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## Support towards Implementing Zimbabwe's National Determined Contributions under the Paris Agreement on Climate Change

### Final Project Evaluation

Title of Programme	<b>Support towards Implementing Zimbabwe's Nationally Determined Contributions under the Paris Agreement on Climate Change</b>
Participating Institutions	Ministry of Environment, Water and Climate (MEWC); Ministry of Energy and Power Development (MoEPD); Department of Civil Protection (DCP); Ministry of Finance; Business Council for Sustainable Development; Forestry Commission; 5 Rural District Councils (RDCs) and Civil Society Organizations (CSOs) Youth and Women Networks; Media
Responsible Partners	<u>Ministry of Environment, Climate Change, Tourism and Hospitality Industry</u>
ZUNDAF Priority Area	Area 1: Food and Nutrition Security
ZUNDAF Outcome	Outcome 2: Communities are equipped to cope with climate change and build resilience for household food and nutrition security.
Country Programme Document Related Strategic Outcome	Outcome 3: Vulnerable Communities are equipped to cope with climate change and build resilience for household and food and nutrition security
Project Duration	1 Jan 2018 – 31st December 2020/ Extended to July 2021
Sustainable Development Goals	SDG 13: Urgent Climate Action
Project Location and Coverage	National
Total Budget	<b>US\$1,982,320</b>

# I ACKNOWLEDGMENTS

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## 5 LIST OF ACRONYMS

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AFOLU	Agriculture, Forest, and Other Land Use
BCSDZ	Business Council for Sustainable Development Zimbabwe
CBIT	Capacity Building Initiative for Transparency
CCMD	Climate Change Management Department
CSA	Climate-Smart Agriculture
CSOs	Civil Society Organisations
CTCN	Climate Technology Centre and Network
DAC	Development Assistance Criteria
DCP	Department of Civil Protection
DSA	Daily Subsistence Allowance
EMA	Environmental Management Agency
GCF	Green Climate Fund
GHG	Greenhouse Gases
GIS	Geographic Information System
HDV	Heavy-Duty Vehicle
IDBZ	Infrastructure Development Bank of Zimbabwe
IPCC	International Panel for Climate Change
IPPU	Industrial Processes and Product Use
LDV	Light Duty Vehicle
LEDS	Low Emission Development Strategy
MECTHI	Ministry of Environment Climate Tourism and Hospitality Industry
MEWC	Ministry of Environment Water and Climate
MOEPD	Ministry of Energy and Power Development
MOFED	Ministry of Finance and Economic Development
MRV	Monitoring, Reporting and Verification
NDC	Nationally Determined Contributions
NRZ	National Railways of Zimbabwe
OECD-DAC	Organisation of Economic Cooperation and Development
RDC	Rural District Council
RQDA	R package for Qualitative Data Analysis
SDG	Sustainable Development Goals
SECA	Supporting Enhanced Climate Action
SMART	Specific, Measurable, Achievable, Realistic and Time-bound
STIZ	Support Towards Implementing Zimbabwe's
TNC	The Nature Conservancy
TOTs	Trainer of Trainers
UNDP	United Nations Development Programme
UNIDO	United Nations Industrial Development Organisation
UNFCCC	United Nations Framework Convention for Climate Change
UNV	United Nations Volunteers
WBCSD	World Business Council for Sustainable Development
ZISCO	Zimbabwe Iron and Steel Company
ZNCF	Zimbabwe National Climate Fund
ZUNDAF	Zimbabwe United Nations Development Assistance Framework
ZUPCO	Zimbabwe United Passenger Company

## 6 EXECUTIVE SUMMARY

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### Project Background and context

Support Towards the Implementation of Zimbabwe's Nationally Determined Contributions (STIZ-NDC) under the Paris Agreement on Climate Change is a project funded by the Russian government through the UNDP Russia Trust Fund and implemented by the Government of Zimbabwe's Climate Change Department in the Ministry of Environment, Climate, Tourism and Hospitality Industry (MECTHI) in collaboration with UNDP Zimbabwe. The project, which ran from 2018 to 2021, had three goals:

1. To support the Government of Zimbabwe to develop a Low Emission Development Strategy for Zimbabwe to provide clear direction for low emission development for the country
2. To build a functional, effective, and sustainable domestic Measurement, Reporting, and Verification (MRV) system for tracking low emission development in Zimbabwe
3. To facilitate partnerships with investors and companies, including Russian business actors and academic institutions, to open for investments, collaboration, and technological exchange for low emission development.

The project was carried out on a national scale, with collaboration from a wide range of stakeholders drawn from some of the country's most important sectors, as well as the formation of synergies and partnerships with Russian Business Actors. Stakeholders included the Ministry of Finance and Economic Development, the Ministry of Energy and Power Development (MoEPD), the Forestry Commission, the Business Council for Sustainable Development, Civil Society Organizations (CSOs), Youth and Women Networks, and the Media.

### Evaluation Purpose and Questions

The evaluation measured the results achieved under the STIZ-NDC project. The purpose of the evaluation was to:

1. Assess UNDP's contribution to the achievement of the project outcomes.
2. Document the achievements, best practices, and lessons learned during the implementation of the project to inform future decisions in the design, implementation, and management of similar projects.
3. Provide recommendations for future programming based on the results from the project while considering the aspirations of the UNDP Country Office to rationalize its portfolio to have a few, large and more coherent projects during the period 2017 - 2018.

The specific objectives of the evaluation were to:

- Assess whether, and to what extent, the project's outcomes and outputs have been achieved.
- Determine the impact, both positive and negative, as well as intended and non-intended from the contribution of the project to the achievement of the outcomes.
- Examine and analyse factors that have positively and negatively impacted on achievement of project outputs and outcomes.
- Assess the effectiveness and appropriateness of institutional arrangements and partnership strategies of the project.
- Assess the contribution of the Ministry of Environment, Climate, Tourism, and Hospitality Industry to the achievement of the project outcomes.
- Assess the extent to which the project impacted the development of a national framework encompassing priority interventions in the areas of climate change mitigation, renewable energy, energy efficiency, and the environment.

## Scope of Evaluation

The evaluation ran from January 2018 to June 2021 and used the Development Assistance Committee (DAC) criteria to assess the effectiveness of development interventions. The DAC relevance, coherence, efficiency, effectiveness, impact, and sustainability criteria were used.

## Methodology and limitation

The evaluation relied on key informant interviews with selected stakeholders to collect primary data. Triangulation was used to ensure the completeness and validity of the data collected, which was then used to support the project's conclusions and lessons learned. The key questions were framed around the DAC-revised OECD's relevance, efficiency, effectiveness, impact, sustainability, and coherence criteria. Furthermore, the review of the result chain logic; estimating attributable changes; capturing broader changes in the system; tracking program costs, and managing the system for results measurement were all beneficial to the evaluation. During the interviews, research ethics, such as consent to record and confidentiality, were observed. The main challenge encountered during this evaluation was the low response rate from the selected respondents (only 50% participated), as well as the long time it took to reach the key informants due to their work schedules and prior commitments. Some of the challenges stemmed from telecommuting issues caused by the COVID-19 pandemic.

## Evaluation Ratings & Achievement Summary Table

<b>Review Criteria / Assessment Areas</b>	<b>Key Findings</b>	<b>Proposed Rating (HS/S/PS/US)<sup>1</sup></b>
<b>Relevance</b>	The findings reveal that the STIZ NDC project was extremely relevant because it was implemented in response to the Paris Agreement, to which Zimbabwe is a party and has established and submitted its own nationally determined contributions to reduce emissions. As a result, the project is extremely important because it contributes to global climate change goals. It was in response to Article 4.19 of the Paris Agreement, which, in addition to requiring countries to communicate their NDCs, also recommended that they develop LEDS. The NDCs and LEDS aid in the identification of accessible possibilities and development programs that are aligned with the country's development blueprint development strategy, Vision 2030. The LEDS identified over 38 mitigation strategies, as well as the creation of the MRV and its relation to the Enhanced Transparency Framework. In addition, the project identified and addressed capacity shortages in the country's important economic sectors, such as the forest and other land-use sectors, where the initiative filled technical gaps in GHG inventorying skills. Other than the Energy sector, the LEDS was prepared in time to inform the revised NDC and served as a baseline document for all IPCC sectors.	Highly Satisfactory
<b>Effectiveness</b>	Given the actual project results versus the expected results, effectiveness is rated as satisfactory. The project met its objectives, even though the timelines were impacted by the COVID-19 pandemic. One of the project's main planned activities, a trip to Russia, was cancelled due to travel restrictions. Given the COVID-19-induced challenges, adaptive management in the form of internet technology was used as a viable option. Remote monitoring and online working were implemented, funds were reallocated to other relevant operations, and the LEDS was launched concurrently with the revised NDC, which was strategic and cost-effective in implementation.	Satisfactory
<b>Efficiency</b>	Given the percentage of workshops to project outcomes, efficiency is rated as Partially Satisfactory. In comparison to other training, the reallocation of cash planned for the trip to Russia was	Partially Satisfactory

<sup>1</sup> HS= Highly Satisfactory / S= Satisfactory / PS= Partially Satisfactory / US= Unsatisfactory

	<p>deemed inefficient and more funds could have been invested in hardware. Furthermore, there could have been a lot more done more efficiently to reduce workshop-related travel. In certain cases, the workshop cost is comparable to the cost of the actual product launched; for example, the printing budget for 2019-2020 was extremely high when compared to the costs of the dissemination workshop. More could have been accomplished in terms of efficiency if more books had been printed.</p>	
<b>Coherence</b>	<p>The project supported interventions that were aligned with national policies such as (National Climate Policy, National Renewable Energy Policy), as well as initiatives that were already underway in the CCMD. While other initiatives were in the works, they served to supplement rather than compete with the STIZ project. While the projects were generally coherent, some project activities were delayed due to "competition" from other UN Agencies that required the CCMD's attention to carry out their activities. Given the different incentive mechanisms provided by each project, UN Agencies can avoid outcompeting one another in future projects, allowing for the smooth rollout of more stratified services.</p>	Satisfactory
<b>Impact</b>	<p>The LEDS had a significant impact, as evidenced by the number of spin-off projects that were developed, as indicated in the revised NDC report. As a result, one of the key outcomes of the intervention was an increase in the number of experts in estimating GHG emissions for Zimbabwe, and by introducing the right science, emissions for Zimbabwe were estimated using sound technical and scientific evidence, indicating that the country is a net emitter rather than a net sink of carbon. The project also directly contributed to the formulation of the revised NDCs, which will lead the country's climate change mitigation policies in the future, by providing baseline data and proposed mitigation actions in the four IPCC sectors of Energy, IPPU, Waste, and AFOLU.</p>	Highly Satisfactory
<b>Sustainability plans</b>	<p>The STIZ-NDC intervention and its outputs contributed to national priorities, government interventions, and ongoing private-sector activity, and they have also been mainstreamed as part of ongoing climate change initiatives in a variety of industries. This involves, for example, the LEDS being included in the Action 2020 and Vision 2050 plans (WBCSD). The LEDS interventions were adopted in their entirety in the amended NDC draft. Finally,</p>	Highly Satisfactory



	the action plans outlined in the LEDS are already being implemented in various industries.	
<b>Implementation arrangements</b>	The plans were created using UNDP management tools, which are based on established UN procedures for managing development programs. This enabled effective adaptive management to be implemented, especially with the onset of the Covid 19 pandemic. The arrangements also allowed for the identification of gaps as well as accountability through clear reporting and management arrangements between UNDP and the implementing agent, the Ministry of Environment, Climate Change, Tourism, and Hospitality Industry. This also allowed for easy tracking of how the resources were used and for what purposes.	Highly Satisfactory

### Lessons Learnt

Based on the interviews conducted with various stakeholders, the following are the key lessons:

1. The STIZ-NDC project demonstrated how strengthening ties between institutions in the same environment fosters long-term collaborations and synergies within and across sectors.
2. Individuals should not be the focus of capacity building; instead, the institution should be. Because of high turnover, STIZ-NDC had to "restart from scratch." However, when a larger number of people are trained by the same organization, it becomes easier to create national reports.
3. Given the significance of COVID-19, UNDP must assess the readiness of the project's implementing partners to work online to avoid delays in project implementation. This was one of the factors that led to the project's implementation.
4. The STIZ-NDC project is one of several interventions, and its convening power has contributed to the establishment of a framework that will support drastic changes in other sectors, which was previously lacking.
5. Risk assessment and planning must include issues of public health and climate-induced risk as integral components of project risk assessment. Given the reality of climate change, programs and projects should be designed to account for any unforeseen events.
6. Interagency cooperation among UN agencies is essential for ensuring effective program delivery. To ensure uniformity and reduce competition, the UNDP and other agencies must synchronize operations for all programs being implemented with government departments. The model for effective coordination can take the form of a National

Resilience Building Platform, where all projects meet to discuss what is going on in other projects, or a Nutrition Coordination Platform.

## Recommendations

1. To fully implement the NDCs, capacity building must reach as many people as possible within institutions and members of the community. Furthermore, most of the training was reported to have covered basic information, but more detailed training was required. Aside from training, real reductions in emissions will occur only when the entire country understands how energy can be saved and how the country can benefit from such measures.
2. MECTHI and UNDP must strengthen their engagement with the media as the "fourth state" that assists in informing citizens. In the future, the media should be consulted during the project development phase. Furthermore, increased media capacity can be a more effective strategy for educating the public on climate change issues.
3. MECTHI should move quickly to include youth in the climate change agenda. For example, establishing a youth desk can aid in the facilitation of dialogue between youth and government. The United Nations Development Programme (UNDP) should encourage entrepreneurship and skill development. Also, the UNDP should ensure that funding is allocated to youth/women. There is a need to unpack the LEDS as well as constantly update the constantly changing information. For NDC projects to remain relevant, stakeholders must keep abreast of new developments in various sectors.
4. MECTHI and UNDP both need to go a step further and ensure that more sectors are included in addition to the initial 10 organizations that were supported. When such interventions are scaled up, they are expected to result in significant emission reductions compared to the current pilot programs.

## 7 INTRODUCTION

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The study summarizes the findings of an evaluation for the STIZ-NDC project, which was funded by the Russian Federation and supported by UNDP Zimbabwe through a National Implementation Modality with the MECTHI and the CCMD as the direct implementing agency. The evaluation spans the entire project period of 2018-2021, including the no-cost extension period agreed upon to account for the impact of COVID-19 on the implementation of the proposed activities.

### 7.1 PROJECT DESCRIPTION AND BACKGROUND CONTEXT

The STIZ-NDC initiative was established to aid in the consolidation of NDCs and the improvement of the country's Green Growth Pathway through the construction of LEDS. The project's overarching goal was to meet the country's reported reporting obligations under the Paris Agreement. The project ran from 2018 to 2021 and had three goals, which are outlined and expanded on below. The first goal of the project was to assist the Zimbabwean government in developing a Low Emission Development Strategy that would chart a clear path for the country's low-emission development. The first objective's key outputs included developing and coordinating a roadmap for LEDS, as well as consulting with the relevant private sector and government stakeholders on finalizing GHG emission trends and mitigation scenario analysis, gathering stakeholder input in the drafting of the LED document, incorporating UNFCCC recommendations into the LEDS, and promoting LEDS through the Renewable Energy Policy Launch—which was postponed until 2019.

The STIZ-NDC project's second goal was to create a practical, effective, and long-term domestic Measurement, Reporting, and Verification (MRV) system in Zimbabwe to follow low-emission progress. Identifying the MRV needs and priorities per sector, improving data collection and capacity for analysis for the MRV capacity among participants, developing and disseminating NDC and MRV information materials, producing the Forestry sector MRV reports, conducting a study to reference study on Forestry Emission Reference Levels, RE GIS mappings and MRV reports, and increasing the awareness and interest in MRV were all expected to be among the outputs of this objective.

The STIZ- NDC's third goal was to foster relationships with investors and companies, especially Russian business actors and academic institutions, to open the door to low-emission development investments, collaboration, and technological exchange. Identifying Zimbabwean academic and business partners, informing the GCF secretariat of the country's priorities, conducting a feasibility study for establishing the National Climate Finance Facility, developing a road map for the national climate fund/financing facility with high-level stakeholders, developing case studies for low-emission technology, and finalizing the GCF and pre-FS submitted to the GCF by the end of 2019 were some of the expected outputs.

Figure 1 provides a summary of the project implementation timeline, and a detailed assessment of the results is provided as an Annex.

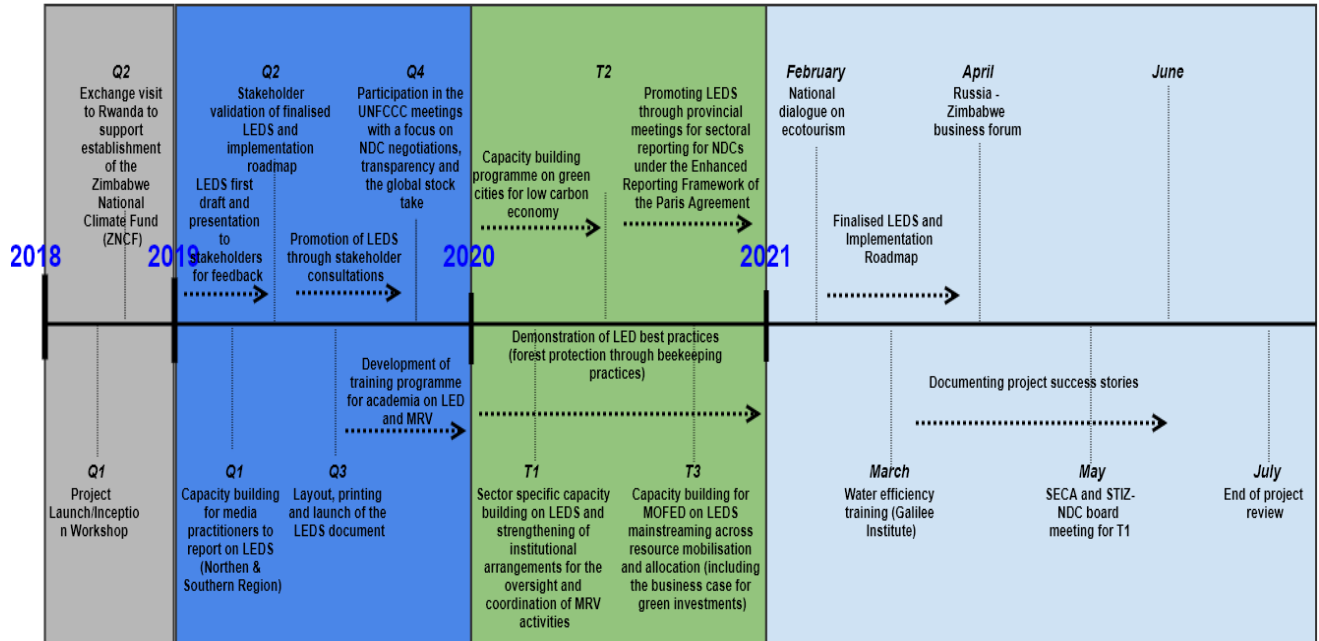


Figure 1: Project timeline 2018-2021

## 7.2 PROJECT IMPLEMENTATION AND ADAPTIVE MANAGEMENT

The project's overall oversight was provided by the project steering committee, which was chaired by the UNDP and CCMD and included representatives from the Ministry of Finance, Energy, civil society organizations, youth, and the Business Council for Sustainable Development. Every quarter, the steering committee met, and the minutes documented the major action points as well as the recommended work plans for the following quarter. The sessions were also useful for monitoring delivery rates and, in some cases, making recommendations to improve delivery or advise changes where necessary. The project organizational structure is depicted in Figure 2, which has been slightly altered by the addition of a UN Volunteer to assist the Project Officer in delivering efficiently.

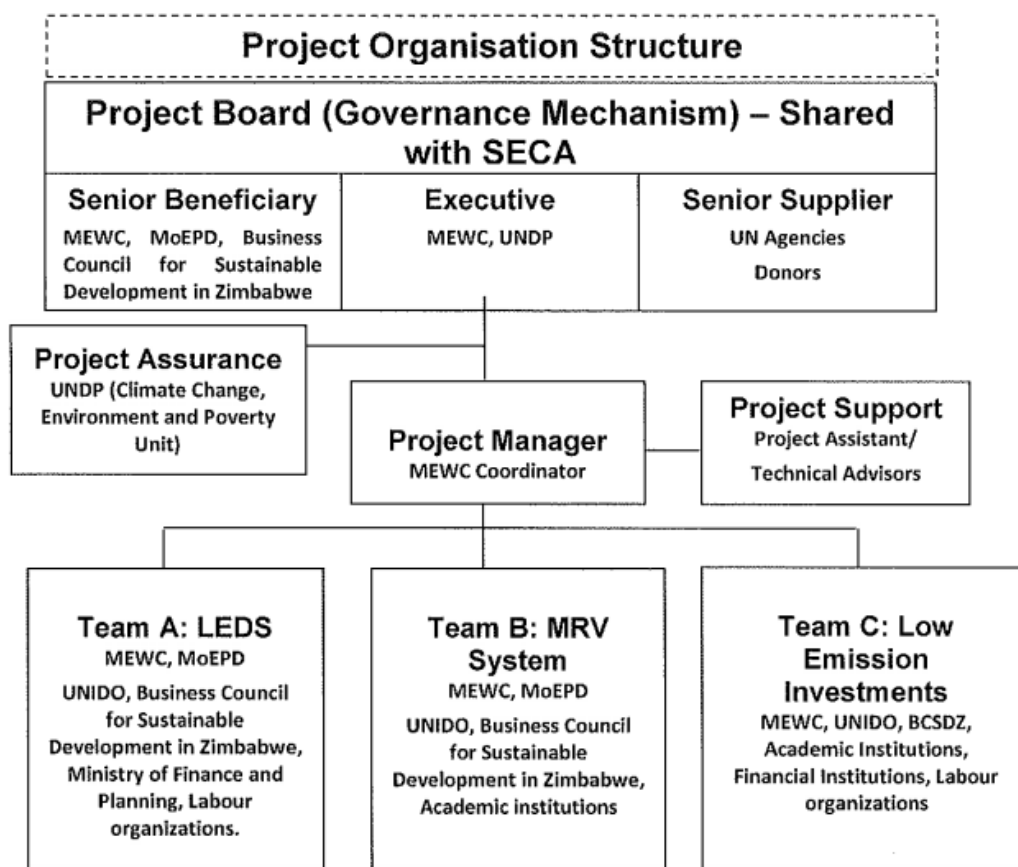


Figure 2 Project Organizational Structure (Adapted from the Project Concept note)

The UNDP was critical from the start, from developing the proposal to raising funds. The UNDP, by being able to support the entire process, provides leverage on many aspects of the project, including its effective delivery and management. Aside from supporting the STIZ-NDC project, the UNDP was instrumental in establishing the Department of Climate Change Management and has supported the implementation of projects such as UNFCCC, strengthening capacity for national climate change, and new projects such as the Climate Promise, which aims to strengthen the country's approach to climate mitigation issues. Several other climate change programs are being supported by UNDP to strengthen the "co-management architecture" of the CCMD and UNDP. Project-level monitoring and evaluation systems

The project provided adequate reports that clearly outline the activities that were carried out during the project's lifespan. The project concept note, minutes of steering committee meetings, quarterly, mid-term, and end-of-term reports, project budgets and work plans, and project outputs such as the documentary and the LEDS Document were all made available to the consultant. The following assessments and comments are key toward improving the reports:

- a. The Project Board used the Results Framework to assess the progress towards achievement of results as well provided several comments to improve the quality of the reports and timely submission of the deliverables.
- b. The quality of the quarterly reports could be improved by, for example, using professional heading formatting and minimizing repetitions. Page 5 of the 2020 STIZ-NDC annual report is one such example. Furthermore, progress reports could have been written more concisely. In terms of the indicators that were tracked and reported on over the years, the format of the final report shared with the consultants also does not directly link with the Progress Reports. The work plan and log frame could also be improved, particularly the framing of expected outputs; for example, benchmarks for indicators should be included, as should updates to outputs and objectives once they are met. Risks and mitigation actions must also be recorded and updated in the log frame. This will help track progress and provide sufficient justification for the project's reported delays. The risks and assumptions, as outlined in the concept document, were expected to be updated throughout the project's lifespan.

In terms of communication and visibility, the project was able to publicize its activities, but it could have done so more effectively. To document its accomplishments, the project could have developed a strong communication strategy and a website.

### **7.3 STRUCTURE OF THE REPORT**

The report begins with the Executive Summary, which summarizes the entire report, from the project background to the findings and recommendations. The Introduction section describes the project in detail, including the project background, evaluation objectives, project implementation structure, and project-level monitoring and evaluation system. The report's Chapter 9 is a methodology summary, and Chapter 10 discusses the main findings of the evaluation based on the key OECD DAC evaluation questions of relevance, efficiency, effectiveness, sustainability, and coherence. The lessons learned and recommendations from the evaluation are presented in Chapter 11. The annexes are listed in the list. The annexes list the documents reviewed, the stakeholders consulted the key informant guide for UNDP and MECTHI, and finally the stakeholder interview guide.

## 8 EVALUATION METHODOLOGY


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To ensure that essential and relevant stakeholders contribute to the assessment and learning process, the evaluation used a stakeholder-centred approach. The evaluation's key stakeholders included representatives from the government, UNDP, the private sector, educational institutions, agriculture colleges, teachers' colleges, and youth organizations. During the review, a combination of primary and secondary qualitative approaches was utilized to verify data completeness and validity to derive reliable findings and lessons learned.

The revised Development Assistance Committee (DAC) criteria for measuring the effectiveness of development programs was used to assess the project. Relevance, coherence, efficiency, effectiveness, impact, and sustainability are the broad criteria used by the DAC. In addition, the evaluation analysed the result chain logic, estimated attributable changes, captured system-wide changes, and tracked program implementation costs. The data for the evaluation was gathered using an interview guide that corresponded to the primary evaluation questions.

To ensure the information's reliability and validity, informants' knowledgeability, credibility, impartiality, willingness to respond, and the presence of factors that may have inhibited their responses were evaluated. Table I displays the key evaluation criteria, key questions, sub-questions, data sources, data collection, and data analysis methods.

Table 1: Evaluation Matrix

Evaluation Criteria	Key Questions	Sub questions	Data Sources	Data Collection Methods	Methods for Data Analysis
Relevance	Have we been doing the right thing? How important is the relevance or significance of the intervention regarding local and national requirements and priorities?	<p>Whether the problem the project addressed is identified and the approach soundly conceived.</p> <p>To what extent did the project achieve its overall objectives?</p> <p>Whether the target beneficiaries of the project are identified;</p> <p>Whether the outcomes and outputs of the project were stated explicitly and precisely in verifiable terms with SMART indicators;</p> <p>Whether the relationship between outcomes, outputs, activities, and inputs of the project are logically articulated;</p> <p>Whether the project was relevant to the development priorities of the country;</p> <p>Did the design of the project take to scale and scaling up into consideration?</p> <p>Given the capacity-building objectives of the project, how effective were the project's capacity-building interventions?</p>			
Efficiency	Have objectives been achieved economically by the development intervention? How big the efficiency or utilization ratio of the resources is used (Comparison of	<p>Whether the project resources (financial, physical, and manpower) were adequate in terms of both quantity and quality;</p> <p>Whether the project's resources were used effectively to produce planned results (Are the disbursements and project expenditures in line with expected budgetary plans)?</p>			



	resources applied vs results)?	Whether the project was cost-effective compared to similar interventions; Whether the technologies selected (any innovations adopted if any) were suitable; and The delivery of Government counterpart inputs in terms of personnel, premises, and equipment.			
Effectiveness	Have we achieved the development interventions planned? How big is the effectiveness of the the project compared to the objectives planned ratio (Comparison of result vs planning)?	What are the major achievements of the project vis-à-vis its objectives, performance indicators, and targets? Please explain in detail in terms of impact, sustainability of results, and contribution to capacity development and partnerships. Have there been any unplanned effects/results? Whether there is evidence of UNDP's contribution to the outcomes of the project. What major factors affected project delivery and offer what appropriate interventions might have strengthened or addressed them.	Approved project documents		
Implementation		Whether the management arrangements of the project were appropriate; How effective was the delivery of inputs specified in the project document, institutional arrangements, identification of beneficiaries, scheduling of activities, and actual implementation? The responsiveness of the project management to significant changes in the 9 environments in which the project functions for example COVID 19	Recent studies, Reviews Project monitoring documents		

		<p>Pandemic (both facilitating and impeding project implementation);  Determine whether lessons learned from other relevant programs/projects were incorporated into the project.  The monitoring and backstopping of the project were executed as expected by the Government and UNDP.</p>	<p>Annual reports  Quarterly reports  Disbursement reports  Progress reports</p>	<p>In-depth interviews, inspection, and analysis of project activities.    phone interviews and performance</p>	<p>Triangulation and analysis triangulation to validate evidence and arrive at findings.    Qualitative analysis of interviews  Quantitative</p>
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				data surveys of institutions not visited in person.	analysis
				Interviews with implementing partners. For each	
Sustainability	Are the positive effects or impacts sustainable? How is the sustainability or permanence of the intervention and its effects to be assessed?	Assess whether the project achievements are sustainable? Is there an exit strategy for the project? What should be done to strengthen the sustainability of the project outcomes? Assess whether the UNDP resource mobilization strategy for the project was appropriate and effective.			
Impact	Has the development intervention contributed/ is on the path to contributing to reaching higher-level development objectives (preferably, overall objective)? What is the impact or effect of the intervention in proportion to the overall situation of the target group?				

## 8.1 DATA COLLECTION METHODS

**Desk review:** Background documents, as well as other relevant reports and materials, were used as primary sources of evidence for in-depth reviews, allowing for a better understanding of the program context, implementation progress, and implementation challenges. This included evaluating and gathering information for the project documentaries, as well as writing the final report.

**Key informant interviews:** Interviews were conducted with selected stakeholders, MECTHI, and UNDP to assess progress toward the strategic goals. To collect relevant data, a key informant guide was used.

**Stakeholders' interviews:** Interviews with various project stakeholders were conducted, and 50% of the targeted respondents took part in the evaluation. Data was gathered through Skype and Google Meet and then transcribed for analysis. Three participants chose to take the survey, while the remaining three were asked to submit impact stories.

## 8.2 DATA PROCESSING AND ANALYSIS

To ensure accuracy, the consultant took detailed notes and developed them immediately following each interview. The notes were then created using a set of common subheadings for interview texts that were chosen with the major issues being addressed in mind. A summary was created at the end of each interview to capture the main issues and recommendations. Each summary included information about the participant's knowledgeability, credibility, impartiality, willingness to respond, and the presence of factors that could have hampered their responses.

## 8.3 EVALUATION NORMS AND CHALLENGES

The evaluation was carried out following relevant UNDP policies, as well as UNEG norms and standards. Utility, credibility, independence, impartiality, ethics, transparency, human rights and gender equality, national evaluation capacities, and professionalism are among them. The consultant was objective and evaluated with integrity and honesty. Confidentiality concerns were taken seriously. Data was gathered, and the resulting information was unrelated to any individual or office. The participants were informed that their participation was entirely voluntary. The main challenges encountered during the evaluation's implementation were a low response rate and delays in securing interviewees.

## 9 EVALUATION FINDINGS BY KEY EVALUATION CRITERIA

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### Overall Assessment

The STIZ-NDC initiative was a critical component of the country's efforts to mitigate climate change. Even though the project's intervention encountered significant implementation challenges, primarily due to COVID-19, the evidence gathered indicates that significant progress was made. The section on significant findings emphasizes these significant investments, and stakeholders' perspectives were mostly positive, with suggestions for how to improve similar interventions in the future. In terms of the project's impact, keep in mind that STIZ-NDC is only one component of a larger ecosystem of initiatives that Zimbabwe will require to meet its GHG emission targets. Despite the challenges described, there is still room for improvement in this type of intervention, particularly in terms of MECTHI and UNDP's efficient use of resources for some project components.

### 9.1 RELEVANCE

The evaluation assessed the extent to which the intervention was doing the right thing, how useful UNDP's support was in delivering the project, the extent to which partnerships were developed, and the development of a functional, effective, and sustainable MRV system from emission tracking in Zimbabwe. The assessment of relevance also relied on the baseline situational assessment to identify what issues were raised, how they were raised, and, ultimately, how project implementation was able to address the issues raised. The evaluation assessed the extent to which the intervention was doing the right thing, how useful UNDP's support was in delivering the project, the extent to which partnerships were developed, and the development of a functional, effective, and sustainable MRV system from emission tracking in Zimbabwe. The assessment of relevance also relied on the baseline situational assessment to identify what issues were raised, how they were raised, and, ultimately, how project implementation was able to address the issues raised. The project eventually served as the foundation for the revised NDC and NDC Framework. As a result, it was estimated that 7.8 billion dollars would be required to build a LEDES through this initiative, which was critical but lacked knowledge.

**Addressed gaps related to the MRVs:** The project was important to FC, particularly in terms of technical capacity building and closing gaps in the ability to record or conduct GHG inventorying in the forestry and other land-use sectors. Zimbabwe established a proper accounting and MRV system to produce the 3rd National Communications and needed to use advanced IPCC methods and tools to estimate GH emissions systematically and efficiently. Not only did the country face human capacity issues, but it also lacked the necessary equipment to conduct rigorous greenhouse gas estimations. In this regard, the STIZ-NDC was extremely useful

in assisting the Forestry Commission with the procurement of appropriate equipment and the training of appropriate people in the estimation of emission levels.

In the country, mitigation-aligned projects have been amplified in comparison to any other interventions that have been implemented in the past. Furthermore, the project also responded to international policy demands by allowing the country to consolidate the NDCs and work on developing a green growth pathway for the country. The fund was established to address the issues of the Low Emission Development Strategy, which was successfully implemented and managed, allowing the country to develop the LEDS and meet a portion of its Paris Agreement obligations, where countries are expected to develop long-term LEDS.<sup>2</sup> In addition to calling on countries to communicate on their National Determined Contributions, Article 19 of the Paris Agreement also calls on countries to develop local Greenhouse Gas Emission Development Strategies, which is addressed in the STIZ-NDC project. In addition to calling on countries to communicate on their National Determined Contributions, Article 19 of the Paris Agreement also calls on countries to develop local Greenhouse Gas Emission Development Strategies, which is addressed in the STIZ-NDC project.

Zimbabwe lacked the necessary technical skills to conduct GHG estimates, so the project trained reporters and created a pool of talent to assist with this function. There was a transfer of skills related to waste management, tree planting, and other activities. Furthermore, participating in the NDC policy review, raised awareness among young people about potential mitigation actions. The media also reported that the STIZ-NDC-organized training was critical in improving interactions with journalists and the media. As one of the reporters put it, "just engaging the journalists was an achievement," as it helped address the lack of reporting on climate change adaptation and mitigation issues in the mainstream media. Specific training was also provided to five sectors to cover specific issues surrounding managing energy to develop capacity (data, objectives, and energy efficiency projects, financial appraisal, energy energy-saving opportunities, calculate the emission reduction) from lighting to fans (fired equipment, etc., issues of maximum demand/contribute as consumers, the potential of energy energy-saving across the various sectors, assessing fugitive emissions such as coal, emissions and the data requirements, etc).

- In addition, the STIZ-NDC targeted youths in its training workshops, and some of the key skills developed include Increased capacity for the Finance Ministry in terms of understanding Climate Finance.
- Increased the capacity of the country's Procurement Board so that it can shift procurement to issues of resilience. built 20 young people's capacity to review the biennial transparency report, Greenhouse Gases, and any other issues, BURs, and others have joined the roster of experts. The project has been designed to complement the Ministry of Transportation's programs and plans.

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<sup>2</sup> KII 003XX

- STIZ was able to develop the necessary plans and strategies to contribute to the Paris Agreement's commitments. To unbundle and domesticate key regional frameworks, key initiatives such as the development of the National Climate Policy and the Response Strategy have been established.
- The project addressed the knowledge gap through its various training modules, which covered new topics such as fugitive emissions, how to estimate emissions and data requirements for developing a comprehensive GHG inventory.

Because of the STIZ-NDC, sector-specific interventions were implemented. The Ministry of Transport recognized the importance of NDC development and incorporated it into the Ministry's strategies. One of the projects is the recapitalization of NRZ and road rehabilitation. These projects considered the need to reduce GHG emissions by constructing a more efficient transportation network. Other projects included the implementation of public transportation (buses and train coaches for passenger transport). These have been adopted because of the establishment of ZUPCO. However, ongoing efforts are needed to increase the capacity and efficiency of the buses and equipment used. From a policy standpoint, the reintroduction of ZUPCO in the transport sector saw a reduction in Kombis; however, buses remain insufficient as transportation problems persist in most major urban areas. The NRZ recapitalization program is still in progress, but it has been stalled due to other economic challenges, but all of these reforms contribute to the LEDS developed under the STIZ-NDC project.

While the program is highly relevant in many ways, the project development itself was deemed less consultative. This is reflected in the ambitious targets set for countries such as Zimbabwe (33 per cent reduction in emissions revised to 43 per cent), which were viewed as overly ambitious by some. According to this viewpoint, because the private sector primarily uses fossil fuels (government comes up with policies but its industry that implements yet did not provide input upfront). If such consultation had taken place during the inception phases, the evidence would have guided the setting of targets based on realistic expectations that considered the types of equipment used in the project. Aside from setting targets, the private sector is also interested in an action plan to help these actions be implemented in support of climate neutrality. Local workshops were held, but due to the pandemic, one of the critical exercises planned to conduct an exchange visit in Russia was cancelled – the study visits were never completed. These would have been critical in establishing both the connections and the desire to adopt more energy-efficient technologies.<sup>3</sup>

The project chose an appropriate delivery method to support the current project and the overall development context. The use of the National Implementation Modality approach to deliver on this project proved effective in ensuring that the project can be implemented effectively and remains relevant as a comprehensive and flexible programming package. UNDP's procurement of services, such as direct cash transfers, was efficient and allowed for a division of labour with

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<sup>3</sup> KII CK

MECTHI, which oversaw implementing the activities. The effective integration of the private sector, as well as bringing together 14 other donors to support climate action in the country, was another strength of the project management. One of the key benefits of such an approach, for example, was the development of a LEADS focused on the identification of cost-effective, low-carbon solutions for meeting the country's ambitious climate targets, while the sister project "The Climate Promise" then developed Gender Action Plans to support the NDC implementation. Overall, UNDP contributed to the success of the STIZ-NDC project from its inception to its completion. However, UNDP could improve in some areas, such as developing overarching policies for the use of equipment rather than project-specific guidelines. For example, until UNDP issued such guidelines, the Forestry Commission's equipment could not be used, resulting in minor delays in project deliverables.

STIZ-NDC activities were directly related to program outputs. The activities are directly related to addressing specific barriers identified during the scoping phase, and the outputs are consistent with the desired outcomes and effects. These activities also directly address both the underlying and intermediate causes that lead to the achievement of the development goal. Each activity is also framed as an underlying or intermediate solution to the problems that have been identified. Given the industry's disdain for low-emission strategies, for example, the project first taught them how to collect emission data, then assisted them in systematically measuring emissions, and finally asked them to take the lead in developing low-emission strategies. All of this ultimately helps Zimbabwe meet its commitment to reduce development emissions by 2030. While the activities logically lead to each result, the project log frame should have included activity level assumptions for how this was expected to happen. The high-level assumptions of the log frame make it impossible to assess the success conditions required at the activity level.

## 9.2 COHERENCE

The goal of assessing internal coherence was to determine how well the interventions fit in with the country's other programs. Internal coherence assessed the extent to which the intervention synergizes and interlinks with other MECTHI and UNDP interventions. External coherence, on the other hand, assesses the consistency of the intervention with the interventions of other actors in the same context. This includes complementarity, harmonization, and coordination with others, as well as how much value the intervention adds without duplicating effort. The STIZ-NDC project is coherent both internally and externally. Internally, it was put in place at the same time as the:

The UNIDO-Green Economy project assisted the Business Council for Sustainable Development Zimbabwe in strengthening the Green Economy and promoting low-emission investments.



World Bank (WB) Technical Assistance, which provided technical assistance and technical studies to aid in the implementation of the NDCs. The WB's technical assistance was critical in estimating costs and benefits, as well as mitigation and investment options. The United Nations Environment Program (UNEP) assisted in the development of National Communications to meet reporting requirements and build long-term MRV capacities.

The STIZ-NDC project was co-financed by the Business Council for Sustainable Development-Zimbabwe. In terms of external coherence, the first goal of the LEDS development was developed and implemented with the participation of academia in technical committees. While some climate change interventions contributed to the NDC process, they were not the result of the STIZ-NDC but were linked to ongoing programs. For example, one such program was the training of 40 local experts in the energy sector (Energy Sector CTCN and UNDP then supported the project expect implementation and scaling up of activities under the CTC pilot projects). Simultaneously with the STIZ project, the private sector implemented and launched pilot projects on Energy Efficiency and Water Management Potential in Industry. The Business Council for Sustainable Development was successful in obtaining funding for pilot projects in ten companies, which was then followed by training and audits.<sup>4</sup>

The STIZ-NDC project was thus internally and externally coherent because the program was able to "complete the puzzle of private-related issues," such as NDCs and LEDS. So, when it came to program implementation, UNDP and the Ministry were in charge. The project was able to fit in with existing projects and was consistent across several cross-cutting sectors on a variety of developmental issues, including gender mainstreaming.<sup>5</sup> While there is high internal and external coherence, the CCMD must be careful not to become overburdened with the number of projects being implemented at any given time.

While the interventions were extremely well-coordinated, it was also noted that there is a constant need to update the ever-changing information and technology. Some of the projects submitted in the first NDCs, for example, were not included in the revised and updated NDCs. To maintain consistency, these programs and policies that guide the National Energy Policy, Renewable Energy Policy and Biofuels Policy, and Energy Efficiency Policy, for example, must be unpacked regularly. This makes it difficult for stakeholders to keep up with these changes. Finally, there is little inclusion of grassroots communities, which is required to change community lifestyles to reduce emissions.

### **9.3 EFFECTIVENESS**

The evaluation of effectiveness is concerned with the extent to which the intervention achieved, or is expected to achieve, its objectives and outcomes. The assessment evaluated progress on

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<sup>4</sup> KII 001

<sup>5</sup> KII 002

the project's output indicators during the project's implementation period as well as the no-cost extension period. Overall, the project was able to complete most of its planned activities, except for Output 3, which was hampered by the COVID-19, which made it impossible to travel to Russia for the exchange visit.

Achievement of objectives to:

- a. [By 2021 a comprehensive, gender-sensitive and costed Low Emission Development Strategy sets a clear direction for low emission development in Zimbabwe](#)

This objective was met, and the project made significant contributions to the development of a strategic framework to support the country's implementation of a low-emissions framework. The LEDS has encouraged the implementation of low-emission interventions in a variety of sectors, as well as the development of a green investment prospectus to engage the private sector. The LEDS did not address gender or social issues, but these were addressed through the "Climate Promise" project, which is considered a sister project to the STIZ NDC. As a result, the Climate Promise project created three products to aid in the gender-sensitive implementation of the NDCs.:

- Zimbabwe Climate Change Gender Analysis of Nationally Determined Contribution (NDC);
- Zimbabwe Climate Change Gender Action Plan,
- Gender and Climate change manual

The Zimbabwe Climate Change Gender Action Plan then provides gender-specific actions for the key sector of Energy, Waste, AFOLU, IPPU, and Cross-Cutting issues. While these gender guidelines were developed after the finalization of the LEDS, reports of training show that the project effectively targeted both men and women. In the energy sector, for example, women were empowered to advance in the production and use of sustainable and alternative energy sources such as solar, efficient cookstoves, and biogas. One of the goals of the Gender Action Plan in the forest sector is to increase women's participation in forest and biodiversity management. Four training workshops in the Agriculture, IPPU, Energy Management and Energy Efficiency, and Green Procurement sectors were held during Term 3 of 2020, with a total of 236 people, including trainers, being capacitated. Of that total, 84 (36%) were female and 152 (64%) were male. Youth made up 67 of the 236 participants, accounting for 28 per cent of the capacitated participants.

- b. [To build a functional, effective, and sustainable domestic Measurement, Reporting and Verification \(MRV\) system for tracking low emission development in Zimbabwe.](#)

Technical capacity building, forestry inventory equipment, and vehicle acquisition were major milestones that enabled the Forestry Commission to use current instruments to monitor emissions levels while simultaneously developing internal capacity and competency in MRVs and carbon measurement skills. The FC was able to set up permanent monitoring plots for gathering

data critical in establishing an MRV system as well as updating the land cover maps – which were not updated since 1992 but had formed a basis of most landcover reports.

c. **Output 3. Partnerships with investors, companies and academic institutions are facilitated to open for investments, collaboration technological exchange**

Due to the COVID-19 epidemic and international travel lockdowns that impeded international travel, the planned activities under this output could not be carried out. This component's project funding was allocated to activities as stated in the amended work plans for Output 3. The evaluation compared the log frame indicators to the progress accomplished toward the project's end-of-project goals to award a progress rating to each outcome, as well as provide recommendations and justify the ratings. Overall, the desired outcomes were attained, while some were more difficult to obtain than others. The reasons that helped or impeded the delivery of the expected results are discussed in the next section. COVID-19 prevented the completion of Output 3, so alternate activities were planned and undertaken in its place.

### **9.3.1 Factors contributing to the success**

The adaptive management approach used during project implementation is responsible for the success in achieving results. The UNDP and METCHI were able to reach an agreement and adjust the implementation of activities in response to the effects of COVID-19. Furthermore, the project received substantial support from partner ministries, the media, and the private sector, which was critical in delivering project outcomes. The UNDP, for example, aided project implementation by revising project guidelines to make them more effective and simpler, and by reducing the number of board meetings to three per year.<sup>6</sup>

The steering committee also served as an oversight body, holding regular meetings to review the STIZ-NDC project and address emerging issues. During these meetings, project managers were also asked to coordinate ahead of the steering committees to ensure that the presentations were aligned, and the next steps were aligned for effective project delivery.

Incremental learning was also incorporated into the project to aid in its successful implementation. For example, during the first year of implementation, the Steering Committee asked the project officers to ensure that activities corresponded to the expected outputs. Furthermore, they necessitated revisions to ensure clarity on what was to be done, when, and how, as well as the rationale for why certain activities were proposed.<sup>7</sup> Given the reported time constraints, the UNDP was able to commit a UNV volunteer to provide additional support to the Project Coordinator.<sup>8</sup> By Q3 2021, the project had also reduced paperwork requirements, allowing project staff to obtain electronic approvals and thus speed up project implementation.

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<sup>6</sup> December 2019 Board Minutes, Holiday Inn Harare

<sup>7</sup> 2018-Q2 SECA-STIZ-NDC Minutes

<sup>8</sup> 2018-Q3SECA-STIZ-NDC Minutes

### 9.3.2 Factors hindering success

As mentioned during the interviews, a concept note was created in collaboration with the Forestry Commission, but it was never submitted to the GCF. It was noted that the UNDP process did not permit it to proceed to the finalization stage, and this concept note was ready for finalization, but it needed to be passed through UNDP as a GCF accredited entity. COVID-19, which restricted travel for project staff and potential trainees, was largely responsible for implementation delays. While the training could have been moved online, they were also delayed by postponements to accommodate other CCMD activities. This challenge would necessitate the UN Agencies harmonizing their work plans and incentives for such training activities to ensure that activities are carried out on time.<sup>9</sup> Some of the reported delays were also due to Harmonized Elections, which prevented the activities from being implemented, but internal challenges around timely report submission were caused by work overload on the part of the Project Coordinator assigned to implement the project, who was overwhelmed with other climate change mitigation activities.<sup>10</sup> Delays in activity implementation were noted in project meeting minutes by the end of 2018-quarter 4 and in the Q1 2020 Minutes, indicating that staff were overburdened and failing to attend meetings. Additional delays were also attributed to delays in obtaining internet bundles for meetings (Q2 2020 Minutes) and on other occasions due to the IDBZ's non-representation in some of the meetings, which prompted the Steering Committee to drop budget lines allocated for the Climate Finance Facility Feasibility Study.

Some of the planned activities (the main one being the COVID-19 outbreak) did not fully incorporate risk management strategies. While the COVID outbreak program had an impact on scheduling and the activities that could have been completed. Furthermore, while the Russia trip was cancelled, it is worth noting that it was originally scheduled to take place in August of 2019, but it clashed with other events that were already planned.

### 9.3.3 Comments on reporting and tracking of indicator

In terms of measuring impact, there is a lack of consistency in the use of terms: objective and outputs. The objectives are always referred to as outputs, but this is changed in the final report. The wording of the Objectives is also changed at the end of the project report. For example, the first objective is rephrased as follows: To assist the Government of Zimbabwe in developing the Low Emission Development Strategy for Zimbabwe to provide a clear direction for low emission development in the country, as opposed to the initial wording of: By 2021, a comprehensive, gender-sensitive, and costed Low Emission Development Strategy sets a clear direction for low emission development in Zimbabwe. The lack of success indicators and targets, as well as a gender-disaggregated log frame, adds to the difficulty of rating the project. For example, we may provide comments based on an activity completed but not on the indicators met. For example,

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<sup>9</sup> 2018-Q2 SECA-STIZ-NDC Minutes

<sup>10</sup> 2018 Q3 SECA/STIZ-NDC Minutes

all training-related activities are typically accompanied by pre and post-assessments to demonstrate the changes brought about by the training as well as the target number of men and women that were initially targeted and then met but this is not the case.

Table 2: Assessment of results for Output 1

Component 1:	
Output 1: By 2019, a comprehensive, gender-sensitive and costed LE DS sets a clear direction for low emission development in Zimbabwe.	
Deliverables	Progress/Comments
Consultations with the relevant private sector and government stakeholders produce a first draft set of recommendations for LE development.	<b>Achieved:</b> From the 4th to the 7th of June 2019, consultations were held for the sectors Transport, IPPU, AFOLU, and WASTE. From the 10th to the 22nd of June 2019, company-specific follow-up consultations were held with the EMA, CIMMYT, Forestry Commission, Sable Chemicals, SinoZim, Olikan, Zisco Steel, Lafarge, and PPC, among others.
The first draft of GHG emission trends and mitigation scenario analysis.	<b>Achieved:</b> The LE DS consulting team received TNC data in the first quarter of 2019. The drivers of and the forest definition development process address the key data gaps identified in the forestry sector. Stakeholders developed and validated the drivers of the deforestation study report, and the final draft of the report was completed and submitted to the CCMD) in the fourth quarter of 2019.
The first draft of the LE DS document was crafted based on stakeholder consultations and sector mitigation scenario analysis.	<b>Achieved:</b> In the fourth quarter of 2019, the first draft of the LE DS document was developed, presented, and validated.
Ministry of Finance is aware of the opportunity for resource mobilization through climate change finance windows and co-develops the analysis-business case for green investments	<b>Achieved:</b> On the 18th and 19th of September 2019, the Zimbabwe Institute for Public Administration and Management in Darwendale hosted a two-day training workshop. The training highlighted the Ministry of Finance's need for additional training and capacity building.
Stakeholders provide concrete and substantial feedback to the first draft of the LE DS	<b>Achieved:</b> On the 14th of August 2019, a pre-validation meeting for the document was held, followed by a validation workshop at the Rainbow Towers Hotel on the 15th of August 2019, and a high-level validation on the 6th of September 2019, which was attended by the Honorable Minister of Lands, Agriculture, Water, Climate, and Rural Resettlement.
The RE policy is approved and launched making clear linkages to the country's NDC ambitions	<b>Achieved:</b> The Renewable Energy Policy was printed in February 2020 and launched alongside the Biofuels Policy.
UNFCCC and IPCC recommendations for MRV development are incorporated in plans for the	<b>Achieved:</b> One government official attended the IPCC's 49th session in Kyoto, Japan, from

national MRV system and inform GEF CBIT application.	May 8 to 12, 2019, and the IPCC's 52nd session in Paris, France, from February 24 to 28, 2020. The recommendations of the IPCC's 49th session were incorporated into the development of the Low Emission Development Strategy.
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Table 3: Assessment of results for Output 2

<b>Component 2:</b>	
<b>Output 2: By 2020 an effective and sustainable domestic, gender-sensitive MRV system for tracking low emission development is functional in Zimbabwe.</b>	
<b>Deliverables</b>	<b>Progress/Comments</b>
Forestry sector equipment is selected	<b>Achieved:</b> The equipment was delivered to the Forestry Commission after the procurement was completed in 2019.
Stakeholders provide substantial and concrete feedback to the forestry sector drivers study analysis and the study is finalised for distribution and use, e.g. for the REDD+ Strategy.	<b>Achieved:</b> The research on the causes of deforestation and forest degradation was carried out in the fourth quarter of 2019. The study's draft report was created and validated. A workshop to technically edit the report and prepare it for printing and dissemination to stakeholders is planned for the third term of 2020.
Forest definition agreed at national level feed into the REDD+ Strategy	<b>Achieved:</b> On the 18th and 19th of August 2019, an initial stakeholder consultation was held. A draft forest definition was created, and it is now awaiting additional stakeholder consultations in 2020. To complete the development of forest definition, a consultant was hired. The activity was carried out under UNDP's Climate Promise Project.
RE GIS mappings and MRV reports produced	<b>Achieved:</b> The procurement of GIS equipment and training on GIS data collection and management was completed in 2019, but the UNDP delayed the process of guiding the equipment's use.
Clear MoUs for MRV established for forestry and energy sectors	<b>Achieved:</b> On the 13th of August 2019, an interdepartmental and interproject coordination and communication workshop was held at the Holiday Inn Hotel.
Increased awareness, interest and capacity among academics on LEDS and MRV in the forestry sector.	<b>Achieved:</b> In August 2019, a curriculum harmonization workshop for the Low Emission Development Strategy (LEDS) and MRV Training in Zimbabwe's Forestry Sector was held. The report was still in the works, but the minutes do not state when it was completed.

Table 4: Assessment of results for Output 3

Component 3:	
Output 3: Partnerships with investors, companies and academic institutions are facilitated to open up for investments, collaboration technological exchange	
Deliverables	Progress/Comments
Potential partners in Russia are identified and an initial itinerary determined.	<b>Not implemented:</b> The study trip to Russia had to be cancelled due to COVID19 pandemic travel restrictions. As a result, the trip was replaced by the National Dialogue on Eco-Tourism.
IDBZ finalises the selection of a company to conduct the climate finance facility feasibility study and agrees with the STIZ-NDC project on the relevant components to co-finance	<b>Achieved:</b> In 2019, the IDBZ hired KPMG to conduct a feasibility study on the Climate Facility Feasibility Study. The feasibility study will be used to develop a business case for the Climate Finance Facility, as well as to guide its legal and governance structure, capitalization, operational framework, and the nature of funding instruments to be developed to support green investments. Delays were reported during implementation due to the absence of the IDBZ focal person from a series of meetings.
Green Expo creates a practical forum for joint solutions across the public and private sector for sustainable waste management	<b>Achieved:</b> The project supported the Green Expo, which took place on June 27th and 28th, 2019. Various organizations and individuals displayed artwork created from recycled waste materials such as PET.
BCSDZ members have increased understanding of the value-usefulness of waste audits	<b>Achieved:</b> On the 16th and 17th of September 2019, the Zimbabwe Institute for Public Administration and Management in Darwendale hosted a two-day training workshop on Capacity Building for a Waste Circular Economy for Climate Change.

### 9.3.4 Delayed activities under each output

Table 5: List of outputs that were not delivered on time

Output 1: By 2019 a comprehensive, gender-sensitive and costed Low Emission Development Strategy sets a clear direction for low emission development in Zimbabwe		
Activity	Reasons for postponement	Duration of postponement
Capacity building programme on Green Cities for a low carbon economy (IHS).	Due to the COVID19 pandemic, which restricted travel, the three-week training was moved up from its original schedule. The training was later held from April 6 to April 21, 2021.	2 Terms
Training in energy statistics (Online training course)	The training course (19th International Energy Agency Energy Statistics Course) was	Indefinite/Dropped



	originally scheduled to take place in Paris, France, from March 16 to March 20, 2020. The training, however, was postponed indefinitely due to the COVID19 pandemic. The course will now be offered online, and the two participants, Mr Lawrence Mashungu and Dr Sosten Ziuku will be provided with data to do so.	
Development of policy briefs layout, printing, articles in print media.	The document was supposed to be released on December 31, 2020, but due to the COVID 19 pandemic, the approval process was pushed back. The latest STIZ-NDC termly board meeting held on September 9, 2021, indicated that preparations for the launch of the LEDSD were well underway.	2 Terms
<b>Output 2: By 2020 an effective and sustainable domestic, gender-sensitive MRV system for tracking low emission development is functional in Zimbabwe</b>		
Training on improved tools and methodologies for MRV and systems use based on IPCC methodologies.	The activity was replaced by the Development of 2020 Landcover Map due to COVID 19.	Replaced
Training course in Irrigated Agriculture in times of Climate Change (21 October to 3 November 2020).	Payments for Mr Lawrence Mashungu's participation in the training course in 2021 were completed.	1 Term
<b>Output 3: Partnerships with investors, companies and academic institutions are facilitated to open up for investments, collaboration technological exchange</b>		
National Dialogue on ecotourism.	The proposed tourism indaba in Victoria Falls had been scheduled for October 29th, 2020, but had to be rescheduled for a later date in 2021. This was because the designated high-level participants were scheduled to participate in other activities.	1 Term
Climate-Smart Agriculture Trainer of Trainers in 6 Agricultural Colleges.	In 2019, Zimbabwe launched the Climate Smart Agriculture (CSA) Manual, which aims to teach agriculture students about climate change and best practices. Following the publication of the manual, the project supported four CSA trainers of trainers (TOTs) in four of Zimbabwe's six agricultural colleges in 2020, with the remaining two TOTs being postponed until term 1 of 2021 due to the COVID19 pandemic.	2 Terms

## 9.4 EFFICIENCY

This section of the evaluation assessed the extent to which the project management structure was efficient in producing the expected results, the extent to which the project implementation



strategy and execution were efficient and cost-effective, and the extent to which financial and human resources were used economically. Have resources (funds, human resources, time, expertise, and which M&E systems project partners used to enable effective and efficient project management. The findings are mixed; on one hand, there is efficient allocation of program management costs within UNDP-set limits; on the other hand, some of the activities could have prioritized other investments. Overall, the project allocated human resources (time and expertise) effectively to achieve the project's stated objectives. Except for the project implementation delays, which were also addressed during the project implementation.

The project management structure, as previously discussed, was critical in ensuring value for money. For example, the project steering committee was clear about the importance of demonstrating value for money as well as the impact of investments for individuals attending international meetings. It was stated that all participants must report on the impact of attending these meetings during the board session. Furthermore, the CCMD was asked to limit travel to save resources for other activities. In some cases, explicit requests were made to combine outputs and budgets for activities that appeared to be the same to save money. In terms of financial flexibility, the Russian government supported the project's implementation by providing a no-cost extension to compensate for time lost due to COVID -19. It is also important to note that no specific comparisons could be made because the project was the first of its kind in broadening the frontiers of enhanced climate change action. To develop the LEDS and MRV, it collaborated with a diverse group of non-traditional partners from a variety of industries (including the private and financial sectors).

Regarding the efficient use of resources, respondents noted that there are some budget lines where funds could have been better managed. One of the issues raised, for example, was the use of international consultants for tasks that were eventually completed by national consultants. Alternatively, the assistance of national consultants could have improved the national follow-up processes required for some of the interventions.

Another ongoing concern about the project's effective implementation was an overconcentration of training in comparison to tangible investments. For example, when compared to the cost of training, some of the proposed community-supporting activities, such as beekeeping, received less direct support. Participants would have preferred that such interventions demonstrated good value for money by prioritizing tangible investments, i.e., investing in the actual hardware that allows people to then engage in specific activities that reduce their carbon footprint. However, this was not the project's primary goal, as these mini-projects were intended to demonstrate proof of concept rather than implement full-scale interventions.

A review of the budgets reveals a heavily skewed allocation of resources to training workshops. Because there is no clear breakdown of these costs, it is difficult to analyse the actual budget allocation to the activities. As mentioned during the interviews, when designing a project, training is frequently recommended as a mechanism for project delivery, but these could be held in Harare

to save money. Regardless, the baseline assessments show a skills gap, but there is a need to be innovative in how these training are delivered. During the project's implementation, some requests for training and travel were denied reducing travel-related expenses. Overlaps in activities and different policies on per diems are also potential challenges that must be addressed across UN Agencies to ensure effective implementation of related planning. This includes the need for joint planning across UN Agencies to align work calendars.

Overall, there was agreement that, while the initial activities were more expensive, given that they were associated with developing a critical mass of experts, subsequent activities would be less expensive and more efficient. In terms of cost, the local pool of experts will be less expensive. For example, because people have been trained, they can collect and submit data, reducing the cost of travel. Because they have been capacitated, the trained provincial personnel will be able to carry out this work. This is expected to reduce reliance on international experts by 75%.

Could the resource have been used more effectively? In some cases, resources could have been allocated to more impactful areas, particularly for the new allocations submitted in the revised work plan (which the private sector also felt there was a lot of emphasis on workshops, depriving direct project beneficiaries of meaningful investments). The period in question was Quarter 1-2021 Q1, as well as the Output 3.3 training costs versus equipment costs. While this was the case, the Project Board was on record in some cases emphasizing the need to use resources more efficiently.

## 9.5 IMPACT

“The way the project was implemented this time around played a significant role in terms of impact, sustainability of results and contribution to capacity development and partnerships.”

The LEDS was launched and approved, but it was recommended that the President sign it. This demonstrates the impact of the Low Emission Development Strategy, which looks ahead to 2050 and is aligned with Vision 2030. Vision 2030 aims to achieve an upper-middle-income economy by 2030, but it raises sustainability concerns that cannot be addressed without this Low Emission Development Strategy. The LEDS also aligns with SDG Target 13 on climate action: "Take urgent action to combat climate change and its consequences," which has targets set for 2030. As a result, the LEDS provides critical strategies for capacity building, identifying sectors for financing, and monitoring.

The LEDS were critical in the development of the NDCs as well as the revised NDC report. One of the key impacts, for example, was that the revised NDC was "copy and paste," because most of the issues in the Low Emission Development Strategy were incorporated into the revised NDC. Because the LEDS provided a comprehensive baseline, it has allowed So the revised NDC was completed in a very short period because the LEDS had already completed most of the background work.

Furthermore, the LEDS has influenced National Development Strategy I, which is a mirror image of how it articulates sustainability issues, particularly for key sectors. Some key sectors, such as the Ministry of Finance, have communicated with all government Ministries to ensure that they develop Climate Change mainstreaming programs within their respective sectors. 35 senior officials from MOFED were trained on Climate Finance and Finance Tracking as part of the project's third objective. As a result of the training, the ministry is developing a financial tracking tool. Furthermore, the ministry is now at the forefront of green initiatives, with climate action spearheaded by trained ministry officials. All of this has paved the way for climate change to be incorporated into national budgets and the National Development Strategy I.

Training on greenhouse gases was critical in the quality of reports submitted for the new NDCs; more projects were received from proponents because of their training on greenhouse gases and mitigation. For the first time, the CCMD prioritized which projects to include in the NDC, in contrast to the first NDCs, in which few projects were submitted due to a lack of understanding of the entry points for addressing GHGs. Furthermore, it was observed that the project's key benefit is that it has "laid the groundwork in terms of defining the base for greenhouse gas interventions," as most subsequent initiatives are using the LEDS to construct their interventions.

In summary, GHG inventory, and climate change reporting were among the skills gaps identified during the project development phase, and training addressed them. The training abilities were used in a variety of situations, as documented in the MSC stories. Furthermore, as noted in the 4th National Communication, the availability of skills, for example, aided Zimbabwe in accurately accounting for its GHG emissions.

- a. The STIZ-NDC has increased in both new projects and policies. It expanded the availability of knowledge on low-emissions technologies and influenced the creation of the following: Energy Efficiency Policy
- b. Climate Promise, which came later after we had conceived the STIZ-NDC project.
- c. Renewable Energy policy,
- d. Biofuels Policy, etc.
- e. CBIT project, which is being supported by UNEP

The support of STIZ-NDC resulted in an improvement in inventories, resulting in more accurate emissions estimates. More individuals in the industry are carrying out GHG inventories because of the STIZ-NDC training and equipment – both in the FC and forestry sectors. As a result of the expanded capability, the first BUR and the fourth National Communication have a more complete GHG inventory and improved reporting. Furthermore, the LEDS allowed exploring real-world mitigating strategies.

In Zimbabwe, the STIZ-NDC provided climate change training to over 200 journalists. For example, Early Day, whose mission is to bridge the gap between the ordinary citizens and the media, had noticed that climate change reporting was lacking and that the CCMD had been attending conferences but not engaging the media since 2013. Given the scientific nature of

climate change information, journalists must be constantly trained and supported. Early Day has been training other journalists on climate change issues with the help of the STIZ-NDC to enhance climate reporting in Zimbabwe. To date, training seminars have been performed, and students on attachment have begun reporting on waste management and climate change. It was believed that by using this method, in addition to the 40-45 reporters<sup>11</sup> who had already been trained digitally, more may be trained. In addition, the impact of such training also included Tendai Guvamombe<sup>12</sup> of Spotlite Online Media, for example, became a global voice for climate accountability through the STIZ-NDC training by doing an interview with a US Senator and asking them to account for their actions and climate impacts on behalf of the world (*Annex: List of Media Publications*).

The STIZ capacity-building efforts improved understanding of waste audits and instruments for monitoring the amount of garbage in Zimbabwe; they also enabled waste to compost (vermicompost) training, the implementation of the three-bin system, the practice of the 7Rs, and knowledge of waste separation by converting collected litter into the fabric. The impact of training on skill development has been significant. As indicated in the selected situations, the training has enhanced employment prospects for selected individuals.

Cecilia Madongo noted the impact of STIZ-NDC as follows:

In the Resource Mobilisation Department, we mobilise International Finance and Technical Resources, through negotiation and conclusion of loans with bilateral and multilateral financial institutions to finance development programmes. We also mobilise domestic financial resources from the bank and non-banking sectors through raising Treasury Bills, Stocks, Bonds and domestic lines of credit, to finance the budget deficit. We carry out risk analysis for all the targeted facilities, however, the climate change issue was not factored in these exercises. Even when we developed policies for the management of other risks with fiscal implications, we did not include issues of climate change.

I received STIZ-NDC Project support through payment of tuition fees for a Diploma in Green Finance. In this Diploma, we learnt about sustainable finance in financial institutions, and one aspect which could be easily included in our department was to include environmental risk assessment in our Fiscal Risk Assessment Framework. In addition, in the case of guarantees and borrowing power certificates, we require all SOEs or Parastatals to submit several requirements, among which is the purpose of the funds. We now want to distinguish green projects from brown projects, and eventually include them in our national database. Development of new debt instrument(s) like Green/ Social Impact Bonds. I can easily understand how issues to do with climate change and climate finance can be linked among various departments and functions within the Ministry of Finance.

Another beneficiary of the STIZ-NDC training also noted that:

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<sup>11</sup> <https://bulawayo24.com/index-id-news-sc-national-byo-205849.html>

<sup>12</sup> <https://www.gbg.co.zw/magazines/>

STIZ has offered many young people in Zimbabwe a platform to build their capacities in the Measurement, Reporting and Verification of Greenhouse Gas Inventories, a space where a few young people especially from developing countries have expertise. Personally, the project has propelled me towards the realization of my prospects of becoming a certified Expert in carrying out Greenhouse Gas inventories at the project, corporate and national levels in Zimbabwe.

It was in January of 2019 when I first became exposed to the 2006 IPCC Guidelines on national GHG inventories during a training workshop in Harare and since then my interest in greenhouse gas accounting has been growing. Continuously participating in these training workshops enhanced my knowledge and understanding of inventories up until I applied for the Diploma in GHG Accounting with the Greenhouse Gas Management Institute (GHGMI). The Institute offered me an 85% Scholarship and the STIZ project financed the outstanding course fees and is providing data for the duration of the program.

Accounting of GHGs will become more critical in the next few years due to the Enhanced Transparency Framework hence the call for young people to be actively engaged and capacitated in undertaking these expected critical roles. The STIZ project has been very instrumental in capacitating national experts including young people in a bid to ameliorate the skills and technical knowledge of inventory experts in Zimbabwe as well as ensure the sustainability of our inventory arrangement and reporting frameworks.

## 9.6 SUSTAINABILITY

The assessment of project sustainability focused on the systems' financial, economic, social, environmental, and institutional capacities required to sustain net benefits over time. According to the OECD, this also includes resilience, risk, and potential trade-off analyses. In terms of the three objectives, LEDS is more sustainable than the other outputs. The LEDS has been anchored in the broader policy context, namely the National Development Strategy I and the Revised NDCs, which is one of the key pillars of sustainability embedded in it. The project supported institutional and individual capacity building to ensure long-term capacity for climate change assessments. For example, by increasing the number of experts trained, the project strengthened the country's systems and capacities, ensuring that capacities are sustained in institutions and addressing issues of high turnover.

The project also increased internal capacity for institutions to function sustainably by procuring low-cost maintenance equipment, laptops, and computers, as well as tablets for data collection and management. The institutionalization of these capacities will ensure that organizations carry out their mandates effectively. More importantly for long-term viability, the project continues to receive government attention and has been incorporated into the National Development Strategy I as well as mainstreamed in the revised NDC.

The project's awareness-raising component is another aspect that is likely to outlive the project's lifespan. For example, following the Energy Management training in 2020, some people were unfamiliar with Energy Management Principles as well as the method of estimating greenhouse

gases. By the end of the project, the level of awareness had increased, and the consistency with which focal point persons attended training attests to keen and sustained interest.

The development of the NDCs was highly participatory, involving technical policy groups and technical committees. This has resulted in the emergence of new interconnected programs and other programs such as energy efficiency, refrigerator and transformer upgrades, and other new programs that are related to STIZ but not funded by STIZ-NDC. The interconnected programs will ensure sustainability and integration even if STIZ-NDC is phased out because other programs will carry the work forward. More importantly, the Low Emission Development Strategy has served as a foundational document in the development of the country's Green Economy Strategy through 2050. The table below is an excerpt from the revised NDC document that shows the adoption of the LEDS proposed actions as key interventions. <sup>13</sup>

Table 6: Contributions of the STIZ-NDCs to Zimbabwe's NDCs

#	Mitigation Measure	Plan/ Strategy/ Regulation	% GHG reduction vs 2030 baseline	Absolute reduction 2030 vs baseline (1000 tonnes)	Estimated cost
7	Transport fuel economy policy / Fuel efficiency improvement 2025-2030: Motorcycles: 2.2% per year; LDVs: 2.9%/year; Buses: 2.6%/year; HDVs: 2.5%/year	LEDS	0.73%	554	\$81,39
8	Public transport. 5% shift from private car to public transport in 2030	LEDS	0.23%	176	\$878,86
9	Increased clinker substitution with fly ash (up to 16% by 2030, 20% by 2050).	LEDS	0.04%	28.7	\$ 0,91
10	Increased clinker substitution with blast furnace slag (BFS) (up to 16% by 2030, 20% by 2050).	LEDS	0.04%	28.7	\$10,19
11	Decomposition of N <sub>2</sub> O emissions through the use of a secondary catalyst. Selective De-N <sub>2</sub> O catalyst results in an abatement of approximately 75% of all N <sub>2</sub> O emissions produced during nitric acid production. Implementation by 2023	LEDS	0.11%	84.5	\$3,49

<sup>13</sup> Zimbabwe Revised Nationally Determined Contribution. Government of Zimbabwe 2021

16	Waste to Energy: It was assumed that 42% of the methane generated would be collected in 2030 and used for energy production through waste to energy projects in the Bulawayo, Harare, Gweru and Mutare metropolitan areas	LEDS	1.26%	947	\$ 510.6
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The inclusion of LEDS in the revised NDCs is a major accomplishment for the STIZ-NDC. The country has also been ranked third among countries with a strong Low Emission Development Strategy.

Another pillar of sustainability for the STIZ-NDC project is to ensure that the CCMD and UNDP continue to collaborate on future projects. This is critical to ensuring that knowledge and efficiencies gained over the last three years are transferred. While there is interest in bringing on board other UN Agencies, such as UNEP, such projects must be partnered on based on implementation track record. On the other hand, if necessary, both the UNDP and MECTHI can agree on operational and policy changes that may have an impact on future relations. Furthermore, inter-agency collaboration is required to harmonize policies governing the payment of services as well as allowances so that there is no competition among UN Agencies.

## 10 CONCLUSIONS

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Based on the interviews conducted with various stakeholders, the following are the key lessons:

The STIZ-NDC project demonstrated how strengthening ties between institutions in the same environment fosters long-term collaborations and synergies within and across sectors. Individuals should not be the focus of capacity building; instead, the institution should be. Because of high turnover, STIZ-NDC had to "restart from scratch." However, when a larger number of people are trained by the same organization, it becomes easier to create national reports. Given the significance of COVID-19, UNDP must assess the readiness of the project's implementing partners to work online to avoid delays in project implementation. This was one of the factors that led to the project's implementation.

The STIZ-NDC project is one of several interventions, and its convening power has contributed to the establishment of a framework that will support drastic changes in other sectors, which was previously lacking. Risk assessment and planning must include public health and climate-related risks as integral components of project risk assessment. Given the reality of climate change, programs and projects should be designed to account for any unforeseen events. Interagency cooperation among UN agencies is essential for ensuring effective program delivery. To ensure uniformity and reduce competition, the UNDP and other agencies must synchronize operations for all programs being implemented with government departments. The model for effective coordination can take the form of a National Resilience Building Platform, where all projects meet to discuss what is going on in other projects, or a Nutrition Coordination Platform.

### Recommendations

To fully implement the NDCs, training must reach as many people as possible within institutions as well as community members. Furthermore, most of the training was reported to have covered basic information, but more detailed training was required. Aside from training, real reductions in emissions will occur only when the entire country understands how energy can be saved and how the country can benefit from such measures. MECTHI and UNDP must strengthen their engagement with the media as the "fourth state" that assists in informing citizens. In the future, the media should be consulted during the project development phase. Furthermore, increased media capacity can be a more effective strategy for educating the public on climate change issues.

MECTHI should move quickly to include youth in the climate change agenda. For example, establishing a youth desk can aid in the facilitation of dialogue between youth and government. UNDP should do the same but should encourage entrepreneurship and ensure that funding supports youth and women.



There is a need to unpack the LEDS as well as constantly update the constantly changing information. For NDC projects to remain relevant, stakeholders must keep abreast of new developments in various sectors.

MECTHI and UNDP both need to go a step further and ensure that more sectors are included in addition to the initial 10 organizations that were supported. Scaling up such interventions is expected to result in significant emission reductions when compared to current pilot programs.

## II ANNEXES

### II.1 LIST OF DOCUMENTS REVIEWED

Document Title	Year
The Russian Federation-UNDP Trust Fund for Development (TFD) (Draft Report)	2021
Zimbabwe Long-term Low Greenhouse Gas Emission Development Strategy (2020-2050)	2020
STIZ NDC Annual Report	2020
STIZ NDC Annual Report	2019 (Signed)
STIZ NDC QPR Q1	2019
STIZ NDC Annual Report	2018(18.12.2018)
2 <sup>nd</sup> Quarter 2018 Progress Report STIZ-NDC	2018
STIZ NDC QPR Q1	2018
STIZ NDC QPR Q3	2018
STIZ NDC QPR Q1	2018
STIZ NDC QPR APR	2018
STIZ NDC Project Document Signed	2018
Factsheet I	No date
STIZ-NDC Annual Workplan 2018	2018
STIZ-NDC Annual Workplan 2019	2019
STIZ-NDC Annual Workplan 2020	2020
STIZ-NDC Annual Workplan 2021	2021
2018 Q1 SECA Board Minutes	2018
2018 Q2 SECA STIZ-NDC Board Minutes	2018
2018 Q3 SECA STIZ-NDC Board Minutes	2018
2018 Q4 SECA STIZ-NDC Board Minutes	2018
2019 Q1 Board Meeting Minutes	2019
2019 Q2 Board Meeting Minutes	2019
2019 Q3 Board Meeting Minutes	2019
2019 Q4 Board Meeting Minutes	2019
2020 T1 Board Meeting Minutes	2020
2020 T2 Board Meeting Minutes	2020
2020 T3 Board Meeting Minutes	2021
2021 T1 SECA-STIZ Board Minutes	2021
2021 T2 SECA-STIZ Board Meeting Minutes	2021
End of STIZ Project Minutes	2021
Zimbabwe Climate Change Gender Action Plan	2020
Gender Analysis of NDCs – Final Report	2020
Gender and Climate Change Training Manual	2020

## 11.2 LIST OF MEDIA PUBLICATIONS

<http://newsofthesouth.com/zimbabwe-to-launch-climate-change-document-on-leds-ahead-of-u>  
<https://www.zw.undp.org/content/zimbabwe/en/home/operations/projects/climate-change-and>  
<http://www.climatechange.org.zw/sites/default/files/COP%2024%20REPORT.pdf>  
<http://newsofthesouth.com/zimbabwe-to-conceptualize-forest-definition-ahead-of-climate>  
<https://panafricanvisions.com/2019/07/government-of-zimbabwe-supports-forestry-s>  
<https://www.herald.co.zw/russia-avails-1m-for-low-emission-development-plan/>  
<http://newsofthesouth.com/zimbabwe-to-launch-climate-change-document-on-leds-ahead-of-u>  
<https://www.zw.undp.org/content/zimbabwe/en/home/operations/projects/climate-change-and>  
<http://www.climatechange.org.zw/sites/default/files/COP%2024%20REPORT.pdf>  
<http://newsofthesouth.com/zimbabwe-to-conceptualize-forest-definition-ahead-of-climate>  
<https://panafricanvisions.com/2019/07/government-of-zimbabwe-supports-forestry-s>  
<https://www.herald.co.zw/russia-avails-1m-for-low-emission-development-plan/>  
<https://spotlight.co.zw/zimbabwes-foreign-minister-clarifies-the-countrys-drive-to-fulfill-international-commitments-on-global-emissions-reduction/>  
<https://spotlight.co.zw/9th-edition-of-africa-green-waste-and-energy-expo-time-to-reflect-on-successive-goals/>  
<https://spotlight.co.zw/zsg-hailed-for-championing-environmental-sustainability/>  
<https://spotlight.co.zw/africa-green-waste-energy-expo-rolls-to-life/>  
<https://www.herald.co.zw/agric-sector-targeted-in-emissions-cut/>  
<https://postonsunday.co.zw/2020/09/10/509/>  
<https://spotlight.co.zw/climate-smart-agriculture-a-green-growth-strategy-measure/>  
<https://spotlight.co.zw/climate-change-zimbabwes-national-adaptation-plan-on-course/>  
<https://thevoiceagencyzim.com/2020/11/16/illuminate-the-nation-on-climate-change-responsible-stakeholders-urged/>  
<https://spotlight.co.zw/energy-a-key-driver-in-the-advent-of-green-technologies/>  
<https://www.facebook.com/AYICZimbabwe/videos/336761377736596/>  
<https://youtu.be/WcI-BW2X9yc>  
<https://www.herald.co.zw/agric-sector-targeted-in-emissions-cut/>

The list is adapted from the STIZ-NDC Final Report

### 11.3 LIST OF KEY INFORMANTS

Organisation	Focal Point	Phone Number	Email
Ministry of Finance and Power Development	Cecilia Tawodzera	+263 77 815 0364	<a href="mailto:ceciliamadongo@gmail.com">ceciliamadongo@gmail.com</a>
Ministry Energy and Power Development	Malan Manyundo	+263 77 765 9560	<a href="mailto:mmanyundo@gmail.com">mmanyundo@gmail.com</a>
Ministry of Transport and Infrastructure Development	Caeser Kurewa	+263 77 544 5047	<a href="mailto:csrkuwewa68@gmail.com">csrkuwewa68@gmail.com</a>
Ministry of Local Government	Annah Takaendesa	+263 77 123 5759	<a href="mailto:takaendesa2011@gmail.com">takaendesa2011@gmail.com</a>
Zimbabwe Energy Regulatory Authority	Tobias Mudzingwa	+263 77 548 2632	<a href="mailto:tmudzingwa@zera.co.zw">tmudzingwa@zera.co.zw</a>
Zimbabwe Forestry Commission	Tatenda Gotore	+263 77 376 6837	<a href="mailto:tatendagotore@gmail.com">tatendagotore@gmail.com</a>
Business Council for Sustainable Development Zimbabwe	Tawanda Muzamwese	+263 77 347 2697	<a href="mailto:tmuzamwese@gmail.com">tmuzamwese@gmail.com</a>
Young Volunteers for the Environment (YVE) Zimbabwe	Lauretta Marembo	+263 77 241 0653	<a href="mailto:lolomarembo16@gmail.com">lolomarembo16@gmail.com</a>
AYICC Zimbabwe	Elizabeth Gulugulu	+263 77 468 6088	<a href="mailto:egulugulu@gmail.com">egulugulu@gmail.com</a>
Comprehensive Energy Solutions	Tendayi Marowa	+263 77 463 3675	<a href="mailto:tendayimarowa@yahoo.com">tendayimarowa@yahoo.com</a>
Zimbabwe Newspapers (Media)	Nesia Mhaka	+263 78 222 6749	<a href="mailto:nesiamhaka@gmail.com">nesiamhaka@gmail.com</a>
Early Day (Media)	Tendai Guvamombe	+263 77 932 9492	<a href="mailto:tendaiguvamombe3@gmail.com">tendaiguvamombe3@gmail.com</a>
Climate Change Management Department	Lawrence Mashungu	+263772429093	<a href="mailto:lawrencemashungu@gmail.com">lawrencemashungu@gmail.com</a>
UNDP Zimbabwe	Jeremiah Mushosho	+263772326001	<a href="mailto:jeremiah.mushosho@undp.org">jeremiah.mushosho@undp.org</a>

## 11.4 KEY INFORMANT GUIDE FOR UNDP AND MECTHI

Name \_\_\_\_\_

Gender \_\_\_\_\_

Role \_\_\_\_\_

Date of interview \_\_\_\_\_

The purpose of this interview is to assess the overall effectiveness of the project management as outlined in the Project Document. We want to review the quality of execution as well as what changes were made during the project implementation to ensure appropriate adjustments were done to facilitate project implementation.

### **Informed Consent Statement**

You are invited to participate in the evaluation of the Support towards Implementing Zimbabwe's National Determined Contributions under the Paris Agreement on Climate Change project. This interview should take about 45 minutes to complete. Participation is voluntary, and responses will be kept anonymous to the degree permitted by the technology being used.

You have the option to not respond to any questions that you choose. Participation or nonparticipation will not impact your relationship with the UNDP or MECTHI. If you have any questions about the evaluation, please contact the Principal Investigator, [Shylock Muyengwa], via email at shylock.muyengwa@gmail.com. Do you consent that we record the meeting and proceed with the interview?

- 1) Briefly describe the project management arrangement for us. Were the project management arrangements clarified, in terms of objectives and problem identification? Please justify your answer.
- 2) Were the management arrangements appropriate; How effective was the delivery of inputs specified in the project document, institutional arrangements, identification of beneficiaries, scheduling of activities and actual implementation;
- 3) Was the project management responsive to significant changes in the environment in which the project functions for example COVID 19 Pandemic (both facilitating or impeding project implementation); How did the programme evolve due to changing context- given COVID-19? What programme adaptations were made and what were the effects on the programmes' results?
- 4) What lessons were learnt from other relevant programmes/projects and how were these incorporated into the project;
- 5) Was the monitoring and backstopping of the project was executed as expected by the Government and UNDP; Was the results framework relevant and did it help? Was the RRF utilized as a monitoring instrument during implementation? How well did the monitoring system function?
- 6) How did the project collaborate with industry, associations, private sector and civil society;?
- 7) Was the role of UNDP CO and its impact (positive and negative) on project delivery.
- 8) Do you have any recommendations or inputs regarding the better implementation of similar projects in future activities?

## 11.5 STAKEHOLDER INTERVIEW GUIDE

The purpose of this interview is to assess the overall effectiveness of the project management as outlined in the Project Document. We want to review the quality of execution as well as what changes were made during the project implementation to ensure appropriate adjustments were done to facilitate project implementation.

### Informed Consent Statement

You are invited to participate in the evaluation of the Support towards Implementing Zimbabwe's National Determined Contributions under the Paris Agreement on Climate Change project. This interview should take about 45 minutes to complete. Participation is voluntary, and responses will be kept anonymous to the degree permitted by the technology being used.

You have the option to not respond to any questions that you choose. Participation or nonparticipation will not impact your relationship with the UNDP or MECTHI. If you have any questions about the evaluation, please contact the Principal Investigator, [Shylock Muyengwa], via email at shylock.muyengwa@gmail.com. Do you consent that we record the meeting and proceed with the interview?

We will produce a draft evaluation report following our fieldwork which will be shared for comments. We'll then revise and finalize the draft based on comments received. UNDP and MECTHI will then be responsible for the circulation of the report. Thank you again for your willingness to participate in this interview. Do you have any questions before we get started?

### SECTION A: Respondents' Characteristics

Kindly provide your basic data as requested below	Responses	Codes
A1. What is the name of your organization?		
A2. Respondent's current position in the Organization		
A3. How long has the respondent been working with your organization?	Less than 1 year Between 1 and 3 years Above 3 years	1 2 3
A4. Gender of the respondent	Male Female	1 2
A5. Briefly describe what roles you played during the project		
<b>Relevance</b>		
How and what have project outcomes and strategies contributed to the achievement of the expected results? Have the project outcomes contributed to national development priorities and plans?		
Are the project's objectives and components clear, practicable, and feasible within the project's timeframe?		
Were the capacities of executing institutions and counterparts properly considered when the project was designed?		

Were counterpart resources (funding, staff, and facilities), enabling legislation, and adequate project management arrangements in place at project entry?		
What are the underlying factors beyond the project's immediate control and to what extent they have influenced outcomes and results? How appropriate and effective were the project's management strategies for these factors.		
To what extent did the Project achieve its overall objectives?		
To what extent were the results (impacts, outcomes, and outputs) achieved?		
Was the relationship between outcomes, outputs, activities and inputs of the project logically articulated?		
Were the activities and outputs of the programme consistent with the intended outcomes and effects?		
Were the activities and outputs of the programme consistent with the overall goal and the attainment of its objectives?		
Were the inputs and strategies identified realistic, appropriate and adequate to achieve the results?		
To what extent has the project selected method of delivery been appropriate to supporting the current project and the overall development context?		
To what extent has the project selected method of delivery been appropriate to supporting the current project and the overall development context?		
Were the outcomes and outputs of the project stated explicitly and precisely in verifiable terms with SMART indicators?		
Were the target beneficiaries of the project identified?		
Was the project relevant to the development priorities of the country; Did the outputs and outcome address the specific development challenges of the Country and the intended beneficiaries?		
Were there any unintended consequences (positive or negative) that have implications for the human development goals of the country?		
Given the capacity-building objectives of the project, how effective were the project's capacity building interventions?		
<b>Effectiveness</b>		
To what extent have the project objectives and outcomes, as set out in the Project Document, project's Logical Framework, and other related documents, have been achieved?		
Review planned strategies and plans for achieving the overall objective of the project within the timeframe.		
Were the assumptions made by the project right and what new assumptions should be made could be identified?		
Were the project budget and duration planned cost-effectively?		
How and to what extent have implementing agencies contributed and national counterparts (public, private) assisted the project?		
How has COVID 19 crisis affected the implementation of the project's activities		
What are the major achievements of the project vis-à-vis its objectives, performance indicators and targets?		

Were the stated outputs achieved?		
What are the key development and advisory contributions that the project has made/is making towards the outcomes if any?		
Please explain in detail in terms of impact, sustainability of results and contribution to capacity development and partnerships.		
Have there been any unplanned effects/results?		
Whether there is evidence of UNDP contribution to the outcomes of the project?		
What major factors affected project delivery and offer what appropriate interventions might have strengthened or addressed them?		
What are the future intervention strategies and issues to be addressed?		
To what extent has the project supported domestication of key regional frameworks, experiences and international best practices through the national development plans and strategies?		
<b>Efficiency: Was the project implemented efficiently, in line with international and national norms and standards?</b>		
How useful was the logical framework as a management tool during implementation and any changes made to it?		
Were the risks identified in the project document and PIRs the most important and the risk ratings applied appropriately?		
How and to what extent have the project implementation process, coordination with participating stakeholders, and important aspects affected the timely project start-up, implementation, and closure?		
Do the outcomes developed during the project formulation still represent the best project strategy for achieving the project objectives?		
How have local stakeholders participated in project management and decision-making? What are the strengths and weaknesses of the approach adopted by the project? What could be improved?		
Were the project resources (financial, physical and manpower) adequate in terms of both quantity and quality?		
Has there been an economic use of financial and human resources?		
Have resources (funds, human resources, time, expertise, etc.) been allocated strategically to achieve outcomes?		
Were the project's resources used effectively to produce planned results (Are the disbursements and project expenditures in line with expected budgetary plans)?		
Was the project cost-effective compared to similar interventions?		
Was the process of achieving the results efficiently?		
Have activities that supported the strategy been cost-effective?		
In general, do the results achieved to justify the costs?		
Could the same results be attained with fewer resources?		
Are there other efficient ways and means of delivering more and better results with available inputs?		
Were the technologies selected (any innovations adopted if any) suitable?		



How was the delivery of Government counterpart inputs in terms of personnel, premises and equipment?		
What are the strengths, weaknesses, opportunities and threats of the Project's implementation process?		
Did the Project activities overlap and duplicate other similar interventions (funded nationally or by other donors)?		
<b>Sustainability</b>		
To what extent are the benefits of the Project likely to be sustained by national capacities after the completion of this project? If not why?		
Is there an exit strategy to phase out the assistance provided by the Project including contributing factors and constraints?		
What should be done to strengthen the sustainability of the project outcomes?		
What is the likelihood of continuation and sustainability of the project outcomes and benefits after the completion of the Project?		
What are the key factors that will require attention to improve the prospects of sustainability of the Project outcomes and potential for replication of approach?		
Has the project generated the buy-in and credibility needed for sustained impact?		
Assess whether or not the UNDP resource mobilization strategy for the project was appropriate and effective - has the partnership strategy been appropriate and effective?		
<b>Impact</b>		
Has the development intervention contributed/ is on the path to contributing to reaching higher-level development objectives (preferably, overall objective)? What is the impact or effect of the intervention in proportion to the overall situation of the target group?		

**Additional Guiding notes:**

Key probing questions will be asked to specific stakeholders as indicated in Annex I. Follow-up assessment will focus on specific Objectives and activities that relate to the stakeholder groups. For example, training and capacity building was provided to specific groups of people as well as capacity for different institutions. The assessment will follow up on the aspects of the project specific to the individual to avoid broad generalizations.