



Title: Mid Term Mid-Term Evaluation of the National Gender and Women's Empowerment Strategy and Action Plan and the Gender Support Programme

Duration: 2 August to 10 September 2010

Proposals Please submit proposals by **2 July 2010** to gsp.zw@undp.org

1. Background

The United Nations Development Fund for Women (UNIFEM) is the Women's Fund at the United Nations. It provides financial and technical assistance to innovative programmes and strategies that promote women's human rights, political participation and economic security. Placing the realization of women's human rights and security is at the centre of all its efforts. UNIFEM promotes gender equality and links women's issues and concerns to national, regional and global agendas fostering collaboration and providing technical expertise on gender mainstreaming and women's empowerment strategies.

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

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

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

The Gender Support Programme is guided by 5 thematic areas prioritized and selected by stakeholders during the consultative process, these are:

- Women and economic empowerment;
- Women in decision-making;

- Women and education;
- Women and health;
- Women migration, forced displacement and trafficking.

For all the above thematic areas there are cross-cutting issues, specifically Legal reform; Gender Budgeting; Disability; Gender and labour; Targeting and Male involvement.. **Programmatic cross-cutting issues** to be mainstreamed in all the thematic areas include Research and documentation, Institutional Capacity Strengthening and Strategic partnerships.

Each year UNIFEM puts out a call for proposals on the above thematic areas. These calls are responded to by several Women's organizations, FBOs', CBOs' and other groups that have the interests of women as their top priority. In 2009, UNIFEM made two calls for proposals and a total of 30 Grantees were successful. The grantees are meant to ensure the fulfilment of the thematic areas. Institutional assessments and monitoring visits of GSP grantees have been conducted with the aim of assessing impact, results and implementation of activities.

The midterm Mid-Term Evaluation is necessitated by three major forces; firstly, both NGWESAP and GSP are halfway to completion thus the need for a midterm reflection to inform future programming. Secondly, NGWESAP and GSP were conceived when Zimbabwe was undergoing a humanitarian crisis. However, with the signing of the Global Political Agreement, and the enactment of the Inclusive Government, Zimbabwe is now in a transitional period, this shift in the socio political and economic environment necessitates a Mid-Term Evaluation of the priorities set out in NGWESAP which informs GSP. Thirdly, a midterm Mid-Term Evaluation is in fulfilment of donor requirements and in conformity to UNIFEM's Evaluation Policy.

2. Purpose

The overall purpose of the Mid-Term Evaluation will be to assess progress towards achieving programme Outputs, Purpose and Goal, and consider the validity of Assumptions made in the Logical Framework. The Mid-Term Evaluation will be a reflective and forward-looking exercise. It will reflect on what results have been achieved through the implementation of NGWESAP and GSP and will analyze lessons learned. The conclusions of the reflection exercise will then inform decisions on the parameters for formulating an updated NGWESAP and GSP and on how to support the strategic goals of the two as necessitated by developments in the transitional period.

This Mid-Term Evaluation is aimed to answer some key questions relating to results, relevance, effectiveness and efficiency of NGWESAP and the GSP programme UNIFEM's comparative advantage in strategies, management and technical support. The Mid-Term Evaluation will validate and further explore findings from the institutional assessments and monitoring visits and additionally examine outcomes and a potential forward-looking framework of GSP programming in the remaining period and years to come.

The Mid-Term Evaluation will generate information that will eventually feed into UNIFEM's reporting on the GSP, on attainment of strategic goals and outcomes and managing for results. The GSP logical framework and the indicators therein will be the basis for the Mid-Term Evaluation. The Mid-Term Evaluation will be used by the GSP Steering Committee and stakeholders in the gender and women's empowerment sector in order to map out the strategic thematic areas that GSP should be focusing on in the next one and half years and the future of GSP.

3. Scope

The Mid-Term Evaluation will be for a period of 4 weeks covering progress of GSP from March 2009 - June 2010 and NGWESAP from 2008 to June 2010. In the time period available it will not be possible for the Mid-Term Evaluation Team to do an in-depth Mid-Term Evaluation of all the interventions, to visit all geographic areas, and to interact

meaningfully with all implementing and technical partners. It will therefore be necessary for the Mid-Term Evaluation Team, in consultation with UNIFEM and the GSP Steering Committee, to select a cross section of specific interventions, geographic areas and partners for more focused evaluation.

Attainment of the goals and outcomes in NGWESAP and the GSP involves many actors of which UNIFEM is one, and so attribution is often difficult. Recognising the above limitations, and with full participation of NGO partners and other key stakeholders, particularly EC, DFID, DANIDA, and the Women's Coalition, the learning-oriented Mid-Term Evaluation then aims to achieve the following specific objectives:

1. Evaluate progress towards achieving GSP **and NGWESAP** programme outputs, objectives and purpose.
2. Assess how UNIFEM's input and role makes a difference in the context of a wide range of actors.
3. Identify and analyze strategic areas for NGWESAP and GSP focus areas in the context of the transitional period and making an impact in the gender sector.
4. Assess whether the current call for proposals is the best modality for achieving impact.
5. Propose recommendations for revisions of NGWESAP and new programme framework for GSP.

These objectives will be met by identifying key results, strengths and challenges of the implementation of GSP **and NGWESAP** and by identifying, analyzing and synthesizing key lessons learned on issues relating to development and organizational effectiveness.

4. Specific Terms of Reference

Specifically the Evaluation Team will:

4.1. Mid-Term Evaluation of NGWESAP

- **Relevance:** Evaluate the NGWESAP thematic areas and assess whether the thematic areas and objectives are still relevant.
- Assess the likely impact of thematic actions as outlined in the strategic action plan.
- **Effectiveness:** Assess the progress made towards achievement of the expected results and what are the reasons for achievement or non-achievement?
- Consider the extent to which partners have bought into NGWESAP and the extent of their contribution towards achieving the goal.

4.2 Mid-Term Evaluation of overall GSP

4.2.1

- **Effectiveness:** Consider the extent to which planned programme outputs are contributing to the Purpose and whether they are still relevant and realistic. What are the reasons for achievement or non-achievement?
- Consider the contribution of the Purpose to the programme goal
- **Relevance:** Do the activities of the programme address the problems identified? Consider whether the Risks/Assumptions identified during programme design remain valid; whether they are impacting on the programme Purpose; how they are being managed and whether any new Risks/Assumptions have been identified or are emerging.
- Based on findings regarding progress made towards achievement of the expected results, assess the likelihood of the programme achieving its purpose, and make recommendations accordingly.
- **Efficiency:** What measures have been taken during planning and implementation to ensure that resources

are efficiently used?

4.2.2 Mid-Term Evaluation of specific GSP Outputs

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

- **Relevance:** Evaluate the GSP thematic areas and consider whether all thematic areas received support. Assess whether the GSP should focus on all the thematic areas.
- **Relevance:** Evaluate the extent to which the commissioned gender focused research and analysis was relevant, and how it has been used.
- **Relevance:** Assess the appropriateness of interventions for target groups, especially community groups, vulnerable and excluded groups, the disabled people and men. To what extent have beneficiaries been satisfied with the results?
- **Effectiveness:** Evaluate the programme performance and achievements of stated targets in the Logical Framework.
- Does the programme have effective monitoring mechanisms in place to measure progress towards results?
- **Efficiency:** Have UNIFEM's organizational structure, managerial support and coordination mechanisms effectively supported the delivery of the programme? Could activities and outputs be delivered with fewer resources without reducing their quality and quantity?

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

- **Relevance:** Are the objectives of WCoZ addressing identified rights and needs of women's groups in Zimbabwe? How much does WCoZ contribute to addressing women's and human rights priorities?
- **Effectiveness:** Assess the extent to which GSP has provided support for the capacity strengthening of WCoZ membership and the secretariat.
- Assess the degree to which the WCoZ has increased its membership.
- **Efficiency:** What measures have been taken by WCoZ to ensure that resources are efficiently used?
- **Sustainability:** To what extent does WCoZ demonstrate leadership commitment and technical capacity to continue providing effective and representative leadership and coordination?

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

- **Relevance:** What is UNIFEM's comparative advantage in acting as fund manager for the GSP?
- **Effectiveness:** Evaluate the role and effectiveness of UNIFEM, the Women's Coalition and Donor Partners in the GSP.
- Evaluate the role and effectiveness of the various GSP committees and assess appropriateness of composition, governance structure, transparency and information sharing.
- Evaluate the effectiveness of the programme's institutional assessments, monitoring, reporting and their uptake and usefulness in shaping/informing programme implementation.
- Assess the effectiveness of monitoring and evaluation processes by UNIFEM and GSP Partners.
- Assess the role and impact of capacity strengthening efforts of GSP partners.
- Evaluate the impact of partner's capacity on handling grants and how this has or could affect the cost effectiveness and overall delivery of the projects.
- Evaluate the project cooperation agreement and assess compliance and use by Partners.
- **Efficiency:** Evaluate expenditure to date against the programme's budget. Could activities and outputs be delivered with fewer resources without reducing their quality and quantity?
- **Sustainability:** Analyse the impact and sustainability of programme interventions substantively and

financially. Is the programme supported by national/local institutions? Do these institutions demonstrate technical capacity to continue to work with the programme or replicate it? What capacity of national partners (e.g. expertise, management, financial resources, staffing) has been strengthened?

4.2.3 Institutional Arrangement

- **Relevance:** Evaluate the extent to which the institutional framework is appropriate including the roles of the various committees at all levels.
- **Effectiveness:** Assess the effectiveness of the Programme's communication and decision-making system,
- **Efficiency:** Have the institutional arrangements and coordination mechanisms effectively supported the delivery of the programme?
- **Sustainability:** Assess the degree of commitment of all the project parties to continue working with the GSP or replicate it.

4.2.4 Consider revisions to the existing programme

In the light of the above, evaluate and make recommendations on possible improvements which could be practically implemented during the remainder of GSP (and NGWESAP?) in the areas of:

- Thematic areas – priority areas of interventions
- NGO, coalition & community based approaches
- Up-scaling
- Programming for results
- Monitoring and evaluation
- Other improvements to general implementation of the various initiatives

4.2.4 Recommendations for another GSP

Support to GSP is up to 2012 and NGWESAP 2011 and in preparation for the design of another programme to augment GSP after 2012, make recommendations on:

- Who should be the target beneficiaries and how they are best targeted (e.g. NGO vs Community targeting).
- Types of interventions which are most appropriate, have the most impact for the target beneficiaries and which have the potential for scaling up.
- The advantages and disadvantages of working through civil society organizations and coalitions and options for improvements to the working relationships.
- Improvements to the coordination, monitoring and evaluation of the programme.
- Options for the management of Partner contracts.
- Role of UN, The Women's Coalition of Zimbabwe and Donor agencies.

5. Existing Information Sources

- National Gender and Women's Empowerment Strategic Action Plan (NGWESAP)
- Gender Scoping Study
- Gender Support Programme Tools and Systems
- Validation Report for the
- GSP Concept Note and Logical Framework
- Capacity Development Reports
- Institutional Assessments
- Grantees progress reports (narrative and financial)
- Monitoring Reports

6. Methodology

The methodology will incorporate rights based participatory approaches that are gender sensitive. The Mid-Term Evaluation team will use multiple data methods that are both qualitative and quantitative and will consider among other processes a desk review, meetings, consultations, workshops with different groups of stakeholders. The Mid-Term Evaluation team will also consider data collection instruments and methods for example interviews, observations, focus groups, and site visits.

The proposed methodology will be developed by the Mid-Term Evaluation team and presented for approval to the evaluation task manager. The methodology should include:

- An evaluation design that builds on the above detailed objectives, scope and evaluation questions, including an evaluation matrix
- The instruments and tools to be used for gathering relevant information and data, including identification of different key informants to be interviewed;
- The approaches for the analysis and the interpretation of data (e.g. types of data analysis used, data collection instruments, the level of precision, sampling approaches);
- Expected measures that will be put in place to ensure that the evaluation process is ethical and that the participants in the evaluation – e.g. interviewees, sources – will be protected (according to the UNEG Norms and Standards and UNEG Ethical Guidelines, see <http://www.unevaluation.org/ethicalguidelines>)
- A detailed work plan indicating timing of activities, responsibilities, and use of resources

7. Stakeholder participation

Key stakeholders to be considered include UNIFEM programme staff, GSP grantees including Women's Coalition of Zimbabwe members and staff, and donor partners. To the extent possible and following UNIFEM Evaluation Policy the evaluation will aim at engaging particularly marginalized and vulnerable groups throughout the process.. The GSP Steering Committee will act as a reference group and will be involved at various stages during the Mid-Term Evaluation process. This includes, inter alia, providing comments on the TOR, on the inception report and draft report, and supporting the utilization and dissemination of the Mid-Term Evaluation findings. At the beginning, the GSP Steering Committee will receive a briefing about the purpose of the Mid-Term Evaluation and the expected involvement during and after the Mid-Term Evaluation process. GSP partners will be included in data collection and analysis, reporting, dissemination and follow-up.

8. Expected Products

The following deliverables are expected from the mid term evaluation exercise:

Deliverable 1: An inception report which contains evaluation objectives and scope, description of evaluation methodology/methodological approach, data collection tools, data analysis methods, key informants/agencies, evaluation questions, performance criteria, issues to be studied, 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. (5-8 pages max)

Deliverable 2: Power point presentation (10 slides max) of preliminary findings to GSP Steering Committee and then to the key stakeholders. The comments made by key stakeholders should inform the draft report.

Deliverable 3: Draft mid-term evaluation report (15 pages max) which should be delivered with adequate time to allow stakeholder discussion of the findings and formulation of recommendations.

Deliverable 4: Final mid term evaluation report (20 pages max) which should be structured as follows:

- Executive Summary (maximum five pages)
- Programme description
- Evaluation purpose
- Evaluation methodology
- Findings
- Lessons learnt
- Recommendations
- Annexes (including interview list – without identifying names for sake of confidentiality/ anonymity, revised logframe, data collection instruments, key documents consulted, Terms of Reference).

Once the draft report is available, a dissemination strategy will be developed by the evaluation task manager. It will specify the key audience for the findings of the Mid-Term Evaluation and how the report will be disseminated e.g. through UNIFEM intranet, UNIFEM newsletter, the Evaluation Resource Center etc.

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

Time Frame for Deliverables

Week	Deliverable
Week 1,2	Briefing with UNIFEM and GSP Steering Committee, Preparation for the study, documentation review, work plan and methodology finalisation, meetings with stakeholders, preparation of inception report.
Week 3,4,5	Information gathering and stakeholder consultation, debriefing presentation to the GSP Steering Committee in Power Point format, Submission of draft report, Consultants will convene a workshop (to be agreed) where stakeholders will comment upon the major findings, conclusions and recommendations contained in the draft report.
Week 6	Final report.

9. Mid-Term Evaluation Team Composition and Experience

The Mid-Term Evaluation Team will be composed of a team leader with two members for a period of 6 weeks and will be engaged for a period of 20 days (over a two month period) at UN rates.

Team Leader

Ideally the person must have a post-graduate degree in a field related to gender, women's empowerment and development with at least 10 years experience in programme evaluation, gender and development, organisational development, and institutional analysis. Alternatively, the person should have equivalent professional experience of a minimum of 15 years. The person should have a broad knowledge of donor funded programmes, basket funding and gender and development programmes in developing countries. The team leader should have a strong background in strategic planning and programme design and very good facilitation skills to lead multi-stakeholder processes and good writing skills. Evaluation experience of donor funded programmes and knowledge of UN procedures is an added advantage.

Expert 1 – The person must have a post graduate degree in organisational management, including financial management and development or related field with at least 7 years experience in the area of financial management

of NGOs and development organisations and organisational analysis. Alternatively, the person should have equivalent professional experience of a minimum of 10 years. She/He should also have experience in evaluating development programmes in the areas of financial and organisational. Experience in gender and women's empowerment programmes will also be an added advantage.

Expert 2– Post graduate degree in Sociology or related field with at least 5 years experience in evaluating development programmes with skills in research and documentation of gender and women's empowerment programmes, as well as experience in the management of donor funded programmes. Alternatively, the person should have equivalent professional experience of a minimum of 7 years. Knowledge of local languages will be an added advantage.

In addition, the team must exhibit expertise in the following areas: -

- Knowledge of Gender and Women's Empowerment Issues.
- Knowledge of RBM methodologies.
- Knowledge of participatory evaluation methods.
- Proven project management expertise.
- Knowledge in community development, organisational change, institutional development and capacity building.

Generally, expertise in the intervention sectors covered by the GSP, and in particular, this evaluation, would provide an additional advantage.

The team will have excellent writing and editing skills. If the team proves unable to meet the level of quality required for drafting the report, the consulting firm will provide, at no additional cost to UNIFEM, immediate technical support to the team to meet the required standards.

The independence of the evaluation team is outlined by the UNEG Norms and Standards as well by the UNIFEM Evaluation Policy. According to the UNIFEM Evaluation Policy, evaluation in UNIFEM will abide to the following evaluation standards: Participation and Inclusiveness, Utilization-Focused and Intentionality, Transparency, Independence and Impartiality, Quality and Credibility as well as Ethical Standards. UNEG Norms and Standards and the UNIFEM Evaluation Policy are publicly available under <http://www.unifem.org/about/evaluation.php>. The Mid-Term Evaluation team is to act according to the agreed and signed Terms of Reference and to proceed according to all stated agreements.

The team leader shall be identified by the GSP Steering Committee.

10. Management of the Mid- Term Mid-Term Evaluation

A UNIFEM staff member will be designated as the Task Manager of the mid term evaluation to ensure that the mid term evaluation terms of reference are fully satisfied. The Task Manager will coordinate the evaluation process and make follow-up on the evaluation team. The Task Manager will also oversee the evaluation of the Mid-Term Evaluation report by GSP Steering Committee members and relevant UNIFEM staff.

The evaluation team leader will make a presentation of its report to the GSP Steering Committee and relevant partners at a meeting (whose date and venue will be advised by UNIFEM) and finalize the report, taking into account any clarification or recommendations made at the presentation. The team leader will also assist UNIFEM in designing a framework for future GSP programming.

The evaluation team will be responsible for logistics: office space, administrative and secretarial support, telecommunications, printing of documentation, etc. The evaluation team is also responsible for the dissemination of

all methodological tools such as questionnaires, conduct of interviews; group discussions e.t.c. UNIFEM will facilitate this process to the extent possible by providing contact information such as email addresses and phone numbers.

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

11. Ethical Code of Conduct

The UN Evaluation Group Ethical Code of Conduct is available on the website of the United Nations Evaluation Group (UNEG) under <http://www.uneval.org/index.jsp> and should be referred to for guidance in conducting the Mid-Term Evaluation.

***Disclaimer**

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