MID-TERM EVALUATION

PROMOTING WOMEN AND GIRLS' EFFECTIVE PARTICIPATION IN PEACE, SECURITY AND RECOVERY IN MOZAMBIQUE

UN WOMEN MOZAMBIQUE

EVALUATION REPORT

15 MARCH 2021

Lead Researcher:　　　　**Lina Marcela González-Piñeros**

Local Research Team:　　　**Roberto Luis (apoio adicional de Nádia Estante)**

TABLE OF CONTENTS

INDEX OF TABLES

ADEL	Agência de Desenvolvimento Económico Local
AWP	Annual Work Plan
BPFA	Beijing Platform for Action
CAI	Integrated Service Centres
CECAGE	Coordination Centre for Gender Affairs
CEDAW	Convention on the Elimination of All Forms of Discrimination against Women
COREM	Conselho Religioso de Moçambique
CSO	Civil Society Organisations
DHD	Asossiação de Direitos Humanos e Desenvolvimento
EC/KEQ	Evaluation Criteria / Key Evaluation Questions
EE	Efficiency Evaluation Criteria
EF	Efficacy Evaluation Criteria
FDC	Foundation for Community Development
FES	Friedrich Ebert Stiftung Foundation
FGDs	Focal Discussion Groups
FGM	Female Genital Mutilation
GBV	Gender Based Violence
GERAAS	Global Evaluation Reports Assessment and Analysis System (UN Women)
GMPIS	Sofala Group of Women Sharing Ideas
GN	General Evaluation Criteria
GRÓ-GEST	UN University Gender Equality Studies and Training Programme
HRGE	Human Rights and Gender
IDPs	Internally Displaced People
IM	Impact Evaluation Criteria
IPAJ	Legal Aid and Sponsorship Institute
KII	Key Information Interviews
KEQs	Key Evaluation Questions
MDN	Ministry of National Defence
MGCAS	Ministry of Gender, Children and Social Action
MINT	Ministry of Interior
MTE	Mid-Term Evaluation
MULEIDE	Women, Law and Development Association
NAFEZA	Zambezia Feminist Associations Group
NFETE	Tete Women's Associations Group
NGOs	Non-Governmental Organizations
OECD/DAC	Organisation for Economic Co-operation and Development/Development Assistance Committee
NAP 1325	National Action Plan on Women Peace and Security in Mozambique
ProPaz	Peace Promotion Institute of Mozambique
RL	Relevance Evaluation Criteria
SS	Sustainability Evaluation Criteria
TL	Team Leader
ToR	Terms of Reference
UEM	Eduardo Mondlane University
UJC	Joaquim Chissano University
UN	United Nations
UNSC	United Nations Security Council
UNEG	United Nations Evaluation Group
UNFPA	United Nations Population Fund
GBV	Gender-Based Violence
VSLA	Association of Savings and Credit Villages
WPS	Women Peace and Securi

EXECUTIVE SUMMARY

This document presents the mid-term evaluation (MTE) report of the first two and a half (2.5) years of implementation of the "Promoting Women and Girl's effective participation in peace, security and recovery in Mozambique" project. The project is being funded by the Government of Iceland and the Kingdom of Norway, and complementing efforts previously funded also by these donors as well as other international and national initiatives. With a duration of four years, the project started in December 2017 and was granted a Non-Cost Extension (NCE) by end in December 2021. It is currently being implemented in 17 districts and 7 provinces of the country with a total budget of approximately 4.5 million dollars.

The project's aims to promote the active and full participation of women and girls in peace, security and recovery processes in Mozambique at all levels. It has a national scope and it was set to support three main areas: (1) the drafting, consolidation and disemination of the first National Action Plan on Women Peace and Security in Mozambique (NAP 1325), (2) the creation of gobernamental technical capacity to promote and monitor the implementation of the NAP 1325 in all provinces of the country, (3) the provision of integrated services for women and girls who are victims of violence and supporting their economic recovery and independence.

The MTE aims at improving implementation, use of resources, accountability and identify the lessons learnt and good practices in order for the project to grow and adapt accordingly in order to achieve the intended results. In this perspective, the evaluation will be used for both accountability and learning purposes, as well as contributing to inform implementation and decision-making in the last months of implementation.

The specific objectives include an analysis of **Human Rights Approach and gender equality** principles are integrated in the interventions, a assessment of the **relevance, effectiveness and organizational efficiency, initial and potential impact and sustainability** of the project in achieving gender equality and women's empowerment in the context of WPS, and a review the **functioning and efficacy** of its Monitoring, Evaluation and Knowledge Management system. The assessments also provides **actionable recommendations** with respect to improving the project and similar programmes in the future.

The evaluation process included the use of mixed techniques (both quantitative and qualitative) for information gathering and analysis. Besides the review of over 30 documents, 181 key informants were interviewed (UN Women, government partners at the national, provincial and district level, women organisations and CSOs, community leaders and donors), 66 direct beneficiaries were involved through Focal Group Discussions, and 33 training participants consulted through online surveys. Out of these, 204 were direct beneficiaries (including 73 duty bearers), 23 potential beneficiaries (of socio-economic activities), 27 representatives from partner organisations (22 of them said that they also received some kind of training from the project), 6 representatives from the donors and 20 representatives from women organisations that have not been included within the project and might feel excluded, or other potential spoilers of the programme. From these, 72% of those consulted were female. In terms of locations, direct primary data collection (visits) was done in 3 out of the 7 provinces (Inhambane, Zambezia and Sofala). Yet information for all provinces was consolidated indirectly, through phone, online surveys and interviews (Cabo Delgado, Manica, Tete and Gaza).

The above sample represents 84% of the original targets, with the only downfall being due to the inability to survey the training participants from the Ministry of National Defence (MDN) and the Ministry of Interior (MINT). Yet, this sample is still representative of the population analysed, corresponding to a margin of error of 5,57%, with 95% confidence level, and population proportion of 50%. Furthermore, the implementation of this methodology made it possible to triangulate solid information, considering different sources and the diverse perspectives of the actors involved.

As mentioned above, the key limitation was the collection of information from project participants from MINT and MDN. In general, access to police and military officers trained by the project was limited as permissions to implement the surveys and interviews were not provided, despite repeted requests. Some

information was nonetheless available from the online surveys mentioned above and that was possible with the support of one of the project partners, the Universidade Joaquim Chissano (UEM). Furthermore, direct data collection in the districts of Buzi (Sofala) and all districts of Cabo Delgado were cancelled as a result of security risks or natural disasters.

The evaluation was guided by OECD/DAC, UN Evaluation Group (UNEG) and UN Women Evaluation and Gender-Responsive Evaluation guidelines, and thus aligned with six key evaluation criteria (Relevance, Impact, Effectiveness, Efficacy, Sustainability and Human Rights Approach and gender equality). The MTE was also guided by twelve main questions which were distributed across the evaluation criteria.

The main findings according to the criteria used in the evaluation are the following:

Relevance

1. The project was built upon a strong evidence base, with research both being used to identify needs and set criteria for beneficiary selection, as well as documenting good practices and lessons learned.
2. The project is consistent with the key national and international strategies and helped to consolidate the first National Action Plan on Women Peace and Security (NAP 1325) in Mozambique.
3. A majority of those interviewed (and particularly donors and stakeholders at the provincial and district level) mentioned that the project adjusted properly to the new context realities surrounding the project.

Impact and Outcome Achievement

4. The project achieved all output targets and in many cases over-achieved the targets. Nontheless, most of the outcomes have not been reached and there was too much focus on output delivery rather than results. Targets in some cases would have benefited from being updated to reflect over-achievements or to add information about new activities/beneficiaries. Outcome indicators also need to be revised as some are not measurable and no baseline was consolidated for them.

Effectiveness

5. Data collection and analysis showed specific examples which demonstrated direct contribution and attribution of results the consolidation of mechanisms to enhance women and girls' safety, physical and mental health and security. The strongest contribution was the development and dissemination of public policies for gender equality and supporting capacity building to increase the quality of the assistance to survivors of violence.
6. Outcome 2, aimed to increase the socioeconomic recovery of women and girls is still in early stages of implementation. Expectations from local organisations and beneficiaries, and coordination with other donors providing assistance in the same areas, need to be kept in mind to avoid reputational damage or conflicts across participating communities.
7. Local women organisatIons and CSOs, and international partners interviewed have not observed major changes in women's inclusion conflict prevention/resolution at the provincial and local level, despite policy changes and training. Cultural biases, illiteracy and lack of wider dissemination at the district level have been the key limitations.
8. Local organisations observed an increased visibility of the NAP across all government actors, as well as a stronger relation between government institutions and CSOs/local women organisations working on WPS.
9. There were no specific indications of institutional changes as a result of the post-graduate trainings provided with GRÓ-GEST. Seminars, workshops and trainings provided by academic organisations (FES, UJC) and which included government officials, have increased the level of information regarding the NAP 1325 and the WPS agenda, and shown some limited but promising results that need to be followed upon.
10. The Solidarity Camps have been an extremely useful way of bringing together organisations that have been traditionally excluded, highlight the reasons for exclusion and allow them to join forces to fight

these limitations. Yet better orientation of the partners implementating the camps, it is likely to improve its value even further and guarantee a greater reach.

Efficiency - Monitoring, Evaluation and Knowledge Management

11. Budget was sufficiently balanced across the three outputs and the level of budget implementation was consistent with the level of delivery. In regards to economy, costs were consistent with market levels and there were specific examples in which costs were reduced to guarantee a stronger value for money.

12. Stronger coordination with other donors and parties allowed for cost-efficiencies to be gained by exchanging knowledge, cofounding activities and agreeing on a distribution of resources. Nonetheless, coordination with government institutions has decreased in the last months leading to some activities being delayed, mostly due to recent changes in senior management in MGCAS.

13. Inefficiencies uncovered included slowness in administrative processes and lack of proper follow-up plans being defined during design.

Sustainability

14. There are three results that will likely be sustainable after the end of the project: the implementation and dissemination of the NAP 1325, an increase in the level of understanding and ownership of women rights, and a stronger women organisations and CSOs network.

15. Key challenges for sustainability are: (1) the lack of follow-up mechanisms to support and review the implementation of agendas and proposals resulting from project activities (trainings, workshops, solidarity camps, behavioral change campaigns), (2) personel rotation in district, provincial and national institutions, and (3) lack of carrer-focused training within the Ministries which allow that changes in personnel don't lead to the loss of capacity and training.

Human Rights and Gender Equality

16. This project draws a strong response to situations of violations of women's rights in situations of conflict and survivors of sexual violence and GBV with a strong integrated offer on training and capacity for both duty bearers and right holders.

The main conclusions of the evaluation, not already mentioned above are:

• The project has been and continues to be highly relevant to the needs of the beneficiaries or to the context in which it was being implemented. This is particularly related to the fact that the project has developed a strong evidence base, tried to follow consultative mechanisms -with donors and direct beneficiares- to take decisions and adapt, and set its priorities around the priorities of the NAP 1325.

• The Programme Team proactively adapted to the various changes in the context, and achievements in output delivery are especially impressive given the dynamic nature of the political, economic and external fluctuations occurred during the timeframe of implementation.

• The change in government teams, and the securitized approach taken by some Ministries towards the situation in Cabo Delgado, created a vacuum in institutional memory, slowed the implementation of activities and hindered progress in institutional changes.

• The biggest impact of the project so far was the technical support that it provided to the of National Action Plan on Women Peace and Security, and particularly that it led to the recognition of the significance of women's participation in conflict prevention, mediation and resolution.

• Changes in terms of institutional capacity were hard to measure given: the lack of response of some government ministries (MDN), lack of wider access to project participants in other ministries (MINT) and apparent inexistence of alumni/participants databases in order to undertake pre- and post-capacity assessments. Some examples of institutional change were nonetheless observed particularly at the district and provincial levels, particularly during interviews with members of the Integrated Multisectoral Mechanism of Assistance to Women Victims of Violence.

- The highest remaining obstacle for the project is in terms of access and insight to some Ministries (MGCAS and MDN), particularly as changes in government teams lead to the reset in relations and loss of institutional memory. Potential positive results are being obtained through academic partners.

Strong lessons learned and good practices have been identified:

- Outcome achievement and sustainable/long-term change is difficult to observe when the monitoring tools are focused on measuring output achievement. This is particularly the case when outcome achievement is dependent of behavioral and institutional changes which are likely to be noticed only in the medium and long term. More attention/budget for medium-term follow-up of these activities could help to mitigate the difficulty of measuring change.

- Outcome achievement of capacity-building activities are hard to observe. Pre/post capacity assessment, alumni databases, monitoring/survey plans and the existance of agreed monitoring procedures (with roles and responsibilities attributed) need to be part of the design of these activities. Access and insight to ministries in Mozambique is also constant problem and very hard to overcome, which can limit the ability measure these results.

- Ensuring a stronger participation of women and girls in decision-making processes, specially those relating to security, peace and reconciliation, depends on the ability to change mindsets and deep-rooted behaviours. Most of the project activities had the potential to work on these issues, but there was no monitoring plan to measure such variations and funding limited ability to include them.

- Stronger coordination with local and international partners, national authorities and donors ensured that early stages of the project were highly successful in adapting to changes. It has also allowed for cost-efficiencies to be gained by exchanging knowledge, cofounding activities and agreeing on a distribution of resources.

- A significant outcome of capacity building activities (normally not recognized in targets and log frames) is the consolidation of stronger networks between its participants, in this case between government institutions and CSOs/local women organisations, and between CSOs within the country and the region. These networks are an unexected positive result.

- The Solidarity Camps have been an extremely useful way of bringing together organisations that have been traditionally excluded, highlight the reasons for exclusion and allow them to join forces to fight these limitations. In-depth evaluations have also revealed that they are also extremely cost-effective.

As a result of the above specific recommendations have been indicated:

#	Suggested specific actions, mechanisms, and tools
1	Support the consolidation of WPS modules within Military and Police academies, as well as negotiating a mechanism within MGCAS to ensure that when personnel is changed, institutional memory and training on WPS is provided to the new officials. If possible additional training should be provided in the districts were there has been a recent change in personnel.
2	More time should be allowed for future monitoring visits from MGCAS.
3	Within these visits, DPGCAS members from other districts could be included to facilitate learning by doing, lesson sharing and integrating the viewpoint of those also involved in the provision of service delivery.
4	The monitoring visits could include representatives from external parties, for example members of the academic institutions, former alumni from long courses and/or CSO representatives. This has the potential to increase independence in the findings and evaluate learning gaps for future trainings.
5	Any future capacity building should ensure the consolidation of a database of alumni, and agreement to implement pre and post trainings surveys (at least two post-training surveys). Job-rotation frequency can be measured using this surveys, to better plan future capacity building programmes.
6	Consolidate a database of former alumni to allow post-training surveys and interviews to be implemented before or during the final evaluation. As UJC or UEM have a strong relationship with MINT and MDN, they could be commissioned to start the process immediately, so this is ready before the end of the project or the commissioning of a new evaluation.

#	Suggested specific actions, mechanisms, and tools
7	Agree with MDN a strategy to monitoring and evaluate training results within the institution. Given the insight and access that the UJC has within MDN, this can be planned and negotiated through the university.
8	All delivery partners from outcome 2, should check their delivery plans against the baseline study, and produce a short update about the ways in which their delivery plans are consistent with the baseline, and what adaptations are needed or have been done[1].
9	Request local partners of output 2.1. to determine possible sources of duplication with other projects implemented in the area and to assess and mitigate possible misperceptions about funding distribution.
10	If additional funding is available, additional Solidarity Camps should be given a priority.
11	Clearer guidance needs to be provided by UN Women for the presentation of transportation and food invoices in future Solidarity Camps.
12	Identify and implement new mechanisms to measure behavioral change as a result of the #HeForShe campaigns. This could be done through online surveys but will be better implemented with new monitoring visits from the original implementers.
13	Given lack of progress on output 3.1., three recommendations were provided by women organisations, which could be considered both for future programmes or for additional advocacy work in this project. • Publicly lobbying to increase women's participation in peacebuilding and DDR processes at the provincial level, through UN Women offices and other Spotlight Initiative partners. • Help locate all female combatants, women in support roles and dependents (of combatants) and refer them to development assistance programs. • Adequately inform women about the eligibility criteria, goals and benefits of DDR programs.
14	A new attempt to increase the value for money of the post-graduate GRÓ-GEST can be trial in the last months of implementation by promote a new online or in-person encounter between all the alumni and request them to explore joint mechanisms in which one of their potgraduate projects (or new ones) can be supported. Some ideas mentioned during data collection include: • Supporting the development of WPS modules to be implemented within Police and Military Academy, • Being part of monitoring visits to beneficiary district areas with the specific aim of evaluating the results of the training provided and learning gaps, • Developing research, pilots and proposals regarding mechanisms in which women participation in peacebuilding, DDR and reconciliation forums can be expanded.
15	Update logframe to include additional activities and updated target numbers within output indicators, and change outcome indicators in accordance with recommendations provided in finding 9.
16	Prepare a sustainability plan for all output and outcomes. Local partners can guide the initial phases of delivery of this plan. But this might require additional visits from donors or UN Women teams to the participating districts, to discuss/present sustainability plans and set realistic expectations.
17	As part of the sustainability plan, UN Women could lobby MGCAS, MDN and MINT to keep supporting dissemination, carreer training programmes and implementation of the NAP1325, and report in what has agreed.
18	Future projects could focus on supporting district level plans, particularly the development of mobile brigades or building of safe spaces for survivors of SGBV.
19	Future projects could support cross-learning workshops or at least online discussions between members of the Integrated Multisectoral Mechanism from all 14 participating districts. These encounters could be used to evaluate specific learning gaps and allow exchange of experiences.
20	Future projects should prepare better for the risk of low access and insight to ministries in Mozambique, particularly after national elections. International and local partners recommended that future projects leave some unspent or flexible funding to respond to new government priorities.

---

[1] Baselines might even need to be remade, to ensure the pre and post comparison of the project beneficiaries are based on the same group. With the decrease in the targets and change in the allocation of resources in some districts there is a high change that baseline information won't correspond to the characteristics of the actual beneficiary information, thus leading to an incorrect measurement of outcomes and impact.

INTRODUCTION

BACKGROUND

Enhancing women's engagement for sustainable peace requires an integrated approach that simultaneously addresses conflict prevention, resolution and recovery, while strengthening national accountability and ensuring women's protection from all forms of human rights violations, including sexual and gender-based violence. The work of the UN Women on Women, Peace and Security (WPS) is governed by a series of commitments on the rights of women. These include United Nations Security Council (UNSC) landmark Resolution 1325 (2000) and nine successive resolutions - 1820, 1888, 1889, 1960, 2106, 2122, 2242, 2467 and 2493 as well as the Beijing Declaration and Platform for Action (BPFA) and the Convention on the Elimination of All Forms of Discrimination against Women (CEDAW) including the CEDAW General Recommendation No. 30 on conflict prevention, conflict and post-conflict situations.

Since the ratification of the CEDAW in 1997 and the adoption of BPFA, as well as the gender equality as a constitutional principle, Mozambique has made significant progress at political, legal and institutional level. The main milestones include the existence of a National Policy and its Implementation Strategy (2018), the National Plan for the Advancement of Women (2010-2014), the Law on Domestic Violence Against Women (29/2009), the Ministry of Gender, Children and Social Action, the National Council for Women's Advancement (MGCAS), the National Council for the Advancement of Women (CNAM), represented at both provincial and district level[2], the adoption and implementation of an integrated multi-sectoral approach to assist victims of violence against women, on Women, Peace and Security (2018-2022) (NAP 1325), and the National Strategy and law to Prevent and Combat Premature Unions (19/2019).

In this context, the actions of UN Women in Mozambique are aligned with two strategic objectives: 1) consolidate national unity, peace and sovereignty and 2) develop human and social capital in accordance with the government´s Five Year Plan and the National Plan for the Advancement of Women. The project under evaluation in this report aims to contribute to the implementation of the National Plan for the Advancement of Women and the NAP 1325, which was created with the support of UN Women. The project is also part of the larger UN Women Programme on Women, Peace and Security and is being implemented within the framework of the (United Nation Development Assistance Framework) UNDAF[3] and will contribute towards the achievement of the Agenda 2030 for Sustainable Development and Agenda 2063: The Africa We Want.

Based on international experiences, the NAP 1325 has been formulated around three strategic areas: the integrated response to violence against women and girls, the promotion of women´s economic empowerment and strengthening enabling environments for effective implementation of global, regional and national commitments on WPS at all levels. This approach responds to the strong perception that in Mozambique, as in any part of the world, conflicts exacerbate violence against women and girls and their insecurity, destroy their means of survival, undermine prospects for socioeconomic empowerment and reinforce the exclusion of women from decision-making processes due to their low representation in formal conflict resolution platforms.

To operationalize the NAP 1325, UN Women in partnership with MGCAS are impleteting a project titled: "Promoting Women and Girl's effective participation in peace, security and recovery in Mozambique". This projet is funded by the Government of Iceland and the Kingdom of Norway. This project focuses on four interrelated pillars:

- Enhance security for women and providing integrated multi-sectorial response services to victims of violence;
- Promote and facilitating the socioeconomic recovery of women;

---

[2] Represented at the provincial level by the Provincial Services for Gender, Children and Social Action, and at the district level, by the Health, Women and Social Action Services.
[3] The framework for comprehensive programme cooperation between the UN and the Government of Mozambique.

- Strengthen women's capacity and women's organizations to participate in conflict prevention and resolution, in particular at community level; and
- Strengthen national capacity to coordinate, monitor and account for the implementation of global commitments on women, peace and security.

CONTEXT

Mozambique has seen positive developments in terms of gender equality and women's empowerment during the 20 years of relative peace and stability post the 1992 Peace Accords between the government of Mozambique and the former rebel movement RENAMO. For example, women's participation in politics has increased over time, both at the central level[4] and provincial, district and community level[5]. However, progress has not been enough to challenge deeply rooted sociocultural norms at the local level. These sociocultural norms, for example, contribute to the high rates of all forms of violence against women and girls and socio-economic disparities between women and men, which are exacerbated in situations of conflict, and limited participation of women in conflict resolution processes.

Furthermore, the implementation of the peace agreements between the government and the National Mozambican Resistance (RENAMO)[6] is still not effective. Partners in the demobilization and reintegration processes mentioned that these are not comprehensive and the pace of delivery being too slow. Furthermore, since 2017, the province of Cabo Delgado (in north of Mozambique -one of the provinces with a growing extractive industry) has been affected by attacks by armed group said to be linked to extremist religious groups, which is resulting in social instability. Political-military tensions as well as increasing violent extremism in the northern region threaten the already precarious peace and security of women and girls in Mozambique.

In addition, other factors, such as macroeconomic instability[7], health crises (including COVID-19, HIV/AIDS, Tuberculosis, etc), natural disasters and the emergence of conflicts, raise further threats to the peace and security of women and girls. For example, cyclones Idai and Kenneth destroyed thousands of homes, hospitals, roads, schools, and farms. Water and sanitation were compromised, resulting in a subsequent cholera outbreak; health services were severely disrupted and remain limited or non-existent; households lost food, legal documents, and other assets; with particular protection risks increased for women and girls (CARE, Sep 2020[8]). In CARE's rapid gender analysis following Cyclone Idai in Mozambique in 2019, all women respondents stated that they did not own the land they worked on. If their husbands

---

[4] UN Women, Project's design document, 2016: "Women's participation over all sectors of government reached 32.4% in 2016". Following the general and provincial elections of October 15, 2019, women's representation was 42% (number of women elected), and at the level of women's representation in the Provincial Assemblies reached 35%. UNDP Mozambique. Analysis of women's participation in elections in Mozambique, UNDP 2019.

[5] UN Women, Project's design document, 2016: "There are 36% women provincial governors from previous 22,7%, 18% district administrators from previous 11% and 17% of the heads of administrative posts compared to less than 5%".

[6] Following the cease fire between the government and the National Mozambican Resistance (RENAMO), reached in March 2018 and part of the recently definitive peace agreement signed definitive and comprehensive Peace and Reconciliation Agreement by the Government and RENAMO in August 2019. In April 2021, MGCAS (statement by the Minister for Gender, Children and Action, Nyeleti Mondlane, on March 8, International Women's Day), reported that there are "30% women provincial governors, and in the Executive women now occupy 47, 5% of the 21 ministries. Women also run 3.52% percent of provincial directorates, 27% are permanent district secretaries, 32% are district administrators, 16.33% are district service directors and 19% are heads of administrative posts. On the other hand, 21% of the presidents of the locality are women ".

[7] Mozambique is beginning to emerge from a period of elevated macroeconomic volatility two years after hidden debt revelations triggered a significant economic downturn. A decline in investor and donor confidence followed the hidden debt revelations in 2016 as public debt increased to an unsustainable level and risk perceptions deteriorated, contributing to a reduction in external inflows from investors and donors. World Bank, Mozambique Economic Update, October 2018.

[8] CARE, Lessons Learnt from CARE's Shelter Responses to Cyclone Idai in Malawi, Mozambique and Zimbabwe, September 2020. https://www.careevaluations.org/wp-content/uploads/Lessons-Learnt-from-CARE%E2%80%99s-Shelter-Responses-to-Cyclone-Idai-in-Malawi-Mozambique-and-Zimbabwe.pdf

died, women told CARE that the land would passed on to his family and that they faced eviction (CARE, April 2019[9]).

Project evaluations of the responses to these emergencies also found that during the recovery phase, shelter and gender activities were no longer integrated, thus risking the possibility to reinforce negative masculinities and reversing gains in fully integrating women to household and community decision making (CARE, Sep 2020). Furthermore, the COVID-19 crisis brought new challenges to women and girls around the world and many countries recorded a surge in domestic violence, resulting from confinement and increased tensions in the household. In Mozambique, economic pressure, loss of livelihoods and disruption in access to health, social and protection services placed an added burden on women and girls (Spotlight Initiative, 2020[10]).

For example, lockdown confinements, economic stress and anxiety about infection make it very likely that prevalence GBV rates will rise. For survivors of violence, lockdowns have trapped them in their homes with their abusers and isolated them from people and resources of support. Furthermore, UNFPA also warned of a potential rise in FGM as well as child or forced marriages at this time of restricted movement, poor visibility and weakened protection systems. For Mozambique, specific alerts were given in regard to an increase in the prevalence of child marriages (with Mozambique having the highest percentage in the near region at 53%) given poverty and economic instability being the major reported cause (CARE, Apr 2020[11]). The overlap of conflict and climatic shocks with pre-existing vulnerabilities in the region—including poverty, marginalization and harmful social and gender norms—significantly heightened protection risks. Women and children are at particular risk of exploitation and abuse, including forced recruitments and sexual violence, in addition to lack of access to education for girls and boys (OCHA, Oct 2020[12]).

Under this context, and using adaptive programming, UN Women has implemented so far two thirds of the "Promoting Women and Girl's effective participation in peace, security and recovery in Mozambique". The project is being funded by the Government of Iceland and the Kingdom of Norway, and complementing efforts previously funded also by these donors as well as other international and national initiatives. With a duration of four years, the project started in December 2017 and was granted a Non-cost Extension (NCE) by end in December 2021. It is currently being implemented in 17 districts[13] and 7 provinces of the country with a total budget of approximately 4.5 million dollars.

The project's rationale stems from the need to promote the active and full participation of women and girls in peace, security and recovery processes in Mozambique at all levels. It has a national scope in the area of disseminating the NAP 1325 and strengthening MGCAS' technical capacity to promote and monitor the implementation of the NAP 1325 in all provinces of the country and complementing previous and current efforts. The intervention specifically aims to strengthen the capacity of national institutions to provide integrated services for women and girls who are victims of violence and support the economic recovery of women and girls, including those resulting from the exploitation of natural resources and emerging religious fundamentalisms.

Furthermore, it complements the institutional support to the MGCAS at the central level, by enabling the recruitment of technical expertise and thus enhancing the capacity of the WPS Unit. Furthermore, it provides and strengthens capacity at provincial and district levels to lead, contribute to and monitor the

---

[9] CARE, Rapid Gender Analysis for Cyclone Idai Response, Sofala Province, Mozambique, Abril 2019. https://insights.careinternational.org.uk/images/in-practice/RGA-and-measurement/RGA-Sofala-Mozambique_April-2019-Final.pdf

[10] Spotlight Initiative. Mozambique responds to gender-based violence in the context of COVID-19, article September 2020. https://spotlightinitiative.org/press/mozambique-responds-gender-based-violence-context-covid-19

[11] CARE, Rapid Gender Analysis for COVID 19 East, Central and Southern Africa, April 2020. http://www.careevaluations.org/wp-content/uploads/ECSA-RGA-_-FINAL-30042020.pdf

[12] OCHA Situation Report 2020. https://reports.unocha.org/en/country/mozambique

[13] Mocímboa da Praia, Palma, and Montepuez in Cabo Delgado (3), Chibabava, Machanga, Gorongos, Beira, Buzio and Dondo in Sofala (6), Morrumbala in Zambezia (1), Moatize in Teté (1), Vanduzi in Manica (1), Funhalouro, Panda and Mambote in Inhambane (3), Chigubo and Chibuto in Gaza (2)

implementation of NAP 1325. Finally, the project also aims to strengthen the capacity of women organizations and gender activists, to enable them to play a more active role in implementing the NAP 1325 at the provincial, district and community levels, including in the areas of conflict prevention and management.

PURPOSE, OBJECTIVES AND SCOPE OF THE EVALUATION

PURPOSE

The mid-term evaluation is taking place during the 2.5 year of implementation and UN Women commissioned the MTE to inform future direction of the project. Therefore, it aims at improving implementation, use of resources, accountability as well as aims to identify the lessons learnt and good practices in order for the project to grow and adapt accordingly in order to achieve the intended results. In this perspective, the evaluation will be used for both accountability and learning purposes, as well as contributing to inform future implementation and decision-making. The evaluation will also serve to sharpen and/or re-align results to new national development indicators, the challenges of the protracted instability in Manica and Sofala Provinces, growing violence in Cabo-Delgado and extreme climate events (Manica, Sofala and Cabo Delgado), in project implementation areas and the tension between emergency and development interventions.

The target audience of the evaluation are the UN Women project management, its country office and regional management; the donor of the project, other donors interested in UN Women's portfolio, UN Women's partners (including the national government and the provincial governments); and other stakeholders engaged in the promotion of WPS agenda, in and out of Mozambique.

OBJECTIVES

Considering the mandate to incorporate human rights and gender equality in all UN work and the UN Women Evaluation Policy, which promotes the integration of women's rights and gender equality principles, these dimensions receive special focus in this evaluation. A specific evaluation objective on human rights and gender equality is included as well as being considered under each evaluation criteria.

The overall objectives of this evaluation are to:

- Analyse how **Human Rights Approach and gender equality** principles are integrated in the interventions.
- Assess the **relevance** of the project at national level including alignment with international agreements and conventions on **WPS** and other gender equality and women's empowerment.
- Assess the **effectiveness and organizational efficiency** in achieving expected results, including the effectiveness of programming strategies in implementing global commitments within national priorities for in working toward to achieve expected results, with a special focus on innovative, scalable and replicable interventions.
- Assess the initial **impact** of the intervention on the lives of beneficiaries, communities, and institutions involved in the project.
- Assess the potential **sustainability** of the interventions in achieving gender equality and women's empowerment in the context of WPS.
- Assess the **functioning and efficacy** of the Monitoring, Evaluation and Knowledge Management system, identifying and validating lessons learned, good practices and examples of innovation. The evaluation should also investigate the contextual factors that are enabling or restricting the achievement of results, including financial management and human resource investment; and
- Provide **actionable recommendations** with respect to improving the project and similar programmes in the future.

SCOPE

The main scope of this mid-term evaluation relates to the current delivery and achievement of the project Theory of Change and Results Framework indicators as included below. Yet, as a Mid Term Evaluation it only considers project delivery and reports by December 2020 and formulates recommendations for the last year of delivery of the project.

THEORY OF CHANGE OR PROGRAMME THEORY

The project is guided by the following theory of change: 1) if a facilitating environment is created for the implementation of WPS commitments, 2) if women participate in decision-making processes on prevention, management and conflict resolution in an effective way, and 3) if the protection, physical and mental health and economic security of women and girls is guaranteed, their human rights respected and their specific needs in the process of peacebuilding and recovery fulfilled. Then, societies will be more peaceful and fairer, because evidence shows that women are the driving forces of peace and security and inclusive societies are more likely to be stable.

Furthermore, post-conflict scenarios are opportunities to link to the root causes of gender inequality barriers. The expected results of the project are the following:

Outcome 1. Women and girls' safety, physical and mental health and security are enhanced, and their human rights protected.

Output 1.1: Women and girls affected by violence have access to comprehensive services to redress - including appropriate protection, health and psychosocial and legal services in resettlement, returning areas and in disaster affected areas.

Outcome 2: The socio-economic recovery of women and girls is increased in the post conflict setting.

Output 2.1: Women and girls have increased access to economic opportunities in the context of recovery from conflict and cyclone IDAI.

Outcome 3: The enabling environment for sustainable implementation of WPS commitments is strengthened.

Output 3.1: Women and girls' capacity to participate meaningfully in conflict prevention/resolution strengthened.

Output 3.2: Capacity of the Ministry of Gender to coordinate and monitor implementation of NAP and fulfil UN reporting requirements strengthened.

Output 3.3: National capacity to implement and generate knowledge on WPS enhanced.

METHODOLOGY AND LIMITATIONS

As mentioned above, this evaluation aims at improving implementation, use of resources, accountability as well as aims to identify the lessons learnt and good practices in order for the "**Promoting Women and Girl's effective participation in peace, security and recovery in Mozambique"** project to grow and adapt accordingly in order to achieve the intended results.

As the project covers a variety of activities covering both qualitative and quantitative results, the evaluation team uses a variety use non-experimental assessment tools and extensive data triangulation through the 'mixed methods' approach. These included: i) a review of project results from documentary means, ii) in-situ assessment of results and practices through various tools and methods (Focal Group Discussion, Key Informative Interviews (KIIs) with external and internal stakeholders, Surveys and Case Studies), and iii) triangulation of the information through comparison of information collected and validation meetings with the UN Women team.

Furthermore, human rights and gender (HR & GE) considerations were integrated into the evaluation process and products, in line with the UNEG Guidance "Integrating Human Rights and Gender Equality in Evaluation" by:

- Using UN Women's stakeholder analysis template/criteria as a basis for the stakeholder analysis performed. The **Erro! A origem da referência não foi encontrada.** includes a diverse group of stakeholders, including women and men, as well as those who are most affected by rights violations and groups who are not directly involved in the intervention. Both direct and indirect duty bearers and right-holders have been identified, as well as relevant actors that might have been excluded from the project delivery and which can limit the effectivity of the evaluation and programme delivery. According to OECD DAC Evaluation Standards at least 80% of those stakeholders was interviewed/consulted.
- Specific criteria were added to address HR & GE considerations, within the E. Evaluation matrix. This criteria is specific to the context of the intervention to be evaluated, including specific questions to evaluate results in conflict and disaster-affected areas.
- The evaluation methodology employs a mixed methods approach, appropriate to addressing HR & GE. Specific data collection tools and methodological approaches have been formulated for each different stakeholder, with detailed information included in the **Erro! A origem da referência não foi encontrada.**, E. Evaluation matrix and the below Sampling Framework. The evaluation methodology also detailed triangulation mechanisms to be used during data analysis.
- The evaluation focused on hearing and including the voice and opinion of female right holders (40%) or duty bearers (12%). A majority of those consulted in this evaluation were women (72%), direct female beneficiaries (64%) or potential beneficiaries (8%). The level of female representativeness was within the expected targets, but the total number of people consulted was below what was targeted (more information is provided in the Sampling section.
- Safeguarding and ethical principles were integrated in all parts of the data collection and analysis, including an analysis of key contextual challenges, risks and limitations.

EVALUATION CRITERIA AND ELABORATION OF KEY QUESTIONS

The evaluation was guided by OECD/DAC, UN Evaluation Group (UNEG) and UN Women Evaluation and Gender-Responsive Evaluation guidelines, and thus aligned with the above-mentioned Evaluation Criteria (Relevance, Impact, Effectiveness, Efficacy, Sustainability and Human Rights Approach and gender equality) and in accordance with above-mentioned evaluation objectives. A full explanation of the updated OECD evaluation criteria has been added within the E. Evaluation matrix.

The evaluation Terms of Reference (ToR) proposed thirty evaluation questions and seven evaluation criteria as the basis for this research (ToR are available in Annex C). Based on introductory conversations with the UN Women and MGCAS project team and Evaluation Reference Group, and the limitations and

context now created by the response to the COVID-19 pandemic, these questions were reduced to twelve Key Evaluation Questions (KEQ) and six evaluation criteria to coincide with the objectives set in the Terms of Reference and alignment with OECD/DAC and UNEG Evaluation Criteria. Additional detail is now provided in the KEQ to specify the project areas of work or outputs to be analysed.

The KEQs were further analysed in accordance with Tool 8 of the UN Women Evaluation Guidance for Gender-Response Evaluations and includes:

- classification of each KEQs against OECD/DAC evaluation criteria they were meant to respond to,
- specific guiding questions (sub-questions) to guide data collection against each KEQ,
- the relevant indicators and stakeholder that can help analysing/responding to the question, this is linked with the Stakeholder Analysisis included in this report.
- the relevant data collection method and source of information to be used to collect the responses,
- and assumptions expected in terms of data collection and analysis.

This final Evaluation Criteria are included in the section E. Evaluation matrix.

INDICATORS FOR MEASURING RESULTS

All Evaluation Criteria and KEQ, but particularly impact and effectiveness criteria, will be measured against the project's log frame indicators and targets. These indicators and targets are below:

- **Output 1.1** Number of people who increase their skills and knowledge in assisting victims of violence in line with the multisectoral integrated services mechanism Baseline: 0 Target: 200
- **Output 2.1** Number of women and girls in need who benefited from support to access to economic opportunities Baseline: 0 Target: 8000
- **Output 3.1** Number of women trained to engage in conflict prevention/resolution at community level Baseline: 0 Target: 130
- **Output 3.2** Number of sectors which implement NAP related actions Baseline:0 Target:2
- **Output 3.3** Number of government officials directly engaged in a WPS course in an academic institution Baseline:0 Target: 10

Specific indicators for all other criteria are included in the Evaluation Matrix.

EVALUATION DESIGN

This evaluation applies a mixed methods approach, using multi-pronged participatory and phase approaches for the consultations and data collection, ensuring triangulation of primary information for validation purposes. This included:

INCEPTION PHASE/DOCUMENTARY REVIEW

Documents reviewed and studied are detailed in Annex A, and include:

- UN Women strategy documents, policies, implementation, gender, environment and guidelines, specifically all members of the Evaluation Team have already completed the "How to Manage Gender-responsive Evaluation" mandatory training;
- National guiding policies, particularly the National Action Plan on Women, Peace and Security;
- Project design and evidence-based documents including project concept note and scoping studies;
- Project's assessment reports and its annexes, including programme implementation plans, evidence of project delivery and financial reports.

Additional documents obtained during the field visits were added to the analysis. During this phase, a stakeholder analysis and full consolidation of evaluation questions and tools was developed. These two tools and the Work Plan were presented, discussed and agreed with members of the Evaluation Reference Group in order to review possible gaps and provide additional time for review of the inception report.

The stakeholder analysis revealed that information on the different Evaluation Criteria is shared across various stakeholders, and that these stakeholders need to be engaged differently through different tools, as follows. Thus, the evaluation used a non-experimental mix-method approach, combining quantitative and qualitative research methods, which were tailored to the different characteristics of specific stakeholder group. The Evaluation Criteria and Questions were also adapted within the tools used, and specific tools used for different groups of stakeholders. Both the Evaluation Matrix and Stakeholder Analysis include specific references to the specific tools that were used.

The target sampling was consolidated based on the following categories:

- Direct beneficiaries:
  o women and girls benefiting from trainings, services and economic opportunities offered in output 1 and 2 of the project,
  o women trained to engage in conflict prevention/resolution at community and national levels (output. 3.1)
  o HeForShe representatives who benefited from project trainings, and with them developed campaigns and projects in the ground to increase women's power and participation and diminish incidence of SGBV.
- Indirect beneficiaries, this includes representatives from government institutions that received training and technical/advisory support[14]:
  o government representatives at central, provincial and district levels (relevant to all outputs);
  o representatives of academia, police and military forces trained under output 3;
- Partners and duty bearers:
  o UN Women Teams, UN partners, donors (Governments of the Kingdom of Norway and Iceland) and any other international stakeholders considered relevant (relevant to all outputs);
  o academic institutions and local civil society organisations/partners that have delivered or are delivering activities on any of the three outputs.

With this approach, we took into account both the voices of women benefiting from services and interventions aiming to improve the access to redress and peace/reconciliation spaces, as well as the individual experiences of women organisations and leaders that both supported the implementation of the project and benefited from trainings and added capacity.

Activities in output 2.1. "livelihood support and facilitation of access to sustainable economic opportunities to women affected by conflict and cyclone IDAI" had only started by the time in which the evaluation was developed. As a result, only a limited number of its beneficiaries (thus to which already some support had been given) were consulted and the core of the interviews for this output were those with its implementing partners. The key questions for this activity were thus changed, to reflect that results were only being produced, and instead focused on: (i) reviewing the inclusivity in the beneficiary selection criteria, (ii) how the project adapted so far to any changes in the context, (iii) how the partners were planning to measure results and get beneficiary feedback (efficiency, efficacy) and (iv) initial findings and lessons learned/recommendations.

Another consideration to have in mind, is that for this project a large part of the indirect beneficiaries are also partners and duty bearers. This is the case of many of the members of District and provincial multisectoral committees or even members of the three main Ministries with whom this project worked (MGCAS, MINT and MDN). One of this project main aims was to increase capacity in duty bearers; thus, recipients of training and capacity were either members of CSOs or representatives of government organisations. These, in turn, were expected to use such capacity to benefit women and girls affected by conflict, natural disasters or human rights violations. As a result, at the moment of analysing the sample

---

[14] These indirect beneficiaries could be considered direct beneficiaries, they are classified as indirect ones nonetheless as these actors are duty bearers and the ultimate goal of this training and capacity is to improve the services provided to right holders.

obtained we have provided additional detail regarding the typology of the direct beneficiaries. This information is also contrasted below against the categories for stakeholder classification set by the UN Women Evaluation Guidance.

DATA ANALYSIS

Data analysis was based on the Evaluation Criteria and included primary and secondary data. Triangulation and regular feedback loops were included within the project to ensure that information obtained in the interviews and that might be contradictory was contrasted and verified.

A briefing meeting with the UN Women Team was done at the end of the primary data collection in order to ensure that any doubts were solved, to highlight any limitations/changes and share/validate the main findings. Permanent communication of the status of the data collection was also done at least once a week.

For the analysis of qualitative data, each of the questions within each tool was assigned a corresponding EKQ and analysed in relation to all data collected for the EKQ. Quantitative data was limited to the levels of compliance with the target indicators and used mainly to measure performance against project indicators. Other quantitative data include levels of satisfaction with trainings and be used to also evaluate the effectiveness of those interventions (and therefore used only against EKG in the effectiveness criteria). A data collection tool was also developed to consolidate all the corresponding information in the same evaluation question. The table is not included in this report due to its size but was shared in its complete form to the UN Women team, to allow direct data verification.

The evaluation report is structured using the quality standards and elements outlined in the UNW Global Evaluation Reports Assessment and Analysis System (GERAAS). This evaluation is also drafted in according to the guidance provided in the UN Women Evaluation Handbook: How to manage gender-responsive evaluation.

After delivery of the first draft, the Evaluation Team organised and led a debriefing session with the Evaluation Reference Group on 29 March 2021. The presentation focused on presenting the main findings and recommendations and validating information. Based on the feedback provided during this presentation and further corrections of the report, the Evaluation Team presented a new version of the report in May 2021. The final evaluation report and evaluation management responses will be publicly disclosed in the UNW GATE system.

SAMPLING

Table 1 Disaggregation of sample -genders/direct beneficiaries

Classification	Male	Female	Total	%
Direct – SGBV	0	44	44	16%
Direct - socioeconomic	1	43	44	16%
Direct - CSOs -training WPS	17	24	41	15%
Direct - Gov -training SGVB/WPS	30	45	75	27%
Potential beneficiaries - socioeconomic	0	23	23	8%
Partner	17	10	27	10%
Other – donor, international stakeholder	2	4	6	2%
Potential spoilers	10	10	20	7%
Total	77 (28%)	203 (72%)	280	

 Taking into account the above, a total of 280 people were interviewed or surveyed online for this Mid-Term Evaluation (66 respondents from FGDs[15], 181 through KIIs or group interviews[16] - up to 4 people, 33 through surveys[17]). Out of these, 204 were direct beneficiaries (including 73

---

[15] All done in person, during the field visits.

[16] The KIIs were administered equally in-person during the field visits (49%) and online (51%).

[17] The survey was administered online to participants of the 2020 UJC trainigs. These participants were part of a WhatsApp group set by the university as a follow-up and networking mechanism. Of the 75 participants of the WhatsApp group, 33 responded to the interview, and 11 from MINT and MDN. The survey was meant to be given also to other MINT and MDN participants from other trainings, but the authorization was never provided by the Ministries (more on Limitations)

duty bearers), 23 initial/potential beneficiaries (of socio-economic activities), 27 representatives from partner organisations (22 of them said that they also received some kind of training from the project), 6 representatives from the donors and 20 representatives from women organisations that have not been included within the project and might feel excluded, or other potential spoilers of the project. From these, 72% of those consulted were female.

The above sample represents 84% of the original targets, with the only downfall being due to the inability to survey MDN and MINT beneficiaries of training and capacity (see specific reasons in the *Limitations, risks and Challenges* section). Yet, this sample is still representative of the population analysed, corresponding to a margin of error of 5,57%, with 95% confidence level, and population proportion of 50%. The sample is also particularly representative in relation to the findings for outputs 2.1, 3.1, 3.2. and 3.3[18].

Table 2 Disaggregation of sample across outputs

Output	# beneficiaries (target)	# benef (achieved)	Sample planned	Sample achieved	% from plan
Output 1.1 Number of people who increase their skills and knowledge in assisting victims of violence in line with the multisectoral integrated services mechanism	Initial: 200 - government and civil society institutions from 7 provinces, police and defence officials enhanced their knowledge and exchanged experiences on the protection of human rights of women and girls	822[19]	252	144	57%
Output 2.1: Number of women and girls in need who benefited from support to access to economic opportunities	Initial/Agreed: 200. Expected outcome is nonetheless of 8,000 for socio-economic activities starting in Q1 2021	350 [20]	40[21]	68	168%
Output 3.1: Number of women trained to engage in conflict prevention/resolution at community level	Initial: 200 initially - representatives from grassroots and civil society organizations were trained on the WPS agenda and NAP, including organisations that participated in Solidarity Camps, also included in above output	1,500	34[22]	35[23]	103%
Output 3.2: Number of sectors which implement NAP related actions	2 sectors, MGCAS and the MDN, engaged in NAP dissemination and implementation	3[24]	2	2	100%
Output 3.3: Number of government officials directly engaged in a WPS course in an academic institution	6 professionals from the training academies of the Ministry of National Defence, and Ministry of Interior as well as Eduardo Mondlane University that completed a post-graduate with a focus on WPS	6[25]	6	6	100%
Others not considered above	**Donors, spoilers**			26	
Totals	**608 original targets**	**2,586**	**334**	**280**	**84%**

Another way of visualizing the sample is to classify it across the categories included in the Stakeholder Analysis and which represent the classification suggested by the UN Women Evaluation Guidance. According to this classification, a majority of those interviewed were right holders (53%) or duty bearers with direct responsibility for the intervention (25%). This is consistent with human rights and gender (HR

---

[18] Statistical representatives for output 1, is 7,39% confidence interval, with a 95% confidence level.

[19] A mistake in the inception report was done, adding almost 3000 beneficiaries to this category, thus sample planned were adjusted to represent the intended samples with a 5% confidence interval.

[20] The project also supported the socioeconomic recovery of women and girls in Cabo Delgado through the provision of 1,500 solidarity kits to women and girls internally displace in Ancuabe district.

[21] A reduced sample was applied for this category, as the project activities are only starting implementation and by the time of this evaluation, only 25% of the activities had been initiated.

[22] Many of the organisations trained for this output were also recipients of training in output 1.1., thus sample was agreed to be limited to the organisations highlighted by UN Women (see Annex G)

[23] Some beneficiaries are also partners of the project, but are classified here as they received direct training and capacity.

[24] In addition, the project is currently working with MINT on their implementation of NAP 1325 related actions.

[25] In partnership with Joaquim Chissano University (UJC), a 2-month short course focused on the UN normative framework on women, peace and security with global and national perspective. The course was conducted from 6 October to 12 December 2020. The short-term course enrolled 116 people (16 men and 100 women), of which 29 people were representatives of women´s organisations and civil society organisations. The number of MDN and MINT beneficiaries from the UJC training in 2020 were 75, but these were not considered in the initial targets, thus not added in the targets.

& GE) approach to evaluation and thus in line with the [UNEG Guidance "Integrating Human Rights and Gender Equality in Evaluation"](#) (additional considerations on this area are presented above)

Table 3 Stakeholders consulted against UN Women Evaluation Guidelines classification

Stakeholder classification - UN Women Evaluation Guidance	Male	Female	Total	%
Duty bearers who have decision-making authority over the intervention such as governing bodies	2	6	8	3%
Duty bearers who have direct responsibility for the intervention, such as programme managers and associated partners that do not have decision-making authority over the intervention	33	29	62	22%
Secondary duty bearers, such as the private sector or parents	12	8	20	7%
Rights holders (individually or through the civil society organizations acting on their behalf) who are the intended and unintended beneficiaries of the intervention	20	127	147	53%
Rights holders (individually or through the CSOs on their behalf) who should be represented in the intervention but are not, or who are negatively affected by the intervention -potential spoilers	10	33	43	15%
Grand Total	**77**	**203**	**280**	

Finally, in terms of locations, direct primary data collection (visits) was done in 3 out of the 7 provinces (Inhambane, Zambezia and Sofala). Yet information for all provinces was consolidated indirectly, through phone, online surveys and interviews (Cabo Delgado, Manica, Tete and Gaza). A visit to Cabo Delgado was cancelled twice for the reasons detailed in the *Limitations, risks and Challenges* section. The sample also includes a large number of organisations or members of the central government which are based in Maputo, but whose work involves responsibilities in all the above-mentioned provinces.

Table 4 Stakeholders consulted against location

Locations	Male	Female	Total
Cabo Delgado	8	10	18
Gaza	5	6	11
Inhambane	12	44	56
Manica	11	14	25
Sofala	6	54	60
Tete	5	5	10
Zambézia	17	32	49
Maputo	11	34	45
Abroad - Iceland, Malawi, France, Norway, Canada[26]	2	4	6
Total	**77**	**203**	**280**

For all provinces the evaluation team guaranteed, that at least two members of the district and provincial multisectoral committees and three local women organisations/CSOs were consulted. The main difference across provinces in which direct data collection was done, and the others, is the number of direct beneficiaries (not including partners/CSOs) consulted. Direct visits allowed a more in-depth review of the project implementation in Inhambane, Zambezia and Sofala.

An additional table showing the details of the stakeholders across the provinces, the type of stakeholders consulted, and the tools used for each, is shown in Annex G.

LIMITATIONS, RISKS AND CHALLENGES

Challenges, risks and Limitations	Mitigations/Responses proposed
Number of cases and status of the COVID-19 lockdown did not allow for direct interviews of local partners, authorities or communities in all districts and provinces.	All provinces that were part of this project were represented in our sample, even though face-to-face interviews or FGDs were done only in three provinces. The sample of provinces and districts visited in this analysis was limited to take account of this challenge, emphasising provinces which were affected by specific contextual challenges (conflict, natural disasters). The stakeholders in all other provinces were interviewed using telephonic or online communication tools. Representativeness was not jeopardized in this process. Ten of those people who were interviewed mentioned being COVID-19 positive and symptomatic. In all those cases interviews were expected to be done online, so only in

---

[26] All these interviews correspond to interviews with members from donor organisations.

Challenges, risks and Limitations	Mitigations/Responses proposed
	one case it led to the cancellation of the interview, and later on the change in the stakeholder being consulted. FGDs were reduced to a maximum of 5 people as a precaution as well. The list of telephonic and email contacts was a key mechanism to mitigate this risk.
Insecurity and armed conflict in the Northern Areas of Mozambique restrict access and insight on delivery and results in the Cabo Delgado province.	Direct data collection in Cabo Delgado, in the districts of Montepuez and Pemba could not be done (data collection in Mocimboa da Praia was cancelled during the evaluation design as it was already innaccesible). Information provided by local partners and authorities, revealed a worsening in the security situation, which meant that visits to the district of Montepuez would put the consultants, as well as local organisations at risk. Given that most of the stakeholders could still be contacted using remote communication means, the Evaluation Team (with authorisation of UN Women) decided to cancel the visit. As a result, members of the multi-sectoral teams in Montepuez and Cabo Delgado were done telephonically. Local organisations were also contacted telephonically. Women beneficiaries of CAI services could not be interviewed nonetheless, but some of this information was already part of the Monitoring Reports and thus this additional information was used to complement the information that could not be collected. We also increased online data collection in Gaza (Chigubo and Chibuto) and Tete (Moatize) to compensate.
Insecurity and natural disasters (cyclones and heavy rains) in other areas of the central region restrict access to the locations	Data collection in Sofala was at risk given the possibility that cyclone Eloyse will have the same effects as previous cyclones or that data collection will take time away from the government functionaries, local organisations and beneficiaries whose focus was on the response to the situation. As a result of the above, data collection in the district of Buzi was removed, but it was maintained in Beira and Dondo after consultations with local authorities.
Stakeholders interviewed did not have sufficient time to cover all interview questions or have a limited availability as a result of remote data collection.	The number of KIIs questions in all data collections were kept lower purposely to respond to this risk. We requested the views from those interviewed regarding the questionnaire and they indeed manifested that keeping interviewed to maximum 25 minutes and thus 10 questions were appropriate. Furthermore, when setting interviews (online or face-to-face) we agreed in advance the amount of time to be taken, and when necessary, reduce the number of questions by prioritizing the areas where information from such stakeholder was more required.
Many of those interviewed were confused about the specific remits/scope of the project and did not recognize that some of the outputs/outcomes mentioned did not corresponded to the programme (or vice versa).	In around 25% of the interviews conducted, the stakeholders spoke about activities that were not part of the project outputs as described in the reports or excluded information regarding their participation in workshops/trainings which the project had delivered. This issue was the result of many projects having been implemented by UN Women in the past, or confusion with other projects also implemented by them in the same location. This happened despite the questionnaires and all interview requests included a brief description of the project. When this was noted, the evaluators provided additional explanations about the scope of the programme and try to focus the responses to the specific areas in which the project work. When some of the information provided was contradictory, new interviews were called to validate and triangulate, and the UN Women programme teams were requested to provide clarifications.
Access to police and military officers trained by the project was limited as permissions to implement the surveys and interviews was not provided.	Responses from the MINT and MDN points of contact were slow and when initial communication was initiated, they requested an official letter to be sent to the Ministers and General Commanders for approval before any meeting was authorised. Furthermore, responses from those interviewed in those Ministries was done mainly in writing, which did not allow for back-and-forth communications or request for clarifications. In both cases, the Evaluation Team did not receive a response and thus authorisation to conduct surveys, which significantly impacted the sample of those interviewed. The following mitigations were followed:

Challenges, risks and Limitations	Mitigations/Responses proposed
	1. MDN and MINT beneficiaries of the GRÓ-GEST scholarship agreed to respond to a restricted number of questions only related to the course.
	2. UJC allowed the Evaluators to participate in two WhatsApp groups which included participants of the MPS trainings provided by the university. The group included members of the MDN and MINT. An anonymized survey was sent to those in the group, requesting only limited information about their place of work and specific feedback regarding the quality of the training, and ways in which the training was used within their specific institutions. 35 people responded, 50% of them were part of the MDN and MINT.
	3. An additional number of direct female beneficiaries of SGBV services and women-led organisations representing SGBV victims were interviewed.
Results shown in desk review documentation are not consistent with the information collected through primary data collection.	Risk was successfully mitigated. Data triangulation was a key part of the primary data collection and report writing process. All KIIs were done by two members of the team, including an international and a local consultant to ensure greater independence in data collection and the possibility for different views to be discussed and validated. When information was inconsistent, these inconsistencies were discussed with the involved partners to understand possible reasons behind and discard misunderstandings. Final inconsistencies found during the review of this document were corrected. Key mitigation was to allow sufficient time for the ERG to provide comments and reviews.
Time limitation does not allow for all relevant stakeholders to be consulted, creating gaps in the analysis.	Risk was successfully mitigated. An initial plan to ensure consultation with all relevant stakeholders was agreed and a revision of gaps in the analysis was done with UN Women and members of the ERG was done three times to ensure that no relevant stakeholder or information was left out. The only stakeholders not consulted as planned were members of MINT and MDN, but these was not an issue of time limitations, but others described above.

Table 5 Limitations, risks and challenges

ETHICAL/SAFEGUARDING CONSIDERATIONS

ETHICAL CONSIDERATIONS

Data gathering was conducted in alignment with standard ethical principles for evaluation, with a particular emphasis on confidentiality. All interviewees will be treated with utmost respect. Further, confidentiality will be ensured and will be stressed before asking any question.

In compliance with best standards on data and information management, safeguarding and gender/conflict sensitivity, evaluation participants were provided with information about the project/programme being evaluated and the methodology used, in an accessible, plain language format. Participants will be provided with sufficient time to consider the information and raise any queries before deciding on their involvement. A consent form was included within each of the tools used.

The KEQ took account of the complexity of gender relations, to ensure participatory and inclusive processes that are culturally appropriate. The team adhered to several basic principles for the data collection besides the above mentioned:

- The questions asked were appropriate and adapted to age, level of education and culture of the participants.
- The questions were formulated to reflect the sensitive nature of the topics.
- Sampling was be both systematic, but also flexible: access and safety in each location determined the sampling method used.
- The team ensured triangulation of data by collecting views from different stakeholder groups on the same issue.

- The evaluation tried to avoid re-victimization of any of the users of CAI Safe spaces and referral services. **Based on previous experience FGDs with women victims of SGBV were organized by women support groups, in accordance with their preferences for time, number of participants and space.**

LOCATIONS AND SAFETY OF THE INTERVIEWS AND FGDS

The teams accommodated interview times/locations to ensure women's participation, and to ensure that best practices and recommendations (either in terms of public health or conflict-sensitivity) were followed. The above is in line with UNW Pocket tool for managing evaluation during the COVID-19 pandemic: https://www.UN Women.org/en/digital-library/publications/2020/05/pocket-tool-for-managing-evaluationduring-the-covid-19-pandemic

DATA MANAGEMENT

Given that most of the information was managed online, the Evaluation Team ensured that all databases use through end-to-end encrypted information management systems, without personally identifiable data. These databases will be returned in full to UN Women focal points at the end of the process and deleted from the Evaluaiton Team databases.

FGDs and/or surveys with women and girls' survivors of sexual based violence who have been beneficiaries of redress services, were done in smaller groups, only with and by women, and under the guidance of supporting local women organisations.

FINDINGS

RELEVANCE

All of the stakeholders interviewed expressed that the project was highly relevant to the needs of the beneficiaries or to the context in which it was being implemented (question 1). Four main findings resulted from the analysis:

Finding 1. The project was built upon a strong evidence base, with research both being used to identify needs and set criteria for beneficiary selection, as well as documenting good practices and lessons learned.

Project reports, donors and partners mentioned that UN Women had placed a strong emphasis on building interventions based on baseline or situational analysis, which allowed to better identify the needs of the population, the particular contextual challenges, risks and limitations, and to create a criteria to select beneficiaries. Some specific examples mentioned were:

- The Situational Analysis on Women, Peace and Security in the Context of Post-Conflict Recovery in Mozambique, which helped to assess the capacities and challenges of key WPS actors; identifying existing institutions and their capacity to provide integrated services to women survivors of violence; collecting baseline data to fine tune project indicators; and identify lessons learned and generate synergies.
- A Study on the Opportunities for Women´s Socio-Economic Recovery and Sustainable Livelihoods, which complemented the findings of the situational analysis study by providing greater depth on suitable approaches to support women's socio-economic recovery and develop an implementation models for the socio-economic recovery of women and girls.
- The brochure on Good Practices in Women's Organizations for the Promotion of Women, Peace and Security and Socioeconomic Recovery in Mozambique. This document helped to document good practices, highlight recommendations for future similar activities and was used as an advocacy tool to strengthen gender initiatives that promote the active participation of women and girls in peace, security and recovery processes.

Finding 2. The project is consistent with the key national and international strategies and helped to consolidate the first National Action Plan on Women Peace and Security (NAP 1325) in Mozambique.

According to MGCAS, the project supported the preparatory and drafting process of Mozambique's first National Action Plan on Women Peace and Security (NAP 1325) and was responsible for including specific mandates to guarantee women's participation in peace and security processes. The project also supported, through technical assistance, the first country. progress report on WPS.

Furthermore, the project outputs are aimes to deliver three of the key aims of the NAP 1325:

1. To integrate the gender perspective into all actions and strategic for conflict prevention, mediation and resolution;
2. to ensure women's participation in decision-making structures in peace and security processes;
3. and to eliminate of sexual and gender-based violence in situations of conflict and peace.

According to women organisations, the technical support to the 2018-2022 NAP 1325 allowed to incorporate areas not tackled by national strategies on gender and which were a strong priority for women in Mozambique. These included women's participantion in demobilization, disarmament and reintegration (DDR) processes and the participation of women in conflict resolution and reconciliation

processes. Nonetheless progress in the delivery of this last area has not been as higher as expected (more below).

The project is also helping to disseminate the plan within national government institutions not involved its writing (MDN and MINT), and trickling this information to provincial directorates and authorities, local organisations, CSOs and women particularly in conflict-affected areas.

Finding 3. Project priorities are also in line with those identified by the International Women's Feminist Solidarity Camp and Social Movements on Peace, Security and Economic Empowerment gathered in Sofala Province in November 2018.

These included the need to strengthen women's participation in peace process and development; the promotion of gender equality and equity in defence and security institutions and the need to the support of the economic empowerment and recovery of women in conflict-affected areas. All these priorities were specifically the focus of the three project outputs.

Other issues discussed in the camps and other meetings with CSO and women organisations are also part of the project priorities. Some examples are provided below:

For CSOs and local organisations, the project was relevant as it initiated a process of networking across different districts, provinces and even internationally, by allowing them to participate in international conferences.

- The selection process of the participants of international trainings was done taking into account the roles of the participants and how they could contribute to the delivery of the NAP 1325 in the future. This meant that their projects and contributions were highly relevant for the implementation of the NAP 1325.
- Project was relevant for men working as champions of inclusion and female empowerment, because it gave them a communication tool to take their message to other men, and to increase the number of male champions across the country.
- The project responded to the needs of the Integrated Multisectoral Mechanisms of Assistance to Women Victims of Violence and the women and girls surviving from conflict, sexual violence and GBV. The members of the Multi-sectoral Groups were trained in key aspects of the WPS agenda, including the international resolutions that were at its base, and the mechanism of integrated care for survivors of sexual violence and GBV. The project draws a response to situations of violations of women's rights in situations of conflict and survivors of sexual violence and GBV with the offer of integrated medical, legal and psycho-social services offered by the mechanism.

- For the women at the grassroot level, it is relevant as it is providing access to GBV assistance services, agricultural inputs, trainings, savings and credit initiatives, the project responded to the real needs and priorities of women and girls, particularly in areas affected by conflict and natural disasters.

> *"The project is relevant because it takes knowledge about the rights of women and girls and about GBV and (...) helps people, particularly women and girls, not to remain silent and not to have their rights violated. The intervention is relevant because it makes communities more qualified and with the courage to report cases of GBV"* (Community beneficiary in Zambezia).

Finding 4. The UN Women's project team has used a consultative process to take decisions and adapt the project to new circumstances, but lack of participation from members of the Project Advisory Group in the last year has meant a reduction in the possibility to coordinate institutional action and advance in the divulgation and implementation of the NAP 1325.

Examples found included the establishment and operationalization of a Project Advisory Group on Women Peace and Security, whose role was to advise the Ministry of Gender, Children and Social Action (MGCAS) and UN Women on the implementation of the projects, support the partnership among all relevant stakeholders, and identification and dissemination of good practices. The forum has,

unfortunately, being inactive for some time, or only attended by a few of its members. According to the interviews, there have been two consequences of this:

- Lack of participation from MDN within this forum has been related with less work being possible with the organisation, and thus less possibility to consolidate a comprehensive WPS strategy within the institution. A response from MDN on these issues was not possible given the limitations mentioned above.
- With the closure of the Embassy of Iceland in Mozambique, direct participation diminished and thus their ability to monitor project activitities. For participants of the GRÓ-GEST post-graduation scheme, this meant that there was less chance to request and access support. For participants in Zambezia, the lack of visits from donors has meant that there are less spaces to provide direct feedback about the needs and requirement from local communities.

Finding 5. Staffing and institutional changes jeopardized the ability of the project to deliver and adapt to changing circumstances.

Besides the two issues discussed before, the stakeholders interviewed mentioned that staffing and institutional changes jeopardized the ability of the project to deliver, and despite attempts by the project to respond, these have not been as effective as needed in the short term.

For the donors, the delay in finding a UN Women project manager within the first year and a half of the project, meant that its ability to adapt or set adequate monitoring mechanisms was jeopardized. As mentioned above, the closure of the Embassy of Iceland also meant that the ability for the donors to monitor and assess the responses was diminished. Furthermore, the change in the leadership within the three participating Ministries[27], and the change in attitudes of the MDN after the situation in Cabo Delgado worsened, meant that project delivery was routinely affected by institutional memory gaps and thus the need to restart processes of negotiation in the delivery of project activities.

The above was evident in the different views presented by representatives of the MGCAS and UN Women. For the MGCAS representatives interviewed (and who were not involved at the initial stages of the projet formulation), the project was not sufficiently relevant to the priorities of the new government as budget and procurement decisions were taken without them being informed. For UN Women, the above was the result of a misinterpretations by the new MGCAS leadership, which arrived at a point were budget allocation had already been agreed with the donors and partners had been selected, through partnership agreement which was signed at the inception of the project and explained during the Steering Committees and other coordination meetings.

According to the documentation presented, at the beginning of the project, UN Women signed a partnership agreement with MGCAS. The agreement was based on a joint Annual Work Plan (AWP) signed between UN Women and MGCAS. In this agreement, the Ministry had agreed to procure while UN Women pays for the goods and services because of its limited capacity. Shortly after signing the agreement, MGCAS communicated that they could not proceed with this arrangement due to limited capacity and asked UN Women to procure and pay and in line with the signed AWP. This limited the ability of the project to respond to the new needs and requirements of the national government and seems to have caused frictions with some of the government partners, because there were expectations for the prokect to deliver activities which were outside of the scope of the project, not included in the initial plans and for which there was not sufficient budget.

On this area, the UN Women teams are already making some efforts to adapt. For example, by trying to continue dissemination and policy discussion with MDN through common trusted partners (UJC), or by making changes in the type of interventions proposed for Cabo Delgado (more in the next point).

---

[27] Mozambique National Elections were celebrated in October 2019, with Mozambique's President Filipe Nyusi being reelected and its second term inaugurated in January of 2020. Nonetheless, changes in the leadership of some of the Ministries involved in this project were observed (particularly for MGCAS and MDN).

Finding 6. Some groups of the population yet seem to oppose some of the project aims and results, and thus its relevance.

For some of the actors that can be seen as spoilers of the project (some traditional/religious and clan leaders interviewed), the project did not seem to be relevant. For them the project promoted anarchy in families by having women no longer knowing their place in the household, and sons and daughters no longer willing to obey their parents and elders (…) this has resulted in undesired pregnancies which the parents and elders do have to take care of" (Spoilers - Grupo de Lideres – Chivalo, Inhambane). This view which in many ways represents traditional visions of women and girls, might not be in line with the project aim, but could be counteracted by other male champions in the final year of the project.

TO WHAT EXTENT THE INTERVENTION HAS RESPONDED TO: - HUMANITARIAN CHALLENGES, SUCH AS THE CYCLONES IDAI AND KENNETH AND COVID-19 AND CONFLICT IN SPECIFIC DISTRICTS? - CHANGES IN THE WPS AND RECOVERY POLICY?

Finding 7. A majority of those interviewed (and particularly donors and stakeholders at the provincial and district level) mentioned that the project adjusted properly to the new context realities surrounding the project.

Many partners and donor representatives highlighted the fact that the project was able to deliver so many activities in such a difficult period. During the timeframe of implementation, the project first had to adapt to renewed tensions and violence with RENAMO, a new peace process negotiation, two natural disasters of massive humanitarian consequences (Tropical Cyclones Idai and Kenneth), a growing Islamist insurgency in Cabo Delgado leading to the displacement of no less than 530.000 persons in the last year[28] and finally the COVID-19 pandemic which resulted in the postponement of most of the activities planned for 2020.

Some examples provided are included below:

- Although, the design of the project had not contemplated any form of humanitarian action and support, but instead primarily focused on the mid to long term development efforts, UN Women and MGCAS agreed to modify the type of support provided to women and girls in the districts of Mocímba da Praia, Palma and Montepuez in Cabo Delgado. MGCAS also reported that a new strategy for the implementation of the socioeconomic recovery component of the project in Cabo Delgado was agreed with provincial and district authorities and approved by UN Women (changing socio-economic support to the provision of housing to IDPS).
- Representatives from MINT, mentioned that as a response to the increased number of cases of SGVB in Cabo Delgado, the district and provincial Victim Care Units, through training provided by members of the General Command previously trained, generated new activity plans and "matrices" to respond to the situation. Furthermore, specific mobile units were deployed to IPD camps and IDP settlement areas to do an in-depth identification of victims and needs, including discrimination by gender, age and disabilities. This helped to "inform the plans and set a response strategy that was specific to the situation in each area and would avoid harm".
- Adding two additional activities to support the post-cyclone IDAI recovery in Buzi, Dondo and Beira districts in Sofala Province. This included the consolidation of four additional safe spaces and referral services (a form of Centres of Integrated Assistance) for women and girls at risk or survivors of violence in the selected districts were established and operationalized. This included trainings and capacity to service providers and the provision of additional ICT equipment, office furniture and supplies to the Social Action Units (the entity responsible to coordinate the multisectoral mechanisms).

---

[28]   UNHCR,   Cabo   Delgado   Situation,   Contextual   Update   January   2021. https://reporting.unhcr.org/sites/default/files/UNHCR%20Mozambique%20Update%20on%20Cabo%20Delgado%20situation _15Dec20-15Jan21.pdf

- Contributing to the response to COVID-19, through the dissemination of information and the promotion of attitudes and prevention practices instituted by government institutions such as the use of the mask, hand washing and social distance. Furthermore, the project brought forward new work with civil society on the intersectionalities of the peace and security of women and girls and COVID-19.
- The COVID-19 pandemic forced the postponement of debates on gender stereotypes and toxic masculinity in Peace and Security in some provinces, and the TV recordings in those areas. Once it was clear that the situation was not going to improve in the short term, the implementers implemented specific adaptations such as making the debates/recording in open spaces, diminishing the number of participants and maintaining adequate levels of social distancing, and implementing regular higienization of the equipment. This meant that the dialogues took twice much time than expected and thus a delay in the delivery of the final shows. Despite the delays the activity was finalized in 2020.
- The academic institutions that provided training and capacity on WPS (UEM and UJC) modified their plans to include online learning. This adaptation was described as both "rapid and challenging", particularly as there was not much time to prepare or build new online platforms, and both the students and capacity providers experienced problems accessing the network and particularly keeping the interest form students.

Finding 8. The project could have adapted more swiftly to ensure that project resources were better. Balanced across provinces in response to conflict and humanitarian settings, or to ensure stronger women participation in conflict resolution and DDR processes. Key challenges for this were changing institutional dynamics and limited resources.

Despite the positive adaptations, there were three observations regarding ways in which the project could have adapted more quickly:
- With the increase in the needs in Cabo Delgado, Sofala, Manica, Zambezia and Inhambane, both donors, partners and government counterparts wondered why the Project Teams in UN Women did not consider the reduction or cancelation of activities in provinces as Gaza. Partners and district authorities interviewed found that in many cases the support provided was not sufficient, and that with a limited budget too much was attempted. As mentioned by one of the partners interviewed, "small and sometimes inadequate support was provided in many areas, rather than focusing in providing more in less areas." Nonetheless, UN Women clarified that there were many discussions with the Government to reduce the areas of intervention to have a great impact, specially in the case with WEE. But in all instances the Government response was that it was politically incorrect to not focus equally in all provinces. Only more recent discussions in December 2020 did the Government agree to reduce the funds to Inhambane and Gaza and increase in Cabo Delgado to more adequately respond to ever increasing needs of internally displaced women and girls this has been done. As a result, half of the resources made available in Inhambane and Gaza (in the second objective), were reallocated to Cabo Delgado in December 2020.
- Furthermore, increased mobilization and participation of women in peacebuilding and counter-extremism activities in Cabo Delgado could have contribute to reduced conflict levels or at least provided a good pilot to put in practice what was learned in WPS training. Partners and donors that suggested this, recognized that was not a simple or easy task, but this perspective was a key part of the project, and would have appreciated discussing opportunities or suggestions in this area, so these could be implemented in future programmes
- Equally as DDR process were being discussed and re-negotiated with RENAMO, the project could have used the opportunity to advocate for stronger female participation in the processes, or at least guaranteeing that female demobilized fighters or spouses/daughters of male demobilized fighters, were equally in the distribution of the economic and training support. Three recommendations were provided by women organisations, which could be consider both for future programmes or for additional advocacy work in the last part of the current project:

- Publicly lobbying to increase women's participation in DDR processes at the provincial level, through UN Women offices and other Spotlight Initiative partners.
- Help locate all female combatants, women in support roles and dependents (of combatants) and refer them to development assistance programs.
- Adequately inform women about the eligibility criteria, goals and benefits of DDR programs.

In general, the project and delivery method are considered strongly relevant, despite the fact that some opportunities were lost, or stronger changes/adaptations could have been supported.

Finding 9. The project achieved all output targets and in many cases over-achieved the targets . Targets in some cases would have benefited from being updated to reflect over-achievements or to add information about new activities/beneficiaries. Outcome indicators need to be revised as some are not measurable and no baseline was consolidated for them.

As this is a Mid-Term Evaluation, the project will not be evaluated against the final delivery of its outcomes and outputs, but rather be an assessment of the likelihood of the project reaching its targets and achieving outcome and impact will be the focus of this section.

In order to analyse the contribution and achievement of the project, a data base reviewing project's implementation status against the agreed log frame targets, and summarized assessment of the Evaluation Team is provided as a starting point.

Outcome/Output	Target	Status against the last report and evaluator assessment
Outcome 1. Proportion of women with adequate and safe access to integrated assistance services	No baseline or target set.	**Indicator has not been measured in any of the project reports.** This indicator should be revised because it is not clear a proportion of whose women is that the indicator aims to provide these services. During the visits, the local team requested information about the number of women attended in CAIs in the last two years, but members of the Multisectoral Mechanism said that this information was not easily available and needed to be requested from MGCAS. The request was done to MGCAS, but consolidated reply for the districts was not provided. Our recommendation is either to measure by: 1. Requesting MGCAS to measure over the last months of delivery the proportion of women that report being satisfied with the provision of CAI services (with voluntary post-surveys done after their visit to the CAI), or 2. Number of additional activities implemented by the Multisectoral mechanism to increase the reach and quality of its services (this information will be more qualitative and could be required within the next MGCAS monitoring reports, with support from UJC or UEM.
Outcome 2. % of resources allocated for economic empowerment at local level[29] which benefit women opportunities in the selected districts	No baseline or target set.	**Indicator has not been measured in any of the project reports.** It is difficult to find a link/contribution between the project activities and this indicator, as the project is not focused on advocating for increasing funding for socioeconomic activities in the districts were is working, and a large part of the support has been deviated for humanitarian attention. Our recommendation is to change with: Number of output 2.1. participants that report finding and engaging in more resilient livelihood activities as a result of the training provided.
Outcome 3. Level of compliance with UN Res 1325 reporting obligations	No baseline or target set.	**Achieved.** The project enabled provision of crucial technical support which led to the approval of the PNAMPS by the Government of Mozambique. With PNAMPS, Mozambique became the 75th country to comply with this obligation. The project also provided support to MGCAS to lead the coordination of WPS related initiatives by different actors in the country, as well as to comply with the reporting obligation s in accordance to the UN framework and guidelines.
Output 1.1 Number of people who increase their skills and knowledge in assisting victims of violence in line with the multisectoral integrated services mechanism	Initial: 200 - government and civil society institutions from 7 provinces, police and defence officials enhanced their knowledge and exchanged experiences on the protection of	**Achievement according to the last report.** The capacity of 822 personnel (362men and 460 women) from government and civil society was enhanced to provide a comprehensive and holistic assistance to survivors of violence in line with the Integrated Multisectoral Mechanism of Assistance to Women Victims of Violence in the 14 districts priority districts of the project. Pre- and post-training evaluations by October 2020 indicated a 49% increase knowledge of the topics covered. People trained include representatives Government institutions, civil society organizations, community-based organizations/associations as well as community and opinion leaders. **Evaluation Team Assessment: Overachieved in terms of numbers reached but results in terms of capacity and quality of the service are significantly different across the**

---

[29] Such as District Funds, local financial mechanisms, public-private partnership.

Outcome/Output	Target	Status against the last report and evaluator assessment
	human rights of women and girls	**provinces and partners/beneficiaries**. It was impossible to assess the level of capacity for MDN trained personnel or implement detailed surveys to measure the capacity of MINT trained personnel. Interviews nonetheless revealed that capacity had particularly increased within the members of the Integrated Multisectoral Mechanism of Assistance to Women Victims of Violence in Inhambane, Zambezia, Teté, Sofala and Cabo Delgado. For the other provinces, information was insufficient to prove specific contribution or change, as those interviewed mentioned that "staff had rotated recently and thus those trained had changed jobs, the new personnel had so far not received appropriate training". The above is likely to be changed with ongoing plans by UJC and UEM to support career training programmes within MDN, MGCAS and MINT. Unfortunately, these new training won't be reflected on CAIs, as the new training will be on WPS only.
Output 2.1: Number of women and girls in need who benefited from support to access to economic opportunities	Initial: 200 - Expected outcome is nonetheless of 8,000 for socio-economic activities starting in Q1 2021	**Achievement according to the last report.** 1,495 representatives (1,191 women and 304 men) of Government, grassroot organizations, women led organizations and CSOs, opinion leaders, development agencies/partners and private sector (at central, provincial and local level) participated in the consultations that informed the suitable approach and model to support the socioeconomic recovery of women and girls affected by conflict. This implementation has started in the provinces of Manica, Sofala, Zambezia and Cabo Delgado, focusing on: (i) financial literature, saving groups and management of businesses (ii) management of businesses such as poultry, beekeeping and / or other lucrative activities with rapid return and sustainability: (iii) training in skills for life and insertion in the economy for women and men and women affected by conflicts, through practical training, (iv) empowering internally displaced women and girls to become active players in the planning, designing, building and maintaining of adequate, accessible, safe and resilient housing (for Cabo Delgado) and (v) provision of provision of 1500 solidarity kits (2 capaluanas, 2 blankets, 2 soaps and a COVID-19 mask) to internally displaced women and girls residing in Ancuabe district. Additional support for the building of housing/shelter has been agreed for Cabo Delgado. In Zambézia province, NAFEZA (implementing partner) has been conducting training with a focus on improved and sustainable agricultural techniques for women and girls affected by armed conflict in the locations of Morrumbala, Boroma, Muandiua, Mepinha. After training, beneficiaries received seeds and other agricultural production inputs. **Evaluation Team Assessment: Under implementation.** Thus far, the results of the support provided seem to be unbalanced across provinces according to the perception of the beneficiairies and local organisations. Beneficiaries in Zambezia mentioned that support provided was insufficient even to provide sufficient livelihood support in the short term. On the other hand, beneficiaries in Sofala received much higher per capita support, and some local organisations mentioned that this was increasing the risk that resources were not being distributed as efficiently or equitably as needed. UN Women clarified that the project is in different stages of implementation across the provinces, so maybe the perception of the what they have already benfited is different in this moment in time.
Output 3.1: Number of women trained to engage in conflict prevention/resolution at community level	Initial: 200 initially - representatives from grassroots and civil society organizations were trained on the WPS agenda and NAP, including organisations that participated in Solidarity Camps, also included in above output	**Achievement according to the last report.** 131 women from women's organization from all 11 provinces of Mozambique, including from the districts most affected by the conflict were trained in conflict prevention, mediation and resolution. Over 1,500 representatives from grassroots and CSOs were trained on the WPS agenda and on how to effectively advocate and promote women's ability to become empowered and secure decent income in the context of recovery. Over 550 women participated in a South-South, North-South solidarity workshops focused on exchanging experiences between women's movements and groups on peace, security and women's empowerment which has fostered an increase advocacy for the inclusion of women in peace dialogue and income generation strategies to promote socioeconomic recovery from conflicts by grassroutes women´s movements. The project supported the establishment of the National Civil Society Platform on Women, Peace and Security, which was launched in April 2019, through the provision of regular technical assistance to the Platform in the development of its strategic action plan. Finally, this output supported the engagement of 200 men on the promotion of the active participation of women in conflict resolution and peace building and consolidation at the community level through dialogues community that were recorded and disseminated on national

Outcome/Output	Target	Status against the last report and evaluator assessment
		platforms raising public awareness of approximately 21 million people on Resolution 1325 and the NAP. **Evaluation Team Assessment: Overachieved in number of beneficiaries**. Interviews revealed that capacity, and even further integration/networking were increased within grass-root and CSOs (both within the country and with organisations in the Southern Africa region. In particular, beneficiaries pointed out to the high benefits and lower costs of Solidarity Camps and called UN Women to continue supporting these activities and creating online platforms that would allow for these camps to be "kept live" in between periods of implementation. Yet, as mentioned before, CSOs, partners and donors mentioned that the project did not take advantage of opportunities to encourage local organisations to implement what was learned, nor advocated sufficiently for DDR, peacebuilding and security strategies to include the participation of women in areas as Cabo Delgado and Sofala. Recommendations were provided on this area.
Output 3.2: Number of sectors which implement NAP related actions	2 sectors, MGCAS and the MDN, engaged in NAP dissemination and implementation	**Achievement according to the last report.** MGCAS and the MDN, engaged in NAP dissemination and implementation during the reporting year, including trainings to their staff supported by the project which will culminate in informing the inclusion of WPS in the sector interventions. In addition, the project is currently working with MINT on their implementation of NAP 1325 related actions. **Evaluation Team Assessment: Likely to be achieved, but implementation of plans could not be verified across the MDN**. Dissemination and implementation of the NAP across MGCAS and DGCAS was observed during interviews and project visits. Even beneficiaries of the services provided by DPGCAS reported observing changes in the quality of the service provision, which included; better organisation, more professional attention, increasing feeling of safety and trust, and better spaces and equipment used. In some provinces, nonetheless, rotation of personnel has led to a loss in the capacity provided. MDN has not provided access to its members in order to verify whether dissemination and implementation plans have been put in place. Nonetheless, UN Women is making strong progress with the MINT in the development of a dissemination plan, in which WPS will be integrated into mandatory Police Academy training. Finally, thanks to specific trainings provided by UN Women, many of the members of the Police force interviewed at the provincial levels show a strong command of WPS concepts, and specific examples were provided (e.g., Cabo Delgado in the Relevance Section) of specific localized and evidence-based plans and strategies being build and lead by the Police General Command.
Output 3.3: Number of government officials directly engaged in a WPS course in an academic institution	6 professionals from the training academies of the Ministry of National Defence, and Ministry of Interior as well as Eduardo Mondlane University that completed a post-graduate with a focus on WPS	**Achievement according to the last report.** 6 professionals from the UEM, MINT and the MDN attended and successfully completed the GRÓ-GEST 5-month Gender Equality Studies and Training Programme, acquiring a post-graduate diploma with a focus on WPS. As a part of the training, the graduates developed projects which will enable them to lead capacity building on gender and WPS in their respective academic institutions. Other training activities were implemented at the end of 2019 and early 2020. Other activities planned had to be suspended as a result of COVID-19. These included A Peace and Security Café on 27 November 2019 (UJC and FES) and Peace and Security Seminar on 13 February 2020 which had participants from academia, government, CSOs and development partners (660 total participants in the two events). It focused on the impact of violent extremism on the lives of women and girls in Mozambique as well as their critical role in prevention. A north-south exchange element was also embedded in the seminar, as the Director of Peace Research Institute Oslo for gender, peace and security studies, Ms.Torunn Tryggestad, presented on experiences on women's participation in peace mediation and peace processes highlighting the experience of Norway and other renown countries. UN Women is also working with UJC to develop a short-term course on WPS (done online), part of which was already implemented with 75 members of MDN and MINT (number of those that completed the course were not given), but these were not considered in the initial targets. The aim of the course is that a significant number of relevant stakeholders obtain technical and practical knowledge related to the WPS agenda. Moreover, negotiations have initiated to have this course on an annual basis. **Evaluation Team Assessment: Activity achieved, but outcome/change lacking**. All 6 professionals received and graduated from the training, including the presentation of a plan/proposal of graduation. Yet only one of them mentioned having advanced in the

Outcome/Output	Target	Status against the last report and evaluator assessment
		implementation of such plan, and all reported not receiving adequate support from UN Women or GRÓ-GEST after the training was finalised, and "feeling abandoned". Interviews with GEST revealed that some follow-up emails and calls were done, but that only a few of the beneficiaries responded. GEST also mentioned that a follow-up plan was never agreed with UN Women, despite requests from them to do so, and thus the responsibility for follow up was possibly not taken by neither party. They requested more clarity in the processes in the future and if the responsibility for follow-up and support was to be given to them, additional local resources to do so. In two of the cases, the beneficiaries interviewed were not anymore in the positions in which they were when they took the course. Other three mentioned that when they approached UN Women for support/guidance regarding how to approach the implementation of their plans/project they did not receive any reply. Despite the commitment that other respective parnters (UEM, MINT and MDN) had of integrating the alumini´s in the insituion upon their return, as agreed upon selecton, these partners were not clear about what their responsibilities specifically implied. As mentioned above, these lack of clear of agreement on roles and responsibilities during project design, rather than lack of interest. From the other activities organised, including cafés, seminars and short online trainings, the evaluation only obtained information from the UJC training, as wider interviews with members of MDN and MINT were not approved. In depth results of the survey are presented in the next section.

Table 6 Level of compliance of the indicators

Finding 10. Data collection and analysis showed specific examples which demonstrated direct contribution and attribution of results the consolidation of mechanisms to enhance women and girls' safety, physical and mental health and security. The strongest contribution was the development and dissemination of public policies for gender equality and supporting capacity building to increase the quality of the assistance to survivors of violence.

The project was specifically responsible for the launching and distribution of NAP brochures to government, development agencies, civil society, women´s grass-root organizations and the general public. Staff from the MINT mentioned that the project was the only one providing support in terms of dissemination of the NAP 1325. Furthermore, the UEM and UJC mentioned that the project supported the consolidation of specific WPS modules or helped to complement and strengthen existing ones. Such courses are the basis for the workshops and trainings that will hopefully be incorporated within the Police and Military Academy.

These activities show positive changes in the quality of the assistance to survivors of violence. Both the members of the Integrated Multisectoral Mechanism of Assistance to Women Victims of Violence, as well as local women organisations and victims using the services mentioned that "there are visible changes in the way in the approach to SGBV cases and matters", with increasing awareness of the "the need to protect vulnerable people and the prevent excesses from members of the Army and the Police."

Specific changes mentioned included:

- Members of the Multisectoral Mechanism of Assistance to Women Victims of Violence Training programmes and DGCAS presented specific examples of how the training provided was being used and particularly how this improved the quality of the attention to women and girls who were victims of SGBV.
- Within MGCAS and DPGCAS, there is already a strategic thought on the matter, with dissemination of the PNA on WPS through lectures, seminars and the legal provisions set for peacekeeping missions (KII member of Provincial Police). Members of DPGCAS feel that they have better equipment and support to attend to victims of sexual, gender-based violence, and there are better mechanisms to guarantee that cases are listened to in safe-spaces, at least in urban centres.
- WPS approaches were introduced in MINT, particularly in central-level action plans. For example, "these matters are now part of the action plans of the Gender Unit and the Women Police Network". "Action plans were consolidated on the basis of the received regional capacities, and that allowed to identify specific actions to implement in cases were elevated risk of SGBV is observed". Finally, "training was provided to try to prevent women from being victims of sexual abuse in exchange for humanitarian aid."[30]
- At the level of the Gabinetes de Atendimento à Família (Family Service Offices) in Gaza, Zambezia and Sofala, members mentioned that there is more experience on managing and protecting the rights of women and girls and this experience has extended to the families. For example, "my wife is the one who represents me at family gatherings, especially when I am working, the income belongs to the family and not mine - the decisions are made together. I see that my wife is happy."
- Cases of sexual violence and GBV are increasingly reported and dealt with by the relevant service providers (the police, prosecutors, courts, health units, IPAJ and social welfare); men who practice GBV know that they are at risk of being held criminally responsible. Service providers that are part of the integrated service mechanism have greater sensitivity in dealing with GBV issues: they become

---

[30] A particular example of this was the survey and planning consolidated in Cabo Delgado as a responde to the wave of internal displacement resulting from insurgency attached, mentioned in the previous section.

more concerned with aspects of the survivors' privacy and confidentiality (shared by CSO in Sofala). Women organisations in Gaza and Inhambane also mentioned that now "there are more reports of GBV cases as a result of the sensitization implemented as part of the project", with more women willing to participate in community courts because they have shown the ability to resolve family conflicts and other non-public crimes. The above corresponds to perceptions of these organisations only, as no quantitative comparison of the number of cases reported across the districts has been done so far, not even within the MGCAS monitoring visits in November 2020. This could be improved in the future in order to haver more quantitative evidence of the results.

- In Zambezia, local organisations and authorities mentioned observing:

"A 13-year-old girl was abused several times by her paternal grandfather with whom she lived. The youngest suffered sexual abuse whenever her grandfather took her to the place where she produced charcoal. The complaint of this case was made by the victim victim who, after participating in the talks on GBV, preceded came before the head of the locality to explain what was happening to her and he sent the case to theas authorities. At this moment, the grandfather is in detention "
KII. SDSMAS Chiaubo district. Gaza.

  o better care for survivors of conflict, sexual violence and GBV by service providers who have benefited from training in the context of the MPS project - members of the mechanism are more committed to responding to violence and GBV, observe and care more with the privacy and confidentiality of the survivors, referral and adequate follow-up of cases;

  o increasing number of complaints and reducing cases of withdrawing complaints against aggressors involved in sexual violence and GBV;

  o greater mobilization against premature marriages and promotion of registration and civil identification of children, since this is the only way to confirm whether or not a marriage is premature;

  o improvement in the division of assets in cases of separation and / or divorce, which led the IPAJ of Morrumbal to be distinguished as the best employee of 2018/2019 for eliminating conflicts over the division of assets in an exemplary manner.

In terms of changes within MDN, this evaluation was unable to observe or given substantial evidence about specific changes within the institution, despite written requests. A few online and anonymized surveys implemented with participants of UJC and UEM trainings, achieved some responses (11) but those responses were only limited to say that trainings participants were now more aware of the NAP 1325 and understood "their obligations regarding the protection of women, girls and boys in zones of conflict". This has been also covered in the *Limitations, risks and Challenges section.* Survey results are more widely discussed below.

Finding 11. Outcome 2 (the Socioeconomic recovery of women and girls are increased in the post conflict setting) is still in early stages of implementation. Expectations from local organisations and beneficiaries, and coordination with other donors providing assistance in the same areas, need to be kept in mind to avoid reputational damage or conflicts across participating communities.

The project activities for this outcome have only been started and thus the Mid-Term Evaluation is unable to highlight specific outcome results besides those indicated in the previous section. Yet some lessons learned, and recommendations aroused from the data collection.

As a preparatory activity, UNWomen developed Solidarity Camps, and a baseline/scoping study. Some initial activities are already under implementation in Manica, Sofala, Zambezia e Cabo Delgado. Beneficiaries, so far, have reported specific potential contributions such as:

- "We expect to increase the level of savings and income to allow us to fully rebuild our home, thanks to the trainings provided by NAFEZA on "improved and sustainable agricultural techniques" and the saving plans.
- The contacts and networks consolidated during the Solidarity Camps have been maintained and created a sense of solidarity and support across women organisations in Mozambique. This networks

have, for example "led to more women knowing how to apply and obtain support from DDR programmes".

The implementation of other socioeconomic activities in Sofala (also by UN Women) has the potential to confuse beneficiaries and partners, and lead to incorrect comparisons in the level of support being provided across communities. For example, the agriculture component in Sofala is not a part of the WPS project, but part of another UN Women project that focuses on the socioeconomic recovery of women in the context of humanitarian support for victims of cyclone IDAI.

This has already led to confusions across beneficiaries and local organisations that complain of "different approaches being provided to different communities" and an unequal distribution of resources. As mentioned above, UN Women mentioned that a balance distribution of support has been aimed across all its activities within this and other projects. However, the different stages of delivery across the districts, and the fact that partners and districts involved are different, might be contributing th the misperception. The misperception overall can have repercutions on UN Women reputation within the participating communities or lead to conflicts across the participating communities. Thus it is recommended that local partners more explicitly share information with the communities and local leaders about what is still under planning, and open beneficiary feedback mechanisms that can help to identify arising conflicts and/or missunderstandings.

Finding. 12. Local women organisatIons and CSOs, and international partners interviewed have not observed major changes in women's inclusion conflict prevention/resolution at the provincial and local level, despite policy changes and training.

The project successfully led to the drafting and approach of the first NAP on WPS for Mozambique. This was the first national policy to recognize the importance of women participation in conflict prevention and resolution. Nonetheless local women organisaitons and CSOs interviewed have not observed major changes in women's inclusion conflict prevention/resolution at community level (outcome 2.1). Furthermore, as mentioned above, they also mention that opportunities to advocate for this and use the capacity and the policy in place, were not taken by UN Women. These organisations mentioned that, during the new peace negotiations with RENAMO in 2018/2019 and arising conflict and insurgency in Cabo Delgado, more advocacy for a stronger role of women could have been lobbied by UN Women.[31]

Women organisations consulted mentioned that local negotiation and reconciliation processes rarely are inclusive particularly towards displaced women and ex-combatants. For these organisations, the new policy is still not widely known at provincial and district level, or when known and implemented is only done by inviting a few number of "politically connected women leaders" or organisations, to give the impression that is being implemented. For example, in several local DDR committees in Sofala and Zambezia, women mention that they have no participation. Some ideas to increase support were provided in *Finding 8.* The project could have adapted more swiftly to ensure that project resources were better. Balanced across provinces in response to conflict and humanitarian settings, or to ensure stronger women participation in conflict resolution and DDR processes. Key challenges for this were changing institutional dynamics and limited resources.

Represntatives from the High Commision of Canada, supported the above and added that "political, law enforcement and security structures are male dominated and at local level, community leadership is also male dominated, which leaves very little space for women's needs, perspectives and unique challenges to be heard. Amongst the many priorities of the NAP this is the most important, because if women participate in the peace and security processes and structures, they will bring forward priorities and concerns that will otherwise be unheard."

---

[31] UN Women clarified that this lobby was indeed done, but their ability to influence these spaces is limited.

On the positive side, women organisations in Sofala mentioned that more women and girls now knew how to access DDR resources and projects, with this information being transmitted through the networks of women organisations consolidated in other outputs.

Finding 13. Local organisations observed an increased visibility of the NAP across all government actors, as well as a stronger relation between government institutions and CSOs/local women organisations working on WPS.

This finding relates to achievements in output 2.2. This output is strongly related with outcome 1, so no major additional findings will be mentioned in terms of specific changes within the three participating institutions (MGCAS, MDN and MINT). Instead, we will focus on what was described as the most important outcome achievement of the project: "the increased visibility of the NAP across all government actors as well as the increasing relation between these government institutions and CSOs/local women organisations working on WPS".

In the first place, "the project was able to achieve a change in the WPS policy in Mozambique, by providing technical assistance for the consolidation of the first version of the NAP 1325". UN Women assisted through preparatory discussions, provision of technical assistance and support during the revision of the. NAP 1325. This technical assistance facilitated the inclusion of new areas in the NAP, including a new political and legal framework for the protection of victims of SGBV, or including a gender perspective in emergency relief and recovery efforts and sexual violence and gender in situations of conflict and peace. Finally, in this NAP, the Mozambique government "started talking for the first time about the integration of women and girls in everything that has to do with conversations and decisions around peace and security."

On the other side, UN Women lead the dissemination strategy of the NAP across the three institutions, and some unintended results were achieved by having increased interest and participation from the Ministry of Foreign Affairs. Academic institutions observed a larger number of government officials being "directly engaged in a WPS courses", an increased demand for this courses (from MINT and MDN, as well as some other Ministries) and starting conversations on integrating the courses within Police/Military Academies.

Academic institutions mentioned that an increase level of knowledge was observed in around 40 to 60 per cent of the participants, and some left the course with specific plans to implement in their jobs. The key issue for this output, is the difficulty in actually observing/measuring the changes that training is bringing within the institutions. For one part, the academic institutions that were hired for this purpose were not specifically tasked with follow up or monitoring. On the other, if that was agreed they would need resources to do it.

As observed during the implementation of this Mid-Term evaluation, access and insight into government institutions is difficult to obtain. Some Ministries will be more reluctant to share information because of it could be used to criticize their efforts, others might be unwilling to share information because they might not have the instruments to monitor change within the institutions and are ashamed/afraid to recognize it. There is a potential for the academy and those already trained to be taking this monitoring role, but this requires a more effective push from donors or UN agencies. The use of the Spotlight Initiative to initiate this debate was suggested by donors and women organisations.

The above was also observed during the implementation of other of this output activities. For example, when developing the debates and TV shows on gender stereotypes and toxic masculinity in Peace and Security or during the Solidarity Camps, there was a noticeable absence from government representatives of intermediate and high level, and none of these activities included participation from representatives of MDN despite being invited. The organisers of these activities observed some changes in the mentality of those attending, but the lack of men from this

"I didn't know the things that were bad. As of today, my wife can do business and participate in the savings group. This training on GBV and women's rights made me understand that I must change." The statements were made by a male group participant when discussing GBV and women's rights, Sofala.

"authority institutions" who could have publicly acted as champions might have decrease the possibility for change.

During the implementation of the debates, those responsible also observed examples of changes in mentality, "towards a more inclusive and open perspective". Yet this changes "could have been the result of community pressure" and more is necessary to follow up to understand if changes are taking place.

Finding 14. There were no specific indications of institutional changes as a result of the post-graduate trainings provided with GRÓ-GEST. Seminars, workshops and trainings provided by academic organisations (FES, UJC) and which included government officials, have increased the level of information regarding the NAP 1325 and the WPS agenda, and shown some limited but promising results that need to be followed upon.

As mentioned on the above table, six members from academic institutions, MDN, MINT and UEM were given the opportunity to participate in GRÓ-GEST 5-month Gender Equality Studies and Training Programme in Iceland. The six participants were interviewed for this evaluation and three common conclusions were observed:

- They valued the training provided and saw it as a "life-changing" opportunity that had given them access to information and networks they could not have accessed otherwise. The training also forced them to improve their English level.
- Nonetheless, they did not receive support from UN Women or GRÓ-GEST (now GRÓ-GEST) after the post-graduate studies ended. In one of the cases, the beneficiary was changed of position immediately after return to the country and could not put their plan/proposal in practice. In another, the person was left unemployed a few months after and another one became gravely ill, and thus could not implement the plan within the specific institution. From the remaining three cases, they mentioned that despite requirements to UN Women they did not receive support, nor were involved in activities which they could have develop such as monitoring visits to review the advance of the NAP in the provinces (from a neutral standpoint). The above lack of follow up seems to come from different expectations across the output partiptants (beneficiaries, delivery partners and UN Women). UN Women mentioned that the project beneficiaries were explained that no additional funding could be expected upon return and that in most of the cases lack of delivery of their proposals, was the result of external changes (changes in the positions of those involved, e.g., changes in the government officials that could give a green light to the proposals). Nonetheless, the donors and intertnaitonal partners recognized that there was inadequate planning of the activity, as no specific agreements regarding follow-up, monitoring and future support to the beneficiaries was agreed, and thus no roles/responsibilities for this were assigned. This was particularly significant for the donors because is the output with the higher costs per capita and thus is a significant loss of value for money. Future programmes need to incorporate this from the start, which GRÓ-GEST has seen as possible in other countries involved in the training.

For the trainings provided by UJC in the last trimester of 2020, 33 participants (11 from MINT and MDN) were surveyed online. Key results observed were:
- 100% of those surveyed mentioned having stronger knowledge or laws and policies on WPS (and particularly a better knowledge of the NAP).
- 80,6% mentioned being able to have a better opportunity to share and acquire more knowledge from exchanges with other colleagues and members of CSOs.
- 70,9% said that they have a better understanding or view of the diverse roles of women as actors in conflict, victims and as peacemakers.
- 25% said they now had a better perception of the challenges that the country and public institutions have in gender mainstreaming.
- 8% mentioned that it provided an opportunity to develop capacity for planning and prioritizing this matter in our activities.

From the participants only one mentioned an specific example of how she used the training to create changes within the institutions she was working in (two from MINT and two from CSOs). "I presented the plan to 20 members of the MINT Central Directorate where the need to establish a partnership with the UN WOMEN was decided. Terms of reference and anintervention plan is underway. Project that I look forward to starting training in the areas affected by the conflicts in the first phase" (survey participant, UJC student from MINT). A participant from MDN mentioned that "sharing the content within the institution where I work is difficult due to the rigidity of the regime and its little openness". Increasing the follow up of these training participants is recommended with regular surveys and case studies done at least 3 months before project closure.

Finding 15. A strong coordination and communication between the members of the Integrated Multisectoral Mechanism of Assistance to Women Victims of Violence was the key enabling point. However, the lack of adequate financial and material resources or integrated career-level trainings at the district level limits the reach of the project, particularly in remote areas.

One enabling factor was common in those provinces where stronger results were observed: a strong coordination and communication between the members of the Integrated Multisectoral Mechanism of Assistance to Women Victims of Violence the corresponding Ministries (and particularly MGCAS and MINT). According to the interviews at the district and provincial level, stronger communication and coordination allows for district and provincial level plans to be implemented and better supported, and this translates into better assistance being provided to potential survivors of SGBV.

In terms of the challenges/limitations that could be reviewed over the last months of implementation of the project, the following were found[32]:

- District plans consolidated during the trainings have not been fully implemented because of lack of financial resources to follow GBV cases in rural and remote communities. This is a strong challenge as those communities are "precisely where the cases of sexual violence and GBV still have great expression and require a more urgent and effective response," or to consolidate sustainable survivors' recovery policies and plans. Lack of resources for a recovery plan for the survivors, also affected the protection of survivors who found "themselves in the situation of returning home and continuing to share the same roof with the aggressor" and is "one of the greatest challenges for DH graders and providers survivors of sexual violence and GBV services".

- The above also affects the possibility for monitoring visits to rural areas or even to survivors in semi-urban areas. Monitoring visits were implemented at the end of 2020 by members of the Ministry, but the scope of analysis was reduced because of the time availability of the monitoring teams. DPGCAS authorities wish they could be trained to do the monitoring, and in order to avoid misrepresentation of the results, "other district teams be brought to our district to monitor one each other and growth our insight and capacity, which including a more inclusive attention to the victims".

- Related to the above, members of the Integrated Multisectoral Mechanism, mentioned that there were no opportunities to exchange experiences between the different institutions implementing the project in other districts, and in some cases lack of coordination between MGCAS from the central, provincial and district levels on MPS. They understood the reason why the communication between UN Women and MGCAS had to be maintained at the central level, but would appreciated more monitoring visits from the UN Woman teams or the donors, so they could "have presented (their) progress and needs, and better understand the scope of the project and what they could have done more with the training received".

---

[32] The evaluation team is aware that resources might have already being fully allocated, but future programmes or other initiatives, and focal points in the Ministries could be given this information to consolidate possible solutions,

- DPGCAS authorities in Zambezia believe that this initiative should also cover the districts of Mocuba, Namacurra and Mopeia because they have been affected by the armed conflict and do not yet have similar actions to assist the survivors of these districts. The Evaluation Team explained the limitations in terms of resources and time.
- In Panda, local authorities mentioned the lack of a specific spaces to ensure the necessary privacy and confidentiality constrains survivors and service personnel at the time of service. They understood theneed, but did not have the resources to implement it.
- In Montepuez, local authorities mentioned that the Ministry of National Defence did "not allow all actions to be implemented because it was unable to comply with the plan's recommendations on equality of women to be admitted to the FADM. This reality has been aggravated by acts of terrorism in the province that contribute to the continued observation of the greater number of men at the Montepuez Basic Military Instruction Centre".
- In Vanduzi (Manica), the Police unit members that are part of the Integrated Multisectoral Mechanism, mentioned that training had not been received, or "perhaps it had been, but lost, as there had been a recent rotation in members". As a consequence, the possibility of integrating WPS modules within Military and Police courses present an opportunity to obtain more long-lasting change.

Finding 16. A key enabler for the second outcome was the fact that a scoping study was implemented at the starting point of these activities. Despite the need for adaptations, the study saved time in the implementation of a baseline and helped to select the proposals that were better adapted to the context.

As mentioned before, a key enabler was the fact that a scoping study on the Opportunities for Women´s Socio-Economic Recovery and Sustainable Livelihoods was implemented at the starting point of these activities. Yet, the procurement of the outputs started at the same time as the research was being completed. All implementers mentioned having reviewed the results of the study and participated in it. But they had already presented their proposals by the time the study was finalized. Some adaptations were possible to respond to some of the recommendations, and in general the baseline and plans were consistent, but this created doubts about the effectiveness in the timing of the study. The value of the study is that the consolidation of a new baseline was not required, but in the future is recommended that the study and procurement occurred one before the other, in order to effectively being used as evidence base.

Furthermore, partners of the socio-economic activities in Inhambane and Gaza, reported that as a "result of changes in the context, project partners mentioned that a new assessment might be needed." The assessment will evaluate specific changes in the context that have taken place in the last months, "such as climate change, security and market dynamics." For future scoping assessments it is recommended that "more specificity is given to specific localized dynamics." Other implementers did not hold the same views.

Finding 17. The Solidarity Camps have been an extremely useful way of bringing together organisations that have been traditionally excluded, highlight the reasons for exclusion and allow them to join forces to fight these limitations. Yet better orientation of the partners implementing the camps, it is likely to improve its value even further and guarantee a greater reach.

Both the interviews and previous specific assessments of this activity, showed that the camps were a very cost-effective mechanism (brochure on Good Practices In Women's Organizations for The Promotion Of Women, Peace And Security And Socioeconomic Recovery In Mozambique) but three key recommendations for future implementation were given:
- Organizations managing the logistics and planning of the camps need to be provided with additional training and information about the ways in which information needs to be presented to UN Women to facilitate approval of costs, as well as "in database management and conflict resolution". The lack of

training and capacity by some of the women responsible generating in-fights between some organisations, with some women deciding not to attend as a response.

- More flexibility needs to be provided by UN Women (or more clear guidance and options provided) for the presentation of "comprobativos de viagem" (transportation and food invoices). Many of the attendants were unable to recover their expenses as a result of this, and others chose not to attend as they "would not receive funding in advance". Some of the organisations consulted said that when implementing an activity in which the main purpose was to increase the attendance of less known organizations and particularly economically marginalized women, "it could not be expected that those women would have the resources to attend".

Finding 18. Local partners and beneficiaries of socio-economic activities in Zambezia, reveleaded the need to further adapt planning to respond to high literacy levels and ensure a more balanced distribution of resources.

In Zambezia, in areas in which socioeconomic activities have already started, the "limited funds available for implementation required a distribution below internationally accepted humanitarian aid levels/standards, due to pressure from government institutions to cover 200% of the initially established targets." The fact that a significant part of the beneficiaries was also in areas controlled by RENAMO put pressure on the government to include all communities or the majority of them in actions of a humanitarian or economic development nature. In contrast, Evaluation Teams observed a much higher availability of resources and aid in Sofala, with some evidence that aid was in excess.

Furtheremore, the high levels of illiteracy in Zambezia, and particularly in Morrumbala, pose a challenge for the training of beneficiaries of courses that require literacy and numeracy skills such as cooking and dressmaking. UN Women suggested being more sensitive to the profile of the beneficiaries and opting for profitable activities accordingly. Activities currently plan are indicative and should be adjusted to the context.

Finding 19. Changes in the level of participation of women within formal and informal processes of peace, reconciliation and security have been noted at the national level, but not in substantial terms at district level. Cultural biases, illiteracy and lack of wider dissemination at the district level have been the key limitations.

The key challenge for this outcome, as mentioned before, is the existing institutional reluctancy or lack of action in incorporating women to the peace negotiation, security planning and reconciliation processes, particularly at the formal level. For "government institutions, particularly those involved in the areas of security, beyond an initial recognition of the need to protect women and guarantee their human rights, women are not considered to be a natural participant in the negotiation processes or in the planning of responses to arising conflict/insurgency."

At the local and household level, illiteracy and lack of planning are key limitation, as well as strong cultural reluctance from male members to allow women to participate. At the institutional level, the key limitation is the perceived reluctance from security institutions to include women in the process of planning the responses to conflict. The secrecy around the development of provincial security plans is an example of this, although women organisations recognize that such secrecy has been the result of years of distrust and discord being sown within the Army and Police, which have been also victims of the armed conflict.

At the national level, there is a major effort to disseminate the policy and the NAP has been fundamental for this. But at district and provincial levels it is difficult to notice the changes, because funding is limited and the personnel that is trained is changed routinely and replaced with others that have not received such capacity. The possibility for MGCAS to push this agenda is also limited. On the one hand, given limited resources and a wide agenda (DPGCAS are also responsible for the provision of health services at the local level), the level priority of WPS is much lower at the provincial level. In some of the districts visited or called, the district directors had a health only perspective. The same applies in terms of the level of importance of DPGCAS at provincial levels. Again, limited resources and the fact that MGCAS is one of the Ministries with the smallest budgets, means that its policies are not perceived as important as others.

However, some positive changes were observed by a few local partners interviewed. CSO representatives mentioned that within informal peacebuilding processes were they have been participating for various years, the level of openness to allow the participation of women continued, and the training they received strengthened their capacity and the ability for their representatives to lead the processes. Moreover, networks/connections created at the Solidarity Camps also strengthened their position at the national and provincial level, but that significant changes were likely to take some additional time. UEM and UJC also mentioned that their focus in the last months of implementation was to expand the trainings at the districts level, which they expected will help to change biases and behaviours in the medium term. Finally, implementing partners that were part of the HeForShe campaign and activities, mentioned that some male traditional leaders showed increasing willingness to allow women to participate in local peacebuilding processes, but they were unable to monitor these results.

The Evaluation Team assessed cost-effectiveness from two points of view:

- Economy achieved by transparent procurement practices, market benchmarks and ensuring that key cost drivers reflected the key needs of the project,
- efficiencies gained by coordinating efforts with other programmes/interventions/institutions.

We will start with a first general discussion of the financial figures and expenditure level, and will then proceed with the cost-effectiveness and value for money analysis.

Finding 20: Budget was sufficiently balanced across the three outputs and the level of budget implementation was consistent with the level of delivery.

Despite a fully dissaggregated updated spend was not obtained, the financial reports obtained during the report indicated a good balanace between the level of spend across the two outcomes that have been delivered so far (outcome 1 and 3). The spend shows that by the end of the last donor financial report (December 2020), the largest spend was on outcome 3 (41%) and then on outcome 1 (15%), which is consistent with the number of activities reported in the documentary review and interviews. The outputs in which the largest spend was done was Output 1.1: Women and girls affected by violence have access to comprehensive services to redress and Output 3.1: Women and girls' capacity to participate meaningfully in conflict prevention/resolution strengthened, which again is consistent with reports from national and provincial authorities interviewed. For outcome 2, which is just beginning full delivery, the proportion of spend(9%) was consistent with the activities described in the report and this is expected to increase to 25% at least by the end of the project. The dissagregation of spend reported is shown below.

Spend disagregation across project outputs/outcomes Dissagregation according to donor annual financial reports from June 2019, June 2020 and December 2020		
A. Direct Project Costs	**% from expected budget**	**% from total spend**
Outcome 1: Women and girls' safety, physical and mental health and security are enhanced and their human rights protected	15%	15%
Output 1.1: Women and girls affected by violence have access to comprehensive services to redress	15%	15%
Outcome 2:The socio-economic recovery of women andgirls is increased in the post conflictsetting	27%	9%
Output 2.1:Women and girls have increased access to economic opportunities in the context of recovery from conflict	27%	9%
Outcome 3: The enabling environment for sustainable implementation of WPS commitments is strengthened	33%	41%
Output 3.1: Women and girls' capacity to participate meaningfully in conflict prevention/resolution strengthened	11%	19%
Output 3.2: Capacity of the Ministry of Gender to coordinate and monitor implementation of NAP and fulfil UN reporting requirements strengthened	12%	9%
Output 3.3: National capacity to implement and generate knowledge on WPS enhanced	10%	13%
Sub-total Outputs	75%	65%
UNW Project Management	10%	22%
Monitoring and Knowledge Management	3%	0,3%
Depreciation		1%

Spend disagregation across project outputs/outcomes		
Dissagregation according to donor annual financial reports from June 2019, June 2020 and December 2020		
A. Direct Project Costs	% from expected budget	% from total spend
Programme Support Costs[33]		12%
Sub-total Indirect Costs	25%	35%

Table 7 Spend dissagregation across project outputs/outcomes

In regards to the total spend, according to total figures provided by 31st December 2020, the project has spend a total of 72% of the amount budgeted which again is consistent with the level of activities reported. According to the interviews done to UN Women and partners, the largest spend in 2021 will correspond to Output 2.1:Women and girls have increased access to economic opportunities in the context of recovery from conflict.

Spend figures by 31 Dec 2020			
in USD by December 2020	Norway	Iceland	Total
Budget	1 952 438	2 325 767	4 278 205
Expense	1 588 926	1 492 186	3 081 112
Available Budget	363 512	833 581	1 197 093
% Spend	81%	64%	72%

Table 8 Total spend by 31st December 2020 (outcome dissagregation not aviable)

Finding 21: In regards to economy, costs were consistent with market levels and there were specific examples in which costs were reduced to guarantee a stronger value for money.

The level of detail of the budgets presented allow only to make an analysis of costs at the activity level - not input. Yet, tbe information provided was sufficient to highlight specific mechanisms in which the project was able to reduce costs, the following examples were found:

- According to the Brochure on Good Practices on WPS, "the Solidarity Camps on Peace and Security at community level have proven to be an innovative, effective and low-cost model for gathering women and young girls from urban and rural areas to discuss and understand the unique ways in which women and girls are affected at several levels by conflicts in Mozambique. as the camps also provide an opportunity to draw coping methods and strategies to promote the socio-economic empowerment of women and girls in post-conflict contexts". Women organisations interviewed agreed with these statement. Small organisations regarded the Solidarity Camps as the first opportunity they had to interact and create networks with other women organisations and MGCAS, and an effective mechanism for them to continue having a support network and access to information. For larger organisations, including the ones that organized the camps, these were a really effective way of "strengthening women's voices at low costs, as much as 60% of the costs were assumed by the women participants, which also created ownership of the model.
- UN Women is governed by strict rules and procedures on Procurement. These guarantee that at least three vendors are examined for any large expense. These processes, nonetheless, were sometimes at odds with the conditions and the manner in which women local organisations operate. This was particularly observed during the implementation of the camps and meant that some women organisations were unable to attend the gathering.
- The development of training modules through local Universities facilitated access to government organisations (MINT, MDN) but also allowed for costs to be saved in terms of training facilities and facilitation of training logistics. The training model, and particularly the strong engagement with local CSOs generated a multiplying effect, as women leaders fed that information within their organisations and in some cases shared that information with others.

---

[33] Dissagregation or information about what this costs include or not, is not provided in the reports

- The Project also supported the capacity of MGCAS in the areas of monitoring and coordination of the NAP 1325. This included logistical capacity for the preparation and delivery of training events and monitoring visits. The capacity was used across 2019, but particularly 2020, with the last monitoring visits to the beneficiary provinces having been implemented by MGCAS staff.
- The development of training modules within the Police and Military Academies will help to save funds and efforts in the future and guarantee that capacity is not lost as a result of personnel rotation.
- Training provided to selected local CSOs and women organisations facilitated the trickling down of information. Unfortunately, this activity was not properly monitored or followed up by UN Women, which impossible to measure potential efficiency gains.
- The audio-visual materials from the MenForWomen debates on gender stereotypes and toxic masculinity in Peace and Security were effectively delivered, were not only used within TV channels. Short clips have been shared in social media, with a large part of the local organisations and women beneficiaries mentioning having seen at least part of these clips. As above, this activity needs to be better monitored to assess its multiplying effect and change in community/individual behaviour.

Finding 22. Stronger coordination with other donors and parties allowed for cost-efficiencies to be gained by exchanging knowledge, cofounding activities and agreeing on a distribution of resources. Nonetheless, coordination with government institutions has decreased in the last months leading to some activities being delayed.

The Project financially and technically supported the establishment of the Women Peace and Security platform led by COREM, which is now financed by the German Embassy and resulted in the election of female partners to its management body.

UN Women has also held several bilateral meetings with other donors and project teams of related projects. These coordination mechanisms have focused on exchanging knowledge, information and experience. Some results from this engagement includes carrying out joint actions (particularly in the socioeconomic component), joint advocacy on key issues, and the agreement of a coordinated support to civil society organisations.

The level of coordination between UN Women, MGCAS and DPGCAS was particularly effective at the onset of the project. Such collaborated approach meant that there was an agreement about the level of support needed by the multi-sector groups.

Unfortunately, coordination with government institutions and particularly with MDN has been challenging According to UN Women, with the change in the members of the Estado General, and the deterioration of the situation of Cabo Delgado (which also brought increasing scrutiny over MDNs actions in the ground) there was a lost in the institutional memory and a change in the inner culture if the Ministry, with increasing distrust towards the WPS agenda. Consequently, many of the activities planned for 2020 were delayed. A recent improvement of relations has been observed by engaging through UJC, who became facilitators of various parts of the WPS courses for members of MINT and MDN.

Finding 23. Inefficiencies uncovered included slowness in administrative processes and lack of proper follow-up plans being defined during design.

Two main inefficiencies were constantly reported during the interviews:

- The processes of authorization and approval of payments or changes in the allocation of funds to certain budget lines have not always been quick enough to allow for smooth implementation.
- Various stakeholders pointed out that the project had focused on the delivery of a large number of outputs and activities but did not planned or budget sufficient resources and time for the follow process and the measuring of outcomes. Two examples of this were the lack of follow-up and monitoring plans to support the GRÓ-GEST alumni or measure behavioural changes produced by the MenForWomen Dialogues.

Finding 24. UN Women has strong monitoring mechanisms set in place, but lack of sufficient staffing at the provincial level and clarity in the definition of roles and responsibilities for follow-up of some activities, led to a lost of effiency and value for money in some of the most expensive per-unit activities.

UN Women has several mechanisms for monitoring the project, including:

- UN Women uses a results management system (RMS), as the corporate instrument through which planning, budgeting, monitoring and reporting takes place. RMS is now integrated with UN Women Financial Management System (ATLAS). This system tracks quartely from activity to outcome level including budget.
- Pre and post-tests for all training activities, direct observation of the project activities, monitoring visits, consultations and interviews with the beneficiaries of the project and documentation of stories/case studies. Pre and post-tests nonetheless were not used for all trainings and workshops, and training participation lists were not consolidated in databases which could be used to consolidated disaggregated information and map where the outcomes and change in behaviour was expected.
- In the case of the training courses for assisting women and girls who are victims of violence, the project made an assessment of the impact/results of previous training courses. This study helped to inform the design/focus for the new training courses and extracted lessons to be replicated.
- The project also increased the monitoring capacity of MGCAS and used the increased capacity to lead monitoring visits to all participating provinces in late 2020. The monitoring reports were used as documentary evidence for this report. The quality of such reports varied substantiality and some of the reports have not been submitted yet.

Yet, there has been several constraints to achieving this objective. On one side, there is the lack of UN Women staff at the provincial level in most of the provinces where this project is being implemented. In the provinces where UN Women has staff, the possibility of making direct observations has been easier and more frequent, although the reports might not have been produced or logged regularly. On the other, monitoring visits by MGCAS and this Evaluation were affected by security concerns (particularly in Cabo Delgado) and closed/bad roads as a result of climatic events.

Also, as mentioned in the previous point, the lack of a follow-up/monitoring strategies for some of the activities (HeForShe regional dialogues and GRÓ-GEST post-graduation course on WPS) has had a direct impact in ensuring that these activities deliver actual outcomes/results. Particularly for the GRO-GEST post-graduation scheme and given the large per-capita cost of the trainings, this monitoring failure might result in the greatest efficiency fail of the project.

The above failings in the monitoring and learning strategy seem to come from an excessive focus on output delivery, possibly as a result of the project having a large number of activities and outputs. Donors and partners manifested the UN Women had done an impressive job at "delivering a lot of activities in such a contextually difficult period" and that coordination with them in this areas was always positive and efficient. Yet conversations about the big picture, the expected results of those activities and the mechanisms in which those outcomes will be measured or supported were not held, because they were assumed to be implicit in the theory of change of the project. This meant that while from an output-level point, all targets were achieved or overachieved, at the outcome level opportunities for behavioural change or effective use of some of the most expensive per-capita activities was not completely fulfilled.

WHAT IS THE LIKELIHOOD OF LONG-TERM BENEFITS AND IMPACT FROM THE PROJECT? OR TO WHAT EXTENT IS IT EXPECTED THAT THE BENEFITS FROM THE PROJECT WILL CONTINUE AFTER PROJECT COMPLETION? CAN WE DETECT PROJECT **OWNERSHIP** FROM RIGHT HOLDER?

Finding 25. There are three results that will likely be sustainable after the end of the project: the implementation and dissemination of the NAP 1325, an increase in the level of understanding and ownership of women rights, and a stronger women organisations and CSOs network.

The answer to this question varied strongly across stakeholders and outcomes. For one side, the fact that the fact that the project had supported the consolidation comprehensive NAP 1325, is seen as an example of a long-lasting impact. Equally, CSOs and local organisations mentioned that the networks created by the programme, as well as the debate that had started in terms of the importance of women's participation in conflict resolution and peacebuilding will be continued. On the other, the sustainability of the capacity given to local governments or even how useful were some activities were, e.g., the post-graduate programme, were put in doubt. In this section we will focus on analysing whether the project had created ownership across the right holders.

For outcome 1, the findings are very positive. Local organisations mentioned "the knowledge acquired by the leaders and transmitted to the communities is here to stay because the victims and other members of the communities already know the different points of entry into the integrated service mechanisms" and were more willing to report abuses. Local organisations also pointed out that VBG awareness raising activities in communities will continue even without funding support, and that the project had given them additional elements (particularly a more comprehensive NAP) which in itself was the most sustainable delivery of the project.

For outcome 2, the greatest concern in terms of ensuring that the Project's results are effective and sustainable, is the need to create more income-generating business opportunities for women which survive after the project ends its support. Sustainability strategies are being consolidated at the moment, with partners focusing on the creation of training and capacity which helps women to diversify sources of income and ensuring that current financial support can be used to create savings which are in turn re-invested to ensure the continuation of activities after the end of the project. A key recommendation on this area is for UN Women to ensure that a sustainability strategy is build and worked upon in the following months, and for the Final Evaluation to focus on measuring its effectiveness.

Finally for outcome 3, results varied across the three components. On one side, local organisations consulted mentioned that the project allowed for new networks and capacity to be created and strengthen the debate about the importance of female participation in peacebuilding and DDR spaces. Yet, they also observed that UN Women or the donors involved could have taken a much stronger role in advocating or pushing for change, and that opportunities for inclusion of women in negotiation spaces had been missed (*Finding 8 and 11).*

Finding 26. A key challenge for sustainability is the lack of follow-up mechanisms to support and review the implementation of agendas and proposals resulting from project activities (trainings, workshops, solidarity camps, behavioral change campaigns).

For example, the Solidarity Camps were an effective and cost-efficient output, but organisers and participants felt that not enough planning was done to determine what should be the long-term outcomes of the activity. Despite the fact UN Women is right in expecting that long-term change and follow up should be in the hands of local organization, they should have also done more to follow-up on what have been planned and achieved. Furthermore, some of the participating organisations mentioned that not enough was done to encourage the participation from local organisations in remote/rural areas, and in fact the logistics of the project created barriers for their participation. This meant that "80% of the

participants were women that already knew each other" and that "there was no point in empowering women if they are still participating in the same personas that have always been there".

For the postgraduate programme, discontinuity in taking forward some of the expertise from the participants of the postgraduate studies was cited as the area where efficiency and thus sustainability will likely not be achieved. The scholarship holders did all mention that not enough follow-up or support was given to them, nor there was a previous agreement with the institutions they represented about how they would be supported or how their expertise would be used upon return. Yet UN Women provided information showing that they were contacted regularly, in most cases without answer. The "idea with postgraduate course was to bring together people from other countries, but also bringing together people from different institutions within the same country, so lessons learned could be created and stronger networks formed across the country." Interviews show that this was initially achieved through the selection process of the participants, but that momentum was lost with the discontinuity in supporting the graduates or lack of answer from them.

Finally, men and partners of the TV-streamed debates on gender stereotypes and toxic masculinity in Peace and Security, mentioned that as the project did not include follow-up activities, it was hard to both measure impact/change, and thus determine whether that change would be sustainable. The fact that the videos had been produced and remained available, was likely to lead to the change in behaviours and insight from some men, but there was no way to measure it.

Thus, in terms of ownership from duty holders, the key conclusion across the different outcomes, is that the project has increased knowledge, networks and discussions that will continue in the future. The project also has the potential to create economic independence within marginalized groups of women and girls which can empower them to demand stronger roles in the peace and security agendas. Yet the scope of the impact and level of sustainability will be hard to measure, as no strategy has been set to monitor the results from activities once the activity itself has been completed. UN Women is in the process of developing a sustainability plan for which the consolidation of evidence base needs to be a priority, otherwise the final evaluation won't be have the elements to do it.

To what extent did the organisation build institutional capacity of local partners and communities and their willingness to implement WPS agenda (**Accountability**)?

Finding 27. In terms of institutional capacity on WPS and the level of accountability for government partners, the results were mostly positive, but numerous risks were flagged in relation to personel rotation and lack of carrer-focused training.

As with local organisations, all three Ministries and representatives of the Integrated Multisectoral Mechanism interviewed, saw the new version of the NAP 1325 as a key demonstration of sustainability. This policy was the basis upon which MINT was able to consolidate a new Women Police unit and approve work plans on WPS which were aimed to be implemented at the provincial levels. The NAP would continue to be a "a tool which institutional champions could use in the future to obtain funding and initiate action."

The above was supported by local women organisations, which "believed that as long as the service providers of the integrated service mechanism continue to offer these services in an integrated manner, the impact will continue in the future." Even, FGDs with direct beneficiaries revealed that sustainability "had been already achieved as the quality of the approach taken by duty bearers had significantly improved", with them "recognizing the risks that they were taking by reporting the abuses," and giving them judicial, health and psychosocial tools to obtain redress. They also said they felt "listened to, safe and more protected" and that this had increased their willingness to continue judicial processes and advised other women to follow their examples.

Furthermore, members of the Integrated Multisectoral Mechanism also said that capacity/training provided will serve during their entire careers, but that the rotation and retirement of personnel will likely mean that capacity won't be as sustainable geographically. Specific examples of institutional policy change were provided by representatives of the MINT both at the national and local level, but as with members

of DPGCAS, the key obstacle was staff rotation. Thus, the development of training modules within the Police and Military Academies (which are supposed to be the focus of the last year of implementation) and mechanisms to do the same within MGCAS (which does not seem to be in the pipeline of work) will be key for the sustainability of gains in institutional capacity.

Finding 28. The project seems been too focused on the delivery of outputs and was not clear about the outcomes that were meant to be achieved with each of those activities or how to measure those desirable or undesirable outcomes.

Across all components of this project, stakeholders pointed to a similar issue that had impacted outcome achievement and also likely to diminish its sustainability. Local organisations, partners and donors all mentioned that the project had been too focused on the delivery of outputs and was not clear about the outcomes that were meant to be achieved with each of those activities. As already mentioned in other points, implementing partners mentioned that the UN Project teams had not set plans for activity/output follow-up after delivery, and thus they were "blind sighted about what had actually been achieved or how to sustain it."

This issue does not seem to come from lack of interest from the project teams, which were described as "proactive, engaging and knowledgeable about the WPS agenda", but because they have too many activities to implement within a short period of time and under particularly challenging circumstances. Learning and post-monitoring activities, also, did not figured strongly within the projects plans, and the Project Teams seems to rely on the assumption that by delivering the outputs as set in the plan will be sufficient to reach impact and create sustainable change.

Yet many examples point to the opposite: none of the recipients of the post-graduate programmes actually delivered their project plans, despite at least 50% remaining active in the area and following-up on their own. The "lack of support in financial and material resources for the development of GBV activities, especially in places of difficult access" is likely to decrease the scope of the impact at the district level and its sustainability in the long term. There is no conclusive evidence to measure the impact of the debates on gender stereotypes and toxic masculinity in Peace and Security. And this is not because the debates and videos are not likely to motivate change, but because a follow-up and learning strategy was not built within.

Even in terms of measuring the impact and sustainability of the institutional training programmes, this Evaluation had to rely only on qualitative and possibly circumstantial evidence. Within the two Ministries that accepted to be interviewed for this evaluation, both of the key points of contact mentioned not been fully aware of all the activities that had been delivered, or who the participants of those trainings were. Further, the MGCAS representative felt that the actions of the project were not being sufficiently coordinated and complained of not being invited with sufficient time to project activities. This created a sense of mistrust towards the UN Women team, and a difficult relation at the moment of requiring information for this Mid-Term Evaluation. Lastly, the Evaluation Team was completely unable to interview or survey members of the Ministry of Defence.

This last point is another key potential factor of sustainability and impact for this project. The change in government teams, and the securitized approach taken by some Ministries towards the situation in Cabo Delgado, created a vacuum in institutional memory and hindered the consolidation of results at the institutional level. Before the change of government, the communication was described as more active and engaging. After many of the activities were delayed or planning restarted. This is a common issue across international programme which has a short timeframe and limited budget, which cannot accommodate new priorities brought by new government teams. Yet, something that could have been done differently within the project, and might have improved the relationship, was to increase the focus on documenting and accompanying change at the grassroot level.

Finding 29. This project draws a response to situations of violations of women's rights in situations of conflict and survivors of sexual violence and GBV with a strong integrated offer on training and capacity for both duty bearers and right holders.

The project not only responds to the needs and priorities defined in the NAP 1325 but is a specific contributor of change within the NAP, by better integrating issues of participation in peacebuilding, reconciliation and DDR processes. Furthermore, training for police forces in conflict affect areas, such as Cabo Delgado, Sofala, and Manica provinces, was focused on how to protect the human rights of vulnerable groups and adequately serve the differentiated needs of women and girls. The project also engaged with the key actors responsible for both protecting and integrating women, both at the institutional (MGCAS and provincial representatives, MINT and MDN) and grassroot level (no less than 24 women organizations specifically mentioned being part of project initiatives). Furthermore, men champions and potential spoilers were included in the project activities, with a focus on achieving a change in masculinities and harmful behaviours.

Finally, and besides other specific results and activities shared before, as COVID-19 became a significant threat to women´s human rights as well as the promotion of the WPS Agenda and gender equality, the project worked with network organizations at the grassroot level, to organize a series of programs and debates on community radio on the Women, Peace and Security Agenda with a focus on the COVID-19 differentiated impact on the peace and security of women and girls. The programs and debates included awareness raising of women, CSOs and government actors about the intersection between the Women, Peace and Security Agenda and the humanitarian crises caused by COVID-19, became a space to advocate for gender sensitive responses.

CONCLUSIONS

The implementation of the Mid-Term evaluation of the "Promoting Women and Girl's effective participation in peace, security and recovery in Mozambique" project shows that:

- The project has been and continues to be highly relevant to the needs of the beneficiaries or to the context in which it was being implemented. This is particularly related to the fact that the project has developed a strong evidence base (linked to finding 1), tried to follow consultative mechanisms -with donors and direct beneficiares- to take decisions and adapt (linked to findings 2 and 3), and set its priorities around the priorities of the NAP 1325 (linked to findings 4).

- The Programme Team proactively adapted to the various changes in the context, and achievements in output delivery are especially impressive given the dynamic nature of the political, economic and external fluctuations occurred during the timeframe of implementation (this conclusion is linked to findings 7 and 8).

- Staffing and institutional changes within the government institutions supported, jeopardized the ability of the project to deliver and adapt to changing circumstances. The change in government teams, and the securitized approach taken by some Ministries towards the situation in Cabo Delgado, created a vacuum in institutional memory, slowed the implementation of activities and hindered progress in institutional changes. This is a common issue across international programme which has a short timeframe and limited budget, which cannot accommodate new priorities brought by new government teams. Yet, something that could have been done differently within the project, and might have improved the relationship, was to increase the focus on documenting and accompanying change at the district, provincial and grassroot level (this conclusion is linked to findings 5, 28).

- The project has been effective and efficient in the implementation of the agreed outputs and activities, and even overachieved some output-level targets. Nonetheless outcome achievement is observed only in some outputs and some institutions (MINT, DGCAS, Multisectoral in output 1.1), but not for others (outputs 2.1 and 2.3). Some opportunities for change seem to have been lost (particularly in regard to tangible increases in the role of women in security, reconciliation and peace negotiations), with continuation of institutional and cultural biases, illiteracy and lack of wider dissemination of the NAP 1325 at the district level been key limitation. There is a chance for these last outputs to be strengthen over the last months of implementation (this conclusion is linked to findings 8, 9, 12 and 19).

- The biggest impact of the project so far was the technical support that it provided to the of National Action Plan on Women Peace and Security, and particularly that it led to the recognition of the significance of women's participation in conflict prevention, mediation and resolution. Local organisations observed an increased visibility of the NAP across all government actors, as well as a stronger relation between government institutions and CSOs/local women organisations working on WPS. Strong coordination and communication between the members of the Integrated Multisectoral Mechanism of Assistance to Women Victims of Violence was the key enabling point. However, the lack of adequate financial and material resources or integrated career-level trainings at the district level is limiting the reach of the project, particularly in remote areas (this conclusion is linked to fingings 10, 13, 15).

- This project also draws a response to situations of violations of women's rights in situations of conflict and survivors of sexual violence and GBV with a strong integrated offer on training and capacity for both duty bearers and right holders. The above shows that gender and human rights considerations have been integrated in design and implementation (this conclusion is linked to fingings 15 and 29).

- Some initial positive output achievements are evident for outcome 2, which has only recently started. These have been the result of a strong evidence base which was developed before the start of the procurement process. Furthermore, the Solidarity Camps have been an extremely useful way of bringing together organisations that have been traditionally excluded, highlight the reasons for

exclusion and allow them to join forces to fight these limitations. Yet better orientation of the partners implementating the camps, it is likely to improve its value even further and guarantee a greater reach. Also, distribution of the socio-economic support across districts and provinces might need to be revised or better communicated, to avoid conflicts between communities or reputational damage as a result of misinterpretations (this conclusion is linked to findings 11, 16, 17 and 18).

- Changes in terms of institutional capacity were hard to measure given: the lack of response of some government ministries (MDN), lack of wider access to project participants in other ministries (MINT) and apparent inexistence of alumni/participants databases in order to undertake pre- and post-capacity assessments. Some examples of institutional change were nonetheless observed particularly at the district and provincial levels. Members of the Integrated Multisectoral Mechanism of Assistance to Women Victims of Violence in six of the seven provinces provided examples of change. The sustainability of these achievements is nonetheless jeopardized by staff rotation and lack of sufficient resources to ensure that service provision is sufficiently inclusive (particularly in regard to women and girls in remote areas) or guaranteeing sufficient equipment/infrastructure to guarantee adherence to safeguarding principles. There is a chance for those outputs to be strengthen with the consolidation of WPS courses within career training within MGCAS, MDN and MINT (this conclusion is linked to findings 14, 26 and 27).

- The budget was sufficiently balanced across the three outputs and the level of budget implementation was consistent with the level of delivery. Unitary costs were also consistent with market levels and there were specific examples in which costs were reduced to guarantee a stronger value for money. Stronger coordination with other donors and parties allowed for cost-efficiencies to be gained by exchanging knowledge, cofounding activities and agreeing on a distribution of resources. Nonetheless, coordination with government institutions has decreased in the last months leading to some activities being delayed (this conclusion is linked to findings 20, 21 and 22).

- A focus on output delivery might have deviated efforts from monitoring and measuring outcome delivery in some of the outputs (particularly 3.1). For some leading to poor outcome achievements and value for money particularly in the most expensive per-capita outputs. Overall, UN Women has strong monitoring mechanisms set in place, but lack of sufficient staffing at the provincial level and clarity in the definition of roles and responsibilities for follow-up of some activities led to a lost of value for money considerations in some of the most expensive per-unit activities (this conclusion is linked to findings 23, 24, 28).

- The highest remaining obstacle for the project is in terms of access and insight to some Ministries (MGCAS and MDN), particularly as changes in government teams lead to the reset in relations and loss of institutional memory. Some potential positive efforts are being done through UJC and UEM, and a key recommendation for the last months of implementation is to ensure that more access is achieved so final evaluations can effectively measure the extent of change in institutional capacity. International and local partners nonetheless observed that access and insight to ministries in Mozambique is a constant problem and very hard to overcome (this conclusion is linked to findings 5, 22 ans 29).

- Another potential limitation for effectiveness and relevance are deep rooted traditional biases against women and girls's participation in decision making processes. HeForShe activities have the potential to work on these issues, but there has not been a follow up of the workshops and stratcoms campaigns, or a monitoring plan to measure behavioral changes (this conclusion is linked to finding 6, 19 and 24).

LESSONS LEARNED AND GOOD PRACTICES

LESSONS LEARNED

- Access and insight to ministries in Mozambique is a constant problem and very hard to overcome. Despite the same head of government was elected, changes within the leadership of the ministries and contextual changes (e.g. the worsening of the situation in Cabo Delgado, increasing demands for humanitarian support as a result of natural disasters and conflict) meant a change in priorities, loss of institutional memory and new demands on the project which because of the timeframe and limited budget could not be accommodated completely. This is a risk that should be take into consideration for all future delivery. Recommendations to mitigate it are presented in the next section.

- The project reported overachievements in almost of all the output-level targets, even with one additional year of implementation remaining. Yet, these targets did not reflect new activities implemented by the project (particularly within outcome 3) and attention to outcome achievement was not as high as the attention to output/activity delivery. The narrative reports mentioned those output deliverables, but the log frame and targets remained unchanged.

- A focus on output delivery can deviate efforts from monitoring and measuring outcome delivery. The project delivered an impressive number of activities in a short time, but it was difficult to assess what all those activities had achieved. This was particularly difficult when measuring the outcome of one-day workshops or seminars.

- Outcome achievement and sustainable/long-term change is difficult to observe when the monitoring tools are focused on measuring output achievement. This is particularly the case when outcome achievement is dependent of behavioural and institutional changes which are likely to be noticed only in the medium and long term. More attention/budget for medium-term follow-up of these activities could help to mitigate the difficulty of measuring change.

- Outcome achievement of capacity-building activities are hard to observe. Pre/post capacity assessment, alumni databases, monitoring/survey plans, and the existence of agreed monitoring procedures (with roles and responsibilities attributed) need to be part of the design of these activities.

- Changes in institutional capacity are also highly dependent on budgets being available to implement what has been learned and agreed, particularly at district and provincial levels. Also lack of adequate financial and material resources or integrated career-level trainings at the provincial and district level will limiting the reach of the project, particularly in remote areas.

- Ensuring a stronger participation of women and girls in decision-making processes, especially those relating to security, peace and reconciliation, depends on the ability to change mindsets and deep-rooted behaviors. Most of the project activities had the potential to work on these issues, but there was no monitoring plan to measure such variations

- Better orientation of local partners implementing the Solidarity Camps is likely to improve its value even further and guarantee a greater reach.

- When two or more projects, with a similar scope/objective are implemented in the same area, clear communication approaches need to be agreed to avoid confusions or conflict within the communities or between the partners. The same applies when these projects are being implemented by various national or international partners.

BEST PRACTICES

- A **strong evidence base guiding project activities** has improved the selection process of partners, helped to set delivery and monitoring plans (particularly for outcome 2) and ensure that a baseline exist to compare changes during the project final evaluation.

- **Stronger coordination with local and international partners, national authorities and donors ensured that early stages of the project were highly successful in adapting to changes**. With the change in government representatives and priorities, **local academic institutions (UJC and UEM) have become a key mechanism to ensure that relationships are rebuilt** and capacity/dissemination of the NAP 1325 is continued.

- A significant outcome of capacity building activities (normally not recognized in targets and log frames) is the consolidation of **stronger networks between its participants, in this case between government institutions and CSOs/local women organisations,** and between CSOs within the country and the region. These networks are an unexpected positive result.

- The **Solidarity Camps** have been an extremely useful way of bringing together organizations that have been traditionally excluded, highlight the reasons for exclusion and allow them to join forces to fight these limitations. In-depth evaluations have also revealed that they are also extremely cost-effective.

- **Stronger coordination with other donors and local parties** allowed for cost-efficiencies to be gained by exchanging knowledge, cofounding activities and agreeing on a distribution of resources.

RECOMMENDATIONS

A set of recommendations and suggestions that come from the findings and conclusions of the evaluation are presented below. The recommendations are organized around the three outcomes and more general changes in project design/monitoring. Also, there are specific suggestions for actions, mechanisms and tools that can facilitate the promotion and incorporation of these changes.

#	Suggested specific actions, mechanisms, and tools	Corresponding outcome/finding	Involved Actors	Requirements	Timeframe
1	Support the consolidation of WPS modules within Military and Police academies, as well as negotiating a mechanism within MGCAS to ensure that when personnel is changed, institutional memory and training on WPS is provided to the new officials. If possible additional training should be provided in the districts were there has been a recent change in personnel.	Output 1.1. and 3.3. Findings 15 and 27.	UN Women, Academic Institutions, MGCAS, MINT, MDN	Already under implementation. Stronger follow up is recommended.	Before end of the project -next 8 months
2	More time should be allowed for future monitoring visits from MGCAS.	Monitoring and Evaluation, output 1.1. Findings 15, 21 and 27.	UN Women, MGCAS	Additional budget might be required from MGCAS and/or UN Women, but it will only include tickets/accommodation /food for some days. A pilot could be attempted to measure expenses and determine value for money. MGCAS will have to authorise presence from external partners which might delay implementation.	Before end of the project if additional monitoring vists are planned.
3	Within these visits, DGCAS members from other districts could be included to facilitate learning by doing, lesson sharing and integrating the viewpoint of those also involved in the provision of service delivery.		UN Women, MGCAS, DGCAS		
4	The monitoring visits could include representatives from external parties, for example members of the academic institutions, former alumni from long courses and/or CSO representatives. This has the potential to increase independence in the findings and evaluate learning gaps for future trainings.		UN Women, MGCAS, UEM/UJC		
5	Any future capacity building should ensure the consolidation of a database of alumni, and agreement to implement pre and post trainings surveys (at least two post-training surveys). Job-rotation frequency can be measured using this surveys, to better plan future capacity building programmes.	Monitoring and Evaluation, Output 1.1. and 3.3. Finding 24.	UN Women, training participants	Written agreement with participating institutions. Surveys could be prepared by UN Women and implemented by UN Women staff or evaluation teams.	Before end of the project if additional trainings are planned.
6	Consolidate a database of former alumni to allow post-training surveys and interviews to be implemented before or during the final evaluation. As UJC or UEM have a strong relationship with MINT and MDN, they could be commissioned to start the process immediately, so this is ready before the end of the project or the commissioning of a new evaluation.	Monitoring and Evaluation, Output 1.1. and 3.3. Finding 24.	UN Women, MDN, MINT, UEM/UJC	Evaluation budget could be used for this purpose. This is not likely to involve more than 5 days of a UEM/UJC researcher, and it could be requested from those that participated in the GRÓ-GEST training at lower costs.	Preparation before end of the project. This needs to be agreed/done before final evaluation.

#	Suggested specific actions, mechanisms, and tools	Corresponding outcome/finding	Involved Actors	Requirements	Timeframe
7	Agree with MDN a strategy to monitoring and evaluate training results within the institution. Given the insight and access that the UJC has within MDN, this can be planned and negotiated through the university.	Monitoring and Evaluation, Output 1.1. and 3.3. Findings 4, 5, 10, 15.	UN Women, MDN, UJC	This could be done in house, or as an added activity within current UJC contracts. Also can be done concurrently with the above.	
8	All delivery partners from outcome 2, should check their delivery plans against the baseline study, and produce a short update about the ways in which their delivery plans are consistent with the baseline, and what adaptations are needed or have been done[34].	Output 2.1. Findings 9 and 11.	UN Women, partners outcome 2.	Adjustments on the baselines can be agreed with delivery partners, within the agreed amount of the contracts.	Immediate.
9	Request local partners of output 2.1. to determine possible sources of duplication with other projects implemented in the area and to assess and mitigate possible misperceptions about funding distribution.	Output 2.1. Findings 9 and 11.	UN Women, partners outcome 2.	No additional costs -part of risk management of the project activities for local partners.	Immediate.
10	If additional funding is available, additional Solidarity Camps should be given a priority.	Output 2.1. Findings 17 and 19.	UN Women	Additional funding required.	
11	Clearer guidance needs to be provided by UN Women for the presentation of transportation and food invoices in future Solidarity Camps.	Output 2.1. Findings 17 and 19.	UN Women	Only needed if the above recommendation is delivered.	
12	Identify and implement new mechanisms to measure behavioral change as a result of the #HeForShe campaigns. This could be done through online surveys but will be better implemented with new monitoring visits from the HOPEM teams.	Output 3.2. Findings 6, 19, 24.	UN Women, HOPEM		Future projects or in case of additional funding is found.
13	Given lack of progress on output 3.1., three recommendations were provided by women organisations, which could be considered both for future programmes or for additional advocacy work in this project. • Publicly lobbying to increase women's participation in peacebuilding and DDR processes at the provincial level, through UN Women offices and other Spotlight Initiative partners. • Help locate all female combatants, women in support roles and dependents (of combatants) and refer them to development assistance programs. • Adequately inform women about the eligibility criteria, goals and benefits of DDR programs.	Output 3.1. Findings 8, 11, 25.	UN Women	Additional funding required. If not possible within this project, to consider for future projects.	

[34] Baselines might even need to be remade, to ensure the pre and post comparison of the project beneficiaries are based on the same group. With the decrease in the targets and change in the allocation of resources in some districts there is a high change that baseline information won't correspond to the characteristics of the actual beneficiary information, thus leading to an incorrect measurement of outcomes and impact.

#	Suggested specific actions, mechanisms, and tools	Corresponding outcome/finding	Involved Actors	Requirements	Timeframe
14	A new attempt to increase the value for money of the post-graduate GRÓ-GEST can be trial in the last months of implementation by promote a new online or in-person encounter between all the alumni and request them to explore joint mechanisms in which one of their potgraduate projects (or new ones) can be supported. Some ideas mentioned during data collection include: o Supporting the development of WPS modules to be implemented within Police and Military Academy, o Being part of monitoring visits to beneficiary district areas with the specific aim of evaluating the results of the training provided and learning gaps, o development research, pilots and proposals regarding mechanisms in which women participation in peacebuilding, DDR and reconciliation forums can be expanded.	Output 3.3. Findings 14, 24.	UN Women, GRÓ-GEST, alumni	Some proposals will require additional funding, or ar in line with previous recommendations (#4).	Before the end of the project if funding is available.
15	Update logframe to include additional activities and updated target numbers within output indicators, and change outcome indicators in accordance with recommendations provided in finding 9.	Monitoring and Evaluation Finding 9.	UN Women	No additional resources needed for change, but additional monitoring efforts needed.	Immediate.
16	Prepare a sustainability plan for all output and outcomes. Local partners can guide the initial phases of delivery of this plan. But this might require additional visits from donors or UN Women teams to the participating districts, to discuss/present sustainability plans and set realistic expectations from the districts.	Evaluation and Sustainability Finding 26.	UN Women, delivery partners.	Additional funding might be required if visits to the participating districts is agreed. Alternatively design and presentation of plans could be transferred completely to local partners.	Immediate
17	As part of the sustainability plan, UN Women could lobby MGCAS, MDN and MINT to keep supporting dissemination, carreer training programmes and implementation of the NAP1325, and report in what has agreed.	Evaluation and Sustainability Finding 26.	UN Women, MGCAS, MINT, MDN		Immediate
18	Future projects could focus on supporting district level plans, particularly the development of mobile brigades or building of safe spaces for survivors of SGBV.	Output 1.1. Finding 15.	UN Women	Additional funding required.	Future projects or in case of additional funding is found.
19	Future projects could support cross-learning workshops or at least online discussions between members of the Integrated Multisectoral Mechanism from all 14 participating districts. These encounters could be used to evaluate specific learning gaps and allow exchange of experiences.	Output 1.1. Finding 15.	UN Women	Additional funding required.	
20	Future projects should prepare better for the risk of low access and insight to ministries in Mozambique, particularly after national elections. International and local partners recommended that future projects leave some unspent or flexible funding to respond to new government priorities.	Project design Finding 13.	UN Women	Only applicable to future programmes.	Future programming.

Table 9 Specific recommendations, requirements and timeframe

ANNEXES

A. DOCUMENTS REVIEWED

UN Women Evaluation Handbook.

Estudo sobre as Oportunidades de Recuperacao Socio-Economica das Mulheres (Content Approved, Layout being finalized)

Brochura Boas praticas em Organizações de Mulheres para a Promoção da Agenda Mulheres, Paz e Segurança, e Recuperação Socioeconómica em Moçambique, Abril 2020

Final Version Scooping Study Report: "Promotion of the Women, Peace and Security Agenda and Socioeconomic Recovery in Mozambique (WPS Mozambique)", Fevereiro 2019

NAP on Women, Peace and Security for Mozambique/Plano Nacional de Acção sobre Mulher, Paz e Segurança (2018-2022)

Promotion of the Women, Peace and Security Agenda and Socioeconomic Recovery in Mozambique (WPS Mozambique) Project Document, Avril 2017.

Promotion of the Women, Peace and Security Agenda and Socioeconomic Recovery in Mozambique (WPS Mozambique) First Donor Report, June 2018

Promotion of the Women, Peace and Security Agenda and Socioeconomic Recovery in Mozambique (WPS Mozambique) Second Donor Report, June 2019 e Anexos:

- Interim Donor Report 30 June 2019 PID 105572 Donor -00130
- Interim Donor Report 30 June 2019 Project 108139 Norway -187
- Iceland and Norway Cover Letter Second Donor Report and Request for 1 year Project Extension
- Annex B Situational Analysis on WPS in the Context of Post-Conflict Recovery in Mozambique .pdf
- Annex D Grassroots' Women´s Organizations Inputs to the implementation of the National Action Plan about Women, Peace and Security
- Annex E Declaration of the International Solidarity Camp of Women´s and Feminists Movements on Peace, Security and Women´s Economic Empowerment
- Annex F WPS Conflict Prevention, Mediation and Resolution Training Brief
- Annex G National Action Plan on WPS Provincial Launch and Dissemination Brief

Promotion of the Women, Peace and Security Agenda and Socioeconomic Recovery in Mozambique (WPS Mozambique) Third Donor Report, June 2020 e Annexes:

- Cover Letter_ICE_3rd Progress ReportRepsign.pdf
- Cover Letter_NOR_3rd Progress ReportRepsign.pdf
- Interim Donor Report 30 June 2020 PID 105572 Donor -00130
- Interim Donor Report 30 June 2020 Project 108139 Norway -187
- A Study on the Opportunities for Women´s Socioeconomic Recovery and Sustainable Livelihoods for Women Affected by Conflicts
- Documentation on Good Practices in Women's Organizations for the Promotion of the Women, Peace and Security Agenda and Socioeconomic Recovery in Mozambique
- Regional Policewomen Training Conference Brief.

Reports of the Monitoring and Evaluation Visits to Safe Space and Referral centers by MGCAS representatives in:

- Gaza and Sofala – September 2020
- Manica and Zambezia – September 2020
- Tete provinces – October 2020
- Inhambane and Gaza province - September 2020
- Cabo Delgado province – October 2020

B. DRAFT DATA COLLECTION INSTRUMENTS

Tool 1. KII – Government stakeholders -national, provincial and district level

The Evaluation Team and UN Women would like to thank you and appreciate the time and information you are sacrificing to participate in this important and valuable study under the Promoting the **Promoting Women and Girl's effective participation in peace, security and recovery in Mozambique** (WPS Mozambique) project. The mid-term evaluation is aimed at improving implementation, use of resources, accountability as well as aims to identify the lessons learnt and good practices in order for the project to grow and adapt accordingly in order to achieve the intended results. This research is being developed by myself _____ _____ , as a local researcher and expert, and lead by Lina Gonzalez-Pineros. You can contact us in our emails _____ and _linagonzalezp@gmail.com_, in case of any doubt.

Please be aware that you can refuse to answer any of the below questions and our stop the interview at any point. If you feel uncomfortable around any of the questions, you want me to reframe it/explain it in any other way, please let me know and I will do. By allowing us to continue you agree with us using the information for the purposes outlined below only. Your personal data won't be shared with any other person

Interview Date: _____   Location (District):_____   Province: _____

Respondent Identification (DateInstitutionNumber): _____

Gender: F   M   Other   Prefer not to say   Age: Below 30   30-65   65+

EC/KEQ[35]	SPECIFIC INTERVIEW QUESTION
GN.0	What was your role in the project?
RL.1	Do you feel this intervention relevant to the needs and priorities as defined by the institution you represent or current policies on WPS?
RL.2	Do you feel the intervention has effectively responded to key changes in the context (e.g., humanitarian challenges - cyclones Idai and Kenneth and Covid-19 and conflict in specific districts) or changes in the WPS and recovery policy?
RL.2	Do you think WPS priorities at different levels of the government (national, provincial, district) are similar and/or coordinated? If so, how they are being coordinated?
IM.3 and HRGE.12	What have been the main results of the project within the institution? (Note for interviewer: Search for examples in terms of capacity, attitudes, behaviour, knowledge, availability of information on WPS, power imbalances within the institution)
IM.3 and HRGE.12	What have been the main results of the project for you personally?
SS.9/11	What you consider as elements that contribute to the sustainability of the project results? What is needed to ensure that the results of the project are maintained/sustained? What was done so far? What else do you feel that needs to be done in the remaining period of project implementation?
SS.9/10	Do you feel commitment from Government institutions to the WPS/NAP agenda has been strengthen as a result of the project? If so, how?
EF.4	Do you feel the project has effectively been able to influence the WPS agenda and delivery of the NAP? If so, how?
EF.4	What is the level of engagement/coordination between you and the UN Women team? Has it been effective? How the relationship can be improved?
EF.4	What has been the value addition of UN Women in terms of the resources oversight and technical support within the project?

---

[35] The abbreviations included below correspond to the question number and evaluation criteria, thus corresponding to General Notes (GN), RL (Relevance), IM (Impact), SS (Sustainability), EF (Effectiveness), EE (Efficiency), HRGE (Human Rights and Gender). For questions where information can be classified in different areas we added a final questions?

EF.5	What have been the key factors of success and failure for the project? What do you think are or have been the main obstacles? Or What are the enabling and limiting factors that are contributing to the achievement of results and what actions need to be taken to overcome any barriers that may limit the progress?
EE.8	In terms of engagement/coordination with UN Women, what do you think has work well and what can be improved and how?
HRGE.12	Has the intervention to any extend led to unforeseen adverse effects on the four cross-cutting issues (gender, human rights, corruption, environment & climate change)?
All -classify accordingly	What could have been done better, more of or different? Do you have any additional information or recommendation that could be helpful for the future implementation of the project?

Tool 2. KII/FGDS – CSOs, women national organizations, national/international direct or indirect partners, and other secondary partners (Universities, private sector)

The Evaluation Team and UN Women would like to thank you and appreciate the time and information you are sacrificing to participate in this important and valuable study under the Promoting the **Promoting Women and Girl's effective participation in peace, security and recovery in Mozambique** (WPS Mozambique) project. The mid-term evaluation is aimed at improving implementation, use of resources, accountability as well as aims to identify the lessons learnt and good practices in order for the project to grow and adapt accordingly in order to achieve the intended results. This research is being developed by myself _____ _____ , as a local researcher and expert, and lead by Lina Gonzalez-Pineros. You can contact us in our emails _____ and _linagonzalezp@gmail.com_, in case of any doubt.

Please be aware that you can refuse to answer any of the below questions and our stop the interview at any point. If you feel uncomfortable around any of the questions, you want me to reframe it/explain it in any other way, please let me know and I will do. By allowing us to continue you agree with us using the information for the purposes outlined below only. Your personal data won't be shared with any other person

Interview Date: _____ Location (District):_____ Province: _____

Respondent Identification (DateInstitutionNumber): _____

For FGDs or Group interviews a line for each participant:

Gender: F   M   Other   Prefer not to say   Age: Below 30   30-65   65+

EC/KEQ	SPECIFIC INTERVIEW QUESTION
GN.0	What was your role in the project implementation?
RL.1	Do you feel this intervention relevant to the needs and priorities defined in the NAP for WPS? Do you feel there are areas that this project is not attending to which need to be attended to?
RL.2	Do you feel the intervention has effectively responded to key changes in the context (e.g., humanitarian challenges - cyclones Idai and Kenneth and Covid-19 and conflict in specific districts) or changes in the WPS and recovery policy?
RL.2	Do you think WPS priorities at different levels of the government (national, provincial, district) are similar and/or coordinated? If so, how they are being coordinated?
IM.3 and HRGE.12	What do you think have been the main results of the project for your organization or the women/groups of women you represent? (**Note for interviewer:** Search for examples in terms of capacity, attitudes, behaviour, knowledge, availability of information on WPS, power imbalances within the institution, participation of women in peace and reconciliation)
SS.9/11	What you consider as elements that contribute to the sustainability of the project results? What is needed to ensure that the results of the project are maintained/sustained? What was done so far? What else do you feel that needs to be done in the remaining period of project implementation?
	What have been the main results of the project for you personally?

IM.3 and HRGE.12	In what areas do you still feel more effort is needed and why?
EF.4	Do you feel the project has effectively been able to influence the WPS policy? If so, how?
EF.4	What is the level of engagement/coordination between you/your organisation and the UN Women project team? Has it been effective? How the relationship can be improved?
EF.4	What has been the value addition of UN Women in terms of the resources oversight and technical support?
EF.5	What have been the key factors of success and failure for the project? What do you think are or have been the main obstacles? How can these obstacles be solves/can the project do anything about them?
EE.8	In terms of engagement/coordination with UN Women, what do you think has work well and what can be improved and how? Do you feel the way they monitor progress has been adequate?
SS.9/10	**Only if not covered before/in IM3:** Do you feel commitment from Government institutions to the WPS/NAP agenda has been strengthen as a result of the project? If so, how?
SS.9/10	**Only if not covered before/in IM3:** Do you feel the project has done sufficiently to build capacity of local partners and communities to be able to meet WPS objectives? (**Note for interviewer:** Please specifically focus on issues like ability to participate in decision-making/peace and reconciliation processes)
CC.12	**Only if not covered before/in IM3:** Did the project allowed women to consolidate a stronger role in national and regional peacebuilding and peace and reconciliation processes? If yes, how? If no, why? What more is needed in this area?
HRGE.12	Has the intervention to any extend led to unforeseen adverse effects on the four cross-cutting issues (gender, human rights, corruption, environment & climate change)?
All -classify accordingly	What could have been done better, more of or different? Do you have any additional information or recommendation that could be helpful for the future implementation of the project?

Tool 3. KII with UN Women Teams -programme and policy

The Evaluation Team would like to thank you and appreciate the time and information you are sacrificing to participate in this important and valuable study under the Promoting the **Promoting Women and Girl's effective participation in peace, security and recovery in Mozambique** (WPS Mozambique) project. The mid-term evaluation is aimed at improving implementation, use of resources, accountability as well as aims to identify the lessons learnt and good practices in order for the project to grow and adapt accordingly in order to achieve the intended results. This research is being developed by myself _____ _____ , as a local researcher and expert, and lead by Lina Gonzalez-Pineros. You can contact us in our emails _____ and *linagonzalezp@gmail.com*, in case of any doubt.

Please be aware that you can refuse to answer any of the below questions and our stop the interview at any point. If you feel uncomfortable around any of the questions, you want me to reframe it/explain it in any other way, please let me know and I will do. By allowing us to continue you agree with us using the information for the purposes outlined below only. Your personal data won't be shared with any other person

Interview Date: _____ Location (District): _____ Province: _____

Respondent Identification (DateInstitutionNumber): _____

For FGDs or Group interviews a line for each participant:

Gender: F   M   Other   Prefer not to say   Age: Below 30   30-65   65+

EC/KEQ	SPECIFIC INTERVIEW QUESTION
GN.0	What was your role in the project implementation?
RL.1	Do you feel this intervention relevant to the needs and priorities defined in the NAP for WPS? Do you feel there are areas that this project is not attending to which need to be attended to? If so, why? Are others attending to those priorities?

RL.2	Do you feel the intervention has effectively responded to key changes in the context (e.g., humanitarian challenges - cyclones Idai and Kenneth and Covid-19 and conflict in specific districts) or changes in the WPS and recovery policy? If so, how did you adapt (processes, activities)?
RL.2	Do you think WPS priorities at different levels of the government (national, provincial, district) are similar and/or coordinated? If so, how they are being coordinated?
IM.3 and CC.12	What do you think have been the main results of the project for your organization or the women/groups of women you represent? (Note for interviewer: Search for examples in terms of capacity, attitudes, behaviour, knowledge, availability of information on WPS, power imbalances within the institution)
SS.9/11	What you consider as elements that contribute to the sustainability of the project results? What is needed to ensure that the results of the project are maintained/sustained? What was done so far? What else do you feel that needs to be done in the remaining period of project implementation?
IM.3 and CC.12	What have been the main results of the project for you personally?
	In what areas do you still feel more effort is needed and why?
EF.4	**Only if not covered before/in IM3:** Do you feel the project has effectively been able to influence government institutions? If so, how?
EF.4 and EE8	In terms of coordination with partner organizations: • What has worked well and why? Can this be replicated? • What can be improved and how?
EF.5	What have been the key factors of success and failure for the project? What do you think are or have been the main obstacles? How can these obstacles be solves/can the project do anything about them?
EF.6	What are the key cost drivers of the project? What has been done to ensure value for money (diminish costs, make the project more cost-efficient?
EE.7	Do you feel the log frame and ToC effectively represent all areas covered by the project? Do you see the need for any changes? Have any changes been done to the log frame (outputs, indicators and/or targets)? And If so, why?
EE.7 and 8	What has been the monitoring strategy for the project? What have been the main challenges in implement it?
EE.8	How do you ensure capturing best or bad practices? How do you share best practices with UN Women teams in other countries in the region (or outside)?
EE.8.	Is there a UN WPS strategy under this project is being implemented? How do you coordinate with other partners/projects implementing programmes in the same areas?
EE.8	Is there a UN Women WPS regional strategy? How is it been coordinated?
SS.9/10	**Only if not covered before/in IM3:** Do you feel commitment from Government institutions to the WPS/NAP agenda has been strengthened as a result of the project? If so, how?
SS.9/10	**Only if not covered before/in IM3:** Do you feel the project has done sufficiently to build capacity of local partners and communities to be able to meet WPS objectives?
CC12.	How are you promoting changes in social relations and power structures in the favour of women/girls?
HRGE.12	Has the intervention to any extend led to unforeseen adverse effects on the four cross-cutting issues (gender, human rights, corruption, environment & climate change)?
All -classify accordingly	What could have been done better, more of or different? Do you have any additional information or recommendation that could be helpful for the future implementation of the project?

Tool 4. FGDs questionnaires women beneficiaries at district level

The Evaluation Team and UN Women would like to thank you and appreciate the time and information you are sacrificing to participate in this important and valuable study under the Promoting the **Promoting Women and Girl's effective participation in peace, security and recovery in Mozambique** (WPS Mozambique) project. The mid-term evaluation is aimed at improving implementation, use of resources, accountability as well as aims to identify the lessons learnt and good practices in order for the project to grow and adapt accordingly in order to achieve the intended results. This research is being developed by myself _____ _____ , as a local researcher and expert, and lead by Lina Gonzalez-Pineros. You can contact us in our emails _____ and _linagonzalezp@gmail.com_, in case of any doubt.

Please be aware that you can refuse to answer any of the below questions and our stop the interview at any point. If you feel uncomfortable around any of the questions, you want me to reframe it/explain it in any other way, please let me know and I will do. By allowing us to continue you agree with us using the information for the purposes outlined below only. Your personal data won't be shared with any other person, but you can refuse to provide any of the information below.

Interview Date: _____ Location (Town): _____ Province: _____

Number of participants: _____ Group identifiable: _____

Initials	Age Below 30, 30-65, 65+	Gender F, M, Other, prefer not to say

EC/KEQ	SPECIFIC INTERVIEW QUESTION
GN.0	What kind of services, training/capacity building or activities have you benefited from? Be as specific as possible please? (e.g., trainings on WPS, training on participation on peace/reconciliation trainings, workshops, roundtables, access to redress service, socioeconomic support)
RL.1	Do you feel this intervention relevant to the needs and priorities of women and girls in your communities? If so, how?
RL.2	Do you feel the intervention has effectively responded to key changes in the context (**depending on region, please choose:** humanitarian challenges - cyclones Idai and Kenneth and Covid-19 and conflict in specific districts)?
IM.3	What have been the main results of the project for you personally? (e.g., improvement in redress services, access to socio-economic activities -please specify)
IM.3	Are there any other additional results for your community/socio-economic group?
CC.12	Do you feel this project is empowering you as a woman within your household or community/nationally? Do you feel the project is empowering other women and girls?
IM.3 and CC.12	What more results would you expect to see in the future? In what areas do you still feel more effort is needed and why?
SS.9/10	Do you feel commitment from Government institutions to respond to the needs of women and girls? Do you know what the NAP for WPS is and/or what is included within?
HRGE.12	Has the intervention to any extend led to unforeseen adverse effects on the four cross-cutting issues (gender, human rights, corruption, environment & climate change)?
All -classify accordingly	What could have been done better, more of or different? Do you have any additional information or recommendation that could be helpful for the future implementation of the project?

Tool 5. FGDs/case studies men/women beneficiaries (Men for Women Training, Police/ Defence Forces WPS Training)

The Evaluation Team and UN Women would like to thank you and appreciate the time and information you are sacrificing to participate in this important and valuable study under the Promoting the **Promoting Women and Girl's effective participation in peace, security and recovery in Mozambique** (WPS Mozambique) project. The mid-term evaluation is aimed at improving implementation, use of resources, accountability as well as aims to identify the lessons learnt and good practices in order for the project to grow and adapt accordingly in order to achieve the intended results. This research is being developed by myself _____ _____ , as a local researcher and expert, and lead by Lina Gonzalez-Pineros. You can contact us in our emails _____ and *linagonzalezp@gmail.com*, in case of any doubt.

Please be aware that you can refuse to answer any of the below questions and our stop the interview at any point. If you feel uncomfortable around any of the questions, you want me to reframe it/explain it in any other way, please let me know and I will do. By allowing us to continue you agree with us using the information for the purposes outlined below only. Your personal data won't be shared with any other person, but you can refuse to provide any of the information below.

Interview Date: _____ Location (Town): _____ Province: _____

Number of participants: _____ Group identifiable: _____

Initials	Age Below 30, 30-65, 65+	Gender F, M, Other, prefer not to say

EC/KEQ	SPECIFIC INTERVIEW QUESTION
GN.0	What kind of services, training/capacity building or activities have you benefited from? Be as specific as possible please?
RL.1	Do you feel this intervention relevant to the needs and priorities of women and girls in your communities? If so, how?
RL.2	Do you feel the intervention has effectively responded to key changes in the context (**depending on region, please choose:** humanitarian challenges - cyclones Idai and Kenneth and Covid-19 and conflict in specific districts)?
IM.3	What have been the main results of the project for you personally? (e.g., improvement in redress services, access to socio-economic activities -please specify)
IM.3 / CC.12	What have you been able to do with the training obtained? Are there specific projects you are developing at the local/institutional level? How are you promoting changes in social relations and power structures in the favour of women/girls?
SS.9 /EE.5	Do you see any key challenges/obstacles to the projects/activities do you want to implement at local or institutional levels? In what areas do you still feel more effort is needed and why?
SS.9/10	Do you feel commitment from Government institutions to respond to the needs of women and girls? Do you know what the NAP for WPS is and/or what is included within?
HRGE.12	Has the intervention to any extend led to unforeseen adverse effects on the four cross-cutting issues (gender, human rights, corruption, environment & climate change)?
All -classify accordingly	What could have been done better, more of or different? Do you have any additional information or recommendation that could be helpful for the future implementation of the project?

Tool 6. Surveys Police/ Defence Forces WPS Training - only used for 30 UJC training participants

The Evaluation Team and UN Women would like to thank you and appreciate the time and information you are sacrificing to participate in this important and valuable study under the Promoting the **Promoting Women and Girl's effective participation in peace, security and recovery in Mozambique** (WPS Mozambique) project. The mid-term evaluation is aimed at improving implementation, use of resources, accountability as well as aims to identify the lessons learnt and good practices in order for the project to grow and adapt accordingly in order to achieve the intended results. This research is being developed by myself _____ _____ , as a local researcher and expert, and lead by Lina Gonzalez-Pineros. You can contact us in our emails _____ and *linagonzalezp@gmail.com*, in case of any doubt.

Please be aware that you can refuse to answer any of the below questions and our stop the interview at any point. If you feel uncomfortable around any of the questions, you want me to reframe it/explain it in

any other way, please let me know and I will do. By allowing us to continue you agree with us using the information for the purposes outlined below only. Your personal data won't be shared with any other person, but you can refuse to provide any of the information below.

Interview Date: _____ Location (District):_____ Province: _____

Gender: F   M   Other   Prefer not to say   Age: Below 30   30-65   65+

1. If possible, can you disclose which organization you work for?
2. Did you participate in any type of training on Women, Peace and Security did you participate?
   a) How did you do the training?   On-line On-site   Partly Online, partly on-site
3. Who was the provider of this training?
4. How long did this training last? -On days or months (for example: 2 days, 1 month, 6 months)
5. Do you think that the duration of the training was good to meet your expectations?
   Yes   No, it needs to be longer.   No, it needs to be shorter.
6. In one sentence, what was the main purpose of this training?
7. Please indicate 3 things that benefited you the most from the training?
8. How satisfied are you with the material used during the training?
   Very satisfied   Satisfied   Neutral   Dissatisfied   Very dissatisfied
9. Do you know / read the National Action Plan (PNA) on Women, Peace and Security (MPS)?
   Yes   No   Don't know / Don't answer
10. Through what mechanism did you learn about the National Plan of Action on Women, Peace and Security?
    Through the training mentioned above   Through other training
    Through information provided in your organization By any other mechanism.
11. If learned by other mechanisms, which one (please specify)?
12. Do you think you have a role to play in implementing the plan?
    Yes   No   Don't know / Don't answer
13. If yes, please explain briefly?
14. Do you know of any specific institutional strategy for implementing the PNA within the organization with which you work?
    Yes   No   Don't know / Don't answer
15. Do you have a brief example of how you used the training? (Please provide specific examples, please)
16. What recommendations do you have for future training?
    a) About training logistics
    b) In terms of your ability to put the training into practice:
17. In your opinion, what are the main limitations to implement the National Action Plan on Women, Peace and Security?
18. What other recommendations do you have for current and future programs on Women, Peace and Security?

MID-TERM EVALUATION OF UN WOMEN PROJECT- '"Promoting Women and Girls´ Effective Participation in Peace, Security and Recovery in Mozambique"

I. Background

A. UN Women´s Mandate for the Project

The work of the UN Women on Women, Peace and Security (WPS) is governed by a series of commitments on the rights of women.

These include United Nations Security Council (UNSC) landmark Resolution 1325 (2000) and nine successive resolutions - 1820, 1888, 1889, 1960, 2106, 2122, 2242, 2467 and 2493 as well as the Beijing Platform for Action (BPFA) and the Convention on the Elimination of All Forms of Discrimination against Women (CEDAW) including the CEDAW General Recommendation No. 30 on conflict prevention, conflict and post-conflict situations.

UN Women supports women's full and equal representation and participation in all levels of peace processes and security efforts.

Enhancing women's engagement for sustainable peace requires an integrated approach that simultaneously addresses conflict prevention, resolution and recovery, while strengthening national accountability and ensuring women's protection from all forms of human rights violations, including sexual and gender-based violence. In order to achieve transformative change, UN Women works in the following areas: (1) increasing women's meaningful participation in formal, and informal peace negotiations; (2) promoting women's participation in peacebuilding and recovery planning, women's economic empowerment within recovery efforts, and the establishment of gender responsive post-conflict institutions; (3) increase women´s participation and safety in peacekeeping; (3) ending impunity conflict-related sexual and gender-based violence; (4) promoting a gender-sensitive approach to preventing and countering violent extremism; and (5) create an enabling environment for the implementation of national commitments to women, peace and security (including the implementation of National Action Plans on WPS). In addition, UN Women promotes research initiatives, data collection, learning exchanges, and documentation of good practices on women, peace and security to inform policy and programming.

The actions of UN Women in Mozambique are aligned with two strategic objectives: 1) Consolidate national unity, peace and sovereignty and 2) Develop human and social capital in accordance with the government´s Five Year Plan and the National Plan for the Advancement of Women. The project being implemented will contribute to the implementation of the National Action Plan for the Advancement of

Women and the National Action Plan on Women, Peace and Security (2018-2022) (NAP), which was created with the support of UN Women. The project is part of the larger UN Women Programme on Women, Peace and Security and is being implemented within the framework of the UNDAF (the framework for comprehensive programme cooperation between the UN and the Government of Mozambique) and will contribute towards the achievement of the Agenda 2030 for Sustainable Development and Agenda 2063: The Africa We Want.

B. Context in Mozambique

Following the 1992 Peace Accords between the government of Mozambique and the former rebel movement RENAMO, Mozambique knew almost 20 years of relative peace and stability. This allowed for significant democratic advances in the country, including gender equality and women's empowerment.

Since the ratification of the CEDAW in 1997 and the adoption of Beijing Declaration and Platform for Action as well as the gender equality as a constitutional principle, Mozambique has made significant progress at political, legal and institutional level. The main milestones include the existence of a National

Policy and Implementation Strategy, the National Plan for the Advancement of Women, a Law on Domestic Violence Against Women (29/2009), the Ministry of Gender, Children and Social Action, the National Council for Women's Advancement, represented at both provincial and district level, the adoption and implementation of an integrated multi-sectoral approach to assist victims of violence against women, National Action Plan on Women Peace and Security, and the law to Prevent and Combat Premature Unions (19/2019).

Women's participation in politics has increased over time, particularly on central level and women's participation over all sectors of government reached 32.4% in 2016. [1] This is even more visible at provincial, district and community level: there are 36% women provincial governors from previous 22,7%, 18% district administrators from previous 11% and 17% of the heads of administrative posts compared to less than 5%. However, progress has not been enough to challenge deeply rooted sociocultural norms on local level.

The political situation remains fragile with demobilization and reintegration of former rebel armed forces following cease fire between the government and the National Mozambican Resistance (RENAMO) reached in March 2018 and part of the recently definitive peace agreement signed definitive and comprehensive Peace and Reconciliation Agreement by the Government and RENAMO in August 2019.

However, since 2017, the province of Cabo Delgado (in north of Mozambique-one of the provinces with a growing extractive industry) has been affected by attacks by armed group said to be linked to extremist religious groups, which resulting in social instability.

While political-military tensions as well as the increasing violent extremism in the northern region threaten the already precarious peace and security of women and girls in Mozambique. In addition, other factors, such as macroeconomic instability, health crises (including COVID-19, HIV/AIDS, Tuberculosis, etc), natural disasters and the emergence of conflicts, raise further threatens the peace and security of women. Several women and girls have directly endured or are still enduring the impact of conflicts and attacks, live in a constant state of fear of violence, have lost their livelihoods, and have been displaced. This further aggravated by the ongoing political tensions between the leading political parties (despite the signing of the Peace Agreement in 2019) and as the conflicts in the northern region of the country continues to expand and escalate.

II. Description of the Project

The project rationale stems from the need to promote the active and full participation of women and girls in peace, security and recovery processes in Mozambique at all levels. To respond to challenges faced in the promotion of gender equality in peace and security processes at all levels in Mozambique, since 2016 the Government of Mozambique, through the Ministry of Gender, Children and Social Action and with the support of UN Women, began the formulation of the National Action Plan on Women, Peace and Security for the national implementation of UN Security Council Resolution 1325 and the related resolutions. In May 2018, the Government of Mozambique approved the National Action Plan on Women, Peace and Security (2018-2022) (NAP) which seeks to promote women´s and girls´ human rights in armed conflict and post conflict contexts.

As form of operationalizing the NAP, UN Women in partnership with MGCAS and support of the Governments of Iceland and the Kingdom of Norway, is implementing a project denominated: "Promoting Women and Girl's effective participation in peace, security and recovery in Mozambique." The project focuses on:

- Enhancing security for women and providing integrated multi-sectorial response services to victims of violence;
- Promoting and facilitating the socioeconomic recovery of women;
- Strengthening women's capacity and women's organizations to participate in conflict prevention and resolution, in particular at community level;

- Strengthening national capacity to coordinate, monitor and account for the implementation of global commitments on women, peace and security.

With a duration of five years, it started in December 2017 and will end in December 2021, the project is currently being implemented in 14 districts and 7 provinces of the country (please refer to the graphic below for specifications) with a total budget of approximately 4.5 million dollars. It is important to note that the project duration had been extended by one year from December 2020 to December 2021. Its direct beneficiaries are women and local government authorities.

The project is guided by the following theory of change: 1) if a facilitating environment is created for the implementation of WPS commitments, 2) if women participate in decision-making processes on prevention, management and conflict resolution in an effective way, and 3) if the protection, physical and mental health and economic security of women and girls is guaranteed, their human rights respected and their specific needs in the process of peacebuilding and recovery fulfilled. Then, societies will be more peaceful and fairer, because evidence shows that women are the driving forces of peace and security and inclusive societies are more likely to be stable. Furthermore, post-conflict scenarios are opportunities to link to the root causes of gender inequality barriers.

The expected results of the project are the following:

Outcome 1: Women and girls' safety, physical and mental health and security are enhanced, and their human rights protected

Output 1.1: Women and girls affected by violence have access to comprehensive services to redress – including appropriate protection, health and psychosocial and legal services in resettlement, returning areas and in disaster affected areas

Outcome 2: The socio-economic recovery of women and girls is increased in the post conflict setting

Output 2.1: Women and girls have increased access to economic opportunities in the context of recovery from conflict and cyclone IDAI

Outcome 3: The enabling environment for sustainable implementation of WPS commitments is strengthened

Output 3.1: Women and girls' capacity to participate meaningfully in conflict prevention/resolution strengthened

Output 3.2: Capacity of the Ministry of Gender to coordinate and monitor implementation of NAP and fulfil UN reporting requirements strengthened

Output 3.3: National capacity to implement and generate knowledge on WPS enhanced

The project counts with the following Key stakeholders: Ministry of Gender, Children and Social Action; the Governments of Iceland and the Kingdom of Norway, Ministry of Interior, Ministry of National Defence, Civil Society organizations, especially women-led organizations/associations, the provincial governments and the governments of the target districts. Some of these partners are part of the project Advisory Group.

The project management structure is composed of:

- a programme specialist, based in Maputo, who is responsible for the overall supervision of all programmatic management, partnership building and staff management in the project;
- a Programme Officer, based in Maputo, who is responsible for the overall project and financial management and technical support in the project;
- a Project Officer, based in Ministry of Gender, Children and Social Action, responsible for providing technical support to the Ministry of Gender, Children and Social Action in created WPS unit, as well as responsible for the project coordination and implementation with local government partners at provincial and district levels.

III. Duties and Responsibilities

A. Purpose (and use of the evaluation)

The evaluation will take place during the 2.5 year of implementation and UN women commissioned the MTE to inform future direction of the project. Therefore, it aims at improving implementation, use of resources, accountability as well as aims to identify the lessons learnt and good practices in order for the project to grow and adapt accordingly in order to achieve the intended results. In this perspective, the

evaluation will be used for both accountability and learning purposes, as well as contributing to inform future implementation and decision-making. The evaluation will also serve to sharpen and/or re-align results to new national development indicators, the challenges of the protracted instability and growing violence in project implementation areas and the tension between emergency and development

interventions.

The target audience of the evaluation will be the UN Women project management, its country office and regional management; the donor of the project, other donors interested in UN Women's portfolio, UN Women's partners (including the national government and the provincial governments); other stakeholders engaged stakeholders engaged in promotion of WPS agenda, in and out of Mozambique.

B. Objectives (evaluation criteria and key questions)

Considering the mandates to incorporate human rights and gender equality in all UN work and the UN Women Evaluation Policy, which promotes the integration of women's rights and gender equality principles, these dimensions will have a special attention in this evaluation. A specific evaluation objective on human rights and gender equality is included as well as considered under each evaluation criterion.

The overall objectives of this evaluation are to:

- Analyse how Human Rights Approach and gender equality principles are integrated in the interventions;
- Assess the relevance of the project at national level including alignment with international agreements and conventions on WPS and other gender equality and women's empowerment
- Assess the effectiveness and organizational efficiency in achieving expected results, including the effectiveness of programming strategies in implementing global commitments within national priorities for in working toward to achieve expected results, with a special focus on innovative, scalable and replicable interventions. The evaluation should also investigate the contextual factors that are enabling or restricting the achievement of results, including financial management and human resource investment;
- Assess the initial impact of the intervention on the lives of beneficiaries, communities, and institutions involved in the project;
- Assess the potential sustainability of the interventions in achieving gender equality and women's empowerment in the context of WPS;
- Assess the functioning and effectiveness of the Monitoring, Evaluation and Knowledge Management system, identifying and validating lessons learned, good practices and examples of innovation; and
- Provide actionable recommendations with respect to improving the project and similar programmes in the future.

C. Key Evaluation Questions

The following draft evaluation questions serve as first reference point for the inquiry. The specific evaluation questions, performance criteria and relevant evaluation instruments will be determined during the inception stage and in close consultation with the Evaluation Reference Group.

Relevance

- To what extent is the intervention relevant to the needs and priorities as defined by beneficiaries?

- To what extent is the intervention contributing to districts, provincial and country priorities for gender equality and the promotion of the active participation of women in peace, security and recovery in Mozambique?
- To what extent the intervention was relevant to beneficiaries to respond the new humanitarian challenges, such as the cyclones Idai and Kenneth and Covid-19 and conflict in specific districts?
- What are the current priorities for gender equality, promotion of the participation of women and girls in peace, security and recovery in Mozambique at districts, provincial and country level? Is the project responding to them?

Effectiveness

- To what extent do the activities being carried contribute to the intended outputs and outcomes and how did UN Women contribute towards them? Is there area for improvement? If so, how can UN Women improve?
- Did UN Women effectively contribute to the outputs?
- What are the enabling and limiting factors that are contributing to the achievement of results and what actions need to be taken to overcome any barriers that may limit the progress?

Organizational efficiency

- To what extent are project strategies cost-effective in making an impact on the ground, district and provincial levels? (analysing the budget and project expenditure over the two- and half-year period of the project);
- To what extent is the Budget and Expenditure over the two and half -year period contributing to desired project results?
- What have been the capacities (technical, administrative and advocacy skills) of the project management structure to deliver the project objectives and how could they be strengthened to improve impact?

Contribution to the Intended Outcomes and Impacts

- Is the project likely to contribute to long-term social, economic, technical, environmental changes for individuals, communities, and institutions (government and civil society – women's organizations) and women's movement related to the project?
- What changed in the lives of the beneficiaries (both direct and indirect beneficiaries)? (Assess scenarios of before and after the project).
- What are the social changes the intervention contributed for at community level? (attitudes, behaviour, knowledge, socio-cultural practices & norms related to GE)
- What institutional changes did the intervention achieve in the partners organizations?
- How did the project change the availability of data on WPS and gender equality to guide policy and programming?

Sustainability

- To what extent was capacity developed in order to ensure sustainability of efforts and benefits?
- How will the benefits of the intervention be secured for rights holders (e.g., what accountability and oversights systems were established or strengthened)?
- What are the contextual factors for sustaining and replicating the project interventions and its impact at national level;
- To what extent have civil society organizations and women´s organizations/associations/movement committed to promote the WPS agenda and promote peace and security for all at district level;
- Do beneficiaries demonstrate skills with potential for long term impact on their wellbeing?
- To what extent have Government Partners committed to promoting the WPS agenda at central, provincial and district level?

Human Rights approach and Gender Equality principles

- To what extent has gender and human rights considerations been integrated into the programme design and implementation?
- How has attention to/integration of gender equality and human rights concerns advanced the area of work?

Strategic positioning

- What is the level of engagement between the Partners and key Stakeholders at all levels and the ability to leverage the partnership process to inform the advocacy strategy?
- How has the project aligned UN Women's position to the regional and global context?
- What is the value addition of UN Women in terms of the resources oversight and technical support?

Monitoring, Evaluation and Knowledge Management

- Is there a need to improve the Monitoring & Evaluation Framework including logical frame indicators, tools and processes used to monitor and report activities, outputs?
- Is the knowledge produced by the project being used? (e.g., studies and KP produced during the implementation)?
- Is the project documentation (donor reporting, activity reporting, KM and communication products) adequate, disseminated and sufficient?
- Which are potential good practices, challenges and lessons from the interventions and recommend forms to improve project strategies in the remaining implementation period.

D. Scope of the evaluation

The scope of the evaluation is national (concentrated at central level as well as in the 14 target districts in the 7 project provinces) and will include all dimensions of the project, namely how it contributes to the overall UN Women mandate to support normative and intergovernmental, operational and coordination work at provincial and national levels. It will assess the implementation from 2018 to the current implementation. In an effort to identify and assess WPS linkages with other thematic areas, the evaluation scope includes also other UN Women impact areas such as the elimination of violence against women and girls, women´s socioeconomic empowerment, and global norms and institutional support. In addition, it will shed light on key relevant issues and emerging project risks, including but not limited to, the increase in violence in Cabo Delgado, the increase in humanitarian and public health crises.

E. Evaluation design (process and methods)

The evaluation will be carried following UN Evaluation Group (UNEG) Norms and Standards (see http://www.UN_Women.org/aboutus/ accountability/evaluation/), UN Women Evaluation Policy, UN Women Evaluation Handbook on Gender-Responsive Evaluation, it is already referenced with link in the Annex, UNEG Technical Note on the SWAP Evaluation Performance Indicator, (see https://www.UN Women.org/en/about-us/accountability/evaluation/un-coherence) as well as the Ethical Guidelines for evaluations in the UN system, see Annex to this TOR. Once finalized the evaluation report will be quality-assessed based on the UN Women Global Evaluation Reports Assessment and Analysis System (GERAAS). GERAAS standards and GERAAS rating matrix are available at http://www.UN Women.org/en/about-us/evaluation/decentralized-evaluations.

The formative evaluation will be based on the explicit theory of change already formulated by stakeholders at the beginning of the programme. It will test its validity against the evidence collected so far regarding key programme results. It is also important to mention that both qualitative and quantitative methods are expected to be utilised. The evaluation process will be transparent and involving various stakeholders and partners.

The evaluation type will be non-experimental, and follow these phases:

- Preparation: This includes the stakeholder analysis and establishment of the reference group, development of the ToR, and recruitment of the evaluation team

- Conduct: Inception report, stakeholder workshop, data collection and analysis
- Reporting: Presentation of preliminary findings, draft and final reports
- Use and follow up: Management response, dissemination of the report, and follow up on how to positively shape future programme design.

F. Methodology

The evaluation methodology will be developed by the Evaluation Consultants and presented for approval to the Evaluation Reference Group. The methodology should use a combination of quantitative and qualitative research methods that are appropriate to address the main evaluation questions and account for complexity of gender relations and to ensure participatory and inclusive processes that are culturally appropriate. These methods should be responsive to human rights and gender equality principles and facilitate the engagement of key stakeholders. Measures will be taken to ensure the quality, reliability and validity of data and data collection tools. Limitations with respect to the sample (representativeness) should be stated clearly.

Primary data collection could be undertaken through observations, site visit, individual key informant interviews and focal group discussions with representatives of relevant government institutions (duty bearers), development partners, beneficiaries (right holders) and key community players seeking to address gender equality and human rights issues. Data collection methods such as appreciative inquiry, most significant change, case study, survey could also be implemented. The evaluator will develop a sampling frame (area and population represented, rationale for selection, mechanics of selection, and limitations of the sample) and specify how it will address the diversity of stakeholders in the intervention.

However, given the current COVID-19 context and the increase in insecurity and violence context, there may be some restrictions in the collection of primary data in the field and the evaluation methodology needs to take into account the current COVID-19 and insecurity in Cabo Delgado and other provinces, which will require the application of remote / virtual/ online methods for data collection and stakeholder engagement. For more details, please see UNW Pocket tool for managing evaluation during the COVID-19 pandemic: https://www.UN Women.org/en/digital-library/publications/2020/05/pocket-tool-for-managing-evaluationduring-the-covid-19-pandemic

The evaluator should take measures to ensure data quality, reliability and validity of data collection tools and methods and their responsiveness to gender equality and human rights; for example, the limitations of the sample (representativeness) should be stated clearly, and the data should be triangulated (cross-checked against other sources) to help ensure robust results. All the data collected should be gender-responsive (including disaggregated by sex and age). The final evaluation report, its quality rating and the evaluation management response will be publicly disclosed in the UNW GATE system.

Stakeholder participation

The Evaluators will collaborate with the Project Management to convene and coordinate meetings with the Evaluation Reference Group (ERG). Ideally, the ERG will include the members of the WPS Advisory Group: The Ministry of Gender, Children and Social Action; the Governments of Iceland and Norway; sister UN agencies, UN Women staff from national and Regional level, local governments and civil society organizations (specially women-led organizations/associations/groups). They will be playing liaison, technical advisory and quality assurance roles, including the validation and dissemination of results. In this sense, rural women and their associations are key rights holders — their views, challenges and progress need to be highly reflected in the process and results of this evaluation.

D. Evaluation Management and Reference Group Members

The evaluation reference group will be composed by the project's technical advisory group, namely:

1. Government of Mozambique
    a. Ministry of Gender, Children and Social Action
    b. Ministry of Defence
    c. Ministry of the Interior
    d. National Institute of Statistics
2. Cooperation Partners
    a. Embassy of Norway
    b. Embassy of Iceland
    c. Embassy of Canada
    d. Embassy of Sweden
3. Academic institutions
    a. Joaquim Chissano University
    b. CECAGE-EMU
4. Civil Society Organizations
    a. MULEIDE
    b. WLSA
    c. ASCHA
    d. AMMMCJ
    e. PROPAZ
    f. GMPI Sofala
    g. HOPEM Network
5. United Nations
    a. UN Women Mozambique and Regional Office (members of the evaluation management team)

E. EVALUATION MATRIX

Q#	Evaluation Criteria[36]	Key Evaluation Questions	Sub-questions	Indicator(s) data	Relevant Stakeholder	Collection method(s)	Data source	Assumptions
1	RELEVANCE[37]	To what extent is the intervention relevant to the needs and priorities as defined by beneficiaries, partners and policies?	• How were needs and priorities identified? By whom? • Are there beneficiary feedback mechanisms included within the project, so new priorities can be identified? • Do beneficiaries feel that the project is attending to their needs? • Are priorities at district, provincial and country level coordinated, or do they differ? If so, what are the key differences? • Did the programme consultations with national counterparts in the formulation and implementation of the programme lead to integration of national priorities?	• Alignment with scoping study, beneficiary feedback mechanisms • Type of studies/analysis done to determine the needs and priorities (scoping study) • Alignment between national plan and provincial and district level priorities. • Number of women trained to engage in conflict prevention/resolution at community level	UN Women Team/Delivery partners

Beneficiaries, women organisations/CSOs

Government partners (national and subnational level) | • Document analysis • Monitoring records • Interviews (KIIs with delivery partners and CSOs, FGDs with beneficiary groups - face to face or WhatsApp groups) • Surveys to beneficiaries | • National government website • UN Women programme staff • National counterparts • Scoping study/Mapping • Beneficiary groups discussions and surveys | •Information is available • National counterparts are willing/able to meet • Discussions with beneficiaries are able to be held either directly or online. |
| 2 | RELEVANCE | To what extent the intervention has responded to key changes: - humanitarian challenges, such as the cyclones Idai and Kenneth and Covid-19 and conflict in specific districts? - changes in the WPS and recovery policy? | • Did the project have a risk and incident register with proper mitigations and response mechanisms? • What processes were followed to adapt to Covid-19, natural disasters and any other humanitarian challenges? What was the timeframe to implement the adaptation? • Were there any changes in national policy/strategy during project implementation? How does the programme ensure that new priorities are included and taken into consideration? • Do partners/beneficiaries feel that the adaptations were sufficient? | • Existence of risk and issue register. • Number of response plans consolidated against programme/humanitarian challenges. • Number and quality of the adaptations done to the project to respond to the changes. | UN Women Team/Delivery partners

Beneficiaries, women organisations/CSOs

Government partners (national and subnational level) | • Document analysis • Monitoring records • Interviews (KIIs with delivery partners and women organisations) • Survey or FGD with women beneficiaries) | • KIIs with national counterparts • Risk Register, project reports. • Beneficiary groups discussions and/or surveys | |

---

[36] The DAC Network on Development Evaluation recently approved an updated set of definitions and principles for use for its evaluation criteria. This adaptation follows a Global Consultation on the Evaluation Criteria. The purpose of the evaluation criteria is linked to the purpose of evaluation. Namely, to enable the determination of the merit, worth or significance of an intervention. The criteria play a normative role. Together they describe the desired attributes of interventions: all interventions should be relevant to the context, coherent with other interventions, achieve their objectives, deliver results in an efficient way, and have positive impacts that last. Definitions for each criteria are provided below. https://www.oecd.org/dac/evaluation/daccriteriaforevaluatingdevelopmentassistance.htm

[37] The extent to which the intervention objectives and design respond to beneficiaries'* , global, country, and partner/institution needs, policies, and priorities, and continue to do so if circumstances change.

Q#	Evaluation Criteria[36]	Key Evaluation Questions	Sub-questions	Indicator(s) data	Relevant Stakeholder	Collection method(s)	Data source	Assumptions
3	IMPACT AND OUTCOME ACHIEVEMENT[38]	Is the project likely to achieve the project aims and results as set **on the log frame, ToC and project design?**	• What changed in the lives of the beneficiaries (both direct and indirect beneficiaries)? (Assess scenarios of before and after the project). • What are the social changes the intervention contributed for at community level? (attitudes, behaviour, knowledge, socio-cultural practices & norms related to GE) • What institutional changes did the intervention achieve in the partners organizations? • How did the project change the availability of data on WPS and gender equality to guide policy and programming?	• Current achievement against of project's outcome and output indicators (see Section Indicators for Measuring Reports) • Evidence of changes amongst key partners, beneficiaries and their communities • Evidence of unintended effects of UN Women (positive or negative), including on excluded/more vulnerable groups and men/boys	UN Women Team/Delivery partners Beneficiaries, women organisations/CSOs Government partners (national and subnational level)	• Document analysis • Monitoring records • Interviews (KIIs with delivery partners and women organisations) • Survey or FGD with women beneficiaries • Case studies	• Project reports and log frame • KIIs, FGDs and case studies with all relevant stakeholders	• Information is available • National counterparts are willing/able to meet • Discussions with beneficiaries are able to be held either directly or online
4	EFFECTIVENESS[39]	To what extent do the activities being carried **contribute** to the intended outputs and outcomes and how did UN Women contribute towards them?	• Is there evidence that the ToC is being implemented and valid? • What is the level of engagement between the Partners and key Stakeholders at all levels and the ability to leverage the partnership process to inform the advocacy strategy? • What is the value addition of UN Women in terms of the resources oversight and technical support? How can they be strengthened to improve impact? • Did UN Women effectively coordinate with relevant partners to achieve results? • How can this be improved within the partners and UN Women?	• Evidence of contribution to results as outlined in the programme/project plan and articulated in the theory of change • Use of Most Significant Change techniques for contribution analysis • Evidence of contribution by UN Women to delivery, monitoring and coordination. • Evidence of contribution by other partners to the project deliverables and identification of duplications and gaps-	UN Women Team/Delivery partners Beneficiaries, women organisations/CSOs Government partners (national and subnational level)	• Document analysis • Monitoring records • Interviews (KIIs with delivery partners and women organisations, FGDs with women beneficiaries) • Case studies	• KIIs with national counterparts • Project reports • Beneficiary groups discussions and/or surveys	• Information is available • National counterparts are willing/able to meet • Discussions with beneficiaries are able to be held either directly or online • Partners are willing to be honest about their weaknesses.

[38] The extent to which the intervention has generated or is expected to generate significant positive or negative, intended or unintended, higher-level effects.

[39] The extent to which the intervention achieved, or is expected to achieve, its objectives, and its results, including any differential results across groups.

Q#	Evaluation Criteria[36]	Key Evaluation Questions	Sub-questions	Indicator(s) data	Relevant Stakeholder	Collection method(s)	Data source	Assumptions
5	EFFECTIVENESS	What are the enabling, limiting factors and risks that are contributing to the achievement of results and what actions need to be taken to overcome any barriers that may limit the progress?	Same as key question: • Identify key enables and challenges • Identify whether this have been considered during project design and delivery, and how they are responded to (particularly in Risk register).	• Qualitative analysis of enablers and challenges, possible SWOT analysis or light touch political economy analysis	UN Women Team/Delivery partners Associated CSOs and women organisations	• Document analysis • Monitoring records, reports • Interviews (KIIs with delivery partners and UM Women project team)	• KIIs with national counterparts • Project reports • Beneficiary groups discussions	
6	EFFICIENCY[40]	To what extent are project strategies cost-effective in making an impact on the ground, district and provincial levels? (analysing the budget and project expenditure over the two- and half-year period of the project)?	• What are the key cost drivers of the project? • Are those key cost drivers connected with the main project outcomes? • What has been done to ensure value for money?	• Identification of key cost driver's analysis and cost associated • Evidence of implementers use of cost-efficiency mechanisms during implementation	UN Women Team/Delivery partners	• Budget analysis • Monitoring reports • Interviews (KIIs with delivery partners and UN Women project team)	• KIIs with relevant stakeholders • Project reports - financial and narrative	• Financial reports have sufficient detail to determine key cost drivers • Partners are able to identify key areas of economy and efficiency
7	EFFICIENCY - MONITORING, EVALUATION AND KNOWLEDGE MANAGEMENT	How efficient have been the project management and monitoring structures been and how can they be improved?	• Is there a need to improve the Monitoring & Evaluation Framework including logical frame indicators, tools and processes used to monitor and report activities, outputs? • Is the knowledge produced by the project being used? (e.g., studies and KP produced during the implementation) • Are the project documentation (donor reporting, activity reporting, KM and communication products) adequate, disseminated and sufficient?	• Qualitative analysis of project reports and monitoring records and analysis against its use	UN Women Team (including regional if applicable)/Delivery partners	• Monitoring reports • Interviews (KIIs with delivery partners and UN Women project team -including regional/international teams that receive and use reports for cross-learning)	• KIIs with relevant stakeholders • Narrative project reports and evidence of learning adaptation and sharing	• Information is available • Stakeholders are willing to be honest about their weaknesses.
8	EFFICIENCY- MONITORING, EVALUATION AND KNOWLEDGE MANAGEMENT	Which are potential good practices, challenges and lessons from the interventions and recommend forms to improve project strategies in the remaining	• What have been the main lessons in terms of design, delivery and monitoring? • What best practices have been consolidated? • What has been done well and what can be improved?	• Qualitative analysis of main challenges and learning (What would you do differently?) • Evidence of good practices and learnings being shared with others.	UN Women Team (including regional if applicable)/Delivery partners	• Monitoring reports • Interviews (KIIs with delivery partners and UN Women project team -including regional/international teams that receive and use reports for cross-learning)	• KIIs with relevant stakeholders • Narrative project reports and evidence of learning	

---

[40] The extent to which the intervention delivers, or is likely to deliver, results in an economic and timely way.

Q#	Evaluation Criteria[36]	Key Evaluation Questions	Sub-questions	Indicator(s) data	Relevant Stakeholder	Collection method(s)	Data source	Assumptions
		implementation period?					adaptation and sharing	
9	SUSTAINABILITY[41]	What is the likelihood of long-term benefits and impact from the project? Or To what extent is it expected that the benefits from the project will continue after project completion? Can we detect project ownership from beneficiaries and partners? OWNERSHIP	The project has a sustainability strategy? • What is the project sustainability plan (does it exist)? And how is being implementing it? • How will the benefits of the intervention be secured for rights holders in the long term? • Did the programme enhance local ownership and capacity to influence policy?	• Qualitative analysis of sustainability plans and mechanisms • Evidence of a sustainability plan being developed and implemented • Qualitative evidence of ownership by beneficiaries	UN Women Team/Delivery partners Beneficiaries, women organisations/CSOs Government partners (national and subnational level)	• Document analysis • Monitoring records • Interviews (KIIs with delivery partners and CSOs). • FGDs with beneficiary groups - face to face or WhatsApp groups)	• Project reports and log frame • KIIs, FGDs with relevant stakeholders	• Information is available • National counterparts are willing/able to meet • Discussions with beneficiaries are able to be held either directly or online.
10	SUSTAINABILITY	To what extent did the organisation build institutional capacity of local partners and communities and their willingness to implement WPS agenda? ACCOUNTABILITY	• To what extent was capacity developed in order to ensure sustainability of efforts and benefits? • To what extent have duty bearers (government partners, civil society organizations and women´s organizations/associations/movement) committed to promote the WPS agenda and promote peace and security at central provincial and district levels (accountability)? • What accountability and oversights systems were established or strengthened?	• Qualitative analysis and evidence of capacity being built and used • Qualitative evidence of accountability and oversight systems	UN Women Team/Delivery partners Government partners (national and subnational level)	• Document analysis • Monitoring records • Interviews (KIIs with delivery partners and associated CSOs and women organisations).	• Project reports and log frame • KIIs, FGDs with relevant stakeholders	
11	SUSTAINABILITY	What are the contextual factors for sustaining and replicating the project interventions and its impact at national level?	• Light touch PEA/Stakeholder Analysis • What have been the key factors of success? What are the key enablers? • What have been the key factors of failure? What are the key spoilers?	• Qualitative analysis of factors of success and failure that can determine the sustainability of the project.	UN Women Team/Delivery partners Beneficiaries, women organisations/CSOs Government partners (national/ subnational level)	• Document analysis • Monitoring records • Interviews (KIIs with delivery partners and CSOs). • FGDs with beneficiary groups - face to face or WhatsApp groups)	• Project reports and log frame • KIIs, FGDs with relevant stakeholders	

[41] The extent to which the net benefits of the intervention continue, or are likely to continue.

Q#	Evaluation Criteria[36]	Key Evaluation Questions	Sub-questions	Indicator(s) data	Relevant Stakeholder	Collection method(s)	Data source	Assumptions
12	HUMAN RIGHTS AND GENDER EQUALITY	To what extent has gender and human rights considerations been integrated into the programme design and implementation? Has that allowed progress int he area of work?	(Questions from UNEG Guidance Integrating Human Rights and Gender Equality in Evaluations pp77-92) • To what extent did the processes and activities implemented during the intervention focus on promoting changes in social relations and power structures? • Did the project allowed women to consolidate a stronger role in national and regional peacebuilding and peace and reconciliation processes? • What gender equality results have been achieved, were power imbalances changed? • How power groups opposed to change be managed? • Has the intervention to any extend led to unforeseen adverse effects on the four cross-cutting issues (gender, human rights, corruption, environment & climate change)?	• Qualitative evidence of changes in political economy and power dynamics, particularly in favour of marginalized and/or discriminated groups. • Qualitative analysis of potential spoilers of these expected changes, and evidence of how these risks have been avoided or mitigated.	UN Women Team/Delivery partners Beneficiaries, women organisations/CSOs Government partners (national and subnational level)	• Document analysis • Monitoring records • Interviews (KIIs with delivery partners and CSOs). • FGDs and case studies with beneficiary groups - face to face or WhatsApp groups)	• Project reports and log frame • KIIs, FGDs with relevant stakeholders • Case studies for specific cases where these changes have been observed	• Information is available • National counterparts are willing/able to meet • Discussions with beneficiaries are able to be held either directly or online.

Table 10 Evaluation Matrix

F. STAKEHOLDER ANALYSIS

Categories	Who? (Name of the Stakeholder)	What (their role in the intervention)	Why are they part of the evaluation	How were they being involved	When were they be involved	Priority
Duty bearers who have decision-making authority over the intervention such as governing bodies	Representatives of Ministry of Gender, Children and Social Action (MGCAS)	Coordinate, monitor implementation of the NAP and fulfil United Nations reporting requirements strengthened - Lead the coordination and monitoring of NAP initiatives being implemented by different actors in the country. Through technical support and coordination MGCAS contributed to the active engagement of the Police, Justice and health sectors at the provincial and district level towards the establishment of the integrated services for women and girls who experience physical and sexual violence.	Key for the achievement of NAP ownership and project implementation at the district and provincial level. They can provide some insights/reflections on how the project is being implemented and suggestions for improvement.	ERG?/ Data collection (KIIs)	Data Collection, dissemination and possibly as part of RF through-out all phases -TBC	High
	Representatives of Ministry of Interior (MINT)	Coordinate, monitor implementation of the NAP and fulfil United Nations reporting requirements strengthened -focused on police and judiciary. Partners in the provision of tools and material related to gender mainstreaming within the police forces, training module for police training academies at a national level focused on the WPS Agenda, training for police forces in conflict affected areas, such as Cabo Delgado, Sofala, and Manica provinces, on how to protect the human rights of vulnerable groups and adequately serve the differentiated needs of women and girls.	They are key to the implementation/success of the project as part of the implementation efforts of the NAP 1325. They can provide some insights/reflections on how the project is being implemented and suggestions for improvement.	ERG?/ Data collection (KIIs)	Data Collection, dissemination and possibly as part of RF through-out all phases -TBC	High
	Representatives of Ministry of National Defence (MND)	Coordinate, monitor implementation of the NAP and fulfil United Nations reporting requirements strengthened in regard to the defence sector bodies.	They are key to the implementation/success of the project as they are expected to ensure the of the armed forces observe an acceptable behaviour in conflict situations towards women and girls. They can provide some insights/reflections on how the project is being implemented and suggestions for improvement.	ERG?/ Data collection (KIIs)	Data Collection, dissemination and possibly as part of RF through-out all phases -TBC	High
Duty bearers who have direct responsibility for the intervention, such as programme managers and associated partners that do not have	Representative from Department of Social Action at district level	Beneficiaries of training and equipment. Direct duty bearers in assisting the needs of SGBV survivors and potential victims. Entity responsible to coordinate the provision of integrated assistance and referral services for women and girls at risk or survivors of violence	They can provide some insights/reflections on how the project is being implemented and suggestions for improvement, specifically review of the Integrated Multisectoral Mechanism of Assistance to Women Victims of Violence.	ERG?/Data collection (KIIs and/or FGDs)	Data Collection, dissemination and possibly as part of RF through-out -TBC	High
	Police and Defence Officials trained on gender equality and WPS agenda	Beneficiaries of trainings on the multisectoral mechanism of assistance to women and girls at risk of and survivors of violence. To specifically include some of the beneficiaries of post-graduate facilitated by GRÓ-GESTs Gender	Ensure implementation of the NAP in terms of protection and assistance to women survivors and women at risk. They can provide some insights/reflections on how the project is being implemented and	Data collection (KIIs or FGDs), dissemination	Data collection (KIIs/FGDs and case studies), dissemination	Medium-High

Categories	Who? (Name of the Stakeholder)	What (their role in the intervention)	Why are they part of the evaluation	How were they being involved	When were they be involved	Priority
decision-making authority over the intervention		Equality Studies and Training Programme as part of a case study, and police forces from conflict affected areas.	suggestions for improvement, specifically on how to conduct training and gaps in the mechanisms to implement what was learned.			
	Representatives from grassroot women´s networks: Sofala Association of Women Sharing Ideas (GMPIS), Rise Woman; Follow Your Path (LeMusica); Nucleus of Women's Associations of Tete (Nafete); and Nucleus of Feminist Associations of Zambezia (NAFEZA)	Partner in charge of reaching out and engage grassroots women in the project targeted provinces and across the country in the implementation of the WPS agenda at the community level through organization of solidarity camps. Carry out a prevention campaign against COVID-19 and the promotion of WPS at community level-specially risks increased by COVID-19.	They are key to the implementation/success of the project as part of dissemination of message across network members and support in identifying women leaders to be trained at local levels. They can provide some insights/reflections on how the project is being implemented and suggestions for improvement.	ERG?/Data collection (KIIs and/or FGDs)	Data Collection, dissemination and possibly as part of RF through-out all phases -TBC	High
	Representatives from Human Rights and Development Association (DHD), Council of Religions of Mozambique (COREM)	DHD and COREM received technical assistance in the conceptualization of The National Platform which seeks to create a united women´s voice on peace and security issues in Mozambique and demand women voices in the ongoing peace talks and peace agreements, as well as the post-conflict development strategies and programmes.	They can provide some insights/reflections on how the project is being implemented and suggestions for improvement particularly in terms of implementation for output 3.	ERG?/Data collection (KIIs)	Data Collection, dissemination and possibly as part of RF through-out -TBC	Medium-High
	Government of Norway	Provide funding, support advocacy and partnership building.	Hold strategic decision-making and can support advocacy. If funding is retired project is no longer possible.	ERG?/Data collection (KIIs)	Data collection, dissemination and possibly as part of RF through-out -TBC	High
	Government of Iceland	Provide funding, support advocacy, resource mobilization and partnership building	Hold strategic decision-making and can support advocacy. If funding is retired project is no longer possible.	ERG?/Data collection (KIIs)	Data collection, dissemination and possibly as part of RF through-out -TBC	High
	UN Women	Programme formulation, Management/Monitoring and Learning, technical support to MGCAS, advocacy, partnership building and resources mobilization	Hold strategic decision-making through-out the whole project cycle.	Management Group?/Data collection (KIIs)	All phases.	High
	Representatives from district Governments	Beneficiaries, monitoring and Quality assurance of services provided in their districts.	They provide leadership and hold very strong convening power amongst the different district services involved in the project. Provide access and ability to produce change.	Data collection (KIIs or FGDs), dissemination	Data collection, dissemination	Medium-High
Secondary duty bearers, such as the private sector or parents	Representatives from United Nations University Gender Equality Studies and Training Programme (GRÓ-GEST) and Universidade Eduardo Mondlane (UEM)	Develop and implemented a training of trainer's course for the defence and security sector.	They can provide some insights/reflections on how the project is being implemented and suggestions for improvement particularly in terms of implementation for output 3.	Data collection (KIIs), dissemination	Data collection, dissemination	Medium-High

Categories	Who? (Name of the Stakeholder)	What (their role in the intervention)	Why are they part of the evaluation	How were they being involved	When were they be involved	Priority
	Representatives from Joaquim Chissano University (UJC)	Implemented debates and reflections on contemporary issues relating to the WPS Agenda, including on- growing violent extremism and terrorism in Mozambique. Supported capacity building of personnel from Government, CSOs and women-led organizations, academic institutions, private sector and media through short-term in-depth trainings on WPS	They can provide some insights/reflections on how the project is being implemented and suggestions for improvement particularly in terms of implementation for output 1 and 2.	Data collection (KIIs), dissemination	Data collection, dissemination	Medium-High
	Other private-sector receptors of training from any of the other outputs	To review: Are there other receptors of training, are they key for the MTR or Final evaluation?	TBC	TBC	TBC	TBC
	Representatives from national and international associated partners: Friedrich Ebert Foundation (FES), the Foundation for Community Development (FDC), Women, Law and Development Association (Muleide and Institute for the Promotion of Peace in Mozambique (ProPaz)	Associated partners in terms of consolidating and coordinating efforts in the promotion of WPS in Mozambique under the overarching umbrella of the NAP.	They can provide some insights/reflections on how the project is being implemented and suggestions for improvement particularly in terms of implementation for output 3.	Data collection (FGDs), dissemination	Data collection, dissemination	Medium
	Representatives from "Men for Women/Harmful Masculinities" initiatives	Men trained under output 3 to be engaged on the promotion of the active participation of women in conflict resolution and peace building and consolidation at the community level through dialogues community	They can provide some insights/reflections on how the project is being implemented and suggestions for improvement particularly in terms of implementation for output 3.	Data collection (FGDs and/or surveys), dissemination	Data collection, dissemination	Medium
Rights holders (individually or through the civil society organizations acting on their behalf) who are the intended and unintended beneficiaries of the intervention	Representatives from women and girl survivors of conflict and violence and at risk receiving psychosocial or legal support from CAIs	Direct beneficiaries of the project, particularly output 1. We suggest either to collect voluntary surveys at the entrance of selected CAIs or to send anonymous/voluntary surveys using contact list from CAIs or announce voluntary FGDs in the CAIs.	They are the beneficiaries and subjects of the entire project. They can provide some insights/reflections on how the project is being implemented and suggestions for improvement particularly in regard to gaps in service provision from the CAIs.	Data collection (FGDs and/or surveys), dissemination	Data collection, dissemination	High
	Representatives from Women that participated in South-South, North-South solidarity WPS workshops	Direct beneficiaries of the project, particularly output 3. Produced position paper that will serve as advocacy tool for women´s organizations to monitor and evaluate the implementation of national policies and plans in order to ensure that women and girls benefit and can coordinate best practices with other women leaders in other regions/countries.	They can provide some insights/reflections on how the project is being implemented and suggestions for improvement particularly in regard to international best practices or gaps in the NAP or implementation of the NAP.	Data collection (FGDs), dissemination	Data collection, dissemination	High

Categories	Who? (Name of the Stakeholder)	What (their role in the intervention)	Why are they part of the evaluation	How were they being involved	When were they be involved	Priority
	Women representatives of community-based women's organizations that received trainings on conflict prevention, mediation and resolution provided by the project	Direct beneficiaries and aimed to consolidate National Civil Society Platform on Women, Peace and Security, a platform which seeks to create a united women's voice on peace and security issues in Mozambique and use this united voice to demand that the perspective of women and girls is adequately reflected in the ongoing peace talks and peace agreements, as well as the post-conflict development strategies and programmes	They can provide some insights/reflections on how the project is being implemented and suggestions for improvement particularly in regard to international best practices or gaps in the NAP or implementation of the NAP.	Data collection (FGDs), dissemination	Data collection, dissemination	High
	Women representatives from grassroots and civil society organizations were trained on the WPS agenda and NAP, or part of consultations to establish a socioeconomic strategy or that will potentially help to implement the strategy	Representatives from potential direct beneficiaries of outputs 2 and 3. Participated in scoping and discussions.	They can provide some insights/reflections on how the project is being implemented and suggestions for improvement particularly in regard to international best practices or gaps in the NAP or implementation of the NAP.	Data collection (FGDs), dissemination	Data lection, dissemination	High
	Women that received or are receiving support in terms of socioeconomic empowerment	Only starting, no views were collected from this group.	They can provide some insights/reflections on how the project is being implemented and suggestions for improvement particularly in regard to output 3.	Data collection (survey), dissemination	Data collection, dissemination	Medium-High
Rights holders (individually or through the CSOs on their behalf) who should be represented in the intervention but are not, or who are negatively affected by the intervention - potential spoilers	Representatives from women organisations or other women leaders (women parliamentarians) that are informed of the project but where not part of any of the activities	None, but might have been observers	They may become barriers if they perceive as being excluded intentionally. We need to know their perceptions of the project in order to respond to potential harmful perceptions. They are also normally good observers of the potential gaps of the project.	KIIs and/or FGDs depending on the number	Data collection, dissemination	Medium
	Local conservative leaders including religious leaders and traditional healers	They may hinder the changes the project/ intervention attempts to promote if they perceive any threat in traditional power balance	We need to know their perceptions of the project in order to identify adequate responses to potential harmful perceptions	Interviews/FGDs	Data collection, dissemination	Medium

Table 11 Stakeholder Matrix

G. STAKEHOLDERS CONSULTED IN DETAIL

Stakeholder	Tools/method	Number consulted	Location/Site
Representatives of MGCAS	KII -Online and phone interviews	2	Maputo City
Representatives of MINT	KII -Written interview sent by representatives and online. interviews	6[42]	Maputo City
Representatives of MDN/Defence officials	KII -Written interview sent by representatives	2[43]	Maputo City
District and provincial multisectoral committees in each province including: DPGCAS Comando Provincial da Polícia/ Gabinete de Atendimento a Vítimas de Violência Doméstica Comando Provincial do Exército District Services of Health, Women and Social Action, District Police Department for Victims of Violence	KII -Face-to-face interviews	3	Sofala
	KII -Face-to-face interviews	10	Zambezia
	KII -Face-to-face interviews	7	Inhambane
	KIIs - phone	4	Cabo Delgado
	KII -Online interviews	8	Gaza
	KII -Online interviews	3	Manica
	KII - Online interviews	3	Teté
Sofala Association of Women Sharing Ideas (GMPIS)[44]	KII – direct/face-to-face	2	Sofala
Young Women Leaders	KII – online interview	1	Maputo
HOPEM Men for Women	KII – online interview	1	Maputo
Follow Your Path (LeMusica)	KII – online interview	1	Cabo Delgado
Nucleus of Women's Association of Tete (NFETE)	KII – online interview	2	Teté
Associacao de Mulheres Paralegais de Moatize	KII – online interview	2	Teté
MULEIDE Cabo-Delgado and Sofala	KII – online interview and face-to-face	4	Cabo Delgado
Foundation for Community Development (FDC)	KII – online interview	3	Maputo
Agência de Desenvolvimento Económico Local (ADEL) Cabo Delgado, Sofala and Marica	KII – direct/face-to-face	6	Cabo Delgado, Sofala, Manica
Nucleus of Feminist Associations of Zambezia (NAFEZA)	KII – direct/face-to-face and online	3	Zambezia
Other women organisations in each state representing: survivors of SGBV that have access redress services, potentially will benefit from socio-economic activities, or received training/participated in Solidarity Camps aimed at increasing women voiced in peacebuilding, reconciliation and peace negotiation.	FGDs face to face	4	Sofala
	FGDs face to face	1	Zambezia
	FGDs face to face	7	Inhambane
	KIIs phone	1	Cabo Delgado
	KII – online interview	1	Teté
	KII – online interview	1	Gaza
	KII – online interview	1	Manica
Direct beneficiaries of SGBV support in CAIs	FGDs face to face	6	Sofala
	FGDs face to face	16	Inhambane
	FGDs face to face	22	Zambezia
Initial or planned beneficiaries of socio-economic activities	FGDs face to face	23	Inhambane - Planned
	FGDs face to face	40	Sofala -under delivery
Other partners and collaborators: Friedrich Ebert Foundation (FES) Human Rights and Development Association (DHD), Council of Religions of Mozambique (COREM), Institute for the Promotion of Peace in Mozambique (ProPaz)	KII online interview	4[45]	Maputo
National Civil Society Platform on Women, Peace and Security -members	KII - online interview and written responses[46]	1	Maputo

---

[42] Included key contact point in MINT and member from Police Academy who provided information in writing. No authorization was obtained to interview directly members of the Police Force who were trained, but some responded surveys sent by the UEM and UJC.

[43] Included a person from Estado Maior General and one of the national professionals who successfully completed the GRÓ-GEST 5 month Gender Equality Studies and Training Programme, acquiring a post-graduate diploma with a focus on WPS were also interviewed .

[44] Members from Chibabava and Gorongoza/Maringoe will be interviewed if possible.

[45] The representative from FES did not reply despite numerous calls to the office and requests for interview over email.

[46] Two of the representatives contacted had COVID, and one cancelled.

Stakeholder	Tools/method	Number consulted	Location/Site
Men for women engaged on the promotion of the active participation of women in conflict resolution and peace building and consolidation	FGD- online FGD and case studies	5	Maputo
Other professionals from the training academies of MDN, UJC-MINT and UEM trained on the protection of human rights of women and girls as well as on the promotion of gender equality and peace and security policies in security organ's strategies/NAP	Enqueritos (33), KIIs / estudos de caso (22)	57	Sofala, inhambane,
Fellows of the Gender Equality Studies & Training Programme (GRÓ-GEST, now GRO-GEST)	One of the persons interviewed sent written responses only	6	Maputo
Embassies of Norway, Iceland and Canada	KII - online interview	5	Maputo
UN University Gender Equality Studies and Training Programme (GRO-GEST)	KII - online interview	2	Maputo
Eduardo Mondlane University (UEM) Coordination Centre for Gender Issues (CECAGE)[47]		2	Maputo
Joaquim Chissano University (UJC)		2	Maputo
Total Number of participants		**280**	

Table 12 Detail of stakeholders consulted

---

[47] We will aim to include the national professional who successfully completed the GRÓ-GEST 5 month Gender Equality Studies and Training Programme, acquiring a post-graduate diploma with a focus on WPS and those responsible for the future MDN academy course on WPS.

The work plan below was adapted in agreement with members of the UN Women Evaluation Group.

ACTIVITY	January 2021			February 2021				March-April 2021				
Week of project	W2	W3	W4	W1	W2	W3	W4	W1	W2	W3	W4	April
Inception Phase												
Kick-off, inception calls, clarification meetings, information sharing (data sharing started 11 Jan)	X											
Stakeholder Mapping and Literature Review	X	X		X	X							
Development of data collection tools and evaluation questions/criteria	X	X										
Drafting inception report, delivery and briefing session (1)	X	X										
Reception of comments from Evaluation's Reference Group			X	X (2)								
Approval of Work-Plan and obtaining research credentials, contact emails/phones and approval from government institutions				X	X	X	X					
Data collection phase												
Remote and in field primary data collection (3)				X	X	X						
Review of additional secondary data from field collection				X	X	X						
De-briefing on main findings from primary data collection to intended users (4)							X					
Data Analysis												
Consolidation and analysis of information								X	X			
Draft Research Report, presentation and briefing sessions (5)									X	X		
Review/consolidation of feedback, including comments from intended users (6)										X	X	X
Presentation to ERG											X	
Finalization of the report												
Consolidation, review and response to feedback and presentation of final Research Report (7)	April-May 2021											

(1) Briefing presentation done on 15 January, inception reported presented on 21 January - 1 day before deadline.
(2) Proposed deadline to receive comments from Evaluation Group was 28 January, but some comments were received until 2nd February. Final version of the report, after discussions and clarification was 5th March.
(3) Start of data collection 9th February -this activity was delayed a week as a result of additional time requested to review the inception report.
(4) Presentation of key findings from the field -5th March. Delayed by a week as a result of delays in visits to Sofala.
(5) Delivery of draft report – 20th March, two days after initial agreed timeline, but delayed was agreed with UNWomen to allow more time for MINT and MDN responses and interviews.
(6) Deadline for providing comments to Evaluation Team -27 March, but consolidated comments provided to the Evaluation Team on 27th April (a month delay).
(7) Presentation and discussion with ERG 30th March (one day later than initially planned), delivery of final report -7th May. Total delay : 30 days.

Table 13 Actual workplan