



WOMEN

MEN

ZIMBABWE
GENDER
COMMISSION

**MONITORING & EVALUATION
FRAMEWORK**

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For and on behalf of the Consultants,



Dr Thulani Dube
Team Leader
tdube@lsu.ac.zw

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LIST OF ABBREVIATIONS

AGDI:	African Gender and Development Index
AGEI:	Africa Gender Equality Index
CEDAW:	Convention on the Elimination of Discrimination Against Women
CEO:	Chief Executive Officer
GDI:	Gender Related Development Index
GEI:	Gender Empowerment Index
GGGI:	Global Gender Gap Index
GGI:	Gender Gap Index
GII:	Gender Inequality Index
GoZ:	Government of Zimbabwe
M&E:	Monitoring and Evaluation
MEL:	Monitoring, Evaluation and Learning
NDS1:	National Development Strategy 1
SADC:	Southern African Development Community
UN:	United Nations
ZGC:	Zimbabwe Gender Commission

1. Background and structure of the framework

This document outlines the Zimbabwe Gender Commission (ZGC)'s Monitoring and Evaluation Framework. The Monitoring and Evaluation Framework is designed to enable the ZGC to effectively implement its constitutional mandate of monitoring gender equality in Zimbabwe. The Framework sets out the procedures for the ZGC and its various stakeholders to comprehend their roles and responsibilities and standards for various monitoring and evaluation activities from data collection, reporting through to the utilisation of data. The framework was established in consultation with key stakeholders and guided by major gender laws, protocols and conventions including the Constitution of Zimbabwe Sections 232 (c) and 245, 246, Zimbabwe Gender Commission Act [Chapter 10:31], Convention on the Elimination of Discrimination Against Women (CEDAW), African Gender and Development Index (AGDI), Southern African Development Community (SADC) Gender protocol, Beijing protocol, National Development Strategy 1 (NDS1) and the UN Minimum set of gender indicators.

2. Introduction to the ZGC

The Zimbabwe Gender Commission (ZGC) is one of the five independent Commissions established in terms of section 232 and 245 of the Constitution of Zimbabwe Amendment (No. 20) Act of 2013 and operationalized through the Gender Commission Act (Chapter 10:31). The overall mandate of the Commission is to promote the achievement of gender equality as well as to ensure that gender equality provisions in the Constitution and other international and regional gender equality normative frameworks are adhered to and reported on. In line with its monitoring and oversight mandate, the ZGC plays an imperative role in ensuring compliance with gender equality provisions in the Constitution and other international and regional gender equality provisions.

2.1 The Commission's Mandate

The mandate of the Commission is derived from Section 246 of the Constitution. The Section states that the mandate of the Commission is:

- To monitor issues concerning gender equality to ensure gender equality as provided for in the Constitution;
- To investigate possible violations of rights relating to gender;
- To receive and consider complaints from the public and to take such action as it considers appropriate;
- To conduct research into issues relating to gender equality and social justice and to recommend changes to laws and practices which lead to discrimination based on gender;
- To advise public and private institutions on steps to be taken to ensure gender equality;
- To recommend affirmative action programmes to achieve gender equality;
- To recommend prosecution for criminal violations of rights relating to gender;
- To secure appropriate redress where rights relating to gender have been violated; and
- To do everything necessary to promote gender equality.

2.2 Vision

A society that enjoys gender equality by 2030

2.3 Mission

To promote, protect and advance gender equality.

2.4 Values

Gender sensitivity – we shall recognise, respect and be responsive to the different needs of men, women, boys and girls

Equity – we shall exhibit fairness in our treatment of men, women, boys and girls

Accessibility – we avail ourselves to all clients through embracing all communication channels

Accountability – shall be responsible for our actions and results

Transparency – we commit to conduct our work openly

Integrity – we thrive to be ethical, honest and professional

2.5 ZGC Terms of Reference

- Constitution of Zimbabwe Amendment (No. 20) Act 2013, Sections 232 (c) and 245, 246.
- The Zimbabwe Gender Commission Act [Chapter 10:31].

3. Definitions of key terms used in the framework

Table 1: Definitions

Term	Definition
Monitoring	Monitoring refers to the routine collection and analysis of data in order to track progress in the implementation of a project, program or policy. This is done in order to assist key stakeholders to make decisions about project, program or policy implementation.
Evaluation	Evaluation refers to the periodic (mid-term, final) assessment and analysis of an on-going or completed project, program or policy. The analysis focusses on the design, implementation and results of the intervention.
Learning	Learning is the process through which information generated from M&E is reflected upon and intentionally used to continuously improve a project's ability to achieve results.
M&E System	An M&E system refers to all the components used measure if a project, program or policy plan is having the desired results. The components may include human resources, data collection tools, logic models, indicators and databases.

Framework	A framework is a document that describes how the whole M&E system for the program works, including who is responsible for it, what forms and tools will be used, how the data will flow, and who will make decisions using the data.
Gender	The social and constructed differences in women's and men's roles and responsibilities, which are learned, vary from culture to culture and change over time (Adapted from UNESCO, 2009)
Indicator	An indicator is a variable used to measure change in a phenomenon. Indicators are like signposts of change along the path to development which make it possible to demonstrate results by providing a reference point.
Gender Indices	These refer to combined measures of a number of indicators of different issues in order to give an overall picture of the relative wellbeing of women and girls and men and boys in different countries.
Gender equality	Provision of equal conditions, treatment and opportunity for both men and women to realize their full potential, human rights and dignity, as well as opportunities to contribute to and benefit from economic, social, cultural and political development (Adapted from Status of Women Canada, 2007).
Gender mainstreaming	It is a strategy for making women's as well as men's concerns and experiences an integral dimension of the design, implementation, monitoring and evaluation of policies and programs in all spheres so that women and men benefit equally and inequality is not perpetuated. (Adapted from the United Kingdom's Department for International Development (DFID), 2002).
Gender analysis	Gender analysis is the process of assessing the impact that a development activity has or may have on females and males, and on gender relations (the economic and social relationships between males and females which are constructed and reinforced by social institutions). Gender analysis may also focus on differences in participation, benefits and impacts between males and females in projects, programs and policies.
Targets	Targets are the magnitude or level of outputs expected to be achieved,
Goal	The goal describes the anticipated long-term objective towards which the project will contribute
Impacts	The higher-level goals to which a project will contribute
Outcome	The benefits that a project, program or policy is designed to deliver.
Output	The goods and services produced by activities in a project or program.
Activity	The actual tasks required to be carried out for the project or program to produce results.
Baseline	This refers to a record of what exists in an area prior to an action. It is primarily a benchmark for the future measurement of progress.
Assumptions	Assumptions are normally defined as "the necessary and positive conditions that allow for a successful cause-and-effect relationship between different levels of results."

4. Purpose of M&E Systems

A well-functioning Monitoring and Evaluation (M&E) system is a critical part of good project, programme and policy management and accountability. Timely and reliable M&E provides information to support project, programme and policy implementation with accurate, evidence-based reporting that informs management and decision-making to guide and improve performance. Good M&E systems generate accurate data. They contribute to organizational learning and knowledge sharing by reflecting upon and sharing experiences and lessons so that we can gain the full benefit from what we do and how we do it. The major purpose of M&E systems is to support the collection of credible and usable data which in this case will inform decision making for the Zimbabwe Gender Commission and its implementing partners.

5. Purpose of the ZGC M&E Framework

The aim of the M&E framework is to guide co-ordinated and efficient collection, analysis, use and provision of information to assist the ZGC in its oversight and monitoring role. The framework identifies and defines the indicators appropriate for routine data collection. It also explains the database for processing routine and periodic data.

6. The Process in Developing the ZGC M&E System

The development of the Monitoring and Evaluation System began with a review of the current ZGC M&E system. The review was bench marked against the '*12 Components Monitoring and Evaluation System Strengthening Tool*' as expounded by the UNAIDS (2009). The UNAIDS document is a tool for assessing various components of a Monitoring and Evaluation system to establish its effectiveness. The audit was carried out in consultation with the ZGC staff. The following were the key findings of the review:

6.1 Organisational structures for M&E

The review revealed that the Commission is made up of two departments, being the (i) Programmes and (ii) the Finance, Administration and Human Resources. It was established that there was no specific department mandated with coordinating the Monitoring and Evaluation activities for the commission. It was agreed that there was need for ZGC to incorporate M&E within the commission. The reporting line of the new Unit could be discussed internally with the ZGC.

6.2 Human Capacity for M&E

It was agreed that the creation of an M&E Office or sub-unit would require skilled personnel for the effective operationalization of this monitoring and evaluation framework. The personnel for this office would need specific skills and expertise in monitoring and evaluation.

6.3 M&E Partnerships

The audit revealed that there was need for the commission to establish official partnerships with line Ministries and other stakeholders for the effective collection and analysis of data. There was need to officialise the relationships with both internal and external partners for strengthening and sustaining the M&E system. A database for all the partners would be maintained so that the partnerships are utilised, renewed and maintained for the effective execution of the M&E function.

6.5 Stakeholder Capacity Development

It was agreed that there would be need to orient key stakeholders on the Monitoring and Evaluation System once it had been developed. The orientation training would involve understanding of the ZGC mandate and information needs, principles of monitoring and evaluation and learning, the structure of the ZGC monitoring and evaluation framework including indicators and the database. The government line ministries were oriented and trained on the ZGC monitoring and evaluation system on the 15th and 16th of March 2021 in Mutare.

6.6 M&E Advocacy communications and culture

It was noted that the Commission needed to get stakeholder buy in for M&E through the identification of M&E champions among high-level officials to endorse M&E actions. Specific individuals were to be identified within the Commission's leadership so that they can take the lead in speaking, acting and writing on behalf of the Commission's M&E Department. The media and communication strategy would be instrumental in guiding the M&E advocacy activities.

6.7. Data Management

It was agreed that a functional data base for collating, verifying, cleaning, analysing and presenting the ZGC monitoring and evaluation data from all levels and sectors was necessary for an effective M&E system. The Consultants would develop a database to collect data on gender equality across all sectors at Ministerial level. The data would collect high level data only. The database would improve the accessibility of information on gender equality. The consultants would research on the sectors and indicators to be used.

6.7 Evaluation and Research

ZGC was utilising a simple evaluation and research system. There was need to introduce a robust evaluation and research system which adequately subscribes to the tenants of M&E. In line with this, the Consultants would spearhead the development of an evaluation plan as part of the Monitoring and Evaluation Framework. There was also need to decide what research and evaluation may be done so that these can be planned for and incorporated in the final M&E plan.

7 ZGC Core Planning and Reporting Cycle

The core planning and reporting cycle would have four critical components:

7.1 Strategy:

The ZGC strategic document form the basis of all monitoring and evaluation work.

7.2 Annual ZGC Plan of events:

The ZGC in consultation with its key stakeholders would design an annual calendar of events by mid-December each year. The events/activities shall be derived from the strategic document and logic model. The M&E system would then track the delivery of these activities and results within ZGC together with National level indicators.

7.3 Sectoral Ministry level Gender Implementation plans:

The ZGC shall coordinate the drafting and finalisation of Sectoral Ministry Implementation work plans to promote a shared vision towards attainment of gender equality through utilisation of agreed protocols. The work plans will outline the activities to be carried out to achieve specific objectives in line with the strategic goals. Reviews of these plans shall be held annually by end of October in each sectoral ministry with the final National review at the end of November.

8. Indicators for Measuring Change

Gender indicators and gender statistics help to make visible gender inequalities, the uneven development and access to opportunities among women and men across class, geographic location and other spheres. They help to measure the relative situation of women and men in areas such as access to assets, decision making and political representation. Gender indicators enable better planning and actions to improve gender equality. At the country level, gender indicators are key to upholding commitments on gender equality and sustainable development, including CEDAW and the SDGs.

8.1 Setting indicator targets

There are a number of key questions that should be considered when setting realistic targets:

- i. What performance level was recorded at baseline?
- ii. What are stakeholder expectations of progress?
- iii. What are the indications from expert judgments?
- iv. What do research findings and similar programs/organisations suggest? i.e. what are industry, regional and international benchmarks?

8.2 Core Sectoral Indicators

The identification of sectors and indicators to be monitored was done collaboratively between the Consultancy Team, ZGC staff and Commissioners, and various stakeholders including GoZ line ministries gender focal persons. An initial literature review was conducted to understand the gender sectors and indicators used in various regional and international protocols. Follow-up meetings were done where the sectors and indicators were presented for validation to stakeholders, starting internally with the ZGC and upscaling later to GoZ line Ministries.

- i. The SADC Protocol on Gender
- ii. The Sustainable Development Goals
- iii. The Zimbabwe National Gender Policy
- iv. The African Union Gender Protocols
- v. The Convention on the Elimination of Discrimination Against Women (CEDAW)
- vi. The African Gender and Development Index
- vii. The 2013 Constitution of Zimbabwe
- viii. The Beijing Platform for Action
- ix. UN Minimum Set of Gender Indicators
- x. The National Development Strategy 1 (NDS1)

The following Sectors were identified and approved based on literature and best practice::

- i. Constitutional and Legal Rights
- ii. Gender Based Violence and Personal Security
- iii. Politics and Governance
- iv. Education and Training
- v. Economic Empowerment
- vi. Health and Related Services
- vii. Media, Information and Communication Technology
- viii. Gender and the Environment

8.3 Identification of Sectors

PROPOSED SECTOR NAME	CONVENTIONS AND PROTOCOLS AND THEIR ARTICLES THAT MAKE REFERENCE TO THE SECTOR								
	SADC Protocol	SDGs	NATIONAL GENDER POLICY	AU GENDER PROTOCOLS	CEDAW	African Gender and Development Index	Constitution of Zimbabwe	Beijing Platform for Action	UN Minimum Set of Gender Indicators
Constitutional and Legal Rights	Constitutional and Legal Rights – Part 2 – Article 4 to 11		Priority Area (I)	Protocol to the Charter on Human rights and People's rights on the rights of women in Africa Article 2 – right to	Law – Article 15 Marriage and Family – Article 16 Special Measures, Part 1, Article 4 Policy Measures – Part 1 – Article 2 Guarantee of Basic Rights and Fundamental Freedoms – Part 1, Article 3 Prostitution, Part 1, Article 6 Rural Women – Article 14 Discrimination – Part 1 – Article 1	Rights of Women (Section 80)	Gender Equality (Section 3 (1g))	Human rights of Women – Area 9 The Girl Child – Area 12	Human Rights of Women and Girl Children

GBV and Personal Security	Gender Based Violence– Part 6– Article 20-25		Priority Area (vi)	Protocol on the rights of Women Article 4				Violence Against Women – Area 4	
Politics and Governance	Governance - Part 3-Article 12 & 13 Peace Building and Conflict Resolution– Part 8– Article 28	Peace, Justice and Strong Institutions – SDG16	Priority Area (iii)	Article 9 – Right to participation in political and decision making process	Political and Public Life – Article 7 Representation – Article 8 Nationality – Article 9 Rural Women – Article 14	Public Sector (Representation and Participation) Civil Society (Representation and Participation)	Gender Balance (Chapter 2: Section 17) Appointment of Ministers and Deputy Ministers (Section 104 (4)) Composition of Senate (Section 120 (2a and 2b))	Women in Power and Decision Making – Area 7 Institutional Mechanisms – Area 8 Women and Armed Conflict Area – Area 5	Public Life and Decision Making
Education and Training	Education and Training-Part 4-Article 13	Quality Education – SDG 4	Priority Area (v)	Article 12 – right to education and training	Education – Article 10 Rural Women – Article 14	Education	Section 27 (2)	Education and training of Women – Area 2 The Girl Child – Area 12	Education
Economic Empowerment	Productive resources and Employment-Part 5-Article 15 -19	Decent Work and Economic Growth – SDG 8 Industry, Innovation	Priority Area (ii)	Article 13 – Economic and social welfare rights	Employment – Article 11 Economic and Social Benefits – Article 13	Income Time Use and Employment Access to Resources	Empowerment and Employment Creation (Section 14 (2))	Women and the Economy – Area 6 Women and Poverty – Area 1	Economic Structures, Participation in Productive Activities and Access

		and Infrastructure, - SDG 9			Rural Women – Article 14		Labour Rights (Section 65 (6-7))	The Girl Child – Area 12	to resources
Health and Related Services	Health, Sexual reproductive health, Reproductive Rights, and HIV and AIDS– Part 7 – Article 26-27	Health and Well-being – SDG 3 Clean Water and Sanitation – SDG 6	Priority Area (iv)	Article 14 – Health and reproductive rights	Health – Article 12 Rural Women – Article 14	Health	Health Services (Section 29)	Women and Health – Area 3 Women and the Environment – Area 11 The Girl Child – Area 12	Health and related Services
Media, Information and Communication Technology	Media, Information and Communication – Part 9 – Article 29 AND 30		Priority Area (viii)		Sex role stereotyping and prejudice, Part 1: Article 5 Rural Women – Article 14			Women and the Media – Area 10	
Women and the Environment	Gender and Climate Change – Part 10, Article 31	Climate Action – SDG 13 Affordable and Clean Energy – SDG 7 Sustainable Cities and Communities – SDG11	Priority Area (vii)	Article 18 – Right to healthy and sustainable environment	Rural Women – Article 14			Women and the Environment – Area 11	

8.4 Sectoral Indicators

The table below shows the sectoral indicators that were identified to measure progress in the achievement of ZGC Goal which is **“To contribute to increased gender equality in all sectors in Zimbabwe”**.

Sector	Indicator
Constitutional and Legal Rights	Sex of Chief Justice
	Sex of Deputy Chief Justice
	Constitutional Court - Sex of Judges
	Supreme Court - Chief Justice
	Supreme Court – Sex Deputy Chief Justice
	Supreme Court - Sex of Judges
	High Court – Sex of Chief Justice
	High Court – Sex of Deputy Chief Justice
	High Court – Sex of Judge President
	High Court - Sex of Judges
	Labour Court – Sex of Judge President
	Labour Court – Sex of Judges
	Administrative Courts – Sex of Judge President
	Administrative Courts – Sex of Judges
	Magistrates Courts – Sex of Chief Magistrates
	Magistrates Courts – Sex of Provincial Magistrates
	Magistrates Courts - Sex of Magistrates
	Sex of Prosecutor General
	Sex of Attorney General
	Sex of Deputy Attorney General
	Traditional courts/Customary Courts- Sex of President of Zimbabwe National Council of Chiefs
	Traditional courts/Customary Courts- Sex of Deputy President of Zimbabwe National Council of Chiefs
	Traditional courts/Customary Courts- Members of the Zimbabwe National Chiefs Council disaggregated by sex
	Traditional courts/Customary Courts-Chairperson of the Provincial Assembly of the National Council of Chiefs
	Traditional courts/Customary Courts- Number of Traditional Chiefs disaggregated by sex
	Traditional courts/Customary Courts- Number of Headmen disaggregated by sex
	Traditional courts/Customary Courts- Number of Village Heads disaggregated by sex
	Number of Laws Aligned to the Constitutional Provisions on Gender Justice
	Proportion of People who Access Legal Aid disaggregated by sex
	Number of International Gender Responsive Instruments Ratified
	Number of Regional Gender Responsive Instruments Ratified
	Number of people receiving legal aid disaggregated by sex
	Proportion of inmates receiving welfare support (acceptable diet, required consumables, health services) disaggregated by sex
Number of sex specific institutional confinements inmates	
Number of inmates living with children	
Number of pregnant inmates	
Zimbabwe Electoral Commission - Sex of Commission Chairperson	
Zimbabwe Electoral Commission - Sex of Chief Executive Officer	

	Zimbabwe Electoral Commission - Sex of Commissioners
	Zimbabwe Media Commission - Sex of Commission Chairperson
	Zimbabwe Media Commission - Sex of Commission Chief Executive Officer
	Zimbabwe Media Commission - Sex of Commissioners
	Zimbabwe Anti-Corruption Commission - Sex of Commission Chairperson
	Zimbabwe Anti-Corruption Commission - Sex of Chief Executive Officer
	Zimbabwe Anti-Corruption Commission - Sex of Commissioners
	Zimbabwe Human Rights Commission - Sex of Commission Chairperson
	Zimbabwe Human Rights Commission - Sex of Chief Executive Officer
	Zimbabwe Human Rights Commission - Sex of Commissioners
	Zimbabwe Gender Commission - Sex of Commission Chairperson
	Zimbabwe Gender Commission - Sex of Commission Chief Executive Officer
	Zimbabwe Gender Commission - Sex Commissioners
	National Peace and Reconciliation Commission - Sex of Commission Chairperson
	National Peace and Reconciliation Commission - Sex of Commission Chief Executive Officer
	National Peace and Reconciliation Commission - Sex Commissioners
	Public Service Commission- Sex of Commission Chairperson
	Public Service Commission- Sex of Chief Executive Officer
	Public Service Commission- Sex of Commissioners
	Judicial Services Commission of Zimbabwe- Sex of Commission Chairperson
	Judicial Service Commission of Zimbabwe- Sex of Chief Executive Officer
	Judicial Service Commission of Zimbabwe- Sex of Commissioners
Politics and Governance	Members of the Presidium disaggregated by sex
	Sex of Speaker of Parliament
	Members of Parliament disaggregated by sex
	Sex of the President of Senate
	Number of Senators disaggregated by sex
	Number of Cabinet Ministers disaggregated by sex
	Number of Deputy Ministers disaggregated by sex
	Sex of the Chief Whips
	Sex of registered Political Party Presidents/Leaders
	Sex of the Chairperson of registered political parties
	Number Ministers of State disaggregated by sex
	Zimbabwe Defense Forces - Sex of Generals
	Zimbabwe Defense Forces - Sex of Lieutenant Generals
	Zimbabwe Defense Forces - Sex of Major Generals
	Zimbabwe Defense Forces - Sex of Brigadiers
	Zimbabwe Republic Police - Sex of Commissioner Generals
	Zimbabwe Republic Police - Sex of Deputy Commissioner Generals
	Zimbabwe Republic Police - Sex of Commissioners
	Zimbabwe Republic Police - Sex of Assistant Commissioners
	Zimbabwe Prisons and Correctional Services - Sex of Commissioner General
	Zimbabwe Prisons and Correctional Services - Sex of Deputy Commissioner General
	Zimbabwe Prisons and Correctional Services - Sex of Commissioners
	Zimbabwe Prisons and Correctional Services - Sex of Senior Assistant Commissioner (Officer Commanding Province)
	Number of Permanent Secretaries disaggregated by sex
	Number of CEOs in the listed companies private sector disaggregated by sex

	Number of CEOs in the Parastatals and State-Owned Enterprises disaggregated by sex
	Number of Chief Directors in the public sector disaggregated by sex
	Number of Directors in the public sector disaggregated by sex
	Number of Deputy Directors in the public sector disaggregated by sex
	Number of CEOs in local authorities disaggregated by sex
	Number of Mayors in local authorities disaggregated by sex
	Number of Town Clerks in local authorities disaggregated by sex
	Number of Councilors disaggregated by sex
	Number of Ambassadors disaggregated by sex
	Number of Board chairpersons in parastatals disaggregated by sex
	Number of Board members in parastatals disaggregated by sex
Health and Related Services	Maternal Mortality Ratio
	Number of institutional maternal mortality
	Number people (15-49 years) with access to Sexual and Reproductive Health Services disaggregated by sex
	Number of women using modern contraceptives
	Number of pregnant women receiving antenatal care from skilled service providers
	Number of institutional deliveries
	Number of births by women aged 15-19 years
	Number of pregnant women receiving iron and folic acid supplements
	Number of women receiving post-natal care services
	Number of women screened for cervical cancer
	Number of children under 5 years with stunting disaggregated by sex
	Number of children under 5 years with severe acute malnutrition disaggregated by sex
	Number of children under 5 years with minimum dietary diversity disaggregated by sex
	Number of people with comprehensive knowledge of HIV disaggregated by sex
	HIV prevalence disaggregated by sex
	HIV incidence disaggregated by sex
	Number of people living with HIV knowing their status disaggregated by sex
	Number of HIV positive people accessing treatment services disaggregated by sex
	Number of people on HIV treatment with suppressed viral loads disaggregated by sex
	Number of people with access to safe drinking water sources disaggregated by sex
Economic Empowerment	Number of registered business owners in the energy sector disaggregated by sex
	Number of registered business owners in the manufacturing sector disaggregated by sex
	Number of registered business owners in the mining sector disaggregated by sex
	Number of registered business owners in the tourism sector disaggregated by sex
	Number of registered business owners in the agricultural sector disaggregated by sex
	Number of registered business owners in the transport sector disaggregated by sex
	Number of registered business owners in the construction sector disaggregated by sex
	Number of people employed in the construction sector disaggregated by sex

	Number of business persons in the energy sector receiving credit from banks/formal financial institutions disaggregated by sex
	Number of business persons in the agricultural sector receiving credit support from banks/formal financial institutions disaggregated by sex
	Number of registered business owners in the mining sector receiving credit support from banks/formal financial institutions disaggregated by sex
	Number of registered business owners in the transport sector receiving credit support from banks/formal financial institutions disaggregated by sex
	Number of registered business owners in the tourism sector receiving credit support from banks/formal financial institutions disaggregated by sex
	Number of registered business owners in the manufacturing sector receiving credit support from banks/formal financial institutions disaggregated by sex
	Number of registered business owners in the construction sector receiving credit support from banks/formal financial institutions disaggregated by sex
	Number of farmers who have who hold bank accounts (including mobile wallets/banking) disaggregated by sex
	Number of business persons owning and operating registered small to medium economic enterprises disaggregated by sex
	Number of business persons who are into imports/exports disaggregated by sex
	Proportion of national budget allocated to departments/sectors supporting gender equality
	Number of formally employed persons disaggregated by sex
	Number of business persons participating in associations in the energy sector disaggregated by sex
	Number of business persons participating in associations in the transport sector disaggregated by sex
	Number of business persons participating in associations (e.g ZFU) in the agricultural sector disaggregated by sex
	Number of business persons participating in associations in the mining sector disaggregated by sex
	Number of business persons participating in associations in the manufacturing sector disaggregated by sex
	Number of business persons participating in associations in the tourism sector disaggregated by sex
	Number of business persons participating in associations in the construction sector disaggregated by sex
	Number business persons owning and operating registered small to medium economic enterprises disaggregated by sex
	Number of registered business owners in the tourism sector contributing to Gross Domestic Product disaggregated by sex
	Number of people who own land disaggregated by sex
	Number of people with access to land disaggregated by sex
	Number of business investors (stock exchange) disaggregated by sex
	Number of business registered with Standard Association of Zimbabwe disaggregated by sex
	Number of people with access to commercial water disaggregated by sex
Education and Training	Number of Councilors in University Councils disaggregated by sex
	Number of university Councils Chairpersons disaggregated by sex
	Number of university Vice Chancellors disaggregated by sex
	Number of university Pro-Vice Chancellors disaggregated by sex
	Number of university designated officers (excluding VC and PVC) disaggregated by sex
	Number of university Professors disaggregated by sex
	Number of university Associate Professors disaggregated by sex
	Number of PhD holders in universities disaggregated by sex

Number of university Deans disaggregated by sex
Number of students enrolled in universities disaggregated by sex
Number students enrolled for STEM courses in universities disaggregated by sex
Number of academics receiving research funding disaggregated by sex
Number of university students graduating with 1 st degrees disaggregated by sex
Number of university students graduating with Masters degrees disaggregated by sex
Number of university students graduating with PhDs disaggregated by sex
Number of dropouts in universities disaggregated by sex
Number of university students with disabilities disaggregated by sex
Number of universities with Sexual Harassment Policies
Number of universities mainstreaming Gender Courses
Number university students accessing campus accommodation
Number of technical colleges Principals disaggregated by sex
Number of teacher training colleges Principals disaggregated by sex
Proportion of vocational training colleges Principals disaggregated by sex
Proportion of technical training colleges Deputy Principals disaggregated by sex
Proportion of teacher training colleges Deputy Principals disaggregated by sex
Proportion of vocational training colleges Deputy Principals disaggregated by sex
Number of students enrolled for STEM subjects/courses in teacher training colleges disaggregated by sex
Number of students enrolled for STEM subjects/courses in technical colleges disaggregated by sex
Number of dropouts in technical colleges disaggregated by sex
Number of students enrolled in teacher training colleges disaggregated by sex
Number of students enrolled in technical training colleges disaggregated by sex
Number of students enrolled in vocational training colleges disaggregated by sex
Number of dropouts in teacher training colleges disaggregated by sex
Number of dropouts in technical training colleges disaggregated by sex
Number of dropouts in vocational training colleges disaggregated by sex
Number of students graduating from teachers training colleges disaggregated by sex
Number of students graduating from vocational training colleges disaggregated by sex
Number of students graduating from technical colleges disaggregated by sex
Number of technical college students with disabilities disaggregated by sex
Number of teacher training college students with disabilities
Number of vocational training college students with disabilities
Number of technical training colleges with Sexual Harassment Policies
Number of teacher training colleges with Sexual Harassment Policies
Number of vocational training colleges with Sexual Harassment Policies
Number of technical training colleges mainstreaming gender courses
Number of teacher training colleges mainstreaming gender courses
Number of vocational training colleges mainstreaming gender courses
Number technical training college students accessing campus accommodation

	Number teacher training college students accessing campus accommodation
	Number vocational training college students accessing campus accommodation
	Number of Secondary School Heads disaggregated by sex
	Number of Secondary School Deputy Heads disaggregated by sex
	Number of Primary School Heads disaggregated by sex
	Number of Primary School Deputy Heads disaggregated by sex
	Number of learners enrolled in primary schools disaggregated by sex
	Number of learners enrolled in secondary schools disaggregated by sex
	Number of learners passing in primary schools disaggregated by sex
	Number of learners passing in secondary schools disaggregated by sex
	Number of learners completing primary education disaggregated by sex
	Number of learners completing secondary education disaggregated by sex
	Number of dropouts in Primary Schools disaggregated by sex
	Number of dropouts in Secondary Schools disaggregated by sex
	Number of learners enrolled for STEM subjects at Advanced Level disaggregated by sex
	Number of primary school learners with Albinism disaggregated by sex
	Number of primary school learners with disabilities (Hearing Impairment) disaggregated by sex
	Number of primary school learners with disabilities (Speech impairment) disaggregated by sex
	Number of primary school learners with disabilities (Physically challenged) disaggregated by sex
	Number of primary school learners with disabilities (Visual impairment) disaggregated by sex
	Number of secondary school learners with Albinism in disaggregated by sex
	Number of secondary school learners with disabilities (Hearing Impairment) disaggregated by sex
	Number of secondary school learners with disabilities (Speech impairment) disaggregated by sex
	Number of secondary school learners with disabilities (Physically challenged) disaggregated by sex
	Number of secondary school learners with disabilities (Visual impairment) disaggregated by sex
	Number of primary schools with the facilities of disabled learners.
	Number of secondary schools with the facilities of disabled learners.
Gender Based Violence and Personal Security	Number people (above 18 years) reporting cases of sexual abuse within the last 12 months
	Number of children (below 18 years) reporting cases of sexual abuse within the last 12 months
	Number of people (above 18 years) reporting cases of physical abuse within the last 12 months
	Number of children (below 18 years) reporting cases of physical abuse within the last 12 months
	Number of people (above 18 years) reporting cases of economic abuse within the last 12 months
	Number of children (below 18 years) reporting cases of economic abuse within the last 12 months
	Number of people (above 18 years) reporting cases of emotional abuse within the last 12 months
	Number of children (below 18 years) reporting cases of emotional abuse within the last 12 months
	Number of reported GBV cases tried in formal courts
	Number of reported GBV cases NOT tried in formal courts

	Number of survivors of GBV accessing life-saving healthcare services disaggregated by sex
	Number of survivors of GBV accessing psychosocial support services disaggregated by sex
	Number of survivors of GBV accessing justice and legal services disaggregated by sex
	Number of survivors of GBV accessing economic support for livelihood services disaggregated by sex
	Number of survivors of GBV accommodated in safe shelters disaggregated by sex
	Number of child marriages reported disaggregated by sex
Gender and the Environment	Number of Directors in Government Departments Specialising in Environmental Issues disaggregated by sex
	Number of Deputy Directors in Government Departments Specialising in Environmental Issues disaggregated by sex
	Number of Chief Executive Officers in Government Institutions Specialising in Environmental Issues disaggregated by sex
	Number of persons participating in CAMPFIRE Leadership Structures
	Number of deaths/missing persons attributed to natural disasters disaggregated by sex
	Number of persons applying low carbon technologies disaggregated by sex
	Number of persons displaced by climate change induced disasters disaggregated by sex
	Number of existing gender sensitive national environmental policies
	Number of people benefiting from CAMPFIRE revenue disaggregated by sex
	Number people participating in natural resources livelihood programmes disaggregated by sex
	Number of people receiving support for coping with climate change risk disaggregated by sex
	Number of people receiving weather and climate information disaggregated by sex
	Media, Information and Communication Technology
Number of media houses' board members disaggregated by sex	
Number of Chief Executive Officers for media houses disaggregated by sex	
Number of editors in chief disaggregated by sex	
Number of editors disaggregated by sex	
Number of media houses with gender policies	
Leaders of media unions disaggregated by sex	
Leaders of media regulatory bodies disaggregated by sex	
Number of students enrolled at the post-secondary level in media studies disaggregated by sex	
Number of persons owning mobile network operators disaggregated by sex	
Number of persons owning companies registered with computer society of Zimbabwe disaggregated by sex	
Number of cellular telephone subscribers disaggregated by sex	
Number of fixed Internet subscribers disaggregated by sex	
Number of mobile broadband subscribers disaggregated by sex	
Number of students enrolled at the post-secondary level in ICT-related fields disaggregated by sex	
Sex of Director General in ICT regulating bodies disaggregated by sex	
Number of board members of ICT regulating bodies disaggregated by sex	
Number of gender sensitive ICT policies	

9 ZGC Internal Results Matrix

Key Result Area	Result Description		Verifiable Indicators	Base line	Targets					Means of Verification	Assumptions
					2019	2020	2021	2022	2023		
KRA 1. Public Education and Awareness	Goal	To contribute to increased gender equality in all sectors in Zimbabwe.									
	Outcome	Increased compliance with gender equality provisions in the constitution and other domestic, regional and international legal and policy framework	<ul style="list-style-type: none"> Number of institutions assessed and found compliant with the gender parity provisions in respect to socio-cultural, economic and political rights Number of adverse Socio – cultural, political and religious practices repealed. Percentage increase in the number of women appointed into the boards of public and private institutions Percentage increase in the number of women appointed into senior positions in public and private institutions 	30	50	100	100	100	100	<ul style="list-style-type: none"> -Gender audit reports -Institutional annual reports -Survey reports -Court cases -Media reports -Policy pronouncements -Declarations of appointments 	

			• Number of Institutions with operational gender policies.									
	Outputs	1.1 Gender audit reports produced	35	0	10	10	5	5	5	-Gender audit reports -Institutional annual reports -Survey reports -Court cases -Media reports -Policy pronouncements -Declarations of appointments		
		1.2 Knowledge products produced	25	7	5	5	5	5	5			
		1.3 Advisory notes produced /issued	60	21	15	15	10	10	10			
		1.4 Parallel reports produced	4	1	2	0	1	0	1			
		1.5 Systemic barriers identified.	23	3	3	5	5	5	5			
		1.6 Monitoring and	5	0	1	1	1	1	1			
		1.7 Evaluation Reports	5	0	1	1	1	1	1			
	1.8 Affirmative action recommendations made/ submitted	5	0	1	1	1	1	1				

Activities

- 1.1.1. Develop a monitoring and evaluation tool on gender equality.
- 1.1.2. Conduct periodic gender audits in selected State Institutions and Government Ministries
- 1.1.3. Conduct research on relationship between gender socialization and gender inequality in Zimbabwe
- 1.1.4. Conduct annual gender equality awards presentation for public institutions to promote gender equality initiatives and gender equality appointments
- 1.2.1. Produce and Publish Zimbabwe Gender Commission knowledge products
- 1.2.2. Convene Annual National Gender Forums
- 1.2.3. Facilitate engendering of Constitutional and electoral reforms e.g. extension of reviewed quota
- 1.2.4. Develop an Institutional Sexual Harassment Policy Guidelines/Model for adoption by public and private institutions
- Compile CEDAW parallel report

- 1.3.1. Write, submit and receive feedback to advisory notes on identified systemic gender barriers
- 1.3.2. Conduct research on baselines in identified sectors
- 1.3.4. Conduct research on sectors which need affirmative action and come up with recommendations.

- 1.4.1. Produce annual Monitoring & Evaluation Reports
- 1.4.1. Convene quarterly thematic working groups meeting to discuss and identify gender barriers which needs redress.
- 1.4.1. Engage with Public Service Commission for Gender Focal Persons' roles to be clearly outlined in job descriptions, recruitment of staff
- 1.2.1. Decentralisation
- 1.5.1. Produce annual Monitoring and Evaluation Reports
- 1.5.2. Conduct periodic gender audits in selected State Institutions and Government Ministries
- 1.5.3. Compile State Party Parallel Reports

Key Result Area		Result Description	Verifiable Indicators	Base line	Targets					Means of verification	Assumptions
					2019	2020	2021	2022	2023		
KRA 2. Investigation of Possible Violations Related to Gender	Goal	To contribute to increased gender equality in all sectors in Zimbabwe.									
	Outcome	Increased awareness and advocacy on gender issues	<ul style="list-style-type: none"> Number of people reporting positive change in knowledge, attitudes and practices Percentage increase in number of reports received per year Percentage of increase in demand for enforcement of gender rights number of gender responsive advocacy issues raised by stakeholders Percentage increase in media coverage of gender issues 	30	60	100	100	100	100	<ul style="list-style-type: none"> Attitude surveys Media reports Media monitoring reports Complaints register Stakeholder reports 	
	Outputs	2.1 Public awareness events conducted 2.2 Information, Educational and Communication Material distributed 2.3 Media outreach conducted	350 105 000 310	20 5000 15	50 150 00 30	50 150 00 45	70 210 00 65	80 240 00 75	100 300 00 95	<ul style="list-style-type: none"> Media reports Media monitoring reports 	

	Activity	2.1.1. Conduct public awareness events (e.g. dialogues, roadshows, exhibitions etc.) 2.2.1 Produce information, education and communication materials 2.3.1. Conduct media outreach programmes 2.3.2 Conduct public awareness events									
Key Result Area		Result Description	Verifiable Indicators	Base line	Targets					Means of verification	Assumptions
					2019	2020	2021	2022	2023		
KRA 3. Research and Knowledge Management into Issues Related to Gender Justice	Goal	To contribute to increased gender equality in all sectors in Zimbabwe.									
	Outcome	Reduced violations of rights relating to gender	<ul style="list-style-type: none"> Number of institutions reporting reduced gender rights violations Number of people reporting complaints redressed Percentage reduction in gender related rights violations Reduction in systemic barriers 	50	70	100	100	100	100	<ul style="list-style-type: none"> Annual institutional reports Stakeholder reports Gender audit reports Survey reports Most significant change stories Barometers 	
	Outputs	1.1 Investigations conducted. 1.2 Investigative reports produced. 1.3 Mobile legal clinic conducted. 1.4 Legal assistance provided.	<ul style="list-style-type: none"> 310 110 110 240 1330 	3	10	10	30	30	30	<ul style="list-style-type: none"> Monthly investigation reports Mobile legal clinic reports Gender audit reports Referrals register 	

		1.5 Cases referred to appropriate service providers 1.6 Cases handled through Alternative Dispute Resolution (ADRs) methods									• Monthly reports	
	Activity	1.1.1 Conduct hearings and field investigations 1.2.1 Produce investigative reports 1.3.1 Carry out community legal consultations 1.4.1 Provide Legal advice and referral pathways 1.4.1 Conduct case referrals and follow ups 1.4.2 Conduct mediation, conciliation and arbitration										
Key Result Area		Result Description	Verifiable Indicators	Base line	Targets					Means of Verification	Assumptions	
					2019	2020	2021	2022	2023			
4 Improved Corporate Governance	Impact	Gender equality awareness										
	Goal	To create an effective, efficient, visible Gender Commission by 2021										
	Outcome	Improved Corporate Governance	<ul style="list-style-type: none"> Increased credibility rating of the Commission among stakeholders Percentage increase in budget allocation towards gender responsive issues Number of institutions with operational gender policies. Number of institutions that conduct gender audit to inform 	100	100	100	100	100	100	<ul style="list-style-type: none"> Credibility rating scores National budget Gender audit reports Institutional annual reports 		
	Output	1.1 Budget utilised 1.2 Statutory returns produced	<ul style="list-style-type: none"> 100% 23 	100 %	100 %	100 %	100 %	100 %	100 %	<ul style="list-style-type: none"> Audit reports National budget Institutional annual reports 		

		1.3 Audit Reports produced	• 2	2	2	2	2	2	2		
	Activity	1.1.1 Conduct financial audits 1.1.2 Conduct all planned activities according to budget lines									

10 Activity Tracking Plan

Specific activity (what is assessed or being done)	When activity occurs? (schedule)	Who participates? (data collect, analysis)	Who leads? (who is responsible for reporting?)	When reported? (schedule)	For whom? (report to..)
MONITORING					
1.1.1. Develop a monitoring and evaluation tool on gender equality. 1.1.2. Conduct periodic gender audits in selected State stitutions and Government Ministries 1.1.3. Conduct research on relationship between gender socialization and gender inequality in Zimbabwe 1.1.4. Conduct annual gender equality awards presentation r public institutions to promote gender equality initiatives and ender equality appointments 1.2.1. Produce and Publish Zimbabwe Gender Commission knowledge products 1.2.2. Convene Annual National Gender Forums 1.2.3. Facilitate engendering of Constitutional and electoral forms e.g. extension of reviewed quota					

<p>1.2.4. Develop an Institutional Sexual Harassment Policy Guidelines/Model for adoption by public and private institutions Compile CEDAW parallel report</p> <p>1.3.1. Write, submit and receive feedback to advisory notes on identified systemic gender barriers</p> <p>1.3.2. Conduct research on baselines in identified sectors</p> <p>1.3.4. Conduct research on sectors which need affirmative action and come up with recommendations.</p> <p>1.4.1. Produce annual Monitoring & Evaluation Reports</p> <p>1.4.1. Convene quarterly thematic working groups meeting discuss and identify gender barriers which needs redress.</p> <p>1.4.1. Engage with Public Service Commission for Gender focal Persons' roles to be clearly outlined in job descriptions, recruitment of staff</p> <p>1.2.1. Decentralisation</p> <p>1.5.1. Produce annual Monitoring and Evaluation Reports</p> <p>1.5.2. Conduct periodic gender audits in selected State institutions and Government Ministries</p> <p>1.5.3. Compile State Party Parallel Reports</p>					
<p>2.1.1. Conduct public awareness events (e.g. dialogues, roadshows, exhibitions etc.)</p> <p>2.2.1 Produce information, education and communication materials</p> <p>2.3.1. Conduct media outreach programmes</p> <p>2.3.2 Conduct public awareness events</p>	Annual			Annual	
<p>1.1.2 Conduct hearings and field investigations</p> <p>1.2.1 Produce investigative reports</p> <p>1.3.1 Carry out community legal consultations</p> <p>1.4.1 Provide Legal advice and referral pathways</p> <p>1.4.1 Conduct case referrals and follow ups</p> <p>1.4.2 Conduct mediation, conciliation and arbitration</p>	Monthly			Quarterly	

11 Resources Plan

Resource Items	Quantity	Total (RTGS\$)	2019 (RTGS\$)	2020 (RTGS\$)	2021 (RTGS\$)	2022 (RTGS\$)	2023 (RTGS\$)
Outputs Costs		87 419 000	1 019 000	12 300 000	19 500 000	23 700 000	30 900 000
Operational cost		4 595 000	140 000	860 000	985 000	1 202 000	1 408 000
Human Resources	46	7 678 000	732 000	1 200 000	1 352 000	1 694 000	2 700 000
Materials & Equipment:							
Motor vehicles	15	5 660 000	120 000	940 000	1 140 000	1 540 000	1 920 000
Bus (45 Seater)	1	2 500 000	0	2 500 000	0	0	0
Motor Cycle	1	295 000	0	295 000	0	0	0
Space requirements:							
Head Office (Pax House)	46	902 000	192 000	710 000	0	0	0
Provincial Offices	10	830 000	0	150 000	190 000	220 000	270 000
ICT requirements:							
Computers & Networking Equipment	50	2 107 000	30 000	462 000	630 000	430 000	555 000
Server	1	500 000	0	500 000	0	0	0
Printers	12	192 000	0	192 000	0	0	0

Resource Items	Quantity	Total (RTGS\$)	2019 (RTGS\$)	2020 (RTGS\$)	2021 (RTGS\$)	2022 (RTGS\$)	2023 (RTGS\$)
Software	50	68 000	5 000	60 000	95 000	117 000	141 000

12. Evaluation Plan

The evaluation plan provides guidance on any plans to conduct internal and external quantitative and/or qualitative assessments, surveys, and/or evaluations, e.g. types and topics of the studies, timeline, implementers, plans for data use, etc. These types of studies shall be conducted internally by the implementing partner or its sub-contractor(s), often with the intent to learn and adapt during implementation. The evaluations will rely heavily on data generated through monitoring including, for example, baseline data and as such, the monitoring reports should be availed as and when requested during evaluations.

Type of evaluation or study (Indicate if internal or external)	Purpose and scope	Internal/ External	Proposed evaluation strategy	Expected use	Planned start date; and the estimated completion date
End of term evaluation	To determine the extent to which the ZGC strategic goals have been met in the first phase	External	Convergent parallel mixed method approach (a) obtain the relevant information from multiple sources - including primary and secondary, and (b) validate findings through triangulation.	To document evidence and inform future actions and policies	August 2025- September 2025
Implementation Evaluation	To provide ZGC and its partners with an analysis of the status of the Commission's implementation, its	External	Exploratory sequential mixed methods	Inform improvements to ZGC activities	June 2022 to July 2022

	achievements and challenges encountered so far and comes up with recommendations				
Diagnostic Evaluations (Baselines, Needs assessments and KAPs)	To establish baseline status for indicators and provide qualitative and quantitative information on current situation in relation to the focal elements that contribute the achievement of the programmes performance targets.	Internal			

16.2 External evaluations can be held if deemed necessary by ZGC and/or its funding partners even if it is outside the original evaluation plan. If the external evaluation is not planned, then it will be guided by terms of reference. ZGC as the implementing partner will further collaborate with the external evaluator through the following activities:

- Availing the relevant ZGC documents for document reviews e.g. strategic documents, policy document and M&E Framework
- Providing clarification on outcomes and indicators
- Reviewing and providing feedback on draft evaluation designs, draft evaluation data collection instruments, and the draft evaluation report.
- Sharing data used for performance monitoring
- Making staff available to answer questions related to the activity.
- Supporting the evaluation team in identifying and obtaining access to activity stakeholders, beneficiaries, and sites of operation.
- Supporting the evaluation team in holding stakeholder meetings to discuss and develop recommendations based on evaluation findings.
- Providing feedback on draft evaluation reports before final submission.

16.3 External consultants must certainly be independent, which does not mean they have to maintain a distance between themselves and the project stakeholders, but they do make their own decisions about the information they require, how they analyse this, and the conclusions they draw.

13. Costed Monitoring and Evaluation Plan

The Costed M & E plan only includes evaluative exercises and excludes monitoring activities which are regarded as budgeted ZGC staff time and staff and travel expenses. The evaluative exercises are limited to baseline studies, implementation evaluation, and mid-term evaluation, end of term evaluation as well as documentation of lessons learnt. Monitoring falls under the day to day activities for the ZGC staff. Other evaluative activities (not evaluations) to be included in the Costed evaluation plan include the internal and external evaluation capacity development, planned attendance to meetings/workshops organized by ZGC/UN Women and other key partners. The internal capacity development in evaluation where ZGC staff attend trainings, workshops and conferences are included as well as well as National evaluation capacity development in evaluation are included in the Costed work plan. Human resources specific to M & E function as well as the ICT equipment related to the data base have also been included in the Costed work plan.

Type of M&E activity	Objectives of the Activity	Responsible Parties	Budget <i>Excluding project team staff time</i>	Time Frame
Recruitment of two Monitoring and Evaluation Officers	The recruitment of M&E Officers is necessary because they will be responsible for data harvesting and management	ZGC, Consultants and UN Women	Monthly Salaries as per ZGC scales (\$600 USD x 2 x 12months) = \$14 400 per annum	By 28 February 2021
Computers and related equipment (3 laptops plus server)	The procurement of M&E ICTS equipment is the bedrock of the system as it is a computerized system.	ZGC and UN Women	laptops (3 x \$1000) = \$3000 Server = \$2000	By 15 March 2021
Internal Evaluation capacity development	Ongoing M&E capacity development will be necessary to staff members abreast with latest best practice	ZGC, UN Women and other key partners	Conference packages, travel and subsistence allowances = \$5 000 per annum	Annually
Baseline Study	It will be necessary to determine the level of all indicators as a starting point as the M&E system is commissioned.	Internal (ZGC M&E Department)	15 000 USD	1 st Quarter of 2021 (After system handover)
Midterm Evaluation	The ZGC will need to assess if its programmes are being implemented as planned and if the interventions are likely to yield positive results in the long term, and whether there is need to remodel the current programs.	External Consultant. The ZGC M&E Focal person will oversee the hiring of Consultants for specific studies and will delegate responsibilities to relevant team members.	12 000 USD	Half way through the strategic plan period (June 2023)

End of term evaluation with end line survey	At the end of the current strategic plan, the ZGC will assess if the strategic plan worked as expected and if the targeted results were achieved. It will assess areas of improvement and areas needing upscaling.	External Consultant. The ZGC M&E Focal person will oversee the hiring of Consultants for specific studies and will delegate responsibilities to relevant team members.	15 000 USD	August 2025- November 2025
Publication of Lessons Learnt and other project documents	Working in collaboration with gender experts, the ZGC will publish some of its evaluation reports as lessons learned in the form of journal articles or book articles. This would require funding.	<ul style="list-style-type: none"> ZGC Monitoring and Evaluation Focal Person and team 	5 000 USD	Annually, part of Semi-annual reports & Project Final Report
	Total M&E Plan Budget <i>Excluding already budgeted project team staff time and staff and travel expenses</i>		\$71 400 USD	

14. Data Management Plan

ZGC will establish a data base which shall be known as the Gender Information Management System (GIMS) which will be a broad basis of information with data on various aspects of (in) equalities between women and men, highlighting differences and inequalities between both sexes in all areas of life. This system is expected to contribute significantly to the collection of a series of gender data on identified sectoral indicators in order to monitor if equality is being achieved. GIMS will also be a source of information on the various capacities for women especially in terms of skills, qualifications and areas of expertise. ZGC will be able to generate various reports at different intervals provide to support the policy/decision making process. Key to these reports will be the ZGC annual statistical report.

15. Data Quality assurance

The M&E department will be responsible for overall quality assurance, with selected country researchers and the ZGC leadership undertaking specific activities to ensure quality control. During monitoring and evaluation activities, detailed protocols for extracting data from secondary sources will be developed, piloted, refined and agreed. Quality will be assured through routine monitoring and periodic cross-checks against the protocols. Where translations are undertaken, quality will be assured by someone fluent in that language checking against the original recording or notes.

16. Backup and security

ZGC data will need to be backed up regularly because of likely problems with viruses and hardware. Due to potential sensitivities around some of the monitoring and evaluation data being collected, ZGC will establish a system for protecting data while it is being processed, including use of passwords and safe back-up hardware.

17. Ethical issues

For all monitoring, evaluation or research activities conducted by or on behalf of ZGC, a letter explaining the purpose, approach and dissemination strategy (including plans to share data) of the findings, and an accompanying consent form (including to share data) will be prepared and translated into the relevant languages. Commitments to ensure confidentiality will be maintained by ensuring recordings are not shared; that transcripts are anonymised and details that can be used to identify participants are removed from transcripts or concealed in write-ups. Interviews with elite policymakers will not guarantee confidentiality unless this is requested, as interviewees will be expected to speak in their official capacities or institutional roles.

18. Copyright/Intellectual Property Rights

The institutional partners will jointly own the data generated. Online and archival sources will be cited and clearly acknowledged in the database and research outputs. Permission will be sought from secondary sources to share the findings of the research on public websites.

19. Responsibilities

ZGC will ensure that the data management process overall day-to-day cross-checks, back-up and other quality control activities are maintained. The contracted lead evaluators/researchers will be responsible for routine supervision of the dataset development. Data extraction, processing and inputting for the dataset will be undertaken under supervision. GIMS officers will be finally responsible for dealing with quality and sharing and archiving of data.

20. Preparation of data for sharing and archiving

The most appropriate means of sharing the data generated will be shared accordingly as guided by the ZGC communication plan.

21. Reporting and Communication

Reporting for the ZGC will be done in the following formats. The reports shall be submitted to relevant stakeholders including the Commissioners and the Parliament of Zimbabwe as prescribed by the constitution.

21.1 Regular Monitoring Reports

These reports will be produced on a more frequent basis, with data collection being done through the use of established protocols. The data will then be consolidated into the ZGC data base. These reports will mostly focus on results at the levels of implementation, i.e. outputs, efficiency and timelines. The reports will draw from all the sectoral ministries.

21.2 Annual Organisation Performance Reports

These reports will record the organisation performance focusing on the main expected achievements and their key performance indicators, as indicated in the strategic plan results of the different sections. Annual Organisation Performance Reports should be prepared by all sectoral ministries using agreed templates and submitted to the ZGC for consolidation.

21.3 ZGC Annual Statistical Report

These reports will capture indicators, as indicated in the strategic plan results of the different sections. Annual Organisation Performance Reports should be prepared by all sectoral ministries using agreed templates and submitted to the ZGC for consolidation.

21.4 Independent Evaluation Reports

These reports will be produced at different intervals according to specifications in the Evaluation Plan or upon request by the ZGC and its funding partners. An evaluation by independent evaluators may be conducted if there is a feeling that external or expert opinion is necessary to understand progress on specified indicators or targeted gender programs.

22. Communication Plan

The ZGC shall develop a comprehensive communication strategy framework. The framework will identify a number of communication tools and products and prioritise the most effective and feasible methods appropriate for each objective level. The framework will show the link among the key audiences, communication objectives, key messages by audience and tools and persons responsible to achieve the objectives. The ZGC Communication Strategy Framework will mainly be used to build a better understanding of ZGC and gender equality issues in Zimbabwe.

The framework will include but not be limited to these five key components:

- Identify the Audience: To WHOM do we need to communicate?
- Determine Goals and Objectives: WHY communicate?
- Develop Key Messages: WHAT do we need to communicate?
- Develop Tactical Plan: HOW will we communicate, to whom and when?
- Identify Measures of Evaluation: HOW will we know if we are successful?

23. Terms of Reference for evaluations/Surveys

Terms of Reference (ToR) define all aspects of how an evaluation should be conducted. It presents the objectives of the evaluation, the role and responsibilities of the evaluator and evaluation client and the resources available to conduct the evaluation. High quality evaluations will largely depend on how accurate and well-specified the ToR are.

These should set out the rationale, objectives, timeframe and budget. These terms should be in line with the Government procurement regulations. A draft version of the terms of reference should be presented three to four months before the start of the evaluation. Guidance for the ToRs is generally drawn from the evaluation plan. The proposal for the detailed methodological approach should be drawn up by the consultants from the limited guiding framework.

The following issues must be included in the Terms of Reference:

- i. What are the objectives of the evaluation?
- ii. What does ZGC want to use the results for later on?
- iii. What are the key questions to be answered by the evaluation?
- iv. Which methods should be employed in conducting the evaluation?
- v. What deliverables should be produced by the consultant?

