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Resilient nations.*

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

Inception Report

For

Final Project Evaluation

Project Outcome/ Information Summary		
Project Title	<i>Implementing Partner: Ministry of Environment Climate Hospitality and Tourism Industry</i>	
Project Dates	Start Date: 1 January 2018	End Date: 31 December 2020
Total resources	US\$1,982,320	

Submitted by Shylock Muyengwa

Date: 18 August 2021/ Revised 15 September 2021

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INTRODUCTION

The purpose of the inception report is to outline the proposed approach for the evaluation, methods, and tools for data collection, as well as the proposed list of stakeholders to be interviewed. The report provides a summary of the project, evaluation methods and criteria, proposed methods, and data analysis guidelines as well as revised workplan. The annexes provide tools proposed for collecting primary data as well as a framework for assessing the achievement of results.

BACKGROUND AND CONTEXT

The STIZ project was implemented for 3-years from 2018-2020 (extending into 2021) Zimbabwe's Nationally Determined Contribution. The project sought to support the Government of Zimbabwe to develop a Low Emissions Development Strategy to provide clear direction for low emission development in the country. The second objective was to build a functional, effective, and sustainable domestic Monitoring Reporting and Verification (MRV) system and the 3rd objective was 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 expected outcomes of the project included that, by the end of the project, Zimbabwe would draw from the Russian Federation's experience, an industry-driven emissions reduction agenda supported by a comprehensive MRV system as well as increased opportunities for Zimbabwe-Russia collaboration in specific sectors of the industry and academic institutions through knowledge and technology transfer. This project was implemented as a partnership between the UNDP and the Ministry of Environment, Climate, Tourism and Hospitality Industry (MECTHI) called Supporting Enhanced Climate Action (SECA) with the Business Council for Sustainable Development in Zimbabwe as a Responsible Partner.

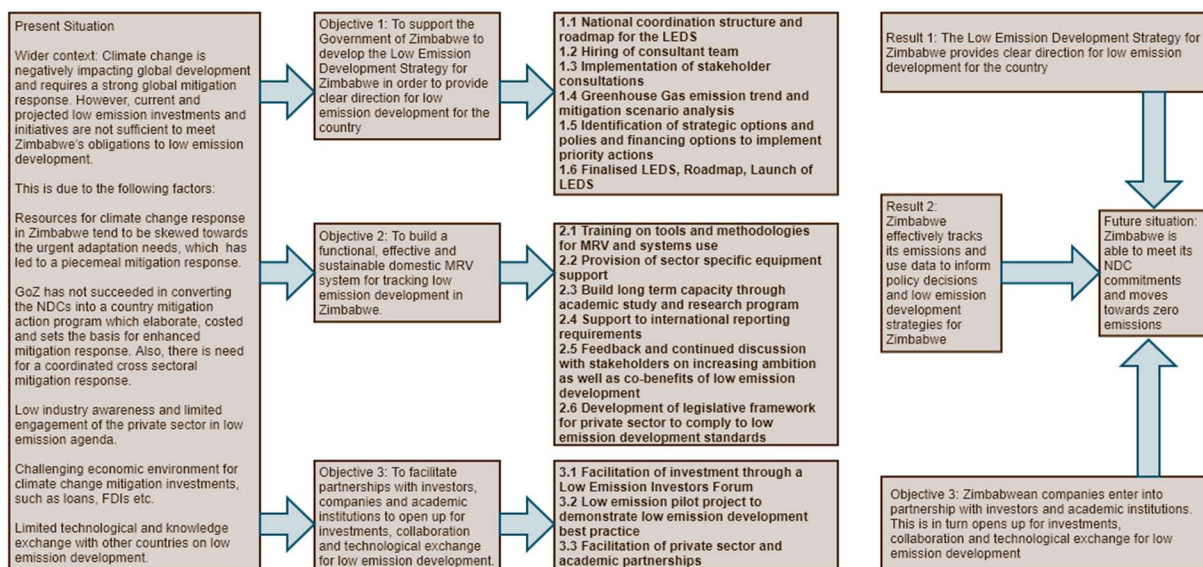


Figure 1: Summary of program components

PROGRAM COMPONENTS

The Support towards Implementing Zimbabwe's Nationally Determined Contributions (NDC) under the Paris Agreement on Climate Change (STIZ-NDC) project is an initiative of the Government of Zimbabwe in collaboration with the United Nations Development Programme (UNDP) with support from the Government of Russia. The STIZ-NDC has three main outputs:

Output 1: By 2019 a comprehensive, gender-sensitive, and cost Low Emission Development Strategy sets a clear direction for low emission development in Zimbabwe.

Output 2: By 2020 an effective and sustainable domestic, gender sensitive MRV system for tracking low emission development is functional in Zimbabwe.

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

These three outputs sought to enable the country to meet its NDC target by delivering the Low Emission Development Strategy as required by the Paris Agreement on Climate Change and the Measuring, Reporting, and Verification (MRV) Framework. The emission reduction target for Zimbabwe is 33% below the projected business as usual energy emissions per capita by 2030. The project also sought to meet the requirements of the United Nations Framework Convention on Climate Change (UNFCCC) through the Paris Agreement on climate change which calls countries to communicate their mid-century low greenhouse gas emission development strategies to the Secretariat by 2020 to guide their development pathways in the wake of climate change. It is against this background that UNDP in Zimbabwe in partnership with the Ministry of Environment, Climate, Tourism and Hospitality Industry seeks to engage the services of a consultant to evaluate the Support Towards Implementing Zimbabwe's Nationally Determined Contributions under the Paris Agreement (STIZ-NDC) Project.

PURPOSE AND OBJECTIVES OF THE EVALUATION

The purpose of the end of term evaluation is to:

1. Determine the extent to which the outcome and outputs of the project have been achieved.
2. Assess UNDP's contribution to the achievement of the project outcomes.
3. 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.
4. Provide recommendations for future programming based on the results from the project while considering the aspirations of the Country Office to rationalize its portfolio to have a few, large and more coherent projects during the period 2017 - 2018.

The objectives of the evaluation are as follows:

- 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 each project.
- Assess the role of the Ministry of Natural Resources Energy and Mines in implementing the Sustainable Energy Management project.
- Assess the extent to which the UNDP-supported project outputs and non-project assistance contributed to the respective UNDAF and Country Programme outcomes.
- Examine the extent to which gender equality and women empowerment and human rights targets as cross-cutting issues were integrated and achieved.
- Document lessons learned and best practices during implementation to inform future decisions in project design, implementation, and management of similar interventions.
- Provide a framework for a large and coherent program encompassing priority interventions in the areas of disaster risk management, climate change, renewable energy, energy efficiency, and the environment.

SCOPE OF THE EVALUATION

The evaluation will cover the period from January 2018 - June 2021. The evaluation will apply a framework guided by the Development Assistance Committee (DAC) criteria for assessing the performance of development interventions. The following DAC criteria of relevance, coherence, efficiency, effectiveness, impact, and sustainability will be applied. The review will generate recommendations to ensure long-term and sustained implementation of the strategy/action plan to address issues of relevance, efficiency, effectiveness, sustainability, and coherence. The key questions for each of the DAC criteria are summarized below:

Table 1: Evaluation Criteria

Criteria	Questions
Relevance	<p>Is the intervention doing the right things?</p> <p>How useful was the support provided by UNDP in?</p> <ul style="list-style-type: none">- Developing and launching the Low Emission Development Strategy (LEDS)?- Facilitating partnerships, investments, collaboration, and technological exchange with Russian business actors and academic institutions?- Building a functional, effective, and sustainable domestic MRV system for tracking low emission development in Zimbabwe?

Efficiency	How well are resources being used? How efficient were the implementation modalities used in this project?
Effectiveness	Is the intervention achieving its objectives?
Impact	What is the impact or effect of the intervention in proportion to the overall situation of the target group?
Sustainability	Will the benefits last? <ul style="list-style-type: none"> - Are there mechanisms, work programs, and institutional capacities put in place to sustain the outcomes of the project?
Coherence	Both internal and External Coherence to assess how well the intervention fits with other interventions in the country <ul style="list-style-type: none"> - How well did the other policies support the intervention? - Did the project address the synergies and interlinkages with between the interventions carried by MECTHI? (Internal) - Was there consistency of the interventions with interventions in the same sector or context (e.g., extent of harmonisation, coordination, and value add to other projects)

The evaluation will assess the effectiveness of the implementation strategy to ascertain whether overall interventions were appropriate. Based on the TORs, this includes assessing the following:

1. The implementation modalities, in particular the effectiveness of the funding approach.
2. Partnership arrangements, institutional strengthening, and beneficiary participation
3. Scalability.
4. Cost effectiveness and efficiency as well as sustainability of the Project; and
5. Linkages, synergies, and coordination with other Projects/programmes.

The second part of the evaluation assesses the Project design and assumptions made at the beginning of the Project and the development process. In this regard, the evaluation will place emphasis on:

1. The extent to which the Project results have been achieved, partnerships established, capacities built.
2. Whether the Project implementation strategy has been optimum and recommend areas for improvement and learning.
3. Assess the project contribution to achievement of UN Country Programme Documents (CPD), UN Strategic Plan and Government of Zimbabwe development goals and results.
4. Assess the relevance and strategic positioning of this project's support to in the context of Zimbabwe as well as the overall contribution of the project to the strengthening climate change disaster risk management and energy issues in Zimbabwe.

5. Draw, based on above objectives, lessons and recommendations for sustaining the project results, and providing guidance for the future strategic direction for similar projects in the context of Zimbabwe.
6. Programme accountability in as far as communication and visibility is concerned.

APPROACH AND METHODOLOGY

The evaluation will employ a participatory and stakeholder-centred approach to ensure that key and relevant stakeholders contribute to the evaluation and learning process. Key stakeholders for the evaluation will be drawn from the project beneficiaries as detailed in Annex I. These project beneficiaries will be selected on the extent to which they are knowledgeable and participated in the project. The final list of respondents will be agreed with MECTHI and UNDP to ensure the selected sample consists of all key people that participated in the project implementation. The evaluation will rely on key informant interviews with selected project beneficiaries as detailed in Annex I. Triangulation will be used to ensure completeness and validity to the data collected and used to support the conclusions and the lessons learnt from the program.

The evaluation will apply a framework guided by the Development Assistance Committee (DAC) criteria for assessing the performance of development interventions. DAC criteria apply the following broad criteria: relevance, efficiency, effectiveness, impact, sustainability, and coherence. Elements to be utilized from the standard include the review of the result chain logic; estimating attributable changes; capturing wider changes in the system; tracking program costs; managing the system for results measurement. These will be applied to the extent that they will be economically feasible. It is anticipated that most of the evaluation data will be qualitative in nature. During the interviews, free discussion will be encouraged, to avoid rigidity. However, the evaluator will develop a guiding interview questionnaire that aligns with key evaluation questions. The guiding questions will include probing, well-sequenced, beginning with factual questions and following up with questions requiring opinions and judgments. Permission will also be sought to record interviews, but adequate notes will be taken to ensure accuracy. To ensure the reliability and validity of the information, informants' knowledgeability, credibility, impartiality, willingness to respond, and presence of factors that may have inhibited their responses will be assessed. Greater weight shall be given to information provided by more reliable informants. The team shall check for personal biases, including tendencies to concentrate on information that confirms preconceived notions and hypotheses. We shall seek consistency of information and probe further to obtain facts where necessary.

The quantitative data shall be analysed using RStatistics and SPSS analysis packages. Qualitative information will be collated, and the information analysed using NVIVO (or RQDA- an open-source R package for coding and analysing qualitative data). The reporting will be guided by the ethical standards for reporting evaluation data and where required by the stakeholder or respondents, anonymity will be upheld.

The consultant will conduct an independent evaluation and will be guided by two principles: impartiality and freedom from undue pressure from the client. In doing so, the consultant will ensure to collaborate effectively with the client in the implementation of evaluation in a way that does not affect the outcome of the evaluation. For example, UNDP will be crucial in accessing the gatekeepers, but the consultant conducts the interviews, formulates the data collection tools and conducts independent and transparent analysis to come up with independent conclusions. The UNDP has also outlined a framework for implementing the assigned which will be adhered to. The following evaluation matrix summarizes the key questions, sources of data, data collection methods, and methods for data analysis.

		<p>the Country and the intended beneficiaries? Were there any unintended consequences (positive or negative) that have implications to the human development goals of the country?</p> <ul style="list-style-type: none"> ▪ Did the design of the project take scale and scaling up into consideration; and ▪ Given the capacity building objectives of the project, how effective were the project's capacity building interventions? 	<p>Reviews</p> <p>Project monitoring documents</p> <p>Back to office reports</p> <p>Annual reports</p> <p>Quarterly reports</p> <p>Disbursement reports</p> <p>Progress reports</p>	<p>Online In-depth interviews, with implementing partners, project focal points, and selected project beneficiaries.</p>	<p>Triangulation and analysis triangulation to validate evidence and arrive at findings.</p> <p>Qualitative analysis of interviews</p>
Implementation		<ul style="list-style-type: none"> ▪ 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 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- in view of COVID-19? What programme adaptations were made and what were the effects to the programmes' results. ▪ Determine whether or not lessons learnt from other relevant programmes/projects were incorporated into the project; 			

		<ul style="list-style-type: none"> ▪ 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? ▪ The project's collaboration with industry, associations, private sector and civil society; and ▪ The role of UNDP CO and its impact (positive and negative) on project delivery. 			
Efficiency	Have objectives been achieved economically by the development intervention? How big the efficiency or utilization ratio of the resources is used (Comparison of resources applied vs results)?	<ul style="list-style-type: none"> ▪ Whether the project resources (financial, physical and manpower) were adequate in terms of both quantity and quality; Has there been an economical use of financial and human resources? Have resources (funds, human resources, time, expertise, etc.) been allocated strategically to achieve outcomes? ▪ Whether the project's resources were used effectively to produce planned results (Are the disbursements and project expenditures in line with expected budgetary plans)? Whether the project was cost-effective compared to similar interventions; Was the process of achieving the results efficient? Have activities supporting the strategy been cost-effective? In general, do the results achieved justify the costs? Could the same results be attained with fewer 			

		<p>resources? Are there other efficient ways and means of delivering more and better results with available inputs?</p> <ul style="list-style-type: none"> ▪ 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. ▪ What are the strengths, weaknesses, opportunities and threats of the Project's implementation process; and ▪ Did the Project activities overlap and duplicate other similar interventions (funded nationally or by other donors)? 			
Effectiveness	<p>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)?</p>	<ul style="list-style-type: none"> ▪ What are the major achievements of the project vis-à-vis its objectives, performance indicators and targets? Were the stated outputs achieved? Did they contribute to the stated outcomes? What are the key development and advisory contributions that 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?			
Sustainability	Are the positive effects or impacts sustainable? How is the sustainability or permanence of the intervention and its effects to be assessed?	<ul style="list-style-type: none"> ▪ 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? ▪ 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 in order 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. ▪ Is there an exit strategy to phase out the assistance provided by the Project including contributing factors and constraints?; and ▪ Assess whether or not the UNDP resource mobilization strategy for the project was appropriate and effective - has the partnership strategy been appropriate and effective? 			
Impact	<ul style="list-style-type: none"> ▪ 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? 				

METHODS AND TOOLS

- a. **Desk review:** Background documents and other relevant reports and materials were reviewed to inform the formulation of the inception report. These project documents were used to gain an understanding of the program context, implementation progress, and implementation challenges. The following documents were reviewed:

Table 2: List of documents received

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 nd 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

- b. **Key informant interviews:** Interviews will be conducted with (Ministries and UNDP) to access the efforts towards the achievement of the strategic results. KII guide will be used to collect relevant data. The key interview guides are provided in Annex 2-3.
- c. **Stakeholder interviews:** There will be one-on-one interview sessions with project stakeholders, particularly those that are listed in Annex I

SAMPLING

A purposive sampling approach will be applied to select the respondents that participated during the project implementation and possess sufficient knowledge of the project and its components to be able to contribute to the evaluation. The selected sample does not aim for geographical representation but sector specific. The final list of selected respondents provided in Annex I is informed jointly by the consultant, MECTHI and UNDP. Rather than aiming for geographical spread the respondents will be clustered to ensure there is adequate coverage of the project objectives as follows:

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

The full list of the targeted institutions/ and individuals is provided in Annex I which indicates the expected number of people to participate in the consultations.

STRATEGY FOR DATA COLLECTION

Data will be collected Skype from the 30 selected participants. The procedure for setting interviews will include sending an initial email to schedule an appointment to agree on meeting times. Once agreed, meeting link is then shared with the participant. A standard consent statement (included as part of the interview guide) will be read out to the participants and the consent to record each session will be sought.

DATA PROCESSING AND ANALYSIS

The consultant will take notes and develop them in detail immediately after each interview to ensure accuracy. The notes will be developed using a set of common subheadings for interview texts, selected with an eye to the major issues being explored. At the end of each interview, a 1–2-page interview summary sheet will be developed to capture the main issues and recommendations. Each summary should provide information about the participant's knowledgeability, credibility, impartiality, willingness to respond, and the presence of factors that

may have inhibited their responses. Greater weight shall be given to information provided by more reliable informants. The qualitative information will be collated and analysed using NVIVO or RQDA- an open-source R package for coding and analysing qualitative data. A theory of change approach will be used to assess the assumptions, justification, and contextual conditions that are believed to affect the likelihood of success and lessons about these changes. In addition, the evaluation will look at validity of the theory of change and provide recommendations for its improvement and for future interventions.

DELIVERABLES AND ACTIVITIES CALENDAR

Table 2 shows the project timeline followed by a breakdown of the key deliverables as well as detailed tasks

Table 3: Project deliverables

Key deliverable	Schedule	
	Work Duration	Deadline
Inception report (including data collection tools)	5	18 August
Draft report, including interviews with stakeholders	20	10 September, 2021
- <i>Final draft presentation and final report</i>	5	26 September, 2021
Total	30	

PROPOSED REPORT OUTLINE

i.	Basic Report Information (for an opening page or title page)	
	Acknowledgments	
ii.	Table of Contents	
iii.	Acronyms and Abbreviations	
1.	Executive Summary (3-5 pages)	
	<ul style="list-style-type: none"> • Project Information Table • Project Description (brief) • Evaluation Ratings & Achievement Summary Table • A concise summary of conclusions • Recommendation Summary Table 	
2.	Introduction (2-3 pages)	
	<ul style="list-style-type: none"> • Purpose of the evaluation and objectives • Scope & Methodology: principles of design and execution of the evaluation approach and data collection methods and limitations • Structure of the Evaluation report 	
3.	Project Description and Background Context (3-5 pages)	
	<ul style="list-style-type: none"> • Project Description and Strategy: objective, outcomes, and expected results • Project Implementation Arrangements: a short description of the Project Board, key implementing partner arrangements, etc. • Project timing and milestones • Main stakeholders: summary list 	
4.	Findings (12-14 pages)	
	4.1	Project Implementation and Adaptive Management
		<ul style="list-style-type: none"> • Management Arrangements • Work planning • Finance and co-finance • Project-level monitoring and evaluation systems
	4.4	Evaluation findings by key evaluation criteria
		<ul style="list-style-type: none"> • Relevance • Efficiency • Effectiveness • Sustainability • Impact • Coherence
5.	Lessons Learnt, Conclusions and Recommendations (4-6 pages)	
	5.1	Lessons Learnt
	5.2	Conclusions
		<ul style="list-style-type: none"> • Comprehensive and balanced statements (that are evidence-based and connected to the evaluation findings) highlighting the strengths, weaknesses, and results of the project
	5.3	Recommendations (by evaluation criteria see section 4.4)
6.	Annexes	

ANNEX 1: LIST OF POTENTIAL PARTICIPANTS (KEY INFORMANT INTERVIEWS)

Organisation	Focal Point	Phone Number	Email
1. Ministry of Finance and Power Development	Cecilia Tawodzera	+263 77 815 0364	ceciliamadongo@gmail.com
2. Ministry of Environment, Climate, Tourism and Hospitality Industry	Washington Zhakata	+263 77 306 9438	washingtonzhakata@gmail.com
3. Ministry Energy and Power Development	Malan Manyundo	+263 77 765 9560	mmanyundo@gmail.com
4. Ministry of Agriculture	Kennedy Mabhehla	+263 77 552 5997	kmabehla@gmail.com
5. Ministry of Transport and Infrastructure Development	Caeser Kurewa	+263 77 544 5047	csrkkurewa68@gmail.com
6. Ministry of Local Government	Annah Takaendesa	+263 77 123 5759	takaendesa2011@gmail.com
7. Ministry of Women Affairs	Tariro Chipepera	+263 77 221 0382	tarirochipy@gmail.com
8. Ministry of Industry and Commerce	Bridget Mhonderwa	+263 77 280 9547	bdmhonderwa@yahoo.com
	Spiwe NYAMATORE	+263 77 354 8513	spiwenyamatore@gmail.com
9. Parliament of Zimbabwe	Nesbert Samu	+263 77 251 4549	nesbertsamu@gmail.com
10. Infrastructure Development Bank of Zimbabwe	Veronica Jakarasi	+263 77 249 6626	vjakarasi@idbz.co.zw
11. National Statistics Agency	Manasa Viriri	+263 71 735 9951 +263 77 294 7673	viriritanakam@gmail.com
12. Zimbabwe Energy Regulatory Authority	Tobias Mudzingwa	+263 77 548 2632	tmudzingwa@zera.co.zw

13. Renewable Energy Fund	Cliff Nhandara	+263 77 766 4033	cliffn79@gmail.com
14. Zimbabwe Forestry Commission	Tatenda Gotore	+263 77 376 6837	tatendagotore@gmail.com
15. Business Council For Sustainable Development Zimbabwe	Tawanda Muzamwese	+263 77 347 2697	tmuzamwese@gmail.com
16. Renewable Energy Association of Zimbabwe	Isaiah Nyakusendwa	+263 77 589 1709	nyakusendwai@regatta.co.zw
17. City of Harare	Charles Mabika	+263 77 364 0703	charlemabika@gmail.com
18. City of Bulawayo	Nkanyiso Ndlovu	+263 77 239 7637	nkandlovu@yahoo.com
19. University of Zimbabwe	Prof Farai Mapanda	+263 77 257 3177 +263 77 324 8185	faraimaps@yahoo.com
20. Bindura University	Admore Mureva	+263 77 180 8239 +263 73 512 3149	admury@gmail.com
21. National University of Science and Technology	Robert Mwase	+263 77 255 1462	bobmwase2010@gmail.com
22. Zimbabwe Sunshine Group	Clariss Mandoreba	+263 77 396 7541 +263 77 182 618	clarismando@gmail.com
23. Action 24	Archieford Chemhere	+263 77 299 1697	achemhere@action24regional.org
24. Young Volunteers for the Environment (YVE) Zimbabwe	Lauretta Marembo	+263 77 241 0653	lolomarembo16@gmail.com
25. AYICC Zimbabwe	Elizabeth Gulugulu	+263 77 468 6088	egulugulu@gmail.com
26. Bees Consultancy	Dingane Sithole	+263 77 242 5928	dingsithole@gmail.com

27. Comprehensive Energy Solutions	Tendayi Marowa	+263 77 463 3675	tendayimarowa@yahoo.com
28. Zimbabwe Newspapers (Media)	Nesia Nhaka	+263 78 222 6749	nesiamhaka@gmail.com
29. Early Day (Media)	Tendai Guvamombe	+263 77 932 9492	<u>tendaiguvamombe3@gmail.com</u>
30. Zimbabwe Broadcasting Services (Media)	Farai Marumani	+263 77 270 9183	marumani@gmail.com

ANNEX 2: 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 clearly clarified, in terms of objectives and problem identification? Please justify your answer.
- 2) Were the management arrangements of the 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- in view of COVID-19? What programme adaptations were made and what were the effects to 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?

ANNEX 3: STAKEHOLDER INTERVIEW GUIDE

The purpose of this interview is to assess the overall effectiveness of the project management as outline 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		
Relevance		
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 projects selected method of delivery been appropriate to supporting the current project and the overall development context?		
To what extent has the projects 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 clearly 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 to the human development goals of the country?		
Given the capacity building objectives of the project, how effective were the project's capacity building interventions?		
Effectiveness		

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 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?		
Efficiency: Was the project implemented efficiently, in line with international and national norms and standards?		
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 economical 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 efficient?		
Have activities supporting the strategy been cost-effective?		
In general, do the results achieved 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)?		
Sustainability		
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 in order 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?		
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?		

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.

ANNEX 4: ASSESSMENT OF RESULTS TEMPLATE

The assessment will review the log frame indicators against progress made towards the end-of-project targets to assign a rating on progress for each outcome; make recommendations and justification for the ratings

Project Strategy	Indicator	Baseline Level ¹	End-of-project Target	Achievement Rating	Justification for Rating
Objective:	Indicator 1:				
Outcome 1:	Indicator 1:				
	Indicator 2:				
Outcome 2:	Indicator 3:				
	Indicator 4:				
	Etc.				
Etc.					

Indicator Assessment Key

Green= Achieved	Yellow= Significant progress was done	Red= Could not be achieved
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¹ This will be populated with data from the Project Document