarding the women's peace and security agenda particularly implementation of UNSCR 1325 as this will accelerate the process of developing the NAP.
- ✦ There is need for UN Women to continue providing hands-on technical support to women's civil society groups to strengthen the capacity of the partners to implement GPS projects. While it is important to avoid engaging too many partners from the NGO sector given the sensitivities of the work and the lack of capacities among the NGOs, the UN Women should consider consortia arrangements in the future to capitalise on various experiences of providing civic education on GPS on the ground.

- ✚ Women are resourceful as they find ways of negotiating peace at personal, household and community level. Beating the drum, singing, dancing and drama has had a profound impact in peacebuilding. Women have collectively over-come the culture of fear as a result. The demand for ‘positive peace’ goes well beyond some of the selected project areas, but more counselling skills are required in order to handle a wide range of situations. The scaling up is limited by the level of resources that WPCs can personally invest in ‘preaching of the gospel of peace’.
- ✚ Increased knowledge on conflict transformation, gender equality, conflict resolution and peacebuilding, triggers a wide range of processes that generate new needs as women claim their rights. A responsive mechanism like an effective referral system cannot be divorced from knowledge acquisition. Attention should be given to the availability and viability of support systems for women to claim their rights and be protected while doing so. Such systems are one-stop centres, access to strengthened ‘Tete/Babakazi support systems’, faith-based support infrastructure, traditional justice systems and the victim friendly units; which are critical in sustaining the claiming of rights.
- ✚ An intense ‘woman focused’ programming unintentionally loads the responsibility and burden of peacebuilding on women. Some measure needs to be put in place mid-stream of implementation, in order to attain a gender balance in the assumption of responsibility for peace and security by women, men, boys, and girls.
- ✚ Viable rallying points for building the women’s agency for peace, such as merry-go-round savings clubs, sustain the peacebuilding momentum at less cost to the Programme, and yet have far reaching benefits to participants.
- ✚ Young women and youths have great potential to be peacebuilders. For example, they effectively use drama, theatre and peace journalism to share the message of peace.
- ✚ A different programming strategy is required for fragmented, isolated communities with limited cohesion attributes. Applying the same strategy used for composite communities like the peri-urban/urban area, where members can possibly meet frequently with relative ease, and rural settings with traditional leaderships that enhance cohesiveness, does not achieve the same results.

6. Recommendations

- i) UN Women has strategically positioned itself to influence the development and implementation of a NAP on UNSCR1325. Several consultative processes and initiatives have been undertaken, and entry points found, to influence the development of the NAP. It is recommended that in 2019 efforts should be put towards the development of the NAP with the relevant stakeholders.
- ii) Considering the extensive work that UN Women has put in mainstreaming gender in curricula in academic institutions’ degree courses and modules, there is need for UN

- Women's to play a continuing facilitative support to consolidate results and support the academic institutions to strengthen current delivery and implementation of the modules. The evaluation recommends continuation of the work to harmonise the curricula developed in the various institutions thus far. This work has potential to sustain itself and UN Women is recommended to continue to monitor its progress.
- iii) UN Women needs to build internal capacity to continuously map conflict hotspots as well as analyse and provide policy advice on the nexus between peace, economics and security.
 - iv) UN Women has been using the same implementation strategy for all the communities under the GPS Programme. This to some extent has not yielded expected results. Therefore, it is recommended that a district specific needs assessment and local context mapping is performed so that resources are allocated, and programme is tailored accordingly. For example, where there is an absence of a vibrant women's movement, where patriarchy has a strong hold and women are deeply marginalised, more resources are required to achieve expected results.
 - v) There is need for UN Women to formally register all trained women election observers with ZESN and secure a standing arrangement that all WPC trained cadres will be afforded an opportunity to participate in future by- and national elections. Outside formal support, it may be difficult for those who did not participate in 2018 to be part of the system.
 - vi) The GPS Programme is very relevant to the Zimbabwe context. There is good opportunity to build on the current success of the GPS Programme. UN Women should consider sharing information on results achieved by this programme. There needs to be further documentation, research and policy-oriented dialogue as a basis to bring this programme to the next level. At this level it is important to consider high-level forums and in-person meetings with government, economic bodies and security sector actors.
 - vii) The evaluation concluded that the GPS Programme did not fully succeed in alleviating a series of challenges: political instability; the polarization of society along political lines; high incidence of violence; rapid increases in poverty; weak public service delivery; and declines in the productive sectors. Moving forward, it is recommended that future GPS programming should increase initiatives and interventions that create absorptive, adaptive and transformative capacities of at-risk communities; and developing better funded crises modifier mechanisms which will provide appropriate, predictable, coordinated and timely response to risk and shocks from a resilience perspective both at scale and with comprehensive national geographic coverage.

END OF THE GPS EVALUATION REPORT

Annex I: Original Terms of Reference

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

Introduction

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

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

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

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

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

Context

Zimbabwe ratified key international and regional human rights instruments that protect women’s rights and seek to address gender inequalities including: The Convention on the Elimination of all forms of Discrimination against Women (CEDAW), the Protocol to the African Charter on the Rights of Women in Africa (PACRWC); the Millennium Declaration and the Southern Africa Development Community (SADC) Gender and Development Protocol. Zimbabwe has incorporated some of the norms and standards of these instruments into domestic laws and policies such as the new Constitution adopted in 2013, the Criminal Law Codification Act, the Protocol on Multi-Sectoral Protocol on the Management of Sexual Abuse (2003), National Gender Policy (2011-2015), the Legal Age of Majority Act (LAMA) and the Domestic Violence Act (DVA 2007). Although the UN Security Council

Resolutions on Women, Peace and Security (including resolutions 1325, 1820, 1888, 1889, and 1960), may be applicable in the Zimbabwean context, there is little knowledge and awareness of these instruments by both government institutions and civil society organizations based on the limited use and reference to these normative frameworks. All these instruments call for greater participation by women in all areas of decision-making, including peace processes and security matters, and for the effective protection of women from all forms of gender-based violence.

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

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

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

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

Description of the programme

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

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

Phase 1 (2012-2014): Based on the findings of the study that was commissioned by UN Women and ONHRI, the initial overall development goal of the programme was to contribute towards an environment that promotes women's gender-sensitive peace and security concerns in Zimbabwe focussing on three areas which include:

- Women participation at all levels of peace and security policy making;
- Strengthening capacities of security sector actors to respond to gender insecurities and;
- Supporting mechanisms for peace building at the Community level.

The outcomes during phase 1 were as follows;

- Gender Equality commitments implemented in peace building processes
- The inclusion of Gender perspective into security sector transformation initiative
- Improved mechanisms for gender, peace and security issues in targeted rural communities

Phase 2 (2014-2016): After 2 years of implementation, this goal was changed on the 8th of December 2014 to, 'Peace and security are shaped by women's leadership and participation in Zimbabwe. The outcomes were also changed to two as follows:

- Conflict resolution, conflict management and peacebuilding processes gender mainstreamed;
- Improved mechanisms for gender, peace and security in communities.

Phase 3 (2017-2018): The CO moved towards political participation in the third phase in preparedness for the 2018 election focusing on UN Women outcome on laws, policies and strategies to promote women's participation in decision-making processes and structures at national and local levels formulated, enforced, implemented and monitored in line with national, regional and international provisions. The outputs include the following;

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

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

Programme Geographical focus:

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

Duties and Responsibilities

Evaluation Purpose and use of the evaluation

The overall purpose of the final evaluation is to assess progress towards achievement of the objectives of the gender, peace and security programme both at district and national levels against the [standard evaluation principles of relevance, effectiveness, efficiency, sustainability](#) and impact since its inception in November 2012. The lessons learnt from this evaluation will inform the design of UN Women's future work around peace and security in Zimbabwe.

Users of the evaluation

The evaluation report will be used to inform the Steering Committee in implementing its mandate of oversight and strategic guidance of the gender, peace and security programme for the remainder of the implementation period. Specific users will include UN Women programme staff, the Ministry of Women Affairs, Gender and Community Development (MWAGCD), Ministry of Home Affairs, Ministry of Defence forces and other key government

departments, responsible partners and the donor in planning and implementation of the gender peace and security programme. UN Women, responsible partners, donors and government partners of the programme will be specifically responsible for developing management responses and action plans to the evaluation findings and recommendations.

The final evaluation report will be made publicly available on the UN Women Global Accountability and Tracking of Evaluation (GATE) System <http://gate.unwomen.org/>. It will also be disseminated during regional, national and district meetings.

Objectives, Evaluation criteria and evaluation questions

The specific objectives of the evaluation are guided by Development Assistance Cooperation (DAC) evaluation criteria of relevance, effectiveness, efficiency sustainability and impact. The evaluators will develop specific review questions, samples of which are set out below for each objective.

The objectives of the evaluation are to primarily:

Relevance:

- To assess the extent to which the programme has been conceptualised, planned and designed to respond to the provisions outlined in the UN Security Council Resolutions on Women Peace and Security that provide a comprehensive political framework within which women protection and their role in conflict prevention and resolution can be addressed and the extent to which the programme is in line with the UN women's mandate and cooperate objectives of raising awareness and strengthening the capacities of women in transitional situation and contribute to promoting the integration of gender perspective into all conflict resolution and peace building initiatives.

The suggested questions for the relevance criterion are;

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

Effectiveness:

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

The suggested questions for the effectiveness criterion are;

- To what extent has the programme made sufficient progress towards its planned objectives and results /has the programme achieved its planned objectives and results within its specified period?
- Has the programme been appropriately responsive to political, legal, economic, institutional, etc., changes in the country?

- In which areas does the programme have its least achievements? What have been the constraining factors and why? How can they be overcome?
- In which areas does the programme have the greatest achievements? How can UN Women build on or expand these achievements?
- What were the major factors influencing the achievement or non-achievement of the objectives?
- What, if any, alternative strategies would have been more effective in achieving the programme objectives?

Efficiency:

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

The suggested questions for the efficiency criterion are;

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

Sustainability:

- To assess the sustainability of results as well as document the strategies that have been put in place to ensure the sustainability of results. The evaluation will assess the possibility of continuation of benefits accrued to date from the gender, peace and security programme intervention and recommend any other strategies for sustainability based on lessons learned from other programmes and evaluations. The evaluation should consider the following dimensions of sustainability:
- To assess the sustainability of the results from the Gender, Peace and Security programme implementing partners given the level of ownership generated, effective partnerships established, and capacity strengthened through processes. The evaluation should assess the strategies which have been put in place by UN Women and partners to enhance sustainability and document or present any best practices from within the programme or other similar programmes for enhancing the sustainability of Gender, Peace and Security programme
- Community-level sustainability – assess ownership, participation and inclusion of national duty-bearers and rights-holders.
- Scaling up for sustainability - The evaluation should ascertain the possibility of scaling up of the interventions in Zimbabwe.
- Sustainability challenges and mitigatory strategies – the evaluation should identify possible challenges that might affect the sustainability of the programme and suggest solutions to overcome them.

The suggested questions for the sustainability criterion are;

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

Programme outcomes and impact

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

The suggested questions for the programme outcomes and impact criterion are;

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

UN Women's technical and resource management, coordination role in the delivery of the Gender, peace and Security Programme

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

The suggested questions for the UN Women's technical and resource management, coordination role in the delivery of the Gender, peace and Security Programme criterion are;

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

Scope of the Evaluation

Time frame for the evaluation:

The Evaluation will provide an assessment of the programme from inception in November 2012 to October 2018.

Programmatic focus:

Assess progress towards achieving expected results, measured against the revised log frame and compare the original and revised log frame to assess original plans and identify reasons for the changes and document lessons learnt from the process.

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

Geographical coverage:

The evaluation will cover four out of eight districts. The Evaluation team will visit the four districts to discuss with stakeholders involved in the programme including direct beneficiaries who are in women-led peace committee and

traditional leaders and indirect beneficiaries that includes government ministries and departments, chapter 12 commissions, CSOs and observe progress and achievements.

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

Methodology

The evaluation methodology will be developed by the Consultant and presented for approval to the Evaluation Reference Group. The methodology should use a combination of quantitative and qualitative research methods and a desk review of programme overview should be done. It should be utilisation focused, gender responsive and explicitly outline how it will integrate a human rights-based approach and explore the possibility of utilising participatory methods for developing case studies. Data should be disaggregated by sex and according to other relevant parameters.

These complementary approaches will be deployed to ensure that the study:

- responds to the needs of users and their intended use of the evaluation results;
- provides both a substantive assessment of gender, peace and security programme results, while also respecting gender and human rights principles throughout the evaluation process, allowing for the participation and consultation of key stakeholders (rights holders and duty-bearers) to the extent possible;
- utilises both quantitative and qualitative data collection and analysis methods to enhance triangulation of data and increase overall data quality, validity, credibility and robustness and reduce bias and will consider among other processes a desk review, meetings, consultations, workshops with different groups of stakeholders;
- consider data collection instruments and methods for example interviews, observations, focus groups, and site visits.
- take measures to ensure data quality, reliability and validity of data collection tools and methods and their responsiveness to gender equality and human rights

Data collection methods

Some of the data collection tools to be used during the evaluation are:

Desk review

The Consultant will consult all available documentation in preparation for the review, including programme documents, minutes of the Steering Committee meetings; quarterly reports, annual reports and programme implementation and research reports from UN Women, implementing partners, and this documentation will be made available in good time.

Interviews with Key Informants

The team will conduct a range of interviews with key informants and stakeholders (including implementing partners and their national counterparts) and will visit and interview relevant Ministries and government agencies, chapter 12 commissions, local and international implementing partner organisations, community leaders, programme beneficiaries, the key staff at UN Women and Norway.

Focus group discussions

The team will conduct focus group discussions with direct and indirect beneficiaries of the programme.

Significant stories

During the interview, the evaluators will support beneficiaries of the programme to document their stories on how the programme has impacted on their lives.

Stakeholder participation

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

Expected deliverables

The evaluation team is expected to provide:

Deliverable 1: Present and discuss an Inception Report to the Management Group and Reference Group at an inception meeting. An inception report which contains evaluation objectives and scope, description of evaluation, methodology/methodological approach, the evaluation questions, data collection tools, data analysis methods, key informants/agencies, detailed work plan and reporting requirements. It should include a clear evaluation matrix relating all these aspects and a desk review with a list of the documents consulted. (5 pages max excluding annexes).

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

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

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

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

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

- Title Page, table of contents, acronyms
- Executive Summary (maximum five pages)
- Purpose of the evaluation
- Evaluation objectives and scope
- Evaluation methodology including consultation structures put in place during the evaluation process
- Context of subject
- Description of the subject
- Findings
- Lessons Learnt
- Conclusions
- Recommendations

- Annexes (including but not limited to: original Terms of Reference, List of documents reviewed, Data collection tools used, List of UN agencies, implementing partners, staff and other stakeholders consulted).

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

List of Interviewees

	Respondent
	UNWOMEN
	Norway
	Ministry of Home Affairs
	Ministry of Women Affairs, Gender & Community Development
	Ministry of Defence Forces
	Zimbabwe Gender Commission
	Zimbabwe Electoral Commission
	Zimbabwe Human Rights Commission
	National based CSO partners (Africa Community Publishing Trust, Musasa, Zimbabwe Young Women' Peacebuilding, Peacebuilding and Capacity Development Education Foundation, ZIWLA, Zimbabwe Peac Programme, FEMPRIST)
	Women-Led Peace Committees
	Ministry of Women Affairs, Gender & Community Development
	Better Life Foundation
	Community leaders - Chiefs / Headman

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

Management of the Evaluation

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

- The Evaluation Managers
- UN Women Programme Officers
- Norway Representative(s)

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

- The Evaluation Managers
- Responsible partners implementing the programme
- District Level MWAGCD Officers

Logistics

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

Competencies

Core Values:

- Respect for Diversity
- Integrity;
- Professionalism.

Core Competencies:

- Awareness and Sensitivity Regarding Gender Issues;
- Accountability;
- Creative Problem Solving;
- Effective Communication;
- Inclusive Collaboration;
- Stakeholder Engagement;
- Leading by Example.

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

Required Skills and Experience

Required Skills and Experiences:

A national consultant with the following skills and experience

- Master level and above educational background in social sciences or a related field;

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

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

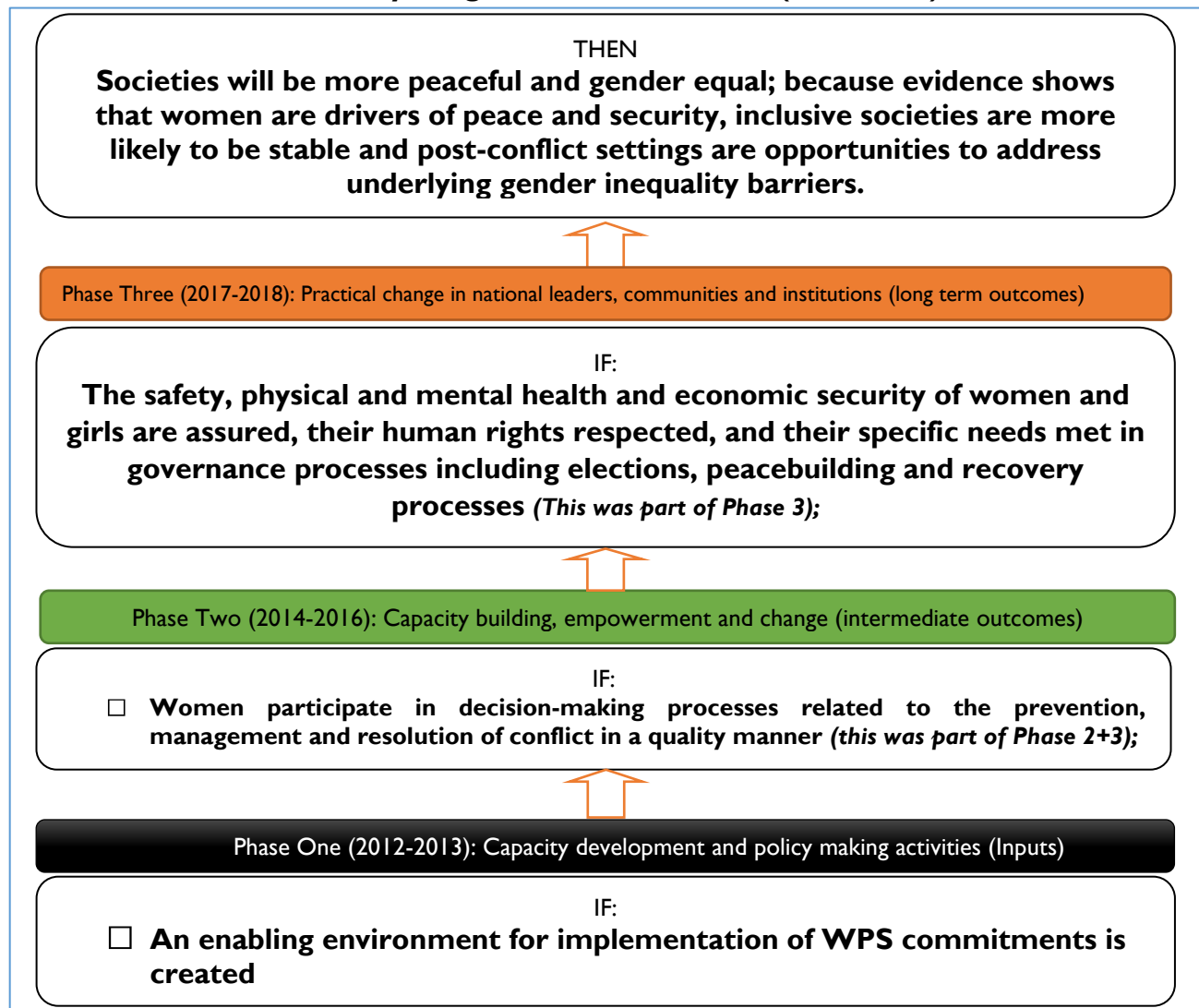
The Evaluator is to act according to the agreed and signed TORs and to proceed according to all stated agreements.

UNEG Norms and Standards and Ethical Code of Conduct

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

Annex II: Theory of change

Gender, Peace and Security Programme in Zimbabwe (2012-2018)



Annex III: List of documents reviewed

- 1) 84853 Narrative Annual Report to Norway Nov 2015-Oct 2016 11th April 2017
- 2) 84853 Norway Annual Narrative Progress Report 30th April 2018F
 - a. Annex 1 ACCORD UN Women Training – Gender mainstreaming in peace and security curricula
 - b. Annex 2 Christopher – ACCORD UNW Assignment ICS Module 2
 - c. Annex 3 Curriculum Development Exercise Melody
 - d. Annex 4 Eunice Leadership Curriculum
 - e. Annex 5 Hatred Mhaza Module
 - f. Annex 6 ICS Course Curriculum by Davison Garauziwe
 - g. Annex 7 ICS Gender Audit ICS 22 June 2015 Final Draft
 - h. Annex 8 ICS Gender Policy 20 June 2015 Final Draft
 - i. Annex 9 Jeffrey Gender Studies Course Outline BUSE
 - j. Annex 10 Jeffrey Kurebwa course outline
 - k. Annex 11 Katsinde Course outline gender sensitive
 - l. Annex 12 Mainstreaming gender in Env Policy-Mangure docx
 - m. Annex 13 Young Women Project Course Outline
 - n. Annex 14 Wesley- War and Society Course Outline
 - o. Annex 16 Wesley- War and Society Course Outline WAR 3030 Semester One
 - p. Annex 17 NDC Module on Gender and National Security – Submitted by Martha M 14th August 2005
 - q. Annex 18 We Connect issue 1
 - r. Annex 19 We Connect issue 2
 - s. Annex 20 Study Curriculum 2014
 - t. Annex 21 Training of Trainers
 - u. Annex 22 Training Manual
- 3) NORWAY PRODOC 2015-17
- 4) Overview of UN Women Peace and Security Work supported by Norway (003)
- 5) Progress Update Norway 2014, 2015, 16, 17
- 6) UN Women Study
- 7) Revised TOR Gender peace security final evaluation edit 091018
 - a. Annexure A Zimbabwe Country Study on Implementation of UNSCR 1325
 - b. Annexure B SADC Regional Framework and Strategy Validation Workshop Report
 - c. Annexure C SADC RPTC Integrated Mission Planning Course Invitation
 - d. Annexure D SADC RPTC Letter of Appreciation
 - e. Annexure E-Security Sector Curriculum Monitoring and Evaluation Framework
 - f. Annexure F National Curriculum Review Workshop
 - g. Annexure G ZGC CHIWUNDURA BY ELECTION CONSOLIDATED REPORT 2017
- 8) UN Women Evaluation Handbook: 'How to manage gender-responsive evaluation'.
- 9) (UNEG) on Integrating Human Rights and Gender Equality in Evaluations
- 10) UNW Global Accountability and Tracking of Evaluation Use (GATE) website UNW GERAAS standards, www.unwomen.org/en/about-us/accountability/evaluation/decentralized-evaluations.

- a. 84853 Annex A - Outputs and Allocations
- b. 84853 Annex B - We Connect Newsletter
- c. 84853 Zimbabwe GPS First to Norway Nov 12 - Oct 13 - narr rpt
- 11) ACPD Community publishing (UN Women) Workshop Report
- 12) ACPD Connecting Protecting- ACPT Booklet
- 13) ACPD UN Women Interim Report and work plan- September- December 2013
- 14) ACPDT no-cost extension
- 15) ACPDT UN Women Interim Report and work plan
- 16) ACTIL REPORT2
- 17) ACTIL REPORT4
 - a. Annex 1 - Report of the 1325 Sensitisation Workshop 7-8 Dec 2016
 - b. Annex 2 - Policy Brief on UN SCR1325
 - c. Annex 3 - Framework to Guide Development of a UN Resolution 1325 National Action Plan for Zimbabwe
 - d. Annex 4 - Policy Brief on gender mainstreaming in prisons and correctional services
 - e. Annex 7 - ZYWNP impact assessment report (003)
 - f. Annex 8 - Hansard 21_June_2016_25-59
- 18) Assessment Report for Release of ZYWNP FINAL Instalment 2016
concept_note_GSST_Workshop 2013
- 19) Copy of GPS PARTNERS CONTACT LIST I
- 20) Creating an enabling environment for women's economic empowerment The Case of UN Women Zimbabwe CO (2)
- 21) Dorothy Final Report
- 22) FEMPRIST CONCEPT NOTE
- 23) FEMPRIST round-table dialogue
- 24) FINAL DRAFT-ZGC Elections Workshop Report with PICS
- 25) G20 and Mentor Mentees Report
- 26) G20 Breakfast Meeting Note to File
- 27) Gender Champions
- 28) Gender Gap Analysis Curricula Findings Report
- 29) Hand-over note for GPS Programme- by Dr. Martha Mutisi- 28th January 2014
- 30) Israel Mission Report
- 31) Level I Training
- 32) Level II training
- 33) Mentor-mentees list
- 34) Mission Report
- 35) Narrative report.docx2015
- 36) Note to File G20 Breakfast meeting.2
- 37) PACDEF- UN Women Proposal Document
- 38) PCA ACPD
- 39) PROGRESS UPDATE NORWAY October 2014 to May 2015
- 40) Signed agreement addendum 2 8 Dec 2014 rotated
- 41) Think tank participants
- 42) UN Women- Gender Champions Project with Msasa- Revised- 9th December 2013
- 43) UN Women Policy Practice and Dialogue Gender Mainstreaming in Prisons (002)

- 44) UN Women Report - Training of Women Parliamentarians final
- 45) UN Women Security Sector Think Tank Symposium final
- 46) UN Women- WCoZ report 2013 (submitted 12 December 2013)
- 47) UN WOMEN ZYWNP PRODOC 25 June Final
- 48) WCoZ No cost extension
- 49) WCoZ PCA 2013
- 50) YWEECT FINAL UPDATE
- 51) ZGC CHIWUNDURA BY ELECTION CONSOLIDATED REPORT 2017
- 52) ZYWNP QUARTERLY REPORT March edited
- 53) ZYWNP Narrative Report (003)

Annex IV: Data collection tools used

List of tools used in the evaluation of institutions

Tool	Key Informants	Level of data collection
1. Key Informant Guide /Survey tool	Institutional leaders	Government, Commissions, Agencies
2. Key Informant Guide / Survey tool	Faculty	Academic and research institutions
3. Key Informant Guide/ Survey tool	NGOs & civil society	Implementers and beneficiaries
4. Key Informant Guide	UNDP	Implementers and beneficiaries
5. Key Informant Guide	UN Women	Programme managers, coordinators, implementers and Donor
6. Key Informant Guide	Programme Funders	Funding Partner
Desk Review	Literature	Community, District, National, Regional and Global

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

'Strengthening Gender-Sensitive Capacities for Peace and Security in Zimbabwe'

Data Collection Interview Tool

6.1.1. Key Informant Interview Guide: UN Women

Relevance:

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

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

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

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

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

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

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

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

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

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

Effectiveness:

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

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

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

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

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

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

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

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

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

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

Efficiency

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

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

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

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

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

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

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

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

Does programme governance facilitate good results and efficient delivery?

Impact

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

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

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

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

In which ways did the GPS Programme;

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

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

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

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

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

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

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

Sustainability

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

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

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

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

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

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

In which ways did the GPS Programme;

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

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

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

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

GPS Programme Outcomes and Impact

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

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

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

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

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

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

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

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

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

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

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

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

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

Relevance

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

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

Were the activities in line with the objectives of the GPS Programme: (e.g. promoting participation of women at all levels of peace and security policy making, leadership and political participation, strengthening capacities of security

sector actors to respond to gender insecurities, supporting mechanisms for peacebuilding and mainstreaming of gender into peacebuilding processes, conflict resolution and management)?

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

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

Effectiveness

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

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

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

What key results has Zimbabwe achieved with the GPS Programme?

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

How were the constraining factors addressed?

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

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

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

Efficiency

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

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

gender equality commitments implemented in peacebuilding processes,

gender inclusion perspective into security sector transformation initiative,

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

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

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

Conflict resolution, conflict management and peacebuilding processes gender mainstreamed;

Improved mechanisms for GPS in communities.

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

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

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

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

Sustainability

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

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

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

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

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

To what degree do communities own programme activities?

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

Impacts

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

In which ways did the GPS Programme;

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

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

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

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

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

General

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

Relevance

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

How were you involved in the design of the GPS Programme? ‘*strengthening gender-sensitive capacities for peace and security in Zimbabwe*’

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

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

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

How has the GPS Programme enabled your institution to ‘*strengthen gender-sensitive capacities for peace and security in Zimbabwe*’?

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

How has the GPS Programme contributed to your priorities for ‘*strengthening gender-sensitive capacities for peace and security in Zimbabwe*’? Explain.

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

Effectiveness

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

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

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

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

What key results have you achieved with the Programme?

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

How were the constraining factors addressed?

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

Efficiency

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

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

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

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

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

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

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

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

Sustainability

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

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

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

What proportion of the Programme is funded from local resources?

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

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

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

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

Impacts

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

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

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

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

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

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

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

General

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

Relevance:

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

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

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

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

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

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

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

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

Effectiveness:

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

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

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

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

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

Was the role played by women effective?

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

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

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

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

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

Efficiency

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

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

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

Do the results achieved justify the costs?

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

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

Did the Programme governance facilitate good results and efficient delivery?

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

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

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

Impact

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

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

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

Sustainability

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

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

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

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

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

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

GPS Programme Outcomes and Impact

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

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

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

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

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

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

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

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

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

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

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

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

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

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

6.1.5. Key Informant Interview Guide: Partner Academic Institutions

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

Relevance

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

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

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

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

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

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

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

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

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

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

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

Effectiveness

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

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

How were the constraining factors addressed?

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

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

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

Efficiency

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

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

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

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

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

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

Impact

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

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

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

Sustainability

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

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

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

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

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

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

GPS Programme Outcomes and Impact

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

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

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

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

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

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

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

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

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

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

6.1.6. Key Informant Interview Guide: Funding Partner

Relevance

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

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

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

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

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

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

Effectiveness

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

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

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

Efficiency

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

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

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

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

Impact

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

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

Sustainability

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

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

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

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

GPS Programme Outcomes and Impact

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

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

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

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

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

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

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

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

6.1.7. Sample Questionnaire: Academic and Research Institutions

1.0. Introduction

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

SECTION A: DEMOGRAPHIC INFORMATION OF RESPONDENTS

Indicate your gender (tick where appropriate)

Female	<input type="checkbox"/>
Male	<input type="checkbox"/>

Circle where appropriate

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

Indicate your Institution

What is your occupation?

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

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

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

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

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

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

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

	Extremely inconsistent	Inconsistent	Consistent	Extremely Consistent
Inputs				
Activities				
Outputs				

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

Irrelevant	Relevant

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

SECTION C: EFFECTIVENESS

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

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

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

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

Extremely Inappropriate	Inappropriate	Appropriate	Very Appropriate

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

Lesser Extent	Stagnant	Greater Extent

Specify how:

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

Yes	
No	

Give examples:

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

Positive Factors

Negative Factors

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

SECTION D: EFFICIENCY

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

Yes	
No	

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

Yes	
-----	--

No	

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

Very Poor	Poor	Good	Very good

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

Yes	
No	

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

SECTION E: SUSTAINABILITY

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

Lesser Extent	Stagnant	Greater Extent

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

List the Mechanisms
1
2

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

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

Lesser Extent	Stagnant	Greater Extent

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

SECTION F: IMPACT

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

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

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

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

Actions				
Outputs				

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

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

Not responsive	Moderately responsive	Very Responsive

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

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

End of questionnaire. Thank you.

Please send it to:

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

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

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

Would you like to participate in this survey?

1= Yes

2= No

Sign	Date
-------------	-------------

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

Annex V: List of data collection tools at community levels

Evaluation Tool: Implementing Partners at Community Level

General

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

Relevance

- 1) What is extent of relevance of the GPS Programme at the local institutional level?
- 2) Is the Programme relevant in meeting local needs and priorities of women and girls for peace and security?
- 3) What has been the level of adaptability of the Programme to shifting local needs?
- 4) Has the Programme been relevant in responding to the broadening options for GPS?
- 5) What mechanisms are available to compliment and collaborate with other CSO partners on the Programme? Are these adequate and useful? Please provide examples of the benefits you have derived from these mechanisms.
- 6) How significant has been the capacity building of the Women's Agency for peace and Security within the broader context of gendered nature of instability and insecurity factors?
- 7) Have there been changes to the Programme or your activities since inception of your contract? What were the reasons behind the changes?

Effectiveness

- 1) What key results have achieved with the Programme? '*Supporting mechanisms for peacebuilding at community level* and '*Improved mechanism for GPS in communities*'
- 2) What are the areas of greatest/least achievements and reasons for achievement/non-achievement (identify constraining and enabling factors) How were constraining factors addressed?
- 3) Has the Programme been appropriately responsive to political, legal, economic, institutional etc. changes in the country?
- 4) What criteria were used in the selection of partners that have worked with you to ensure that they provide the Programme with the required capacity and strategic positioning to achieve objectives?
- 5) How effective have the partnerships been? Did all partnerships work? If not, what are the lessons learnt?
- 6) Did the Programme generate positive changes in the lives of targeted and untargeted? Are there key changes in the lives of those women?
- 7) In which areas does the Programme have its least achievements? What have been the constraining factors and why? How can they be overcome?
- 8) In which areas does the programme has the greatest achievements? How can UN Women build on or expand these achievements?

Efficiency

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

- 2) To what extent does the management structure through district structures of the intervention support efficiency for programme implementation?
- 3) Have there been an economical use of financial and human resources? Have resources funds, human resources, time, expertise etc.) been allocated strategically to achieve outcomes?
- 4) What measures have been taken during planning and implementation to ensure that resources are efficiently used?
- 5) Have programme funds and activities been delivered in a timely manner and within budgets? If not, what were the bottlenecks encountered? How were they addressed?
- 6) Are there opportunities for implementing the Programme differently in a way that provides value for money in the future?
- 7) What were the constraints (e.g. political, practical, and bureaucratic) in mainstreaming gender in peace and security services and academic institutions efficiently during implementation? 5. What level of effort was made to overcome these challenges?
- 8) Have resources been used efficiently? Have activities supporting the strategy been cost effective?
- 9) In general, do the results achieved justify the costs? Could the same results be attained with fewer resources?
- 10) Have programme funds and activities been delivered in timely manner?
- 11) Does Programme governance facilitate good results and efficient delivery?

For the GPS Programme monitoring:

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

Sustainability

- 1) What strategies are in place to enhance the sustainability of results accrued because of the GPS Programme in 8 Districts of operation?
- 2) To what extent has the facilitation of ownership of the results by stakeholders and beneficiaries occurred as well as ensure results will continue? (WPC/ Early Warning System/ Women's Agency] Specify measures taken. Specify the mechanisms in place.
- 3) Does Government have ownership of the Programme?
- 4) Have collaborating partners demonstrated ownership, leadership commitment, technical and financial capacity to continue to work on the Programme, sustain the results or replicate it?
- 5) Is community level sustainability of results assured? Probe ownership, participation and inclusion of duty bearers and rights holders?
- 7) Based on your experience with the Programme which components of the Programme should be carried over into a future phase (scalable activities), and are there any recommendations for their improvement?
- 8) Are there any sustainability challenges? What are the mitigatory strategies- the evaluation should identify possible challenges that might affect sustainability of the Programme and suggest solutions?
- 9) Are there potential avenues for resource mobilization to support the activities you are implementing under the GPS Programme in the future? Please provide the evidence.

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

Programme Goal and Outputs

- 1) What are the main effects of GPS Programme activities? This should include positive and negative changes produced by the Programme's interventions, directly or indirectly, intended or unintended.
- 2) To what extent can the changes/results that have been achieved be attributed to the inputs, strategies, actions and outputs of the GPS Programme?
- 3) What are the lessons learnt which would improve on the relevance, effectiveness and impact of programme at various levels?
- 4) How effective has the conceptualisation of empowerment of the women's agency as an effective tool to dismantle male hegemony?
- 5) What has disrupted 'peace and security in Zimbabwe' over the past six years and has the GPS Programme been well positioned and capacitated to respond?
- 6) The faith-based interventions have played a role in Zimbabwe's Architecture for peace: the GPS Programme have a distant relation with FB with the exception of Bindura. What are the implications of this for the future?
- 7) Resource governance in the face of climate change has a bearing on GPS. Did the selected districts of operation yield sufficient learning to inform future programming?
- 8) Resource governance with regards to the extraction of natural resources has featured in Tsvingwe. Are the lessons learnt generated sufficient evidence to inform future programming?

Lessons learnt and Recommendations

- 1) What are the key lessons you have learned in implementing the GPS Programme (programme design, programme management, establishing a multi-sectoral approach to providing GPS services to survivors, human rights approach to service provision)?
- 2) If you were to implement another GPS Programme what would you do differently? Why?

6.1.8. Key Informant Interview Guide: Community Leaders and other Key Informants

Relevance

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

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

Do you think the GPS Programme has addressed GPS issues?

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

Participation in the Programme

1. What has been your level of participation in GPS forums? In what ways was it helpful to you and in your work as a community leader? PROBE: initiatives they have undertaken to mainstream gender into peace and security.
2. Was the information provided adequate for you? How have you used the knowledge gained in your community?
3. On a scale of 1--5 how satisfied are you with the work of PACDAF with regards mainstreaming gender in the traditional court system

Effectiveness

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

Men's involvement and attitudes towards GPS.

Women and girls' knowledge of GPS?

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

Traditional courts and their judgment on women related conflicts?

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

Sustainability

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

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

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

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

Lesson learned

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

What are they doing well and less well?

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

6.1.9. Focused Group Discussions Guide

How long have you been involved in GPS issues?

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

How were you involved in the GPS Programme interventions?

Checklist of possible involvement

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

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

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

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

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

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

- a) Increased awareness among women and girls of GPS issues in communities.
- b) Enhanced knowledge and skills to influence policy practice and formulation
- c) Strengthen capacity of women leaders to engage in conflict resolution, mediation, management and leadership processes.

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

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

How satisfied are with the activities of the Peace Committees?

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

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

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

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

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

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

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

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

Annex VI: List of UN agencies, implementing partners, stakeholders consulted at national levels

Table 5: Key Informants for the Gender, Peace and Security Final Evaluation

Name	Organisation	Role	Mode of Data Collection
Dr. Rogers Manungo (774315210)	Solusi University (+263-712768660)	Lecturer	Interview
Ms. Kathy Stewart Bond (0773492921)	ACPD	Director	Interview
Dr. Jeffery Kurebwa (772121563)	Bindura University of Science and Education	Lecturer	Interview
Mr. Chupicai Manuel (0773762584)	Africa University		Interview
Mr Garauzive and Mr Makuvaza 3 unidentified officers	Institute of Correctional Services	Prison Officers	FGD
Patience Thauzeni (777-537-062) Mr. MacDonald Bashoni (0773-376460)	Zimbabwe Young Women Network for Peacebuilding	Programme Manager Finance Manager	FGD
Ms. Revai Makanje-Aalbaek	Former Deputy Country Representative UN Women	UNDP	Interview
Ms. Farai Hondonga-Chidongo: (0775- 055-872) hondongaf@parlim.gov.zw	Parliament of Zimbabwe	Coordinator of the Women MP Parliamentary Caucus Group	Interview
Women Parliamentary Caucus Group Hon. Goodluck Kwaramba (Hurungwe) Hon. Lucia Chitura (Rusape) Hon. Ageline Chipatu (Zaka) Hon. Molly Mkhandla (Mat North - Hwange) Hon. Lilian Zemura – Murehwa (Propositional Representation) Hon. Nicola Watson - Bulawayo Central	Parliament of Zimbabwe	Participants of Transformational Leadership Training	FGD
Zimbabwe Gender Commission Commissioners: Mr. Victor Nkiwane vnkhiwane@gzu.ac.zw 0772-186-736	Zimbabwe Gender Commission	Commissioners	FGD

Mrs. Sibongile Mauye: sibmauye@gmail.com 0771-333-552 Mr. Obert Matshalaga obertnatshalaga@gmail.com . 0773-73944			
Ms. Maureen Shonge	UN Women	Programme Manager	Interview
Ms. Caroline Nyamayemombe	UN Women	Caroline Nyamayemombe	Interview
Rejoice Chipuriro Rejoice.Chipuriro@mfa.no	Norwegian Ministry of Foreign Affairs	Programme Donor Rep	Telephone Interview
Commissioner Netsai Mushonga	Zimbabwe Electoral Commission	Commissioner	Interview
Commissioner	National Peace and Reconciliation Commission	Commissioner	
Commissioner Jirira	Zimbabwe Human Rights Commission	Commissioner	Interview
Dr. Wesley Mwatwara (0772-450-353)	University of Zimbabwe wesmel2001@yahoo.co.uk	Lecturer	Interview
Ms. Caroline Matizha (0772-266-281)	Zimbabwe Gender Commission	Coordinator	Interview

Annex VII: Lists of institutions interviewed or consulted and sites visited at district and community levels

	KII		FGD (number of attendees)		Total
	Female	Male	Female	Male	
Pacdef	1	2			3
Tsvingwe	2	1	11	1	4
Masvingo	2	1	45	3	51
Gwanda	4	0	10	0	14
Mutoko	1	1	4	4	10
Total	10	5	70	8	92

Primary data was collected from 80 women and 12 men through KII and FGDS from Tsvingwe Masvingo, Gwanda, Mutoko and Mutare. In total 12 FGDs were conducted.

Respondents are female unless otherwise indicated.

PACDEF STAFF (3)

Name	Contact details	Position
1. Agatha Chapundza	chapeyamaagatha@gmail.com	Finance manager
2. Mr Alexius A. Manyanda	0778 102 402	Director
3. Mr Lloyd Chisese	0773 932 551	M&E Officer

TSVINGWE (Total respondents 14)

Name	Phone number	Position PACDEF	Other Positions
1.Emily Mwale	0778 265761	Member	
2.Florence Mapfumo	0774 850086	Member	
3.Jesca Masamvu	0773 6092	Member	WCOZ
4.Loveness Kachinwe	0779 068792	Member	WCOZ, Environmental monitor.
5.Margaret Sande	0777 422 608	Peace chair.	WCOZ
6.Ruth Antonio	0774 047746	Member	
7. Tabeth Marwizi	0772 587931	Vice Chairperson	WCOZ member
8Angel Panduri	0773 379837	Peace journalist	WCOZ
9.Mr Chituro Rodreck	0773 153253	Pastor/ Counsellor	
10.Lucia Sampindi	0771 624669	Neighbourhood watch- ZRP	Member
11.Margart Sande	0770 422008	Chairperson	WCOZ
12.Tsverukai Duwa	0784 6684414	Former Councillor	WCOZ
13. Sandra Mabota	0775 424662	Peace journalist	WCOZ
14 Selina Marewangepo	0774 032 831	(Chairperson)	

MASVINGO (Total 51 Respondents) – 4 Focused Group Discussions

Name	Age	Position
1. Albina Kaurai	28	Member
2. Alice Chikava	30	Peace journalist.
3. Alidonia Madzvorora	40	Member
4. Anciate Mutamba	31	Member
5. AngelineMabasa	64	Member
6. Anna Marombedze	56	Member
7. Annah Marombedze.	62	Member
8. Beatrice Munikwa	36	Member
9. Dyna Rutoro	36	Member
10. Agnes Musvovi	70	Member
11. Emmer Mugwagwa	64	Member
12. Ester Mrombo	27	Member
13. Fungai Ratisa	43	Member
14. Laiza Marombedze	29	Member
15. Letween Chimombe	27	Member
16. Letwin Emanuel	19	Member
17. Locadia Mashavave	43	Member
18. Loveness Vheremu	41	Member
19. Loyce Mazariri	27	Member
20. Margret Munhikwa	62	Member
21. Martha Mapurisa	36	Member
22. Melody Marombedze	32	Member
23. Memory Chilovo	29	Member
24. Naume Mumvura	24	Member
25. Nestai Gumbati	41	Member
26. Opah Gore	33	Member
27. Patience Murombo	18	Member
28. Piwai Madondo	37	Peace journalist
29. Precious Cheure.	34	Member
30. Precious Goza	37	Peace journalist.
31. Precious Mashanda	44	Peace journalist.
32. Roleen Nemasasi	37	Member
33. Roster Charumbira	57	Member
34. Rumbidzai Mukwaturi	21	Member
35. Ruuramai Makwiroto	60	Member

36. Shinga Mahapa	20	Member
37. Shorai Chimusoro	37	Member
38. Sibongile Manzumba	75	Member
39. Sipiwe Muvhharanyuri	54	Member
40. Sisiwa Dzwiriri	27	Member
41. Tariro Fovera	20	Member
42. Tariro Shayamano	35	Peace journalist.
43. Tendai Chikwira	53	Member
44. Tracey Ndari	19	Member
45. Virginia Fukai	32	Peace journalist.
Males		
46. Cheki Makoti	72	Police for headmen
47. Sanders Fukai	44	Member
48. Vengai Mukwazhe	52	Police for headman
49. Machak Fukai	71	Headman
50. Immedy Chidaoora		Election Observer and Monitor
51. Girlie Zicheshe		Chairperson

GWANDA (Total respondents 15) – 5 Focused Group Discussions;

Name	Position	Phone number	Ward
1. Alice Masawi	Journalist	077 6 627673/0712 263311	6
2. Celani Chuma	Member	0717 110299/0782 533826	4
3. Eneless Ngwenya	Member	0775 585722	3
4. Mpho Mudeme	Member	0783 076 106	6
5. Nothando Moyo	Member	0778 800 039	5
6. Roselyn Mathuthu	Member	0771 034822	3
7. Salifi Dube	Member	0777 155 030	5
8. Sithokozile Dube	Member	0776 178 808	5
9. Theresa Tsingano	Member	0773 765 003	6
10. Tholakele Dube	Member	0775 836579	8
11. Ruth Mpofu	WPC Secretary	0713 070195	7
12. Gladys Ndou	WPC Chairperson	0777 843375	
13. Maryln S Nyoni	Gender Focal Person	0773886782/0717236 930 marilynsnyoni46@gmail.com	Municipality
14. Silethubuhle Moyo	Senior committee secretary	0736 753 500/0771 641099 lethieh@gmail.com	Municipality

MUTOKO (Total respondents 9)

Name	Age	Phone number	Position	Ward
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1.	Agnes Pasipamire	40	0773 621095	member	28
2.	Mr Bruce Mundwa	33	0771 226062	member	19
3.	Mr Campion Mutakwa	22	0776 366105	member	20
4.	Locadia Kadzirange	31	0785 284 475	member	25
5.	Proficious Munemo	22	0778 833928	member	21
6.	Mr Tawanda Tawodzera	37	0775 419216	member	20
7.	Bridget Labani	24	0775 789 425	Student Intern	20
8.	Mr Emmanuel Manyati	33	0773 555 723	Director BLF	20
9.	Bridget Labani	24	0775 789 425	Student Intern	20

Annex VIII: Evaluators biodata and/or justification of team composition

LEAD CONSULTANT

CURRICULUM VITAE

Organization Development, Human Resources, Strategy and Evaluations Expert

Staff of: **GMAH Management and Consulting Inc.**

Family name: HLATSHWAYO [website: GMAHconsulting.com](http://www.GMAHconsulting.com)
 First names: Godwin
 Date of birth: **August 7, 1962**
 Passport Holder: Zimbabwe, and has an office in Zimbabwe
 Residence: Permanent Resident: Canada, and has an office in Canada
 Contact: redroof2009@gmail.com
 skype: Goodwin.hlatshwayo I
 Phone: +263-777-182-308

Institution [Date from - Date to]	Formal Degree and Diploma obtained:
Case Western Reserve University, Oh. USA, 1995-2000	Ph.D. in Organizational Behaviour
Victoria University of Manchester, UK, 1989-1990	M.Ed. in Industrial Education, Human Resources and Training
London Chamber of Commerce and Industry, UK, 1991	Post Graduate Diploma in Sales, Marketing, and Public Relations
University of Zimbabwe, Harare, Zimbabwe, 1982-1985	BA (Special Honours) Languages, Research, Development Studies

NATIONAL CONSULTANT: SITHEMBILE MPOFU

CONTACT: +263 716 858 437/ +263 772 282 893

Email: africanprideconsult@outlook.com

Skype: thembilee

<https://zw.linkedin.com/pub/sithembile-nyoni-mpofu/5b/140/aa9>

Education History

Institution	Degree(s) or Diploma(s) obtained:
SNV	Social Entrepreneurship and Leadership Enhancement Action Program +
The Pacific Institute Seattle Washington, USA	Certified Personal Development Coach: "Investment in Excellence" and PX2 (Path to Extreme Ages 13 to 22)
Fort Hare, South Africa / University of Zimbabwe	Masters in Policy Studies: Gender Frameworks in Planning, Regional Integration, International Relations, Policy Making & Macro-economic Policy.
University of Zimbabwe	Bachelor of Arts in Geography, English and Sociology
University of Twente/ ICT, Holland:	Certificate of attendance in "Rural Energy Planning and the Environment".
ILO Training Centre	Diploma Women and New and Renewable Sources of Energy".

Annex IX: Evaluation matrix

The evaluation matrix in Annex 2 summarizes the key aspects of the evaluation exercise by specifying what was evaluated and how. The matrix includes the evaluation criteria, the main evaluation questions with all the corresponding sub-evaluation questions, indicators for measuring progress, required data, data sources, and data collection methods. The evaluation matrix is a living document and was subject to modification and amendment as the evaluation progressed. However, any modification to the evaluation matrix was made in consultation with the UN Women evaluation manager.

Strengthening capacities for gender-sensitive capabilities for peace and security in Zimbabwe

Phases of the GPS Programme

Goal Phase I: Contribute towards an environment that promotes women's gender-sensitive peace and security concerns in Zimbabwe.

Goal Phase II and III: Peace and security shaped by women's leadership and participation in Zimbabwe

PHASE I: The overall development goal of the project according to the Programme document was to '*contribute towards an environment that promotes women's gender-sensitive peace and security concerns in Zimbabwe*'.

Outcome 1: Gender equality commitments implemented in peacebuilding processes

Outcome 2: Inclusion of a gender perspective into security sector transformation initiatives

Outcome 3: Improved mechanisms for GPS in targeted rural areas

PHASE 2: Overall development Goal: '*Peace and security are shaped by women's leadership and participation in Zimbabwe*'.

Outcome 1: Conflict resolution, conflict management and peacebuilding processes gender mainstreamed;

Output 1.1: Gender-sensitive perspective mainstreamed into training curricula of the different security sector and academic institutions.

Output 1.2: Improved knowledge on GPS among Curricula Advisory body, tutors and lectures from the security sector training institutions.

Output 1.3: Strengthened capacities of women leaders to engage in conflict resolution, mediation, management and leadership processes.

Outcome 2: Improved mechanisms for GPS in communities.

Output 2.1: Enhanced knowledge on GPS issues among local and traditional leaders and rural community women in selected areas.

PHASE 3: Overall development Goal: '*Peace and security are shaped by women's leadership and participation in Zimbabwe*'.

Outcome 1: Conflict resolution, conflict management and peacebuilding processes gender mainstreamed;

Outcome 2: Improved mechanisms for GPS in communities.

Output 1: Strengthen the capacity of the ZEC to formulate and implement measures that promote women's participation in electoral processes;

Output 2: Strengthened capacity of key stakeholders to design and implement initiatives to mitigate violence against women (VAW) in politics;

Table 6: The Evaluation Matrix

Evaluation Criteria	Key question(s)	Sub-question(s)	Indicators ¹⁹ for measuring progress	Collection Method(s)	Data Source	Assumptions
Relevance	<p>Are the activities and outputs of the GPS Programme consistent with the intended impacts and effects?</p> <p>How relevant is the Programme to the needs and priorities of the beneficiaries, national, regional and international priorities?</p>	<p>1) Did the Programme consultations with national counterparts in the formulation and implementation of the Programme integrate national priorities?</p> <p>2) What is the extent of responsiveness of the GPS Programme in its conceptualisation, planning and design to the UN Security Council Resolutions on Women Peace and Security provisions for a comprehensive political framework for peace and security for women and girls?</p> <p>3) To what extent has the Programme aligned itself with the UN Women's mandate and cooperate objectives of raising awareness and strengthening capacities of women in the transitional situation and contribution to the integration of gender perspectives into all conflict resolutions and peace initiatives?</p> <p>3) What is the relevance of the GPS Programme in Zimbabwe at a national level?</p> <p>4) What is the extent of the relevance of the GPS Programme at the local institutional level?</p> <p>5) Is the Programme relevant to meeting local needs and priorities?</p> <p>6) What has been the level of adaptability of the Programme to shifting country needs?</p> <p>7) How relevant is the Programme with regards Zimbabwe as a member of regional bodies dealing with peace and security?</p>	<p>Evidence of alignment with National Gender Policy, Gender Mainstreaming Strategic Plan National and gender priorities.</p> <p>Evidence of needs assessment at the national level, institutional, academic institutions, security services training academies, individual women leaders, and community level (women and local leadership).</p> <p>Evidence of progress of, or actual alignment with Protocols and regional commitments signed, ratified, acceded to.</p>	<p>Document Analysis of situational analysis/studies undertaken.</p> <p>Document analysis of commitments made at regional and national level.</p> <p>KIs with Ministries of Defence and Women's Affairs</p> <p>FGDs</p> <p>KIs of women and other stakeholders with regards to GPS issues.</p>	<p>UN women Programme Staff</p> <p>ONHRI 2011 Study and subsequent needs assessment studies were undertaken relating to GPS issues at all levels (policy, institutional capacity level, and at individual girl/woman personal level)</p> <p>Review of NPRC strategic plan.</p> <p>Ministries of Defence, Women's Affairs, Commissions (Zimbabwe gender Commission, National Peace and</p>	<p>UN Women Zimbabwe is complaint with UN Women HQ standards e.g. defining ToC, and RMB complaint in Reporting on Results, inclusive of its partners.</p> <p>All reports are readily accessible especially the ONHRI 2011 Study.</p> <p>Baseline documents by other agencies such as UNDP who have worked on 'Peace' are accessible.</p> <p>Key informants where there have been staff movements over the past 6 years</p>

¹⁹ Gender analysis is a systematic way of looking at the different impacts of development, policies, programmers and legislation on women and men that entails, first and foremost, collecting sex-disaggregated data and gender-sensitive information about the population concerned. Gender analysis can also include the examination of the multiple ways in which women and men, as social actors, engage in strategies to transform existing roles, relationships, and processes in their own interest and in the interest of others. (UNEG. Integrating Human Rights and Gender Equality in Evaluations, p12.)

		<p>8) What is the relevance of the Programme in supporting Zimbabwe in the implementation of regional and international commitments and priorities?</p> <p>9) Has the GPS Programme been relevant in responding to the broadening options for GPS?</p> <p>10) How significant has been the capacity building of the Women's Agency for Peace and Security within the broader context of the gendered nature of instability and insecurity factors?</p> <p>11) What activities were undertaken to inform design of the 'strengthening gender-sensitive capacities for peace and security programme in Zimbabwe?'</p> <p>12) Were the activities relevant to the priority needs of the community at large (local, national, regional and international priorities) and the project direct beneficiaries?</p> <p>13. How did the Programme promote women participation in key decisions regarding peace, security, policy making?</p> <p>14) How relevant were the activities meant to strengthen capacities of the security sector actors and community to respond to gender insecurities?</p> <p>15) How appropriate were the support mechanisms put in place for peacebuilding, conflict resolution and management at all levels?</p> <p>16.) Were the activities and outputs of the Programme consistent with the intended impacts and effects?</p> <p>17) Which programme activities have been the most and least appropriate? Explain why?</p> <p>18) How appropriate were the inputs and activities as related to the local socio-cultural, political and economic context?</p> <p>19) How easy or difficult was it for the Programme beneficiaries to participate and be involved throughout the implementation?</p> <p>20) What, changes could be made to the Programme to make it more appropriate and relevant to the beneficiary concerns, needs and preferences?</p>			<p>Reconciliation Commission)</p> <p>Key stakeholders</p> <p>Project implementation sites.</p> <p>UN Women website.</p> <p>Partner websites- Peace websites</p> <p>GPS Programme _PRODOC and progress reports and reviews.</p>	<p>have documented institutional memory for reference.</p> <p>The packaging of UN Women Prodoc and Annual reports have a level of consistency over the 3 Phases.</p>
Effectiveness	<p>To what extent has the GPS Programme made sufficient progress towards its planned Programme goal, outcomes and outputs?</p>	<p>1)Has UN Women effectively used its strategic position to build Zimbabwe Government's capacity with regards to domestication UNSC Resolutions, in particular, UNSCR 1325?</p> <p>2) What is the extent of UN Women's effectiveness in supporting the process of defining a UNSCR National Action Plan with relevant stakeholders? How far is the process? If there are challenges how will these be overcome?</p>	<p>Evidence of Effectiveness in contributing to the Goal and affecting the outcomes that the GPS Programme set out to achieve listed below:</p> <p>Goal: Phase I</p>	<p>Document Analysis</p> <p>Analysis of Log Frames for Phase I, II and III</p> <p>KIIs (Defence, Women's Affairs, government, CSOs,</p>	<p>UN women Programme Staff</p> <p>All key stakeholders</p> <p>Project implementation sites.</p>	<p>Information is available</p> <p>Partners and beneficiaries are free to give candid feedback.</p>

	<p>Assess Program reach and targeted beneficiaries and key changes?</p>	<p>3) To what extent has the GPS Programme made sufficient progress towards its planned objectives and results/has the GPS Programme achieved its planned objectives and results within its specified period?</p> <p>4) Has the GPS Programme been appropriately responsive to political, legal, economic, institutional etc. changes in the country?</p> <p>5) Has UN Women effectively coordinated with relevant partners to achieve results?</p> <p>6) What criteria were used in the selection of partners to ensure that they provide the Programme with the required capacity and strategic positioning to achieve objectives?</p> <p>7) How effective have the partnerships been? Did all partnerships work? If not, what are the lessons learnt?</p> <p>8) Did the GPS Programme reach its targeted beneficiaries at programme goal and outcome level?</p> <p>9) Has the GPS Programme generates positive changes in the lives of targeted and untargeted? Are there key changes in the lives of women, girls, boys and men?</p> <p>10) In which areas has the GPS Programme had its least achievements? What have been the constraining factors and why? How can they be overcome?</p> <p>11) In which areas did the GPD programme have the greatest achievements? How can UN Women build on or expand these achievements?</p> <p>12) What are the major factors influencing the achievements or non-achievements of the objectives? (Identify constraining and enabling factors)?</p> <p>14) What, if any alternative strategies would have been more effective in achieving the Programme objectives?</p>	<p><i>1. Contribute to an environment that promotes women's gender-sensitive peace and security concerns in Zimbabwe.</i></p> <p><i>Goal Phase II and III</i></p> <p><i>2. Peace and security shaped by Women's leadership and participation in Zimbabwe</i></p> <p>Outcomes Phase I</p> <p>i) Gender equality commitments implemented in peacebuilding processes</p> <p>ii) The inclusion of gender perspective into security sector transformation initiatives</p> <p>iii) Improved mechanisms for GPS in targeted rural areas</p> <p>Outcomes Phase 2 and 3</p> <p>i) Conflict resolution, conflict management and peacebuilding processes gender mainstreamed</p> <p>ii) Improved mechanisms for peace and securities in communities</p>	<p>Academia, Training institutions, Commissions, ZRP, Media, local leadership and women).</p> <p>Monitoring records</p> <p>FGDs.</p> <p>Case stories of change.</p>	<p>UN Women websites.</p> <p>GPS Programme progress reports and reviews.</p> <p>Chapter 12 commissions</p>	<p>Sampled key informant are found and are willing to participate in the evaluation exercise.</p> <p>Funding and Programme coordination were available and adequate</p>
<p>Efficiency</p>	<p>To measure how economically GPS Programme resources/inputs were converted to results: considering inputs and outputs assessing the value for money and management of the budget.</p>	<p>1. Has the GPS Programme implementation strategy and execution been efficient and cost-effective?</p> <p>2. To what extent does the management structure of the intervention support efficiency for programme implementation?</p> <p>3. Has there been an economical use of financial and human resources? Have resources funds, human resources, time, expertise etc) been allocated strategically to achieve outcomes?</p>	<p>Minutes of signed Partnership Agreement honoured.</p> <p>Evidence of efficient implementation and production of results as per Project Document and Log-frame parameters:</p>	<p>Partnership Agreements</p> <p>Minutes of annual review meetings.</p>	<p>UN women Programme Staff</p> <p>Partners: especially those who were grant holders: PACDEF, ACTIL, ZYWPN, Academic institutions,</p>	<p>Information is available</p> <p>Sampled key informants are found and are willing to participate in the evaluation exercise.</p> <p>In cases where staff has moved, an</p>

		<p>4. What measures have been taken during planning and implementation to ensure that resources are efficiently used?</p> <p>3. Have GPS Programme funds and activities been delivered in a timely manner and within budgets? If not, what were the bottlenecks encountered? How were they addressed?</p> <p>4. Are there opportunities for implementing the Programme differently in a way that provides value for money in the future?</p> <p>5. What were the constraints (e.g. political, practical, and bureaucratic) in mainstreaming gender in peace and security services and academic institutions efficiently during implementation? What level of effort was made to overcome these challenges?</p> <p>6. In general, do the results achieved justify the costs? Could the same results be attained with fewer resources?</p> <p>7. Does programme governance facilitate good results and efficient delivery?</p>	Evidence of indicators of progress from annual and other Programme reports.		Implementing Partners	<p>assumption is made that institutional memory would have been recorded with regards to the quality of partnership.</p> <p>Funding and Programme coordination were adequate</p>
Sustainability	<p>Assess sustainability of Results.</p> <p>Document strategies that have been put in place ensure sustainability of results overtime?</p>	<p>1. What strategies are in place to enhance the sustainability of results accrued because of the GPS Programme?</p> <p>2. To what extent do they facilitate ownership by the government, stakeholders and beneficiaries; and ensure results will continue?</p> <p>3. Does Government have ownership of the GPS Programme?</p> <p>4. Do partners complement government efforts and collaboration?</p> <p>5. Is there sufficient ownership of the GPS Programme by the implementing partners, effective partnerships and capacity to sustain the results?</p> <p>6. Is community level sustainability assured? Probe ownership, participation and inclusion of duty bearers and rights holders?</p> <p>7. Based on your experience with the GPS Programme which components of the Programme should be carried over into a future phase (scalable activities), and are there any recommendations for their improvement?</p> <p>8. Are there any sustainability challenges? What are the mitigatory strategies- the evaluation should identify possible challenges that might affect the sustainability of the Programme and suggest solutions?</p> <p>9. Do the partnership agreement closure agreements have room for Partners to submit impact reports at least 2 years after the partnership has ended? If not so, would this be desirable and practical?</p> <p>10. To what extent is the Programme replicable at the national level?</p>	<p>Evidence of ability to function outside UN Women funding.</p> <p>Evidence of Number of partners that have mainstreamed of gender in existing policies and defining gender policies and operationalising it.</p> <p>Evidence of ability to leverage own resources or elsewhere to sustain results.</p> <p>Evidence of institutionalising gender equality as a norm that needs no financial resources.</p> <p>Evidence of institutionalising GPS at the local level.</p> <p>Evidence of articulation of Gender Action Plan by Partners</p>	<p>Primary data collection through KII and observation</p> <p>KIIs with head / Board members of institutions</p> <p>Interviews with individuals whose MSCs were recorded 2 years before of Programme to assess the sustainability of change.</p> <p>Monitoring record</p>	<p>UN women Programme Staff- List of Knowledge Products</p> <p>All key stakeholders</p> <p>Project implementation sites.</p> <p>GPS Programme progress reports and reviews.</p>	<p>The ability of stakeholders to speak truthfully about sustainability issues: limitations as well what they have been able to achieve in light of dependence syndrome.</p> <p>Funding and Programme coordination were adequate</p>

		<p>11. In which ways did the GPS Programme;</p> <ul style="list-style-type: none"> a) strengthen the capacity of the ZEC to formulate and implement measures that promote women's participation in electoral processes; b) strengthened capacity of key stakeholders to design and implement initiatives to mitigate violence against women (VAW) in politics; c) strengthen the capacity of ZGC to monitor and enforce laws, policies and strategies to promote women's participation in the decision-making process. 	<p>Evidence of a number of Academic staff available to supervise Gender-related dissertations and research.</p> <p>Evidence of accessibility of Knowledge products of the GPS as hard copies with all partners, and documents uploaded on WWW.</p>			
<p>Programme Outcomes and Impact</p>	<p>Identify and document key contributions and added value of short term and long term intended and unintended positive and negative effects of GPS Programme.</p> <p>Benefits of the GPS Programme to society, policymakers and traditional leaders?</p> <p>Document MSC, if any brought by the Programme to-date.</p>	<p>1. What are the main effects of GPS Programme activities? This should include positive and negative changes produced by the Programme's interventions, directly or indirectly, intended or unintended.</p> <p>2. To what extent can the changes/results that have been achieved be attributed to the inputs, strategies, actions and outputs of the GPS Programme?</p> <p>3. What are the lessons learnt which would improve on the relevance, effectiveness and impact of the Programme at various levels:</p> <ul style="list-style-type: none"> a) Conceptualisation of empowerment of the women's agency as an effective tool to dismantle male hegemony? b) What has disrupted 'peace and security in Zimbabwe' over the past 6 years and as the GPS Programme been well positioned and capacitated to respond? c) The Faith-based interventions have played a role in Zimbabwe's Architecture for peace: The GPS Programme has a distant relation with FB with the exception of Bindura. What are the implications of this for the futures? d) Resource governance in the face of climate change has a bearing on GPS? Did the selected districts of operation yield sufficient learning to inform future programming? e) Resource governance with regards to the extraction of natural resources has featured in Tsvingwe. Have the lessons learnt generated sufficient evidence to inform future programming? <p>4) Did gender equality impact on the design, development and implementation of initiatives that mitigate VAW in politics?</p> <p>5) What were the society's specific ideas about mainstreaming gender into conflict resolution, management and peacebuilding processes during the implementation phases?</p>	<p>Evidence of performance review with regards to each phase guided by the following:</p> <p>Goal: Phase I</p> <p>1. Contribute to an environment that promotes women's gender-sensitive peace and security concerns in Zimbabwe.</p> <p>Goal Phase II and III</p> <p>2. Peace and security shaped by Women's leadership and participation in Zimbabwe</p> <p>Outcomes Phase I</p> <ul style="list-style-type: none"> i) Gender equality commitments implemented in peacebuilding processes ii) Inclusion of gender perspective into security sector transformation initiatives iii) Improved mechanisms for GPS in targeted rural areas <p>Outcomes Phase 2 and 3</p> <ul style="list-style-type: none"> i) Conflict resolution, conflict management and 	<p>Document Analysis</p> <p>Interviews</p> <p>KIIs with UN Women, Members of the Steering Committee and Key players.</p> <p>Primary data collection.</p>	<p>UN women Programme Staff</p> <p>All key stakeholders</p> <p>Project implementation sites.</p> <p>Rights Holders (e.g. within the security forces, individual members of the G20: - Community Level-Local Leader, Peace Committee members, Journalist, Paralegals)</p> <p>UN Women websites.</p> <p>GPS Programme progress reports and reviews.</p> <p>chapter 12 commissions</p> <p>FGDs with 'gender analysts and feminists'</p>	<p>-Information is available</p> <p>-Sampled key informant are found and are willing to participate in the evaluation exercise</p> <p>Core members and those who once contributed to the MSC are alive, still resident in the districts, or would not have made short visits to some other place.</p> <p>Project beneficiaries will be able to identify other beneficiaries through snowballing and the sampled prospects will be free from their agricultural activities.</p> <p>Funding and Programme coordination were adequate</p>

		6) How did GPS initiatives, policies and strategies got formulated, enforced, implemented and monitored in line with national, regional and international provisions?	peacebuilding processes gender mainstreamed ii) Improved mechanisms for peace and securities in community			
UN Women's Technical and Resource management, coordination role in the delivery of the GPS Programme.	Review how adequate, efficient, effective and responsive UN Women is in achieving the technical and resource management role for the Programme.	1) How has the UN Women coordinated with other UN Agencies in relation to 'peacebuilding and security'? 2) To what extent is UN Women effective and responsive in achieving the technical and resource management role for the Programme? 3) How effective has the GPS Programme been in terms of coordination, partnership, implantation procedures, within the relevant UN Agencies- sharing resources, cost reduction and any benefits of programme? 4) Has UN Women built its capacity to continuously map hotspots on an annual basis as well as document the gendered impact, as an on-going exercise to inform UN Women's responsiveness in the future?	Steering Committee Minutes Evidence of cooperation	Document analysis Primary evidence gathering	UN Women Staff KII UNDP Staff Members of the Steering Committee	Staff has institutional memory for the past 6 years, or staff has access to documented institutional memory.
Lessons Learnt and Recommendations: Ask all KII and FGDS: Review Studies, reports and minutes. Review GPS Programme implementation reports						

Annex X: Evaluation Management and Reference Group Members

The key parties in the evaluation are as follows:

The oversight of the evaluation was conducted by the Evaluation Management Teamⁱ and Evaluation Reference Groupⁱⁱ:

Table 7: Evaluation Management and Reference Group Members

Name	Title, Organisation	e-mail contact
UN Women Management Team		
Delphine Serumaga	Country Representative	delphine.serumaga@unwomen.org
Caroline Nyamayemombe	Deputy Country Representative	c.nyamayemombe@unwomen.org
Caspar Merkel	Regional Evaluation Specialist	caspar.merkle@unwomen.org
Rejoice Chipuriro	Programme Officer Norwegian Embassy	Rejoice.Chipuriro@mfa.no
Yeukai Huchu	M and E Assistant	yeukai.huchu@unwomen.org
Maureen Shonge	Programme Specialist	maureen.shonge@unwomen.org
Sarah Murera	Programme Assistant	sarah.murera@unwomen.org

UN Women Reference Group		
Lorraine Mbodza	Ministry of Women's Affairs, Community, Small and Medium Enterprise Development	mbodza.lorraine@gmail.com
Lt Colonel Godfrey Mahuni	Zimbabwe Staff College	mahunig@gmail.com
Commissioner Netty Musanhu	National Peace and Reconciliation Commission	netty.musanhu@nprc.co.zw
Egnes Nhengo	Zimbabwe Gender Commission	egnesnhengo@gmail.com
William Tshuma	UNDP	william.tsuma@undp.org
Alexius Manyanda	PACDEF	pacdef@mweb.co.zw
Assist Commissioner Ndou	Zimbabwe Republic Police	gracegrey34@yahoo.co.zw
Ronah Mugadza	Women's Coalition of Zimbabwe	mugadzaronah@gmail.com

Commissioner Netsai Mushonga	Zimbabwe Electoral Commission	mushonganetsai@gmail.com
Admire Hwata	Ministry of Foreign Affairs	shwata@icloud.com
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Endnotes

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

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