

Annex 1. TERMS OF REFERENCE

1. Introduction

The Independent Evaluation Office (IEO) of the United Nations Development Program (UNDP) conducts “Independent Country Programme Evaluations (ICPEs)”, previously known as “Assessments of Development Results (ADRs),” to capture and demonstrate evaluative evidence of UNDP’s contributions to development results at the country level, as well as the effectiveness of UNDP’s strategy in facilitating and leveraging national effort for achieving development results. The purpose of an ICPE is to:

- Support the development of the next UNDP Country Programme Document
- Strengthen accountability of UNDP to national stakeholders
- Strengthen accountability of UNDP to the Executive Board

ICPEs are independent evaluations carried out within the overall provisions contained in the UNDP Evaluation Policy. The IEO is independent of UNDP management and is headed by a Director who reports to the UNDP Executive Board. The responsibility of the IEO is two-fold: (a) provide the Executive Board with valid and credible information from evaluations for corporate accountability, decision-making and improvement; and (b) enhance the independence, credibility and utility of the evaluation function, and its coherence, harmonization and alignment in support of United Nations reform and national ownership.

Based on the principle of national ownership, IEO seeks to conduct ICPEs in collaboration with the national authorities where the country programme is implemented.

This is the second ICPE for Zimbabwe, covering the current UNDP programme cycle of 2016-2020. The ICPE will be conducted in 2019 to feed into the development of the new country programme starting from 2021. The ICPE will be carried out in close collaboration with the Government of Zimbabwe, UNDP Zimbabwe country office and UNDP Regional Bureau for Africa.

2. National context

Governance: In 2013 Zimbabwe adopted a progressive normative framework provided for by the 2013 Constitution. Following the adoption there has been efforts to align the country’s laws and policies to the Constitution. In July 2018, Zimbabwe held elections which resulted in the elections of a new President and the subsequent appointment of a new cabinet. The bi-partisan parliament was sworn-in in September 2018.

Zimbabwe’s economy initially recovered from the 2008 crisis, which was most notably marked by an episode of hyperinflation reaching an estimated 79.6 billion percent in November 2008.¹ The economic growth that followed slowed down after 2013, recovering only slightly in 2017. The overall low economic performance was mostly related to falling commodity prices, the recent 2015/16 drought which affected agricultural production and the unsustainably growing fiscal deficit.² Public debt rose from nearly 50 percent of GDP in 2012 to 70 percent in 2016 after the adoption of a multicurrency system, inflation was stabilized around 2.5 percent between 2010 and 2017.³ Recently, however, inflation rate is again on the rise, reaching 20.85, 31.01 and 42.09 percent in October,

¹ [Hanke and Kwok \(2009\)](#).

² <http://www.worldbank.org/en/country/zimbabwe/overview>

³ Inflation, GDP deflator: [World Bank Data \(2018\)](#).

November and December 2018 respectively.⁴ Most external debt is in arrears amounting to \$5 billion and the domestic debt increased from \$275 million in 2012 to almost \$10 billion in 2018.

Poverty in Zimbabwe is high, latest figures available show household poverty at 62.2 percent and extreme poverty at 16.2 percent.⁵ In 2017 the country had a **human development** score of 0.535 and was ranked 156th out of 189 countries in the Human Development Index.⁶ In 2014, two thirds of the country's labor force worked in the agricultural, forestry and fishing sectors⁷. The official unemployment estimate was 11 percent in 2016⁸. While this is reasonably low, 65.7 percent of employment is considered vulnerable⁹.

Zimbabwe has seen promising improvements in **gender equality and women empowerment**. The Gender Development Index (GDI) increased by 4.5 percent between 2000 and 2017, from 0.886 to 0.923.¹⁰ This GDI increase is mostly due to improvements in female and male access to education and the expansion of health facilities countrywide.¹¹ Women's share of parliamentary seats was 31.5 percent after the 2018 elections. Additionally, in 2018, of 80 seats in the Senate, women hold 35 seats.¹² The female to male unemployment ratio is on a decreasing trend, from 1.23 in 2010 to around 0.61 in 2017;¹³ suggesting that men are 60 percent more likely to be unemployed than women. But income inequalities persist, with men's wages 36 percent higher than women's on average, due in part to women's livelihoods depending on a largely vulnerable agricultural sector, while men have access to higher and more stable wages in the mining, manufacturing public and financial industries.¹⁴

Among key **health** indicators, HIV prevalence among adults aged 15 to 49 had declined from 15 percent in 2010 to 13.3 percent in 2017 but remains one of the highest in the world; antiretroviral therapy coverage, however, is at 75 percent in 2016 and is on track to reach 100 percent by 2030. While the incidence of malaria has decreased by 18% globally between 2010 and 2016, progress was slower in Zimbabwe, despite significant investments. In contrast, tuberculosis has decreased at a higher rate in Zimbabwe compared to global and regional rates. TB rates were halved between 2010 and in 2016 in Zimbabwe.¹⁵ The health sector still faces several constraints, notably for the access to maternal and child health services and for the increasing prevalence of non-communicable diseases. Health sector financing continues to be low with official data showing government expenditure at 6.5 percent in 2014 and 8.7 percent in 2015,¹⁶ below regional levels and the Abuja Declaration target of 15 percent. External funding still represents a quarter of total government expenditure on health and inefficiencies in the allocation of public health spending remained a major constraint.

Climate change is a significant threat to Zimbabwe's economy and the well-being of Zimbabweans. Temperatures and variability of precipitation have increased, leading to a more unreliable onset of the rainy season and increasing the frequency of dry spells. Zimbabwe was hit by a drought in 2015/16 which had severe food security

⁴ Reserve Bank of Zimbabwe, via [Trading Economics \(2019\)](#)

⁵ 2011/12 Poverty Income Consumption and Expenditure Survey, ZIMSTAT, 2013

⁶ UNDP Human Development Report (HDR), 2018, http://hdr.undp.org/sites/all/themes/hdr_theme/country-notes/ZWE.pdf

⁷ ZIMSTAT (2015): 2014 Labor Force Survey

⁸ Government of Zimbabwe and UNDP (2017) Zimbabwe Human Development Report 2017

⁹ UNDP (2018)

¹⁰ Human Development Report: <http://hdr.undp.org/en/data>, accessed 29th November 2018

¹¹ Government of Zimbabwe and UNDP (2017) Zimbabwe Human Development Report 2017

¹² [Zimbabwe Electoral Commission](#) (2018).

¹³ Human Development Report: <http://hdr.undp.org/en/data>, accessed 29th November 2018

¹⁴ ZIMSTAT (2015): 2014 Labor Force Survey

¹⁵ AHO & WHO (2018) Zimbabwe Factsheet of Health Statistics

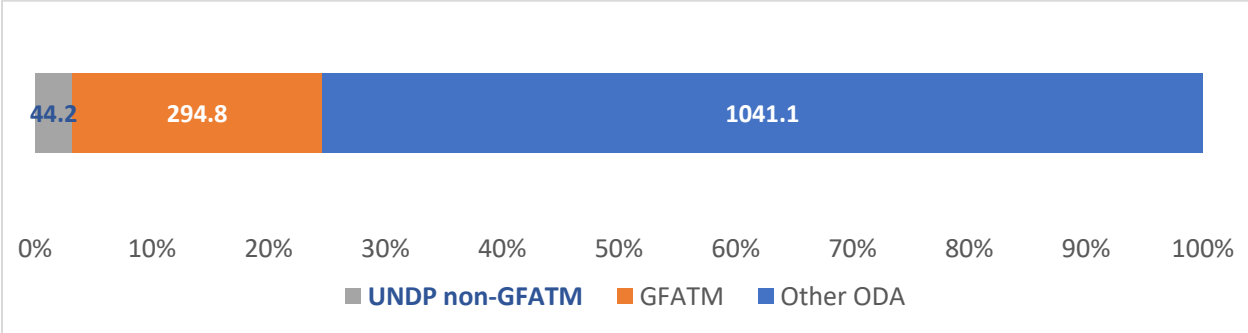
¹⁶ ZIMSTAT, MOHCC, ZIMREF. 2017. Zimbabwe National Health Accounts 2015, Estimates for Zimbabwe.

and nutritional consequences, also impacting sanitation, hygiene, as well as the water and energy supply. The Zimbabwe Vulnerability Assessment Committee estimated that 2.8 million people potentially faced food insecurity due to the droughts. Flooding is also a prominent natural disaster in the northern and southern regions of Zimbabwe. The country’s vulnerability to climate variability and natural disasters, combined with its heavy reliance on drought and flood-prone agricultural sector ranks the country 9th out of the 16 countries at extreme risk of climate change vulnerability¹⁷ over the next 30 years. An estimated 4.2 million people will be in need of humanitarian support due to El Niño for the period 2018 to 2019. In response to climate change, the government of Zimbabwe considers mitigation, adaptation and resilience-building as priority issues.¹⁸

3. UNDP programme in Zimbabwe

UNDP’s programme in Zimbabwe accounts for a substantial and growing share of the Official Development Assistance (ODA) received by the country, reaching close to a quarter of total ODA in 2016. However, it must be noted that a large part of programme expenditures includes UNDP’s role as a principal recipient for the Global Fund grant, which accounted for over 85 percent of total UNDP programme expenditure for 2016-2018.

Figure 1 – Total UNDP programme expenditures share of total ODA, 2016-2017 (in \$millions)



Source: Atlas Executive Snapshot / OECD data

Based on the CPD for the period under review (2016-2020), the country programme focused on four main outcome areas: poverty reduction, democratic governance, resilience to climate change and disasters, and public service delivery. These are expected to contribute to the four United Nations Development Assistance Framework (UNDAF) outcomes.

The programme’s **poverty reduction outcome** aimed at strengthening the country’s capacity to plan, design, carry out and monitor pro-poor development policies and rural development strategies. The current portfolio includes four projects that target institutional capacity in this regard: one project, which ended in 2018, aimed to strengthen the national statistical system - ZIMSTAT - for improved evidence-based policy (\$1.4m expenditures for 2016-18), one project supports SDG-based policy planning and implementation (\$1.1m), and one project targets the country’s capacity in the area of aid coordination (\$0.5m). The portfolio includes a project to support national and subnational pro-poor policy development (\$1.4m). In complement to these policy-level activities, an additional project implemented interventions directly targeting communities’ livelihoods, through increased production capacities and access to skills, technologies and finance (\$1.7m).

¹⁷ Climate Change Vulnerability Index (CCVI): [Maplecroft’s Climate Change Risk Atlas 2011](#) cited by Government of Zimbabwe and UNDP (2017) Zimbabwe : human Development Report 2017

¹⁸Government of Zimbabwe and UNDP (2017) Zimbabwe Human Development Report 2017

The poverty reduction portfolio also includes five projects (three of them carried over from the previous programme period and ending in 2017, and two new projects which have started in 2018), supporting the capacity development of the Ministry of Health and response and access to treatment for HIV/Aids, Tuberculosis and Malaria. UNDP’s main role is the implementation of Global Fund (GFATM) grants, managed by the Ministry of Health and Child Welfare. As the principal recipient, UNDP is responsible for programme management, financial accountability, procurement of goods & services and monitoring & evaluation. The total expenditures of these five projects for 2016-18 is \$410m, which accounts for over 85 percent of total programme expenditures over the period under review. UNDP has complemented the GFATM grants with activities funded by its regular resources, aiming to build the capacity of national partners for the overall management of health service provision. UNDP’s role as principal recipient of the GFATM grant was not included in the CPD for the period under review.

The **democratic governance outcome** was described in the CPD as consisting of three components, together supporting the consolidation of Zimbabwe’s reform efforts towards good governance and aiming to create a favorable environment for re-engagement with international financial institutions. These components include justice and human rights; peace and reconciliation; and citizen participation in key democratic processes. Financially, the largest component is on Elections and democratic institutions, with two ongoing projects in 2018: one multi-donor support programme for the Parliament of Zimbabwe (\$2.7m total expenditures for 2016-18); and the support to the Electoral Commission (ZIM-ECO, \$7.5m). Projects related to Justice and Human rights include activities supporting the human rights commission and civil society, as well as policy support for gender equality (\$1.7m). The three projects that are still ongoing in 2018 concern support to land inventories for resettlement and compensation of land owners (\$3m) and 2 projects on access to justice services (\$0.9m and \$0.7m). Finally, projects related to peace and reconciliation are focused on improving the capacity to undertake dialogue with communities at the local level, with only one financially active project in 2018 (\$1.1m).

The CPD’s **climate change and resilience outcome** aimed to strengthen the national capacity for climate change adaptation, resilience and improve access to renewable energy. At the community level, interventions targeted climate change adaptation and mitigation for vulnerable smallholder farmers. The current portfolio includes a financially important project, the Zimbabwe Resilience Building Fund (total of \$20m expenditures for 2016-18), a multi-donor fund in which UNDP has the role of administrative agent, technical secretariat, as well as building evidence for DRR policy and working on building the capacities of local government partners on resilience. Other initiatives include projects on climate adaptation (\$3.1m and \$1.2m) focusing on providing sustainable livelihoods for rural vulnerable people, and on improved knowledge of climate change-induced risks.

The fourth and last outcome area concerns the **country’s capacity to deliver quality public services**. This outcome accounts for the least expenditures of the four outcomes. The only ongoing project in 2018 aims to support local government reforms and improve their technical capacity to deliver inclusive services (\$0.9m).

The UNDAF outcomes, UNDP programme outputs, and indicative resources are summarized in the following table:

UNDAF outcomes and UNDP country programme outputs		Indicative resources (US\$ millions)		Total
		Regular resources	Other resources	
Outcome 1 - Key institutions are better able to formulate and	Output 1: Strengthened capacity of key institutions at national and subnational levels to develop and implement pro-poor policies	6.7	29.8	36.5

implement poverty reduction strategies and programmes for improved livelihoods and reduced poverty of communities.	Output 2: Productive base of target communities strengthened			
Total Outcome 1		6.7	29.8	36.5
Outcome 2 - Increased citizen participation in democratic processes in line with the provisions of the Constitution and relevant international norms and standards	Output 1: Capacity of justice and human rights institutions enabled and/or expanded to provide quality services and uphold the rule of law and redress.	9.35	78.33	87.68
	Output 2: Functions and capacity of the national peace architecture strengthened			
	Output 3: Citizen participation in democratic processes strengthened			
Total Outcome 2		9.35	78.33	87.68
Outcome 3 - Vulnerable communities are equipped to cope with climate change and build resilience for household food and nutrition security.	Output 1. Scaled up action on climate change adaptation and mitigation in vulnerable districts is funded and implemented	1.73	50.10	51.83
	Output 2. Mechanisms in place to assess and mitigate natural and man-made risks at the subnational level	1.00	15.00	16
Total Outcome 3		2.73	65.10	67.83
Outcome 4 - Key public-sector institutions have improved capacity to mobilize, manage and account for resources effectively for quality service delivery.	Output 1. Aid coordination management capacity and systems strengthened	0.7	2.8	3.5
Total Outcome 4		0.7	2.8	3.5
Total		19.48	176.03	195.51

Source: UNDP Zimbabwe Country Programme Document 2016-2020

4. Scope of the evaluation

ICPEs are conducted in the penultimate year of the ongoing UNDP country programme to feed into the process of developing the new country programme. The ICPE will focus on the present programme cycle (2016-2020) while taking into account interventions which may have started in the previous programme cycle (2012-2015) but continued into the period under review.

As a country-level evaluation of UNDP, the ICPE will focus on the formal UNDP country programme approved by the Executive Board but will also consider any changes from the initial CPD during the period under review. The ICPE covers interventions funded by all sources of finance, core UNDP resources, donor funds, government funds and others. Given the importance of the GFATM grant in UNDP's portfolio under review, the evaluation will assess the role of UNDP as a principal recipient, and the responsibilities that derive from it. The objectives of the GFATM-funded projects, however, cover a too large range of activities, actors and geographical scope, for their achievement to be fully covered by this ICPE. They will be evaluated later in 2019, in a separate fund-specific evaluation, as per GFATM guidance.

It is also important to note that a UNDP country office may be involved in some activities that are not included in a specific project. Some of these “non-project” activities may be crucial for advancing the political and social agenda of a country.

Special efforts will be made to capture the role and contribution of UNV and UNCDF through undertaking joint work with UNDP. This information will be used for synthesis to provide corporate level evaluative evidence of performance of the associated fund and programme.

5. Methodology

The evaluation methodology will adhere to the United Nations Evaluation Group (UNEG) Norms & Standards.¹⁹ The ICPE will address the following three evaluation questions.²⁰ These questions will also guide the presentation of the evaluation findings in the report.

1. What did the UNDP country programme intend to achieve during the period under review?
2. To what extent has the programme achieved (or is likely to achieve) its intended objectives?
3. What factors contributed to or hindered UNDP’s performance and eventually, to the sustainability of results?

To address question 1, a Theory of Change (ToC) approach will be used in consultation with stakeholders, as appropriate, to better understand how and under what conditions UNDP’s interventions are expected to lead to good governance and sustainable development in the country. Discussions of the ToC will focus on mapping the assumptions behind the programme’s desired change(s) and the causal linkages between the intervention(s) and the intended country programme outcomes.

As part of this analysis, the progression of the programme over the review period will also be examined. In assessing the CPD’s progression, UNDP’s capacity to adapt to the changing context in Zimbabwe and respond to national development needs and priorities will also be looked at.

The effectiveness of UNDP’s country programme will be analyzed in response to evaluation question 2. This will include an assessment of the achieved results and the extent to which these results have contributed to the intended CPD objectives. In this process, both positive and negative, direct and indirect as well as unintended results will be identified.

To better understand UNDP’s performance, the specific factors that influenced - positively or negatively - UNDP’s performance and eventually, the sustainability of results in the country will be examined in response to evaluation question 3. In addition to country-specific factors that may explain UNDP’s performance, the utilization of resources to deliver results (including managerial practices), the extent to which the CO fostered partnerships and synergies with other actors (including through south-south and triangular cooperation), and the integration of gender equality and women’s empowerment in design and implementation of the CPD are some of the aspects that will be assessed under this question.

6. Data collection

Assessment of existing data and data collection constraints. An assessment was carried out for each outcome area to ascertain the available information, identify data constraints, to determine the data collection needs and methods. The assessment outlined the level of valuable data that is available. The assessment indicated that there

¹⁹ <http://www.uneval.org/document/detail/21>

²⁰ The ICPEs have adopted a streamlined methodology, which differs from the previous ADRs that were structured according to the four standard OECD DAC criteria.

were 5 decentralized project evaluations, undertaken during the period from 2016 to present. Additionally, an Assessment of Development Results (ADR) was implemented in 2015. All these evaluations will serve as valuable inputs into the ICPE.

Concerning indicators, the CPD list 8 indicators for the 4 outcome results, and 20 indicators to measure the 8 outputs. There is a baseline and target for all indicators except for two outcomes indicators and three output indicators. To the extent possible, the ICPE will seek to use these indicators to understand the intention of the UNDP programme better and to measure or assess progress towards the outcomes. All indicators for CPD outcomes included sources of data, while others indicated national statistics and/or project annual reports as data sources. The evaluation's ability to measure progress against these indicators will, therefore, depend in part on the country office's monitoring and national statistical capacities. Poverty income and consumption survey carried out by the National Agency of Statistics as well as thematic surveys in the area of justice and participation to the democratic process may constitute inputs for the ICPE.

It is also important to note that UNDP projects that contributed to the programme's outcomes are at different stages of implementation, and therefore it may not always be possible to determine the projects' contribution to results. In cases where the projects/initiatives are still in their initial stages, the evaluation will document observable progress and seek to ascertain the possibility of achieving the outcome given the programme design and measures already put in place.

Data collection methods: The evaluation will use data from primary and secondary sources, including desk review of documentation and information and interviews with key informants, including beneficiaries, partners and managers. An advance questionnaire will be administered to the country office before the data collection mission in the country. A multi-stakeholder approach will be followed, and interviews will include government representatives, civil-society organizations, private-sector representatives, UN agencies, multilateral organizations, bilateral donors, and beneficiaries of the programme. Focus group discussions will be used to consult some groups of beneficiaries as appropriate.

The evaluation team will also undertake field visits to selected project sites to observe the projects first-hand. It is expected that regions, where UNDP has a concentration of field projects (in more than one outcome area), as well as those where critical projects are being implemented, will be considered. There should be coverage of all outcome areas. The coverage should include a sample, as relevant, of both successful projects and projects reporting difficulties where lessons can be learned, both larger and smaller pilot projects, as well as both completed and active projects.

The IEO and the country office have identified an initial list of background and programme-related documents which is posted on an ICPE SharePoint website. The following secondary data will be reviewed, among others: background documents on the national context, documents prepared by international partners during the period under review and documents prepared by UN system agencies; programme plans and frameworks; progress reports; monitoring self-assessments such as the yearly UNDP Results Oriented Annual Reports; and evaluations conducted by the country office and partners.

In line with UNDP's gender mainstreaming strategy, the ICPE will examine the level of gender mainstreaming across all of UNDP Zimbabwe programmes and operations. Gender disaggregated data will be collected, where available, and assessed against its programme outcomes.

Validation. The evaluation will use triangulation of information collected from different sources and/or by different methods to ensure that the data is valid.

Stakeholder involvement: A participatory and transparent process will be followed to engage with multiple stakeholders at all stages of the evaluation process. During the initial phase, a stakeholder analysis will be conducted to identify all relevant UNDP partners, including those that may not have worked with UNDP but play a key role in the outcomes to which UNDP contributes. This stakeholder analysis will serve to identify key informants for interviews during the main data collection phase of the evaluation and to examine any potential partnerships that could further improve UNDP's contribution to the country.

7. Management arrangements

Independent Evaluation Office of UNDP: The UNDP IEO will conduct the ICPE in consultation with the UNDP Zimbabwe Country Office, the Regional Bureau for Africa and the Government of Zimbabwe. The IEO Lead Evaluator will lead the evaluation and coordinate the evaluation team. The IEO will meet all costs directly related to the conduct of the ICPE.

UNDP Country Office in Zimbabwe: The country office will support the evaluation team to liaise with key partners and other stakeholders and ensure that all necessary information regarding UNDP's programmes, projects and activities in the country is available to the team, and provide factual verifications of the draft report on a timely basis. The country office will provide the evaluation team in-kind organizational support (e.g., arranging meetings with project staff, stakeholders, beneficiaries; assistance for project site visits). To ensure the independence of the views expressed, country office staff will not participate in interviews and meetings with stakeholders held for data collection purposes. The country office will jointly organize the final stakeholder meeting, ensuring participation of key government counterparts, through a video-conference with the IEO, where findings and results of the evaluation will be presented. Additionally, the country office will support the use and dissemination of the final outputs of the ICPE process.

UNDP Regional Bureau for Africa (RBA): RBA will support the evaluation through information sharing, and will also participate in discussions on emerging conclusions and recommendations.

Evaluation Team: The IEO will constitute an evaluation team to undertake the ICPE. The IEO will ensure gender balance in the team which will include the following members:

- **Richard Jones, Senior Evaluation Advisor (SEA):** Oversee the ICPE and guide the design, methodology, data collection, team selection and final synthesis and preparation of the draft and final evaluation reports.
- **Youri Bless, Evaluation Specialist (ES):** Implement the preparation and design of the ICPE, including background research and documentation, the selection of the evaluation team, and the synthesis process, data collection and report writing.
- **Consultants:** 2 consultants will be recruited, and will each be responsible for one outcome area (see table 2 below). Under the guidance of LE, they will conduct preliminary research and data collection activities, prepare outcome analysis, and contribute to the preparation of the final ICPE report.

8. Evaluation process

The evaluation will be conducted according to the approved IEO process. The following represents a summary of the five key phases of the process, which constitute the framework for conducting the evaluation.

Phase 1: Preparatory work. The IEO prepares the ToR and the evaluation design, including an overall evaluation matrix. Once the TOR is approved, additional evaluation team members, comprising international and/or national development professionals will be recruited. The IEO starts collecting data and documentation internally first and then filling data gaps with help from the UNDP country office.

Additional evaluation team members, comprising development professionals, will be recruited once the ToR is complete.

Phase 2: Desk analysis. Evaluation team members will conduct desk review of reference material, and identify specific evaluation questions, and issues. Further in-depth data collection will be conducted, by administering an advance questionnaire and interviews (via phone, Skype, etc.) with key stakeholders, including country office staff. Based on this, detailed evaluation questions, gaps, and issues that require validation during the field-based phase of the data collection will be identified.

Phase 3: Field-based data collection. During this phase, the evaluation team undertakes a mission to the country to engage in data collection activities. The estimated duration of the mission is around 2 weeks. The evaluation team will liaise with CO staff and management, key government stakeholders and other partners and beneficiaries. At the end of the mission, the evaluation team will hold a debrief presentation of the key preliminary findings at the country office. Efforts will be made to coordinate the timing of the evaluation mission with the audit mission by the Office of Audit and Investigation, planned to take place in March 2019. Coordinating the evaluation and audit missions to have some joint meetings in the country will facilitate sharing of information, minimizing any duplication in data collection efforts between IEO and OAI, thus enhancing the efficiency of both exercises.

Phase 4: Analysis, report writing, quality review and debrief. Based on the analysis of data collected and triangulated, a synthesis process will be undertaken to write the ICPE report. The draft will first be subject to peer review by IEO and its International Evaluation Advisory Panel. Once the draft is quality cleared, it will be circulated to the country office and the UNDP Regional Bureau for Africa for factual corrections. The second draft, which takes into account any factual corrections, will be shared with national stakeholders for further comments. Any necessary additional corrections will be made and the UNDP Zimbabwe country office will prepare the management response to the ICPE, under the overall oversight of the regional bureau.

The report will then be shared at a final debriefing where the results of the evaluation are presented to key national stakeholders. The way forward will be discussed to creating greater ownership by national stakeholders concerning the recommendations as well as to strengthening accountability of UNDP to national stakeholders. Taking into account the discussion at the stakeholder event, the evaluation report will be finalized and published.

Phase 5: Publication and dissemination. The ICPE report will be written in English. It will follow the standard IEO publication guidelines. A French version of the report will be produced, as needed and requested by the CO. The ICPE report will be widely distributed in both hard and electronic versions. The evaluation report will be made available to UNDP Executive Board by the time of approving a new Country Programme Document. It will be widely distributed by the IEO within UNDP as well as to the evaluation units of other international organizations, evaluation societies/networks and research institutions in the region. The Zimbabwe country office and the Government of Zimbabwe will disseminate to stakeholders in the country. The report and the management response will be published on the UNDP website²¹ as well as in the Evaluation Resource Centre. The Regional

²¹ web.undp.org/evaluation

Bureau for Africa will be responsible for monitoring and overseeing the implementation of follow-up actions in the Evaluation Resource Centre.²²

9. Timeframe for the ICPE process

The timeframe and responsibilities for the evaluation process are tentative²³ as follows in Table 3:

Table 3: Tentative timeframe for the ICPE process going to the Board in January 2020		
Activity	Responsible party	Proposed timeframe
Phase 1: Preparatory work		
TOR completed and approved by IEO Director	SEA & ES	January 2019
Selection of consultant team members	SEA & ES	January/February 2019
Phase 2: Desk analysis		
Preliminary desk review of reference material	Evaluation team	February/March 2019
Advance questionnaires to the CO	SEA & ES	February/March 2019
Phase 3: Field-based data collection		
Mission to Zimbabwe	SEA & ES/Consultants	25 March – 5 April 2019
Phase 4: Analysis, report writing, quality review and debrief		
Analysis of data and submission of background papers	Consultants	May 2019
Synthesis and report writing	SEA & ES	June 2019
Zero drafts for internal IOE clearance/IEAP comments	SEA & ES	July 2019
First draft to CO/RBA for comments	SEA & ES/ CO/RBA	August 2019
Second draft shared with the government and national stakeholders	SEA & ES/CO/GOV	September 2019
Draft management response	CO	October 2019
Stakeholder workshop via video-conference	IEO/CO/RBA	October 2019
Phase 5: Publication and dissemination		
Editing and formatting	IEO	Nov-December 2019
Final report and evaluation brief	IEO	Nov-December 2019
Dissemination of the final report	IEO	Nov-December 2019

²² erc.undp.org

²³ The timeframe, indicative of process and deadlines, does not imply full-time engagement of evaluation team during the period.