END OF TERM EVALUATION

OF

ZIMBABWE UNITED NATIONS DEVELOPMENT ASSISTANCE FRAMEWORK

(ZUNDAF 2016 – 2020)

INCEPTION REPORT
(18 June 2019)

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ACRONYMS

ACBF	Africa Capacity Building Foundation
AfDB	Africa Development Bank
BOS	Business Operations Strategy
CEDAW	Convention on the Elimination of all Forms of Discrimination against Women
CSO(s)	Civil Society Organisation(s)
CZI	Confederation of Zimbabwe Industries
DaO	Delivering as One
ECA	Economic Commission for Africa
EMT	Evaluation Management Team
FAO	Food and Agriculture Organisation
FGDs	Focus Group discussion(s)
GDP	Gross Domestic Product
GFATM	Global Fund on AIDS, Tuberculosis and Malaria
GoZ	Government of Zimbabwe
HACT	Harmonised Approach to Cash Transfers
HDI	Human Development Index
HRP	Humanitarian Response Plan
ICT	Information and Communications Technologies
ILO	International Labour Organisation
IOM	International Organisation for Migration
IP(s)	Implementing Partner(s)
JP(s)	Joint Programme(s)
MICS	Multiple Indicator Cluster Survey
MoFED	Ministry of Finance and Economic Development
MoLAWC&RS	Ministry of Lands, Agriculture, Water, Climate and Rural Settlement
MoPSE	Ministry of Primary and Secondary Education
MoPSLSW	Ministry of Public Service, Labour and Social Welfare
NNS	National Nutrition Survey
OMT	Operations Management Team
OPC	Office of President and Cabinet
PMT	Programme Management Team
SDG(s)	Sustainable Development Goal(s)
SOF	Strategic Operations Framework
TORs	Terms of Reference
TSP	Transitional Stabilisation Programme
UNAIDS	United Nations Joint Programme on HIV and AIDS
UNCG	United Nations Communications Group
UNCT	United Nations Country Team

UNDG	United Nations Development Group
UNDP	United Nations Development Programme
UNESCO	United Nations Education, Scientific and Cultural Organisation
UNFPA	United Nations Population Fund
UNICEF	United Nations Children's Fund
UNRC	United Nations Resident Coordinator
UNRCO	United Nations Resident Coordinator's Office
UNWOMEN	United Nations Entity for Gender Equality and Women's Empowerment
UPR	Universal Periodic Review
WFP	World Food Programme
WHO	World Health Organisation
ZDHS	Zimbabwe Demography and Health Survey
ZIA	Zimbabwe Investment Authority
ZNCC	Zimbabwe National Chamber of Commerce
ZUNDAF	Zimbabwe United Nations Development Assistance Framework

1. INTRODUCTION

The Zimbabwe United Nations Development Assistance Framework (ZUNDAF 2016 – 2020) is the overarching strategic programme framework that guides the UN's collective support to the Government's national development priorities as articulated, firstly in Government's economic blueprint developed in 2013 known as Zimbabwe Agenda for Sustainable Socio-Economic Transformation (ZimAsset); and then later following the elections in 2018, the Zimbabwe Transitional Stabilisation Programme (TSP).

In accordance with United Nations Development Group (UNDG) Guidelines, the United Nations Country Team (UNCT) in collaboration with the Government of Zimbabwe (GoZ) commissioned the final evaluation of the ZUNDAF (2016 – 2020). The evaluation will be undertaken by a team of three independent evaluators over a period of three months from 17 April to 30 August 2019, for a combined total of 105 work-days. The evaluation will document the achievements or lack thereof towards expected outcomes, and record lessons learned to inform future ZUNDAF programming. The evaluation will also assess the effectiveness of the UN agencies in Delivering as One (DaO), including UN system of coordination, joint programming and inter-agency collaboration.

> UNDAF evaluations are a minimum requirement of a quality UNDAF process. They are conducted once in the UNDAF life cycle, to assess whether planned UNDAF results were achieved, whether they made a worthwhile and durable contribution to national development processes and delivered on the commitment to leave no one behind, whether this was done in a cost-efficient manner and whether results built on the United Nations' collective comparative advantage (rather than that of individual agencies) in a coherent manner.
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> **2017 UNDAF Guidelines, page 31**

This report represents the first deliverable of this evaluation. It outlines the methods and procedures to be used, as well as a proposed timeline of activities and schedule of deliverables. In order to maintain the independence of the evaluation process, while at the same time ensuring that the evaluation outcome is meaningful and useful to its commissioners, this inception report also constitutes a consultation to agree on the scope and approach that will be used in the assessment. The report is preceded by a desk study and review of background documents provided to the evaluators by the United Nations Resident Coordinator's Office (UNRCO).

2.   CONTEXTUAL BACKGROUND

2.1.   Country Context

Zimbabwe is a landlocked country in sub-Saharan Africa with a population of 13.1 million (as of 2012 census) and projected to grow to 19.4 million by 2032.[1] According to a 2017 Economic Commission for Africa (ECA) report,[2] the population of Zimbabwe is fairly young, with 61.1 per cent of its people under the age of 24, of whom 15.6 per cent are below 5 years of age and 45.5 per cent aged between 5 and 24. The population comprises 48 per cent males and 52 per cent females. 68 per cent (35 per cent female and 33 per cent male) of the population reside in rural areas; while women outnumber men in both urban and rural areas and they constitute 51 per cent of the rural population and 53 per cent of the urban population.

The ECA report further referenced the Food Poverty Atlas study which notes that, in 2011/12, 62.6 per cent of all Zimbabweans were considered poor and 22.5 per cent of the population was living in extreme poverty.[3] According to the World Bank, '*economic growth is expected to have slowed down in 2018 as negative effects of foreign currency and fuel shortages and weaker agriculture weighed on domestic demand and exports. These effects are likely to be more pronounced in 2019 when the GDP is projected to decline. Prospects for donors' re-engagement are hinged on credible political and economic reforms. Poverty levels are likely to increase due to weak economic growth and high inflationary pressures*'.[4]

In the health sector, the ECA noted that while the country had made progress in reducing the incidences of HIV, malaria and tuberculosis, the total health and childcare budget allocation was 8.5% in 2016. This was below the 15 per cent Abuja target and the average for sub-Saharan Africa of 11.3 per cent. As a share of Gross Domestic Product (GDP), the health and childcare budget in 2016 was 0.7 percentage points lower than the sub-Saharan Africa average of 3 per cent (Ministry of Health, 2016), and the per capita health allocation in Zimbabwe was $24.34, against a SADC regional average of $146.29. In the education sector, the allocation of 15.8% of the 2018 total budget to primary and secondary education is 6 percentage points lower than the 22% SADC

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[1] Population Projections Thematic Report, 2015; p ix

[2] ECA (2017); Zimbabwe Country Profile, p 19

[3] The Zimbabwe National Statistics Agency defines poverty as the inability to attain a level of well-being constituting a realistic minimum as defined by society, while extreme poverty represents households whose per capita consumption expenditures fall below the minimum consumption expenditure necessary to ensure that each household member can consume a minimum food basket containing 2,100 calories (Zimbabwe National Statistics Agency, 2013a).

[4] https://www.worldbank.org/en/country/zimbabwe/overview

benchmark (UNICEF, 2018)[5]. According to the Education Commission, current levels of investment in education are critically low. To reach the Sustainable Development Goal for quality education (SDG 4), global spending on education must rise annually from $1.2 trillion per year to $3 trillion by 2030.

Furthermore, according to the Reserve Bank of Zimbabwe (RBZ), decent and secure employment remain subdued and the economy continues to grapple with deep and widespread cash shortages that have mainly arisen from sustained higher imports against lower export earnings (Reserve Bank of Zimbabwe, 2017). There has been a decrease in the proportion of households which are consuming an acceptable diet from 63% in 2015 to 55% in 2017 (ZIMVAC, 2017). On account of low public investments and weak budget implementation, social protection interventions in Zimbabwe are unsustainable and tend to cover a small share of the poor (UNICEF, 2018)[6]. According to the World Bank (2016), the GoZ should work to improve the equity of social protection, by identifying and building on strategies that are pro-poor and meet both chronic and transitory needs.[7]

With regards to gender equality, the 2017 Human Development Report (HDR) indicates that Zimbabwe's female HDI value was 0.513 compared with 0.555 for males. Zimbabwe has therefore a Gender Inequality Index (GII) value of 0.534, ranking it 128 out of 160 countries in the 2017 index, placing the country in the low human development category. The GII measures gender inequalities in three important aspects of human development: reproductive health, measured by maternal mortality ratio and adolescent birth rates; empowerment, measured by proportion of parliamentary seats occupied by females and proportion of adult females and males aged 25 years and older with at least some secondary education; and economic status, expressed as labour market participation and measured by labour force participation rate of female and male populations aged 15 years and older.

As a result of these and other social indicators, in 2017, Zimbabwe's Human Development Index (HDI) value was 0.535, which put the country in the low human development category and positioned it at 156 out of 189 countries and territories.[8] According to this measure, Zimbabwe's 2017 HDI value of 0.535 is above the average of 0.504 for countries in the low human development group and below the average of 0.537 for countries in Sub-Saharan Africa.[9]

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[5] UNICEF, 2018, *Primary and Secondary Education 2018 Budget Brief*

[6] UNICEF, 2018, *Social Protection 2018 Budget Brief*

[7] The World bank, 2016, Zimbabwe Public Expenditure Review, Volume 5: Social Protection

[8] The HDI is a summary measure for assessing long-term progress in three basic dimensions of human development: a long and healthy life, access to knowledge and a decent standard of living.

[9] UNDP (2018); Human Development Indices and Indicators: 2018 Statistical Update

It is noteworthy however, that despite the socio-economic challenges, the country has signed and also ratified a number of international and regional conventions and protocols, which have to a large extent influenced the shaping of its legal and policy frameworks. These include, *inter alia*:

- o Universal Declaration of Human Rights;
- o Convention on the Elimination of all Forms of Discrimination against Women (CEDAW) (1981) which was ratified in 1991;
- o United Nations Convention on the Rights of the Child;
- o The International Conference on Population and Development (ICPD) Programme of Action which recognizes that reproductive health and rights, as well as women's empowerment and gender equality, are cornerstones of population and development programmes;
- o 2030 Agenda for Sustainable Development (2015);
- o The African Charter on Human and People's Rights (1990) and the Protocol on the Rights of Women in Africa, (the African Women's Protocol), also known as the Maputo Protocol (2003); and,
- o The African Union's Agenda 2063.

2.2. Government Strategy

In line with the need to be responsive to national priorities and to the principle of national ownership and leadership, the ZUNDAF was aligned to ZimAsset 2013 - 2018. The ZimAsset framework was modelled around six clusters, namely: (i) food security and nutrition; (ii) social services and poverty eradication; (iii) infrastructure and utilities; (iv) value-addition and beneficiation; (v) fiscal reform measures; and (vi) public administration, governance and performance management.

In December 2015, the government noted that implementation and progress towards expected ZimAsset outcomes had been impaired by considerable internal and external constraints, resulting in slower than projected growth.[10] In November 2017, Zimbabwe experienced a change in political leadership, and when the new government was elected after the harmonized elections held at the end of July 2018, it replaced ZimAsset with a new Transitional Stabilisation Programme (TSP). The government articulated a new national vision of "working towards building a new Zimbabwe, a country with a thriving and open economy, capable of creating

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[10] GoZ (2015); ZimAsset Mid-Term Review, December 2015, p 64

opportunities for investors and employment". This was expected to catapult (*sic*) Zimbabwe from a low income to an upper middle income country by 2030.[11]

The two-year TSP that emphasises on the required reforms upon which the subsequent two five-year national development programmes would be built on towards transforming the country into a middle income country. The government's focus under the TSP is on (a) stabilising the macro-economy and the financial sector; (b) introducing necessary policy and institutional reforms to transform to a private sector led economy; and (c) launching quick-win projects to stimulate growth. In particular, the programme aims to achieve the following key objectives:[12]

- Improved Governance and the Rule of Law;
- Re-orientation of the country towards Democracy;
- Upholding Freedoms of Expression and Association;
- Peace and National Unity;
- Respect for Human and Property Rights;
- Attainment of Responsive Public Institutions;
- Broad based Citizenry Participation in national and socio-economic development programmes;
- Political and Economic Re-engagement with the global community;
- Creation of a Competitive and Friendly Business Environment;
- Enhanced domestic and foreign investment; and
- An aggressive fight against all forms of Corruption.

2.3. UN Programme Context (ZUNDAF 2016 – 2020)

The ZUNDAF was jointly signed by the GoZ and the UN in July 2015, the year that the Millennium Development Goals (MDGs) officially ended. It therefore offered the UNCT an ideal opportunity to focus on the implementation and localization of the Sustainable Development Goals (SDGs). In addition, in March 2016, 'the UNCT demonstrated its commitment to deliver better results together by officially becoming a Delivering as One country' thereby presenting the UN with another ideal opportunity to reposition the ZUNDAF '*as the single most important UN country planning instrument in support of the 2030 Agenda*'.[13]

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[11] GOZ (2018); Transitional Stabilisation Programme Reforms Agenda, p 1

[12] Ibid. p xi

[13] Report of the Secretary General: Repositioning the United Nations development system to deliver on the 2030 Agenda: our promise for dignity, prosperity and peace on a healthy planet; September 2017, p 10

The ZUNDAF is designed to provide the GoZ, the UN and development partners with a flexible and agile framework for responding and adapting to the national context. Fifteen outcomes were elaborated to respond to the evolving needs within Government's priorities as outlined in ZimAsset, while also explicitly linking to the emerging Sustainable Development Goals (SDGs). In addition, the GoZ and UNCT integrated key cross-cutting issues, i.e. Youth; Information and Communications Technology, Data, Resilience, Disaster Risk Management, Culture for Development and Public Private Partnerships. The ZUNDAF also applies the five UN programming principles, of Capacity Development, Environmental Sustainability, Gender Equality, Human Rights-Based Approach, and Result-Based Management.

Major ZUNDAF processes are led and chaired by the UN Resident Coordinator and the Office of the President and Cabinet (OPC), who are jointly accountable for the strategic oversight of ZUNDAF results. Under the UNRC, and in line with the principle of One Leader and One Leadership, the UNCT makes decisions on programming activities as agreed in the ZUNDAF and with Government.

The ZUNDAF has 15 outcomes modelled around the six priority areas. For effective implementation and monitoring, the UN in conjunction with Government of Zimbabwe (GoZ) constituted Results Groups (RGs) for each of the priority areas. The six priority areas, the RG leads and respective budget allocations are shown in Table 1 below.

Table 1: ZUNDAF Results Groups and Lead Agencies

	Priority Area	Lead Agencies		Budget (US$)
		Government Agency	UN Agency	
1	Food and Nutrition Security	Ministry of Agriculture	FAO	300,000,000
2	Gender Equality	MoWACSMED	UN Women	45,000,000
3	HIV and AIDS	MoHCC	UNAIDS	260,000,000
4	Poverty and Value Addition	MoPSLSW	ILO	215,000,000
5	Public Administration and Governance	MoJLPA	UNDP	73,800,000
6	Social Services and Protection	MoPSLSW	UNICEF	748,000,000
			TOTAL	1,641,800,000

The full ZUNDAF Results Matrix is at Annex 1, while Table 2 below shows the outcomes under each priority area and the respective number of indicators per outcome.

Table 2: Abridged ZUNDAF Results Matrix

Priority	Outcomes	# of Indicators
Food and Nutrition Security	1. Targeted households in rural and urban areas have improved food and nutrition security	7
	2. Communities are equipped to cope with climate change and build resilience for household food and nutrition security.	3
Gender Equality	1: Key institutions strengthened to formulate, review, implement, and monitor laws and policies to ensure gender equality and women's rights.	3
	2: Women and girls are empowered to effectively participate in social, economic and political spheres and to utilise gender-based violence services	4
HIV and AIDS	1. All adults and children have increased HIV knowledge, use effective HIV prevention services, and are empowered to participate in inclusive and equitable social mobilization to address drivers of the epidemic	4
	2: 90% of all people living with HIV know their HIV status, at least 90% of HIV positive people receive sustained antiretroviral therapy, 90% of those on treatment have durable viral load suppression	5
	3. Key institutions from Government and civil society effectively and efficiently manage a multi-sectoral AIDS response	3
Poverty Reduction and Value Addition	1. Key institutions formulate and implement socio-economic policies, strategies and programmes for improved livelihoods and reduced poverty of communities	4
	2. Increased access to income and decent work opportunities in key value chains and economic sectors, particularly for young people and women	4
Public Administration and Governance	1. Key public sector institutions mobilise, manage and account for resources effectively for quality service delivery	1
	2. Increased citizen participation in democratic processes in line with the provisions of the Constitution and relevant international norms and standards	4
	3. Government and its partners generate and utilise data for development	3
Social Services and Protection	1. Vulnerable populations have increased access to and utilisation of quality basic social services	14
	2. Key institutions provide quality and equitable basic social services	7
	3. Households living below the food poverty line have improved access to and utilisation of social protection services	2
Total number of indicators		**68**

Source: Compiled from ZUNDAF Results Matrix

The ZUNDAF Results Groups are guided by the 2016-2020 ZUNDAF and its Joint Implementation Matrix (JIM), which captures all UN agency work at the output level, and serves as a tool for improved programme planning, implementation, monitoring and evaluation. The UN agencies that contribute to respective ZUNDAF outcomes are elaborated in Table 4 on page 15. In that regard, this evaluation contributes to the UN's accountability for results as well as informing programming and planning for the next ZUNDAF cycle.

3.   ISSUES EMERGING FROM DOCUMENT REVIEW

The desk review of documents provided contextual and background information on the development context in Zimbabwe, as well as implementation of the ZUNDAF. The desk review aimed to assess the completeness of the documentation available and the quality, content and coverage of data in them. It was noted that the ZUNDAF annual reports contain useful and substantive information including achievements by priority area and outcome as well as financial data.

3.1. Evaluability Assessment

According to the United Nations Evaluation Group (UNEG) standards[14], '...ensuring evaluability is a duty of management and those responsible for programme design and results frameworks. For evaluators, the evaluability assessment implies verifying if:
  (i)   There is clarity in the intent of the subject to be evaluated;
  (ii)   Sufficient data are available or collectable at a reasonable cost; and
  (iii)   There are no major factors that will hinder an impartial evaluation process.

Based on review of available documents, in particular the ZUNDAF and its associated annual reports, the evaluators' initial assessment is that the ZUNDAF is evaluable. The programme design has a sufficient and adequate results, monitoring and evaluation framework, with clearly defined outcomes and measurable indicators with baseline data and targets. As stated in Section 2.3 above, the ZUNDAF is the UN's strategic programme framework designed to align and respond to the government's development priorities, as well as explicitly link to the SDGs. There is therefore sufficient clarity with regards to its intent. Furthermore, ZUNDAF annual reports contain relevant data based on its indicators and targets. In addition, ZUNDAF implementation is jointly led by the UN and relevant sector Ministries, such that administrative data should be available at minimum or no cost. The evaluators do not foresee any major factors that could

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[14] UNEG Norms and Standard for Evaluators, p 22

hinder an impartial evaluation process and therefore find the ZUNDAF 2016 – 2020 to be evaluable.

One observation of the desk review, however, was that the ZUNDAF lacked a specific Theory of Change. According to UNDAF Guidelines, 'a theory of change is not an add-on to the UNDAF; it helps guide the development of programme strategies through the UNCT thinking together about the causes of development challenges and selecting the right strategy based on evidence'.[15] It is noteworthy however, that the ZUNDAF (2016-2020) was formulated in 2015, before inclusion of the 'theory of change' became mandatory as per the 2017 UNDAF guidelines.

In the Country Analysis that preceded formulation of the ZUNDAF, the UN had however, clearly established the direct correlation as well as interlinkages, and in some cases, causal association between the economy and other thematic and sectoral challenges affecting Zimbabwe. The UN noted that, '*the poor economic fundamentals bring huge burdens to social sectors and overstretch basic social delivery systems. This in turn has a direct negative impact on poverty alleviation strategies and the development of resilience programmes by the Government. Poor Governance and poor respect for upholding human rights and of rule of law and the effectiveness of a justice delivery system negatively impacts access, availability and equitable handling national resources, basic social services like health and education, food and nutrition and the advancement of women's empowerment*'.[16]

The UNCT also noted that the ZUNDAF was formulated '*to support national development priorities as informed by the 2013-2018 Zimbabwe Agenda for Sustainable Socio-Economic Transformation (Zim Asset) and to advance on the achievement of the Sustainable Development Goals (SDGs) as well as other international commitments, norms and standards'[17]*. In this connection, the UN sought to align as closely as possible its priority focus and intended outcomes to government's priorities and objectives as articulated in ZimAsset.

While the ZUNDAF's evaluability has been established as already stated above, the evaluators have presumed the following model (Figure 1) to have underpinned the ZUNDAF strategy and design. This model will be tested and interrogated in Focus Group Discussions with members of ZUNDAF Results Groups, with an overall objective to assess the effectiveness of the strategies

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[15] UNDAF Companion Guidance: Theory of Change, p 12
[16] Zimbabwe Country Analysis: Final draft, 3 Oct 2014
[13] ZUNDAF 2016 – 2020; p 9

used, as well as to develop a shared understanding of the expected outcomes in those cases where the indicators are insufficient, inadequate or output level.

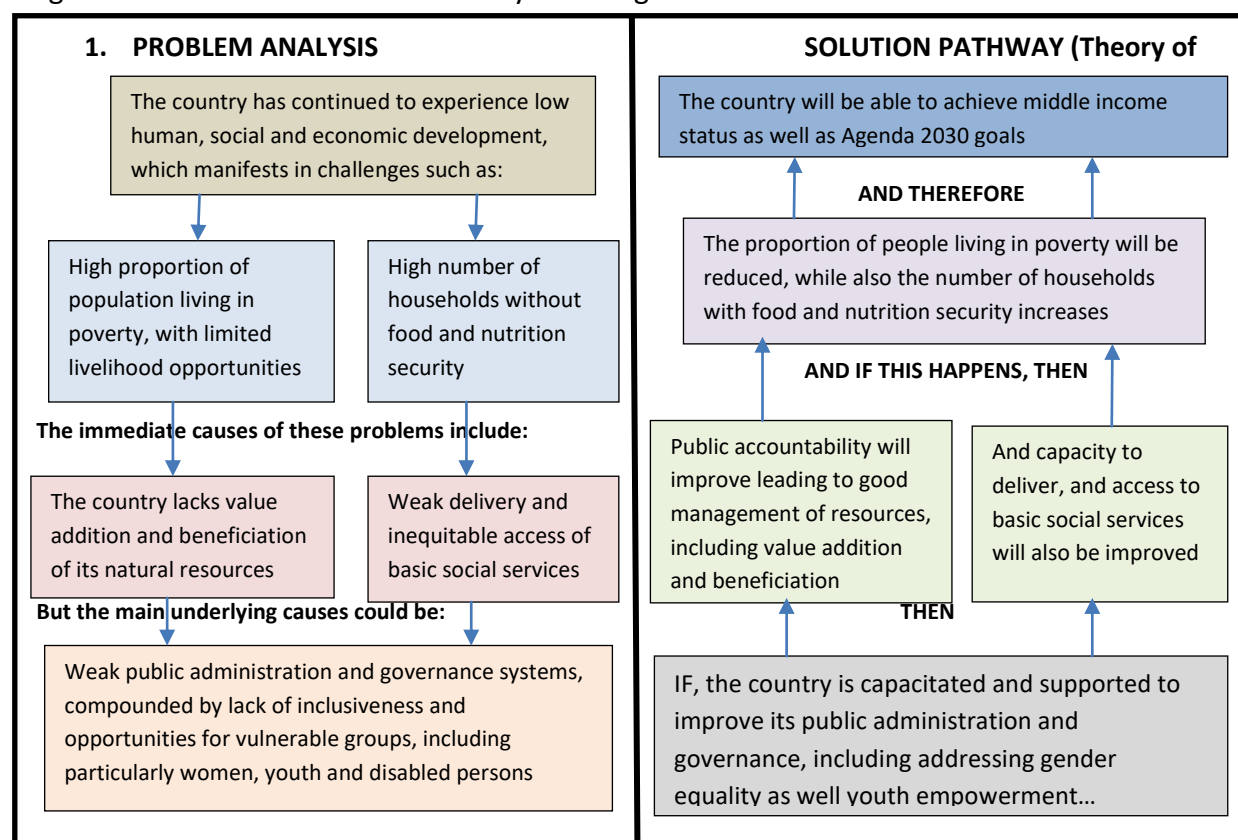Figure 1. Evaluators' Presumed Theory of Change Model

1. PROBLEM ANALYSIS	SOLUTION PATHWAY (Theory of
The country has continued to experience low human, social and economic development, which manifests in challenges such as:	The country will be able to achieve middle income status as well as Agenda 2030 goals
	AND THEREFORE
High proportion of population living in poverty, with limited livelihood opportunities / High number of households without food and nutrition security	The proportion of people living in poverty will be reduced, while also the number of households with food and nutrition security increases
The immediate causes of these problems include:	**AND IF THIS HAPPENS, THEN**
The country lacks value addition and beneficiation of its natural resources / Weak delivery and inequitable access of basic social services	Public accountability will improve leading to good management of resources, including value addition and beneficiation / And capacity to deliver, and access to basic social services will also be improved
But the main underlying causes could be:	**THEN**
Weak public administration and governance systems, compounded by lack of inclusiveness and opportunities for vulnerable groups, including particularly women, youth and disabled persons	IF, the country is capacitated and supported to improve its public administration and governance, including addressing gender equality as well youth empowerment…

Figure 1: Evaluators' presumed theory of change model for the ZUNDAF

As already stated, despite the lack of specific theory of change model, the ZUNDAF contains a detailed results monitoring and evaluation framework with indicators, baselines and targets. This provides an adequate basis for measuring and assessing performance based on specific evidence. The desk review revealed however, that some of the indicators were output-level and may not sufficiently measure changes at outcome level. For example, Indicator 1.1 of Outcome 1 under the Poverty Reduction and Value Addition priority reads: '# of government

> **Outputs** are changes in skills or the abilities and capacities of individuals or institutions, or the availability of new products and services that result from interventions.
> **Outcomes** represent changes in the development conditions or situations of targeted groups.
> **UNDAF Guidance, page 24**

institutions adapting strategies and programmes to reduce poverty and inequality'. Clearly, this is an output-level indicator and hardly represents developmental changes. All the output level

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indicators will be treated as such in the analysis process to establish how they contributed towards the achievement of their respective intended outcomes.

3.2. Data gaps

The ZUNDAF Annual reports contain a narrative of the achievements and challenges for each outcome. However, an analysis of the reporting tool does not clearly show what has been measured and how. For example, in the 2016 Annual Report, the annex on page 38 does not clearly show progress achieved based on indicator targets. Furthermore, some indicators reflect zero expenditures while the progress may be shown as 'on track' or completed. Similarly, on page 8 of the 2016 Annual Report, the following figure is presented.

Completed	On-Track	Constrained	No Progress	Discontinued
0%	42.8% (3/7)	42.8% (4/7)	0%	0%

Figure 2: Overview of outcome indicator progress (see Annex for details)

It also appears, however, that the details in the annex mainly relate to expenditures. The title of the Annex is actually 'Financial overview – budgeted and disbursed resources'. Thus when the report says 42.8% of the indicators are on track, it implies that their expenditure is as per plan, and not that progress is being made as per planned results target. A slight modification of the Figure 1 above as shown below could make it more useful for decision-makers, without having the need to refer to an annex.

Indicator	Baseline	Target	Status
1.2. Proportion of households consuming an acceptable diet	68%	80%	72%
1.3. Proportion of children under 5 years of age, both male and female who are stunted	27.6%	20%	27%
1.7. Change in Women Empowerment in Agriculture Index (ownership, purchase, sale or transfer of assets)			Discontinued

Figure 3: Overview of outcome indicator progress (modified)
NB: This is an illustrative example only not reflection of actual status of indicators.

With this modification, a decision-maker would know immediately which indicators are constrained and therefore make appropriate decisions with regards to resource allocation and performance monitoring. The evaluation will need to check specifically if this data is indeed available in the referred annexes, and to what extent it is collected on a regular basis.

The following list contains additional evaluability issues and data gaps, which require attention during the inception meeting to provide clarity to the evaluation team and ensure that the evaluation is based on objectively verifiable data:

o Some of the indicators require dedicated surveys such as Zimbabwe Demography and Health Survey (ZDHS), National Nutrition Survey (NNS) and Multiple Indicator Cluster Survey (MICS). In the absence of such data, there should be upfront agreement on the proxies that may be used;

o Where there is lack of clarify regarding respective UN and Government lead agencies at outcome level, this will be addressed in the FGDs with members of respective RGs;

o The partners and partner roles are not clearly nor consistently listed in the ZUNDAF results matrix. The evaluators will engage RG members in FGDs to identify respective partners and their roles;

o Some outcomes and priority areas do not have specific gender disaggregated indicators or baselines against which progress will be measured towards gender equality and women's empowerment. These include for example, (a) under Food Security and Nutrition, indicators 2.1, 2..2 and 2.3) do not show whether household female or male headed (b) under HIV and AIDS, indicators 2.2, 2.3, 2.4 and 2.5) are not sex disaggregated, (c) under Poverty Reduction and Value Addition indicator 1.3 does not disaggregate people living in poverty by sex, and (d) under Social Services and Protection, indicator 2.6 does not show the sex disaggregation of individuals receiving legal assistance, while indicator 3.1 does not show female or male headed households. In the data collection phase, the evaluators will as much as possible obtain disaggregated data; and

o There is inadequate reporting on gender using the gender equality marker.

3.3. Additional evaluation issues emerging from the desk review

The desk review of literature indicated that the country context changed significantly. According to the World Bank[18] significant changes have occurred in the economy since 2016, that have resulted in "a decline in gross domestic product (GDP) growth due to a drought and fall in commodity prices; an expansionary fiscal policy that led to a burgeoning fiscal deficit; rising vulnerability and poverty because of weather and financial shocks; and acute foreign currency shortages dampening demand and supply. Consequently, Zimbabwe's unsustainable fiscal deficit widened from 8.5% in 2016 to 15.2% in 2017 and is projected to surpass that level in 2018. The government is financing the fiscal deficit largely through domestic borrowing from both commercial banks and Central Bank using an overdraft facility". The lack of investment and high production costs have also resulted in low capacity utilisation in many industries and de-

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[18] The World Bank In Zimbabwe Overview accessed at
https://www.worldbank.org/en/country/zimbabwe/overview

industrialization. This has manifested in the closure of companies. There is growing unemployment among those previously employed in the formal sector, with many turning to the informal sector for survival. The decline in formal sector employment is exacerbating the incidence of poverty.

In the governance sector, the country experienced unprecedented change of political leadership not based on a general election in November 2017. This precipitated the transition from ZimAsset to the TSP, although this appears to have positioned the government's reform agenda much more in sync with the UN's general norms and standards. The question for the evaluation is therefore to establish to what extent, if at all, the UN through the ZUNDAF has been responsive to these changes.

Secondly, the UN reform agenda, as well as the UNCT's formal adoption of the Delivering as One approach in March 2016, presents an opportunity for the evaluation to assess the UN's coordination systems and mechanisms against the Standard Operating Procedures (SOPs) for DaO countries. It is noteworthy, for example, that the 2017 Annual Report notes that:

> *"Planned activities for 2017 were guided by the Strategic Operations Framework (SOF) 2016 -2020 modelled on a lighter version of the the UNDG's Business Operations Strategy (BOS). Total cost savings of $1,126,243 were achieved against a full year target of USD 649,056. With regards to efficiency gains/cost avoidance, a total of $713,068 was accomplished during the year against a full year target of $1,143,362. Most of the savings and efficiency gains were accrued from activities in common services, common procurement, Information, Communication Technologies (ICT), human resources management, and Harmonised Approach to Cash Transfers (HACT)".[19]*

The evaluation will therefore assess the extent to which the following outputs of the SOF have been achieved:

1. Strengthened common procurement services, where value addition is seen through time savings and cost reductions;
2. Cost-effective interventions implemented to reduce delays in cash transfer and enhance
3. Monitoring and reporting. Savings and efficiency gains are realized through joint quality assurance and harmonised payment practices, such as the Harmonized Approach to Cash Transfer (HACT);
4. Strengthened collaboration among UN Agencies towards effective human resources management. Value addition will come from reduced recruitment costs, while service quality improvements are expected as a result of common training; and

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[19] ZUNDAF Annual Report, 2017, p 37

5. Cost-effective and high-quality administration and ICT services used by UN entities through innovative and best practice applications to support programmes and operations.

Based on review of ZUNDAF Annual reports, it was clear that the UN's footprint in humanitarian work has been increasing since 2016. For example, financial disbursements by UN agencies under the Humanitarian Response Plan (HRP) increased from $80.6 million in 2016, to $100.7 million in 2017 and to $527.7 million in 2018. The evaluation should therefore also examine and ascertain what measures, if any, the UN is taking to adapt to the 'New Way of Working', which is increasingly becoming the norm with regards to building durable solutions and reducing risks and vulnerabilities by enhancing the humanitarian-development nexus.[20]

4.   PURPOSE AND OBJECTIVES OF THE EVALUATION

4.1.   Purpose of the Evaluation

Based on review of the evaluation terms of reference (TORs), the overall purpose of evaluation is to assess the UN's collective results and impact with a view to make recommendations on how the UN could strengthen its performance during the remaining period of implementation; and possibly including an additional year. The evaluation is also expected to generate lessons learned on how the UN can reposition itself in light of the changing country context, the UN reform agenda, including the General Assembly Resolution A/RES/72/279 and the new accountability framework.

As a final evaluation, it will also inform the UNCT's strategic prioritization processes for the formulation of the successor ZUNDAF, while also fulfilling the UN's accountability requirements to the government and donors.

4.2.   Objectives of the Evaluation

The specific objectives of the evaluation as outlined in the TORs are considered appropriate and adequate with a minor edition of objective number 4 and addition of number 5 below.

1. To assess the relevance, effectiveness, efficiency, and sustainability of the ZUNDAF results towards the national development priorities.

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[20] www.unocha.org/story/new-way-working

2. To assess the effectiveness of the UN Zimbabwe in implementing the ZUNDAF through Delivering as One, including in the context of the evolving UN development system reform agenda.
3. To generate lessons learned and recommendations to strengthen performance in the remaining period and inform the formulation of the next ZUNDAF.
4. To recommend on how to realign the Resident Coordinator (RC)/UNCT leadership within the context of GA Resolution A/RES/72/279 to maximize UN impact in Zimbabwe.
5. To recommend how the UN can enhance the humanitarian-development nexus.

4.3. Scope of the Evaluation

The evaluation will cover the ZUNDAF implementation period from January 2016 to December 2018. The ZUNDAF 2016 – 2020 will be the sole unit of analysis and results will be aggregated at the outcome level and attributed to the UN and the GoZ as a collective through the respective ZUNDAF results groups, and not to individual entities. The evaluation will focus on the four main components of the Delivering as One package (Figure 4); and assess the extent to which the four components: (1) One programme; (2) Operating as One; (3) Communicating and Advocating as One; and (4) Joint Partnership and Resource Leveraging – have been implemented in Zimbabwe.

Figure 4. Components of Delivering as One
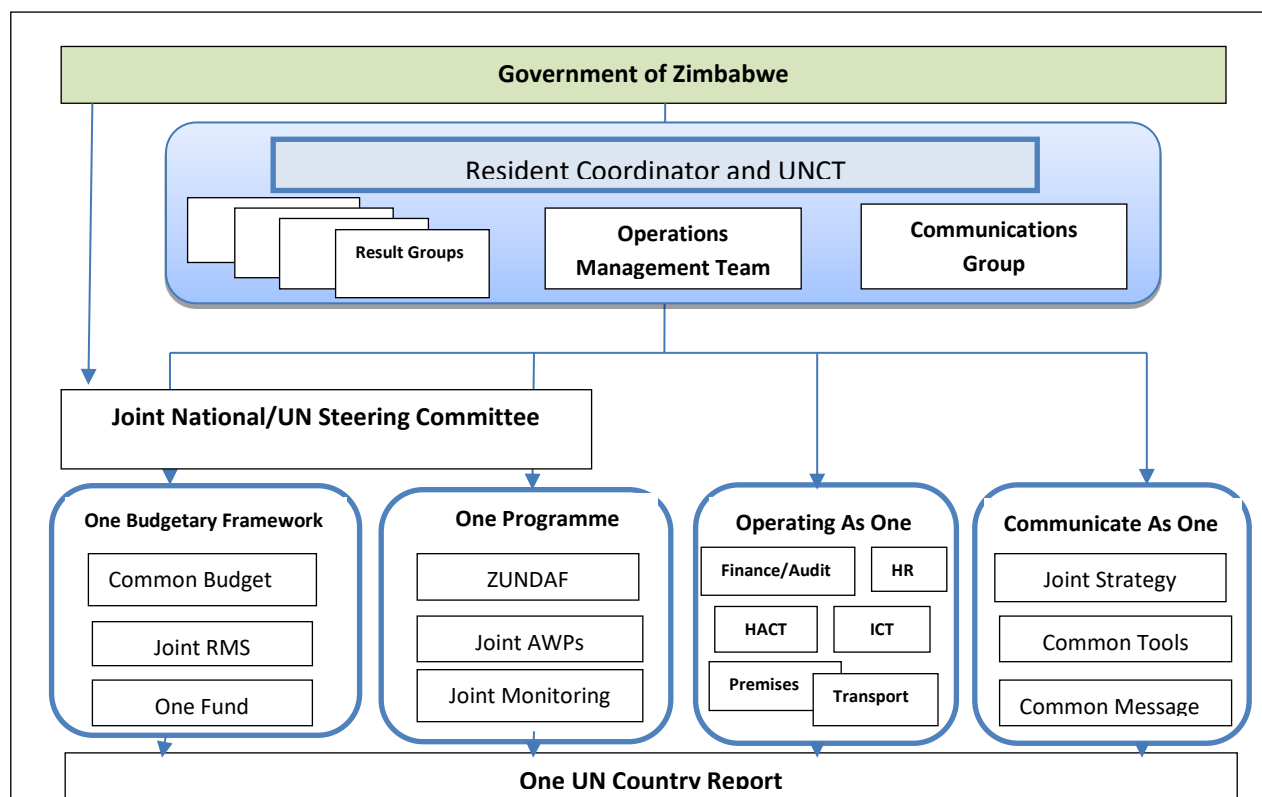
The evaluation will be based on the five OECD criteria as laid out in the United Nations Evaluation Group (UNEG) guidelines,[21] as described below.

Table 3: Evaluation criteria

Relevance	The extent to which a development initiative and its intended outputs or outcomes are consistent with national and local policies and priorities and the needs of intended beneficiaries.
Effectiveness	Measures the extent to which the planned outcomes have been achieved; and the degree of causal association between the UN's interventions and the outcomes.
Efficiency	Measures how economically resources or inputs (such as funds, expertise and time) are converted to results, including analysis of delivery rates and general management issues.
Sustainability	The extent to which benefits of UN interventions will continue after the end of programme funding, including assessment of whether or not the required social, economic, political and institutional conditions are present.
Impact	Changes in human development and people's well-being that are brought about by development initiatives, directly or indirectly, intended or unintended.

5. EVALUATION METHODOLOGY

1.1. The Evaluation Conceptual Framework

This will be an outcome evaluation with the assessment focusing on outcome level indicators. Nevertheless, the evaluation team will also assess the whole results chain from inputs and outputs to ascertain the sources of the ZUNDAF outcomes effects, and when evident, short and medium term impacts with regards to the achievement of the intended results. The evaluation will focus on the achievement of the 15 ZUNDAF outcomes, while acknowledging that direct accountability of the UN DaO in its programming is at the output level. For the purposes of assessing effectiveness, the central question in this UNDAF evaluation will be whether or not the outputs contributed to desired outcomes in the context of DaO. Expected outcomes generally refer to improved delivery of services by government as the duty bearers and/or changes in the behaviours or attitudes of beneficiaries due to improvements in capacities. In addition to assessing progress towards planned ZUNDAF outcomes, the evaluation will also assess the extent to which the DaO approach has been implemented and whether or not it has strengthened/contributed to strategic positioning of the UNCT in Zimbabwe.
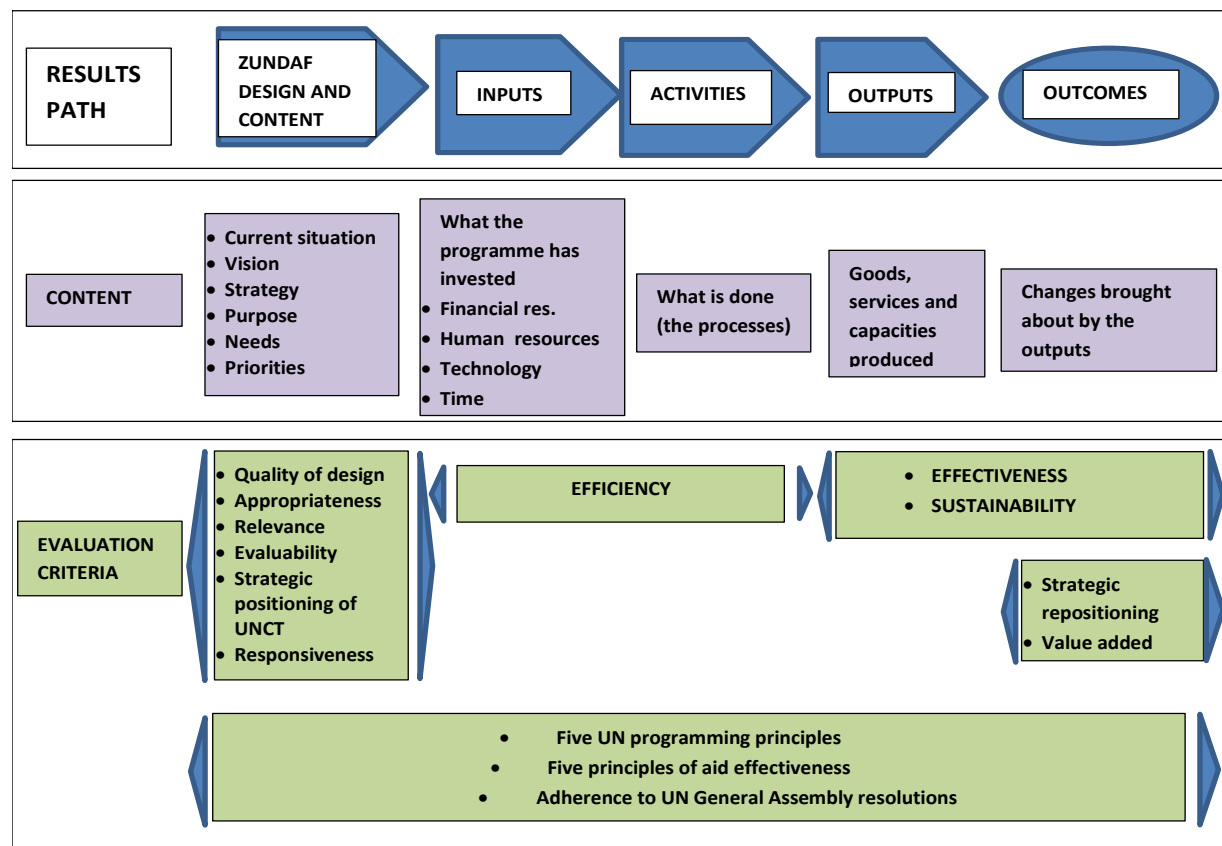
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[21] Programming, Monitoring and Evaluation Handbook.

The evaluators will use a number of methods to try to capture the extent of achievement of outcomes, including perceptual data from partners, review of official documentation and publications, and individual and focus group interviews with a range of stakeholders. Assessing relevance and effectiveness will also require the use of tools and techniques that seek from the recipients and partner organizations answers to the question *"What has changed as a result of the support you received from the UN?"*

Overall, the evaluation will follow the United Nations Evaluation Group (UNEG) Norms and Standards and apply the Review of Outcomes towards Impact approach to assess the likelihood that results achieved by the UN will contribute to long-term impact on socioeconomic and sustainable development. The evaluation system will focus on three categories of evaluation criteria. *Category 1* will consist of the four OECD/DAC key project quality and performance evaluation criteria - **relevance, efficiency, effectiveness and sustainability** *(See Annex 3 for detailed questions for each evaluation criterion). Category 2* criteria will evaluate the extent to which the ZUNDAF design and implementation strategy strengthened the strategic positioning of UNCT in Zimbabwe in supporting the country's poverty reduction and sustainable development agenda *(See Annex 3 for detailed questions for each evaluation criterion)*. These criteria include: **strategic alignment, responsiveness and added value.** In assessing the UN's possible contribution to poverty reduction and sustainable development the evaluation team will try to establish what the situation would have been in Zimbabwe in the absence of UN intervention, i.e., the counterfactual. This will be done primarily through the interviews with national stakeholders. *Category 3* consists of criteria which will evaluate the ZUNDAF against: the ***Four UN programming principles (***human rights, gender equality and women's empowerment; sustainability and resilience; and accountability) with Leaving No One Behind as the overarching principle[22]***; the Five Principles of Aid Effectiveness (ownership, alignment, harmonization, managing for results, mutual accountability); and adherence to Delivery as One Guidelines.*** (See also Annex 3 and Figure 4 below).

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[22] UNDAF Companion Guidance: Programming Principles

Figure 5: Evaluation conceptual and analytical framework

RESULTS PATH	ZUNDAF DESIGN AND CONTENT	INPUTS	ACTIVITIES	OUTPUTS	OUTCOMES

CONTENT	• Current situation • Vision • Strategy • Purpose • Needs • Priorities	What the programme has invested • Financial res. • Human resources • Technology • Time	What is done (the processes)	Goods, services and capacities produced	Changes brought about by the outputs

EVALUATION CRITERIA	• Quality of design • Appropriateness • Relevance • Evaluability • Strategic positioning of UNCT • Responsiveness	EFFICIENCY	• EFFECTIVENESS • SUSTAINABILITY

• Strategic repositioning
• Value added

• Five UN programming principles
• Five principles of aid effectiveness
• Adherence to UN General Assembly resolutions

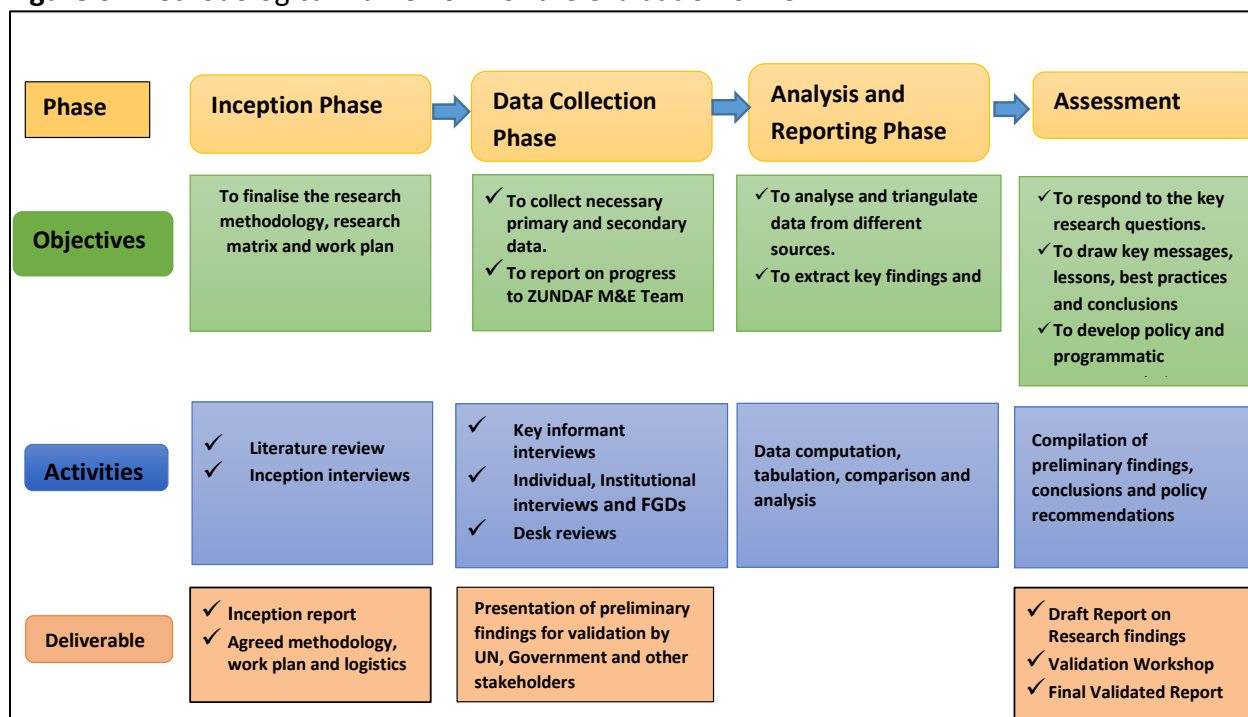This approach will be underpinned by the following techniques:

a) Extensive interrogation of the causal association between the UN's interventions and the outcomes on the ground. This will include seeking answers to broad questions such as: (1) What was the situation before the UN interventions? (2) What has changed since the UN interventions?

b) Analysis of processes, including planning and monitoring as well as assessment of its alignment, localization and contribution to SDGs. This will include asking whether implementing partners and beneficiaries are aware or familiar with the broader development objectives of interventions.

c) Analysis of internal accountability systems to determine whether or not, and how well they were able to generate lessons and inform decision making, including management of risks and critical assumptions. This will include asking programme staff about implementation processes and challenges.

1.2. Methodological Framework

The evaluation will employ an inclusive, participatory approach and follow the United Nations Development Group's (UNDG) and United Nations Evaluation Guidelines for UNDAF Evaluations as well as the OECD/DAC evaluation criteria. It will also seek compliance with the United Nations Evaluation Group's Ethical Guidelines and evaluation principles. Moreover, the evaluation will follow a human rights-based approach through consultations with both duty bearers (UNCT) and rights holders (Government and intended joint programme beneficiaries).

The evaluators' analyses, findings and conclusions will be informed by multiple sources of data, including desk review secondary data and literature, key informant interviews, focus group discussions (FGDs), and debriefing of UN senior management and technical staff. (See also Section 5.4. below). This mixed methodological approach will allow triangulation of qualitative and quantitative data. Broader stakeholder validation of the evaluation will be undertaken through comments on the draft evaluation report. The evaluators will use a combination of comparative and qualitative analysis in the execution of the assignment. The triangulation of multiple data sources is intended to broaden the scope of analysis and to enhance validity and reliability of data and information. Figure 5 below outlines the consultant's methodological framework.

Figure 6: Methodological framework for the evaluation of ZUNDAF

Phase	Inception Phase	Data Collection Phase	Analysis and Reporting Phase	Assessment
Objectives	To finalise the research methodology, research matrix and work plan	✓ To collect necessary primary and secondary data. ✓ To report on progress to ZUNDAF M&E Team	✓ To analyse and triangulate data from different sources. ✓ To extract key findings and	✓ To respond to the key research questions. ✓ To draw key messages, lessons, best practices and conclusions ✓ To develop policy and programmatic
Activities	✓ Literature review ✓ Inception interviews	✓ Key informant interviews ✓ Individual, Institutional interviews and FGDs ✓ Desk reviews	Data computation, tabulation, comparison and analysis	Compilation of preliminary findings, conclusions and policy recommendations
Deliverable	✓ Inception report ✓ Agreed methodology, work plan and logistics	Presentation of preliminary findings for validation by UN, Government and other stakeholders		✓ Draft Report on Research findings ✓ Validation Workshop ✓ Final Validated Report

1.3. Ethical Considerations and Confidentiality

The evaluators undertake to observe the key principles of evaluation, including intentionality; exercising the commitment to avoid conflicts of interest in all aspects of their work, thereby upholding the principles of independence, impartiality, credibility, honesty, integrity and accountability; engaging appropriately and respectfully with participants in evaluation processes, upholding the principles of confidentiality and anonymity and their limitations; dignity and diversity; human rights; gender equality; and the avoidance of harm; ensuring accuracy, completeness and reliability; inclusion and non-discrimination; transparency; and fair and balanced reporting that acknowledges different perspectives; and discreetly reporting the discovery of any apparent misconduct to a competent body.

Key informants will be assured of full anonymity and confidentiality of their responses at the beginning of the consultations. Informants and focus group participants, in particular those that are selected from community beneficiaries will be given the opportunity to give their informed consent by providing space for questions and answers prior to the interviews/discussions. The evaluation will ensure that participation is voluntary. In those cases where some sensitive information may be provided or observed by the evaluators, such as for example, violence against women, child marriage, etc., the affected persons will be referred to appropriate institutions for support; and where possible, the relevant institutions, including appropriate UN agencies will be notified and requested to provide support.

5.4. Data Collection Methods

Data collection will consist of both primary and secondary data collection. Secondary data will be collected during the inception phase to understand the context in which the ZUNDAF is being implemented. It will also form the basis for consultations with the evaluation commissioners and stakeholders to clarify their expectations and priorities for the evaluation. During the evaluation process, secondary data will also be collected to inform the evaluators' findings and conclusions, including from various literature, reports and publications of the UN, GoZ and development partners. Primary data collection will use individual interview and focus group discussion (FGD) techniques based on the evaluation questions for each of the proposed criteria as elaborated in the evaluation matrix in Annex 3. The following data collection methods will be used.

a) **Secondary data.** Review of secondary data comprising ZUNDAF annual reports, UN Agency annual progress reports, official government reports and any other relevant documents as will be identified through literature research. The list of documents reviewed is in Annex 2.

b) **Primary data collection.** The process will use individual key informant interviews and focus group discussion (FGD) techniques based on the evaluation matrix in Annex 3.

- **Individual key informant interviews (KII)**. The evaluation will conduct a minimum of forty (40) individual interviews with key informants to provide a perspective of strategic and expert opinion from senior management. These will include UNRC/RCO (4), Chairpersons of respective UNCT teams (4), Chairpersons of ZUNDAF Results Groups (7), Officials of GoZ RG leads line ministries (6), donors and development partners (4) and representatives of implementing partners (IPs) other relevant national institutions (12). Key informants from non-resident agencies (NRA)[23] will be interviewed via skype or telephone (3). A tentative interview schedule to facilitate planning is in Annex 4. Semi-structured interview guides for these interviews are in Annex 5.

- **Focus group discussions**. As there may not be sufficient time to undertake KII with all UN programming staff and project beneficiaries, the evaluation will conduct at least 18 focus group discussions (FGDs) with members of the 6 ZUNDAF Result Groups and beneficiaries at 12 project sites to be visited. In addition, where disadvantaged groups, (particularly young women and children both girls and boys) are unable to voice their opinions at public meetings or may be prevented from attending altogether, the evaluators will hold separate FGDs with them. The FGD guide is in Annex 6.

- **Electronic survey of UN staff**. In order to get a broad perspective of views and opinions about ZUNDAF processes, implementation and results, including 'delivering as one' an electronic survey will be administered on UN agency programme staff, including those with responsibility for gender mainstreaming. The survey will mostly be aimed at obtaining their opinions through simple closed-ended question formats or scalar questions that provide respondents with a list of answer choices from which they must choose to answer the question. In order to enhance the level of respondents, the survey will be administered by the UNRCO through Survey Monkey. The electronic survey is in Annex 7.

- **Project visits**. The evaluation will also collect data from a sample of project sites where key informant interviews and FGDs will be conducted with implementing partners (IPs) and target beneficiaries. Selection of the sites will be based on purposive sampling intended to cover (a) a cross section of the 6 ZUNDAF priority areas, (b) as many UN agencies as possible, and (c) all 10 provinces, including a mix of urban and rural areas. The evaluation team with the support of the RCO will identify some joint programmes (JPs) and/or joint initiatives for field visits to interact

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[23] OHCHR, UNEP and UNODC

directly with implementing partners (IPs) and beneficiaries. Target beneficiaries will differ between projects, and may include institutional beneficiaries as well as individual or community groups. Depending on the nature of the projects that will be visited, the sampling of participants will strive to be inclusive taking into account gender, age and other vulnerable groups. At least two projects per priority will be targeted, and if possible with diverse geographic coverage[24]. The tentative list of field sites to be visited, including categories of beneficiaries is in Annex 8.

- **Validation**. With the support of the UNRCO, the consultants will conduct a stakeholder validation workshop prior to the commencement of drafting to validate information collected and generate consensus on emerging findings and conclusions.

5.5. Sources of Information/stakeholder mapping

Based on review of the ZUNDAF and associated annual reports, the following key informants have been identified and a sample will be obtained from each category for primary data collection.

Table 4: Stakeholder mapping

Priority area	UN System	Government (central/local)	Development partners	Civil society and communities
Food and nutrition security	UNICEF, FAO, WHO, WFP	FNC, MoHCC, MoWaGCD, MoY,	International development partners	Private sector, Farmers Unions Agro dealer Associations
Gender equality	Lead: UN Women, UNDP, ILO, FAO, UNFPA, UNAIDS, UNICEF, UNESCO, IOM and WHO	Lead: MoWAGCD ZGC, ZEC, Women's parliamentary caucus	SIDA, Irish Aid	FAIT, TWG-Mixed Migration, ZHRC, ZAPSO, FACT, ZICHIRE, World Vision, WCoZ, ZCTU
HIV and AIDS	Lead: UNFPA Lead: UNAIDS UN Joint Team members	Lead: MOHCC MOE, MOI	ISD, GF, USG GFATM, DFID	NAC, ZPCS, Msasa Project, Her Zimbabwe
Poverty reduction and value add	Lead: UNDP ILO, ITC, IOM, UNESCO, UNIDO, UNFPA, UNWOMEN	MoHCC, MWAGCD, Ministry of Youth, MoFED, MIIT, MPSLSW	AfDB, DfID, EU, USAID, WB	SEDCO, MicroKing, WIDSCU, SIRDC,IDC, ZIA, IDBZ, ZIMTRADE, CZI, ZNCC, BCSDZ, SAZ, ZIMSTATS & Inter-Ministerial Committees)
Public administration and governance	Lead: UNDP	Lead: MoJLPA Lead: ZIMSTAT	WB, AfDB, ACBF	Institutional beneficiaries:

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[24] The evaluators propose to split up such that each one will be required to visit no more than four project sites in at least two provinces. No challenges are anticipated unless respective UN agencies are unable to convene project IPs and beneficiaries on time.

Priority area	UN System	Government (central/local)	Development partners	Civil society and communities
	Participating Agencies: UNFPA; UNICEF, ILO, UNDP, IOM, UNAIDS, UNIDO, WFP, FAO, WHO, UNESCO, UN WOMEN	MOPSLSW, MOFED, MoF, MOHCC, MOAMID, Ministry of Home Affairs, Ministry of Local Government, Ministry of Youth, Parliament of Zimbabwe,	EU, Danish Embassy, Norway	
Social services and protection	Lead: UNICEF UNESCO,	MOPSLSW, MOLAWC&RS, MOP&SE, MoICT MOH		HSB, WLSA, ZWLA, Econet
UN Delivering as One	UNRC, UNRCO, PMT OMT, UNCG, M&E Group	Chair – OPC		

Table 4 above contains the sampling frame for the key sources of primary data. This list is to be confirmed and modified during the Inception meeting to be held with the Evaluation Management Team (EMT) comprising M&E focal persons from respective UN agencies. To facilitate advance planning and scheduling of meetings with key informants, the evaluators' proposed schedule and work plan is in Annex 4.

5.6. Data Analysis

The evaluation will employ two outcome rating systems. The first will be related to the status of the outcome based on indicator ratings, as shown in Table 5 below. ZUNDAF performance will be rated based on the progress made towards the planned targets using a rating scale whereby (i) if the target is at least 90% achieved, it will be rated as *Achieved; (ii)* if the progress is at least 67 percent of the planned target, it will be rated as *Good Progress, likely to be achieved;* (iii) if progress is at least between 40 and 66 percent of the target, it will be rated as *Modest progress;* and (iv) if performance is below 39 percent of planned target, it will be rated as **Challenged and not likely to be** *achieved.*

The assessment will focus on progress achieved towards outcome indicators using the following four-color scale[25] (Table 5).

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[25] The rating will be based on combination of quantitative and qualitative assessments with green – achieved; yellow – on track and likely to be achieved; and red – off track, unlikely to be achieved.

Table 5: Outcome assessment tool

Outcome 1. <State the outcome as per the ZUNDAF and annual work plans>				
Indicator	**Baseline**	**Target**	**Progress achieved**	**Evaluation Assessment***
Indicator 1.1. <State the indicator as per the ZUNDAF or as amended in annual work plans>	<state the baseline as per the ZUNDAF>	< planned ZUNDAF target>	< Provide most up-to-date data of the indicator>	**< Either** 🟩 **Or** 🟨 **Or** ⬜ **Or** 🟥
Indicator 1.2.				**On track**
Indicator 1.3.				

NB: 🟩 **Achieved**, >90% of target; 🟨 **Good progress**, likely to be achieved if at least 67% of target; ⬜ **Modest progress**, more effort required if it is to be achieved; and (iv) 🟥 **Challenged,** not likely to be achieved, if performance below 39% of target.

2) TEAM COMPOSITION AND LEVEL OF EFFORT

The evaluation team will be composed of three members, i.e. one international team leader and two national consultants, of which one will be a gender expert and the other a social services expert. The team leader will contribute 45 work-days, and will be primarily responsible for drafting and quality assurance of the deliverables, including reviewing the inputs of the national consultants. The national team members will support the team leader by providing inputs for the deliverables, and contribute 30 work-days each (Table 6).

Table 6: Team members' level of effort

Key responsibilities and deliverables	Team leader	Team member 1	Team member 2
Document review	5	4	4
Development of data collection instruments (questionnaires, etc.)	2	1	1
Preparation of Inception Report	1	1	1
Primary data collection	15	15	15
Data analysis	10	5	5
Drafting	7	3	3
Preparation of validation workshop materials and presentation	1	-	-
Validation workshop	1	-	-
Finalising of the evaluation report	3	1	1
Total	**45**	**30**	**30**

3) EVALUATION RISKS AND MITIGATION

As stated in section 5.2 above, the inception phase (and inception report) is intended to clarify expectations and agree on the approach and methodology. Nonetheless, there may still arise some unforeseen risks and to mitigate their potential impact as much as possible, Table 6 below lists some of the potential risks and proposed mitigation measures.

Table 7: Potential risks and mitigation

Potential Risk	Proposed Mitigation
Key informants might not be available during the evaluation exercise for a variety of reasons including reassignment. This could cause delays in data collection.	The lead agencies for results groups should provide contact details of implementing partners' focal persons and their alternates.
Delayed availability of some of the means of indicator verification, e.g. ZDHS survey due in 2020.	Proxy indicators can be used provided that the data is accepted as authentic by a wide cross section of stakeholders.
The accuracy and accessibility of information contained in various management information systems.	Triangulation of information from multiple sources, including literature review of publications of globally recognized institutions, e.g. World Bank, etc.
Delays in planning and review processes that affect the realignment of the ZUNDAF to the new national development strategy and emerging humanitarian issues.	The RCO should ensure that key stakeholders and institutions at appropriate levels are informed of the evaluation well in advance.

4) SCHEDULE AND TIMEFRAME

The evaluation will be undertaken and completed within a period of three months as shown below. (Table 8).

Table 8: Evaluation schedule and key milestones

Deliverable	Activity	# of days	Start	End
	Complete contractual process			17 April
	Desk review	10	22 April	7 May
Inception report	Draft Inception Report submitted			18 June
	Review and finalise Inception Report	2	19 June	21 June
	Primary data collection	15	24 June	12 July
Validation workshop	Presentation of Preliminary Findings			19 July
	Data analysis and drafting	13	22 July	7 August
Draft report	Draft report submitted			8 August
	EMT review draft and comments		12 August	23 August
	Finalise first draft	2	26 August	27 August
	Validation workshop	1		28 August
Final report	Final ZUNDAF evaluation report submitted	2	29 August	**30 August**
	Total number of days	**45***		

*this corresponds to the 45 days for the team leader's level of effort.

9.   MANAGEMENT ARRANGEMENTS

The ZUNDAF Evaluation has been jointly commissioned by the GoZ and the UNCT. An Evaluation Management Team (EMT) has been established to provide technical oversight for the implementation of the ZUNDAF Evaluation. The EMT comprises the following members:
1. A representative from OPC as co-Chair.
2. The Coordination Specialist in the Resident Coordinator's Office (RCO) as co-Chair.
3. A representative from Ministry of Finance and Economic Development;
4. A representative from the Ministry of Public Service, Labour and Social Welfare (as the technical Ministry for coordination of the SDGs);
5. UN representatives of the 6 RGs (including the PMT Chair) and the M&E ZUNDAF Experts Group;
6. 1 representative of OMT; and
7. 1 representative of the UNCG.

The EMT is jointly led by RCO and OPC, and will be responsible for:

- Preparing the Evaluation TOR;
- Providing technical supervision and guidance to the Evaluation team;
- Reviewing, providing substantive comments and approving the inception report- including work plan and methodology;
- Reviewing and providing substantive comments to the draft and final Evaluation reports, for quality assurance purposes;
- Ensuring the independence of the Evaluation and its alignment with UNEG Norms, Standards and Ethical Guidelines.

10.   REPORTING

Reporting will include four main deliverables:
a) **Inception Report** – to outline the evaluation plan and methodology as in this report.
b) **Power point** – presentation outlining the main findings, lessons, conclusions and recommendations arising from the evaluation.
c) **Draft Evaluation Report** – to enable the UNCT and its partners to validate information and comment on the conclusions and recommendations of the evaluation.
d) **Final Evaluation Report** – the final report will incorporate the comments of the UNCT and other partners, without compromising the independence of the evaluation.

Table 9: proposed report structure

Chapter	Title	Description
	Cover page	To identify and distinguish the report
	Executive Summary	Provides a summary of the key sections and content of the report without adding new information in not more than 5 pages.
	Table of Contents	To identify main chapters and sections of the report.
	List of Acronyms	Explains all acronyms used in the report.
1	Introduction	To highlight why the report is written done, when and by who it was written and what it contains.
2	Methodology	Describes the evaluation methodology and its limitations.
3	Programme background	Outlines the country context and describes the ZUNDAF in detail, including its theory of change and results, monitoring and evaluation framework.
4	Findings	Presents the findings based on evidence generated by the evaluation data collection and analysis methods. Will be presented around the evaluation criteria of (a) relevance, (b) effectiveness, (c) efficiency, and (d) sustainability.
5	Lessons learned	Outlines the lessons that can be drawn from the findings in terms of what worked and why; and what did not work and why.
6	Conclusions and recommendations (with focus on proposed changes)	Conclusions will be drawn directly from the findings and provide an answer to the question "so what" from the findings. Recommendations are specific actions that the evaluation team proposes be taken by program management that are based on findings and conclusions.
	Annexes	Will include but not limited to the following: 1) List of documents reviewed. 2) List of individuals interviewed. 3) Evaluation Terms of Reference.

The final report will be submitted within ten days of receiving comments to the draft report. The proposed annotated report structure is shown below (Table 9); and is subject to review and agreement with the ERG during the inception phase

ANNEX 1.   ZUNDAF RESULTS, MONITORING AND EVALUATION FRAMEWORK

PRIORITY 1: FOOD and NUTRITION SECURITY

OUTCOME 1: Targeted households in rural and urban areas have improved food and nutrition security			
Indicators	**Baseline and Targets**	**Status** (2018)	**Comments** (including enablers of change and challenges)
1.1. Change in agricultural productivity	**Baseline**: 0.85MT/Ha (maize) **Target:** 1.5MT		
1.2. Proportion of households consuming an acceptable diet	**Baseline**: 68 % **Target**: 80%		
1.3. Proportion of children under 5 years of age, both male and female who are stunted	**Baseline**: 27.6% National **Target:** 20%		
1.4. Proportion of children 0-5 months, both male and female exclusively breastfed	**Baseline**: 41% **Target:** 50%		
1.5. Proportion of children 6-23 months, both male and female receiving minimum acceptable diet	**Baseline:** 14% **Target:** 25%		
1.6. Proportion of women 15-49 years with any anemia	**Baseline:** 26% **Target:** 19%		
1.7. Change in Women Empowerment in Agriculture Index (ownership, purchase, sale or transfer of assets)	**Baseline:** Ownership (M 94%,F 86%), Purchase(M 84%, F72%) **Target**: 50% reduction in gap		
OUTCOME 2: Communities are equipped to cope with climate change and build resilience for household food and nutrition security.			
2.1. Proportion of households adopting climate smart agriculture production technologies	**Baseline**: 27.9% **Target**: 50%		
2.2. Prevalence of households with moderate or severe hunger (HHS- Household Hunger Scale)	**Baseline:** 14% **Target**: 8%		
2.3. Percentage of households with access to positive coping strategies	**Baseline**: 79% **Target:** 90%		

PRIORITY 2: GENDER EQUALITY

OUTCOME 1: Key institutions strengthened to formulate, review, implement, and monitor laws and policies to ensure gender equality and women's rights.			
Indicators	**Baseline and Targets**	**Status** **(2018)**	**Comments** (including enablers of change and challenges)
1.1. Number of laws and policies reviewed and/or enacted in the social, economic and political sectors in line with the GEWE provisions in the Constitution	**Baseline:** 2 (Electoral Amendment Bill, Gender Commission Bill) **Target:** 20 Laws and Policies reviewed and /or enacted		
1.2. Number of new programmes implemented in line with Gender Equality and Women's Empowerment (GEWE) Constitutional provisions, legislative and Policy framework	**Baseline:** 0 **Target:** 10		
1.3. Number of Ministries and local authorities with allocations for gender related issues	**Baseline**: 6 (National Budget document (Blue Book)) 6 local government authorities (SADC Gender Protocol 2012 Barometer-Zimbabwe) **Target:** 12 Ministries; 24 local government authorities		
OUTCOME 2: Women and girls are empowered to effectively participate in social, economic and political spheres and to utilise gender-based violence services			
2.1. % of Women in decision making positions (parliament, Cabinet, local government, public service, Independent Commissions, Parastatals, Judiciary and private sector)	**Baseline**: Women members of Parliament in 2013: 32% Women in House of Assembly in 2013: 32% Women in Senate 2013: 48% Women members of Cabinet in 2013: 11.5% Women in local government in 2013: 16% (SADC Gender Protocol 2013 Barometer) Women as political party candidates for National Assembly 2013 MDC: 20% MDC-T: 9% ZANU-PF: 12% Independent: 7% (Zimbabwe Electoral Commission) Permanent secretaries: 33% (SADC Gender Protocol 2013 Barometer)		

	Commissioners: 67% Principal directors: 26% Directors: 33% Deputy directors: 28% (SADC Gender Protocol 2012 Barometer) **Target**: 50% women representation in all institutions (Section 17 of the Constitution)		
2.2. % of women and girls, including those with disabilities, who report having used Gender Based Violence (GBV) services (police, legal, medical and psycho- social) after being abused	**Baseline**: 15% report to police and 2.2% seek help from social service organizations (2010-2011 ZDHS) **Target**: 20% report to the police; 10% seek help from social service organisations by 2020		
2.3. Rate of teenage pregnancy	**Baseline:** 24.2% of young women aged 15 – 19 years had already begun child bearing 0.6% of women aged 15 – 19 years had a live birth before the age of 15 (MICS 2014) **Target:** 20% by 2020		
2.4. % of women, including those with disabilities, participating in the value chains in key sectors of the economy such as agriculture, mining, tourism and trade	**Baseline**: 54.0 Agriculture; 10.8% Mining; 62.1% Trade Industry 15.3% Tourism (arts, entertainment and recreation) (Labour Force and Child Labour Survey, 2014) **Target:** 60% Agriculture; 12.5% Mining; 65% Trade Industry; 18% Tourism (arts, entertainment and recreation) by 2020		

PRIORITY 3: HIV AND AIDS

OUTCOME 1: All adults and children have increased HIV knowledge, use effective HIV prevention services, and are empowered to participate in inclusive and equitable social mobilisation to address drivers of the epidemic			
Indicators	**Baseline and Targets**	**Status** (2018)	**Comments** (including enablers of change and challenges)
1.1. % of female and male aged 15–49 who had more than one partner in the past 12 months and who used a condom during their last sexual intercourse	**Baseline**: Female: 49.1% Male: 33.1% Female sex workers: 78.4% (Source: DHS & Sex Worker RDS survey 2013) **Targets**: Female: 60%; Male: 40%		
1.2. % of men aged 15-49 who are circumcised	**Baseline**: 16.7% (2014); MOHCC **Target**: 50%		
1.3. % of adolescents and young people accessing sexual & RH services	**Baseline**: 50% Female: 50%; Male: 50% Source: MICS 2014		

disaggregated by gender and type of services	**Target**: 70%; Female: 60%; Male: 50%		
1.4. % of sexually active HIV-positive women who use a modern method of contraception (Contraceptive Prevalence Rate, CPR)	**Baseline**: Female: 63.8% Source: DHS **Target**: Female: 68%		
OUTCOME 2: 90% of all people living with HIV know their HIV status, at least 90% of HIV positive people receive sustained antiretroviral therapy, 90% of those on treatment have durable viral load suppression			
2.1. Proportion of adults and children living with HIV who know their HIV status	**Baseline**: Female: 50.6% Male: 40.3% Female sex workers: 61%; Source MICS $_{2014}$, Sex workers RDS survey $_{2013}$ **Target**: Female: 90% Male: 90%		
2.2. Proportion of adults and children living with HIV that are receiving ART, disaggregated by sex, age and pregnancy status	**Baseline**: (2013): Adults 76.8%, Children 40.5% **Target:** Adults 80% and Children 80% (according to 90-90-90)		
2.3. Proportion of adults and children living with HIV with durable viral load suppression	**Baseline**: Not available **Target**: 73%		
2.4. Survival rate of PLHIV on ART at 12, 24, 36, 48 and 60 months after initiation	**Baseline:** 74% at 36 ms **Target**: Adults: 80% Children: 80%		
2.5. Proportion of HIV-positive adults and children diagnosed with TB who are on ART	**Baseline**: 78% **Target:** 85%		
OUTCOME 3: Key institutions from Government and civil society effectively and efficiently manage a multi-sectoral AIDS response			
3.1. Amount of public and donors funds mobilized and spent efficiently	**Baseline**: GRZ-25%; Donors-75% **Target**: GRZ 30%; Donors-65%		
3.2. Availability of timely, coherent, and relevant data and strategic information, disaggregated by gender and appropriate age group, for development	Data and strategic information in public domain		
3.3. Policies and strategies reviewed and implemented regularly to guide the multisectoral response	**Baseline**: HIV policy exist do not adequately address key populations **Target**: All HIV policies comprehensively integrate key populations Update National HIV policy and strategies available to support programming		

PRIORITY 4: POVERTY REDUCTION AND VALUE-ADDITION

OUTCOME 1: Key institutions formulate and implement socio-economic policies, strategies and programmes for improved livelihoods and reduced poverty of communities			
Indicators	**Baseline and Targets**	**Status** (2018)	**Comments** (including enablers of change and challenges)
1.1. Number of Government institutions adapting strategies and programmes to reduce poverty and inequality	**Baseline**: National development plan ZimAsset has been developed; 2012 MDG progress report published **Target**: A new National Development Plan developed (post ZimAsset); National Labour Migration Policy finalised; National Employment Policy reviewed; National Monitoring and Evaluation Policy developed and operationalised; 2015 MDG progress report published; Post 2015 (SDG) M&E system developed		
1.2. Number of institutions that implement institutional and capacity development programmes in industrial and international trade, regional integration, investment, sectoral value addition, skills and entrepreneurship development	**Baseline**: 26 VTCs Polytechnics; 3 Government Depts. (Agritex, Livestock, Apiculture); 3 MFIs (SEDCO, MicroKing, WIDSCU); 15 SACCOs & the Business Council for Sustainable Development; and Pharmaceutical Association **Target**: Six subsector associations supported; Metal and Steel fabrication, Cotton to Clothing Sector, Leather and Footwear, Chemicals and Pharmaceutical, Motor Industry, Agro- Industry; 10 quasi government and private sector association (SIRDC,IDC, ZIA, IDBZ, ZIMTRADE, CZI, ZNCC, BCSDZ, SAZ, ZIMSTATS & Inter-Ministerial Committees), 4 Care Economy Institutions; MFIs & VTCs		
1.3. Proportion of people living in poverty	**Baseline**: 0 (various fragmented programmes currently being implemented) -16% of population living in extreme poverty **Target:** One UN Joint Programme Initiative on Poverty Reduction - 12% of population living in extreme poverty		
1.4. Aggregate remittances receipts	**Baseline:** USD 890 million-2015 National Budget **Target:** USD 1 billion		
OUTCOME 2: Increased access to income and decent work opportunities in key value chains and economic sectors, particularly for young people and women			

2.1. Employment to population ratio	**Baseline:** 80.5% (15+yrs) & 70.3% (15-24yrs) - 2014 Labour Force Survey **Target**: 90% (15+yrs) & 80% (15-24yrs)		
2.2. Broad youth unemployment rate	**Baseline:** 16.4% (15-24yrs) -2014 Labour Force Survey **Target:** 10% (15-24 yrs)		
2.3. Average earnings	**Baseline**: 57% of working age population earn below $100/month (FINSCOPE 2014) **Target:** 45% of working age population earn below $100/month		
2.4. Internet penetration and coverage	**Baseline**: 47% in 2014 (POTRAZ) **Target:** 55%		

PRIORITY 5: PUBLIC ADMINISTRATION AND GOVERNANCE

OUTCOME 1: Key public sector institutions mobilise, manage and account for resources effectively for quality service delivery			
Indicators	**Baseline and Targets**	**Status (2018)**	**Comments** (including enablers of change and challenges)
1.1. % share of development assistance to the GDP	**Baseline**: 12% **Target:** 6%		
OUTCOME 2: Increased citizen participation in democratic processes in line with the provisions of the Constitution and relevant international norms and standards			
2.1. % increase of citizens engaging with key democratic institutions (Parliament {including the Parliamentary Women's Caucus}, NPRC, ZHRC, Local Authorities {including the Zimbabwe Women Local Government Forum})	**Baseline:** At least 10% increase in citizen participation per annum **Target:** Limited data on the level of citizens engagement with key democratic Institutions		
2.2. % of human rights complaints received and concluded	**Baseline:** 10% (in January 2015, on a total of 705 cases received or inherited by the ZHRC, 77 cases have been closed, referred or advised) **Target:** At least 75% by 2020		
2.3. % of UPR recommendations that are implemented	**Baseline:** 10% (Two action plans for implementation of recommendations from human rights monitoring bodies UPR and CEDAW developed) **Target:** 50%		
2.4. Number of laws aligned with the Constitution and relevant international norms and standards	**Baseline:** An estimated 400 principal Acts require alignment with the Constitution **Target:** At least 200 laws aligned with the		

	Constitution		

OUTCOME 3: Government and its partners generate & utilise data for development			
3.1. Number of key survey/census; routine information system and statistical reports produced on schedule and made available in public domain	**Baseline:** 1 (2015 ZDHS) **Target:** 12 survey reports produced, of which 3 are routine (ZDHS, ICDS, MICS, ALS, Census of Services, LFCLS, PICES, National Nutritional Surveys, Population Census, EMIS, HMIS, Agriculture Information System)		
3.2. Number of national development policies, strategies and action frameworks based on or refer to up-to-date evidence	**Baseline:** ZimAsset and key sectoral policy (health, education, agriculture, gender, population) implementation documents and progress reports refer to current data (less than 5 years) **Target:** Sustained reference to recent data (less than 5 years) in ZimAsset and key sectoral policy (health, education, agriculture, gender, population) implementation documents and progress reports		
3.3. Development of cultural sector statistics	**Baseline:** 0 **Target:** Cultural statistics framework		

PRIORITY 6: SOCIAL SERVICES AND PROTECTION

OUTCOME 1: All adults and children have increased HIV knowledge, use effective HIV prevention services, and are empowered to participate in inclusive and equitable social mobilisation to address drivers of the epidemic			
Indicators	**Baseline and Targets**	**Status** (2018)	**Comments** (including enablers of change and challenges)
1.1. % unmet need for family planning among females, aged 15-19 years	**Baseline:** 17% (MICS, 2014) **Target:** 8.5% (Family Planning 2020 Commitment)		
1.2. % of pregnant women going for at least 4 Ante-Natal Care (ANC) visits	**Baseline:** 70% (MICS, 2014) **Target:** 80%		
1.3. % of pregnant women receiving skilled care at birth	**Baseline:** 80% (MICS, 2014) **Target:** 85%		
1.4. % of women receiving Post-Natal Care (PNC) within 48 hours of delivery	**Baseline:** 77% (MICS, 2014) **Target:** 90%		
1.5. % of newborns receiving Post-Natal Care (PNC) within 48 hours of birth	**Baseline:** 85% (MICS, 2014) **Target:** 90%		
1.6. Proportion of eligible children aged between 12-23 months fully immunized	**Baseline:** 69.2% (MICS, 2014) **Target:** 90%		

1.7. % of women aged 15-49 years accessing cervical cancer screening services	**Baseline:** 7.2% - 2013 (WHO/ICO-Information Centre on Human Papillomavirus (HPV and Cervical Cancer) **Target:** 35%		
1.8. Secondary Gross Enrolment of the 10 districts with the lowest enrolment rates, disaggregated by sex	**Baseline:** Male - 51.9% Both: 51.2 (EMIS, 2013) **Target:** 2019: Total: 71.2% with gender parity		
1.9. % of pupils achieving at or above the grade appropriate level after completing grade 2 for Maths and English, disaggregated by sex	**Baseline: English:** Female - 56%; Male - 47%; Total – 51% (ZELA Report, 2014) **Maths** Female - 70%; Male - 65%; Total - 67% (Zela Report, 2014) **Target: 2019** Both - 56% with gender parity **Total in 2019 -** 71.2% with gender parity		
1.10. Grade 7 pass rate of the bottom 10% schools, disaggregated by sex	**Baseline:** Female - 2.3% Male - 2.1% Both: 2.2% (EMIS, 2013) **Target:** Both - 12.2% with gender parity		
1.11. % of population with access to improved sanitation and hygiene Sanitation: (shared and non-shared facilities)	**Baseline:** Urban - 97.7%; Rural - 48% (MICS, 2014) Urban - 56.8%; Rural - 32.9%; (MICS, 2014) **Target:** Urban - 99%; Rural - 50% Hand-washing facilities with water and soap/ cleansing agent: Urban - 70%; Rural - 50%		
1.12. % of population using safe water	**Baseline:** Urban - 98.4%; Rural - 67.5% (MICS, 2014) **Target:** Urban - 99% Rural - 75%		
1.13. % of population practicing o pen defecation	**Baseline:** Urban - 1.1%; Rural - 43.5% (MICS, 2014) **Target:** Urban - 0.5% Rural -20%		
1.14. % population with access to municipal services (continuity of water supply / quality of sewage treatment / efficiency in collection of sewage)	**Baseline:** 12 hours (SLB, 2013) ; 8% (SLB, 2013) ; 37% (SLB, 2013) **Target:** 24 hrs - 50% 80%		
OUTCOME 2: 90% of all people living with HIV know their HIV status, at least 90% of HIV positive people receive sustained antiretroviral therapy, 90% of those on treatment have durable viral load suppression			
2.1. % of district hospitals providing Comprehensive Emergency Obstetric and	**Baseline** 65.5% (VMAHS Round 20, 2014) Vital Medicines Availability and Health Services Survey **Target:** 80%		

Newborn Care (CEmONC) services			
2.2. % of primary health centres providing Basic Emergency Obstetric and Newborn Care (BEmONC) services	**Baseline:** 45% (NIHFA, 2012) **Target:** 80%		
2.3. Proportion of Primary Health Facilities managing common childhood illnesses using the Integrated Management of Neonatal and Childhood Illnesses	**Baseline:** 80 % (NHIS) National Integration Health Facilities Assessment **Target:** 100%		
2.4. % of schools that do not meet the minimum functionality standards	**Baseline:** Primary **-** 16.4%; and Secondary - 30.8% **Target:** Primary **-** 12.0%; and Secondary - 25%		
2.5. % of trained teachers geographical unit (national, province, district) and by level (ECD, primary, secondary)	**Baseline:** ECD - 33%; Primary **-** 89%; and Secondary - 73% **Target:** ECD - 40%; Primary - 92%; and Secondary - 78%		
2.6. Number of individuals receiving legal assistance	**Baseline:** 997-Legal Aid Directorates period returns **Target:** 5,000		
2.7. Number of Legal Aid Directorates strengthened to provide legal assistance, services and protection to vulnerable population in all provinces	**Baseline:** Four Legal Aid Directorates established and partially meeting standards **Target:** All decentralised offices meeting legal assistance standards		
OUTCOME 3: Households living below the food poverty line have improved access to and utilisation of social protection services			
3.1. % of households living below the food poverty line directly benefiting from social transfer programmes	**Baseline:** 10% (ZimVac, 2013) **Target:** 40%		
3.2. % of the national budget allocated to Social Protection Systems	**Baseline:** 0.3% Budgeting for Children in Africa 2013 **Target:** 10%		

1. 2016 UN Zimbabwe Results Report.
2. 2017 UN Zimbabwe Results Report.
3. United Nations 2018 ZUNDAF Annual Report (Draft).
4. Zimbabwe DAO Status 2014 – 2015.
5. Zimbabwe DAO Status 2016.
6. Transitional Stabilisation Programme Reforms Agenda; October 2018 – December 2020.
7. Zimbabwe Agenda for Sustainable Socio-Economic Transformation, 2013 – 2018.
8. ZIMASSET Mid-term Review, December 2015.
9. Agenda for the 2016 ZUNDAF Joint High-level Committee Annual Meeting.
10. Agenda for the 2018 ZUNDAF Joint High-level Committee Annual Meeting.
11. Results Groups' Annual Work Plans 2016, 2017 and 2018.
12. ZUNDAF 2016 – 2020.
13. ZUNDAF 2016 – 2020: Joint Implementation Matrix.
14. Zimbabwe Country Analysis: Working Document – Final draft; 3 October 2014.
15. ZUNDAF 2016 – 2020 Monitoring and evaluation Plan.
16. Results Groups' Terms of Reference.
17. Value for Money Assessment of the UN-Joint Programme on Gender Equality 2 October2017
18. United Nations Country Team in Zimbabwe SWAP Scorecard Assessment Report March 2018
19. CEDAW Sixth Periodic report submitted by Zimbabwe under article 18 of Convention, due in 2016 (date received 6 December 2018)
20. UN-JOINT PROGRAMME ON GENDER EQUALITY Final Programme Narrative Report: Reporting Period March 2014 to October 2017
21. UNCT Programme Expenditure (ZUNDAF Outcomes) – Quarter 12 End 2018
22. Executive Summary: Zimbabwe Human Development Report 2017 Climate Change and Human Development: Towards Building a Climate Resilient Nation
23. End of Programme Evaluation Report: Capacity Building of Local Government and Service Delivery Programme (2012-2015) Zimbabwe
24. UNDP GEF Mid Term Review Report June 2017: Scaling-up Adaptation in Zimbabwe with a Focus on Rural Livelihoods
25. Terminal Evaluation Scaling Up Adaptation in Zimbabwe with a focus on Rural Livelihoods Project April 2019
26. End of Project Evaluation Report: UNDP and EU support to the Implementation of the Ministry of Lands, Agriculture, Water, Climate and Rural Resettlement (MLAWCRR) 2014 to 2016 Action Plan

27. Mid Term Review of the Multi-Donor Parliamentary Support Programme (2014 – 2017)
28. National Peace and Reconciliation Commission 5 Year Strategic Plan 2018-2022
29. UNFPA Zimbabwe Sexual and Reproductive Health Programme (Integrated Support Programme—ISP): Annual Review - Summary Sheet May 2016
30. UNFPA Supporting a Resilient Health System (SRHS) in Zimbabwe Programme: Annual Review February 2018
31. Joint UNFPA-DFID Report DFID Global Funds Department Visit to Zimbabwe 2nd – 6th July 2018
32. Internal Peer Review of the UNFPA/GoZ 7TH Country Programme 2016-2020 1st November 2018
33. Summative Evaluation of UNICEF Support for Education in Zimbabwe
34. End of Project Evaluation for a Water, Sanitation and Hygiene Project in Satellite Schools January 2019
35. Zimbabwe's Harmonised Social Cash Transfer Programme April 2018 Endline Impact Evaluation Report
36. Final Report: Independent Evaluation of the Health Development Fund (HDF) 20 December 2018
37. Country Report Zimbabwe: Evaluation of the East and Southern Africa (ESAR) Institutional Strengthening Support Initiative on Decentralised Programme Monitoring and Response
38. UN/WB Joint Assessment for Zimbabwe DRAFT, April 6 2018
39. UNCT Programme Expenditure (ZUNDAF Outcomes) Quarter 4 2018
40. UNCT Programme Expenditure (ZUNDAF Outcomes) Quarter 12 End 2018
41. UN Communication Group Work Plans for 2016, 2017 and 2018
42. 2016 UN Communication Group Work Plan – Progress Report
43. 2017 and 2018 Results Reports: UN in Zimbabwe Communicating and Advocating as One
44. ZimStat Understanding Gender Equality in Zimbabwe: Women and Men Report November 2016
45. Zimbabwe SADC Gender Protocol Barometer 2017
46. Stories of Change: Advocacy from within: Success Stories of community actions to improve the maternal, sexual and reproductive health of women and men

ANNEX 3. EVALUATION MATRIX

Variable	Key evaluation questions	Sub-questions	Indicators	Sources of data	Data collection tools
Programme Design Quality and Evaluability	How evaluable is the programme?	1. Is there a Programme Document for the programme under evaluation? 2. Is there a programme Results framework and how comprehensive is it? 3. Is the programme results chain clearly defined? 4. Is there a programme M&E Framework and how comprehensive is it? What monitorable indicators and targets have been defined and are they evaluable?	Availability of physical or electronic programme document No. of outcomes and outputs defined Existence of a ToC and/or results matrix No. of monitorable indicators	Literature and programme documentation UN management programme staff and RGs	KII discussion guides with UN programme focal persons.
	What is the quality of ZUNDAF Design	1. What is the programme implementation strategy? 2. Who are the key programme partners and stakeholders? 3. Did the programme design draw from global innovations and best practices in programme design? 4. How participatory was the ZUNDAF design process? 5. Was programme design based on any baseline data? 6. Did the programme design draw from any national situation analysis? 7. Are the activities, indicators and outputs of the ZUNDAF consistent with /relevant to the intended outcomes and effects? 8. Was the ZUNDAF sufficiently flexible enough to adapt, and ensure relevance to new issues/ priorities brought about by major development changes in the country, in particular political transitions, economic challenges and humanitarian crises? 9. In what way, and to what extent were recommendations from the Gender Scorecard exercise incorporated into the ZUNDAF?	No. of implementing strategies No. of cooperating partners No. of international best practices incorporated into programme design No. of stakeholder groups engaged Availability of baseline indicators Availability of a SitAn Level of stakeholder satisfaction with activities, indicators and outputs No. of new issues/priorities and situations adapted to No. of gender scorecard recommendations incorporated into ZUNDAF design	Literature and programme documentation Stakeholder interviews	KII and beneficiary FGD guides

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Variable	Key evaluation questions	Sub-questions	Indicators	Sources of data	Data collection tools
Relevance	To what extent was the ZUNDAF responsive to the development needs of Zimbabwe and its vulnerable populations?	1. What were the key challenges and priorities that the ZUNDAF sought to address, and did these include human rights and gender issues? 2. How well was the programme design geared towards addressing the country's development and humanitarian needs, including from a human rights and gender sensitive perspective?	No. of challenges cited No. of priorities targeted for address Linkages between national challenges and the results framework	Relevant Programme documents UN management, programme staff and RGs	KII and FG discussion guides
	Corporate alignment: To what extent was the ZUNDAF intended to feed into the results of the UN programming frameworks?	1. To what extent was the ZUNDAF aligned to the DaO framework, its four components and SOP? 2. Onto which UN global programming frameworks and policies was the programme anchored?	Linkages between CP and programme objectives, outcomes and indicators Linkages between regional and global strategy and programme objectives, outcomes and indicators	ZUNDAF, BOP, SOP and other programme documentation Interviews with UN management, programme staff and RGs	KII discussion guides
	Systemic alignment: To what extent did ZUNDAF capitalise upon complementarity and avoid duplication with other partner activities?	1. Which partner programmes where complementary to the Programme? 2. To what extent is ZUNDAF engagement with GoZ a reflection of UN strategic considerations in Zimbabwe and its comparative advantage vis-à-vis other partners?	No. of partner complementary programmes acknowledged in ZUNDAF programme document Stakeholder ranking of UN against other partners in terms of its position in addressing the country's development and poverty reduction needs	ZUNDAF Programme Document Stakeholder and beneficiary interviews	Documentation review Stakeholder Key Informant Interview and FGD Guides
	National alignment: In what way did the ZUNDAF support the national priorities and policies?	1. Was the ZUNDAF aligned to the priorities of Zimbabwe's ZimAsset, sectoral policies and MDGs/SDGs? 2. How relevant have Operating as One and Communicating as One strategies and plans been to the ZUNDAF outcomes, including the national priorities? 3. To what extent was the ZUNDAF delivery method appropriate to the development context	Linkages between ZUNDAF and ZimAsset, national MDG/SDG objectives, outcomes and indicators Effectiveness and efficiency of programme delivery strategies Stakeholder ratings of ZUNDAF delivery method	ZimAsset and ZUNDAF Programme Documents Stakeholder interviews	Documentation review Stakeholder Key Informant Interview and FG discussion guides

Variable	Key evaluation questions	Sub-questions	Indicators	Sources of data	Data collection tools
		of Zimbabwe? Were the strategies in ZUNDAF realistic, appropriate and adequate to achieve the results? To what extent was the selected method of delivery appropriate to supporting the current project and the overall development context? 4. How has the ZUNDAF intended to strengthen the country's position in regional and South-South cooperation in terms of socioeconomic development and poverty reduction?	No. of relevant capacity building initiatives		
Effectiveness	To what extent were the intended outcomes achieved?	1. To what extent was the Programme implementation strategy appropriate and effective? Did the outputs and outcome address/align to the specific development challenges of the Country and the intended beneficiaries? Were there any unintended consequences (positive or negative) that had implications to the human development goals of the country? 2. How effective have been the programme coordination and partnership arrangements? 3. To what extent have the intended outcomes and impacts been achieved? What was the state of the outcome indicators as at end 2018? What is the source of data for indicator performance? 4. What factors have affected (positively or negatively) the achievement of the outcomes? 5. Did the Programme utilise innovative techniques and best practices in its programming of intervention? 6. How was the M&E and reporting of programmes done? How effective? What are the recommendations for improvement?	Extent to which programme results were achieved No. of key decisions taken and implemented through programme coordination mechanisms Level of achievement of outcome indicators No. of enabling/impeding factors No. of innovative techniques employed No. of best practices employed	Programme implementation and monitoring reports Stakeholder interviews Stakeholder interviews	Output Measurement Tool Stakeholder Key Informant Interview Guides Output Measurement Tool Stakeholder Key Informant Interview Guide

Variable	Key evaluation questions	Sub-questions	Indicators	Sources of data	Data collection tools
	To what extent has the ZUNDAF contributed towards the creation of a conducive environment for marginalised population groups to enjoy their rights and protection against violation of the same?	1. To what extent have vulnerable groups managed to reconnect with basic social services and sustainable livelihoods? Did the ZUNDAF adequately address the needs of men, women and children in the targeted communities, key challenges and their underlying causes 2. To what extent has the ZUNDAF managed to improve household livelihoods and what support have vulnerable households received to rebuild their livelihoods? 3. Has the ZUNDAF been effective in the development of human rights, gender mainstreaming and community and institutional capacities for the sustainability of programme outcomes?	No. of vulnerable households/individuals benefiting from ZUNDAF related support by gender and age-group No. of beneficiaries groups satisfied with support No. of households and population groups enjoying enhanced access to livelihoods No. of sustainability related institutional capacity building initiatives	Programme documentation FGDs with beneficiaries FGDs with beneficiaries FGDs with beneficiaries Programme document Programme document Stakeholder and beneficiary interviews	Stakeholder Key Informant Interview and beneficiary FGD guides
	To what extent has programme enhanced the capacities of Government to finance and manage development and poverty reduction programmes?	1. How has the ZUNDAF supported the capacity building of GoZ for the programming and monitoring of SDGs? 2. What evidence is there to demonstrate that the ZUNDAF support has contributed towards an improvement in institutional capacities, including institutional strengthening for responding to the economic crisis and its social dimensions? 3. To what extent has the ZUNDAF supported domestication of key regional frameworks, experiences and international best practices through national development plans and strategies?	Contribution of the UN to the country's SDG implementation and M&E frameworks No. of institutional capacity strengthening initiatives supported No. of relevant regional and international frameworks domesticated through policy and legislation through ZUNDAF advocacy and capacity development No. of domestications and legislative acts influenced by the ZUNDAF	Programme implementation documents and reports National policy documents Programme RG implementation reports	Document review

Variable	Key evaluation questions	Sub-questions	Indicators	Sources of data	Data collection tools
	Did the programme enhance adherence of the national development processes to human rights, gender equality and living noone behind?	1. To what extent did the ZUNDAF-supported processes observe human rights, gender equality and living noone behind principle? 2. How neutral was the UN support to the GoZ and vulnerable populations? 3. How impartial were the ZUNDAF implementation process? 4. How independent was the ZUNDAF implementation process?	No. of initiatives demonstrating evidence to observance of HR, gender and inclusive development No. stakeholders expressing satisfaction with neutrality and impartiality of programme implementers Evidence of independent decision taken by programme implementers in critical situations	Stakeholder KII and beneficiary interviews	Stakeholder KII guides FGD guides
	How effective were the ZUNDAF coordination mechanisms?	• To what extent has the ZUNDAF contributed to achieving better synergies among the UN agencies and programmes and avoiding duplication? Has the ZUNDAF enhanced joint programming? Have the UN worked together to deliver the ZUNDAF? • To what extent was the ZUNDAF used by agencies as a planning tool, for setting goals and for cooperation? E.g. for joint annual work plans, or joint gap analysis exercises, etc.? Is the UNCT effectively monitoring implementation using the results matrix? • Have the implementation mechanisms (i.e. Results Groups) been effective in managing the One Programme? How can these mechanisms be better operationalised in future? • To what extent have effective and diverse partnerships and strategic alliances been promoted and achieved around the ZUNDAF?	No. of joint programmes planned and implemented No. of joint annual work plans developed and implemented No. of joint monitoring initiatives done No. of outcomes achieved No. of partnership alliances established	ZUNDAF document RG implementation reports Annual WPs Programme implementation reports Outcome rating tool Programme implementation reports	KII discussion guides with UN management and programme focal persons as well as RGs Outcome rating tool KII discussion guides with UN management and programme focal persons as well as RGs
Efficiency	What were the impacts of ZUNDAF coordination and implementation institutional arrangements and	1. How efficient was the national implementation arrangement in terms of driving the processes and outcome delivery? 2. How efficient was the CSO partnership implementation arrangement in terms of outcome delivery?	Level of achievement of results No. of CSO partnerships created	Outcome measurement tool RG programme implementation reports	Outcome measurement tool Review of programme implementation reports Stakeholder KII guides

Variable	Key evaluation questions	Sub-questions	Indicators	Sources of data	Data collection tools
	procedures on programme efficiency?	3. How efficient were ZUNDAF stakeholder coordination and implementation mechanisms terms of timeliness of engagement and response? Were subprogrammes approved and launched timely? 4. To what extent did Programme procedures and processes impeded or facilitated the accomplishment of results? 5. What was the impact of fund management arrangements on programme implementation efficiency? 6. Is the distribution of roles and responsibilities among the different UN agencies well-defined and have these arrangements been maintained throughout the ZUNDAF's implementation? 7. To what extent were programmatic and operational linkages sustained?	UN, stakeholder and beneficiary satisfaction levels with CSO partnerships No. of programme implementation delays attributed to programme procedures and processes No. of results failures attributed to programme procedures and processes No. of results achievements/failures attributed to programme procedures and processes No. of incidences reflecting misunderstanding of roles and responsibilities among the different UN agencies	Stakeholder and beneficiary interviews Programme implementation reports Stakeholder interviews Programme implementation reports Stakeholder interviews	
	How well did the Programme use its technical, material, human and financial resources?	1. To what extent was there a common or collaborative resource mobilisation strategy for the ZUNDAF? 2. Were adequate financial resources mobilised for ZUNDAF implementation? 3. How efficiently were resources/ inputs converted to ZUNDAF results at output level? Was the ZUNDAF implemented in a timely way? 4. To what extent were resources allocated to those most marginalised/ left furthest behind? **5.** What is the nature of variance of annual programme budgets? What were the programme resource absorptive capacities? What were the challenges to budget utilisation? How have IOM	No. of pooled funds created No. of parallel funding initiatives Total resources mobilised as a proportion to requirements by priority area Direct to indirect cost ratios % IPs expressing satisfaction with timeliness of subprogramme approvals and launch. UN and IP resource absorption rates % IPs expressing satisfaction with programme resource disbursement	Programme implementation reports Programme Financial records	KII discussion guides with UN management and programme focal persons as well as RGs

Variable	Key evaluation questions	Sub-questions	Indicators	Sources of data	Data collection tools
		and other partners addressed deviation from planned budgets? 6. To what extent did the BOS/Strategic Operations Framework (SOF) contribute to reduced costs, and harmonised/streamlined processes enhance quality (impact) of programme delivery at the country level? 7. To what extend did timely responses to environmental developments such as cash challenges, fuel and commodity shortages etc. through BOS/SOF help facilitate smooth implementation of programmes?	No. of BOS/SOP cost-cutting initiatives implemented and savings achieved No. of BOS/SOP responsive initiatives implemented		
Sustainability		1. What sustainability mechanisms were put in place at ZUNDAF design? 2. Have the achievements of the programme been maintained to date? (Outputs, Outcomes (and Impacts)) 3. What is the likelihood that the Programme initiatives will be sustainable? 4. In what way did the ZUNDAF facilitate tripartite alliances among the UN, the GoZ and the private sector? Was the private sector meaningfully engaged in development initiatives, if so how? 5. Did the ZUNDAF successfully promote ownership of programmes by national partners, national execution of programmes and use of national expertise? 6. What changes in programme implementation strategy are necessary to enhance sustainability of results?	No. of sustainability mechanisms in place No. of outputs, outcomes sustained to date No. of stakeholders expressing optimism of sustenance No. of alliances facilitated by ZUNDAF Level of GoZ and community satisfaction with ownership of initiatives and outcomes Level of capacity building for sustainability	ZUNDAF document Programme implementation reports Stakeholder and beneficiary interviews	KII discussion guides with UN management and programme focal persons as well as RGs Stakeholder and beneficiary interview guides
Strategic Positioning	*Add Value:* What could not have happened in the absence of the ZUNDAF?	1. Could another development intervention have done a better job than the UN under ZUNDAF and why? 2. What could not have happened without the ZUNDAF interventions? 3. Taking into consideration the technical capacity of the UNCT, as well as the development challenges in the country, is the UN well-suited	No. of partners and stakeholders regarding UN as a partner of choice in addressing development and	Stakeholder interviews	KII discussion guides

Variable	Key evaluation questions	Sub-questions	Indicators	Sources of data	Data collection tools
		to provide leadership in development and poverty reduction programming? 4. Is the UN perceived by stakeholders as a strong player in advocating for human rights, gender equality and inclusive development in Zimbabwe?	poverty reduction challenges in Zimbabwe		
	Value-for-money considerations: Was the programme value for money?	1. What economies did the programme realise in terms of human, financial and time resource utilisation? 2. What efficiencies did the programme realise? 3. How effective was the programme in terms of outcome achievements? 4. Did the programme have equity considerations?	No. of initiatives resulting in savings and economies on resource utilisation No. of efficiencies realised Level of achievement of results No. of equity considerations	ZUNDAF document Programme implementation reports Assessment of results	
	Emerging issues: What strategic issues have arisen from the evaluation that would need consideration for the completion of the remaining period as well as for the design of the successor ZUNDAF?	1. What strategic issues have arisen in terms of programme design? 2. What strategic issues have arisen with regards to programme implementation? 3. What strategic issues have arisen in terms of programme management? 4. To what extent do key stakeholders view the current ZUNDAF as 'fit for purpose' for the new generation of UNDAFs in line with UN Reform?	No. of strategic issues identified	Evaluation of available evidence Stakeholder KIIs	Notes Stakeholder KII guides
	UN visibility: To what extent has the ZUNDAF enhanced visibility of the UN in Zimbabwe among partners, nationally, regionally and globally?	1. How many programme-related publications have been produced? 2. How visible is the programme on the web? 3. In how many regional and international fora has the UN presented cases for the programme? 4. Did the Communicating and Advocating as One strategy successfully increase public engagement and visibility of the work of the UN in Zimbabwe through strategic and innovative communications?	No. of publications produced No. of ZUNDAF related articles and documents on the web No. of regional and national fora at which UN in Zimbabwe presented a case for the ZUNDAF	Programme documentation Web UN reports	Notes Notes Notes

Variable	Key evaluation questions	Sub-questions	Indicators	Sources of data	Data collection tools
	Enablers: What were the enablers for the successful implementation of the programme?	1. To what extent did partnerships facilitate the achievement of results? 2. To what extent were working relations with GoZ an enabling factor? 3. To what extent was the UN global knowledge network an enabling factor?	No. of enablers	Evaluation of available evidence	Notes
Five Programming Principles (Cross Cutting Issues)	To what extent did the ZUNDAF adhere to the Five Programming Principles of the UN, i.e. Human Rights, Gender Equality, Environmental Sustainability, Results-Based Management and Capacity Building?	1. What has been the Programme strategy towards strengthening equality? To what extent have the poor and marginalised population groups benefited from the Programme? 2. To what extent did programme mainstream environmental sustainability? 3. Was the programme implementation founded on RBM? 4. Did the programme have a strong capacity building component?	No. of marginalised groups benefiting from programme No. of environmental issues mainstreamed into programme No. of RBM principles adopted in programme implementation No. of institutions benefiting from capacity building initiatives	Stakeholder and Beneficiary FGDs ZUNDAF document Programme implementation reports Stakeholder KIIs	FGD interview guides Notes Notes Notes KII guides
Principles of Aid Effectiveness under the Paris Declaration	To what extent did the programme adhere to the Paris Declaration?	1. What has been the Programme strategy towards strengthening stakeholder and beneficiary ownership? 2. To what extent was the Programme aligned to national development priorities? 3. What was the degree of harmonisation with other partner programmes? 4. What mechanisms were put in place to ensure achievement of results? 5. What mechanisms were put in place to guarantee mutual accountability?	No. of stakeholders expressing internalisation of programme ownership No. of objectives and indicators drawn from national development frameworks Degree of harmonisation with other partner programmes No. of mechanisms designed to enhance achievement of results No. of mutual accountability mechanisms	Stakeholder KIIs FGDs	Stakeholder KII guides FGD guides
Lessons Learnt and Best Practices	Did the programme use existing evidence and best practices in its design and implementation?	1. What best practices where drawn from the global knowledge network to strengthen programme design?	No. of baselines cited SitAn available Evidence of best practices	Programme document Programme documentation Programme documentation	Notes Notes Notes

Variable	Key evaluation questions	Sub-questions	Indicators	Sources of data	Data collection tools
	What lessons were learnt from the partnership collaboration in the implementation of the Programme?				
Recommendations for Future Design of Programme	What are the key recommendations for future design of ZUNDAF? What are the key recommendations for enhancing OECD and Strategic positioning criteria, as well as adherence to the Five UN Programming Principles and the Five Principles for Aid Effectiveness?	1. What are the key recommendations for improving programme design? 2. What are the key policy level recommendations for enhancing the attainment of programme results? 3. What are the programmatic recommendations for improving programme performance			

ANNEX 4.   TENTATIVE INTERVIEW SCHEDULE AND WORK PLAN

| Date | Time: from - to | Interviewee | Evaluator | | | Format |
			RC	NM	LT	
left blank until the report is accepted	09h00 – 11h00					
	11h30 – 12h30					
	14h00 – 15h00					
	15h30 – 16h30	Inception meeting	x	x	x	FGD
	09h00 – 10h00	Chair, PMT	x	x	x	KII
	10h30 – 11h30	UNCT presentation	x	x	x	
	11h30 – 13h00	PMT – All members	x	x	x	FGD
	14h00 – 15h00	Chair UNCG	x	x	x	KII
	15h15 – 16h45	OMT – All members	x	x	x	FGD
	09h00 – 10h00	UN Lead RG 1	x	x		KII
	10h30 – 11h30	UN Lead RG 5	x		x	KII
	14h00 – 15h00	Chair ZUNDAF: OPC	x	x	x	KII
	15h30 – 17h00	Spare				
	09h00 – 11h00	All UN – RG 1	x	x	x	FGD
	12h00 – 17h00	RG 1 Site: in/near Hre	x	x	x	Field Visit
	09h00 – 10h00	UN Lead RG 2		x (Lead)	x	KII
	09h00 – 10h00	Finalise survey	x			RCO
	10h30 – 11h00	UN Lead RG 4		x	x (Lead)	FGD
	11h30 – 12h30	UN Lead RG 3	x	x (Lead)		KII
	14h00 – 15h30	All UN RG 4	x		x (Lead)	FGD
	14h00 – 15h00	GoZ lead RG 2		x		KII
	09h00 – 10h00	UN Lead RG 6	x		x (Lead)	KII
	10h30 – 12h00	All UN RG 2	x	x (Lead)		FGD
	10h30 – 11h30	GoZ Lead RG 4			x	KII
	14h00 – 15h00	GoZ Lead RG 1	x			
	14h00 – 15h00	GoZ Lead RG 3		x		
	14h00 – 15h00	GOZ Lead RG 6			x	
	09h00 – 10h00	GoZ Lead RG 5	x			KII
	09h00 – 11h30	All UN RG 3		x (Lead)	x	
	14h00 – 15h30	All UN RG 5	x		x	FGD
	14h00 – 16h30	RG 2 Site: in/near Hre		x		Field Visit
	09h00 – 10h00	Other GoZ (RG 1)	x			KII/FGD
	09h00 – 10h00	Other GoZ (RG 2)		x		KII/FGD
	(09h00 – 10h00	Other GoZ (RG 4)			x	KII/FGD
	11h00 – 12h00	Other GoZ (RG 5)	x			KII/FGD
	11h00 – 12h00	Other Goz (RG 3)		x		KII/FGD
	11h00 -12h00	Other GoZ (RG 6)			x	KII/FGD

Date	Time: from - to	Interviewee	Evaluator			Format
			RC	NM	LT	
	14h00 – 15h30	All UN RG 6		x	x (Lead)	FGD
	09h00 – 13h00	All UNCG	x	x	x	FGD
	14h00 – 16h30	All spare	x	x	x	as needed
	Sunday	Travel out				Field Visit focus on JPs if available
	Monday	Project sites to be identified jointly with ERG/RCO				
	Tuesday					
	Wednesday					
	Thursday					
	Friday					
	Saturday	Travel back				
	Spare	Any KII or FGDs that may not have beed done for any reason can be rescheduled here; including new informants identified.	x	x	x	KII FGDs Field visits
	Spare		x	x	x	
	Spare		x	x	x	
	Spare		x	x	x	
	Spare		x	x	x	
	Spare		x	x	x	

This interview guide will guide the evaluators' engagement with individual key informants. It is intended only as a guide and not a questionnaire. Many other issues will be discussed by way of follow up depending on the informant's responses to the primary questions.

Relevance

1) In hindsight, do you feel that the ZUNDAF addresses the key priorities and needs in light of the current context in Zimbabwe as well as global trends? If you could change anything about its design, what would you change? (Address issues of process, content, outcomes, implementation, etc.)
2) To what extent has the UN adapted to the TSP as per GoZ Commitment? Examples.
3) How can the ZUNDAF be made more relevant for UN agencies?

Effectiveness

4) From the perspective of your institutional mandate, what are the main strategic results that have been achieved by the UN? Can you state these in relation to the ZUNDAF and the value added of UN Delivering as One approach?
5) What factors do you feel contributed to achievement or otherwise of results? Have there been any unintended outcomes – positive or negative?
6) In the current situation in Zimbabwe, what do you see as the UN's most distinct comparative advantage; and do you feel that the UNCT appropriately leverages on this?
7) What are the most critical lessons that have been learned from implementing the ZUNDAF since 2016? What else do you think the UN can do to enhance their effectiveness and contribution to outcomes?
8) How effectively has the UN collaborated with the GoZ in delivery of results? What good practices are there? What challenges were encountered?

Sustainability

9) What risks do you see for sustainability of results? Do you feel that issues of sustainability are   sufficiently planned and managed through the ZUNDAF to mitigate these risks?

Efficiency

10) In your opinion, is the UN implementation model efficient, i.e. in terms of value-for-money, and cost-efficiency? Any recommendations on how the UN can improve its efficiency?

Coordination and Delivering as One

11) Since the UN officially became a 'delivering as one' country in 2016, what has changed in terms of the way you do business?

12) What has been the impact of 'delivering as one' on (a) your programming, (b) your resources, and (c) your results?

13) In terms of your own understanding, do you really feel that the UN is 'delivering as one". Please explain with relevant examples.

14) With respect to the UN reforms, and in particular the re-invigorated RC system, what do you think the UN in Zimbabwe should do to effectively conform and adapt to the new system?

Reporting/Accountability

14. Do you feel that UN agencies have effective M&E systems in place? Are you satisfied with the UN's accountability for results, (a) to national partners and (b) to donors?

15. Are you familiar with the Accountability framework that has been introduced as part of the UN reforms associated with the new RC architecture? What are the implications – positive or negative – on effective performance management at UN agency and HoA level?

Lessons Learned and Recommendations

16. In your opinion, what have been the key challenges faced with regards to implementing the ZUNDAF, and do you think these challenges were effectively addressed by the UN?

17. The UN has implemented the UNDAF for 3 years now and there is still one year remaining. What do you think the UN can improve on, and what changes would you recommend (if any) with regards to the focus of their interventions given the current situation in Zimbabwe?

18. What areas would you recommend the UN to prioritise/focus on in the next ZUNDAF cycle?

19. Are there any changes required of the ZUNDAF Coordination architecture?

20. Are there any issues that you feel we have not sufficiently covered in order to make this evaluation useful for the UN? Please elaborate.

ANNEX 6.   FOCUS GROUP DISCUSSION GUIDE

In view of the time available, each FGD will last for 90 minutes (One and half hours), and will be organized as follows:

Discussion question	Time allotted	Remarks
Introductions: Purpose of the FGD	5 minutes	
UNDAF context: - Unpacking the ZUNDAF Theory of Change - What has changed since the formulation of the UNDAF? - Are current interventions still relevant? - How has UN adapted to the TSP? - How has UN adapted to the nexus issues? (NWoW)	20 minutes	Plenary discussions
Implementation and coordination: - Do you feel that there is sufficient collaboration in the context of DaO (within UN, between UN-GoZ, with CSOs)? - Do you feel that as a Results Group you get sufficient support from the UN/ GoZ Co-Chairs, RCO, PMT, OMT, etc.?	20 minutes	Plenary discussions
Partnerships & Joint Resource Leveraging: - Do you feel that there is ownership of UNDAF results by national partners at all levels (central, provincial, district and community. Provide examples. - Do you feel that non-traditional development partners are sufficiently engaged? E.g. private sector, or academia? - Do you feel that the UN has mobilised resources in a collaborative manner? - What risks do you see with regards to sustainability of interventions?	10 minutes	Plenary discussions
Progress towards results: - What are the key results achieved so far (based on ZUNDAF outcome indicators (incremental from 2016)?	20 minutes	RG members can present the key strategic results achieved
Lessons and Recommendations: - What are the major challenges experienced? - What key lessons have been learned? - Recommendations (a) for the remaining part of the ZUNDAF, (b) for the next ZUNDAF, and (c) for adapting to the GA Res A/RES/72/279.	15 minutes	Plenary discussions
Total Time	**90 minutes**	

ANNEX 7.   ELECTRONIC STAFF SURVEY

The GoZ and UNCT have commissioned an evaluation of the ZUNDAF 2016 – 2020 by independent evaluation consultants. As part of that process, we request you to answer the following survey as candidly as you can. The survey does not solicit any information related to your identity, and it should not take more than 15 minutes to complete.

For each of the following statements, please indicate your opinion using the rating scale as shown, choose only one.

1.   RELEVANCE (Are we doing the right thing?) Please respond to the following scale:

Based on my understanding of the outcomes to which I contribute, I think that:	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree
The ZUNDAF is aligned to the country's development priorities					
The ZUNDAF addresses the UN's core values/principles to 'leave no one behind'					
The ZUNDAF addresses key challenges identified in the CCA					
ZUNDAF outcomes continue to be relevant in spite of the changing country context					

Please explain with examples, if you chose 'disagree' or 'strongly disagree' on any one above:

2.   EFFECTIVENESS (Are we making a difference?) Please respond to the following scale:

Based on my understanding of the outcomes to which I contribute, I think that:	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree
The UN has been effectively contributing to national development priorities					
The ZUNDAF strategy is well balanced between support at institutional policy level (upstream) and direct support to vulnerable groups (downstream)					
The UN has flexibility that enables us to respond to changes in situations					
Effective systems for monitoring and reporting ZUNDAF progress have been established					
UN collaborates effectively with Government					

Please explain with examples, if you chose 'disagree' or 'strongly disagree' on any one above:

4.   EFFICIENCY (Are we doing things right?) please respond to the following scale:

Based on my individual experience with the projects with which I am familiar, I think that:	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree
Funds are disbursed in a timely and effective way					
Interventions are implemented and completed timely					
Allocated resources are adequate to complete activities and achieve planned results					

Please explain with examples, if you chose 'disagree' or 'strongly disagree' on any one above:

5.   SUSTAINABILITY (Will our results continue after funding ends?) Please respond to this scale:

Based on my individual experience with the projects with which I am familiar, I think that:	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree
The UN contributes effectively to build national capacities					
ZUNDAF processes are aligned with national systems					
There is a clear strategy for handing over ZUNDAF results either to the government or to beneficiaries					
There is strong ownership and leadership of ZUNDAF processes					

Please explain with examples, if you chose 'disagree' or 'strongly disagree' on any one above:

6.   CROSSCUTTING ISSUES (Are we maintaining our core values?) Please respond to this scale:

Based on my individual experience with the projects with which I am familiar, I think that:	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree
Gender equality is mainstreamed in programmes					
Environmental sustainability is mainstreamed in programmes					
Capacity building is mainstreamed in all programmes					
RBM principles are mainstreamed in all programmes					
Human rights are mainstreamed in programmes					

Please explain with examples, if you chose 'disagree' or 'strongly disagree' on any one above:

7. MONITORING AND EVALUATION (How well do we assess ourselves?) Please answer the scale below.

Based on my individual experience with the projects with which I am familiar, I think that:	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree
There is adequate periodic monitoring and oversight of activities					
Formal project and outcome evaluations have been done					
Some decisions are made based on monitoring and evaluation reports					
When available, national data is used to measure progress towards planned results					
When national data is not available, resources are allocated to build capacity for such data					

Please explain with examples, if you chose 'disagree' or 'strongly disagree' on any one above:

8. DELIVERING AS ONE (Are we working as a team?) Please answer the scale below.

Based on my individual experience, I think that:	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree
The coordination systems and mechanisms that are in place have facilitated interagency collaboration					
I have noticed that joint planning is done effectively under the ZUNDAF Results Groups					
Coordination among UN agencies has been increasing in the last two years					
The UN in Zimbabwe effectively communicates with One Voice					
I am aware of specific efficiency gains that have been realised as a result of working across agencies					

Please explain with examples, if you chose 'disagree' or 'strongly disagree' on any one above:

ANNEX 8.   TENTATIVE LIST OF PROJECT SITE VISITS

Priority	Joint Programmes/Initiatives	Other Projects

Priority 1. Food and Nutrition Security		1. MSCBM for Stunting Reduction
		   Agency: UNICEF, FAO
		   Location: Mutasa District (Manicaland)
		   IP: Food and Nutrition Council
		   Beneficiaries: Pregnant women, lactating mother, teenage mothers
		2. Support to viable market-based production
		   Agency: UN
		   Location: Matabeleland South
		   IP: Agritex, SNV, Plan International, GRM International, GIZ
		   Beneficiaries: Farmers
		3. Resilience capacity of smallholder farmer households
		   Agency: WFP, FAO
		   Location: Mudzi District (Mashonaland East)
		   IP: Agritex
		   Beneficiaries: Smallholder farmer households

Priority 2. Gender Equality		1. Cultural practices that influence GBV
		   Agency: UN
		   Location: Mashonaland East/Bulawayo
		   IP: Apostolic Churches Council in Zimbabwe
		   Beneficiaries: male champions, women leaders on prevention of GBV and child marriages
		2. Gender and Elections
		   Agency: UN
		   Location: Masvingo
		   IP: JPGE
		   Beneficiaries: (Institutional) ZEC, ZGC

Priority 3. HIV and AIDS		1. Teachers' capacity development on Guidance and Counselling
		   Agency: UN
		   Location: Masvingo
		   IP: Teachers, learners (participants disaggregated by sex)
		2. Adolescent and Youth Friendly Health services (AYFHS)
		   Agency: UN
		   Location: Bulawayo (and 20 other districts)
		   IP:
		   Beneficiaries: Sex workers, youths, health facility staff

Priority	Joint Programmes/Initiatives	Other Projects
Priority 4. Poverty Reduction and Value Addition		1. Youth and women's economic empowerment in the agriculture and mining sectors **Agency**: UN **Location**: Mashonaland West **IP**: **Beneficiaries:** Women and youths in agriculture and gold mining 2. Community Information Centres **Agency**: UN **Location**: Midlands **IP**: **Beneficiaries:** Youth 3. Inclusive growth and sustainable livelihoods (Youth and women in agriculture **Agency**: UN **Location**: Midlands **IP**: **Beneficiaries:** Young people and women in agriculture
Priority 5. Public Administration and Governance	1. Data for Development. **Lead Agency**: UNFPA **Location**: **IP**: 2. Justice and Youth **Lead Agency**: UNDP **Location**: **IP**: 3. Peacebuilding Fund **Lead Agency**: UNDP **Location**: **IP**:	1. UN support to ZEC capacity for BVR registration **Agency**: UNDP **Location**: Harare **IP**: Zimbabwe Elections Commission (ZEC) **Beneficiaries: (**Institutional) ZESN, Political parties
Priority 6. Social services and Protection		1. Support towards achieving SDG 6 on Clean Water and Sanitation through the rehabilitation of the aged water supply in 6 urban centres **Agency**: UN **Location**: Midlands **IP**: CSOs **Beneficiaries**: Households in situ 2. Rural WASH: Sanitation-Focused Participatory Health and Hygiene Education **Agency**: UN **Location**: Midlands **IP**: **Beneficiaries**: RDCs

Note: These are projects selected at random from the Annual Reports based on their geographic and thematic coverage of ZUNDAF priorities. The projects will be subject to confirmation and may be replaced with joint initiatives that will be identified in consultation with the EMT.

ANNEX 9.   EVALUATION TERMS OF REFERENCE

1.   BACKGROUND

With the change in political leadership in November 2017 and the harmonized elections on 30 July 2018, Zimbabwe has embarked on a transition process. In October 2018, the Government announced its two-year Transitional Stabilisation Programme. Meanwhile in New York, the adoption of the General Assembly Resolution A/RES/72/279 on the repositioning of the United Nations (UN) development system on 31 May 2018 ushered in the most comprehensive reform of the UN development system in decades.

Encouraged by these developments and building on the longstanding engagement in the country anchored on a relationship of trust and mutual respect with all stakeholders, the United Nations Country Team (UNCT) in Zimbabwe – under the leadership of the UN Resident Coordinator - has renewed its collective commitment to support the people and the Government of Zimbabwe to realize their aspirations. There is a shared recognition across the UN system that there is an opportunity to scale-up UN's support to accelerate the transition process, including in areas of key political and socio-economic reform.

The UN system's ongoing support to the people and the Government of Zimbabwe (GoZ) is based on the 2016-2020 Zimbabwe United Nations Development Assistance Framework (ZUNDAF), which is a contribution towards the realization of the Sustainable Development Goals (SDGs). Under the principle of national ownership and national leadership, the ZUNDAF was aligned to the national aspirations and commitments detailed in the Zimbabwe Agenda for Sustainable Socio-Economic Transformation (ZimAsset).

The 2016-2020 ZUNDAF is the fourth-generation programme framework and succeeds the 2012-2015 ZUNDAF. The ZUNDAF elaboration process was jointly led by the Government of Zimbabwe and the UN Country Team with the participation of development partners, civil society organisations, non-governmental organisations, and international financial institutions, ensuring broad inclusiveness throughout the process, framed within the country's national development priorities as articulated in the ZimAsset. The 2016-2020 ZUNDAF is therefore the product of a series of high-level consultations through open dialogue and visioning, an independent 2012-2015 ZUNDAF Evaluation, a country analysis exercise, and strategic prioritisation. This process concluded with a high-level validation exercise, allowing stakeholders to reach consensus on ZUNDAF priority areas and outcomes.

In March 2016, UN Zimbabwe demonstrated its commitment to deliver better results together by officially becoming a Delivering as One country. The formal adoption of the Delivering as One approach serves as a critical enabler for the UN agencies to work jointly in five key areas: policy and programme, budgetary frameworks, operations, communications and advocacy, and, leadership. The ZUNDAF allows all members of the UN Country Team to deliver together through one nationally owned strategy that draws on the full range of UN expertise while supporting an integrated approach to achieving development results in a coherent manner.

Implementation of the ZUNDAF is being reviewed twice a year at the Results Groups level, which a high-level review is conducted annually, jointly led by the Chief Secretary of the Office of the President and Cabinet and the UN Resident Coordinator, with participation of the civil society, development partners, private sector and the media.

In line with the UN Delivering as One principles, a strategic outcome-based approach for the ZUNDAF was adopted, focusing on recovery and development priorities. Increased effectiveness through UN coherence, a robust M&E framework and the fostering of strong partnerships are key underlying principles of ZUNDAF implementation. ZUNDAF results are guided by six national priority areas:

1. Food and Nutrition Security
2. Gender Equality
3. HIV and AIDS
4. Poverty Reduction and Value Addition
5. Public Administration and Governance
6. Social Services and Protection.

2. PURPOSE, OBJECTIVES AND SCOPE

A. Purpose:

The purpose of the 2016 – 2020 ZUNDAF Evaluation is to review and strengthen UN's collective impact through UN's joint programme, operations, communications and advocacy, and strategic partnership efforts. This would be done based on an assessment of progress achieved against planned results, challenges encountered, and lessons learned as well as provision of concrete recommendations both in the short- and medium terms aimed at achieving greater development impact in Zimbabwe. In view of the changing country context, the Evaluation will provide important guidance for the UNCT in the implementation of the 2016-2020 ZUNDAF for the remaining period, including recommendations on any needed adjustments, and ensure that it

responds to emerging and evolving national development priorities and that it aligns with the expectations of the landmark GA Resolution A/RES/72/279, including the reinvigorated RC system, the new generation of UNCT and the new mutual accountability framework.

The results of the 2016-2020 ZUNDAF Evaluation will also substantially inform the design of the next ZUNDAF to ensure that, in line with the global UN development system reform agenda, the UN continually enhances its support for the achievement of any new national development priorities and to internationally agreed development objectives.

B. **Objectives:**

The objectives of the Evaluation are:
- To assess the relevance, effectiveness, efficiency, and sustainability of the ZUNDAF results towards the national development priorities;
- To assess the effectiveness of the UN Zimbabwe in implementing the ZUNDAF through Delivering as One, including in the context of the evolving UN development system reform agenda;
- To generate lessons learned and recommendations to strengthen the 2016-2020 ZUNDAF and inform the formulation of the next ZUNDAF; and,
- To (re)align RC/UNCT leadership within the context of GA Resolution A/RES/72/279 to maximize UN impact in Zimbabwe.

C. **Scope:**

The scope of the Evaluation will cover the period January 2016 – December 2018 and focus on the 4 main components of the Delivering as One package in Zimbabwe:
1. One programme;
2. Operating as One;
3. Communicating and Advocating as One; and
4. Joint Partnership and Resource Leveraging.

This Evaluation will be complementary to existing evaluations and should make use of the information gathered through recent programme evaluations commissioned by UN agencies.

3. EVALUATION METHODOLOGY

A. **Overall Approach**

The overall approach of the Evaluation is participatory and orientated towards learning how to jointly enhance development results at the national level. In particular, ZUNDAF Results Group, OMT and UNCG members should be actively engaged throughout the evaluation process, which will be used as an opportunity to increase inter-sectoral cohesiveness and enhance capacity on Delivering as One.

Given that ZUNDAF outcomes are by definition the work of a number of partners, attribution of development change to the UN Zimbabwe may be not be possible. The Evaluation will therefore consider contribution of the UN Zimbabwe to the change in the stated ZUNDAF outcome.

The Evaluation will be conducted in accordance with UNEG Evaluation Norms and Standards of Evaluation and Ethical Standards, as well as OECD/DAC evaluation principles and guidelines. Both qualitative and quantitative methods will be used to evaluate the ZUNDAF implementation and performance and to make recommendations for the current and next programming cycle.

B.   Evaluation Criteria

The contribution of the UNCT to the development outcomes of the ZUNDAF will be assessed according to the standard set of evaluation criteria:
1. **Relevance:** The extent to which the objectives of the ZUNDAF are consistent with the country needs, national priorities and contributing to implementation of international and regional commitments of the country, including on human rights (including recommendations from treaty bodies, special procedures and UPR), sustainable development, environment, and the needs of women and men, girls and boys in the country.
2. **Effectiveness:** The extent to which the UNCT contributed to, or is likely to contribute to, the outcomes defined in the ZUNDAF.
3. **Efficiency:** The extent to which outcomes are achieved with the appropriate amount of resources and maintenance of minimum transaction cost (funds, expertise, time, administrative costs, etc.).
4. **Sustainability:** The extent to which the benefits from a development intervention have continued, or are likely to continue, after it has been completed.

C.   Data Collection & Validation

The ZUNDAF Evaluation will be carried out in a highly participatory manner, ensuring contextually and culturally sensitive methods which are relevant for men, women, boys and girls, and will involve the UN, GoZ institutions, development partners, Civil Society Organisations (CSOs),

private sector representatives, implementing partners and members of the community. The Evaluation will employ a variety of data collection methods, including:

Desk Review: focusing on review and analysis of ZUNDAF planning documents, annual reports, UN Agency evaluations, strategy papers, national plans and policies and related programme and project documents that highlight progress made against national and international commitments.

Semi-structured interviews with key stakeholders: including key GoZ counterparts, development partners, community members, CSOs, UNCT members and implementing partners.

Questionnaires: including participants in development programmes, UNCT members and other stakeholders as mentioned above.

Focus Group Discussions: including members of the various ZUNDAF Results Groups/PMT/ OMT/UNCG, decision makers and other stakeholders as mentioned above.

Field Visits: selected ZUNDAF joint programme sites may be visited as part of the verification of results achieved.

A number of validation methods will be used to ensure that the data and information used and conclusions made are well founded. All data will be disaggregated as much as possible by age, sex, geographic location etc to allow for appropriate analysis. A workshop will be organised at the highest level to validate the contents and recommendations of the Evaluation report.

4. EVALUATION QUESTIONS

A. General
- What are the strengths, weaknesses, opportunities and threats of the ZUNDAF implementation process?

B. Relevance
- Are the activities, indicators and outputs of the ZUNDAF consistent with /relevant to the intended outcomes and effects?
- Did the outputs and outcome address/align to the specific development challenges of the Country and the intended beneficiaries? Were there any unintended consequences (positive or negative) that have implications to the human development goals of the country?
- Were the strategies in ZUNDAF realistic, appropriate and adequate to achieve the results? To what extent was the selected method of delivery appropriate to supporting the current project and the overall development context?

- Did the ZUNDAF adequately address the needs of men, women and children in the targeted communities, key challenges and their underlying causes?
- Has the ZUNDAF been relevant in terms of its contribution to the achievement of prioritised SDGs? Was there a successful transition from MDGs to SDGs?
- Has the ZUNDAF been relevant in terms of contributing to the implementation of all other internationally agreed commitments, including under human rights treaties and processes such as the UPR?
- Was the ZUNDAF sufficiently flexible enough to adapt, and ensure relevance to new issues/ priorities brought about by major development changes in the country, in particular political transitions, economic challenges and humanitarian crises?
- In what way, and to what extent were recommendations from the Gender Scorecard exercise incorporated into the ZUNDAF?
- How relevant has Operating as One strategies and plans been to the ZUNDAF outcomes, including the gaps identified?
- How relevant has the Communicating as One strategies and plans been to the ZUNDAF outcomes, including the gaps identified?
- To what extent do key stakeholder view the current ZUNDAF as 'fit for purpose' for the new generation of UNDAFs in line with UN Reform?

C.   Effectiveness
- To what extent have the ZUNDAF outcomes been achieved through UN Zimbabwe contributions, what evidence is there to support these achievements?
- What were the major factors influencing the achievement or non-achievement of the outcomes of the interventions?
- To what extent has the ZUNDAF contributed to achieving better synergies among the UN agencies and programmes and avoiding duplication? Has the ZUNDAF enhanced joint programming? Have the UN worked together to deliver the ZUNDAF?
- To what extent was the ZUNDAF used by agencies as a planning tool, for setting goals and for cooperation? E.g. for joint annual work plans, or joint gap analysis exercises, etc.? Is the UNCT effectively monitoring implementation using the results matrix?
- Have the implementation mechanisms (i.e. Results Groups) been effective in managing the One Programme? How can these mechanisms be better operationalised in future?
- To what extent have effective and diverse partnerships and strategic alliances been promoted and achieved around the ZUNDAF?
- To what extent, and in what ways did the ZUNDAF contribute to capacity development of Government institutions, and CSOs?

- To what extent have human rights been mainstreamed, reflected or promoted across all the priorities in the ZUNDAF? How has the ZUNDAF contributed to the promotion and protection of human rights in Zimbabwe?
- To what extent has the ZUNDAF contributed to gender equality and equity across all its outcome areas?
- What are the main factors that contributed positively or negatively to the progress made towards achieving ZUNDAF outcomes?
- How effectively did the ZUNDAF reach those furthest behind first?
- To what extent did the ZUNDAF ensure an evidence-based approach? To what degree was innovation incorporated into the ZUNDAF?
- What are the future intervention strategies and issues to be addressed? To what extent has the ZUNDAF supported domestication of key regional frameworks, experiences and international best practices through national development plans and strategies?

D.   Efficiency
- To what extent was there a common or collaborative resource mobilisation strategy for the ZUNDAF?
- Were adequate financial resources mobilised for ZUNDAF implementation?
- How efficiently were resources/ inputs converted to ZUNDAF results at output level? Was the ZUNDAF implemented in a timely way?
- To what extent were resources allocated to those most marginalised/ left furthest behind?
- Is the distribution of roles and responsibilities among the different UN agencies well defined and have these arrangements been maintained throughout the ZUNDAF's implementation?
- Did the UNCT successfully leverage on the regional programmes to achieve the ZUNDAF outcomes?
- To what extent did the BOS/Strategic Operations Framework (SOF) contribute to reduced costs, and harmonised/streamlined processes enhance quality (impact) of programme delivery at the country level?
- To what extend did timely responses to environmental developments such as cash challenges, fuel and commodity shortages etc. through BOS/SOF help facilitate smooth implementation of programmes?
- To what extent were programmatic and operational linkages sustained?

E. Sustainability

- To what extent did capacity building efforts go beyond *individual* capacity building to *institutional* and *community* capacity building?
- To what extent and in what way have national capacities been enhanced among CSOs?
- In what way did the ZUNDAF facilitate tripartite alliances among the UN, the GoZ and the private sector? Was the private sector meaningfully engaged in development initiatives, if so how?
- Did the ZUNDAF successfully promote ownership of programmes by national partners, national execution of programmes and use of national expertise?
- Did the Communicating and Advocating as One strategy successfully increase public engagement and visibility of the work of the UN in Zimbabwe through strategic and innovative communications?

5. MANAGEMENT ARRANGEMENTS

The ZUNDAF Evaluation is jointly commissioned by the United Nations Resident Coordinator and a representative of the Office of the President and Cabinet (OPC). An Evaluation Management Team (EMT) has been established to provide technical oversight for the implementation of the ZUNDAF Evaluation. The EMT comprises the following members:

- A representative from OPC as co-Chair.
- The Coordination Specialist in the Resident Coordinator's Office (RCO) as co-Chair.
- A representative from Ministry of Finance and Economic Development;
- A representative from the Ministry of Public Service, Labour and Social Welfare (as the technical Ministry for coordination of the SDGs);
- UN representatives of the 6 RGs (including the PMT Chair) and the M&E ZUNDAF Experts Group;
- 1 representative of OMT; and
- 1 representative of the UNCG.

The EMT is jointly led by RCO and OPC, and will be responsible for:

- Preparing the Evaluation TOR;
- Providing technical supervision and guidance to the Evaluation team;
- Reviewing, providing substantive comments and approving the inception report- including work plan and methodology;
- Reviewing and providing substantive comments to the draft and final Evaluation reports, for quality assurance purposes;
- Ensuring the independence of the Evaluation and its alignment with UNEG Norms, Standards and Ethical Guidelines.

Evaluation Management Response (EMR): EMRs will be developed within 4 weeks following the finalization of the evaluation to address and incorporate recommendations and lessons learned into Result Group workplans. Each ZUNDAF results groups, the OMT and the UNCG will develop an EMR with the support of the EMT to be approved by the Steering Committee.

6.   DELIVERABLES & TIMELINE

The total number of days of the evaluation is 30 working days, spread out over a period of 3 months.

The evaluation deliverables will be the following:

1. **Inception report.** The evaluator / evaluation team will provide a technical document specifying the proposed evaluation approach, assumptions, methodology (desk review, field work and triangulation phases), tools and limitations.
2. **Draft ZUNDAF Evaluation Report.** The evaluator / evaluation team will write a draft report with the specification of the findings, conclusions and recommendations. This document will be reviewed by the EMT and will be adjusted accordingly ahead of the validation workshop.
3. **Final ZUNDAF Evaluation Report.** Based on the comments and suggestions received from UN system agencies and governmental and non-governmental stakeholders during the validation workshop, the evaluator / evaluation team will adjust and draft the final report. Additionally, this final report will include a presentation (PPT) with the key findings, conclusions and recommendations.