Oxfam in Zimbabwe where empowered active citizens enjoy their rights and have a dignified life. See the photo here.

SECURING RIGHTS

IN THE CONTEXT OF HIV & AIDS

PROGRAM (SRP)

Mid-Term Learning Review

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Australian Government
Department of Foreign Affairs and Trade

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An Roinn Gnóthai Eachtracha

OXFAM

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LIST OF ACRONYMS USED

AIDS	-	Acquired Immune Deficiency Syndrome
ART	-	Anti Retro Viral Treatment
COGENHA	-	Combined Oxfam Gender and HIV/AIDS Program
CWGH	-	Community Working Group on Health
DHAT	-	Disability HIV and AIDS Trust
GBV	-	Gender Based Violence
HIV/AIDS	-	Human immunodeficiency virus infection
HOCIC	-	Hope for a Child in Christ
MACO	-	Midlands Aids Caring Organisation
MEL	-	Monitoring Evaluation and Learning
MMPZ	-	Million Memory Project Zimbabwe
MoH&CC	-	Ministry of Health and Child Care
MoWAG&CD	-	Ministry of Women Affairs, Gender and Community Development
MTLR	-	Mid Term Learning Review
NGO	-	Non Governmental Organisation
OCS	-	Oxfam Country Strategy
PMEAL	-	Program Monitoring Evaluation Accountability and Learning
PWD	-	People living with Disabilities
SAYWHAT	-	Students and Youths Working on Reproductive Health and Rights
SRP	-	Securing Rights in the Context of HIV and AIDS Program
UAN	-	Umzingwane Aids Network
YTT	-	Youths for Today and Tomorrow
ZNFPC	-	Zimbabwe National Family Planning Council
ZNNP+	-	Zimbabwe National Network of People Living with HIV

EXECUTIVE SUMMARY

Brief Background

In July 2013, Oxfam launched a four (4) year Securing Rights in the Context of HIV and AIDS Program (SRP) to support people living with, and affected by HIV/AIDS to exercise their rights to prevention, quality treatment and sustainable livelihoods. Managed by Oxfam Canada, the program works with ten (10) civil society partners and is being implemented in Matabeleland North, Matabeleland South and Midlands provinces of Zimbabwe. The SRP integrates and mainstreams cross cutting issues such as sexual and reproductive health rights, disability inclusion, child protection, gender equality, disaster risk reduction and sustainable livelihoods as mitigation strategies to redress HIV vulnerabilities. The programme targets women and girls, PWD, young people and mobile populations and expects to reach 110, 000 beneficiaries directly across the three provinces.

Purpose, Scope and Methodology Used

The MTLR was commissioned to help Oxfam Canada and its local partners to reflect on progress and major results achieved to date; to identify, document and consolidate lessons and promising practices; and to make recommendations to improve the implementation of the program in its remaining 18 months. The MTLR methodology was developed by the Oxfam PMEAL staff and SRP team. A mixed approach combining systemic, participatory action research and Oxfam's feminist principles on MEAL was applied in the conduct of the MTLR. The methodology included a review of program documentation, workshops (the joint workshop marking the beginning of the field phase, MTLR inception workshop and a validation workshop at the end of the field survey); field survey in the 3 provinces; data analysis and reporting. The approach was by design qualitative in order to maximise the learning from the MTLR as a light-touch process. As a result, very limited quantitative data was carried into the data analysis and reporting process.

SUMMARY OF FINDINGS

Influencing

Influencing individual behaviours and policies is a crucial element in the SRP and its implementation is built on a comprehensive multi-level program design, linking activities from the individual to the national level. SRP partnered with CWGH, at national level, who were strategically engaged to support capacity building of other organisations on mainstreaming cross-cutting issues such as influencing national policies and programs addressing sexual and reproductive health rights, child protection, disability inclusion and sustainable livelihoods. Partner platforms held in 2014 and 2015 fostered collaborations between partners at the different levels (micro, meso, macro) and this strengthened the Influencing capacity of the SRP. At Midlands State University for example, students were supported to push for an amendment of the Students Representative Council constitution to clearly spell out that during elections there should be a position for a representative of students with disabilities. This allowed students with disabilities to take up leadership positions and to advocate for disability inclusivity while some universities have adopted a policy of allowing any student with disabilities who meets the minimum requirements to enrol.

There has also been increased access for university students to ART and health facilities. Six policy meetings were held in 2015 and this led to a parliamentary motion to increase ART provision at tertiary institutions. The current partner portfolio of the program has a clear focus on community level partners which is highly relevant in Zimbabwe as the evidence that is needed to influence national policies is being generated at the micro level. This was testified by meso and macro level partners such as SAYWHAT and CWGH respectively, who brought in micro level partners such as YTT, MMPZT, UAN, HOCIC and MACO into Parliament to be the voice of communities during the national budget processes and during ART and disability advocacy campaigns. Macro and meso partners have supported micro partners to undertake localised micro level influencing and such synergies are pillars for sustainability. However, if the program wants to comprehensively scale-up the work and enhance its visibility at the macro level, more partners able to engage provincial and national level will need to be engaged.

Gender Sensitivity

Partners at individual and organisational level have recognised structural and cultural gender discrimination and the barriers to women exercising their sexual and reproductive health rights. One beneficiary who had been in contact with DHAT (and she reflects the experience of many others) changed her perception and started to see that ***she was not just a woman with a disability but she was also a voice for advocacy, she has taken ownership of this voice and is now able to speak strongly on the issues relating to HIV/AIDS, gender and disability***. Many partners have strengthened gender mainstreaming throughout their organisations and programming; however, the extent to which gender analysis has been mainstreamed across partners is variable. The changes in partner practices in relation to gender are also not captured within MEL program activities or documentation beyond the changes in the number of women that partners have been reached. While SRP has undoubtedly expanded women's and girls' awareness of their sexual and reproductive health rights, the SRP gender element does not stand out as one of the primary strengths of the program. Given the prevailing gender discrimination in Zimbabwe and misconception that women are over-represented in HIV/AIDS discourse, partners unanimously agreed on the importance of a gender and women's rights focus.

Capacity building

The SRP Capacity building took different approaches including training (covering topics such as MEL, RBM, Disability inclusion, advocacy and influencing, programme management, SRHR programming, financial management and resource mobilisation), mentoring, partner visits, cross partner learning through partner platforms and partner exposure visits and conferences. The capacity building has been highly relevant to partners; partners found theory of change, MEL and resource mobilisation capacity building topics very useful while collaborative learning with other partners is effective as they share and exchange knowledge. As a result, the SRP capacity building has contributed to changes in Partners' knowledge and practices as evidenced by partners that, "the mentoring from CWGH was effective as it increased their capacity to advocate at local, regional and national levels" and, "…the documentation of the MMPZT theory of change, which happened as a result of the SRP capacity building helps us to attract additional funding partners." The diversity of SRP partners emerged as a clear asset and a model for sustainability as it provides the platform for cross partner learning and for partners with expertise in a thematic area or working at a particular level in the theory of change (micro, meso or macro) to mentor other partners. However, how to

ensure the sustainability of capacity building is being identified as a challenge which needs to be addressed in the final lap of programming so that the SRP can consolidate and optimise efforts made in capacity building.

Disability inclusion

Integral to the effectiveness of capacity building to enable disability inclusion has been the partnership with DHAT. The SRP's partnership with DHAT has enabled other partners to access disability expertise within the NGO community in the SRP target regions. DHAT has developed the capacity of SRP partners through disability inclusion training and informal support to other SRP partners and this has reinforced partnership and collaboration between civil society actors. Investment in capacity building of tertiary institutions as with SAYWHAT, capacity building of community health workers, local government officials and Rural District Councils such as Matobo and Umguza, provides pillars for sustainability to community interventions on disability inclusion which will change people's perceptions and attitudes on disability and transform lives right from the community level. At the national level, holding dialogue sessions with Parliamentarians and producing policy briefs will ensure disability inclusion at policy and implementation level. However, the disability inclusion component needs to be strengthened by ensuring an understanding of the unique challenges faced by different partners as it emerged that the results have been uneven among partners.

Conclusion, Lessons & Recommendations

The conclusion is that the SRP is highly relevant and can make significant impact on institutional capacity through sustainable linkages and achieve positive change for young people, women, mobile populations and people with disability through increased awareness on sexual and reproductive health and rights practices.The influencing element of SRP has contributed to greater access to treatment for young people and also increased awareness among decision makers of the barriers to accessing quality services experienced by people living with HIV/ AIDS. The SRP program design emerged strong and effective in achieving the desired outcomes.

A number of lessons have been drawn including: the significance of partnerships and networking in sharing expertise and resources among implementing partners; the partnership mix is unique, results oriented and enhances quality of the SRP; a baseline and an M & E framework is necessary before implementation for tracking and systematic monitoring of change in pursuit of desired outcomes; research and documentation is key for accountability, responsiveness and results based programming; there is need to harmonise donor priorities and community needs for a program to achieve relevance and effectiveness; organisations need to be more methodical and efficient in view of the dwindling budgets and funding cuts; working with existing structures from community to national level is a critical element of sustainability.

It is recommended that as the program continues in the next 18 months, it should focus on: strengthening SRP elements that provide the biggest added value for the Zimbabwe Oxfam Country Strategy i.e. gender, influencing and disability inclusion and partner sustainability through capacity building for MEL and documentation, gender analysis, influencing and resource mobilisation. Specific recommendations are proffered for each thematic area: For Influencing - building and

strengthening collaborations among SRP partners and with external like-minded organisations to develop influencing priorities and strategies on similar thematic issues/policy influencing agendas. The role of the SRP and Oxfam as a whole in influencing and advocacy work needs to be clarified. For the Gender sensitivity - consolidate and strengthen SRP gender work by focussing SRP capacity building on gender analysis. M & E and documentation approaches and practices that are effective for learning and analysing changes in women's rights and gender relations should be embedded in the capacity building approach. Use the final Partner Platform to review the SRP gender focus and this can be the basis upon which a new Oxfam Zimbabwe gender program could be built.

Under Capacity Building - Further develop a transparent and purposeful capacity building strategy informed by research and needs analysis with the aim of consolidating outcomes in the last 18 months of SRP. Ensure that the capacity building preferences of partners are documented, prioritised and aligned to the strategic focus of the SRP in the remaining period including gender analysis, partner sustainability and MEL. Continue to strengthen the use of capacity building strategies identified by partners to be effective. For Disability Inclusion - Consolidate the disability inclusion focus building on the strengths of achievements realised to date and current needs to inform capacity building and influencing activities and processes. Support partners to increase their understanding and knowledge of the range of disabilities, approaches to identifying people with the range of disabilities and building towards greater disaggregation of monitoring data by disability. Capitalise on the learning from integrating Disability Inclusion across SRP to inform the development of a new Oxfam Zimbabwe program.

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1. INTRODUCTION AND BACKGROUND

1.1 Background on the Securing Rights in the Context of HIV and AIDS Program

The Oxfam Securing Rights in the Context of HIV and AIDS Program (SRP) is a four- year program launched in July 2013 and implemented at national, provincial and local levels in Zimbabwe. SRP works with civil society partners to support people living with, and affected by HIV/AIDS to exercise their rights to prevention, quality treatment and sustainable livelihoods. The SRP builds on learning from the previous Combined Oxfam Gender and HIV/AIDS Program (COGHENA), an Oxfam program that ran from 2002 to 2013. Managed by Oxfam Canada, the SRP's 4 year budget is approximately US$4.5million with support from Oxfam Canada, Australia, Ireland and Germany and their government donors.

The SRP integrates and mainstreams cross cutting issues such as sexual and reproductive health rights, disability inclusion, child protection, gender equality, disaster risk reduction and sustainable livelihoods as mitigation strategies to redress HIV vulnerabilities. A key element of the SRP is influencing and advocating for policy and practice change (which also includes attitude and behaviour change) that supports communities and particularly marginalised groups to access their sexual and reproductive health rights. The Program has four outcome streams:

- Outcome 1: Enhanced capacity of women and girls, people with disability (PWD), young people and mobile populations, to make informed choices about their reproductive health and protect themselves from HIV infection.
- Outcome 2: Greater access to treatment and adherence information, knowledge and awareness for persons infected and affected by HIV and AIDS, with a focus on women and girls, PWD, young people and mobile populations.
- Outcome 3: Greater state responsiveness to sexual and reproductive health rights of women, girls, PWD, young people and mobile populations infected and affected by HIV and AIDS.
- Outcome 4: Increased capacity by civil society organisations (CSOs) to address the rights of women and girls, PWD, young people and mobile populations in relation to HIV and AIDS and its integration with sexual and reproductive health rights.

The above outcomes are supported by program strategies that are detailed in the SRP Theory of Change which is in annex 2 to this report.

In pursuit of the Theory of change and above outcomes, the SRP works with 10 partners, including community-based organisations (CBOs), non-governmental organisations, (NGOs), networks, social movements of women and men living with, or directly affected by HIV/AIDS. These partners work at community (micro level), sub-national (meso level) and national (macro) levels. The programme is being implemented in selected didtricts of Matabeleland North, Matabeleland South and Midlands, and expects to reach 110,000 beneficiaries directly across these three provinces over the 4 year period.

1.2 Purpose and Scope of the SRP MTLR

This Mid-Term Learning Review (MTLR) was commissioned by Oxfam Canada, (the SRP managing affiliate) as a light touch review which will precede a final evaluation of the program in 2017. The

detailed Terms of References are in Annex 3 to this report. The MTLR is an exercise which seeks to help Oxfam Canada, the program team and its local partners reflect on major results / successes achieved to date; to identify, document and consolidate lessons and promising practices; and to make specific recommendations to improve the implementation of the program in its remaining 18 months. The following are the specific objectives of the MTLR:

- To assess the progress achieved by the program to date; and,
- To identify key learning and recommendations to improve implementation and enable the program to achieve optimal and sustainable results.

1.3 Context Analysis

The SRP Context Review and Analysis finalised in January 2016 summarised national population data on HIV incidence and prevalence. The context analysis indicates that while there have been some changes since the SRP baseline, HIV incidence and prevalence remains a major health issue in Zimbabwe (p8-11). It confirms that SRP is still working in the districts where incidence is highest e.g. Bulawayo, Midlands and Matabeleland South and is targeting groups most affected by HIV/AIDS such as mobile populations including sex workers, young people, people with disabilities and women.

2. METHODOLOGY

The MTLR was conducted as a light touch review as planned. An agreement was reached on emphasising the qualitative and reflective approach to the MTLR which enhances team learning and provides PMEAL capacity building to the SRP team. Below we detail the major elements of the methodology applied in the MTLR:

Design of the MTLR approach:

- Oxfam Canada requested PMEAL and Change management staff who work with Oxfam Affiliates that support SRP to design and implement the MTLR.
- The methodology was developed together with the SRP team to guarantee a mutual learning process. The design of the MTLR is that of a mixed approach based on a combination of systemic approaches, participatory action research, gender sensitive methods as well as Oxfam's Feminist Principles on Program Monitoring Evaluation Accountability and Learning (PMEAL).
- As the SRP team was strongly interested in enhancing their reflective capacities and team learning processes as part of this MTLR, a clear methodological focus was put on a qualitative approach. However, quantitative data from SRP monitoring reports and the context analysis was used to develop an overview of outcomes for people and communities against the program domains of change.

Composition of the MTLR Team:

- The MTLR Team consisted of three external facilitators (Oxfam Australia, Germany and Ireland) and a local team compromising Oxfam SRP and partner staff. The external facilitators led the implementation of the MTLR including data analysis and report writing. The use of Oxfam facilitators was motivated by the change process globally and the need to incorporate the

understanding of the vision 2020 while establishing linkage with the SRP within Oxfam in Zimbabwe.

- The local team was established to ensure local ownership and engagement in the MTLR approach and implementation. This was a key element of the process design as it provided a practical platform for integrating participatory and systemic approaches. The local team provided insights on how to focus, design and frame data collection processes to ensure effective participant engagement.
- Meetings were held every two days between the external facilitators and the local team to review the progress of the MTLR.

At the beginning of the field phase in Zimbabwe a joint workshop was held where the external and local evaluation team met face to face for the first time. Basic ideas of this workshop were:

- Getting to know each other, build trust and create a “joint evaluation team” (local & external)
- SRP overview: Celebrate SRP achievements so far, Identify key moments in the development of the SRP (presented by the SRP team)
- Re-visit the SRP theory of change
- Fine tune MTLR questions
- Clarify MTLR roles & responsibilities and expectations, define key criteria for a culturally sensitive MTLR
- Review and finalise the MTLR schedule
- Present the context review and analysis of findings (which had been carried out as a separate assignment prior to the coming into country of the external facilitators)

Inception workshop meeting in Bulawayo:

- The World Café method was used in the MTLR Inception Workshop with partners to provide an open space to discuss the strengths and weaknesses of the Program and to learn from each other’s experiences. The main aim of a World Café process was to facilitate information exchange between the participants, to provide spaces for creative reflection on specific questions in small groups as well as to initiate mutual learning.

Data collection tools used include:

- Circular questioning which stimulate reflective capacities of interviewees and create external perceptions; feedback loop mappings to visualise non-linear patterns of interactions within a team, programme or community; circular dialogues to test ideas and gain depth as information is exchanged across groups.

Evaluation Validation Meeting Bulawayo

At the end of the field phase a feedback meeting with Oxfam staff and partners was organised to present achievements of the SRP as well as preliminary learning areas for the program. The following learning areas have been identified for SRP:

- Enhancing Influencing Capacities of SRP
- Strengthening the Sustainability of SRP Capacity Building
- Identify Strategies for Contributing to Sustainable changes to Gender Relations

- Developing a Clearer Linkage Between the Oxfam Country Strategy and the SRP
- Consider Movement Building as a key Issue for SRP

Data analysis

- The systemic approach integrates real time participatory reflection of data to inform subsequent data collection and analysis. As mentioned above, an evaluation validation workshop was held at the end of the MTLR process. This also allowed MTLR stakeholders to review and analyse data that had emerged from workshops and interviews. The MTLR facilitators used this analysis to guide the development of the evaluation report.

3. REVIEW RESULTS

3.1 Influencing

3.1.1 Relevance, Efficiency and Effectiveness

Influencing individual behaviours and policies is a crucial element in the SRP. Implementation of the SRP builds on a comprehensive multi-level program design, which aims to link activities from the individual to the national level of society. This strategic approach is reflected in the program's theory of change. It outlines the close connection between personal/individual change to change in communities and changes at the provincial and national level.

The work being done at the **micro-level** entails supporting community level organisations and groups to organise and mobilise women, girls, young people, People with Disabilities and mobile populations to implement local level work and develop an evidence-base on issues and possible strategies to address HIV.

Meso level work supports organisations with a presence in many communities to advance and advocate for similar issues, adapt best practice models to different settings and promote the adoption of the models by other actors at the micro and meso levels. This includes organisations that aggregate issues across recognised constituencies to assist the various constituencies to highlight the issues affecting them and advocate for corrective measures. Work at this level may have either an issue focus or a geographic (district or provincial) focus.

Lastly, work at the **macro-level** focuses on the development of inclusive and rights-based national policies and programs that are responsive to micro-level needs and incorporate lessons learnt at the micro and meso levels.

At design stage, the program had proposed to engage a maximum of 15 partners. Following the design stage, Oxfam commissioned a partner mapping and short-listed partners were invited to make presentations for selection. However, after assessing the available resources and technical capacity of partners, there was an agreement that the portfolio should not be too large. As a result, a total of 10 partners were successfully engaged. At micro-level with six partners (i.e. Bethany Project, MACO, HOCIC, UAN, MMPZT and YTT) in the first two years of the SRP much of this work focused on extending community access to information about Sexual Reproductive and Health Rights and on strategies to support communities to access their rights.

Work at this level is implemented in Matabeleland North and South and in the Midlands Provinces. At Meso level, 3 partners were engaged which included Students and Youths Working on Reproductive Health and Rights (SAYWHAT), Zimbabwe National Network of People Living with HIV (ZNNP+) and Disability HIV and AIDS Trust (DHAT). Finally at macro level the program provides support to the Community Working Group on Health (CWGH), a national level organisation that provides spaces for community voices and representation of the issues experienced by women, girls, young people and mobile populations infected and affected by HIV /AIDS. CWGH was strategically engaged to support capacity building of other organisations on mainstreaming cross-cutting issues such as influencing national policies and programs addressing sexual and reproductive health rights, child protection, disability inclusion and sustainable livelihoods.

The MTLR process highlighted some great achievements that have been made during program implementation:

- Partner Platforms held in 2014 and 2015 fostered collaborations between partners at different levels (micro, meso, macro) and thereby strengthened the Influencing capacity of SRP. In attendance to these platforms were SRP partners, Oxfam staff and key stakeholders with the 2015 platform having the wider coverage involving UNAIDS, NAC, ZNNP+, ZNFPC, MoH&CC, MoWAG&CD and educationists. The 2014 theme was, “Your Health, Your Rights” while the 2015 theme was, “Stepping up the Pace: Influencing to broaden impact and deliver systematic change.” The 2014 platform enabled partners to dialogue on critical issues, getting an understanding of changes happening in Oxfam and partner capacity was strengthened in key areas including disability inclusion, financial management and MEL among others. The platform also identified advocacy and influencing as key issues in the fight against HIV. The 2015 partners’ platform went further and explained what influencing means and its importance, shared the SRP influencing strategy and how it fits into the Zimbabwe country strategy and the Oxfam global agenda. In this platform, key issues for influencing were identified and explored.
- Support was provided to students from United College of Education and Midlands State University to lobby the Ministry of Higher and Tertiary Education to increase its investments towards inclusive education at tertiary institutions. This resulted in the release of $20,000 to procure equipment to support the needs of students with disabilities.
- At Midlands State University, students were supported to push for an amendment of the Students Representative Council constitution to clearly spell out that during elections there should be a position for a representative of disabled students. This has allowed disabled students to take up leadership positions and to advocate for disability inclusivity. As a result of this change, some teaching universities have adopted a policy of allowing any student with disabilities who meets the minimum requirements to enter the university (increasing enrolment of disabled students from five to 26), and Midlands State University has adapted some facilities to allow for better access for disabled students and to provide notes in braille.
- SRP partner efforts contributed to increased access for University students to ART and Health facilities (OIE Irish Aid Programme Report 2015). Six policy meetings were held during the 2015 period (including around the annual federal budget planning and review process), involving 49 (27F, 22M) parliamentarians and 25 (13F, 12M) journalists. This led to a Parliamentary motion to increase ART provision at tertiary institutions. The program worked with SAYWHAT to influence Midlands State University to become the second tertiary institution in Zimbabwe to provide ART at an ART follow up site for students with HIV. Previously, students had to return to their home communities to access their treatment. This was both expensive for students and meant that they would miss valuable class time. Furthermore, it meant they were easily identified as People

Living with HIV /AIDS and that would be a source of stigma. These efforts contributed to a wider dialogue about national budget allocations to health, which in turn contributed to a decision by the Government of Zimbabwe to increase national health spending in the 2016 budget.

- Oxfam has supported several initiatives to enable work across partners particularly among partners working on similar thematic areas. This includes supporting partners to jointly develop funding proposals. The interest in working more collaboratively across partners also links with indications in the influencing section in this report that SRP and partner policy change and implementation activities could be more coordinated across partners.

3.1.2 Institutional capacity and stakeholder participation and ownership

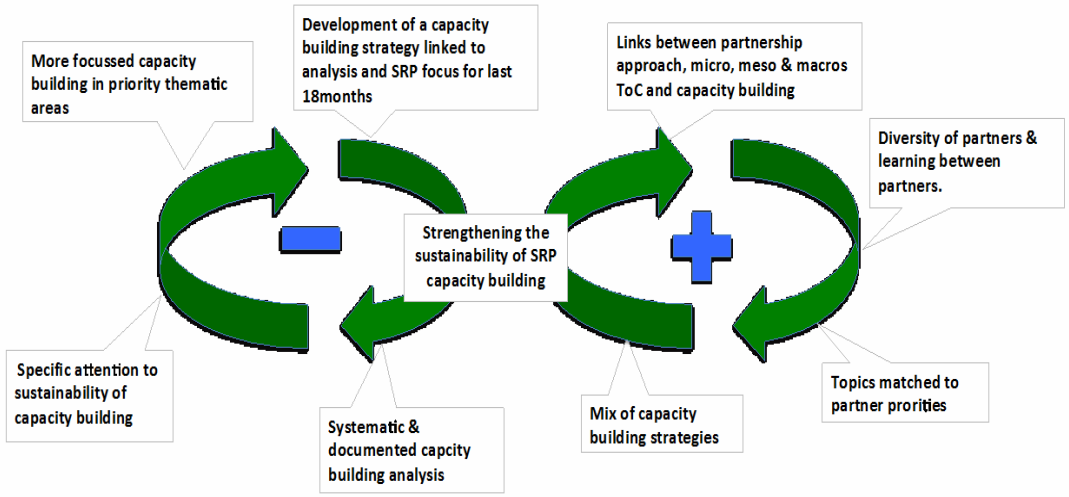


Figure 1: Capacity Building Learning Loops from MTLR Validation Workshop

During the MTLR Validation Workshop a feedback loop mapping was used to outline the current strengths and gaps of SRP's Influencing work. As the loop indicates, several factors reinforce SRP's successful influencing strategy. This includes that SRP builds on, empowers and further builds the capacity of civil society organisations particularly partners to advocate directly to decision makers. The SRP regularly brings partners together to collaboratively influence the development of particular policies or to inform the development of decision maker's knowledge and understanding of sexual and reproductive health rights. As indicated by the number of partners engaged at micro-level, a strong focus of SRP's work is on the community level and this generates important evidence that is needed to influence national policies. Interviewees from other Oxfam programs in Zimbabwe see this as an advantage. The Oxfam Extractives Program for example, uses SRP as an entry point at the community level.

In terms of scaling up, partners identified several initiatives that link activities from the micro- to the meso- and macro level: The organisation of dialogues with community leader's links SRP's influencing work from micro- to meso-level, while bigger SRP partners such as CWGH and SAYWHAT assist the program to influence at the national level. However, as the loop indicates, counteracting factors undermine the influencing capacities of SRP. For example, the current partner portfolio of the program has a clear focus on community level partners. This is highly relevant in Zimbabwe as the evidence that is needed to influence national policies is being generated on the micro level. However, if the program wants to comprehensively scale-up the work from the micro- to the macro level, and if the program wants to have more visibility at the meso- and macro level, more partners would need to be engaged that can operate on the provincial- and national level.

Otherwise, it becomes a challenge to influence national policies to a greater extent. As stressed by the Ministry of Health and Child Care in MTLR interviews, Oxfam's low visibility especially on the provincial level is a shortcoming of the SRP influencing strategy. SRP activities on the provincial level are not sufficiently linked to the activities of other relevant NGOs such as World Foundation, PSI and OPHID. A similar point made throughout MTLR data collection activities was that the SRP should engage with think tanks and other organisations that focus on research. Partners and many interviewees indicated that research needs to play a more prominent role if SRP wants to increase its visibility at the national level. Related to this is the fact that no comprehensive strategic approach is visible at the moment regarding how to scale-up influencing activities from the micro- to the macro level.

Finally Oxfam in Zimbabwe, i.e. not only the SRP, need to work on a common influencing strategy in the country. Even though the work the SRP has done so far is very valuable, it does not seem to be efficient if one program team alone works on an influencing strategy. In this regard, it is proposed that the SRP staff initiate a discussion within Oxfam Zimbabwe on how a comprehensive influencing strategy for the country can be developed based on the knowledge and experiences of the SRP.

At the time of the MTLR Oxfam's role in influencing and advocacy work in Zimbabwe was not clear. Strategic stakeholders and partners suggested several times in interviews that a key role for Oxfam is to introduce knowledge from the local level to the national level and to assist community based organisations to formulate policy tasks that can be integrated into political discussions on the national level. Partners at the MTLR Validation workshop discussed whether Oxfam should become a more visible player in the field of advocacy at the national level or if it is more appropriate for Oxfam to act as a mediator between the different levels, open spaces for local Civil Society Organisations in national policy dialogues and enable them to participate in advocacy by themselves. While a couple of partners and strategic stakeholders felt that Oxfam needs to be a mediator and a visible political player, the majority stressed that Oxfam's role is to enable local Civil Society Organisations to advocate by themselves.

Among strategic partners and external stakeholders of SRP there was inconsistent recognition of Oxfam's HIV / AIDS Program. Most strategic partners and external stakeholders had a good understanding of Oxfam's program. Several were complimentary and even very positive about SRP. On the other hand, at least two strategic stakeholders indicated that they were not aware of Oxfam's HIV/ AIDS Program. Discussions with SRP Oxfam staff suggested that explanations for this may include that interviewed staff worked at a high level and were aware of Oxfam generally but not specific program work or that organisations were aware of SRP partner activities but not SRP. This observation may point to the need for Oxfam to consider options for increasing participation in relevant HIV /AIDS forums and to consider options for further communicating to strategic partners and external stakeholders regarding the SRP partnership approach.

3.1.3 Impact and sustainability

The relationship between Oxfam and partners was consistently identified as a key strength of the SRP across MTLR data collection activities. An interviewee from the Women's Action Group (WAG) indicated that ***'Oxfam is a true partner. Oxfam responds to partnership issues.'*** Oxfam staff in Zimbabwe and working in Affiliate offices also highlighted the SRP's approach to partnership as a particular strength, ***'the SRP relationship with partners works very well, there is good dialogue, partners can influence and direct.'***

While acknowledging that funding from Oxfam is important, partners were positive about the relationships created as part of the SRP. Feedback from partners suggested that using a range of

entry points to facilitate the SRP partnership was effective. Partners valued the participatory approach to the SRP design and appreciated the suite of capacity building methods including formal training, coaching from Oxfam staff and cross partner exchanges and learning. One YTT staff member noted in a MTLR interview that partners are complimentary, ***'… We have taken best practice from other partners; this improves the Oxfam Program but others as well.'*** Echoing this view, a MMPZT staff indicated ***that '…the broad range of actors is good because you touch on different facets …, every partner can learn from each other.'***

The composition of the partner portfolio enables the SRP theory of change and capacity building strategy. Evidence that the relationship between the theory of change and the partnership approach is working in practice includes the several instances where partners working at the macro or national level have collaborated with partners who implement projects at the micro or community level to develop parliamentary briefing papers or dialogues. The synergistic nature of the theory of change and the partnership portfolio is a noteworthy strength of the SRP both in the design and implementation.

As mentioned earlier, SRP has successfully linked partners and enabled cooperation between them to increase their influencing capacities. However, it was stressed by most SRP partners and interviewees that the Program could focus even more on building coalitions especially between women's organisations, young people and organisations that work on disability inclusion. These collaborations are not very common yet, strengthening the women's movement is seen as crucial for SRP and should be included in a more comprehensive way in SRP's influencing strategy and will in turn ensure sustainability of the achievements and progress made by the program. A staff member of WAG a SRP strategic partner recommended that the SRP's focus is on building women's leadership and the women's movement. A focus on supporting women's organisations and movement is also a clear added value that SRP contributes to the third OCS country goal - Gender Justice and Women's Rights (page 13): We will support the right of key groups of women (single mothers, sex workers, ..) who are victims of Gender Based Violence to security and SRHR and HIV/AIDS related medication and services.

3.2 Gender Sensitivity

3.2.1 Relevance, Efficiency and Effectiveness

The SRP has been successful in strengthening awareness among partners on cultural and structural issues that position women as particularly vulnerable to HIV/ AIDS and shows the barriers that make it difficult for women to access their sexual and reproductive health rights. Throughout the MTLR data collection processes, partners identified that emphasis on women's rights is a core element of the SRP which has enabled partners to deepen their focus on women's rights within the broader frame of sexual and reproductive health rights. Furthermore, the Women's Action Group, a strategic partner of the program identified that SRP had sprung from the COGHENA program which placed gender as a core consideration, and that this emphasis has continued in SRP. At the MTLR Inception Workshop in Bulawayo, SRP partners observed that 'almost all partners if not all have gender policies and this guides the organisations in the planning, implementation and MEL processes.' Several SRP community or micro level and strategic partners focus on gender and women's rights.

Partners noted that the SRP has brought about long term transformative thinking particularly in the

context of support for the implementation of project activities relevant to Gender Based Violence. An example cited was that the SRP prompted partners to engage men in activities aimed at increasing women's capacity to exercise their sexual and reproductive health rights in order to avoid negative pushback within the community. However, the MTLR Review noted that more work needs to be done in the SRP to include men in project strategies aimed at increasing women's access to sexual and reproductive health rights.

The SRP has acknowledged the intersectionality between gender and other forms of marginalisation. This is particularly evident in the SRP's support for partners to understand and address the structural processes and cultural norms and attitudes that further disadvantage women especially those with disability or are sex workers. A beneficiary who was present at a MTLR partner workshop noted that through the work of an SRP partner, DHAT she changed her perception and started to see that ***she was not just a woman with a disability but she was also a voice for advocacy, she has taken ownership of this voice and is now able to speak strongly on the issues relating to HIV/AIDS, gender and disability***.

Finally, the Program has also integrated gender into the monitoring and evaluation framework. The framework includes both gender transformative indicators (Indicator 1.3-'Increased percentage of women who seek legal and paralegal support after experiencing Gender Based Violence and other harmful social and cultural practices') and gender sensitive indicators (Indicator 1.2 – 'Increased percentage of young people report using condoms the last time they had sexual intercourse' , disaggregated by sex).

The following changes in the knowledge and behaviour of women beneficiaries have been documented from the baseline compared to Irish Aid Monitoring data 2015 and can be attributed to the SRP.

- Increased knowledge on HIV/AIDS prevention among female beneficiaries (74.4%-100%).
- Increased knowledge on sexual and reproductive health rights among female beneficiaries (82.1%-100%).
- Increased number of women reporting condom use in their last act of intercourse (53%-70%).
- Increased percentage of women seeking legal and paralegal support after experiencing Gender Based Violence and other harmful social and cultural practices (24.2%-43%).
- Increased percentage of women with improved income and average income per woman per month (28.4%-33%).

Community participants across MTLR focus groups consistently highlighted the importance of support groups and networks that partner projects have established. Bethany Project in Zvishavane has established 14 support groups for young people currently reaching 145 young people; YTT has over 200 mentors who provide psychosocial support and mentorship on sexual reproductive health and rights to over 4 828 teen mothers and adolescents. It is important to note that some partners such as MMPZT may use terms such as treatment buddies or PSS or kids clubs as opposed to support groups yet the purpose is that of support groups and organising for social justice. These are of particular importance to women and young women given the compounding factors that act as barriers to them accessing accurate information about their sexual and reproductive health rights, as they act as their only source of information.

SRP partners use a model of change that starts with empowering individuals with knowledge about their sexual and reproductive health rights, connects individuals to their peers and engages communities to create an enabling environment for People Living with HIV, women, young people,

mobile populations and people with disability to access their rights. An integral part of this model includes the establishment of peer support groups. In MTLR focus group discussions young people involved in YTT and MMPZT projects highlighted the importance of the support groups and networks in creating new friendships. These friendships helped them to feel less isolated particularly in the context of the marginalisation and stigma associated with being HIV positive. Through their participation in the support groups young people reported that they have increased their knowledge of sexual and reproductive health right's.

The peer support groups are also considered as an alternative source of information to traditional sources. This was strongly articulated by young women who participate in YTT activities ***'… sometimes we are having a problem and we can ask others a question…', '…we face the same challenges and we can discuss together…'*** YTT has also experimented with using social media to enable young women to communicate. Using 'What's App' this network has managed to include young women who have migrated to other parts of Zimbabwe or South Africa. It provides a peer –to- peer platform for young women to engage in dialogue about options for resolving sexual and reproductive health rights issues.

3.2.2 Institutional capacity and stakeholder participation and ownership

Seventy percent (70%) of partners noted that it is important to see how changes in the overall context affect or don't impact on gender relations within the communities in which SRP partners work. They acknowledged that there was a need for more research to understand with more clarity the drivers and details of specific aspects of gender inequities and discrimination. Partners felt that this research helps to identify the real problems and gaps and makes programming more responsive to the experiences and needs of the communities in which they work. It was noted that without sufficient research on gender issues programs could risk operating under harmful assumptions which miss the true point of how cultural norms and attitudes work to the disadvantage of women.

In the MTLR Bulawayo partner workshop, partners suggested that rather than working to influence more changes in policy, SRP needs to work on bridging the gap between policy and implementation. Evidence to illustrate this point was seen as the lack of awareness within communities and among women more specifically about the legal age of marriage established by a recent High Court ruling and rights established by the Zimbabwean Domestic Violence Act of 2007. Partners also identified that while the law on the legal age of marriage has changed other factors such as economic hardships and cultural norms drive many young women to marry older men.

3.2.3 Impact and sustainability

The MTLR indicates that the SRP partners at an organisational level have recognised structural and cultural gender discrimination and the barriers to women exercising their sexual and reproductive health rights. Many partners have strengthened gender mainstreaming throughout their organisations and programming. While partners have reported that SRP has supported them to increase their focus on women and gender, the MTLR data collection processes suggested that the extent to which gender analysis has been mainstreamed across partners is variable. It was apparent, for example, that some partners have not changed their program strategies to be more inclusive of women and gender discrimination. The changes in partner practices in relation to gender are also not captured within MEL program activities or documentation except for the changes in the number of women that partners have reached.

While SRP has clearly expanded women's and girls' awareness of their sexual and reproductive health rights, the SRP gender element does not stand out as one of the primary strengths of the Program. At the same time, there is general agreement across partners of the central importance of a gender and women's rights focus given prevailing gender discrimination in Zimbabwe that women are over-represented in HIV/AIDS prevalence and carry the burden of care for relatives.

3.3 Capacity Building

3.3.1 Relevance, Efficiency and Effectiveness

The design of the SRP capacity building suite was motivated by the Partner Scoping Report and was further refined through individual meetings with partners and documented in the SRP Capacity Building Menu. The Partner Scoping Report identified that '…most Civil Society Organisations do not have data collection, analysis and use strategies (16).' In addressing these findings, the SRP capacity building strategy has a focus on MEL including theory of change, results based management, MEL data collection methods, analysis and utilisation. Partners found theory of change, MEL and resource mobilisation capacity building topics very useful to them. In this regard, the SRP capacity building became very relevant to the circumstances being experienced by partners. They testified that the capacity building elements of the SRP promoted learning and skill development are contributing to the viability and effectiveness of their organisations. Partners also valued collaborative learning with other partners as they share and exchange knowledge and found opportunities to participate in international and regional conferences useful for exposure and networking. One partner, a YTT staff member, remarked '***the SRP mentor approach is effective. SRP capacity building has really added value to organisational development as it enhanced sharing and learning with other projects.***"

The SRP Capacity building took different approaches including training (covering topics such as MEL, RBM, Disability inclusion, advocacy and influencing, programme management, SRHR programming, financial management and resource mobilisation), mentoring, partner visits, cross partner learning through partner platforms and Partner exposure visits and conferences. These different approaches were delivered by and through partner staff (implementing and strategic), partners' staff working at national or meso level or who focus on disability, Oxfam staff and partners themselves. The SRP capacity building approach was effective because of the range of strategies employed to enhance partner staff knowledge and skills, to facilitate cross partner learning and changes in organisational capabilities. The effectiveness of the capacity building has been monitored via partner reports and as part of Oxfam staff visits to individual partners.

3.3.2 Institutional Capacity, Stakeholder Participation and Ownership

A feedback loop analysing SRP capacity building elements was developed for the MTLR Validation Workshop based on data collected from workshops and interviews. The feedback loops were used to identify elements that are working towards and against an intended outcome.

3.3.3 Impact and Sustainability

The SRP capacity building has contributed to changes in Partners' knowledge and practices. The MEL training was a common example among partners which illustrated the effectiveness of SRP capacity building. The notable changes that came about as a result of the MEL training were that partners became better at explaining their organisational theory of change and documenting their

work. In support of this, one MTLR workshop participant reported that "***the mentoring from CWGH was effective as it increased their capacity to advocate at local, regional and national levels"*** while another partner shared that "***what came out of the Partnership Platform was the clear significance of influencing and as a result we all focus more on influencing.***" MMPZT staff member expressed that, "…***the documentation of the MMPZT theory of change, which happened as a result of the SRP capacity building helps us to attract additional funding partners."*** As indicated above, it is clear from partner feedback that the benefits of the SRP capacity building strategy are derived from the relevance of the topics to partner priorities but also results from effective facilitation of cross partner learning and collaboration.

The diversity of SRP partners is a clear asset and is a model for sustainability as it provides the platform for cross partner learning and for partners with expertise in a thematic area or working at a particular level in the theory of change (micro, meso or macro) to mentor other partners. However, the same diversity of partners and the number of partners creates challenges for focussing the capacity building strategy particularly to develop and monitor complimentary activities.

How to ensure the sustainability of capacity building is being identified as a challenge which needs to be attended to in the last lap of programming so that the SRP can consolidate efforts made in capacity building. Partners reported that there wasn't sufficient follow up to some of the capacity building training and that it wasn't clear who was responsible for integrating new or strengthened knowledge into systems and practice. One partner in an MTLR workshop commented, ***"…we appreciate the knowledge but there are still gaps …."*** While another said, "***… there is limited financial support from Oxfam to follow up on issues brought up in meetings because proposals were submitted the previous year."*** It emerged during the MTLR workshops that there is need for systematic and comprehensive review of partner capacities so as to use capacity building resources more strategically, particularly in the last 12 months of the Program. Throughout the MTLR data collection processes, partners echoed the need for SRP capacity building to focus on consolidating community capacities to be aware of their sexual and reproductive health rights, to claim those rights within working structures.

3.4 Disability Inclusion

3.4.1 Relevance, Efficiency and Effectiveness

A key achievement of the SRP has been to raise awareness of and commitment to disability inclusion among implementing and strategic partners. Partners noted, during the MTLR that SRP increased their understanding of the importance of ensuring people with disability have access to knowledge of and capacity to exercise their sexual and reproductive health rights. To buttress this observation, partners added that the SRP support enabled them to identify and implement activities that increased access to project activities for people with disability. Furthermore, A Zimbabwe UNAIDS staff member who remarked that "***disability inclusion is a niche for Oxfam'*** shared the same sentiments with a partner who said, ***"the SRP has been an important advocate for disability inclusion in Zimbabwe***" and this serves to affirm the effectiveness of the SRP programme approach to disability inclusion which has emerged as a working model which can be replicated elsewhere.

Disability inclusion has been integrated throughout the SRP design and implementation. The deliberate and thoughtful incorporation of disability inclusion throughout the conceptual framing of the SRP and implementation has communicated the importance of it to all stakeholders. Within the SRP design people with disability are identified as a key population group for targeting program

activities in the goal, outcomes and indicators. Embedding disability inclusion in the SRP design and integrating it into partner reporting and support through capacity building has effectively reinforced this element as a key and valued part of SRP. This three-pronged approach is a unique program strategy that can provide valuable learning for other programs.

Evidence gathered from the MTLR shows that the SRP has enabled partners to make adjustments to their activities to facilitate greater health services accessibility for people with disability and has also enabled disability focussed partners to expand their activities thereby increasing access to sexual and reproductive health information. Below is an extraction of the evidence of disability inclusion in partner's work:

- Increased access for people with disability to sexual and reproductive and health information by translating materials into braille and teaching key community workers sign language.
- Supported people with disability to become recognised as leaders and role models in their communities. SAYWHAT supported students to lobby tertiary institutions to introduce recruitment processes that reduce barriers for people with disability to enrol in university. At one college, there was increased enrolment from 5 students with disabilities to 26 in one recruitment (Irish Aid Narrative Report, 2015, p6).
- Increased awareness of the rights and needs of people with disability among community health workers and local government officials as a result of training from SRP partners. As a result of engagement with SRP partners the Rural District Councils of Matobo and Umguza committed to ensuring local NGOs mainstream disability into their interventions. While there is no evidence of changes in NGO practice, it indicates a change in attitude among some local authorities towards disability inclusion. A further positive unintended result of partner engagement is that the Matobo District Hospital is now disaggregating data by disability indicating the services which people with disability have accessed (Irish Aid Narrative Report, 2015, p6).
- Strengthened understanding among parliamentarians about challenges associated with access to services for people with disability. Dialogue sessions were held with the Parliamentary Portfolio Committees on Health and HIV /AIDS and the Ministry of Health and Child Care engaging 34 decision-makers. A policy brief was also developed and presented to parliamentarians during an organised dialogue session.

While SRP partners seem to have made variable progress on disability inclusion, partners consistently expressed support for the emphasis on and approach to disability inclusion in SRP.

3.4.2 Institutional capacity, Stakeholder Participation and Ownership

Integral to the effectiveness of capacity building to enable disability inclusion has been the partnership with DHAT and ZNNP+. This cooperation has enabled other partners to access disability expertise within the NGO community in the SRP target regions. DHAT and ZNNP+ have developed the capacity of SRP partners through disability inclusion training and informal support to other SRP partners. It is important to recognise the mutually reinforcing effect of the approaches to partnership and capacity building in SRP. The deliberate inclusion of disability-focussed organisations in the partnership portfolio has enabled Oxfam to access local expert knowledge and experience to support capacity building among the broader partner group. At the same time, supporting Zimbabwean disability focussed NGOs to provide capacity building support has reinforced partnership and collaboration between civil society actors. An example of this is the collaborative work between DHAT and YTT.

SRP partners reached convergence on the observation that while they had made progress on disability inclusion there was considerable potential to strengthen the partners' practice. Key learning areas identified by partners include:

- To strengthen data collection among partners by investing in activities that would help them to understand who is living with a disability in their communities and how their disabilities affect their sexual and reproductive health rights.
- To increase awareness among people with disability of their rights as already articulated in Zimbabwean legislation and policies such as the Disabled Persons Act and the Zimbabwe National HIV and AIDS Strategic Plan.
- To ensure SRP influencing activities are explicitly disability focussed or inclusive.
- To use data collection to broaden awareness of the priorities and needs of people with disability beyond people who have visible disabilities.

On the contrary, it emerged that disability inclusion has been uneven among partners. One partner clearly said their organisation had not altered project activities to enable increased access for people with disability to services. Although not representative enough of SRP partners, it brings out the importance of understanding the differential challenges and needs of partners so as to tailor-make capacity building strategies.

3.4.3 Impact and Sustainability

The Program monitoring data shows that people with disability have increased knowledge about their sexual and reproductive health rights as a result of the SRP. The SRP baseline indicates that 79.3% of people with disability had knowledge of their sexual and reproductive health rights compared to 88.3% in 2015 attest to the increased knowledge. In addition, monitoring data suggests that people with disability who are part of the SRP target group demonstrate improved knowledge of HIV prevention and sexual and reproductive health rights with an SRP baseline of 69% against 88.3% in 2015. The increase in knowledge among people with disability about their rights supports the observation that SRP partners are consistently integrating disability inclusion into their projects.

Investment in capacity building of tertiary institutions as with SAYWHAT, capacity building of community health workers, local government officials and Rural District Councils such as Matobo and Umguza provides pillars for sustainability to community interventions on disability inclusion which will change people's perceptions and attitudes on disability and totally transform lives right from the community level. At the national level, holding dialogue sessions with Parliamentarians and producing policy briefs will ensure disability inclusion at policy and implementation level.

3.5 Synthesis of MTLR findings from the four thematic areas

3.5.1 What are the common features among all 4 themes?

All thematic areas were highly relevant and have managed to address key institutional and programming issues. From the MTLR it is clear that all four thematic areas (lnfluencing, Gender, Disability lnclusion and Capacity Building) are very important and it is good that they are being addressed separately because each has the potential of being side-lined when combined with another even though it is also very clear from the findings above that one cannot address a single thematic area and not address the other three. The following were the common features/learning

areas that came out from the MTLR on the 4 themes:

1. **Enhancing influencing capacity of SRP:** A lot of evidence generation for influencing national policy and practice is done at micro level and feeds into meso and macro level work. There have been moments where the meso and macro level partners such as SAYWHAT and CWGH have brought in micro level partners such as YTT, MMPZT, UAN, HOCIC and MACO e.g. into parliament to be the voice of communities during the national budget processes and during ART and disability advocacy campaigns. There have also been moments whereby macro level partners have supported micro level partners to undertake localised micro level influencing. A good example if of CWGH supporting HOCIC to lobby Umguza district council for establishment of the first ever clinic in ward 1 of Umguza. The result was the Council donating land for construction of the clinic.

2. **Deepening ongoing conversations/ discourse around each thematic area:** It emerged that SRP influencing should support communities including CBOs to influence policy and practice changes at the very micro level. This is further supported by the partner observation documented in the Gender Sensitivity section, that despite the changes in the law that govern the legal age of marriage other drivers have meant that young women are continuing to marry older men and this needs to be addressed at community level.

3. **Strengthening the sustainability of SRP**: The need to strengthen community systems for sustainability of the program is central throughout the 4 thematic areas. Another highlight of the MTLR was that the SRP should consider movement building a key element/feature of the SRP and developing clearer program exit plan.

4. **The gap / lack of clear linkages between SRP & OCS:** There is a linkage between the SRP and OCS however, there is no clear communication on future of SRP given the shifts in focus of the new OCS. Possible linkages in the best practices and results of the SRP being carried forward exist through the partnership approach, theory of change, success in influencing for policy and practice change and in the fact that the Gender Justice and Women's Rights program pillar still has a reasonable focus on sexual reproductive health, gender, GBV and violence which have been components of the SRP. On the other hand, the issue of whether the SRP which is regarded as a legacy program will be 'forced' to close or allowed to evolve into a new program with some focus of the new OCS yet borrowing off from SRP achievements is not yet very clear. Once a clear communication is established on SRP and evolving OCS, this creates an opportunity for the SRP to contribute to the future work of Oxfam in Zimbabwe with learning, good practice and expertise.
5. **The need for strategies to contribute to sustainable changes to gender relations:** The role of research in strengthening the focus and sustainability of SRP's gender and influencing work needs to be determined and also, what SRP should do in the last 18 months of the program to support partners to further integrate a focus on women and girls and gender relations.

3.5.2 Key strengths of the programme design and implementation

The major strength of the SRP has been its deliberate and informed focus on women, young women, young people, people with disability and mobile populations. The majority of individuals who have participated and benefited from SRP activities implemented at the local level belong to one and usually several marginalised groups. The SRP is particularly recognised among

implementing and strategic partners and external stakeholders for achievements in integrating disability inclusion into the program design. The MTLR analysis suggests changes in SRP partner practice towards becoming more disability inclusive. The SRP provides Oxfam with a potential to become the niche organisation in Zimbabwe that is disability inclusive in all its programmes.

Feedback from partners suggests that the SRP capacity building has contributed to changes in partner skills at an individual staff and organisational level. There is good evidence that the SRP has supported partners to either extend or strengthen their influencing activities with outcomes substantiated in the policy and practice of tertiary institutions and in access to decision makers at a national level.

During the MTLR validation workshop another strength of the program design and implementation was identified which is the target areas. It was agreed by participants that the baseline criterion is still relevant because the choice of geographical coverage of the SRP is still relevant. The national incidence of new HIV infections is estimated at 0.98% except for Bulawayo which the highest incidence estimated at 2.5% and Matabeleland South at 1.4%. This suggests that the likelihood of having new HIV infections is highest in these areas than any other parts of the country and therefore necessitates increased investments in prevention activities in these areas. Sex worker incidence is at 10% and most new HIV infections are high in farming areas, mining towns and border towns.

4. LINK BETWEEN SRP AND OXFAM COUNTRY STRATEGY

4.1 The differentiating and common features of SRP vis-a-vis the Oxfam Country Strategy?

HIV/AIDS is not directly integrated into the Oxfam Country Strategy and it is unclear what role this topic will play for Oxfam in Zimbabwe after the end of SRP. In MTLR interviews Oxfam Great Britain staff emphasised that HIV/AIDS is relevant topic in Zimbabwe that is closely linked to Gender Based Violence. It was pointed out that the relationship between HIV/AIDS and Gender Based Violence is a key issue within the Oxfam Country Strategy and the Country Operating Model and that for this reason HIV/AIDS is indirectly integrated into the Oxfam Country Strategy. However, the point was also made that many other organisations are already active in the field of HIV/AIDS and that it is not necessarily the added value of Oxfam in Zimbabwe. In addition, international funding for HIV/AIDS decreased in the last year and that poses challenges for HIV/AIDS programs in the region. Nevertheless, interviewees indicated that one possibility is to integrate current SRP partners that work on HIV/AIDS into the new Oxfam Country Strategy because it would be good not to lose the focus on HIV/AIDS completely.

As outlined in the Oxfam Country Strategy it will be crucial for Oxfam in Zimbabwe to closely collaborate with partners and communities, support movement building and a strong civil society and enable communities to engage with duty bearers (Oxfam Country Strategy, page 3). As suggested in this MTLR, the SRP provides a valuable knowledge base with regards to working with

partners at the micro, meso and macro levels. During the MTLR it became very clear that the partnership approach, the theory of change, the engagement with communities as well as the multi-level strategy of the SRP is a clear added value for the Oxfam Country Strategy and Oxfam in Zimbabwe.

4.1 What value does the SRP add to the Oxfam Country Strategy

An added value of SRP is that it builds on lessons of the 10 year COGENHA Program that focused on a combination of HIV/AIDS and gender. Moreover, the Zimbabwe Country Strategy emphasises Oxfam's role in addressing sexual violence through program strategies that support women to exercise their sexual and reproductive health rights. This identifies an opportunity for SRP to contribute to the future work of Oxfam in Zimbabwe with learning, good practice and expertise in supporting partner gender and influencing activities. (See also above for discussion about SRP Influencing and Gender Sensitivity elements).

However, in the Oxfam Country Strategy it is not yet clear what role the COGENHA and SRP learning will play in future as it isn't mentioned anywhere that Oxfam in Zimbabwe will build on this rich experience of both programs. For example, the narrative outlining the Oxfam in Zimbabwe theory of change (page 7/8) stresses how crucial the cooperation with local communities and Civil Society Organisations is to achieve transformative change. An efficient and cost-effective way to strengthen Oxfam in Zimbabwe's relationships with civil society is to build on SRP's theory of change and the partnership approach as it has been validated over a long period of time. Instead of "developing jointly with partners effective influencing models," (page 8) the new country strategy should use the SRP partnership approach and continue to further develop the influencing work that SRP has already done together with partners. Otherwise there is a risk that the learning of almost thirteen years of Oxfam in Zimbabwe will be lost.

Using the SRP MTLR as a starting point, assess the strategic value of Oxfam Zimbabwe focussing on HIV/AIDS including Oxfam's potential value-add. As part of this, engage with Oxfam Malawi about learning regarding HIV/AIDS legacy programs and the nexus between HIV /AIDS and gendered discrimination

5 REVIEW OF OXFAM MTLR APPROACH

5.1 What are the strengths, limitations, opportunities and threats of the approach used?

Strengths

- The combination of systemic- and participatory methodologies shaped the review process as a joint learning exercise where all stakeholders collaboratively develop the recommendations and next steps for the SRP. This guaranteed local ownership of the process and sustainability of the MTLR results.
- In the context of Oxfam2020 it proved to be suitable to use internal Oxfam staff for the MTLR. One of the reasons for this is that the current context in countries such as Zimbabwe where the Oxfam2020 process is in full swing, is complex and hard to understand without any knowledge of the change process in the Oxfam confederation. It is not only the political context in Zimbabwe that affects the aims and goals of the SRP at the moment but also the internal Oxfam transition processes.

Limitations

- Qualitative approaches are work-intensive and time consuming and are not appropriate if a light touch MTLR is requested. This is an important point that needs to be considered while working on the terms of reference and agreeing on the aim and scope of an MTLR.
- Although a mixed team of external and internal facilitators is an added value for the MTLR, it is recommended to keep it as small as possible. The big team with five people sometimes slowed down the process due to several reflection- and feedback loops. It seems to be more appropriate if it is formed of maximum of two external – and two internal facilitators.
- Roles and responsibilities need to be clearly defined from the very beginning. During the MTLR a couple of uncertainties arose, like for example who is conducting the interviews and who is participating in the focus group discussions.

Opportunities

- The MTLR is a good approach to learning and capacity building for Oxfam and Partner staff.
- Harmonising the SRP and OCS since the Strategy emphasises on addressing sexual violence through strategies that support women to exercise their sexual and reproductive health rights, which is a strength of the SRP. The harmonisation is an opportunity for SRP to contribute to the future work of Oxfam in Zimbabwe with learning, good practice and expertise in supporting partners' gender and influencing activities and ensuring sustainability of the programme.
- The SRP is highly relevant and that is an opportunity for growth and expansion.

Threats

- The fact that there is no clear link between SRP and OCS and the coming in of the 2020 can result in the side-lining of SRP or its extinction.
- The reduced international funding for HIV/AIDS programming.

5.2 What is the value addition that this approach brings to PMEAL in Oxfam?

An assessment of the Value for Money of SRP is provided below. This assessment aligns with expectations from the Australian Department of Foreign Affairs and Trade, a primary SRP donor. Given that the MTLR was designed as a light touch review at the midpoint of the SRP implementation there was not time to also conduct a thorough Value for Money Assessment. The focus of the MTLR on outcomes and effectiveness at a Program level also limited the capacity of the evaluation to comment on the efficiency and economy of the SRP. However, much of the MTLR data collection and analysis aligns to Value for Money assessments concerning equity and effectiveness.

5.2.1 Effectiveness

A key element of a Value for Money assessment is to review progress towards program outcomes. As detailed in the analysis above, there is strong evidence that the SRP is making good progress towards achieving anticipated outcomes. Monitoring data from the Irish Aid SRP reporting suggests the following progress towards outcomes:

- Increased knowledge on HIV/AIDS prevention among beneficiaries (74.9%-96.4%) (Outcome 1.1).
- Increased knowledge on sexual and reproductive health rights among beneficiaries (82.7%-96.4%)(Outcome1.1).
- Increased number of beneficiaries reporting condom use in their last act of intercourse (57.1%-75%) (Outcome 1.2).
- Increased percentage of women seek legal and paralegal support after experiencing Gender Based Violence and other harmful social and cultural practices (24.2%-43%) (Outcome 1.3).
- Increased percentage of women with improved income and average income per woman per month (28.4%-33%)

The majority of the recommendations point to learning about how Oxfam can build on the strengths of the SRP to consolidate the Program in the next 18 months. The learning can be grouped into two broad categories e.g. clarifying SRP approaches and consolidating the SRP focus. For example, the analysis of the capacity building element suggests that while the diversity of capacity building strategies has been effective, there is a need to develop a capacity building strategy informed by research and analysis of partner needs and by the agreed focus of the SRP in the last 18 months of the program. The learning from analysis of the gender and influencing SRP activities and the partnership approach is similar.

5.2.2 Equity

The SRP has a deliberate and informed focus on women, young women, young people, people with disability and mobile populations. The majority of individuals who have participated and benefited from SRP activities implemented at the local level belong to one or more marginalised groups. The MTLR analysis suggests that the SRP contributions to equitable outcomes could be strengthened through investments in developing partner capacity to do and use gender analysis. While a majority

of SRP beneficiaries are women, the MTLR data analysis suggests that there have been variable changes in partner practices related to understanding and addressing the cultural norms and structural processes that act as barriers to women exercising their sexual and reproductive health rights. In regard to disability inclusion, SRP partners and Oxfam Affiliate staff suggested that investment in collecting more detailed data on the prevalence of different disabilities in communities would support more focussed and informed support for people with disability. This could potentially contribute to expanding the reach of the SRP activities and enable partners to modify their activities to ensure that their activities are accessible to people who have a range of disabilities particular those that are hardest to reach.

6. CONCLUSION, RECOMMENDATIONS AND LESSONS LEARNT

6.1 Conclusions

In conclusion the SRP is making good progress towards achieving its anticipated outcomes. Evidence shows that SRP partners have contributed to increased awareness on sexual and reproductive health rights and changes in practice among women, men, young people, mobile populations and people with disability. Partners report that SRP events and training have made positive contributions towards individual and institutional capacity and have improved linkages across organisations. The influencing elements of SRP have contributed to greater access to treatment for young people and have increased awareness among decision makers of the barriers to accessing quality services experienced by people living with HIV.

The MTLR showed that the SRP program design is strong and effective in enabling the desired outcomes. In particular, the Theory of Change and partnership approach, work synergistically to support partner collaboration and learning and to elevate evidence of community priorities from local to national levels.

The MTLR recommendations provide a range of options for consolidating the SRP in the last 18 months of the program. Further prioritisation of recommendations should focus on two areas:

- Strengthening SRP elements that provide the biggest added value for the Zimbabwe Country Strategy, namely gender and influencing
- Focussing on partner sustainability through capacity building for MEL and documentation, gender analysis, influencing and resource mobilisation.

This prioritisation suggests that in the remaining period of program implementation, SRP focuses on gender and influencing since both elements still need to be strengthened in the Oxfam Zimbabwe country strategy. As a consequence, gender and influencing could form the basis of a SRP follow-up program and lessons learned of more than 12 years of engagement of Oxfam in Zimbabwe can be comprehensively integrated into the new country strategy. Partnership and disability inclusion are also strong elements of the SRP and are sufficiently strong to provide a foundation for ongoing programming. Both of these elements offer learning that can contribute to the design of a new program.

6.2 Lessons Learnt

The following lessons have been drawn from the SRP so far:

- Partnership and networking is very important in sharing expertise and resources with others.
- The partnership mix/approach (micro, meso and macro levels) works well and achieves more results and enhances quality of the program.
- A baseline and an M & E framework is needed before any implementation of a programme for follow up and easy assessment of progress towards achievement of desired results and this was a clear added value in that the SRP had this right at the beginning of the programme.
- There is a huge gap between donor priorities and the community needs. There is a need to look objectively at the situation recommending the good in the project and openly discussing the challenges for the program's effective appraisal.
- Funding cuts are real and affect development work. Methods to scale down while achieving more for less should therefore be devised such as geographical coverage and working with like-minded organisations. In view of budget cuts, organisations should use whatever budget allocated efficiently without compromising on quality.
- Research and documentation is central for accountability and to achieving evidence based programming.
- Working with existing structures is of paramount importance in building sustainability.
- It is critical to update all stakeholders with information; data should be passed through to the national grid i.e. provincial level statistics of NGOs operating in the different areas.
- There is need for research on barriers to disclosure and adherence with recommendations
- SRP program can achieve its objective given enough resources- looking at its main four pillars of operation which are still relevant.
- A Mid Term Learning Review is critical to ensure that gaps are addressed before finality of a program.

6.3 Recommendations

The following recommendations are being made to advance the goal of the program:

6.3.1 Influencing:

- Focus on building collaboration among partners for developing influencing priorities and strategies especially between partners working on similar thematic issues and also to further strengthen links between partners with organisations external to SRP that have similar policy influencing agendas.
- Clarify SRP's and Oxfam's role in influencing and advocacy work in Zimbabwe. Even though a more prominent role at the national level would be helpful for influencing policies this does not necessarily mean that Oxfam needs to be more visible at the national level. A key strength of Oxfam's approach to influencing in SRP has been to enable partner NGOs to advocate and to provide spaces for local organisations to get involved in policy development and implementation.

- Develop a clear and shared understanding of what is meant by influencing and advocacy influencing work in Oxfam Zimbabwe. In SRP documents they are very often used as synonyms while in other documents “Influencing” is a broader term that encompasses program and advocacy work.
- Work across Oxfam Zimbabwe to develop an Influencing Strategy for the country. This will provide a common approach and understanding of influencing across all country programs. Elements of SRP such as the theory of change, the multi-level approach, partnership approach, as well as the strong focus on community level work are valuable knowledge for Oxfam in Zimbabwe.

6.3.2 Gender:

- Consolidate and strengthen SRPs gender work by focussing SRP capacity building on gender analysis. Ensure that this work supports partners to deepen their understanding of the drivers of gendered discrimination and to develop individual capacity and organisational approaches.
- As part of SRP capacity building, include a focus on monitoring and evaluation approaches and methods that are effective for learning about and analysing changes in women’s rights and gender relations.
- When working with partners use an action-learning model to document and analyse partner specific and SRP program approaches to gender analysis and implementation. Use a sample from across partners including those that have strong and deep gender practice and those that are at the start of a journey to work with gender analysis to assess the differences between the partners specific and program approaches and engage partners in documenting the differences between the two levels.
- Use the final SRP Partner Platform to review its gender focus, achievements, challenges and learning. Along with other processes, this could be an input to the development of a new Oxfam Zimbabwe gender program.

6.3.3 Capacity:

- Further develop a transparent and purposeful capacity building strategy with the aim of supporting consolidated outcomes in the last 18 months of SRP. As part of this ensure that the capacity building preferences of partners are documented, prioritised and compared to the strategic focus of the SRP in the last 18 months of the Program.
- As part of the above, the topics below were identified by the MTLR as priorities for capacity building:
- MEL including data collection tools, analysis and documentation of partner approaches, results and learning
- Gender analysis, specifically approaches and methods for analysing changes in women’s access to sexual and reproductive health rights and gender relations
- Understanding of and capacity to develop strategies and tactics for influencing with a focus on gathering evidence at a community level to use in local and national influencing
- Partner sustainability and ability to access funding either as individual organisations or as a consortium
- Continue to strengthen the use of capacity building strategies that partners have identified as

effective. This includes peer to peer learning, cross partner visits and stepped and partner specific approaches to support the integration of new approaches and organisational capacities.

6.3.4 Disability:

- Consolidate the disability inclusion focus building on the strengths of achievements to date. This could include a stocktake of partner's progress towards disability inclusion to inform capacity building.
- Identify where disability inclusion can be more explicitly included in SRP influencing activities. Using learning from where disability has been integrated into influencing, further develop strategy and practice for strengthening a disability inclusion focus in SRP influencing activities.
- As a step towards greater disaggregation of monitoring data by disability, support partners to increase their understanding and knowledge of the range of disabilities within their communities and approaches to identifying people with a range of disabilities. The learning from this work could contribute to introducing increased expectations for disaggregation by a range of disabilities in a new Oxfam Zimbabwe program.
- Capitalise on the learning from integrating Disability Inclusion across SRP to inform the development of a new Oxfam Zimbabwe program. This would allow Oxfam Zimbabwe to build on and strengthen recognition of Oxfam as a leader in disability inclusion in Zimbabwe.

6.3.5 Overall

- Consider options for commissioning the Value for Money Assessment as a standalone element of the end program evaluation to ensure that sufficient time and resources are available for this process. Investigate options for an approach that uses existing monitoring data and engages partners in the process and structure of the assessment so that it provides learning for framing a new program aligned to the Zimbabwe Country Strategy.

7. ANNEXES

7.1 Terms of Reference

Introduction

The Securing Rights in the Context of HIV Program (SRP) is Oxfam's major program focusing on HIV and sexual and reproductive health in Zimbabwe. It is managed by Oxfam Canada and co-funded by Oxfam Australia, Oxfam Ireland, and Oxfam Germany.

SRP builds on lessons from a previous 10-year initiative, the Combined Oxfam Gender and HIV/AIDS (COGENHA) program, as well as drawing upon new evidence and areas of work with those groups most vulnerable to HIV infection in Zimbabwe, including women and girls, young people, people with disability and mobile populations. These groups comprise the target population for SRP, and the program aims to enable them to exercise their rights to prevention, quality treatment and sustainable livelihoods.

More specifically, the program expects to contribute to the following outcomes:

- **Outcome 1:** Greater awareness of sexual and reproductive health issues that enables beneficiaries to make informed choices and take steps to protect themselves from HIV infection;
- **Outcome 2:** Improved access to medical treatment and anti-retroviral therapy, as well as care and support, for people living with HIV;
- **Outcome 3:** Greater state responsiveness through advocacy and by empowering people affected by HIV to assert their rights and hold authorities to account;
- **Outcome 4:** Stronger civil society organizations with the ability to promote sexual and reproductive health and address the needs and defend the rights of people affected by HIV.

SRP includes initiatives at community, provincial and national level delivered in partnership with eleven Zimbabwean organizations, ranging from grassroots HIV service organization to the National Aids Council. It is implemented in Matabeleland North, Matabeleland South, and Midlands, and expects to reach 110,000 beneficiaries directly across these three provinces.

SRP was launched in August 2013 and recently completed its second full year of operations, including a six month inception phase, six month transition phase and 18 month full implementation phase. The program will continue for a further 18 months, to June 2017. The program plans to carry out a mid-term learning review (MTLR), as outlined in the TORS that follow, and is seeking a consultant to lead this process.

1. Scope

The MTLR is a light touch review which will precede a final evaluation of the program in 2017. It will focus on work carried out during the first 30 months of the program (July 2013-June 2015).

The MTLR is above all an exercise meant to help Oxfam Canada and its local partners reflect on major results / successes achieved to date, and identify, document and consolidate lessons and promising practices. It will make specific recommendations to improve the implementation of the program in its remaining 18 months, especially in terms of sustainability strategies and exit plans with partners. The MTLR will cover work in each of the three main geographic areas of operation (Matabeleland North and South, and Midlands) of the program and at each of the three levels of programming (micro, meso and macro). It will be a participatory process, focused on learning and involving the local partners, Oxfam staff and other key stakeholders at all stages. Oxfam is seeking a lead consultant to carry out the review in the three provinces in January-February 2016. The consultant will be expected to present a final report before the end of March 2016 to provide the basis for an update of the annual plan for 2016/17.

2. MTLR Objective, Questions and Approach

The main objective of the MTLR is two-fold:

- To assess the progress achieved by the program to date; and,
- To identify key learning and recommendations to improve implementation and enable the program to achieve optimal and sustainable results.

The MTLR is expected to answer the following five central questions:

- What major changes have occurred in the external environment, and do they recommend any critical changes in the design of the program?
- What have been the main achievements of the program, with reference to its results framework, and to what extent are these likely to be sustained?
- What have been the enabling / critical success factors in achieving these results? In particular:
- What has Oxfam's primary contribution / added value been to the program and the achievement of these results?
- What impact has Oxfam's partnership / alliance-building and capacity strengthening approach had on partners and towards the achievement of these results?
- What innovations, lessons and promising practices have emerged, and how best can these be supported and scaled?
- In light of the above, what critical changes could be made to the design program, in particular its capacity building approach and sustainability strategy, for its final 18 months?

In responding to the above questions, the MTLR will focus on several key themes and may consider some / all of the sub-questions outlined in Annex A. (*A final set of sub-questions will be determined in discussion between the SRP team and the consultant.)* The approach of the MTLR in answering these questions will be gender-sensitive, inclusive of all stakeholders (including people with a disability), culturally-sensitive and participatory.

3. Methodology

The MTLR will include the following main elements:

- Desk review (project documents, reports, websites information of the partners, etc.);
- Planning the review, including refining the set of MTLR questions outlined above;
- Selecting and/or preparing the field-based reviews;
- Facilitating the field-based reviews;
- Analysis of the data collected;
- Drafting the report;
- Presentation of the main findings and first conclusions/recommendations;
- Drafting the final report, including the feedback received on the first draft.

4. Deliverables and timeline

The consultant will be responsible for the following key deliverables:

- A detailed methodology and work plan (including a final list of sub-questions) responding to these TORs, following an inception meeting with the – by **December 2015;**
- A first draft of the main findings and recommendations –by **early-March 2016**;
- A presentation of the first results to partners, the SRP team, and the Project Steering Committee –by **mid-March 2016**;
- A final report with specific, concrete recommendations for the implementation of the project in its

final 18 months, taking into account resources (financial, human, etc.) and context –before **March 31, 2016**.

5. Profile of the final report

The above will be reflected in a report of a maximum of 25 pages (excluding annexes), including the following main elements:

- Cover
- Content list
- Executive summary that can be used separately, and includes the main findings and analysis, and summary conclusions and recommendations
- Objectives of the MTLR
- Central question(s) and sub question(s)
- A justification of the methods and techniques used
- A detailed presentation of main findings (included unexpected or relevant findings) and analysis
- Conclusions and recommendations

The appendix of the report should include:

- The Terms of Reference
- Data collection methods
- Concepts and list of abbreviations
- List of documents and bibliography
- List of respondents / participants

The style of the report should be clear, accessible and practical.

6. Profile of the Consultant

This MTLR will be conducted by a consultant or team of consultants with the following qualifications:

- 10+ years of experience in the field managing / implementing projects of a similar nature;
- Knowledge of current / best practice in the area of HIV and SRHR programming, and of the sector in Zimbabwe;
- Extensive knowledge of and strong commitment to gender equality and women's rights;
- Proven experience in conducting evaluations of complex, multi-stakeholder programs;
- Strong analytical and assessment skills, and preferably with experience in the three geographic areas of this program;
- Significant experience in steering a team and working together with local partners;
- Local language skills desirable;
- Good communication and reporting skills.

7. Management of the evaluation and use of findings

The evaluation will be managed by the SR Program Coordinator, based on Harare, with support from Oxfam Canada, and under the guidance of the Project Steering Committee.

The Program Coordinator will provide the consultant with an orientation to the program and the context in which it is operating; identify relevant stakeholders, relevant evaluation participants and information (e.g. reports), ensure that the necessary logistics (e.g. transport and interpreters) are in place; and support the sharing of findings to partners, beneficiaries and other stakeholders as appropriate.

The full final report will be shared with partners and used by the SRP team for planning purposes, and a management response to the findings and action plan / recommendations will be developed. The report and an executive summary version will be prepared to allow the findings to be shared with donors and Oxfam affiliates. These will also be posted on Oxfam websites and made available for publishing to institutional donors, to ensure consistency with Oxfam's commitment to transparency and accountability.

ANNEX A – Themes and Sub-Questions

Theme 1 – Context and design

- What major changes have occurred in the context – externally (political, social, economic) and internally (funding, Oxfam 2020, etc.)?
- What has been the impact of these changes on the program? How has the program responded?
- Does the program's theory of change / initial assumptions still hold, or should changes be considered?
- How effective is the monitoring and evaluation framework? Does the current set of outcomes/indicators remain relevant? Are any revisions necessary?

Theme 2 – Impact and innovation

- Has the target group (women and girls, young people, people with disabilities and mobile populations) been optimally reached? Has the target been meaningfully involved at relevant stages? If not, what alternative approaches are required?
- Which particular activities and interventions are working well and which are not?
- How effectively has the program integrated gender considerations? How effectively has it integrated disability inclusion?
- What promising practices / key lessons have been learned to date, and to what extent have these been shared?
- What should the program now do differently, or what should it do more of to ensure sustainability beyond June 2017?

Theme 3 – Capacity building

- How effective has the program's approach to partner capacity building been? More specifically:

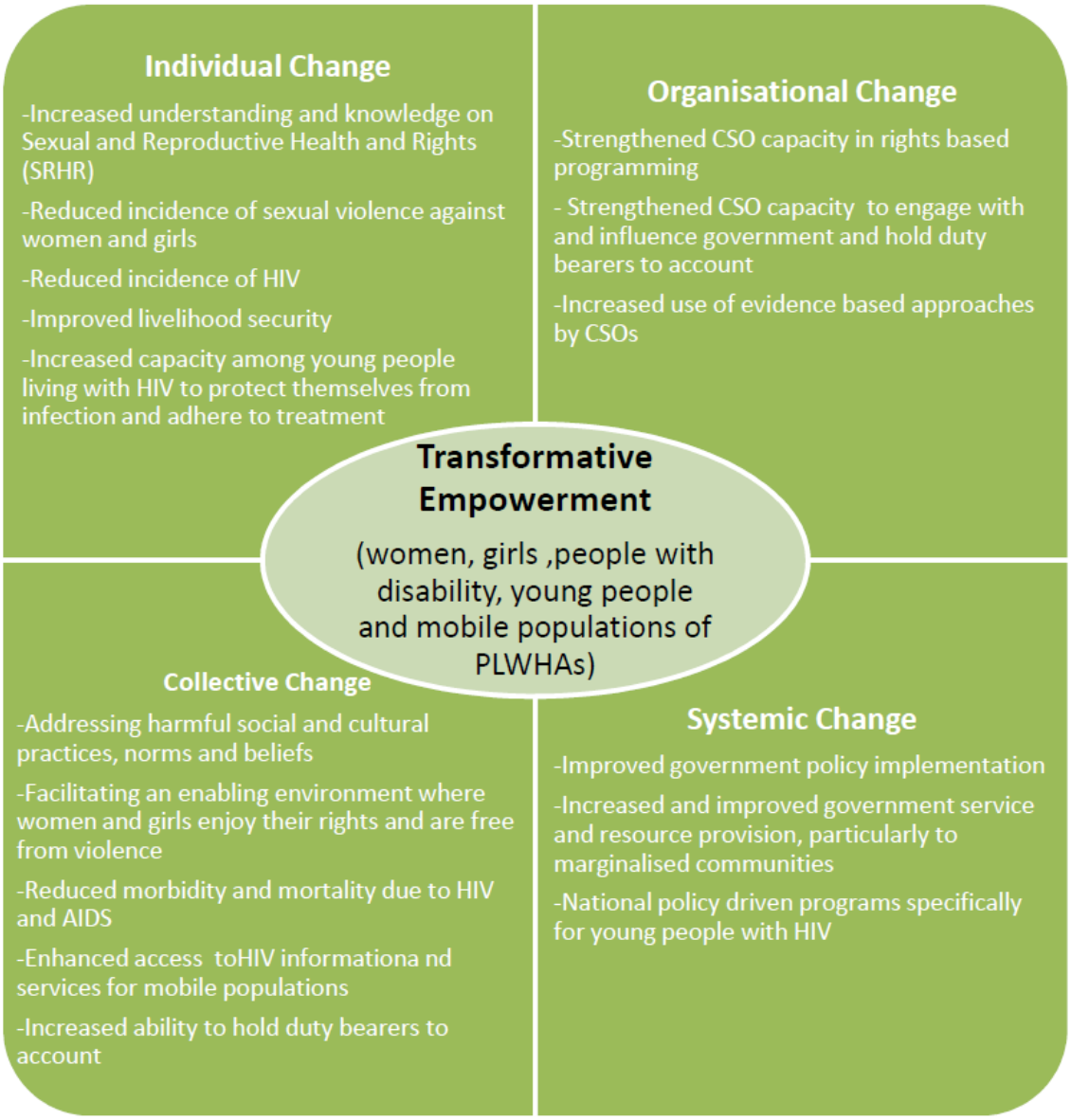
6. What impact has the program had on the organizational development and sustainability of partners themselves?
7. What contribution has this in turn made towards the achievement of program results?

- What specific capacity building approaches and interventions have worked well / what has worked less well?
- What have we learned and what promising practices have emerged in relation to capacity building, and how can this be integrated in sustainability strategies and exit plans?

Theme 4 – Alliances and influencing

- How effective has the program's approach to partnerships (micro, meso, macro) and strategic alliances been? To what extent have these initiatives contributed to the achievement of program results?
- How do partners collaborate with each other and to what extent has the program succeeded in building alliances / cohesion within the HIV sector? How are partners connected to other strategic stakeholders?

7.2 Theory of Change



7.3 MTLR Timeline, Preparation Steps and Schedule

Step	Purpose	Time frame	Responsible person
Program and Affiliate stakeholders respond to a set of focusing questions	Further refine the evaluation purpose & scope	By 23 December	Jayne
Document review	Review program documents against refined evaluation questions. Allows evaluation to build on existing documentation & analysis.	By 15 January	Jayne, Daniela & Niamh
Questionnaire design	Based on refined evaluation purpose, develop initial questionnaire. Note, as described in methodology explanation above, the evaluation questions evolved throughout the data collection process to allow for testing and triangulation of emerging patterns.	By February	Jayne & Daniela
Data collection schedule	Develop a schedule for the interviews, workshops and other activities	By End January	Jayne & Daniela & local team
Create a list of interviewees	Identify which stakeholders should be invited to each data collection process. Focuses attention on identifying stakeholders against each Program outcome & on ensuring that the stakeholders are representative of women, people with disability & different actor roles and perspectives.	By End January	Jayne & Daniela & local team

7.4 MTLR Validation Workshop learning areas and questions

Detailed Methodology and Data collection tools

The MTLR team decided to include a detailed description of the methodology because as outlined in the terms of reference, capacity building of SRP staff on PMEAL methodologies was a key component of this review process. For this reason, the methodology was developed together with the SRP team to guarantee a mutual learning process. The description below describes how the methodology was developed and how it contributed to PMEAL capacity building of SRP staff, especially with regard to feminist PMEAL.

Basic Ideas of the Methodological Approach

The design of this midterm review is based on a combination of systemic approaches, participatory action research, gender sensitive methods as well as Oxfam's Feminist Principles on Program Monitoring Evaluation Accountability and Learning (PMEAL).

While the Feminist Principles on PMEAL provide useful guidelines on how to organise a participatory and sustainable review process, systemic approaches, participatory action research and gender sensitive methods offer useful tools for data collection in mid-term reviews and evaluations.

This mixed method approach enabled the MTR to document and analyse both who is benefiting from the Program (outcomes) and investigate how the Program strategies have contributed to outcomes (effectiveness). As the SRP team was strongly interested in enhancing their reflective capacities and team learning processes as part of this MTR, a clear methodological focus was put on a qualitative approach. However, quantitative data from SRP monitoring reports and the context analysis was used to develop an overview of outcomes for people and communities against the program domains of change.

According to the Feminist PMEAL Principles, the methodological approach is based on the following assumptions.

- Evaluations / mid-term reviews are political.
- Knowledge is always subjective and perspectives dependent on actors' subjectivity and positionality, therefore it is impossible to generate objective and neutral knowledge about a program.
- A mid-term review should generate knowledge that is useful and accessible to those who are part of the program or cooperate closely with it.

For the MTR of the SRP the following parts of the Oxfam's Feminist Principles to PMEAL were used to develop a participatory, gender sensitive review process with a strong focus on team learning[1].

Planning of the review & developing the agenda

- Co-design and co-manage the review process with the local team, colleagues and partners including an agreement on the assessment conclusions and the use of evidence generated.
- Tools
- Use participatory tools and methods to encourage broad participation, such as appreciative inquiry, focus group discussions and partially participatory action research. In addition, systemic methods (feedback loop mapping, circular questioning, and world café) are used to deal with complexity, uncertainty and non-linearity as well as to foster critical self-reflection.
- Gender-sensitive tools are used to describe gender roles, responsibilities and relations, to disaggregate data by gender so that women's needs and interests can be taken into account throughout the mid-term review process.

Self-awareness and attitudes

- Acknowledge that persons facilitating evaluative processes should be self-aware and critically reflect their role as well as their influence on the process.
- Recognise that time is needed to build trust and understanding.
- Be flexible, adaptable and responsive to the context; work in a culturally sensitive manner.
- Be open for surprises and,
- Ensure different levels of accountability are emphasised and seen as valuable by, for example, using meaningful feedback mechanisms.

Learning

- Ensure that learning is incorporated and shared throughout the process and contributes to future work.
- Apart from the feminist principles two additional aspects were important for the methodology of the MTR.

Inclusivity

The methodology is inclusive of people with disability. This includes a focus in the evaluation tools, data analysis and report on how people with disability participate in the Program, how they are benefiting and a review of strategies to ensure the program is inclusive.

Ethics

All participants involved in SRP MTR data collection were given the opportunity to provide informed consent for their opinions and perspectives to be used in MTR data analysis and in the Report. At the beginning of workshops and interviews the MTR facilitators provided information about the purpose of the MTR and how the perspectives and opinions of participants would be used. Participants were informed that they could withdraw consent at any time, would not be personally named in the Report and would have an opportunity to review a draft of the Report.

Composition of the MTR Team

The MTR Team consisted of three external facilitators and a local team compromising Oxfam SRP and partner staff. The external facilitators were PMEAL and Change Management staff working with Oxfam Affiliates that support the SRP. The external evaluators came from Oxfam Australia, Germany and Ireland. A SRP MTR Terms of Reference was developed by Oxfam Canada as the Oxfam Affiliate that manages and implements the SRP. Using the ToR as a guiding framework, the external facilitators led and implemented the MTR, analysed data and developed the MTR Report.

The MTR local team included Oxfam SRP staff and staff from two partners. The partner participants were identified by Oxfam SRP staff. The local team was established to ensure local ownership and engagement in the MTR approach, methods and implementation. This was a key element of the MTR design and provided a practical platform for integrating participatory and systemic approaches. In practice the role of the local team included.

- Oxfam and partner staff provided input on how to focus, design and frame data collection processes to ensure effective participant engagement.
- Partner staff participated in most workshops and interviews to ensure that they were exposed to and could provide feedback on emerging issues.

- Meetings were held every two days between the external facilitators and the local team to review the progress of the MTR.
- Reflection on the strengths and weaknesses of the MTR methodology including the composition of the evaluation

Applying OI Feminist principles and systemic thinking in the MTR. The following section outlines how the feminist principles and systemic thinking were applied in the different steps of the review process.

2.1 Planning of the review & developing the agenda

The design of the MTR was participatory from the beginning. Key questions for the review process were identified in the MTR TOR by the SRP Oxfam Zimbabwe team and were further discussed with the evaluators/facilitators. In a second step SRP partners and Oxfam SRP and Affiliate staff were asked to indicate what the focus or emphasis should be in the key MTR questions and to define a common understanding of what "success" for the MTR process would look like:

- What are your expectations of the evaluation in general?
- When would the evaluation be a success for you? Imaging that it is March 2016, please describe the features of a successful Securing Rights evaluation? What has the evaluation achieved? What does it look like? What are the feelings of the stakeholders about the evaluation?
- What would need to happen in the evaluation process to ensure a successful evaluation?
- Which parts of your program function particular well and where do you feel the need for further learning/reflection?
- Any other comments?

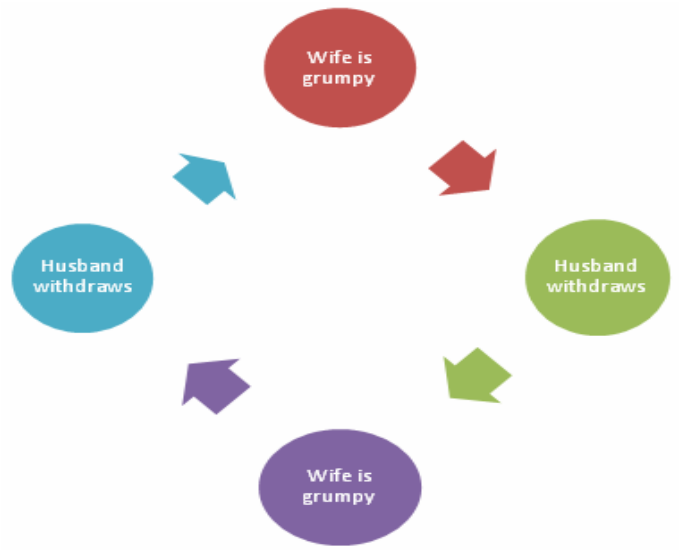
On the basis of the responses from SRP Partners and Oxfam SRP and Affiliate staff the key questions for the MTR were adapted and semi-structured questionnaires for the interviews were developed. Hence, key questions for the MTR were designed together with international and Zimbabwe Oxfam colleagues and partners.

In addition, the agenda of the MTR was jointly developed by the evaluation facilitators and the SRP team during various Skype calls before the field phase. This process contributed to the team getting to know each other, to build trust and to develop important focus areas for the review process together.

2.2. Systemic tools

Systemic tools were used to complement the Feminist Principles and operationalise them. They enable broad participation of local stakeholders; facilitate critical self-reflection as well as team- and institutional learning processes.

A core component of systemic thinking is the assumption that social relationships function in a circular, reciprocal and non-linear manner. As outlined in Paul Watzlawick's Communication Theory (Watzlawick et al. Pragmatics of Human Communication: A Study of Interactional Patterns, Pathologies and Paradoxes) communication always includes cause and effect. Therefore it is challenging to identify a root cause for a problem:



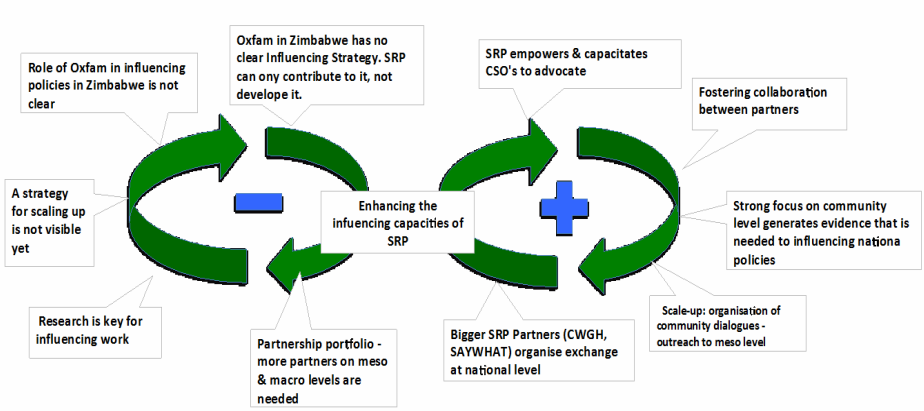
Systemic tools such as circular questioning, circular dialogues and feedback loop mappings are based on this paradigm and were used in this MTR to address and capture the complexity and circularity of social interactions.

2.2.1. Circular questioning

The basic idea of circular questioning is to stimulate the reflective capacities of the interviewees and to create an external perspective. Circular questioning enables the interviewee to shift into the role of another person and to generate new information within a particular system. Whereas direct questions like “Where do you see the challenges of SRP’s work?” were used to gather content related information, circular questions enabled the interviewee and the interviewer to gain new perspectives and insights on a situation: “Imagine that Winnie (Oxfam International Executive Director) visits Zimbabwe in three years, how would she realise that the work of SRP was successful? “

2.2.2. Feedback loop mappings

One of the basic ideas of a feedback loop mapping is to visualise the non-linear patterns of interactions within a team, a program or a community. In order to design a feedback loop multiple perspectives of various stakeholders in the system are outlined and set in relation to a key question, like for example how to enhance the influencing capacities of SRP (see picture below). Mapping the positive and negative feedback loop shows how single factors within the teams and/or context interact, influence, support or block each other.



Feedback loops were used to map evaluation participant's analysis of the factors that are contributing to and working against the anticipated Program outcomes. Developing these feedback loops both provided an opportunity to map 'evidence' of outcomes against domains of change while integrating analysis of how change is happening.

2.2.3. Circular dialogues

Circular dialogues function as a snowball system where ideas are tested and gain depth and nuance as information is exchanged across groups. They aim to enhance information exchange between relevant entities, like for example Oxfam Canada, Oxfam in Zimbabwe and the local partners.

The first step of a circular dialogue is to collect information about "the system" by interviewing a first (focus) group. In a next step this information is fed back into another group of people and cross checked with perceptions and assumptions in other teams / communities with different people. Results from the first discussion are presented to a second group to see and hear their views on the respective issue. This stepped process enabled the evaluation team to triangulate or cross check data as it was collected and helped to identify trends and variations across the different groups that participated in the MTR processes. The real time data analysis also helped to identify emerging key questions that required further investigation within the MTR process.

Understanding the wider system and the various interrelations within is a crucial idea of the circular dialogue methodology. It was helpful for taking into account the complex linkages between people and groups of people in and around the Securing Rights Program. A key component of evaluations based on circular dialogue is to consider the MTR key questions and agenda/ schedule as living documents that are constantly adapted to changes in the context. For this reason, every two days sounding board meetings between the external and the local MTR team took place to ensure that the review process is on track, and to check whether any adjustments to the agenda or key questions were needed etc.

As mentioned above, another crucial idea of a circular dialogue is to facilitate discussions between relevant stakeholders in a system. For this reason, workshops were organised together with the SRP team and partners to enhance information exchange and to enable a joint learning process between all relevant stakeholders (See MTR workshop agenda included at Annex 4).

2.2.4. Workshops

Inception Meeting Harare

At the beginning of the field phase in Zimbabwe a joint workshop was held where the external and local evaluation team met for the first time. Basic ideas of this workshop were:

- Getting to know each other, build trust and create a “joint evaluation team” (local & external)
- SRP overview: Celebrate SRP achievements so far, Identify key moments in the development of the SRP (presented by the SRP team)
- Re-visit the SRP theory of change
- Fine tune MTR questions
- Clarify MTR roles & responsibilities and expectations, define key criteria for a culturally sensitive MTR
- Review and finalise the MTR schedule

Inception workshop in Bulawayo with SRP Partners

The World Café method was used in the MTR Inception Workshop with partners to provide an open space to discuss the strengths and weaknesses of the Program and to learn from each other’s experiences. The main aim of a World Café process is to facilitate information exchange between the participants, to provide spaces for creative reflection on specific questions in small groups as well as to initiate mutual learning.

As part of the first step in the World Cafe small groups of four or five people were created. For every group a set of questions was developed by the evaluation team on the key thematic areas of the evaluation. The key thematic areas of the MTR as well as the relevant questions have been developed together with the team in Zimbabwe during the preparation phase:

- Capacity Building
- Gender sensitivity
- Influencing
- Disability inclusion

Questions:

1. Capacity Building

What was the most important learning from the SRP program for you in the last 12 months? What kind of capacity building approaches worked for you / your organisation? Where do you see challenges in terms of capacity building?

2. Gender Sensitivity

How does your organisation address gender? What changes have occurred in your context in gender relations in the last year? Where do you see barriers to change gender relations?

3. Influencing

Does influencing regional and national politics play any role in your work? What role do activities on the local level play to influence national policies?

4. Disability Inclusion

Why should HIV / AIDS programs be disability inclusive? What changes has the Oxfam HIV / AIDS program contributed to in the life of people with disability? What are the barriers for people with disability exercising their rights?

The discussion was organised as follows:

- Each group had 20 min to discuss questions
- Then two people moved to the group on their right and two people moved to the groups on their left
- Each group changed four times in total
- Each group had one facilitator who took notes of discussions and informed new groups about the results of the previous discussion.
- Every new group builds on the previous discussions.

In the next round every facilitator presented the results of the discussions in a plenary session.

Last Round: Synthesis

In the last round a synthesis of all groups was created based on the following questions:

- Are there any gaps the SRP program should address?
- Are there any cross cutting issues? What contributes to the success of the program?
- Where are the challenges for the program?

The World Café was an integral part of the circular dialogue of the MTR. The results of this meeting were discussed with a small group of partners at a further workshop the next day. The outcomes of both meetings provided useful “internal” knowledge on the SRP that informed the further development of the questionnaires for the interviews and focus group discussions.

Evaluation Validation Meeting Bulawayo

At the end of the field phase a feedback meeting with Oxfam staff and partners was organised to present achievements of the SRP as well as preliminary learning areas for the program.

The following learning areas have been identified for SRP:

- Enhancing Influencing Capacities of SRP
- Strengthening the Sustainability of SRP Capacity Building
- Identify Strategies for Contributing to Sustainable changes to Gender Relations
- Developing a Clearer Linkage Between the Oxfam Country Strategy and the SRP
- Consider Movement Building as a key Issue for SRP

Group work was organised to discuss the learning areas jointly between the SRP Oxfam team and partners to develop together key ideas of the future strategic direction of the program (See Annex 5 for the questions used to guide this discussion). The core idea of this step in the circular dialogue is to generate ownership amongst Oxfam staff and partners for the learning and the final recommendations of the MTR. The results of the final workshop were presented, further discussed and analysed by the external facilitators and guided the development of this report. They form the basis for the recommendations provided in this report.

2.3. Self-awareness, attitudes & learning

Both a systemic approach as well as Oxfam's Feminist Principles consider the "evaluator" as a facilitator who connects the single parts of the system and fosters dialogue between relevant stakeholders. Instead of solely analysing the achievements of a program with pre-defined questions and indicators it is crucial to work with the knowledge of program staff, partners and strategic stakeholders. According to Watzlawick's communication theory neutral knowledge about a situation does not exist, because it is always dependent on the perspective and personal background of a facilitator. For this reason, the external MTR facilitators constantly reflected on their own roles and influence on the MTR. During the inception meeting, the specific background of the facilitators as well as their respective role in the process (Oxfam Australia, Oxfam Germany, Oxfam Ireland) was addressed. Regular feedback meetings with SRP staff were used to cross check key assumptions about the MTR and to ensure a culturally sensitive process.

The MTR itself was considered as an intervention that creates a new system together with the program that was reviewed. Therefore, from a systemic and feminist point of view, it is not the role of a facilitator to analyse and control the progress of a program as an external expert. A systemic and feminist review process is rather seen as a joint learning exercise in which the reviewers and the program team constantly learn from each other and influence each other. It is a cyclic process of action and reflection with the essential aim to increase the capacity of the SRP Oxfam Team and partners to understand their strengths and weaknesses and develop ideas for future direction.

As already mentioned above, a strong emphasis was put on the creation of ownership for the review process within the local team and the partners in Zimbabwe. The emphasis on the local team was informed by the assumption that a change within a system can be facilitated from the outside only to a very limited extent, since the team itself has all the necessary resources and ingredients for change. In this context, it is the role of the facilitator to mirror the ongoing dynamics within the SRP and to facilitate open and creative discussions among the team/s. What will be learned from this process for SRP depends, in the end, what the local team in Zimbabwe takes away from the MTR and how they use this learning.

2.4 Data analysis

The systemic approach integrates real time participatory reflection of data to inform subsequent data collection and analysis. As mentioned above, an evaluation validation workshop was held at the end of the MTR process. This also allowed MTR stakeholders to review and analyse data that had emerged from workshops and interviews. The MTR facilitators used this analysis to guide the development of the evaluation report.

7.5 MTLR Validation Workshop learning areas and questions

Day	Time	Venue	Item/Process	Responsible
Tues, 9 Feb	21.00		Arrival of Jayne	
Wed 10th Feb			Arrival of Niamh	
Thurs 11th Feb	Noon	Harare	Arrival of Daniela into Harare-Zimbabwe Afternoon: Final Preparation MTR: Jayne & Daniela & Niamh	External team
Friday 12 Feb	Morning	Harare	Meet and Greet Oxfam in Zimbabwe staff • CD + Management Team • Security briefing	
	Mid Morning – afternoon	Kick-Off Workshop with the local team Participants: Local team & external team *Main Aims:* Get to know each other Fine tune the MTR / field visit Roles & responsibilites Highlights of the SRP 2013 -2016 Local team prepares a short presentation (10-15 min) on the basis of a timeline Input Jayne & Daniela & Niamh on Outcomes, Strategy, ToC of SRP Fine tuning evaluation questions and focus (all) Ground rules, cultural sensitivity, reflection of roles of facilitators (all) Finalization of agenda for the field visit (all) Discuss the agenda for Bulawayo, how to organize small group discussions etc.		Logistics: Local team Content: Evaluation team, (detailed agenda will be provided by J&D)
Saturday 13 February	Morning / Mid morning (tbd)	Chelmsford Manor - Harare	Presentation of report on context review Local team (+ consultant) to present the context review report Discussion by all	Logistics: Local team

	Afternoon	Chelmsford Manor – Harare	If possible: Single interviews with key stakeholders (includes CD, Management Team, staff of other Oxfam programs, WAG,UNAIDS,SAFAIDS and NAC,MOHCC etc.)	Rose & Musa & Hilda will arrange meetings
Sunday 14th			tbd	
Mon 15 Feb		Harare	Possibly some single interviews with directors of macro level partners on influencing : SAYWHAT/DHAT/WAG/ZNNP+)FGD 2 Single interviews with key stakeholders- UNAIDS, Zimbabwe AIDS Network (ZAN), National AIDS Council (NAC), SAFAIDS, Zimbabwe Women Resource Centre Network (Travel to Bulawayo Monday evening)	Rose & Musa & Hilda will arrange meetings
Tue 16 Feb	All day	Bulawayo	Kick—off Workshop with Partners & SRP staff Main aims: • Get to know each other • Presentation of the MTR scope & methodology • Presentation of results OIE review Afternoon: (Partners only) Discussion of key questions on: SRP MEL Framework SRP Capacity Building for partners SRP & Gender sensitivity	J & D will Provide an Agenda N will give an Input on OIE Evaluation Jayne & Daniela will prepare a presentation on methodology & prepare an agenda for the afternoon meeting
Wed 17 Feb	9am -1ppm	Bulawayo	<u>Evaluation Workshop with beneficiaries, partners and stakeholders</u> (Journalists etc.) ,staff of other Oxfam programs (…), max 10 – 15 people Main topic will be advocacy / influencing work of SRP, addressing specifically disability inclusion and gender issues (if needed also “building an effective and sustainable HIV sector”)	Janye & Daniela develop agenda and methodology for this meeting

	Afternoon		Fieldwork innovative models YTT FDG with beneficiaries / young women (could also include key informant questions with the individual partners)	Local team (Org.)
Thur 18 Feb	Morning Afternoon	Bulawayo	Field work -Innovative models MMPZT FGD with young people (could also include key informant questions with the individual partners) Field work- Women Economic Empowerment and Gender justice- HOCIC-SHG/	Local team (Org.)
Fri 19 Feb	All day	Bulawayo	Single interviews with relevant stakeholders in Bulawayo: the Ministry of Gender, Health, provincial coordinators etc. (De-brief meeting with Local Team in Bulawayo -Evening	Rose & Musa will think about additional interviewees
Sat *20 Feb*	Morning	Bulawayo	Reviewing and Consolidating data collection	
	Afternoon		Preparation of Feedback Meeting with staff and partners on Monday	
Sun *21 Feb*		Bulawayo	Preparation of Feedback Meeting with staff and partners on Monday	J&D& N
Mon *22 Feb*	Morning	Bulawayo	Initial Findings Validation meeting with SRP partners (SAYWHAT/CWGH/MMPZT/UAN/HOCIC/YTT/Bethany) Focus will be on sharing the learning of the review and on further discussing the future direction of the SRP program with guests (Jim, Maud, Jorid etc.)	J & D & N will Provide an Agenda & methodology

			Fly out to Harare in the evening	
Tue *23 Feb*		Harare	Only if necessary: Single interviews with key stakeholders Jayne, Daniela, Niamh leave Zimbabwe	

Learning area	**Questions**
Enhancing influencing capacity of SRP	What is the main role of Oxfam in influencing politics in Zimbabwe: Facilitator, mediator, space provider? What other partners might be relevant for scaling-up results? How & where should SRP focus influencing?
Strengthening the sustainability of SRP capacity building	What should be the focus of SRP capacity building in the last 18 months of the program for communities & partners? What package of strategies will contribute to sustainability?
Develop a clearer linkage between SRP & OCS	How can the SRP learning be comprehensively integrated into the implementation of the Oxfam Zimbabwe Country Strategy? What activities and strategies of the SRP should be part of the operational plan of the COM?
Identify strategies for contributing to sustainable changes to gender relations	What would be the best investment / focus to address gender relations and women's access to SRHR the last 18months of SRP? What could be the role of research in strengthening the focus and sustainability of SRPs gender work? What should SRP do in the last 18 months of the program to support partners to further integrate a focus on women and girls and gender relations? How would you know after 18 months that your strategies are on the right track?
Consider movement building as a key issue for SRP	What does movement building mean to you? What are the differences between movement building on micro- meso- and macro level? What would be the reason for SRP to focus on

	movement building? What would movement -building look like for SRP? Consider what is achievable in 18months?

7.6 List of interview participants

1. Oxfam

- Oxfam in Zimbabwe
- Oxfam Canada
- Oxfam Australia

2. Implementing Partners

- Million Memory Project Zimbabwe
- CWGH
- HOCIC
- YTT

3. Strategic Partners

- UNAIDS
- UNAIDS
- WAG
- ZNPFC
- NAC
- NAC
- SAFAIDS

7.7 Vision 2020 issues (the SRP and vision 2020)

The Oxfam2020 change process in Zimbabwe is currently delayed and a transition process still needs to be developed. While in single affiliate countries managed by one Oxfam Affiliate such as Malawi and Zambia most of the Oxfam2020 change process is implemented, the process for a multi-affiliate country such as Zimbabwe has been more difficult and slow. The Oxfam Country Strategy in Zimbabwe is signed off and the Country Operating Model will be finalised in April. Presumably Zimbabwe will “go live”, hence will be line managed by OI, only in September 2016.

The formulation of future strategic recommendations for the SRP needs to take into account the complex background of Oxfam2020 in Zimbabwe. Oxfam Canada is currently still managing the Program. In future this will not be possible anymore because of the new Oxfam2020 operating model in countries. A key component of this model is to transfer affiliate coordinated strategies, multi country programs and multiple country teams to one single program strategy with one team and one budget. The roles of managing, implementing and contributing affiliates will be replaced by one Executing Affiliate that cooperates with Partner Affiliates. The executing affiliate is responsible for implementing the country strategy on behalf of the confederation. It provides legal commitments, operational services and management support and systems to enable Oxfam to implement an effective country strategy. The role of Partner Affiliates differs from country to country and depends on the specific thematic expertise of the respective affiliate. Partner Affiliates can offer a broad variety of support to countries, like for example support in influencing, fundraising as well as building on existing relationships with donor governments and institutions.

In Zimbabwe Oxfam Great Britain is the Executing Affiliate and Oxfam Canada and others including Oxfam Australia may be a future Partner Affiliate. The SRP is considered as a ‘legacy program’. Given that several different interpretations of the meaning of this term are being used among Oxfam Zimbabwe and Affiliate staff, it is not clear what this means for the future strategic direction of the program. In some interviews with Oxfam Canada staff it became clear that ‘legacy’ to them means that the program is not aligned to the Oxfam Country Strategy and that for this reason the program will stop as soon as the current funding period ends. In other contexts, like for example in Mozambique, additional funding periods for legacy programs are planned due to specific donor requirements. A common understanding of the implications of a legacy program in Zimbabwe should be developed and the future of SRP discussed on the basis of this shared understanding. Additionally, it might be useful to exchange lessons learnt with other legacy programs in the region, like for example the HIV/AIDS and Gender Program of Oxfam in Malawi.

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