ANNEXES
INDEPENDENT COUNTRY PROGRAMME
EVALUATION: ZIMBABWE

Contents

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,

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[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 sectors[7]. The official unemployment estimate was 11 percent in 2016[8]. While this is reasonably low, 65.7 percent of employment is considered vulnerable[9].

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

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[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 vulnerability[17] 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)
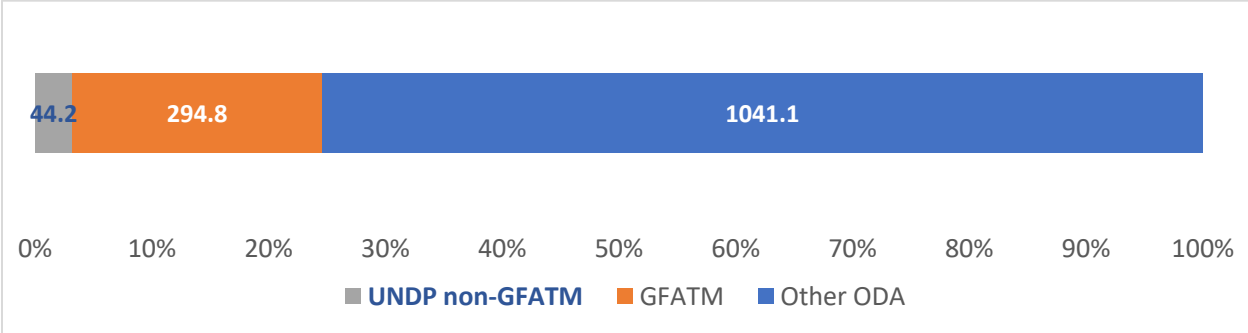
Source: Atlas Executive Snapshot / OECD data

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).

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[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
[18] Government 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:

Table 1: UNDAF outcomes, UNDP programme outputs and indicative resources (2016-2020)				
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

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[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 website[21] as well as in the Evaluation Resource Centre. The Regional

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[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]
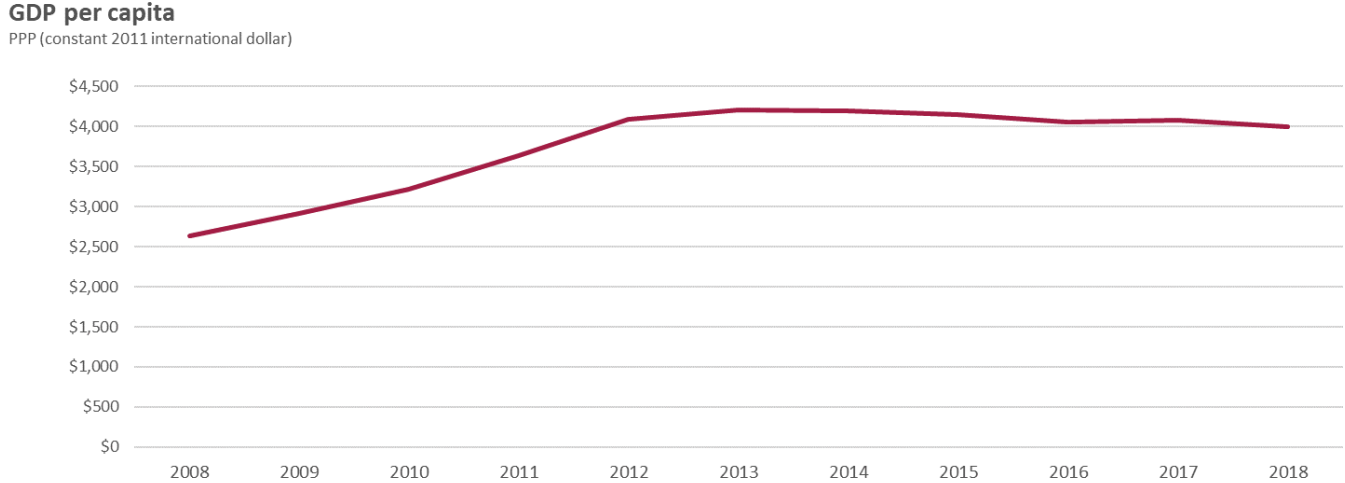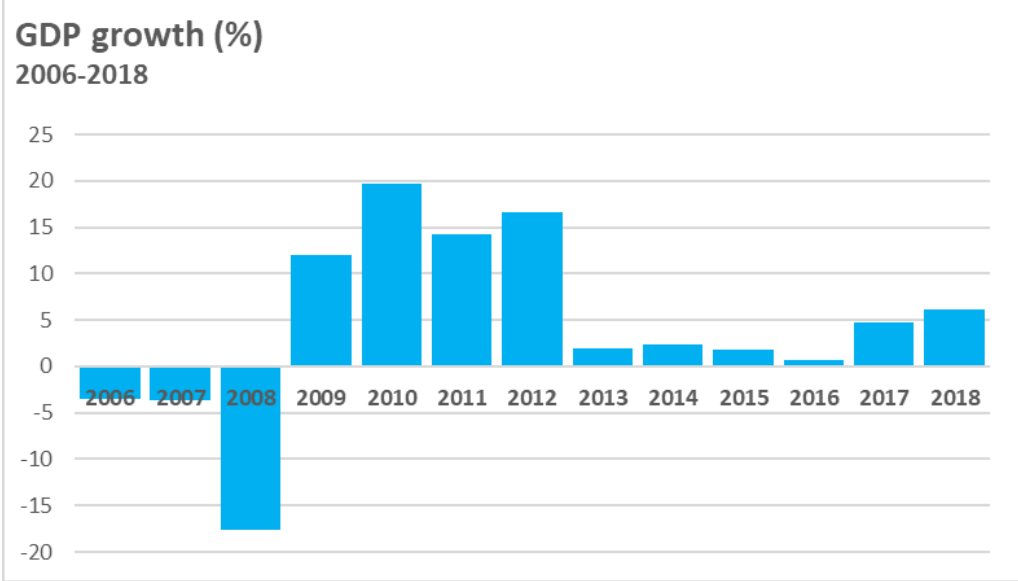
9.   Timeframe for the ICPE process

The timeframe and responsibilities for the evaluation process are tentative[23] 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

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[22] erc.undp.org

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

Annex 2: COUNTRY AT A GLANCE

GDP growth (%)
2006-2018

GDP per capita
PPP (constant 2011 international dollar)

Official Development Assistance Disbursements (2001-2016)
Millions USD

Country/Organization	
United States	████████████████████████
United Kingdom	███████████████████
Global Fund	██████████████
EU Institutions	██████████████
Germany	███████
Sweden	███████
Norway	██████
Australia	██████
Denmark	██████
WFP	█████
Japan	█████
Netherlands	█████
Canada	█████
Ireland	████
Switzerland	████
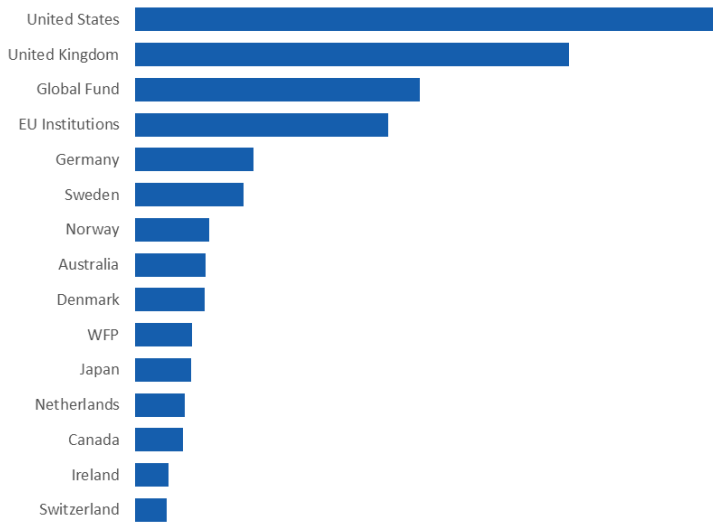
Net ODA received
Current Proices USD in millions

Net ODA received
% of GNI
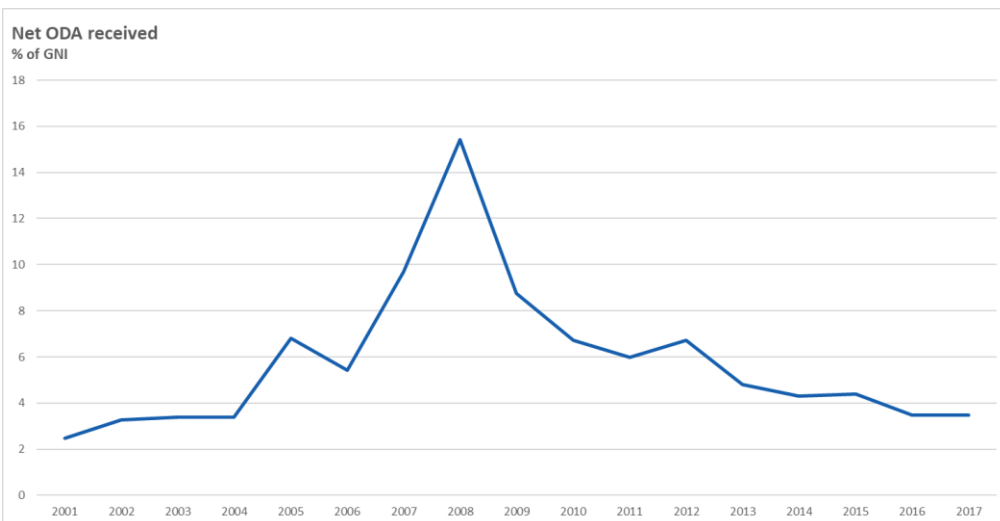
Human Development Index Trends
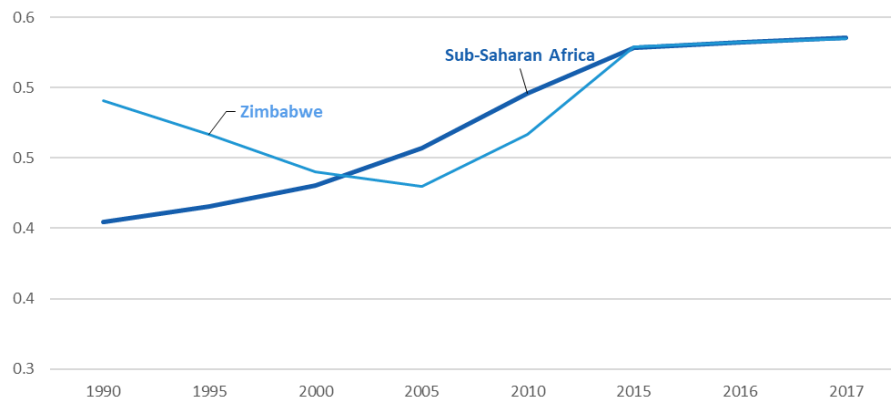
Annex 3: COUNTRY OFFICE AT A GLANCE

Evolution of Programme Budget & Expenditure

Millions

Total Budget
Total Expenditure

	2016	2017	2018
Total Budget	$13	$24	$33
Total Expenditure	$12	$22	$26
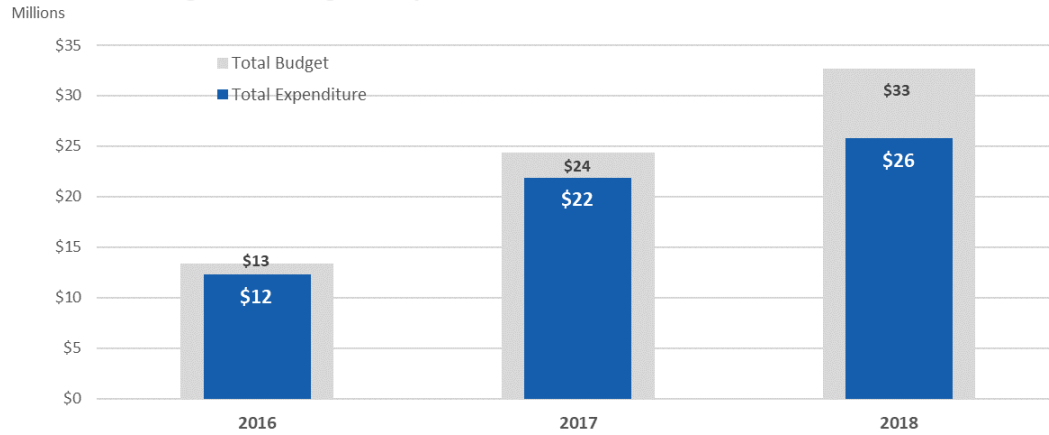
Execution Rate by Year
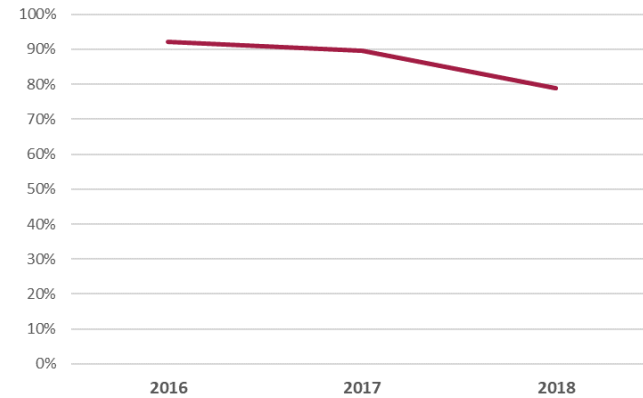
Execution Rate by Outcome

Outcome	Rate
Outcome 52: Public sector institutions capacity development	99%
Outcome 51: Climate change and resilience	81%
Outcome 50: Democratic governance	90%
Outcome 49: Poverty reduction	90%

Expenditure by Outcome
Millions

Outcome	Amount
Outcome 52: Public sector institutions capacity development	$1.4
Outcome 51: Climate change and resilience	$32.69
Outcome 50: Democratic governance	$20.9
Outcome 49: Poverty reduction	$4.9

Top 10 Donors
Millions

Donor	Amount
Global fund to fight AIDS, Tuberculosis and Malaria	$448.2
European Commission	$24.0
UNDP	$16.3
Government of Zimbabwe	$11.0
Department for International Development	$9.8
Swedish International Development Cooperation	$5.1
Global Environment Fund Trustee	$3.4
Government of Japan	$0.9
UNDP Funding Windows	$0.5
UN Women	$0.3

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Total Expenditure by Fund Category and Year (Exl. GFATM)
Millions

	2016	2017	2018
Total	$12.3	$21.9	$25.8
Bilateral/Multilateral Funds	$5.9	$15.3	$20.0
Government cost sharing			$1.6
Regular Resources	$5.1	$5.3	$2.8
Vertical Trust Funds	$1.2	$1.2	$1.0
Other Resources	$0.1	$0.0	$0.5

Legend:
- Bilateral/Multilateral Funds
- Government cost sharing
- Regular Resources
- Vertical Trust Funds
- Other Resources

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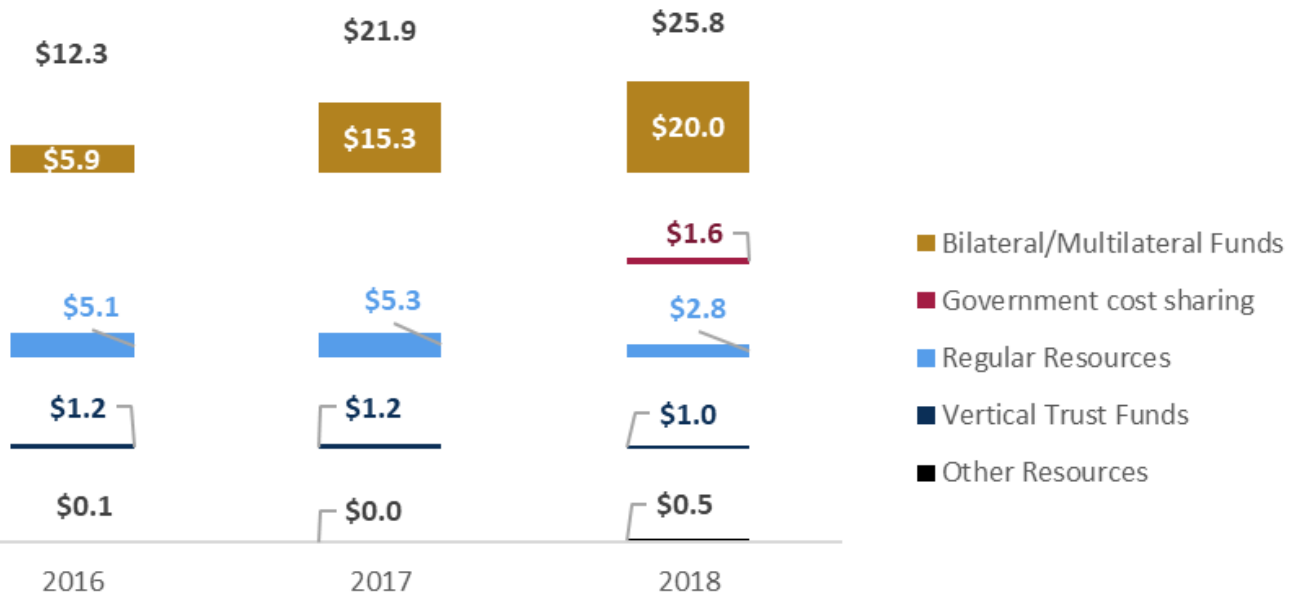
Total Expenditure by Fund Category, 2016-2018 (Exl. GFATM)
Millions

Fund Category	Amount
Bilateral/Multilateral Funds	$41.1
Government cost sharing	$1.6
Vertical Trust Funds	$3.4
Regular Resources	$13.2
Other Resources	$0.5
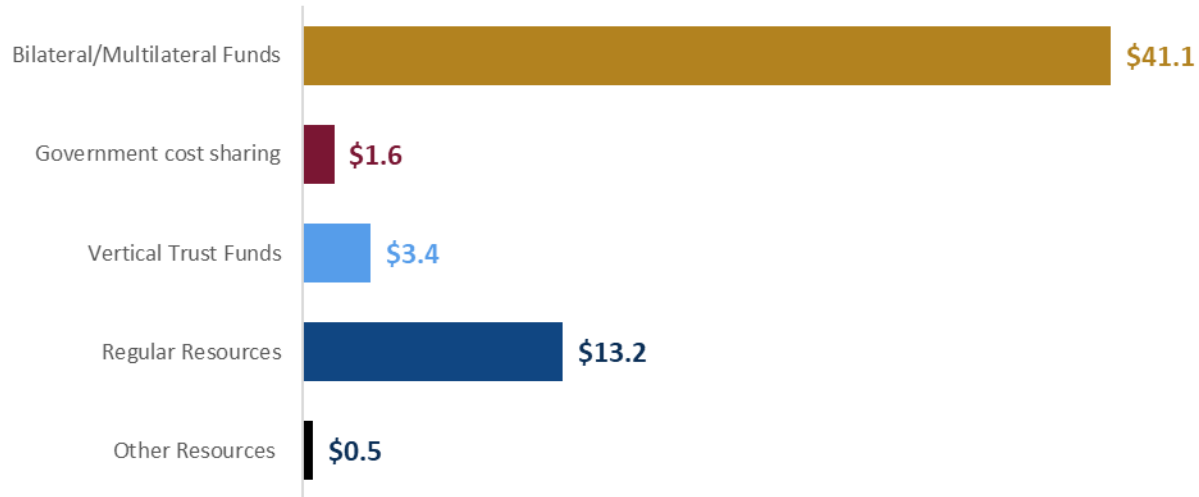
Program Expenditure by Source (Exl. GFATM)
Millions

CORE ■ NON-CORE ■

Year	CORE	NON-CORE
2016	$5.1	$7.2
2017	$5.3	$16.5
2018	$2.8	$23.0

Expenditure by Gender Marker (Exl. GFATM)

Millions

GEN0	$0.0
GEN1	$7.8
GEN2	$51.2
GEN3	$0.9

Expenditure by Gender Marker and Outcome (Exl. GFATM)

Millions

Legend: ■ GEN1 ■ GEN2 ■ GEN3

Outcome 49: Poverty reduction	$2.1 $2.8
Outcome 50: Democratic governance	$4.3 $15.7 $0.9
Outcome 51: Climate change and resilience	$32.7
Outcome 52: Public sector institutions capacity...	$1.4

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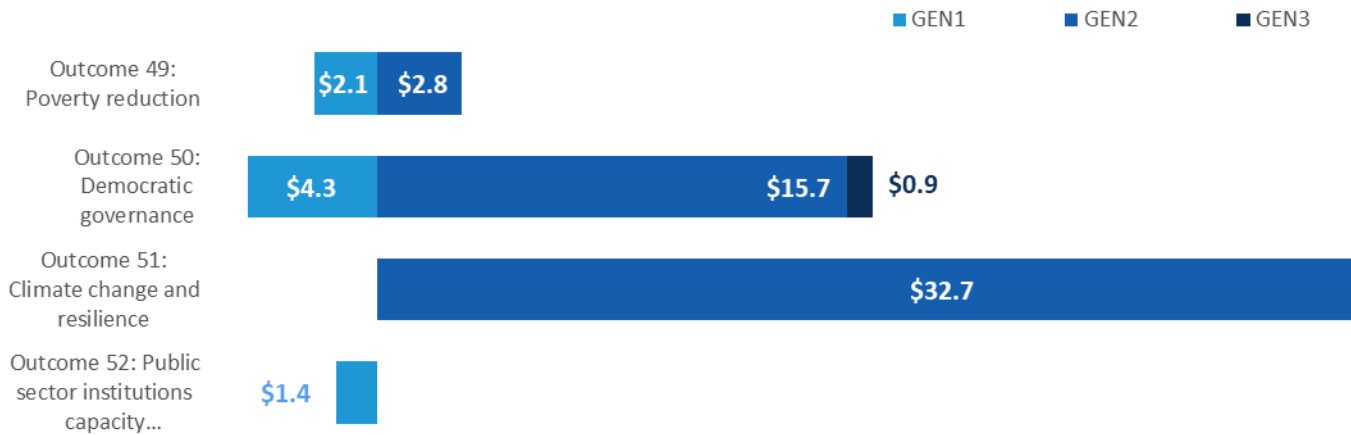
Implementation Modality

Number of Projects
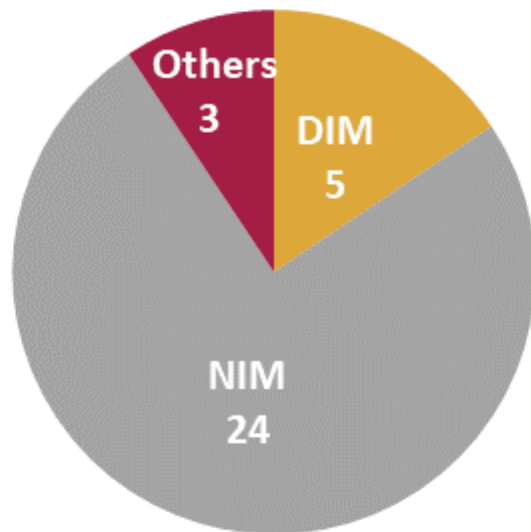
Annex 4. PROJECT LIST

The evaluation covered all the ongoing projects of the current country programme as well as previous projects which were predecessors to ongoing projects

Outcome area/Description	Project	Project Title	Output	Output Description	Start Year	End Year	Gender Marker	2016	2017	2018	Grand Total
GFATM	00058659	Improving accessibility to high quality DOTs in Zimbabwe	00072971	Improving accessibility	2009	2018	GEN1	$35,394	$0	$0	$35,394
	00077591	Addressing Critical Gaps HIV Prevention, Treatment, Care	00088278	Addressing Critical Gaps HIV P	2014	2018	GEN2	$112,548,958	$145,312,276	$9,623,174	$267,484,408
	00085384	Support Services to MoHCC	00093055	Support Services NFM TB	2015	2018	GEN1	$7,776,825	$9,775,071	$2,700,319	$20,252,216
Global Fund to Fight AIDS, Tuberculosis and Malaria			00093641	Support Services NFM Malaria	2015	2018	GEN1	$10,085,408	$9,081,637	$979,878	$20,146,923
			00094787	Capacity Development to MoHCC	2015	2018	GEN3	$1,364,954	$1,085,887	$118,388	$2,569,229
			00107981	Procurement of Medicines	2015	2018	GEN0	$0	$6,490,093	$2,916,520	$9,406,613
	00107802	Commitment Towards Fast Tracking 90-90-90 Targets	00107967	Commitment Towards Fast Track	2018	2020	GEN3	$0	$0	$128,393,584	$128,393,584
			00108607	ZWE-CFUND-1806	2018	2019	GEN3	$0	$0	$157,548	$157,548
	00108414	Support Services to MoHCC	00108264	Capacity Development to MoHCC	2018	2020	GEN3	$0	$0	$110,365	$110,365
			00108265	Support Services NFM Malaria	2018	2020	GEN3	$0	$0	$7,300,664	$7,300,664
			00108266	Support Services NFM TB	2018	2020	GEN3	$0	$0	$4,431,068	$4,431,068
Total GFATM								**$131,811,541**	**$171,744,964**	**$156,731,508**	**$460,288,013**
Outcome 49: Inclusive growth and sustainable livelihood	00062464	Strengthening national statistical system	00079954	National Statistics Systems	2012	2018	GEN1	$1,378,236	$12,090	$256	$1,390,582
	00095580	Supporting Inclusive Growth and Sustainable Livelihoods	00099596	Supporting Inclusive Growth an	2016	2020	GEN2	$302,636	$805,003	$586,074	$1,693,713
Key institutions are better able to formulate and implement poverty reduction strategies and programmes for improved livelihoods and reduced poverty of communities.	00096886	Pro-Poor Implementation and SDGs 2016-2020	00100776	Pro-Poor Implementation and SD	2016	2020	GEN2	$324,182	$631,416	$195,642	$1,151,241
	00098495	Economic Management & Development Effectiveness	00101775	Economic Management & Development	2016	2020	GEN1	$124,401	$227,587	$188,262	$540,251
	00102636	Implementing Zimbabwe's Nationally Determined Contribut	00104613	Implementing Zimbabwe's Nation	2018	2020	GEN1	$0	$0	$166,961	$166,961
Total Outcome 49								**$2,129,455**	**$1,676,096**	**$1,137,196**	**$4,942,748**
Outcome 50: Democratic governance	00067534	National Gender Machinery	00083250	National Gender Machinery	2012	2018	GEN3	$306,361	$548,977	$0	$855,337
	00067538	Enhancing Justice Delivery	00083252	Enhancing Justice Delivery	2012	2017	GEN1	$245,320	$0	$0	$245,320
	00067542	Civil Society Human Rights Reporting	00083255	Civil Society Human Rights	2012	2015	GEN1	$29,084	$0	$0	$29,084
Increased citizen participation in democratic processes in line with the provisions of the Constitution and relevant international norms and standards.	00067543	Capacity building local government	00083256	Local Government Capacity	2012	2016	GEN2	$54,456	$0	$0	$54,456
	00067544	Support to the Zimbabwe Human Rights Commission	00083257	Zimbabwe Human Rights Comision	2012	2016	GEN1	$89,323	-$2,450	$0	$86,873
	00078176	Support to the Ministry of Lands and Rural Resettlement	00088583	Support to the Ministry of Lan	2014	2018	GEN1	$702,169	$1,214,637	$1,683,616	$3,600,422
	00081709	Support to Peace Building Livelihoods Disaster Risk Mngt	00090952	Capacities for Dialogue	2014	2018	GEN1	$132,006	$0	$0	$132,006
		Support to Peace Building Livelihoods Disaster Risk Mngt	00090953	Community Capacities for Peace	2014	2018	GEN1	$1,602	$0	$0	$1,602
	00087153	Multi Donor Support Prog for Parliament of Zimbabwe	00094261	Multi Donor Support Prog for P	2015	2018	GEN2	$1,483,676	$910,860	$692,563	$3,087,099
	00090120	Zimbabwe Electoral Commission Prep Assistance	00096030	Zimbabwe Electoral Commission	2015	2016	GEN1	$243,752	$0	$0	$243,752
	00092693	ZIM - ECO	00097292	ZIM - ECO	2016	2020	GEN2	$502,810	$3,531,935	$5,231,782	$9,266,527
	00096413	Peace, Dialogue & Social Cohesion 2016-20120	00100340	Foundations for Peace, Dialogu	2016	2018	GEN2	$334,703	$552,141	$498,690	$1,385,534
	00096722	Improved Human Rights Delivery 2016 - 2020	00100644	Improved Human Rights Delivery	2016	2020	GEN2	$117,129	$521,873	$491,139	$1,130,140
	00097442	Justice Delivery	00101158	Justice Delivery	2016	2020	GEN2	$169,196	$460,949	$149,655	$779,800
Total Outcome 50								**$4,411,586**	**$7,738,922**	**$8,747,445**	**$20,897,952**
Outcome 51: Climate change and resilience	00061872	Environment and Climate Change Programme	00078906	Capacity for Climate Change	2011	2016	GEN2	$19,287	$0	$0	$19,287
	00081032	Scaling up adaptation with focus on rural livelihoods	00090492	Scaling up adaptation with a f	2014	2018	GEN2	$1,210,396	$1,104,751	$920,118	$3,235,264
			00092486	Integrated Planning Systems	2014	2018	GEN2	$126,612	$106,356	$122,364	$355,332
Vulnerable communities are equipped to cope with climate change and build resilience for	00089434	Zimbabwe Resilience Building Fund	00095679	Resilience Building Fund	2015	2019	GEN2	$3,242,081	$9,828,564	$14,278,199	$27,348,844
		Zimbabwe Resilience Building Fund	00100174	El Nino Emergency Response	2016	2018	GEN2	$86,639	$92,970	$3,952	$183,560
	00092188	PIMS 5693 - Strengthening Biodiversity and Ecosystems Ma	00097007	PIMS 5693 PPG Protected Areas	2016	2019	GEN2	$0	$123,514	-$1,362	$122,152

Outcome area/Description	Project	Project Title	Output	Output Description	Start Year	End Year	Gender Marker	2016	2017	2018	Grand Total
household food and nutrition security.	00095621	Enhanced Climate Action for Low Carbon & Climate Resilie	00099632	Supporting Enhanced Climate Ac	2016	2020	GEN2	$386,429	$620,173	$244,194	$1,250,796
	00107199	Strengthening Biodiversity and Ecosystems Management	00107558	Biodiversity & Ecosystems Mgt	2018	2024	GEN2	$0	$0	$175,428	$175,428
	00093932	PRP for Ozone Depleting Substances - Continuation 40307	00109312	ZIM/REF/80/PRP/02+ HFC Prepara	2018	2019	GEN1	$0	$0	$0	$0
Total Outcome 51								**$5,071,444**	**$11,876,328**	**$15,742,893**	**$32,690,664**
Outcome 52: Capacity to deliver public services	00062462	Strengthen Economic Management systems	00079952	Strengthen Economic Management	2012	2016	GEN1	$436,992	$0	$0	$436,992
	00096726	Local Government Service Delivery 2016-2020	00100647	Local Government Service Delivery	2016	2020	GEN1	$230,531	$564,814	$139,022	$934,367
Key public sector institutions have improved capacity to mobilize, manage and account for resources effectively for quality service delivery.											
Total Outcome 52								**$667,524**	**$564,814**	**$139,022**	**$1,371,359**
Grand Total								**$144,091,550**	**$193,601,124**	**$182,498,063**	**$520,190,737**

Annex 5. STATUS OF COUNTRY PROGRAMME INDICATORS

Outcome / Output / Indicator	Baseline	Target (2020)	Status/Progress		
			2016	2017	2018
OUTCOME 49 - Key institutions are better able to formulate and implement poverty reduction strategies and programmes for improved livelihoods and reduced poverty of communities.					
Percentage of national budget allocated to poverty reduction	6% (2016)[24]	10%	5%	7%	8.30%
			Regression[25]	Some progress[26]	Some progress[27]
5% reduction in national poverty rate	62.3% (2016)[28]	57.3%	72.3%	72.3%	72.3%
			Regression[29]	Regression[30][31]	Regression[32]
Output 1.1. Strengthened capacity of key institutions at national and subnational levels to develop and implement pro-poor policies					
No. of national and subnational development frameworks integrating Millennium Development Goals/sustainable development goals	1	8	Not reported	Not reported	5
					Some progress[34]

[24] Data sources: Budget statement, Zim-Asset reports

[25] The Zimbabwean economy is a consumptive economy and the economy is currently not performing. Resource allocation requires inflow, and in the economy at the moment there are no inflows which is therefore resulting in less being allocated to poverty reduction in the national budget.

[26] The limited fiscal space has continued to depress this figure throughout 2017. The biggest proportion of the budget is allocated to national staff costs (estimated at about 80%) thereby reducing the amount that can be allocated to poverty reduction interventions. National revenue generation investments (at an estimated amount of 3 billion in 2017) and revenue collection have poorly performed resulting in a constricted treasury budget. 2018 percentage target was 7% against a 2016 baseline of 5.6% as measured by budget allocation to Agriculture, Industry and SMEs.

[27] Actual allocation in 2018 was 8.3%. Government 2018 Budget allocation to Agriculture increased to 8.3% of the total budget up from 7% in 2017. In real terms this does not signify an increase because of the inflationary situation in the country. The 2018 Budget statement was however consistent with IPRSP re-orienting budget expenditures towards growth enhancing and poverty reducing developmental programmes. Specific allocations were made to various social safety nets designed to reduce poverty and inequalities. The budget statement also recognised that micro, small and medium enterprises are becoming major drivers of economic growth, with a potential to generate a significant number of job opportunities that can contribute towards poverty alleviation.

[28] Data sources: Poverty Income Consumption and expenditure survey (PICES), Zimstat Data, Project Reports, External Project Evaluation

[29] Due to the El Nino induced drought which is devastating the country, this has worsened the poverty levels. The Zimbabwe economy in the year 2016 has performed worse than what was anticipated resulting in company closures, people loosing their jobs, cash crisis and the constrained fiscal space. Anecdotally people are more poorer than they were at the same time compared to previous years.

[30] The limited fiscal space has continued to depress this figure throughout 2017. The biggest proportion of the budget is allocated to national staff costs (estimated at about 80%) thereby reducing the amount that can be allocated to poverty reduction interventions. National revenue generation investments (at an estimated amount of 3 billion in 2017) and revenue collection have poorly performed resulting in a constricted treasury budget.

[31] The change in the poverty rate will be measured in 2018 after the conclusion of the Poverty Income Consumption and Expenditure Survey (PICES). Overriding economic challenges (unemployment, the decline in disposable incomes, limited fiscal space, high poverty levels, cash crisis) have continued to negatively influence the poverty levels of the country. The 5% reduction in national poverty rate change is not yet evident. In fact, figures show a regression in national poverty rate.

[32] The national poverty rate in 2016 was 72,3% as per 2011 PICES baseline. The target set for 2018 was 67,3%. The recently released 2018 PICES report however does not present any poverty figures as was expected. Hence for 2018 the rate will be maintained at the same rate. However various contextual analyses showed that the poverty levels have increased due to the general deterioration in the economic conditions in the country.

[34] The TSP which is the national development economic planning framework, 2019 National Budget Statement incorporate SDGs. Sectoral Policies - National Agric Policy, Forestry Policy and Energy Policies are anchored on SDGs.

Outcome / Output / Indicator	Baseline	Target (2020)	Status/Progress		
			2016	2017	2018
Output 1.2. Productive base of target communities strengthened					
No. of additional jobs opportunities created, disaggregated by male/female	0	1500	Not reported	Not reported	188 (120 women, 68 men)
					Significant progress[35]
No. of additional livelihood opportunities created, disaggregated by male/female			Not reported	Not reported	1246 (858 women, 388 men)
					Significant progress[36]
OUTCOME 50 - Increased citizen participation in democratic processes in line with the provisions of the Constitution and relevant international norms and standards					
Percentage of population with access to justice and human rights services (urban/rural; Male/Female)	Not available[3738]	5%	Not reported	0.5%	2%
			Some progress[39]	Some progress[40]	Some progress[41]
Number of national and subnational institutions able to lead and	0 (2016)[42]	2	2	2	2
			Significant progress[43]	Significant progress [44]	No change[45]

[35] Examples of jobs created are jobs in carpentry, fishing, fruit and vegetables drying, honey production and making baskets which focused on the locally available resources within the target areas.

[36] 1 246 informal employment opportunities where created, 858 being for women. The approach by UNDP to concentrate on leveraging local resources and endowments for sustainable income generation to enhance livelihoods, was a winning strategy, which enabled communities to quickly adapt. Products (carpentry, market produce, baskets) worth $255,798 were delivered to the market benefiting over 500 producers in Chiredzi, Buhera, Nkayi, Gokwe South, Lupane and Binga. Average agricultural income increased by 35.7% across districts that were supported in market linkages surpassing a target of 25% increase in income[[E35]]. Prices of commodities increased, which was a success, as a result of support to value addition and marketing e.g. raw honey prices rose from $1.80/kg to $2.20/kg and to $4/kg for processed honey[[E35]].

[37] To be determined (2016 will
be first year of data collection)

[38] Data sources: Democratic institutions annual reports; Zimbabwe Human rights Commission, Zimbabwe Electoral Commission, President Office, Local Authorities, National Peace and Reconciliation Commission, Justice, Law and Order Sector, National Aids Council, Ministry of Health and Child Care

[39] This is based on the reports from the Human Rights Commission and the JLOS which indicate some progress in Zimbabwean populations accessing justice and human rights services.

[40] Reports of the Zimbabwe Human Rights Commission show that a total of 1 489 cases were attended to in response to complaints of human rights violations from across the country. In respect of access to justice, reports from the justice law and order sector stakeholders indicate significant cases of legal aid provision to indigent persons.

[41] As of end of 2018, due to all the work done by the ZHRC which supported the electoral commission on citizen participation in the electoral cycle and addressing alleged cases of human rights violations, significant progress has been made. Through the electoral justice institutions training initiative UNDP capacitated 1,111 police, 80 prosecutors and 50 magistrates who were responsible for handling electoral justice maters, human rights electoral frameworks and gender in elections throughout the country.

[42] Data sources: NPRC and Land Commission Reports, Parliamentary Reports, CSOs and FBOs Reports

[43] The National Peace and Reconciliation Commission (NPRC) Commissioners were sworn in in February 2016. The first draft NPRC Bill was withdrawn from Parliament due to adverse report from the Portfolio Legal Committee. It is going through a re-drafting process to incorporate the comments made, and a revised version will be presented to Parliament by year end. 2. The Land Commission is now in place and operational.

[44] In 2017 the NPRC Bill was passed by Parliament and presented for Presidential assent. Capacity enhancement initiatives implemented by UNDP resulted in the NPRC developing its institutional strategy, systems regulations and procedures. The NPRC's enhanced knowledge on its mandate through unpacking and elaboration of both the constitutional and NPRC Bill provisions, has made the Commission more prepared to execute its mandate once the Bill has been assented to by the President. The Lands Commission Bill was passed by Parliament and presented to the President for assent. The passing of the Bill enables the Land Commission to fully operationalize its mandate in line with the Constitution, a process that will also lead to the resolving of long standing land ownership disputes.

[45] By the end of 2018, UNDP support to the commission. Significant progress was made in operationalisation of the NPRC and its mandate, starting with the enactment into law of the NPRC act, in Jan 2018. UNDP technical support enabled the following results development and launch of the strategic plan through and inclusive process and capturing of citizen voices, development of NPRC regulations, recruitment of senior management staff including the CEO, development and signing and popularisation of the elections peace pledge (peace pledge was signed by 23 presidential party candidates and their parties) establishment of community level NPRC structures in particular the provincial level committees, initiation of the process of the development of the NPRC gender policy.

Outcome / Output / Indicator	Baseline	Target (2020)	Status/Progress		
			2016	2017	2018
coordinate reconciliation and dispute resolution services					
Level of citizen engagement with key democratic institutions (1-10)	45.1% (2017)[46]	46%	Not reported	Not reported	100%
			Some progress[47]	Significant progress[48]	Target reached and surpass[49]
Output 2.1: Capacity of justice and human rights institutions enabled and/or expanded to provide quality services and uphold the rule of law and redress.					
Percentage of victims (M/F) grievance cases addressed through the JLOS processes and systems (with UNDP support)	Not reported[50]	5%	Not reported	Not reported	1% (1% Women, 1% men)
					Some progress[51]
No. of human rights abuse cases successfully tried	700	2000	Not reported	Not reported	542
					Some progress[52]
Percentage of Universal Periodic Review (UPR) recommendations that are implemented	10%[53]	50%	Not reported	Not reported	1%
					Significant progress[54]
	Not reported[55]	200	Not reported	Not reported	18

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[46] Data sources: Citizen perception survey, institutional and parliamentary reports, parliament citizen satisfaction survey, NAC, MoHCC, Zimbabwe Election Commission Reports.

[47] Latest Actual Data 2. This is based on the public hearings analysis and reports.

[48] Approximately 7 million people were reached and engaged in democratic processes and governance throughout 2017 through various platforms and programmes. The Elections Support programme through the Voter education Programme had an outreach as follows a) SMS approximately 5 million people; b) Printed Materials reached approximately 2 million people; c) Radio awareness programmes approximately 7 million people; d) Road Shows approximately 160,000 people e) a country-wide roll out of the BVR resulted in 4,858,443 voters registered as of 22 December under the new system against a target of 5760,000 voters. The Parliament programme reached approximately 6 000 people through public consultations, the Parliament Open Day, outreach programmes and the website. The Zimbabwe Human rights Commission through its public outreach and human rights awareness activities reached 7 300 citizens. Intense citizen engagements were held by the Zimbabwe Gender Commission reaching 2,000 men and women in the following 5 districts Mudzi, Mutoko, Mutare, Bulawayo and Harare on strategies to increase women's participation in both the political and economic sectors, etc. Actual Data 2. This is based on the public hearings analysis and reports.

[49] As of the end of 2018, in terms of citizen engagement 5,690 million people were registered and also reached with awareness campaign material, under the peace initiatives of the NPRC 17,860 individuals were reached across the 40 stops of the peace caravan, and the ZHRC reached a total of 6,584, individuals and a listenership via radio of plus or minus 6 million people. The Lands Consensus Based Compensation dialogue mechanism in now in place – an Ad Hoc Working Group involving government and Former Commercial Farmers is now in place working together to discuss farm inventories and rates. This has helped the country move forward through improved capacities for dialogue, consensus-building and reconciliation around contested issues such as the land issue

[50] To be determined

[51] This indicator has been difficult to measure due to sensitivities in the sector. the planned baseline could not be carried out. As such the CO is working on changing this indicator UNDP is supporting the JLOS to establish a case management system that will enable better tracking of cases through the system, better analysis of cases and other outcomes as well as disaggregation of cases according to sex, disability and age. Currently this disaggregation and analysis is absent.

[52] JLOS Sector Reports from the Government of Zimbabwe, UNDP Progress Reports, Zimbabwe Human Rights Commission Reports. The ZHRC resolved 542 human rights with 348 being complaints by males and 143 being complaints made by females. The case handling and analysis work continued to benefit from the Electronic Case Management System supported in 2017, with a refresher training being held in 2018. These cases that were resolved cover the dual mandate of the ZHRC being the human rights mandate and the public protector mandate.

[53] two action plans for implementation of recommendations from human rights monitoring bodies UPR and the Convention on the Elimination of all Forms of Discrimination Against Women developed

[54] While the specific percentage of recommendations that have been implemented is not available, significant progress has been made with UNDP and other agencies support in the following areas: 1. Amendment to the Electoral Act 2. Enactment of the NPRC Act 3.training of the police in human rights in the context of elections and the drafting of a police human rights manual. 4. Adoption by the government of the Spotlight Initiative on ending SGBV among women and girls 5. adoption and launch of National Action Plan to end Child Marriages 6. initiation of process of aligning national laws to the Convention on Rights of people with disabilities.

[55] To be determined (data collected in 2016)

Outcome / Output / Indicator	Baseline	Target (2020)	Status/Progress		
			2016	2017	2018
No. of laws aligned to the 2013 constitution					Some progress[56]
Output 2.2. Functions and capacity of the national peace architecture strengthened					
Extent to which national and subnational frameworks for reconciliation and dispute resolution are in use	2013 Constitutional provisions for a peace architecture in place but not operationalized	National and subnational framework for reconciliation and dispute resolution developed and adopted	Not reported	Not reported	100 Target reached[57]
Percentage of additional communities offering integrated conflict mediation and dispute resolution services	0%	10%	Not reported	Not reported	5% Some progress[58]
Extent to which a land dispute resolution mechanism is in place	Land dispute resolution mechanism not in place	Land Commission operationalized with action plan for dispute resolution approved	Not reported	Not reported	100 Target reached[59]
Output 2.3. Citizen participation in democratic processes strengthened					
No. of platforms created for citizen engagement including those for women	2.00	5	Not reported	Not reported	3 (2 platforms are for women) Some progress[60]
Proportion of eligible voters who are registered to vote, disaggregated by sex and age	Not reported	Not reported	Not reported	Not reported	Total: 85% Women youth: 44% Women non youth: 54%

[56] 18 pieces of legislation passed by parliament in 2018 were aligned to the Constitution. Of greatest significance in the human rights, justice and governance area were the NPRC Act, the Electoral Amendment Act and the Lands Commission Act.

[57] NPRC Progress Reports, UNDP Progress Reports, Parliament of Zimbabwe Reports. The NPRC is now operational and functional following the appointment of Commissioners and the enactment of the NPRC Act in January 2018. The NPRC's international OD and institutional systems are in place. The CO supported the development of the NPRC 5 year Strategic Plan. The NPRC has started discharging its mandate

[58] NPRC Progress Reports, UNDP Progress Reports, Parliament of Zimbabwe Reports. The CO supported the setting up of 324 Local Peace Committees on conflict -risk communities. these communities are accessing alternative dispute resolution services and community cohesion support from the Peace

[59] Zimbabwe Land Commission Progress Reports, UNDP Progress Reports, Parliament of Zimbabwe Reports. The Zimbabwe Land Commission is now fully in place and following the appointment of the Commissioners, the Land Commission Bill was passed into law in 2018. UNDP provided technical support to enhance the capacity of the Zimbabwe Lands Commission to execute its mandate in line with the Constitution and the newly enacted Lands Commission Act.

[60] JLOS Sector Reports, ZEC Reports, Chapter 12 commissions reports, UNDP Progress Reports. With 2018 being an election year, UNDP technical support was focused on citizen participation and engagement in the electoral process. CO support enabled and facilitated greater dialogue among electoral stakeholders than has ever been done before in a pre-election period. Based on the legal provisions of the Electoral Act, UNDP supported the holding of regular stakeholders' dialogue meetings between ZEC and political parties, media, CSOs and faith-based organisations.

Outcome / Output / Indicator	Baseline	Target (2020)	Status/Progress		
			2016	2017	2018
					Men youth: 44% Men non-youth: 46%
					Some progress[61]
No. of institutional frameworks promoting women's participation in politics and decision-making adopted/established	3	6	Not reported	Not reported	2
					Some progress[62]
No. of local government sector institutions that have functioning planning, budgeting and monitoring	0	50	Not reported	Not reported	92
					Target reached and surpassed[63]
OUTCOME 51 - Vulnerable communities are equipped to cope with climate change and build resilience for household food and nutrition security.					
Number of vulnerable districts that have comprehensive measures in place to achieve climate resilience	18 districts (2017)[64]	20	Not reported	18	18
			Some progress[65]	Target reached or surpassed[66]	Significant progress[67]

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[61] JLOS Sector Reports, ZEC Reports, Chapter 12 commissions reports, UNDP Progress Reports. As a result of the CO investment in the BVR system for the creation of a voters roll for Zimbabwe, a total of 5,690,000 citizens (54%F/46%M) (44% being youth) were registered for voting in the 2018 elections, the highest in the history of the country. The proportion of men non-youth is not yet available, however available data shows that 46% of the total that voted where men, and this is what we have reported on for 2018.

[62] JLOS Sector Reports, ZEC Reports, Chapter 12 commissions reports, UNDP Progress Reports, Gender Commission Reports. A Gender Observatory was established in 2018 led by the Zimbabwe Gender Commission with membership of other Chapter 12 Institutions, CSO, faith-based organisations and with UNDP and UN Women technical support. A BRIDGE Training was conducted on gender and elections for the Gender Observatory members and gender monitoring tools for critical aspects of elections were developed and utilised by members when they were deployed in various part of the country for monitoring. The result of this capacity enhancement measures were that for the first time there was multi-stakeholder coherent and targeted gender in elections monitoring, advocacy and protection of rights of women under the leadership of the Zimbabwe Gender Commission The Zimbabwe Women's Parliamentary Caucus focuses on advocacy and creation of empowerment opportunities for increased participation of women in politics and decision making. During 2018, the CO supported the WPC and the Parliamentary Portfolio Committee on Gender to advocate for legal reforms that remove barriers to women's participation. The Electoral Amendment Act of 2018 has strengthened provisions on gender equality in elections.

[63] UNDP Progress Reports, Local Government Sector Reports. In enhancing the sub-national local governance institutions, the Non-Water, Sanitation and Hygiene (WASH) Service Level Benchmarks (SLB) and performance indicators on Corporate Governance and Social infrastructure (roads, street lighting, health and education) were rollout in urban local authorities. In addition, Annual SLB Peer Reviews were carried to track the implementation of the benchmarks and indicators, as well as performance improvement plans to enhance the levels of accountability and transparency in the sector. This was building upon previous UNDP investments on Integrated Results based budgeting and programming for local authorities.

[64] Data sources: Sector reports, Climate Change Working Group reports

[65] Three additional districts namely Lupane, Bulilima and Gokwe South have initiated plans to develop comprehensive measures to achieve climate resilience. The baseline assessments are underway to establish the appropriate interventions required to build resilience.

[66] Significant Progress, 18 districts are actively being supported to develop comprehensive measures for climate resilience. These are Lupane, Insiza, Matobo; Beitbridge, Nyanga; Binga, Kariba, Mbire; Umzingwane; Mbire,Bililima, Gokwe South, Buhera, Chiredzi, Mwenezi; Nkayi, Bubi and Umguza. This has surpassed the initially set target.

[67] UNDP Progress Reports, ZIMSTATS Reports. Significant Progress, 18 districts are actively being supported to develop comprehensive measures for climate resilience. These are Lupane, Insiza, Matobo; Beitbridge, Nyanga; Binga, Kariba, Mbire; Umzingwane; Mbire,Bililima, Gokwe South, Buhera, Chiredzi, Mwenezi; Nkayi, Bubi and Umguza. This has surpassed the initially set target. As of end of 218 the project is still being implemented in the above 18 districts. During the year one of the partners Mercy corps pulled out which was supposed to cover the two districts to make it 20.

Outcome / Output / Indicator	Baseline	Target (2020)	Status/Progress		
			2016	2017	2018
Absorptive, adaptive and transformative capacities of communities increased in target wards	1[6869]	Not reported[70]	Not reported[71]	Not reported[72]	4
					Some progress[73]
Output 3.1. Scaled up action on climate change adaptation and mitigation in vulnerable districts is funded and implemented					
No. of households (M/F) using climate-smart agriculture production technologies and sustainable energy practices under SE4All initiative	1000	5000	Not reported	Not reported	Total: 600 Women headed: 196 Male headed: 304
					Some progress[74]
No. of community groups developing adaptation strategies and measures for climate resilience	0	10	Not reported	Not reported	93
					Target reached and surpassed[75]
No. of national and district development plans that address biodiversity and ecosystem management and climate risk management	1	10	Not reported	Not reported	Biodiversity: 0 Ecosystem management: 0 Climate risk management: 22
					Some progress[76]
Output 3.2. Mechanisms in place to assess and mitigate natural and man-made risks at the subnational level					
	1	At least 10	Not reported	Not reported	22

[68] The procurement of a firm to undertake the baseline was initiated in September and re-advertised in November. This process will be completed in March 2017 and the baseline value and targets will be updated accordingly. (2016

[69] Data sources: Zimbabwe Vulnerability Assessment Committee, PICES, MICS

[70] To be determined upon the finalisation of the baseline assessments.

[71] This is still to be determined as the procurement of the consultant is still underway.

[72] The Baseline survey is currently underway and upon completion the baseline data and targets will be populated.

[73] UNDP Progress Reports, ZIMSTATS Reports. The Baseline survey is currently underway and upon completion the baseline data and targets will be populated. The baseline assessment is almost complete as the draft report was shared in December 2018 and the final report is being processed which will inform and complement the CPD indicator. CONVERTED TO RATING SCALE: 1-Initiated; 4-Complete; Please establish full scale. ORIGINAL BASELINE: The procurement of a firm to undertake the baseline was initiated in September and re-advertised in November. This process will be completed in March 2017 and the baseline value and targets will be updated accordingly. ORIGINAL TARGET: To be determined upon the finalisation of the baseline assessments.

[74] SECA and Scaling Up Adaptation Annual Reports. Support provided in 6 districts (Chiredzi, Buhera, Chimanimani, Bililima, Gokwe South and Lupane. For climate smart farming practices, 27 community gardens, 12 solar powered water systems, 9 climate smart villages benefiting 600 households. 3 Districts - In Bulilima, solar investments for water supply for the school and school garden to showcase solar technology to the community and provide a space for community pilot climate smart agriculture. This will benefit approximately 500 school children. In Lupane, Climate Smart Agriculture using SE4ALL initiatives was introduced with the aim of protecting wetlands, sustainably providing water for Climate Smart Agriculture in an irrigation scheme – linking it with the UNDP livelihoods project activities this was designed to benefit 100 households. In Gokwe South a similar model is being pursued in the preservation of a wetland water source used for climate smart crop production and to support vegetable solar drying facilities funded by the IGSL project to benefit approximately 100 households. Provision for solar water pumping systems for irrigating crops and training children in climate smart agric through school gardening.

[75] Scaling up adaptation and SECA Projects (this excludes the ZRBF groups). Groups supported with climate change adaptation strategies include: 11 irrigation groups; 26 climate smart village groups; 18 boreholes for water supply; 13 schools rooftop water harvesting and 15 community gardens in 6 districts. (This does not include ZRBF groups).

[76] ZRBF, Integrated Planning Systems and SECA projects reports on adaptation and DRM planning. The Biodiversity and Ecosystems Project was initiated in August 2018, targeting 3 districts - TORs have been developed for a consultancy to establish baseline the current status of District development plans and the extent to which they address biodiversity. 22 vulnerable Districts were supported in integrating Climate Change adaptation and DRM Planning and 3 were directly supported with training in vulnerability analysis and integrated planning.

Outcome / Output / Indicator	Baseline	Target (2020)	Status/Progress		
			2016	2017	2018
No. of district development plans that address disaster and risk management					Target reached and surpassed[77]
No. of multi-hazard mappings at subnational levels that inform planning and programming, taking into account differentiated impact (women, girls and males)	0	10	Not reported	Not reported	52
					Target reached and surpassed[78]
OUTCOME 52 - Key public sector institutions have improved capacity to mobilize, manage and account for resources effectively for quality service delivery.					
Share of development assistance to gross domestic product (as %)	6%- (2017)[79][80]	12%	3%	Not reported	7%
			Regression[81]	No change[82]	Some progress[83]
Output 4.1. Aid coordination management capacity and systems strengthened					
No. of donors feeding official development assistance data into the aid coordination system	0	10	Not reported	Not reported	6
					Some progress[84]
Extent to which capacity of aid coordination mechanism improves	No secretariat in place	Aid coordination secretariat functional	Not reported	Not reported	1
					Some progress[85]

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[77] Integrated Planning Systems, SECA and ZRBF project reports. 22 vulnerable Districts were supported in updating their District DRM integrating Climate Change adaptation and DRM Planning training support was provided and 3 were directly supported with training in vulnerability analysis and integrated development planning. A manual was produced in partnership with a Training Institution.

[78] ZIMVAC, ZRBF progress reports. UNDP supported High Frequency Monitoring Mechanism in 8 districts and towards the end of 2018, support a rapid assessment through ZIMVAC, to provide evidence for national humanitarian and early recovery response planning.

[79] Absence of an aid coordination unit

[80] Data sources: Budget statement, ministry reports, development partner reports

[81] The donors have adopted a wait and see approach on the situation in Zimbabwe and most donors are preferring soft assistance (e.g education, boreholes and work in the basic social sector) compared to hard assistance like infrastructure etc.

[82] Work to set up an Aid Coordination Unit has begun, and donors are currently adjusting budgets (mostly upwards) following the November 2017 changes in Government.

[83] National Budget Statements, ZIMSTATS Reports. Work to set up an Aid Coordination Unit has begun, and donors are currently adjusting budgets (mostly upwards) following the November 2017 changes in Government. As of end of 2018, this is still work in progress. The 2018 target was to have the Aid Coordination Policy and Manual in place and to have it as a functional unit. However the following progress was noted in 2018, the Aid Information Management Systems consultant was brought on board to review the aid coordination architecture in the country which will inform the country development effectiveness. Secondly, the Draft Aid Coordination Policy was review and is currently being finalised by the ministry. The consultant who will review the Aid Procedures Manual has been recruited and is expected to continue working into 2019. The capacity support to the aid coordination function in Ministry will enable Government to track development partner support and include the information in the budget statements. So far there has been no consistency in the presentation of development partners contribution to the budget. The contribution of development partners to the national budget was estimated at 8.3%. This has not been presented for 2019.

[84] UNDP progress report. The report 6 refers to the traditional donor present in the country namely who have consistently channelled development support to Zimbabwe.

[85] UNDP progress report. Aid Coordination Policy, Manual and systems review is still underway and could not be concluded in 2018.

Outcome / Output / Indicator	Baseline	Target (2020)	Status/Progress		
			2016	2017	2018
		(staffed, equipped, and trained)			

Annex 6: PEOPLE CONSULTED

Government of Zimbabwe

A Chibaya, Director Finance, Zimbabwe Election Commission

A Chikutsa, Director Research, Zimbabwe Election Commission

Beauty Razemba, Ministry of Small and Medium Enterprises and Cooperative Development

Brighton Shayanwako, Deputy Director, Ministry of Finance and Economic Development

D. S. Mapenzauswa, Director, Administration, Zimbabwe Election Commission

Erica Jones, Principal Director, Urban Local Authorities, Ministry of Local Government, Public Works and National Housing

G. Nyamutamba, Systems Administration, Zimbabwe Election Commission

Gwatirinda Stewart, Acting District Administrator, Ministry of Local Government Public Works and National Housing

Kumbirai Hodzi, Prosecutor General, National Prosecuting Authority

J C Chidambi, Director, Human Resources, Zimbabwe Election Commission

J P Chigidji, Deputy Chief Executive Officer, Zimbabwe Election Commission

Justin Hugh Mpamhanga, Deputy Chief Secretary, Office of the President and Cabinet

Kiven Marashe, Economist, Ministry of Finance and Economic Development

Mahonde Taguma, Chief Director, Ministry of Finance and Economic Development

Margireta Makuwaza, Director International Cooperation, Ministry of Finance and Economic Development

Memory Mukondomi, Deputy Accountant General, Ministry of Finance and Economic Development

Mildred Mapani, Policy Analyst at Department of Social Services, Ministry of Labour and Social Welfare

N Mutemasanga, Deputy Chief Executive Officer, Administration, Zimbabwe Election Commission

Nathan Nkomo, Director, Civil Protection Unit

Olivia Chibgwe, Advocacy and Liaison DRR, Civil Protection Unit

Paul Bayethe Damasane, Permanent Secretary in Vice President K.C.D. Mohadi's Office, Office of the President and Cabinet

R M Matika, Project Coordinator, Zimbabwe Election Commission

R Sibanda, Director, Voter Education, Zimbabwe Election Commission

Raymond Yekeye, Operations Director National AIDS Council, Ministry of Health and Child Care

S Mupiwi, Computer Technician, Zimbabwe Election Commission

SB Chahuruva, Director Legal Services, Zimbabwe Election Commission

T Madondo, Director, Voter Registration and Delimitation, Zimbabwe Election Commission

Taguma Mahonde, Principal Director, Ministry of Macro-Economic Planning an Investment Promotion

Tendai Matanhire, ZIMPOST Community Information Centre

Tsitsi Apollo, Deputy Director Aids and TB Unit, Ministry of Health and Child Care

Utloike Silaigwana, Deputy Chief Elections Officer – operations, Zimbabwe Electoral Commission

Director of Climate Change Management, Ministry of Environment, Water and Climate

D. Nyakonda, Ministry of Small and Medium Enterprises and Cooperative Development

Sosten Ziuku, Director of Energy Conservation and Renewable Energy Ministry of Energy and Power Development

UNDP Zimbabwe

Amarakoon Bandara, Senior Economic Advisor

Ambrose Made, Project Coordinator

Blessing Muchemwa, Monitoring and Evaluation Specialist

Debab Asrat Ynessu, Deputy Country Director – Operations

Georges van Montfort, Country Director

Mutsa Munyati Nyamukapa, Programme Specialist – Gender and Parliamentary Development

Regina HUSE, Programme Finance Analyst

Tafadzwa Muvingi, Programme Specialist Justice and Human Rights

William Tshuma, Governance Advisor

Development Partners and Donors

Caroline Nyamayebonde, Country Director, UN Women

Jan Schollaert, Country Director, Care International in Zimbabwe

Joy Mabenge, Country Director, ActionAid Zimbabwe

Justin T G Kufakweimba, Deputy Director of Programs, International Rescue Committee

Moreen Shonge, Programme Specialist, UN Women

Nicholas Shamano, Country Manager, Christian Aid

Paolo Cernuschi, Country Director, International Rescue Committee

Civil Society, Private Sector, Research Institutes, and Think Tanks

Catherine Manjengwa, Human Rights Officer, Zimbabwe Human Rights Commission

Choice Ndoro, Commissioner, National Peace & Reconciliation Commission

Elizabeth Danga, Human Rights Officer, Complaints Handling, Zimbabwe Human Rights Commission

Mads Lindegard, Regional Representative, Danchurch Aid

Pamela Machankaja, Interim Deputy Vice Chancellor, Africa University

Regina Feindt, Country Director, Welthungerhilfe

Masole Nare, Chairman, National Peace & Reconciliation Commission

Revered Sikhalo Cele, Ecumenical Church Leaders' Forum

Sandra Moyo, Human Rights Officer, Zimbabwe Human Rights Commission

Tarisai Munemo, Zimbabwe Environmental Law Association

Virginia Muwamgwa, Chief Executive Officer, Zimbabwe Gender Commission

Lilian Chigwedere, Deputy Chairperson, NPRC

Anna Tinarwo, Representative, National Peace & Reconciliation Commission

Yvonne Mavhunga, Food Security Office, Food and Nutrition Council

Annex 7. DOCUMENTS CONSULTED

In addition to the documents named below, the evaluation reviewed all available programme/project documents, annual work plans, decentralized evaluations, briefs, and other material related to the programmes/projects under review.

AHO & WHO. Zimbabwe Factsheet of Health Statistics, 2018

Chivasa, N. Efficacy of informal peace committees to peacebuilding: Evidence from Seke district, Zimbabwe, African Evaluation Journal, 2017

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