

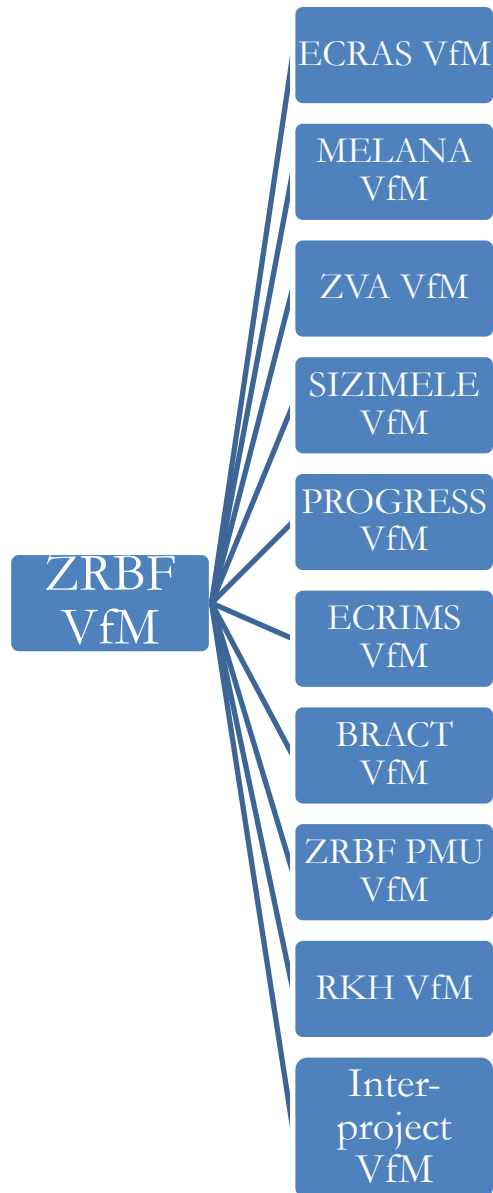
# **Zimbabwe Resilience Building Fund (ZRBF)**



## **Value for Money Assessment for the Zimbabwe Resilience Building Fund**

### **INCEPTION REPORT**

**Draft, 5 June 2022**



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## ACRONYMS

BRACT	Building Resilience through improving the Absorptive and Adaptive Capacity for Transformation
DAC	Development Assistance Committee (OECD)
DfID	Department of International Development (UK)
FCDO	Foreign Commonwealth and Development Office (UK)
ECRAS	Enhancing Community Resilience and Sustainability
ECRIMS	Enhancing Community Resilience and Inclusive Market Systems
ERG	Evaluation Reference Group
EU	European Union
GoZ	Government of Zimbabwe
KIIs	Key Informant Interview(s)
MEL	Monitoring, Evaluation and Learning
MELANA	Matabeleland Enhanced Livelihoods Agriculture and Nutrition Adaptation
MLAFWRD	Ministry of Lands, Agriculture, Fisheries, Water and Rural Development
ODI	Overseas Development Institute
OECD	Organization for Economic Co-operation and Development
OMS	Outcome Monitoring Survey
PMU	Program Management Unit
PROGRESS	Program for Growth and Resilience
RKH	Resilience Knowledge Hub
SIDA	Swedish International Development Cooperation Agency
SIZIMELE	Sizimele Action for Building Resilience in Zimbabwe
Sverige	Swedish Embassy
ToC	Theory of Change
ToR	Terms of Reference
UNDP	United Nations Development Program
USAID	United States International Development Agency
VCi	Vegetation Condition Index
VfM	Value for Money
WRSI	Water Requirement Satisfaction Index
ZVA	Zambezi Valley Alliance for Building Community
ZRBF	Zimbabwe Resilience Building Fund

## I. INTRODUCTION AND BACKGROUND

1. The United Nations Development Program (UNDP), in close collaboration with the Ministry of Lands, Agriculture, Fisheries, Water and Rural Development (MLAFWRD) and support from European Union (EU), Foreign, Commonwealth & Development Office (FCDO) and Swedish International Development Cooperation Agency (SIDA) - embarked on laying the groundwork for a resilience-building initiative. This culminated in the setting up of the Zimbabwe Resilience Building Fund (ZRBF). The ZRBF program is currently in its close out phase and the seven (7) projects and one (1) strategic partner funded by ZRBF has been in existence from July 2016 until June 2020, with a recent extension granted up to the end of June 2022. UNDP would like to implement a full value for money assessment at ZRBF fund level and for all its seven projects and one strategic partner.
2. This Inception Report for conducting Value for Money (VfM) Assessment for the ZRBF, has been prepared and submitted in line with the terms of references (ToRs) and Scope of Work provided by the UNDP. It outlines the approach and methodological framework to be followed by the three consultants in undertaking the VfM assessment and provides details of the work plan activities and outputs, deliverables and time frames for implementing the same.

### 1.1. Zimbabwe Resilience Building Fund

3. The ZRBF is a multi-donor fund that aims to contribute to increased capacities of at-risk communities to protect development gains and achieve improved well-being outcomes in the face of shocks and stresses in Zimbabwe. The Donor Consortium of ZRBF comprises the UK FCDO, EU, SIDA and UNDP. ZRBF was established in 2015 with UNDP and the Government of Zimbabwe -Ministry of Agriculture, Mechanization and Irrigation Development, taking the lead in laying the groundwork for the resilience-building initiative in Zimbabwe.
4. ZRBF's objectives were to be achieved through the delivery of three interlinked components: (a) Evidence base and Capacity Building; (b) Increasing adaptive, absorptive and transformative capacities; (c) A crisis modifier that respond to humanitarian shocks. The ZRBF Theory of Change argues that if investments are made to i) directly support targeted communities to improve absorptive, adaptive and transformative capacities; and ii) avail timely and cost effective crisis modifier mechanism is rolled out; and iii) generate learning and evidence and capacity is built to utilise evidence in policies and decisions; then, not only targeted communities will be more resilient and food secure, but there will also be a better understanding of what works and what does not work in building communities resilience in Zimbabwe.

#### ***Component 1: Evidence base and Capacity Building***

5. This component entailed creating a body of evidence to improve the policy environment and stimulate informed service provision to enhance household and community resilience. It also sought to build capacity of both national and subnational government departments to be able to generate and utilize evidence for resilience building.

#### ***Component 2: Increasing adaptive, absorptive and transformative capacities***

6. These are interventions to support long-term household and community resilience in the face of climate shocks and trends. Interventions to support long-term household and community

resilience in the face of climate shocks, stresses and hazards must take into consideration the complexities of the known underlying causes of the current situation. More specifically, to improve absorptive capacities, interventions were to focus on the ability of households, communities and systems to manage shocks and stresses in the short-term through cash savings, informal safety nets, disposal of liquid assets that are accumulated in non-shock years, disaster risk reduction strategies, hazard insurance, and reliance on bonding social capital. People's perceptions (men and women) regarding their ability to recover from shocks would also be important.

7. For improving adaptive capacities, investments were to be made to enable people and systems to proactively adapt to changing conditions through better access to information, diversifying livelihoods into different risk profiles, reliance on bridging and linking social capital, accumulating assets, access to financial services, investment in human capital for better access to skills and improved nutrition and health status, and increased confidence to adapt.
8. For transformative capacities, investments were to be geared towards improved governance and policy development for resilience, access to formal safety nets, access to markets, access to basic services, access to agricultural services, natural resource access, access to infrastructure, reliance on bridging and linking social capital, and empowering women, youths, children, the elderly and the disabled. In the face of various shocks and stresses, individuals, households, communities and systems are able to use these capacities to appropriately respond in such a way that well-being indicators are not adversely affected and maintain a positive trajectory in the long term.
9. The development of community-based Disaster Risk Management plans were to play a key role to ensure sustainability of interventions planned and to secure any development gains achieved under this component. Informed by the results of the evidence base the ZRBF aims to increase the access to livelihoods assets through market-based approaches to reduce vulnerability. Interventions are informed by evidence generated under component 1.

***Component 3: A crisis modifier that respond to humanitarian shocks***

10. In support of the resilience interventions at community level, an appropriate, predictable, coordinated and timely response to risk and shocks for participating communities is part of ZRBF program. The program was to have a Crisis Modifier mechanism, e.g., contingency funding for 1 in 1 to 1 in 4-year events to make timely, appropriate and predictable funding available for target communities that experience humanitarian shocks.
11. The program was to have partial activation of 5% of program budget held at program level, for low regret actions to act as resilience cushion and for pre-emergency activities when the first signs of stress are observed using the vegetation condition index (VCI) and water requirement satisfaction index (WRSI). Upon ground truthing and verification using High Frequency Monitoring System-with identified triggers indicators and when the stress levels increase up to 20% of program budget held at ZRBF level were to be released for humanitarian response complimented by other external actors.
12. If the situation improves this was to be scaled down or stopped accordingly. However, if the situation deteriorates to extreme level this was to call for emergency response which is outside the scope of the Fund. Furthermore, the design of this response modalities, was to be based on a thorough analysis of the existing situation in the participating communities combined with an analysis of existing safety net programs, which could potentially be used for rolling out the response in a timely and cost- effective manner. This was to ensure that communities are able to recover quickly and minimize the loss of development investments and gains.



13. The ZRBF program is being managed by a program management unit (PMU) and implemented through seven (7) project consortia across 18 districts. In addition, there has been a strategic partner to the ZRBF, the Resilience Knowledge Hub (RKH), whose mandate is to play a supportive role to the ZRBF and its consortia partners in terms of generating new knowledge, undertaking research and providing policy recommendations from the ZRBF experiences and work on build resilience in rural communities of Zimbabwe.

## 1.2. Delivering Value for Money in ZRBF

14. The ZRBF was to maximize benefits and minimize costs by focusing on areas that have a multiplier effect and achieve economies of scale, scope and experience, through a targeted build-up of capacities, leveraging partnerships and comparative capacities, creation of multi donor fund, investing in evidence base and in scalable downstream interventions. The ZRBF PMU has developed and rolled out an integrated monitoring, evaluation and learning strategic framework, supporting the evidence generation, baseline, performance monitoring, reporting, learnings, evaluations and impact evaluation of the activities carried out under the Fund.
15. In order to maximize VfM, ZRBF was to pursue a number of strategies articulated in the “ZRBF’s Strategic Plan for Measuring and Maximising Value for Money” document (ZRBF PMU, 2017a)<sup>1</sup>. That document outlines the approach of ZRBF and its grantees to optimizing the VfM of the ZRBF. As a result, UNDP ZRBF PMU has developed VfM Indicators (ZRBF PMU, 2017b) that were to be used in the VfM monitoring of the program going forward and it expected to promote a common understanding and approach across the ZRBF (Annex III).
16. It builds on the ZRBF and grantees project documents, discussions held during the DFID Commercial Expertise Review meeting of in August 2016, and the Grantee VFM workshop in October 2016. Finally, it builds on the VFM approach outlined in ZRBF Program document, and on UNDP’s set of corporate processes and systems.
17. The ZRBF program is currently in its close out phase and the seven (7) projects and one (1) strategic partner funded by ZRBF has been in existence from July 2016 until June 2020, with a recent extension granted up to the end of June 2022. UNDP is undertaking a full VfM at ZRBF fund level and for all its projects and strategic partner, as a part of the ZRBF Monitoring, Evaluation and Learning (MEL) Framework.

## II. ZRBF VfM CONCEPTS, PRINCIPLES AND GUIDANCE

### 2.1. Adopted VfM Framework

18. As outlined by ZRBF PMU (2017a), there are several definitions of VfM, used by different donors and agencies, but broadly they centre on the optimal use of resources to achieve the intended results. DFID has highlighted that results, transparency and accountability are key in VFM and they defined *VfM as maximizing the impact of each pound spent to improve poor people’s lives*. However, VfM does not mean to do the cheapest things. *ZRBF understand that the hardest to reach people, at risk communities and places that need resilience building support could cost more and the ZRBF will supports such communities.*

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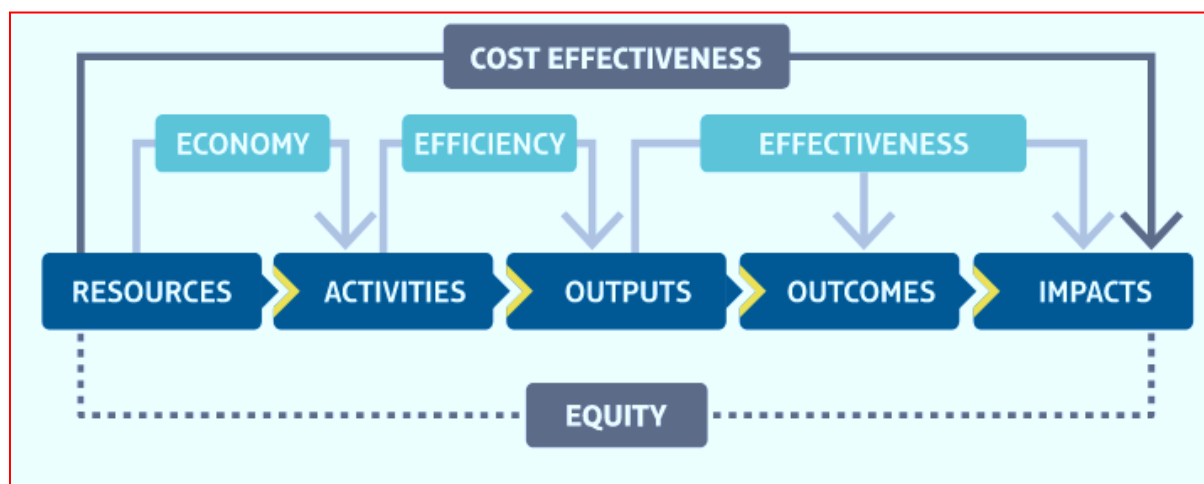
<sup>1</sup> The next paragraphs, especially under section II (ZRBF VfM Concepts and Principles) were borrowed and/or adapted from this document.

19. For the ZRBF, VFM is conceptualized to get better *understanding of what the main drivers of costs are and how to get the desired quality and impact at the lowest price*. In this regard, the 4Es framework—economy, efficiency, (cost-)effectiveness and equity is generally used by most development cooperation organizations:

- i) **Economy:** means less cost while bearing in mind quality. It entails buying inputs at the right price. This is generally covered by procurement regulations reflecting whether competition in the market is delivering goods and services at the best price.
- ii) **Efficiency:** means achieving outputs for inputs, while bearing in mind quality. Ratio of inputs to outputs and measures economic efficiency.
- iii) **(Cost-)Effectiveness** means achieving program outcomes while bearing in mind sustainability. It costs the inputs and compares two or more methods or approaches of producing the same output or outcome.
- iv) **Equity:** degree to which the results of the intervention are equitably distributed. This conveys the message that development is only of value if it is also fair/inclusive.

20. In application of the FCDO/DFID's 4Es VfM Framework, ZRBF was called upon to measure VfM at all points in the results chain. It is assumed in ZRBF PMU (2017a) that VfM can best be understood in terms of the results chain, which shows how money (resources) is converted into inputs, which in turn generate activities (or 'processes'), produce outputs and finally result in outcomes and impacts (Figure 1).

**Figure 1. The FCDO/DFID's 4Es VfM Framework**



Source: ZRBF PMU (2017a) from White, P. & al/ DFID (2013)

## 2.2. ZRBF's VfM Principles and Operational Guidelines

21. Achieving VFM is a critical consideration for the achievement of ZRBF's objectives. ZRBF has made a commitment to ensure that it gives VFM both to its donors and to the people targeted in its scope of work. In this regard, the ZRBF VfM operational guidance is developed around six principles that are generally accepted as core to successfully achieving VfM outcomes and maximization of the impact of ZRBF investments. ZRBF *expected all its delivery stakeholders to give effect*

*to the principles and value for money performance.* The ZRBF PMU was to encourage good practice and the adoption of these principles into all its activities.

### Box 1: Six (6) VfM Principles of the ZRBF

<b>Cost Consciousness</b>	It is central to value for money and requires ZRBF and its stakeholder to seek reasonable opportunities to reduce costs at every level of operations. Decision makers should scrutinise programming and operational costs throughout the investment lifecycle to ensure the most cost-effective options are pursued. However, economy should not be pursued without consideration of the impact on effectiveness or efficiency. Cost is one critical aspect of the value for money equation, but value for money does not always mean choosing the lowest cost option. It requires consideration of the priority of the task, alternative ways of achieving it and the costs and benefits of different approaches. It is important to deliver ZRBF activities in a way that delivers best overall value.
<b>Encouraging Competition</b>	It is central to value for money and requires ZRBF to consider and compare competing methods and partners and to select the option that offers the optimal mix of costs and benefits. This means that ZRBF decision makers and its stakeholders encourages a culture of contestability and the competition of ideas and alternative solutions when making investment decisions. Under this principle ZRBF and its stakeholders encourages and use competitive selection processes when selecting partners and contractors. ZRBF has a standard approach to procurement based on a strong competitive framework and detailed standards that ensure consistency, efficiency, transparency and economy across all types of procurement.
<b>Evidence Based Decision Making</b>	It is at the heart of ZRBF and at all levels this is crucial in ensuring value for money. Informed decisions build on and contribute to organisational learning, continuous improvement and overall effectiveness. Evidence based decision making requires systematic, structured and rational approaches to decision making, framed around logical arguments informed by accurate analysis. It requires ZRBF to focus on learning from experience to avoid adopting methods and approaches that have not been successful in the past. At a strategic level, it requires that efficient systems are established to gather, collate and succinctly present empirical and qualitative evidence so that it can be utilised to inform policy and programming decisions as well as future management options. Closer relationships with national and subnational stakeholders and communities are also crucial to ensure we can learn from and leverage their experience to deliver outcomes across the full set of ZRBF's strategic objectives.
<b>Performance and Risk Management</b>	are integral to value for money and to maximising the effectiveness of investments. Contracts, other investments and programs must be continuously reviewed for quality to ensure that they are meeting their objectives and delivering maximum impact. Clearly identified objectives and performance targets are crucial to facilitating a strong results orientation. Innovation and adaptability, based on clear and logical evidence, is also central to achieving results. Decision makers need to balance anticipated outcomes and benefits with the potential for increased risk and manage these accordingly. Flexibility is necessary to ensure approaches can be adapted to achieve results in volatile environments with changing priorities. Robust approaches to risk management are also critical as they maximise the likelihood of achieving objectives and thereby contribute to overall effectiveness. Comprehensive integrity risk systems are particularly important to prevent fraud and corruption and ensure resource allocations reach the intended targets.
<b>Experimentation and Innovation</b>	Many of ZRBF's investments are delivered in inherently risky environments. To maximise impact, creative and flexible approaches to the design and delivery of contracts, investments and programs are required. This can be fostered through the trialling of experimental and

	innovative mechanisms where there are reasonable grounds to expect better overall outcomes. This will require an appetite to trial new ways of delivery and a recalibration of risk tolerance.
<b>Accountability and Transparency</b>	Accountability and transparency are central to value for money as they strengthen responsibility for results and can contribute to the continuous improvement of organisational processes. Effectiveness requires that ZRBF is held accountable both by taxpayers and by intended targets and beneficiaries for delivering results. This helps to create appropriate incentives for optimal performance. ZRBF must hold partners accountable and demand transparency at all levels to facilitate honest dialogue about the overall impact of investments.

Source: ZRBF PMU (2017a)

22. As above highlighted, ZRBF PMU (2017a) underlines that VfM considerations should be embedded into the ZRBF program/project life cycle, with a view to “ensuring that a consistent story is being told between the budget, theory of change, log frame and narrative of the proposals and interventions implemented under ZRBF”. Thus, operational guidelines were provided on *how to maximize ZRBF interventions’ economy, efficiency, cost-effectiveness and equity through mainstreaming of the adopted VfM principles at every stage of its program/project life cycle and all its operational activities: ZRBF program/project development (identification, negotiation, and approval), implementation, M&E, results reporting and learning from them.*

### III. ASSESSMENT PURPOSE, OBJECTIVE AND SCOPE

23. *The primary objective of the assessment is to demonstrate the relevance of VfM in the ZRBF program and all seven (7) projects and one (1) strategic partner funded to show how the ZRBF maximized the VfM money approach by applying the VfM framework of economic expenditures and efficiently and effectively delivery of activities in an equitable manner.* The assessment will take stock of experience and lessons learned in the life cycle of the program and projects from each of the relevant VfM assessments, with a view to develop best practice that will contribute to informing ZRBF next phase and scaling up of respective interventions as the program draws to an end of its first phase.
24. In particular, the study will assess VfM in ZRBF to have a better understanding of the economy, efficiency, (cost-)effectiveness and equity of the ZRBF projects in achieving its intended outputs and outcomes in line with the theory of change. That includes documentation of *how VfM considerations were made throughout the project life cycle, what changed and, where actions appropriate and how the Crisis Modifier processes preserve the development gains.*
25. Table 1 provides the tentative core questions of the ZRBF VfM assessment as they pertain to the 4Es of the FCDO/DFID’s VfM framework. The assessment is expected to support UNDP ZRBF program and projects in providing concrete evidence on VfM and strengthen the capacities on applying VfM systematically across all projects. *A full assessment on VfM will be completed for seven projects (covering specific interventions as parts of the projects) based on both qualitative and quantitative measures where applicable and make comparisons with similar or comparable global, international and local best practices and standards.*

**Table 1: ZRBF VfM (4Es) Assessment Tentative Core Questions**

<i>Assessment Criteria</i>	<i>Assessment Questions</i>
<b>Economy</b>	<ul style="list-style-type: none"> <li>To what extent did the ZRBF and its funded projects display the requisite financial rationality and responsibility in their transactions?</li> <li>Were ZRBF projects inputs of appropriate quality bought at a minimised price?</li> </ul>
<b>Efficiency</b>	<ul style="list-style-type: none"> <li>How much output ZRBF gets from a given level of input – how many people have improved resilience given the program cost (i.e., cost of investments made into the program and projects)?</li> </ul>
<b>Cost-Effectiveness</b>	<ul style="list-style-type: none"> <li>What worked (and did not work) in building resilience for the funded projects given the cost of delivering resilience interventions per program participant?</li> <li>To what extent have the ZRBF projects achieved objectives using a certain amount of resources within a certain time frame?</li> <li>To what extent is there an optimum relationship between the resources applied and outputs?</li> </ul>
<b>Equity</b>	<ul style="list-style-type: none"> <li>To what extent did the outcomes, and perhaps the outputs, benefit different types of recipients equitably, particularly target vulnerable population groups such as young people, elderly, people with disability, women, children and geographic target areas benefiting from the ZRBF interventions?</li> </ul>

*Source: Adapted from the ZRBF VfM Assessment ToRs (Annex VI)*

## IV. ASSESSMENT OVERALL APPROACH AND FRAMEWORK

### 4.1. Integrated Approach to VfM Assessment

26. The ZRBF VfM assessment will use a combination of cutting-edge evaluation practice with concepts from economic evaluation to assess the design, implementation and achieved results of the ZRBF VfM strategy and assurance plan alongside the life cycle of the Fund and its projects.
27. In line with the ZRBF's Strategic Plan for Measuring and maximizing VfM (ZRBF 2017a) and existing good practices in development cooperation community (UNDP, EU, USAID, ODI, INTRAC for Civil Society, Oxford Policy Management, etc.), the approach to assessing VfM of the ZRBF will follow an extended 4Es FCDO/DFID's framework VfM towards a more integrated VfM approach. Such an integrated approach to VfM analysis will be focused on adaptive managing for VfM in the specific context of the Fund.
28. Indeed, the purpose of the assessment is not just about evaluating the level to which the Fund program and projects have generated results and benefits that outweigh their costs. As clearly mentioned above from the ZRBF VfM strategy and assurance plan (ZRBF, 2017a), there is no issue of divestment but one of sustainably improving the optimization of the ZRBF intervention cost-effectiveness: “ZRBF understand that the hardest to reach people, at risk communities and places that need resilience building support could cost more and the ZRBF will supports such communities.”
29. Moreover, it should be understood that the evaluation of benefits may be limited to the outcome level, including short- and medium-term outcomes, since some outcomes and the impact of such a complex program, particularly but not limited to transformative capacity and well-being, may take longer time to show up, should they be measurable and can be monetized. Changes in the

absorptive, adaptive and transformative capacities of at-risk individuals and communities, including in terms of attitudes and social norms, may also be not linear and so predictable to be effectively captured through a traditional Cost-benefit/effectiveness analysis, in a credible and non-controversial manner. Given the complexity (diversity, interdependence and uncertainty of outcomes) of the ZRBF as an adaptive development program and the contemporary issues and good practices of VfM analysis in development cooperation, it is recommended to refrain from using/reporting a single measure to assess the achievement of VfM, including namely the benefit/cost ratio or balance (benefits-costs) from a conventional Cost-benefit Analysis.

30. Therefore, the VfM concept that will be utilized for the assessment purposes does assume that achieving VfM for the ZRBF operations entails the maximization of benefits at a reasonable/optimal cost at project development/design, project implementation, project monitoring, reporting and learning from results, and project exit/closure/scaling-up. Thus, besides the 4Es FCDO/DFID and from the perspective of the OECD/DAC evaluation criteria, this VfM assessment will evaluate the relevance (at objective and design/coherence), efficiency and sustainability of the ZRBF VfM strategy and assurance plan as standalone assessment criteria.

## 4.2. Theory-based First level VfM Analysis

31. The ZRBF VfM assessment will be conducted from the perspective of a theory-based evaluation. To show how that VFM consideration were embedded in the project life cycle for maximization of VFM, the ZRBF VfM theory of change (ToC) was reconstructed drawing on the above-referred VfM strategy and assurance plan contained in ZRBF PMU (2017a).
32. The ZRBF VfM theory of change exhibited in Annex I retraces the main phases of the process from the ZRBF grant award (budget allocation) to the reporting of development results across the 18 districts, through the identification/design and implementation of the ZRBF-funded projects. The ZRBF VfM theory of change will serve as the framework guiding the assessment and it could be further refined during the assessment as evidence emerges.
33. From the perspective of the OECD/DAC core evaluation criteria (relevance, effectiveness, efficiency, sustainability), the Assessment Matrix in Annex II outlines the assessment specific questions, indicators and sources of evidence as they pertain to the following two assessment overarching questions (Table 2):
  - (1) To what extent did the utilization of ZRBF resources for the development and implementation of the ZRBF-funded projects reflect the ZRBF VfM strategy and assurance plan and is kept relevant to important changing needs?
  - (2) To what extent have the ZRBF PMU and the project implementation partners, particularly the grant recipients, adopted sound VfM management practices alongside the project life cycle that effectively ensured economy, efficiency, cost-effectiveness, equity and sustainability of the ZRBF projects in achieving its intended outputs and outcomes in line with the theory of change?



**Table 2: Integrated ZRBF VfM (4Es) Assessment Specific Questions**

<i>Assessment criteria</i>	<i>Assessment Sub-criteria</i>	<i>Assessment Questions</i>
<b>VfM Context and Relevance</b>	<b><i>Use-friendly Context</i></b>	<ul style="list-style-type: none"> <li><i>Q1.1. In your view, to what extent has Zimbabwe and its provinces/districts historically been involved in and benefited from use of VfM in development projects/programs, particularly in the areas of resilience building?</i></li> <li><i>Q1.2. To what extent are the Government rules/procedures and processes for the development and execution of development cooperation projects differ from those of UNDP/ZRBF-funded projects?</i></li> <li><i>Q1.3. To what extent were the UNDP's ZRBF VfM Guidance found easy to understand and use, realistic and actionable?</i></li> </ul>
	<b><i>Relevance at Objectives and Design</i></b>	<ul style="list-style-type: none"> <li><i>Q2.1. How have the ZRBF VfM principles and guidance been embedded in the project development and execution processes at the Fund and project level?</i></li> <li><i>Q2.2. Were the VfM measures in place for use throughout the project life cycle robust (comprehensive, valid, reliable along with integrity), aligned with the theory of change and the Fund/project expected results and kept adaptive to important changing needs?</i></li> </ul>
<b>ZRBF VfM Effectiveness</b>	<b><i>Program /project VfM-principles-driven Quality</i></b>	<ul style="list-style-type: none"> <li><i>Q3.1. To what extent has the application of the ZRBF VfM principles and guidance succeeded in driving the intended project quality throughout the ZRBF-funded project cycle?</i></li> <li><i>Q3.2. To what extent have the ZRBF PMU and the project implementation partners, particularly the grant recipients, adopted sound VfM management practices alongside the project life cycle that were likely to ensure economy, efficiency, cost-effectiveness, equity and sustainability of the ZRBF projects in achieving its intended outputs and outcomes in line with the theory of change?</i></li> </ul>
	<b><i>Program /project Economy</i></b>	<i>Q3.3. To what extent did the ZRBF and its funded projects display the requisite financial rationality and responsibility in their transactions? Were ZRBF projects inputs of appropriate quality bought at a minimized price?</i>
	<b><i>Program /project Efficiency</i></b>	<ul style="list-style-type: none"> <li><i>Q3.4. To what extent did ZRBF VfM principles and tools lead to achieving output level of quality and timeliness commensurate to their costs?</i></li> </ul>
	<b><i>Program /project Cost-Effectiveness</i></b>	<ul style="list-style-type: none"> <li><i>Q3.5. To what extent has the ZRBF VfM implementation succeeded in achieving the project/program objectives of increased sustainable resilience and well-being of the target communities in face of shocks and stresses at a reasonable/optimal cost?</i></li> <li><i>Q3.6. Has the application of the ZRBF VfM principles and tools produced any indirect and unintended results?</i></li> </ul>
	<b><i>Program /project Equity</i></b>	<ul style="list-style-type: none"> <li><i>Q3.7. To what extent did the outcomes, and perhaps the outputs, benefit different types of recipients equitably, particularly target vulnerable population groups such as young people, elderly, people with disability, women, children and geographic target areas benefiting from the ZRBF interventions?</i></li> </ul>

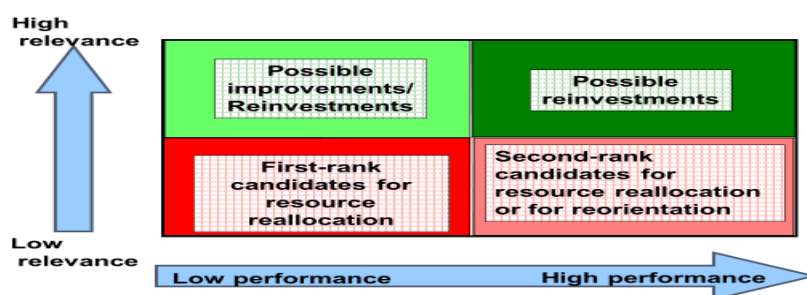
<b>ZRBF VfM Efficiency</b>	<b><i>Efficiency at:</i></b> - <b><i>Implementation progress, timeliness, and cost-effectiveness;</i></b> - <b><i>Coordination;</i></b> - <b><i>Utilization</i></b>	<ul style="list-style-type: none"> <li>• <i>Q4.1. How do the expected ZRBF VfM outcomes at the Fund and project level compare with the costs actually recorded in the course of ZRBF VfM implementation?</i></li> <li>• <i>Q4.2. To what extent has the ZRBF's strategic plan for measuring and maximizing VfM been enough flexible for timely capturing the value generated during the ZRBF program and project implementation, including but not limited to tapping potential synergies among interventions to deliver sustainable outcomes and impact?</i></li> <li>• <i>Q4.3. To what extent has evidence on VfM generated at Fund and project level been used to guide the ZRBF operations throughout the project life cycle?</i></li> </ul>
<b>ZRBF VfM Sustainability</b>	<b><i>Technical soundness</i></b>	<ul style="list-style-type: none"> <li>• <i>Q5.1. To what extent were measures put in place to ensure that the ZRBF VfM process and positive effects are technically sound and resilient to external shocks?</i></li> </ul>
	<b><i>Economic and financial viability</i></b>	<ul style="list-style-type: none"> <li>• <i>Q5.2. To what extent were measures put in place to ensure that the ZRBF VfM and its benefits are realistically sized and resourced financially and resilient to economic shocks?</i></li> </ul>
	<b><i>Institutional sustainability and strengthening of capacities</i></b>	<ul style="list-style-type: none"> <li>• <i>Q5.3. To what extent were measures put in place to ensure that the ZRBF VfM sustainably increase capacity in relevant institutions?</i></li> </ul>
	<b><i>Ownership and sustainability of partnerships</i></b>	<ul style="list-style-type: none"> <li>• <i>Q5.4. To what extent were measures put in place to ensure that the ZRBF VfM process forges sustainable partnership and ownership of ZRBF VfM results with the different ZRBF stakeholders?</i></li> </ul>
	<b><i>Environmental and social sustainability</i></b>	<ul style="list-style-type: none"> <li>• <i>Q5.5. To what extent were measures put in place to ensure that the ZRBF VfM process and results are environmentally (where applicable) and socially sustainable?</i></li> </ul>



### 4.3. Recommendation-oriented Second level VfM Analysis

34. Since this VfM assessment will be conducted from the perspective of optimizing the cumulative value creation/addition of the ZRBF portfolio, i.e., as a tool for investment portfolio development instead of a counterfactor tool, a simplified second level VfM analysis will be used for formulation of recommendations. Figure 2 beneath exhibits a qualitative and quantitative recommendation-oriented analysis of ZRBF portfolio VfM that will combine the evaluation findings on the Fund/program/project relevance and performance (economy, efficiency, effectiveness and sustainability, equity, and cost-effectiveness).
35. Such a VfM second-level analysis will allow meaningful comparison of ZRBF-funded programs/projects with alternatives on the retained assessment criteria. From a forward-looking perspective, such a VfM analysis will consider alternative fund/program business models in the course of the search for answers as to whether the ZRBF portfolio composition and governance structure should be continued as they are or be extended or narrowed or reoriented in the future.

Figure 2: Recommendation-oriented second level VfM analysis



### 4.4. VfM Assessment Validation and Knowledge Transfer

36. The Consultant Team will facilitate the VfM Assessment validation and learning workshop, where inputs from the participant ZRBF's stakeholders will be incorporated in the Draft VfM Assessment Report in preparation for its finalisation. The one and half day workshop will be a learning event, especially for the PMU and project staff. It will be focused on lessons learned for commissioning, conducting, sharing and using for decision-making ex ante and ex-post project/program VfM analysis across projects and at Fund level.
37. Two "extreme" cases of the assessed ZRBF projects (sophisticated-easier) will be deconstructed with a view to highlighting practical issues and solutions of VfM methodologies and tools. Delivery of the learning workshop will mainly consist of group work and plenary sharing session, along with testimony of teamwork from the consultant team and the project management team.
38. The content of the learning event will have been itself developed using a participatory approach, based on learning needs identified during consultations with stakeholders. A possible follow-up in the workplace after the workshop for the purposes of application and enrichment of learning, within the framework of mentoring and coaching for a period of remote support will be discussed and eventually agreed upon.

## 4.5. VfM Assessment Steps

39. Figure 3 below exhibits the analysis pathways towards the determination of ZRBF VfM at the project level. The figure makes the case for the assessment of interactivity synergies that may accrue from complementarities, sequences and shared assets, clients, suppliers and others, as well as from re-investment of cost-savings back into the program. As understood, the same interactional synergies among projects will be assessed at the time of aggregating project VfM analysis to the Fund/program level.
40. To foster convergence of the VfM assessment and the evaluations of ZRBF effectiveness<sup>2</sup>, the assessment will focus on six (6) key interventions across the seven projects (Table 3) along with the PMU and RKH work of coordination, evidence base and capacity building. According to the ZRBF OMS Round 3 (2021), these retained interventions cut across the seven projects and recorded the highest and steadily increasing beneficiary participation rate from 2019-2021. As discussed with ZRBF PMU and Steering Committee, and considering the time and VfM of the assessment, three (3) to five (5) activities of each of the retained interventions will be further selected for comprehensive costing in consultation with the respective project managers.

**Table 3: Selected Interventions for ZRBF VfM Assessment**

ZRBF Component	Intervention Category	Selected intervention	Participation Rate (OMS1)	Participation Rate (OMS2)	Participation Rate (OMS3)
<b>Evidence base and Capacity Building</b>	Enabling interventions	<b>Resilience Knowledge Hub (RKH)</b>	USD648712 in 2020		
<b>Increasing Adaptive, Absorptive and Transformative Capacities</b>	Collective Action for Transformation	<b>Natural resource management</b>	16.4	21.0	30.1
	Value Chain and Business Activities	<b>Value chains for poultry</b>	20.0	26.1	37.5
	ISALs	<b>VSAL/ISAL/Savings groups</b>	27.9	36.0	43.8
	Climate-Smart Agricultural (CSA) Practices	<b>Small grains &amp; legumes</b>	46.8	61.3	73.7
	Improved Livestock Practices	<b>Small livestock production</b>	32.2	46.1	56.8
<b>A Crisis Modifier Mechanism</b>	Enabling interventions	<b>Humanitarian Response</b>	23.9	40.3	48.7
<b>Disaster Risk Management/Reduction</b>	Enabling interventions	<b>DRR groups and committees</b>	19.4	23.9	37.1
<b>PMU</b>	Enabling interventions	<b>Grants management</b>	70% of PMU annual budget in 2019		

Source: UNDP (2021). ZRBF Outcome Monitoring Survey: Round Three Program Learning Report. ZRBF Resilience Knowledge Hub; PMU Capacity Assessment Report (2019); 2020 ZRBF Annual Work Plan.

## 4.6. VfM Rating

41. This assessment will be carried out following the UNDP's Independent Evaluation Policy. It will adopt an approach of evaluating a group of projects implemented in different contexts to

<sup>2</sup> And thereby to make the case of the link between VfM and the Fund theory of change/outcomes for meaningful cost-effectiveness analysis.

strengthen the external validity of the findings. A strong engagement process with key stakeholders will be pursued to increase the usefulness and use of the evaluative evidence generated by this assessment.

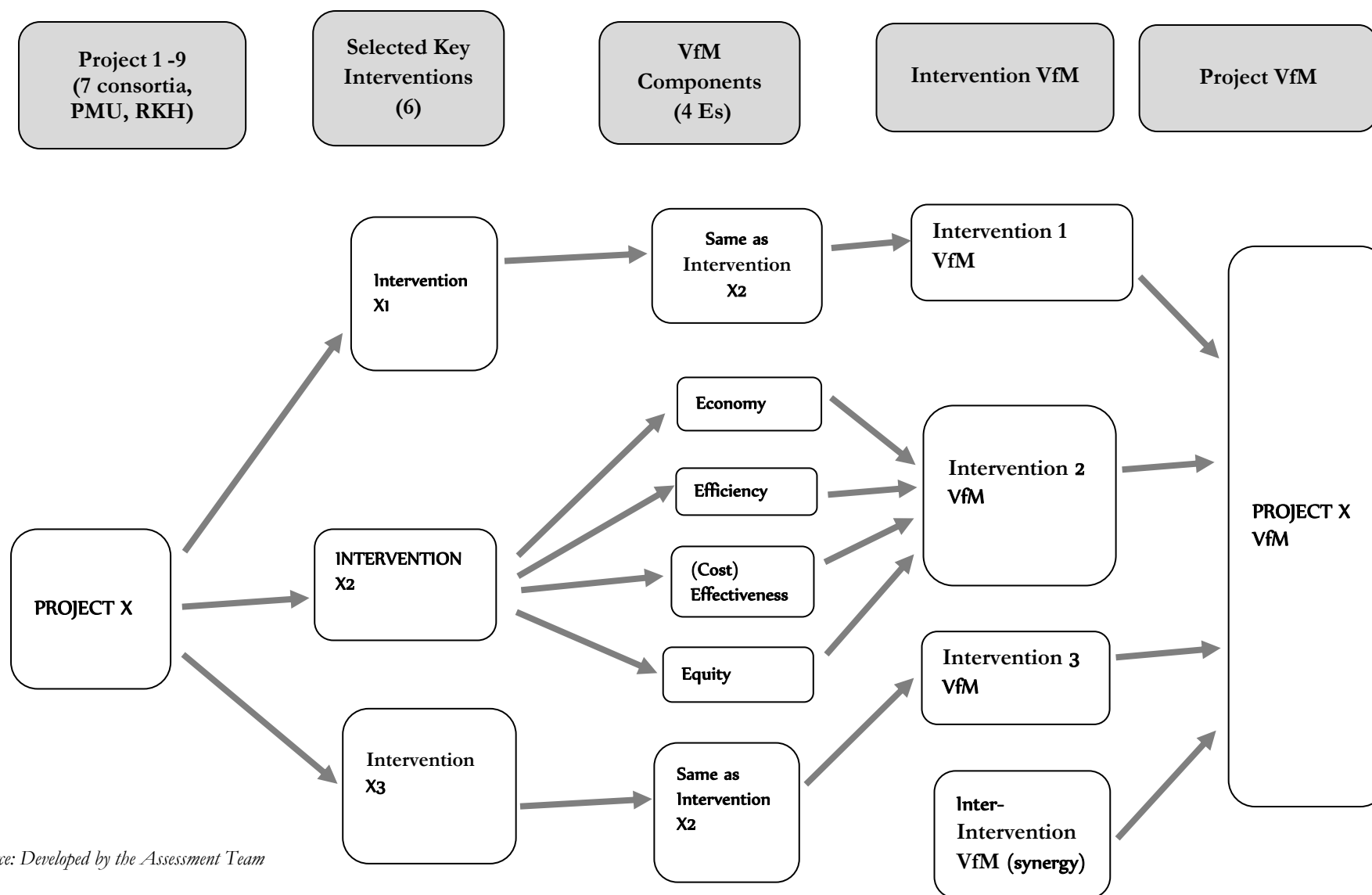
42. The assessment will use the UNDP's four-point rating scale (Table 4) to rate the VfM management performance when using the evaluation criteria of relevance, effectiveness, efficiency and sustainability. The final evaluation report will be a synthesis of the findings, conclusions, lessons learned and recommendations from the VfM performance assessment of the ZRBF seven (7) projects and Strategic Partner (Synthesis report outline in Annex IV).
43. Towards comparative analysis, lines of evidence triangulation and synthesis assessment, standardized protocol for data collection and analysis will be used to assess the individual selected projects. They include but are not limited to:
  - a) a common Project VfM Assessment Report template (Annex II);
  - b) a common individual and group interview guide (Annex V).

**Table 4: Summary of Generic Rating Scale**

<b>1– Not Achieved</b>	Contribution of the program/project faced severe constraints and the negative assessment outweighs any positive achievements. There has been limited or no achievement of planned program outputs/ outcomes. This score indicates poor performance.
<b>2– Partially Achieved</b>	Significant shortfalls are identified. The intended outputs and outcomes have only been partially achieved. Overall, the assessment is moderate, but less positive.
<b>3– Mostly Achieved</b>	Overall assessment is substantially positive, and problems are small relative to the positive findings. There are some limitations in the contribution of UNDP ZRBF projects that have prevented the achievement of stated outputs and outcomes, but no major shortfalls. Many of the planned program/projects outputs and /or outcomes have been delivered. This score indicates moderate, but good performance.
<b>4 – Fully Achieved/ Exceeds Expectations</b>	Program outputs and outcomes have been fully achieved (or are likely to be achieved), or even exceed expectations. This score indicates high performance.

*Source: Borrowed and adapted from IEO (2022). Country Programme Performance Rating System. UNDP.*

Figure 3: Illustration of ZRBF VfM (4Es) Assessment Process at Project Level



Source: Developed by the Assessment Team

## V. DATA COLLECTION AND ANALYSIS METHODS

44. The assessment will deploy multiple lines of evidence, combining both qualitative and quantitative data collection and analysis methods. Specifically, they will include, namely:
- 1) Secondary evidence: Desk and benchmarking review;
  - 2) Primary evidence: Stakeholder individual/group interviews and observations;
  - 3) Analysis of quality at entry, supervision and exit;
  - 4) Portfolio analysis;
  - 5) Intra and inter-project comparative analysis.
45. The next sections provide more details on each line of evidence. These lines of evidence will be used in an iterative and complementary manner, to cross-reference the analysis results and overcome the limitations of the assessment field work.

### 5.1. Secondary Evidence: Desk and Benchmarking Review

46. The document review will leverage the findings, conclusions and recommendations of various relevant documents in line with the VfM management process of ZRBF projects and the assessment questions. The VfM assessment will primarily make use the ZRBF own project specific VfM reports, which will be validate through triangulation of the above lines of evidence. For such a triangulation exercise, priority will be given to the source of the highest degree of evidence, namely reviews (mi-term, completion reports, etc.), audits, evaluation syntheses and individual evaluation lessons, as well as follow-up reports to such oversight reports.
47. Where possible, and with a view to strengthen the external validity of the findings and conclusions, the “review of reviews” will complement and inform the in-depth comparative analysis. Finally, as above highlighted, the ZRBF VfM process and performance will be compared with similar or comparable global, international and local best practices and standards. The documents to be reviewed will include ZRBF and ZRBF comparator documents (Box 2), such as: ZRBF program and project documents; ZRBF oversight documents (Mid-term reviews, audits, VfM, evaluations, implementation progress and completion reports, etc.); grey and published literature.

#### Box 2: Project and program level data already exist in key documents

- **Key strategic documents:** ZRBF strategic Plan; ZRBF annual work plans; ZRBF Indicator matrix; ZRBF value for money strategic plan; ZRBF Value for Money Indicators Reference Guide; Baseline Report; ZRBF Outcome Monitoring Surveys.
- **Key project documents:** Project annual progress reports; Project quarterly value for money reports.
- **Key ZRBF comparator documents:** Annual progress reports from similar funds<sup>3</sup>, e.g., Zimbabwe MDTF (AfDB), Zimbabwe Health Development Fund, EU Fund of Democracy and Rule of Law (Zimbabwe & al.), USAID Zimbabwe Resilience Anchors, South Sudan MDTF, South Soudan Health Fund, Ethiopia SWAN, Tanzania VSO-CASH, Malawi Investing in Communities; Prosperity Fund (multinational/global), BRACC (global), ENSURE, Amalima, BRACED, Building Disaster Resilience in Sub-Saharan Africa, etc.; Annual progress reports from similar projects being run by the same consortium partners.

### 5.2. Primary Evidence: Stakeholder Interviews and Field Observations

48. The ZRBF’s internal and external stakeholders will be consulted through interviews, with the view to identifying their perceived state of and their expectations on the VfM aspects of the ZRBF-funded projects. To minimize duplication and consultation fatigue, the semi-structured interviews

<sup>3</sup> Tentative list of ZRBF’s comparators to be finalized in consultation with the UNDP ZRBF PMU.

at the country and district-level will be conducted mainly within the framework of the seven (7) projects and Strategic Partner under assessment.

49. Thus, the sampled stakeholders will be key informants because they are knowledgeable of ZRBF performance for having been engaged in the design and/or implementation of the ZRBF. Subject to update and refinement, Table 4 presents the preliminary proposed internal key informants. The list of external key informants is to be finalized jointly by the VfM Assessment Team and the ZRBF PMU Team, starting with those identified in the ZRBF ToC.
50. Internal key informants (Table 4) will mainly come from the from ZRBF PMU, consortium partners at the national and district levels, beneficiaries, and consultants. External key informants will be from selected public institutions, private sector and civil society organizations, and other development partners involved in the co-financing, design, and implementation of ZRBF operations and/or other development funds in Africa.
51. The semi-structured interviews themselves will consider that not all interviewees are in a position to provide valuable information on all the issues or within the set interview duration (30-90 minutes). Successive interviews will be modulated and customized so as the next interview can fill as possible the information.
52. Individual and group discussions will be semi-structured by the Interview Guide (Annex V). The face-to-face interviews will be complemented/illustrated by site direct observations. Wherever possible, photographs or videotapes or copies of actual documentation will be collected to support such observations.

**Table 4: Tentative List of Key Internal Informants**

Level	Informant	No. Targeted
<i>National level, program and project level</i>	Ministry of Lands, Agriculture, Fisheries, Water and Rural Development	<ul style="list-style-type: none"> <li>5 ZRBF focal persons (Director General, program lead of horticulture, livestock, environment, M&amp;E)</li> </ul>
	ZRBF PMU; RKH	<ul style="list-style-type: none"> <li>Program Lead</li> <li>Program specialist</li> <li>M&amp;E</li> <li>Procurement</li> <li>Finance</li> </ul>
	Comparative PMU	<ul style="list-style-type: none"> <li>Program Leads (to be identified in consultation with ZRBF PMU)</li> </ul>
	Consortium Leads	<ul style="list-style-type: none"> <li>7 consortium leads</li> <li>4 specialists per consortium lead: <ul style="list-style-type: none"> <li>Program Lead</li> <li>M&amp;E</li> <li>Procurement</li> <li>Finance</li> </ul> </li> </ul>
<i>District level</i>	Ministry of Lands, Agriculture, Fisheries, Water and Rural Development	<ul style="list-style-type: none"> <li>1 ZRBF district focal person (18 districts)</li> </ul>
	Consortium/Project Leads	<ul style="list-style-type: none"> <li>Project district focal person (18 districts)</li> </ul>
	District Development Coordinator	<ul style="list-style-type: none"> <li>18 coordinators</li> </ul>
<i>Community Level</i>	Community Leaders	<ul style="list-style-type: none"> <li>1 headman/Chief per district (18 districts)</li> <li>1 focus discussion group discussion of Councilors/Village head per ward for the two wards per district</li> </ul>
	Beneficiaries inclusive of women and youths, elderly, people with disability, etc.	<ul style="list-style-type: none"> <li>1 focus discussion group discussion per ward for the two wards per district</li> </ul>
<i>ZRBF Consultants</i>	Contractors at program and project levels	<ul style="list-style-type: none"> <li>OMS producers</li> <li>Program/project document authors</li> <li>Other study providers</li> </ul>



### 5.3. Analysis of Quality at Entry, Supervision and Exit

53. The assessment will evaluate the quality of mainstreaming VfM into the ZRBF program and project management process, and whether it has improved/adapted over time. Specifically, the analysis of ZRBF VfM management will aim to assess the extent to which the ZRBF VfM assurance processes across the ZRBF project cycle did secure an adequate coverage of all the VfM drivers (factors) which are predictors of the ZRBF VfM more or less successful maximization.
54. At entry, these VfM drivers include: compliance with the ZRBF VfM principles and guidance at the phases of the ZRBF project development process and the resulting project relevance: project alignment to needs, organizational context, and best practice, as well as the project design internal and external coherence, internal control and risk mitigation, including the realism and plausibility of the initial outcomes and VfM calculations of the Fund program and project theories of change/results frameworks, etc.
55. At supervision and exit, these VfM drivers mainly include compliance with the ZRBF VfM principles and guidance at the phases of the ZRBF project execution process and the resulting implementation approaches: fiduciary management, partnerships and Paris Declaration implementation, feedback and follow-up, promotion of results-focused monitoring and reporting, and managing for sustainability.

### 5.4. Portfolio Analysis

56. The Portfolio review of this assessment will describe, per ZRBF component, the evolution in the portfolio composition structure that would highlight the extent to which the Fund has fostered significant improvements in ZRBF VfM management performance. The review will mainly consist in validation of the ZRBF VfM Management self-assessment reports, including standalone VfM reports, completion monitoring reports and mid-term reports.
57. The review will also aim at taking stock of internal and external synergy maximization practices across the ZRBF portfolio. Thus, from the perspective of portfolio value optimization, the assessment will track and benchmark achieved economies of scale, scope and learning as well as internal and external transaction cost savings.

### 5.5. Comparative Analysis

58. Beyond the above-described exercise of intra and inter-project benchmarking (diachronic/ trend and synchronic comparison) ZRBF interventions against comparable global, international and local best practices, the assessment will undertake an in-depth comparative analysis of a sub-sample of two (2) contrasted VfM cases (activities within each project, projects within the program) respectively rated as “highly/satisfactory” and “highly/unsatisfactory”. The comparative analysis of contrasted cases is a second level (higher) analysis commonly used in management research for qualitatively tracking factors. The synthesis of the nine (9) project-level VfM reports (7 projects + RKH+ PMU) is rather a lower-level (descriptive) analysis.
59. The aim is to get an in-depth understanding of ZRBF-funded project VfM management functioning and results in different contexts of districts and communities in the three ZRBF’s areas of results (what works, how and why, and in which circumstances?). Good understanding of the enabling and hindering VfM drivers of these contrasted cases will make it possible to assess to what extent the ZRBF VfM management strategy and assurance plan were likely to be achieved and be effective and sustainable under certain contexts.

60. It should be noted that the two-way influence between project management context, project development and project execution will be analysed in line with the ZRBF VfM management theory of change in Annex I. Particularly, for a deep consideration of the country and district context, the implementation of the Paris Declaration and its successors in the country will be assessed for the ZRBF-funded projects.

## VI. ASSESSMENT IMPLEMENTATION PLANS

### 6.1. Division of Labor and Quality Assurance

61. Under the leadership of the VfM Team Leader, the three (3) consultants will split the workload as follows (Table 5). Tentatively, Consultant 1 will cover PROGRESS, SIZIMELE and MELANA, Consultant 2 will cover ZVA, BRACKT and ECRIMS, and Consultant 3 (Team Leader) will cover ECRAS, ZRBF PMU and RKH. They will coordinate and work together to harmonize their approaches and consolidate the required final reports.
62. The VfM Team Leader will work under direct supervision of the ZRBF Monitoring and Evaluation Specialist in close consultation with the ZRBF Project Manager. The ZRBF Project Manager will certify the deliverables.
63. The role of the Evaluation Reference Group (ERG) is to make comments and suggestions which will enable the production of a robust VfM assessment report. It will ensure that the report complies with professional standards in terms of objectivity, evidence, usefulness and actionability of the assessment conclusions, lessons learned and recommendations.
64. Other quality assurance mechanisms will include the following:
- All interviews will be confidential and not recorded to protect the identity of all informants. Information shared by key informants should be used within the framework of explicit consent and strict anonymity.
  - In addition to their professional credentials, the experts conducting the assessment have not been involved in the design and/or implementation of ZRBF or any of its instruments, and they have no vested interest in the result of the assessment.

**Table 5: ZRBF VfM Assessment Implementation Team**

ZRBF PMU TEAM	
Titus Kuuyuor	ZRBF Program Manager
Shupikayi Zimuto	ZRBF M&E Specialist, Task Manager
Fadzai Ncube	ZRBF M&E Officer
Solomon Mutambara	ZRBF Program Specialist
Sally Muwani	ZRBF Grants
Raphael Chigumira	ZRBF Finance
Nestar Mugabe	ZRBF Finance
CONSULTANT TEAM	
1. Terence Kairiza	Team Member
2. Lazarus Muchabaiwa	Team Member
3. Maximilien Tereraho	Team Leader



EVALUATION REFERENCE GROUP		
UNDP	<ul style="list-style-type: none"> <li>- ZRBF PMU M&amp;E Specialist</li> <li>- Head of ZRBF PMU (ad-hoc/optional)</li> </ul>	Shupikayi Zimuto Titus Kuuyor
FCDO	<ul style="list-style-type: none"> <li>- FCDO Zimbabwe Humanitarian and Resilience Advisor</li> <li>- FCDO Zimbabwe Program Manager</li> </ul>	Will Helyar Esther Hela
EU	EU Representative, Agriculture, Private Sector and Trade	David Palacios
SIDA	SIDA Representative Counsellor Development Cooperation	Per Dans
GoZ	MAMID and other government partners Representative	Grace Nicholas

## 6.2. Work Plan, Deliverables and Timelines

65. The time frame set for this evaluation is 110 days over the period from May 2022-September 2022. The timing of the expected deliverables, key activities and sub-activities is shown below (Figure 4). It should be understood that most of the assessment building blocks will be conducted in a concurrent manner.

**Figure 4: Schedule of the Assessment Activities and Deliverables**

ACTIVITY/DELIVERABLE		MAY-22				JUNE-22				JULY-22				AUGUST-22				SEPTEMBER-22			
		5~20	21~27	28~31	04~10	11~17	18~24	25~31	03~08	09~15	16~22	23~29	01~05	06~12	13~19	20~26	27~31	03~09	10~16	17~23	24~30
1	Inception work (assessment framework, methodology & tools, workplan and report outline)																				
2	Reception and incorporation of ERG comments and suggestions																				
3	Methodology and workplan to Steering Committee																				
4	Desk review/Documentary VfM analysis																				
5	Field visits and consultative meetings																				
6	Data review, summary report of field work and presentation of preliminary results																				
7	Prepare detailed ZRBF VfM report																				
8	Reception and incorporation of ERG comments and suggestions																				
9	Validation and learning workshop																				
10	Final consultant report																				

### 6.3. Assessment Risks, Limitations and Mitigation Strategies

66. Table 6 below presents key risks and limitations of this VfM assessment and the corresponding main mitigation strategies. A few overarching limitations of this assessment have already been identified as follows:

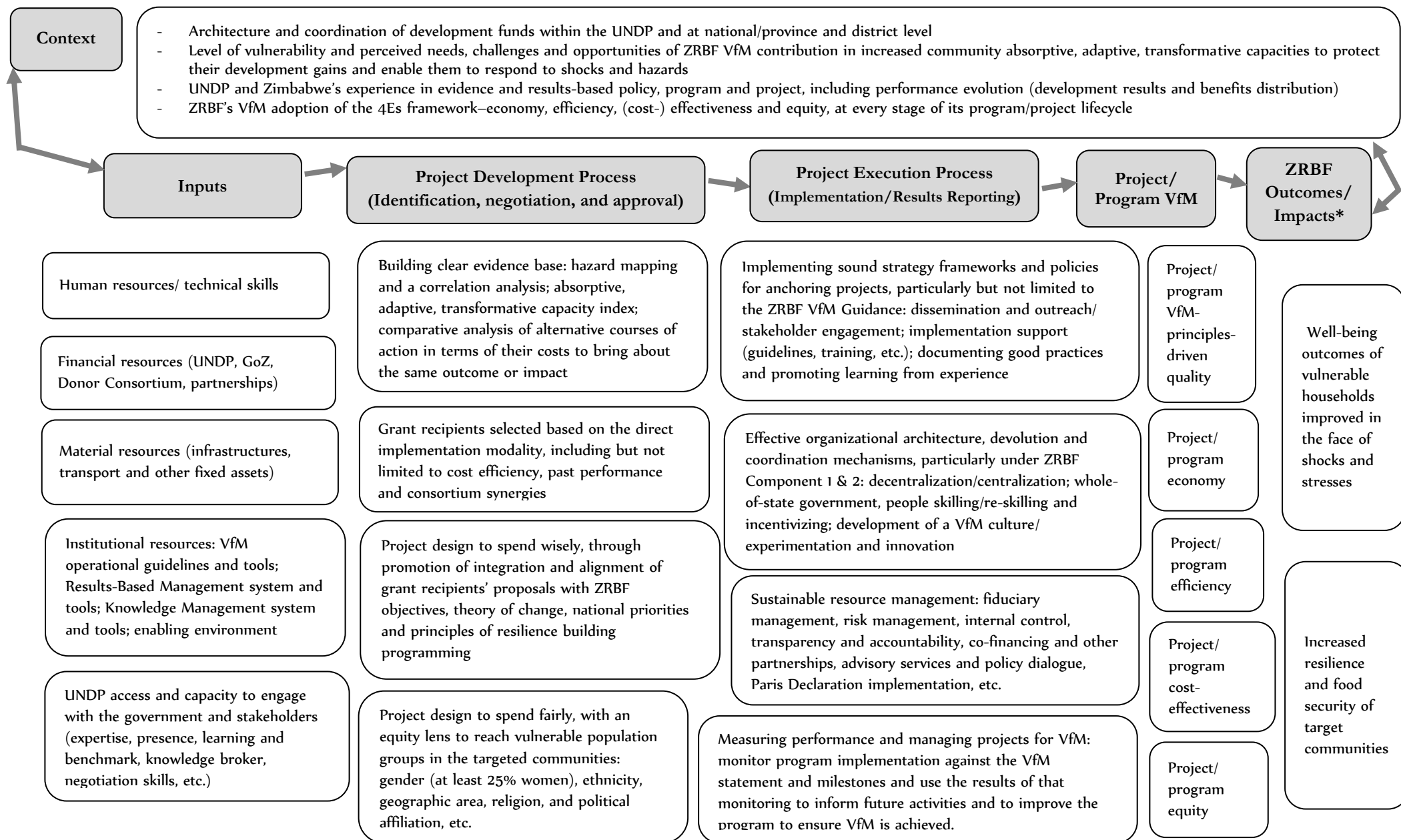
**Table 6: Risks and mitigations strategies**

Risks	Occurrence Likelihood	Mitigation strategy
<b>Related to the evidence base</b>		
Difficulties in locating key documentation from the client's internal database and other sources	<b>Low Probability</b>	<ul style="list-style-type: none"> <li>Benefit from the experience of evaluators that have already worked with ZRBF and UNDP and have a deep understanding of their databases and reporting documents.</li> <li>Range of complementary research methods to strengthen the analysis robustness.</li> <li>Regular exchanges between the Team Leader and the ZRBF PMU to ensure timely actions on key methodological questions.</li> </ul>
Potential data gaps	<b>Low Probability</b>	<ul style="list-style-type: none"> <li>ZRBF VfM and effectiveness reports provided by ZRBF PMU will help in mapping the available documents per interventions and project and highlight gaps.</li> <li>Alternative and complementary sources are proposed to cover these data gaps such as individual/group interviews.</li> </ul>
Difficulties to obtain audit-like granular and/or quantitative performance information	<b>Medium/High Probability</b>	<ul style="list-style-type: none"> <li>Rapid evaluability assessment of ZRBF VfM, including considering the recent VfM and results reporting documents found that there may be some difficulties to obtain audit-like granular and/or quantitative performance information to support assess the effectiveness and efficiency of the VfM of ZRBF operations.</li> <li>For instance, it is not sure there has been systematic time recording and hence the staff costs for different activities, as well as a systematic synergy/program intensity measurement framework to compile economies of scale, scope, experience and internal/external transaction cost savings.</li> <li>Moreover, due to low level of process evaluability, there are risks that the quality of the data for benchmarking do not lend themselves to highlighting meaningfully the difference made by the ZRBF VfM strategy and tools.</li> <li>Range of alternative data sources and complementary research methods to strengthen the analysis robustness.</li> </ul>
<b>Related to the analytical framework and methodological approach</b>		
Criticisms of the validity / robustness of the analysis	<b>Low/Medium Probability</b>	<ul style="list-style-type: none"> <li>Capitalize on the experience of the previous Inception Report for ensuring an adequate design of the various assessment steps and activities from a participatory perspective.</li> <li>Range of complementary research methods to strengthen the analysis robustness.</li> <li>Regular exchanges between the Team Leader and the ZRBF PMU to ensure timely actions on key methodological questions.</li> </ul>
<b>Related to the planning and execution of the assignment</b>		
Slippage in the evaluation schedule due to delays in delivering outputs and/or in receiving comments	<b>Medium/High Probability</b>	<ul style="list-style-type: none"> <li>Some degree of risk due to the dense overall timeframe of the assessment.</li> <li>Strive to ensure a constant monitoring of the assessment process and to provide timely and effective responses to any unexpected events.</li> <li>Whilst respecting participant entities to provide their inputs, there is a need to involve the key stakeholders and enforce the timeliness of commenting rounds.</li> </ul>

Risks	Occurrence Likelihood	Mitigation strategy
Slippage in the assessment schedule due to COVID-19 related travel restrictions	<b>Low/Medium Probability</b>	<ul style="list-style-type: none"> <li>• In the case of a COVID-19 outbreak in the forthcoming south Winter, the implementation of the assessment might be affected, particularly for the field data collection.</li> <li>• In addition to adoption of a concurrent engineering rather than linear mode of assessment work, be ready to work remotely, including online interviews.</li> <li>• Team members have been successfully implementing several evaluations on a completely remote basis, due to the COVID-19 pandemic.</li> <li>• Remain flexible in terms of work planning in tight collaboration with ZRBF PMU.</li> </ul>
<b>Related to the field data collection phases in the course of assessment process</b>		
Availability of respondents and poor cooperation among stakeholders concerned due to busy schedules or lack of appreciation of the assessment.	<b>Medium/High Probability</b>	<ul style="list-style-type: none"> <li>• ZRBF PMU will facilitate the activities of the team by providing the necessary support, such as support in identifying key informants at district level and develop and validate the interview schedule, as well as the relevant respondents' list, as a priority.</li> <li>• In addition to flexibility in terms of planning of the work, also use acquaintances to maintain close relations with stakeholders to ensure smooth operation.</li> <li>• In addition to a coordinated division of labour for avoiding consultation fatigue, also carry out field data collection outside any holiday periods and, should some of the key individuals not be available during the visit, arrange online follow-up interviews.</li> <li>• In all cases, alternative and complementary sources to cover possible data gaps such as reinforced desk review and benchmarking.</li> </ul>

## ANNEXES

## ANNEX I: RECONSTRUCTED ZRBF VfM THEORY OF CHANGE



Source: Reframed by the Assessment Team from the ZRBF's Strategic Plan for Measuring and Maximising Value for Money and related documents.

\* This VfM assessment will not assess the development results of the ZRBF-funded projects; it will use the existing effectiveness data (OMS reports) to perform cost-effectiveness analysis.

## ANNEX II: ZRBF VfM ASSESSMENT MATRIX

PROJECT DATA	
(Refer to the nine project-level VfM assessments including the ZRBF seven projects, the KRH and PMU)	
NAME OF THE PROJECT	
PROVINCE/DISTRICT	
YEAR APPROVED	
YEAR CLOSED (where applicable)	
PROJECT MATERIALITY  (Size of projects in terms of financial and human resources, etc.)	
ZRBF COMPONENTS	
ZRBF INTERVENTIONS/ACTIVITIES	
KEY DOCUMENTS REVIEWED	

## 1. ZRBF VfM CONTEXT

Context assessment assesses the level of vulnerability and perceived needs, challenges, opportunities and past experience of VfM contribution to the resilience and development of the Country/province/district, as well as the perceived usefulness of the ZRBF VfM Guidance (strategy and assurance plan, 2017) for effective and efficient management of ZRBF-funded projects.

plan, 2017) for effective and efficient management of ZRBF-funded projects.					
ASSESSMENT QUESTIONS	KEY INDICATORS <sup>4</sup>		KEY SOURCE OF DATA	RATING CRITERIA	SCORE (1 - 4)
<b>Q1.1. In your view, to what extent has Zimbabwe and its provinces/districts historically been involved in and benefited from use of VfM in development projects/programs, particularly in the areas of resilience building?</b>	1.1.1.	Map of Government development cooperation regulations and project cycle.	ZRBF program/ project documents & literature	N.A.	N.A.
	1.1.2.	Positive and negative experience and perceptions of VfM contribution to project/program management performance in the Country development, particularly in the areas of resilience building.	Key informant interviews (KII) – PMU, MLAFWRD, Development partners & al.		
<b>Q1.2. To what extent are the Government rules/procedures and processes for the development and execution of development cooperation projects differ from those of UNDP/ZRBF-funded projects?</b>	1.2.1.	Adherence to government rules/regulations	Idem		
	1.2.2.	Results-based management maturity level differences between GoZ and UNDP.			
<b>Q1.3. To what extent were the UNDP's ZRBF VfM Guidance found easy to understand and use, realistic and actionable?</b>	1.3.1.	Awareness level of applicable ZRBF VfM rules/procedures (principles and tools) at the development and execution phases of the project.	KII – Consortia partners		
	1.3.2.	Positive and negative experience of use and perceived weaknesses, strengths and overall usefulness of ZRBF VfM rules/procedures (principles and tools).			
<b>OVERALL COMMENT ON ZRBF VfM CONTEXT</b> Overall, the ZRBF context was/was not VfM-friendly due to...					N.A.

<sup>4</sup> The list and wording the indicators could be refined in the course of the assessment implementation as evidence emerges.



## 2. ZRBF VfM RELEVANCE

The relevance assessment evaluates to what extent the grant awarding and utilization of ZRBF resources for the development and execution of the ZRBF-funded projects was in compliance with the ZRBF's Strategic Plan for Measuring and Maximizing VfM, at both objectives and design.

ASSESSMENT QUESTIONS	KEY INDICATORS (Some details in ZRBF PMU, 2017a and 2017b)	SOURCE OF DATA	RATING CRITERIA	SCORE (1 - 4)
<b>Q2.1. How have the ZRBF VfM principles and guidance been embedded in the project development and execution processes at the Fund and project level?</b>	<p>2.1.1. ZRBF Fund is designed based on VfM evidence of what works and what does not work in resilience building.</p> <p>2.1.2. ZRBF PMU embedded VfM tools and approaches in its grants application processes, grant approval, grant negotiation and inception.</p> <p>2.1.3. ZRBF call for proposals has a section on applicant plan for VfM that is feasible, with robust VfM indicators/measures robust (comprehensive, valid, reliable along with integrity).</p> <p>2.1.4. Development of procurement plans by both PMU and Grantees with measures to benchmark, assess and report on the economy of ZRBF interventions, with Grant recipients' procurement plans shared and discussed with ZRBF.</p> <p>2.1.5. Financial management plans are shared and presented including reporting requirements by ZRBF.</p> <p>2.1.6. Primary cost drivers are also identified and monitored.</p> <p>2.1.7. Evaluated staff capacity for key ZRBF project staff such as Team leader, M&amp;E Officer and Finance and Administration Officer.</p> <p>2.1.8. Management capacity and evidence of previous grant management is assessed.</p> <p>2.1.9. Grant recipients MEL plan is checked to see if it is realistic and aligned to interventions data and information needs, including realism and plausibility VfM calculations.</p>	<p>ZRBF program/ project documents</p> <p>KII – PMU and consortia</p> <p>KII – PMU, MLAFWRD, Development partners &amp; al.</p>	<p>1– <i>Not Achieved:</i> Contribution of the UNDP program faced severe constraints and the negative assessment outweighs any positive achievements. There has been limited or no achievement of planned program outputs/ outcomes. This score indicates poor performance.</p> <p>2– <i>Partially Achieved:</i> Significant shortfalls are identified. The intended outputs and outcomes have only been partially achieved. Overall, the assessment is moderate, but less positive.</p> <p>3– <i>Mostly Achieved:</i> Overall assessment is substantially positive, and problems are small relative to the positive findings. There are some limitations in the contribution of UNDP programs that have prevented the achievement of stated outputs and outcomes, but no major shortfalls. Many of the planned program outputs/ outcomes have been delivered. This score indicates moderate, but good, performance.</p> <p>4 – <i>Fully Achieved/ Exceeds Expectations:</i> Program outputs</p>	<b>X/4</b>

<p><b>Q2.2. Were the VfM measures in place for use throughout the project life cycle robust (comprehensive, valid, reliable along with integrity), aligned with the theory of change and the Fund/project expected results and kept adaptive to important changing needs?</b></p>	<p>2.2.1. ZRBF project proposals and approved project documents have a section on applicant plan for VfM that is feasible, with robust VfM indicators/measures robust (comprehensive, valid, reliable along with integrity).</p> <p>2.2.2. Each major activity cost per beneficiary is properly analyzed and presented in proposals.</p> <p>2.2.3. Grant Recipients Log frames and indicators including VfM indicators are harmonised and aligned to ZRBF PMU log frame, to ensure delivery of one goal.</p> <p>2.2.4. Budgets are linked to log frame and activities or outputs level, with the unit costs using units of expected/reported results.</p>	Idem	and outcomes have been fully achieved (or are likely to be achieved), or even exceed expectations. This score indicates high performance.	<b>X/4</b>
<p><b>OVERALL COMMENT ON ZRBF VfPM RELEVANCE</b> Overall, the ZRBF VfM approach was relevant due to...</p>				<b>Average/4</b>

### 3. ZRBF VfM EFFECTIVENESS

The assessment of ZRBF VfM effectiveness tests the validity of the anticipated links between VfM principles and assurance and the project's activities, outputs, outcomes and intended outcomes (the results framework). Specifically, the assessment aim to establish the extent to which the VfM practices adopted by the ZRBF PMU and the project implementation partners (consortia members) throughout the project life cycle did ensure economy, efficiency, cost-effectiveness, equity and sustainability of the ZRBF projects in achieving its intended outputs and outcomes in line with the theory of change? Actual, expected and unintended results of any VfM practice are included in the assessment of VfM effectiveness.

ASSESSMENT SUB-CRITERIA AND QUESTIONS	KEY INDICATORS (some details in ZRBF PMU, 2017a and 2017b; Annex III)	SOURCE OF DATA	RATING CRITERIA	SCORE (1 - 4)
<b>Achievement of ZRBF program/project <i>VfM-principles-driven quality</i></b>				
<b>Q3.1. To what extent has the application of the ZRBF VfM principles and guidance succeeded in driving the intended project quality throughout the ZRBF-funded project cycle?</b>	<p>3.1.1. Extent to which the ZRBF project milestone decisions, including implementation monitoring and performance reporting are increasingly approved against an evidence-based standard.</p> <p>3.1.2. ZRBF PMU prioritized projects alignment with ZRBF overall objectives for funding to ensure achievement of overall ZRBF objectives, from a results-based management perspective.</p> <p>3.1.3. ZRBF projects objectives and design, individually and collectively, with a diagnosis of the Zimbabwe resilience challenges and alignment with its priorities stated in the national and subnational development strategic and operational priorities in the respective strategy documents.</p> <p>3.1.4. Project theory of change basis in lessons learned from experience and existing validated knowledge.</p> <p>3.1.5. Coherence, selectivity and realism of the project portfolio of actions and reforms retained in the project results frameworks, individually and collectively, given the grantee and district's absorption and project management capacity.</p> <p>3.1.5. Synergies established with other projects, other districts or other development partners' interventions in the country/districts towards implementation of the Paris Declaration on aid effectiveness.</p> <p>3.1.6. Project design with an equity lens to reach vulnerable population groups in the targeted communities.</p> <p>3.1.7. Involvement level of beneficiaries and other stakeholders in the different phases of development and implementation process of the ZRBF projects.</p> <p>3.1.8. Actions taken in responses to changing needs (for instance COVID-19 among others) and achieved results.</p> <p>3.1.9. Existing tools of quality assurance along the project cycle that address factors that predict the performance of resilience building projects.</p> <p>3.1.10. Risks to sustainability addressed in project implementation progress or completion reports and quality of the lessons learned.</p>	<p>ZRBF program/ project documents</p> <p>KII – PMU and consortia</p> <p>KII – PMU, MLAFWRD, Development partners &amp; al.</p>	Idem	

<p><b>Q3.2. To what extent have the ZRBF PMU and the project implementation partners, particularly the grant recipients, adopted sound VfM management practices alongside the project life cycle that were likely to ensure economy, efficiency, cost-effectiveness, equity and sustainability of the ZRBF projects in achieving its intended outputs and outcomes in line with the theory of change?</b></p>	<p>3.2.1. Regular VfM reporting by PMU and its grant recipients to ensure that VfM set out indicators are monitored, tracked and reported.</p> <p>3.2.2. Strong partnerships and collaborative engagement with delivery organizations Consortia Lead and their sub grantees to optimize probability of achieving ZRBF VfM outcomes.</p> <p>3.2.3. Establishment of external scope and cost references, including through price benchmarking, and review.</p> <p>3.2.4. Transparent accountabilities across the program for VfM outcomes.</p> <p>3.2.5. Devolution of procurement and delivery to the responsible entities best positioned to address the risks identified.</p> <p>3.2.6. Local prioritization balanced with whole-of-state considerations, including optimizing between time and cost of delivery.</p> <p>3.2.7. Lead consortia centralized reporting and common reporting structure for all grant recipients.</p> <p>3.2.8-19. VfM in ZRBF program/project M&amp;E (see ZRBF, 2017a).</p>			<p><b>X/4</b></p>
<p><b>Achievement of ZRBF program/project <i>Economy</i></b></p>				
<p><b>Q3.3. To what extent did the ZRBF and its funded projects display the requisite financial rationality and responsibility in their transactions? Were ZRBF projects inputs of appropriate quality bought at a minimized price?</b></p>	<ul style="list-style-type: none"> <li>➤ Administrative costs (or support costs) as a percentage of total costs and overhead costs as a percentage of total program costs</li> <li>➤ Percentage of use of local technical assistance</li> <li>➤ Unit costs of inputs: <ul style="list-style-type: none"> <li>• Unit cost of climate smart food security activity;</li> <li>• Unit cost of delivering cash transfer per beneficiary;</li> <li>• Unit cost of training;</li> <li>• Unit cost of Technical Assistance;</li> <li>• Unit costs of items procured;</li> <li>• Other unit costs.</li> </ul> </li> <li>➤ Savings on price and external transaction costs</li> <li>➤ Inputs synergy economies of scale, scope, experience and savings on internal transaction costs</li> </ul>	<p>Idem</p>	<p>Idem</p>	<p><b>X/4</b></p>

Achievement of ZRBF program/project <i>Efficiency</i>				
<b>Q3.4. To what extent did ZRBF VfM principles and tools lead to achieving output level of quality and timeliness commensurate to their costs?</b>	<ul style="list-style-type: none"> <li>➤ Budget execution rate for ZRBF and ZRBF co-financers</li> <li>➤ Cost of delivering resilience intervention per beneficiary</li> <li>➤ Cost per result at output indicator level: <ul style="list-style-type: none"> <li>• Spend against each output in the reporting period;</li> <li>• Cost of reach per beneficiary/activity;</li> <li>• Unit costs of the physical productive infrastructure menu of activities;</li> <li>• Management costs for each delivery mechanism as a proportion of invested funds;</li> <li>• Other output costs.</li> </ul> </li> <li>➤ Cost of transfer ratio-FDCO to UNDP and UNDP to partners</li> <li>➤ Percentage of fund from FCDO, other donors</li> <li>➤ Percentage of humanitarian funds flowing through / coordinated with ZRBF</li> <li>➤ Outputs synergy economies of scale, scope, experience and savings on transaction costs.</li> </ul>	Idem	Idem	X/4
Achievement of ZRBF program/project <i>Cost-Effectiveness</i>				
<b>Q3.5. To what extent has the ZRBF VfM implementation succeeded in achieving the project/program objectives of increased sustainable resilience and well-being of the target communities in face of shocks and stresses at a reasonable/optimal cost?</b>	<ul style="list-style-type: none"> <li>➤ Cost per beneficiary who reports having taken action and/or reported to have improved resilience capacity and/or well-being; e.g., <ul style="list-style-type: none"> <li>• Number of women and men whose resilience has been improved;</li> <li>• Number of farmers linked with viable commercial value chain.</li> </ul> </li> <li>➤ There is an optimum relationship between the resources applied and outputs/outcomes</li> <li>➤ Wise expenditures when: (i) using an optimum combination of a certain number of resources within a certain time frame based on ZRBF VfM evidence; (2) adapting to changing needs, such as coping with COVID-19 (Number policies and practices changed – through use of ZRBF VfM evidence).</li> <li>➤ Spending for the long term (sustainability) through averting and/or leveraging costs of services.</li> <li>➤ Extent to which a different project design and/or delivery mode could be/could have been an alternative to the selected project configuration (alignment between project development, project execution and project context of ZRBF financing and Country resilience/development through the use of VfM evidence).</li> </ul>	Idem		X/4

<i>Unintended outputs/outcomes</i> (if any generated positive and/or negative externalities reported)				
Q3.6. Has the application of the ZRBF VfM principles and tools produced any indirect and unintended results?	<ul style="list-style-type: none"> <li>Short-term and measurability bias against longer term and/or rather qualitative outcomes, impacts and sustainability;</li> <li>Other possible VfM drawbacks, misunderstandings and misuses</li> </ul>	Idem	Idem	X/4
Achievement of ZRBF program/project <i>Equity</i>				
Q3.7. To what extent did the outcomes, and perhaps the outputs, benefit different types of recipients equitably, particularly target vulnerable population groups such as young people, elderly, people with disability, women, children and geographic target areas benefiting from the ZRBF interventions?	<ul style="list-style-type: none"> <li>Proportion of young people, elderly, disabled, women, children benefiting (outputs, outcomes)</li> <li>Proportion benefiting per ward (outputs, outcomes)</li> </ul>	Idem		X/4
<b>OVERALL COMMENT ON ZRBF VfM EFFECTIVENESS</b> Overall, the ZRBF VfM strategic plan was effective due to...				Average/4

#### 4. ZRBF VfM EFFICIENCY

The assessment of efficiency attempts to establish the VfM of the ZRBF VfM practices: whether the benefits of the VfM were achieved or are expected to be achieved) at reasonable production and organizational costs.

ASSESSMENT QUESTIONS	KEY INDICATORS	SOURCE OF DATA	RATING CRITERIA	SCORE (1 - 4)
<b>Q4.1. How do the expected ZRBF VfM outcomes at the Fund and project level compare with the costs actually recorded in the course of ZRBF VfM implementation?</b>	4.1.1. Production and organization cost of VfM analysis, process and reporting. 4.1.2. VfM complementarity/ duplication/ contradictions with financial, effectiveness, equity analysis, process and reporting.	ZRBF program/ project documents  KII – PMU and consortia	Idem	<b>X/4</b>
<b>Q4.2. To what extent has the ZRBF's strategic plan for measuring and maximizing VfM been enough flexible for timely capturing the value generated during the ZRBF program and project implementation, including but not limited to tapping potential synergies among interventions to deliver sustainable outcomes and impact?</b>	4.2.1. Success in timely and accurately identifying and addressing underperforming interventions. 4.2.2. Success in timely and accurately identifying areas and leveraging synergies (achieving economies of scale, scope and learning, savings on external and internal transaction costs).	KII – PMU, MLAFWRD, Development partners & al.	Idem	<b>X/4</b>
<b>Q4.3. To what extent has evidence on VfM generated at Fund and project level been used to guide the ZRBF operations throughout the project life cycle?</b>	4.3.1. ZRBF lessons are informed by VfM processes and assessments throughout the project life cycle. 4.3.2. ZRBF has appropriate approach to promoting the use of VfM for day-to-day decision making across its stakeholders. 4.3.3. There are good understanding, awareness and ownership of VfM amongst staff, along with practical application in a balanced and innovative manner. 4.3.4. Cost-utility benchmark of ZRBF VfM model against other economic evaluation approaches.		Idem	<b>X/4</b>
<b>OVERALL RATING FOR ZRBF VfM EFFICIENCY</b> Overall, the ZRBF VfM framework was efficient due to...				<b>Average/4</b>

## 5. ZRBF VfM SUSTAINABILITY

The assessment of managing for ZRBF VfM sustainability considers the extent to which the project VfM management has addressed risks, especially those related to cross-cutting issues, and put in place mechanisms that are likely to ensure the continued flow of benefits after the project completion. It should also evaluate risks to the sustainability of management development outcomes and/or the project's benefits, including resilience to exogenous factors and the continuation of the project's activities and funding. Sustainability should be considered both at the level of the project development process and project execution process.

ASSESSMENT SUB-CRITERIA AND QUESTIONS	KEY INDICATORS	SOURCE OF DATA	RATING CRITERIA	SCORE (1 - 4)
<b>Technical soundness</b>	5.1.1. Likelihood that the achievement of the ZRBF VfM results is adversely affected by factors related to the technical design of the VfM practice.	KII – PMU and consortia  KII – PMU, MLAFWRD, Development partners & al.	Idem	X/4
<i>The criterion assesses the extent to which the ZRBF VfM achievements rely on sound technology using inputs efficiently and providing productivity gains. It includes organization and methods facilitation, etc.)</i>				
<b>Q5.1. To what extent were measures put in place to ensure that the ZRBF VfM process and positive effects are technically sound and resilient to external shocks?</b>				
<b>Economic and financial viability</b>	5.2.1. Likelihood that mechanisms in place for financial sustainability ensure the continued flow of benefits associated with ZRBF VfM.		Idem	X/4
<i>This criterion assesses the extent to which funding mechanisms and modalities have been put in place to ensure the continued flow of VfM benefits after project / project completion, with particular emphasis on availability of recurrent funding.</i>				
<b>Q5.2. To what extent were measures put in place to ensure that the ZRBF VfM and its benefits are realistically sized and resourced financially and resilient to economic shocks?</b>				
<b>Institutional sustainability and strengthening of capacities</b>	5.3.1. Building/strengthening institutional capacities in VfM management.  5.3.2. Adequacy of country systems and capacities to ensure the continued flow of benefits associated with the ZRBF VfM after program/project completion.		Idem	X/4
<i>The criterion assesses the extent to which the ZRBF VfM has contributed to strengthening institutional capacities – including, for example, whether improved governance practices, skills/re-skilling, procedures, incentives, structures, or institutional mechanisms resulted from the implementation of a ZRBF principle and tool (s).</i>				
<b>Q5.3. To what extent were measures put in place to ensure that the ZRBF VfM sustainably increase capacity in relevant institutions?</b>				
<b>Ownership and sustainability of partnerships</b>			Idem	



<i>The assessment determines whether the ZRBF VfM has effectively involved relevant stakeholders, promoted a sense of ownership amongst the beneficiaries (country, province/ district, including both men and women as well as the youth) and put in place effective partnerships with relevant stakeholders (e.g., local and municipal authorities, governments, civil society organizations, private sector, RECs, partners/ States Participants etc.) as required for the continued maintenance of the ZRBF VfM outputs and outcomes.</i>	5.4.1. VfM management effectiveness at involving most stakeholders and promoting a sense of ownership amongst them.			<b>X/4</b>
<b>Q5.4. To what extent were measures put in place to ensure that the ZRBF VfM process forges sustainable partnership and ownership of ZRBF VfM results with the different ZRBF stakeholders?</b>	5.4.2. Adequacy of partnerships with relevant stakeholders to ensure the continued effective management of the VfM outputs and achievement of expected outcomes.			
<b>Environmental and social sustainability</b>				
<i>Where applicable, the assessment will cover possible adverse environmental impacts. With respect to social sustainability, the assessment will have covered (under the fourth E-equity of VfM framework) the mainstreaming of social inclusion issues into the activities of the project and the VfM process at both the design and implementation of the Fund and its projects, and the achievement of the associated expected results.</i>	5.5.1. Implementation of the process for mainstreaming environment, social and other cross-cutting issues into VfM management, in a timely and satisfactory manner.		Idem	<b>X/4</b>
<b>Q5.5. To what extent were measures put in place to ensure that the ZRBF VfM process and results are environmentally (where applicable) and socially sustainable?</b>	5.5.2. Where applicable, institutional capacity and funding to ensure the environmental and social sustainability of the ZRBF VfM process and results.			
<b>OVERALL RATING FOR ZRBF VfM SUSTAINABILITY</b> Overall, the ZRBF VfM management is sustainable due to...				<b>Average/4</b>

## 6. CONCLUSIONS, LESSONS LEARNED AND RECOMMENDATIONS

An assessment of what has worked and why (and what didn't work and why) and the implications for VfM design, planning, implementation and M&E towards strengthening VfM process and utility. A summary assessment of the ZRBF VfM performance (relevance + effectiveness, efficiency and sustainability) and best practices are identified and, based on the lessons learned, the recommended changes, improvement or programmatic issues of a possible renewal of the ZRBF or similar project approaches are stated.

ASSESSMENT QUESTIONS	KEY INDICATORS	SOURCE OF DATA	RATING CRITERIA	SCORE (1 - 4)
<b>Q6.1. What lessons can be learned about the ZRBF program and project level VfM development and implementation throughout the program/project life cycle?</b>	<p>6.1.1. Cost variation and VfM drivers associated with VfM relevance, effectiveness, efficiency and sustainability at the level of:</p> <ul style="list-style-type: none"> <li>○ Project development process;</li> <li>○ Project execution process;</li> <li>○ VfM process;</li> <li>○ Implementation partners;</li> <li>○ Country/district context;</li> <li>○ Global development cooperation and agendas.</li> </ul> <p>6.1.2. Reported VfM good practices of comparator funds, projects and interventions within and outside the ZRBF.</p>	ZRBF program/project documents & literature	N.A.	N.A.
<b>Q6.2. In conclusion, what has been the VfM of the ZRBF program and projects and, from a forward-looking perspective to what extent should the ZRBF portfolio composition and governance structure be continued as they are or be extended / scaled-up or narrowed or reoriented in the future?</b>	<p>6.2.1. Projects/interventions candidate for reinvestment and/or scaling-up (high relevance for resilience building and high performance on 4Es).</p> <p>6.2.2. Projects/interventions in need for improvements/reinvestment (high relevance for resilience building but low performance on 4Es).</p> <p>6.2.3. Projects/interventions on second rank for reorientation or resource reallocation (Low relevance but high performance on 4Es).</p> <p>6.2.4. Projects/interventions on first rank for resource reallocation (Low relevance and low performance on 4Es).</p>	Key informant interviews (KII) – PMU, MLAFWRD, Development partners & al.	N.A.	
<b>Q6.3. What way forward to strengthening the ZRBF VfM ex ante and ex post analysis process and reporting as well as to improving the utility and effective use of VfM for evidence-based program/project decision-making?</b>	<p>6.3.1. Lessons commensurate with foreseen context changes going forward (COVID-19, etc.) and ZRBF's staff and grant recipients VfM absorption and project portfolio management capacity.</p> <p>6.3.2. Recommendations pertaining to VfM design, implementation, M&amp;E, follow-up and support to utilization alongside the ZRBF project/program life cycle.</p>			
<b>OVERALL ZRBF VfM PERFORMANCE</b> Overall, the Fund is of value for money (relevant + performance on economy, efficiency, cost-effectiveness, and equity) due to...				<b>MEAN/4</b>

## ANNEX III: INCEPTION ZRBF VfM PERFORMANCE MEASUREMENT FRAMEWORK

### PERFORMANCE MANAGEMENT ROLES AND RESPONSIBILITIES

VALUE FOR MONEY					
Indicator	Definitions	Purpose	Frequency of reporting	Unit of measurement	Reporting Responsibility
<b><i>ECONOMY</i></b> Are we buying inputs of the appropriate quality at the right price? (Inputs are things such as staff, consultants, raw materials and capital that are used to produce outputs)					
Program management costs to program costs	This entails total operational costs for ZRBF program and projects compared to amounts invested in program activities benefitting the intended beneficiaries.	This ensures that funds/investments in ZRBF program and projects benefits the intended and targeted beneficiaries who are labour endowed households living in at risk communities.	Quarterly and reconciliation annually	Percentage	ZRBF PMU/ Consortia Partners
Total cost of items procured	Refers to the total cost of procured items under ZRBF projects relative to its quality and market prices. This looks at market prices, quality and competition.	To ensure that ZRBF procure the best products/items at competitive prices	Quarterly and reconciliation annually	US Dollar	ZRBF PMU/ Consortia Partners
Total cost of delivering trainings	Refers to the total cost of delivering training under ZRBF projects relative to its quality and market prices. This looks at market prices, quality and competition.	To ensure that ZRBF procure the best products/items at competitive prices	Quarterly and reconciliation annually	US Dollar	ZRBF PMU/ Consortia Partners
<b><i>EFFICIENCY:</i></b> How well do we convert inputs into outputs? (outputs are results delivered by us or our agents to an external party. We or our agents exercise strong control over the quality and quantity of outputs)					
Total cost of delivering each resilience intervention per beneficiary	This refers to the total cost per beneficiaries of delivering each intervention under ZRBF projects	This ensures that interventions are delivered at the lowest possible cost but with optimum results or impact	Quarterly and reconciliation annually	US Dollar	ZRBF PMU/ Consortia Partners
Cost per model household or lead farmer	This refers to the total cost per model household or lead farmers of delivering each intervention under ZRBF projects	This ensures that interventions are delivered at the lowest possible cost but with optimum results or impact	Quarterly and reconciliation annually	US Dollar	ZRBF PMU/ Consortia Partners

<b>EFFECTIVENESS: How well are the outputs from an intervention achieving the desired outcome on building resilience? (Note that in contrast to outputs, we do not exercise direct control over outcomes) Cost-effectiveness: How much impact on resilience building does an intervention achieve relative to the inputs that we or our agents invest in it?</b>					
Number of women and men whose resilience has been improved	This is a measure/count of the number of people with improved/change in resilience due to ZRBF interventions.	To assess how effective the ZRBF interventions has been in changing the lives of targeted communities and households	Baseline & End line	Number	ZRBF PMU/ Consortia Partners
Percentage of farmers practicing Climate Smart Agriculture Technologies	This counts percentage of women and men supported by ZRBF funded programs to cope with the effects of climate change disaggregated by type of investment. It includes all programs/activities that are designed for households to be able to cope with the effects of climate change.	To assess the number of people adopting Climate Smart Agriculture Technologies	Quarterly and Annually	Number	ZRBF PMU/ Consortia Partners
Number of farmers participating in market linkages and value chain development.	This counts number of farmers both women and men participating in market linkages and Value Chain development as a result of support by ZRBF funded projects	To assess the effectiveness of ZRBF support in market linkages and value chain development.	Quarterly and Annually	Number	ZRBF PMU/ Consortia Partners
<b>EQUITY: degree to which the results of the intervention are equitably distributed. This conveys the message that development is only of value if it is also fair.</b>					
Number of women benefiting from ZRBF program	This counts the number of women and benefiting from the from ZRBF program	To ensure that ZRBF projects reach out and benefit benefited households in at risk communities	Quarterly and reconciliation annually	Number	ZRBF PMU/ Consortia Partners
Number of youths [1] who benefited from ZRBF interventions	This counts the number of youths who benefited from ZRBF interventions	To ensure that ZRBF projects reach out and benefit youths in at risk communities	Quarterly and reconciliation annually	Number	ZRBF PMU/ Consortia Partners

VALUE FOR MONEY INDICATOR REFERENCE GUIDE	
ECONOMY	
<b>Indicator 1: Program management costs to program costs</b>	
Is this indicator used for reporting? Yes; Economy	
DESCRIPTION	
<p><b>Precise Definition(s):</b> This entails total operational costs for ZRBF program and projects compared to amounts invested in program activities benefitting the intended beneficiaries.</p>	
<b>Unit of Measure:</b> Percentage	<b>Disaggregated by:</b> No disaggregation
<b>Target:</b> target set in line with project document baseline benchmark	<b>Achieved:</b> Average for the year
<p><b>Rationale:</b> This ensures that funds/investments in ZRBF program and projects benefits the intended and targeted beneficiaries who are labour endowed households living in at risk communities. This measures value for money for amount spent on program management as a percentage and should be less than or equal to 25% of total budgeted cost for the initiative per annum.</p>	
PLAN FOR DATA ACQUISITION	
<b>Responsible:</b> Consortia Partners and ZRBF PMU	<b>Data Source:</b> Financial reports
<b>Frequency and Timing:</b> Quarterly and Annually	<b>Direction of Change:</b> Decrease is desirable
<b>Data collection method:</b> Data is collected by extracting data from financial reports	
<b>Method of data acquisition by ZRBF:</b> Data will be drawn from Financial reports	
DATA QUALITY ISSUES	
<b>Data Quality Assessment Procedures:</b>	
<p><b>Key Data Quality Limitations (if any) and Actions Planned to Address Those Limitations:</b> ZRBF PMU will render technical support where necessary in the data collection and analysis processes. The ZRBF PMU will validate the data using financial reports submitted.</p>	
PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING	
<p><b>Data Analysis Issues:</b></p> <p><b>Calculation:</b>            Calculated as Total support costs divided by total project costs for the reporting period  <b>Calculation ECRAS, ZVA and MELANA</b>  <b>ECRAS, ZVA and MELANA</b> Total program management costs (General Operating Expenses, Administration and Travel) as a percentage of Total expenditure  <b>Calculation PROGRESS, Sizimele, BRAC and ECRIMS</b>  <b>Total program management costs</b> (Operations/Administration staff costs, Program staff costs, Administration costs and Assets costs)  <b>Numerator:</b> Total program management costs <b>Denominator:</b> Total project expenditure for the reporting period</p>	
<b>Data Use:</b> To report on Economy related to value for money	

VALUE FOR MONEY INDICATOR REFERENCE SHEET	
<b>Indicator 2: Total cost of items procured</b>	
<b>Is this indicator used for reporting?</b> Yes; Economy	
DESCRIPTION	
<b>Precise Definition(s):</b> Refers to the Total cost of procured items under ZRBF projects relative to its quality and market prices. This looks at market prices, quality and competition.	
<b>Unit of Measure:</b> Amount in USD (\$)	<b>Disaggregated by:</b> Items procured
<b>Target:</b> target set in line with budgeted amount	<b>Achieved:</b> Percentage savings (after calculating percentage spent)
<b>Rationale:</b> To ensure that ZRBF procure the best products/items at competitive prices. This measures the unit costs of items procured which indicate value for money with right price and good quality.	
PLAN FOR DATA ACQUISITION	
<b>Responsible:</b> Consortia Partners and ZRBF PMU	<b>Data Source:</b> Financial records, Financial reports and procurement plans
<b>Frequency and Timing:</b> Quarterly and Annually	<b>Direction of Change:</b> Reduction is desirable.
<b>Data collection method:</b> Data extracted by collecting data from relevant source document which will be compared with actual expenditure according to amount budgeted.	
<b>Method of data acquisition by ZRBF:</b> Data will be drawn from procurement plans as well as Financial budgets and reports	
DATA QUALITY ISSUES	
<b>Data Quality Assessment Procedures:</b> <b>Calculation:</b> Actual cost vs budgeted cost <ul style="list-style-type: none"> <li>• Confirmation with Finance of items procured according to standard of operations and set procedures</li> <li>• Quality should be ensured of procured items at right prices</li> </ul>	
<b>Key Data Quality Limitations (if any) and Actions Planned to Address Those Limitations:</b> ZRBF will render financial and technical support where necessary in the survey design, data collection and analysis processes. Effect of inflation and pricing systems may affect the unit cost of items procured over time	
PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING	
<b>Data Analysis Issues:</b> <b>Calculation:</b> Actual cost of items procured vs budgeted cost. Budgeted cost minus Actual cost. The result as a percentage shows amount the proportion of savings achieved	
<b>Data Use:</b> To report procurement focusing on quality and right price	
OTHER NOTES	
<b>Notes on Baselines/Targets:</b> TBD	

<b>VALUE FOR MONEY INDICATOR REFERENCE SHEET</b>	
<b>Indicator 3: Cost of delivering trainings</b>	
<b>Is this indicator used for reporting?</b> Yes; Economy	
<b>DESCRIPTION</b>	
<b>Precise Definition(s):</b> Refers to the total cost of delivering training under ZRBF projects relative to its quality and market prices. This looks at market prices, quality and competition	
<b>Unit of Measure:</b> Amount in dollars (USD)	<b>Disaggregated by:</b> No disaggregation
<b>Rationale:</b> This measures the total costs incurred in delivering trainings against budgeted amount. This ensures that interventions are delivered at the lowest possible cost with optimum results or impact	
<b>PLAN FOR DATA ACQUISITION</b>	
<b>Responsible:</b> ZRBF Project Management Unit and Consortia Partners	<b>Data Source:</b> Financial reports, training registers, procurement plan
<b>Frequency and Timing:</b> Quarterly and Annually	<b>Direction of Change:</b> Reduction is better.
<b>Data collection method:</b> Total expenditure for trainings against budgeted amount	
<b>Components of the Indicator:</b> measuring value for money for trainings requires identification of all costs incurred in training beneficiaries against the budgeted amount to determine savings realised	
<b>Method of data acquisition by ZRBF:</b> Data will be drawn from Consortia Partners Value for money reports	
<b>DATA QUALITY ISSUES</b>	
<b>Data Quality Assessment Procedures:</b> To ensure high data quality ZRBF Management Unit will conduct data quality spot checks to its grant recipients for trainings conducted and total costs incurred to ensure that they comply with set data quality criteria in their data collection and management processes in line with the program requirements.	
<b>Key Data Quality Limitations (if any) and Actions Planned to Address Those Limitations:</b> ZRBF will render technical support where necessary in value for money analysis	
<b>PLAN FOR DATA ANALYSIS, REVIEW, &amp; REPORTING</b>	
<b>Data Analysis Issues:</b> <b>Calculation:</b> <ul style="list-style-type: none"> <li>Total cost of training against total budgeted</li> </ul>	
<b>Data Use:</b> In cases where other Consortia Partners have achieved value for money that can benefit other Consortia Partners experienced will be shared	
<b>OTHER NOTES</b>	
<b>Notes on Baselines/Targets:</b> TBD	

<b>VALUE FOR MONEY INDICATOR REFERENCE SHEET</b>	
<b>EFFICIENCY</b>	
<b>Indicator 4 Cost of delivering resilience intervention per beneficiary</b>	
<b>Is this indicator used for reporting?</b> Yes; Efficiency	
<b>DESCRIPTION</b>	
<b>Precise Definition(s):</b> This refers to the total cost per beneficiaries of delivering the project during the reporting period	
<b>Unit of Measure:</b> Amount in USD	<b>Disaggregated by:</b> Type of intervention
<b>Rationale:</b> This ensures that interventions are delivered at the lowest possible cost but with optimum results or impact	
<b>PLAN FOR DATA ACQUISITION</b>	
<b>Responsible:</b> ZRBF Project Management Unit and Consortia Partners	<b>Data Source:</b> Financial reports, beneficiaries register
<b>Frequency and Timing:</b> Quarterly and Annually	<b>Direction of Change:</b> Decrease is better.
<b>Data collection method:</b> Data will be collected through establishing costs per intervention.	
<b>Method of data acquisition by ZRBF:</b> Data will be drawn from different Interventions by Grant recipients and that consolidated by ZRBF Project Management Unit.	
<b>DATA QUALITY ISSUES</b>	
<b>Data Quality Assessment Procedures:</b> To ensure high data quality ZRBF Management Unit will conduct data quality spot checks to its grant recipients to ensure that they comply with set data quality criteria in their data collection and management processes in line with the program requirements.	
<b>Key Data Quality Limitations (if any) and Actions Planned to Address Those Limitations:</b> Different resilience interventions will show different costs for Consortia Partners. Best Practices for value for money from Consortia Partners will be shared for similar resilience interventions.	
<b>PLAN FOR DATA ANALYSIS, REVIEW, &amp; REPORTING</b>	
<b>Data Analysis Issues:</b>	
<b>Calculation:</b> Calculation: <ul style="list-style-type: none"> <li>Total expenditure for the reporting period/number of beneficiaries reached in the reporting period</li> </ul>	
<b>Numerator:</b> Total expenditure for the reporting period	
<b>Denominator:</b> Total beneficiaries reached during the reporting period	
<b>Data Use:</b> Reporting and learning among consortia partners	
<b>OTHER NOTES</b>	
<b>Notes on Baselines/Targets:</b> TBD	



<b>VALUE FOR MONEY INDICATOR REFERENCE SHEET</b>	
<b>Indicator 5: Cost per model household or lead farmer</b>	
<b>Is this indicator used for reporting?</b> Yes; Efficiency	
<b>DESCRIPTION</b>	
<b>Precise Definition(s):</b> This refers to the total cost per model household or lead farmers of delivering each intervention under ZRBF projects	
<b>Unit of Measure:</b> Amount in USD	<b>Disaggregated by:</b> Type of model household/ lead farmer
<b>Rationale:</b> This ensures that interventions are delivered at the lowest possible cost but with optimum results or impact	
<b>PLAN FOR DATA ACQUISITION</b>	
<b>Responsible:</b> ZRBF Project Management Unit	<b>Data Source:</b> Financial reports and registers for established lead farmers or model households
<b>Frequency and Timing:</b> Quarterly and Annually	<b>Direction of Change:</b> Reduction is better
<b>Data collection method:</b>	
<b>Method of data acquisition by ZRBF:</b> Data will be drawn from financial report and database for lead farmers or model households	
<b>DATA QUALITY ISSUES</b>	
<b>Data Quality Assessment Procedures:</b> To ensure high data quality ZRBF Management Unit will conduct data quality spot checks to its grant recipients to ensure that they comply with set data quality criteria in their data collection and management processes in line with the program requirements <b>Calculation:</b> Total cost incurred per model household or lead farmer divided by Total number of model households	
<b>Key Data Quality Limitations (if any) and Actions Planned to Address Those Limitations:</b> ZRBF will render technical support where necessary in analysis processes.	
<b>PLAN FOR DATA ANALYSIS, REVIEW, &amp; REPORTING</b>	
<b>Data Analysis Issues:</b>	
<b>Calculation:</b> Total costs incurred in establishing model household or lead farmer divided by total number of model households established	
<b>Data Use:</b> To report efficiency in establishing model household or lead farmer	
<b>OTHER NOTES</b>	
<b>Notes on Baselines/Targets:</b> TBD	

## + PERFORMANCE INDICATOR REFERENCE SHEET

### Indicator 6: Proportion of households adopting climate smart agricultural production technologies

Is this indicator used for reporting? Yes; Outcome Level reporting

#### DESCRIPTION

**Precise Definition(s):** This is the number of households in the ZRBF target areas that are adopting climate smart agricultural production technologies expressed as a percentage of the total beneficiaries targeted. Climate-smart agriculture (CSA) is an approach that helps to guide actions needed to transform and reorient agricultural systems to effectively support development and ensure food security in a changing climate. ZRBF generally follows the FAO definition of climate-smart agriculture (CSA) as presented at the Hague Conference on Agriculture, Food Security, and Climate Change in 2010, and reaffirmed at the launch of the Global Alliance. It is composed of three main objectives:

- Sustainably increasing agricultural productivity and incomes;
- Adapting and building resilience to climate change; and
- Reducing and/or removing greenhouse gas emissions, where appropriate

CSA is, fundamentally, “smart agriculture informed by climate science.” It encompasses how agriculture affects and is affected by climate change and aligns this integration with food security objectives (reduction of hunger and poverty, improved nutrition). ZRBF’s definition of CSA incorporates aspirational principles as well:

- Systems approach: CSA is not a practice or list of practices, but a continuous process that considers challenges that arise at the intersection of climate change and agriculture holistically, including identifying and addressing barriers to adoption.
- Intentionality: CSA deliberately considers how climate change will impact activities (adaptation) and, how activities will impact climate change (mitigation), both on and off the farm field, even where no further action is taken.
- Multiple benefits: CSA seeks to integrate approaches and options in ways that that maximize synergies and reduce trade-offs.
- Context specific: CSA is specific to the relevant geography and climate change impacts as well as socio-economic, political, cultural, and environmental factors.
- Long-term perspective: CSA acknowledges and addresses short term needs while encouraging a long-term perspective to consider future climate change impacts and their uncertainties and takes advantage of new information.

**Unit of Measure:** Percent

#### **Disaggregated by:**

First level disaggregates: Geographical place: districts

Second level disaggregates: Sex and age

Third level disaggregates: by type of technology

**Rationale:** This measures part of the absorptive and adaptive capacity that ZRBF seeks to improve knowledge and skill transfer of climate smart agricultural production technologies.

#### PLAN FOR DATA ACQUISITION

**Responsible:** ZRBF Project Management Unit

**Data Source:** ZRBF baseline and end line reports by Oxford Policy Management

**Frequency and Timing:** Baseline, and end line

**Direction of Change:** Increase is better.

**Measurement Notes:**

- **Who collects data:** Third part contracted by ZRBF PMU with support from ZRBF PMU
- **From whom:** Sample of ZRBF program participants
- **Data collection method:** Data is collected through surveys during the impact evaluations (baseline and end line). Data will be triangulated with reports and Consortia partners monitoring systems and ZimVAC annual survey monitoring system.

**DATA QUALITY ISSUES**

**Data Quality Assessment Procedures:** To ensure high data quality ZRBF Management Unit will provide technical support in the design, data collection, analysis and reporting and will also conduct data quality spot checks and verifications to its contracted third parties to ensure that they comply with set data quality criteria in their data collection, management processes and reporting in line with the program requirements.

**Key Data Quality Limitations (if any) and Actions Planned to Address Those Limitations:****PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING****Data Analysis Issues:**

- The numerator is the sample-weighted number of households that are adopting climate smart agricultural production technologies
- The denominator is the total sample-weighted number of household's participation data.

**Data Use:** To report on the proportion of households adopting climate smart agricultural production technologies

**OTHER NOTES****Notes on Baselines/Targets:**

<b>VALUE FOR MONEY INDICATOR REFERENCE SHEET</b>	
<b>Indicator 7: Number of women who benefited from ZRBF interventions</b>	
<b>Is this indicator used for reporting?</b> Yes; Equality	
<b>DESCRIPTION</b>	
<b>Precise Definition(s):</b> This counts the total number of females who benefitted from the ZRBF program	
<b>Unit of Measure:</b> Number	<b>Disaggregated by:</b> No disaggregation
<b>Rationale:</b> To ensure that ZRBF projects reach out to female households in at risk communities	
<b>PLAN FOR DATA ACQUISITION</b>	
<b>Responsible:</b> ZRBF Project Management Unit and Consortia Partners	<b>Data Source:</b> Beneficiary database and registers
<b>Frequency and Timing:</b> Quarterly and Annually	<b>Direction of Change:</b> Increase is better.
<b>Data collection method:</b> Data is collected from beneficiary database, review and triangulated with reports submitted	
<b>Method of data acquisition by ZRBF:</b> Data will be drawn from beneficiary database and reports from ZRBF Stakeholders and partners' internal reports.	
<b>DATA QUALITY ISSUES</b>	
<b>Data Quality Assessment Procedures:</b> To ensure high data quality ZRBF Management Unit will conduct data quality spot checks and verifications to its grant recipients to ensure that they comply with set data quality criteria in their data collection, management processes and reporting in line with the program requirements.	
<b>Key Data Quality Limitations (if any) and Actions Planned to Address Those Limitations:</b>	
<b>PLAN FOR DATA ANALYSIS, REVIEW, &amp; REPORTING</b>	
<b>Data Analysis Issues:</b> Total number of female targeted and benefiting increases	
<b>Calculation:</b> Calculate the total number of women participating in ZRBF interventions quarterly and cumulatively	
<b>Data Use:</b> To report increased participation of women in building resilience	
<b>OTHER NOTES</b>	
<b>Notes on Baselines/Targets:</b> TBD	

VALUE FOR MONEY INDICATOR REFERENCE SHEET	
<b>Indicator 8: Number of youths who benefited from ZRBF interventions</b>	
Is this indicator used for reporting? Yes; equality	
DESCRIPTION	
<b>Precise Definition(s):</b> This counts the number of youths who benefited from ZRBF interventions	
<b>Unit of Measure:</b> Number	<b>Disaggregated by:</b> no disaggregation
<b>Rationale:</b> To ensure that ZRBF projects reach out and benefit youths in at risk communities	
PLAN FOR DATA ACQUISITION	
<b>Responsible:</b> ZRBF Project Management Unit	<b>Data Source:</b> Beneficiary database and registers
<b>Frequency and Timing:</b> Quarterly and Annually	<b>Direction of Change:</b> Increase is better
<b>Data collection method:</b> Collate data from database of youths benefitting from ZRBF	
<b>Method of data acquisition by ZRBF:</b> Data will be drawn from the database	
DATA QUALITY ISSUES	
<b>Data Quality Assessment Procedures:</b> To ensure high data quality ZRBF Management Unit will conduct data quality spot checks and verifications to its grant recipients to ensure that they comply with set data quality criteria in their data collection, management processes and reporting in line with the program requirements	
<b>Key Data Quality Limitations (if any) and Actions Planned to Address Those Limitations:</b>	
PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING	
<b>Data Analysis Issues:</b> Calculate the total number of youths participating in building resilience quarterly and cumulatively	
<b>Data Use:</b> To report an increase in youth participation in building resilience	
OTHER NOTES	
<b>Notes on Baselines/Targets:</b> TBD	

*Source: ZRBF PMU. (2017b). VFM Indicators Reference Guide.*

## ANNEX IV: TENTATIVE FINAL REPORT OUTLINE

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(spending less, well, wisely, fairly and sustainably)

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## **ANNEX V: ASSESSMENT STAKEHOLDERS INTERVIEW GUIDE**

### **1. INTRODUCTION AND OVERALL PROCESS**

- ❖ The primary objective of the assessment is to demonstrate the relevance of VfM in the ZRBF program and all seven (7) projects and one (1) strategic partner funded to show how the ZRBF maximized the VfM money approach by applying the VfM framework of economic expenditures and efficiently and effectively delivery of activities in an equitable manner.
- ❖ The review entails a wide consultation of the project internal and external stakeholders through semi-structured interviews, with a view to identifying, from their respective perspectives, the perceptions on the current state and the expectations with regard to more VfM of ZRBF-funded projects.
- ❖ This project-based discussion guide has been prepared to support the assessment consultants in preparing and conducting their interviews, by tailoring the questions to the specific project context and characteristics.
- ❖ The discussion guiding questions are geared to making as explicit as possible the influence pathways of the ZRBF VfM principles and operational guidelines on the capacity of the ZRBF to be selective and effective in optimizing resources when developing and executing ZRBF operations. They pertain to the following two assessment overarching questions:
  - (3) To what extent did the utilization of ZRBF resources for the development and implementation of the ZRBF-funded projects reflect the ZRBF VfM strategy and assurance plan and is kept relevant to important changing needs?
  - (4) To what extent have the ZRBF PMU and the project implementation partners, particularly the grant recipients, adopted sound VfM management practices alongside the project life cycle that effectively ensured economy, efficiency, cost-effectiveness, equity and sustainability of the ZRBF projects in achieving its intended outputs and outcomes in line with the theory of change?
- ❖ After having read the relevant project documents, the consultant will share with the other Assessment Team members and the PMU task manager the final list of questions by category of stakeholders: Project (Task) Managers; Project Executing Agency; Clients and Suppliers; Civil Society Key Informants; ZRBF GoZ participants and Co-Financiers.
- ❖ Also, interview minutes will have to be kept in writing and focused on the indicators stated in the Assessment Matrix template.
- ❖ All interviews will be confidential and not recorded to protect the identity of all informants.

### **2. INTERVIEW QUESTIONNAIRE ADMINISTRATION**

- ❖ To facilitate the cross-project analysis, lines of evidence triangulation and synthesis assessment, it is important that the interview is structured along the Assessment Matrix Template as below. This will be also the case for the interview findings, with the answers to the questions put in the appropriate column (front of or under the indicators).
- ❖ To that effect, and for the memory of both the interviewer and the interviewee, the questions were deliberately made semi-opened for them to contain the key indicators (the reason why the questionnaire seems to be relatively long).
- ❖ It should be noted that the discussions will be conducted in an iterative and complementary manner, considering the fact that not all interviewees are in a position to provide valuable information on all of the issues, and where possible, within the set interview duration (30-90 minutes).
- ❖ Successive discussions will be modulated and customized so as the next interview to fill as possible the information.



- ❖ The tips beneath for conducting the interviews were drawn from lessons learned from evaluation field work experience.

#### Box A-5:

*There are no golden rules for managing an interview for an assessment, as the interview outcomes very much depend on the availability of the respondents and on the project context.*

- All interviews will start with an introduction. Introduce yourself and the purpose of the interview.
- Ask the respondent to talk about his/her role and position and its knowledge of the project as well as the ZRBF principles and operational guidelines, as this will help you understand which questions s/he will be able to answer.
- Always ask for reports/studies that might support the assessment.
- Double-check quantitative information provided during interviews (through asking for a validation of the minutes to the interviewees and/or through other sources).
- Do not follow the questionnaire rigidly but try to capture the interviewee's knowledge as much as possible, keeping in mind the indicators stated in the Assessment Matrix Template.
- In some cases, the response to some questions can be found in reports and some responses might connect you to other relevant questions or to important aspects you have not thought about before.
- Nevertheless, mark what are your key questions and make sure that you ask them.
- Do not anticipate or suggest the answers but rather use examples and/or sub-questions to help the interviewee to respond to a question that s/he has not well understood.
- Some respondents might be reluctant to answer to a question that is too direct/explicit, you need to find an alternative strategy and reformulate the question in a way that make the respondent more comfortable in addressing it.
- Inform the respondents that their opinions will not be traced down to individuals.
- Always add interview wrap up with conclusive questions, such as:
  - From your point of view, which are the main lessons learnt from the project?
  - Can you identify the main success and failure factors in project development/implementation?
  - What can you identify as a good practice and key challenge arising from the implementation of the project?
- In the interview minutes, the opinions of the interviewees should be reported as they are without the evaluator's judgment; for very controversial points, further validation might be needed. Your own insights should be clearly identified as "consultant comments".

### 3. INTERVIEW GUIDING QUESTIONS

#### Part I: Introduction

---

1. Please specify the title of the project \_\_\_\_\_

2. Please specify your role in the project

	ZRBF Project Task Managers
	Project Executing Agency, Clients and Suppliers
	Private Sector and Civil Society Key Informants
	ZRBF GoZ participants and Co-Financiers

3. Which of the following ZRBF interventions best describe the area (s) in which you worked?

	Participatory Scenario Planning
	Value chains for poultry
	VSAL/ISAL/Savings groups
	Small grains & legumes
	Small livestock production
	Training & seeds: gardens/horticulture

4. In which of the following project activities have you been mostly involved in?

	Identification
	Preparation
	Appraisal
	Negotiation
	Implementation
	Supervision
	Completion

#### Part II: Specific Questions

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##### 1. ZRBF VfM CONTEXT AND RELEVANCE

a) How would you qualify your own familiarity and experience of ZRBF process and ZRBF-VfM practices before taking charge of this project?

Not familiar at all with ZRBF VfM process and project management	More familiar with ZRBF VfM process than ZRBF-funded project management	Moderately familiar with ZRBF VfM process and ZRBF-funded project management	More familiar with ZRBF-funded project management than ZRBF VfM process	Highly familiar with ZRBF VfM process and ZRBF-funded project management

Insert interviewee's comment here.

--

- b) **Why was the project not financed through private or public funds and/or other UNDP windows other than ZRBF, and why a VfM approach was needed for the project management?**

Insert interviewee's comment here.

--

- c) **Which systems have you put in place to monitor the project compliance with ZRBF VfM principles and operational guidelines, the project output and development outcomes?**

Insert interviewee's comment here.

--

**Has it worked well? How many VfM indicators of what robustness were you able to collect?**

Yes, it worked well	No, it didn't work well

Insert interviewee's comment here.

--

- d) **What have you done to engage with the other ZRBF's projects, and the district and community stakeholders in applying the ZRBF VfM principles and operational guidelines?**

Insert interviewee's comment here.

--

- e) **Overall, the UNDP's ZRBF VfM principles and guidelines were found appropriate for the ZRBF context, easy to understand and use, realistic and actionable.**

	Strongly agree	Somewhat agree	Somewhat disagree	Strongly disagree	I don't know / I can't say	Not in place
ZRBF VfM principles and operational guidelines <i>were appropriate for the ZRBF context</i>						
ZRBF VfM principles and operational guidelines <i>were easy to understand and use</i>						
ZRBF VfM principles and operational guidelines <i>were realistic and actionable</i>						

Insert interviewee's comment here.

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## 2. ZRBF VfM EFFECTIVENESS

- a) Thanks to the compliance to ZRBF principles and operational guidelines, the project has been of VfM-principles-driven quality.

<i>(See Q3.1 indicators in the Assessment Matrix: 1-10)</i>	Strongly agree	Somewhat agree	Somewhat disagree	Strongly disagree	I don't know / I can't say	Not in place
1.						
2....						
10.						

Insert interviewee's comment here.

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- b) The project adopted sound VfM management practices alongside the project life cycle that were likely to ensure economy, efficiency, cost-effectiveness, equity and sustainability of the ZRBF projects in achieving its intended outputs and outcomes in line with the theory of change.

<i>(See Q3.2 indicators in the Assessment Matrix)</i>	Strongly agree	Somewhat agree	Somewhat disagree	Strongly disagree	I don't know / I can't say	Not in place
Regular VfM reporting by PMU and its grant recipients to ensure that VfM set out indicators are monitored, tracked and reported.						
Strong partnerships and collaborative engagement with delivery organizations Consortia Lead and their sub grantees to optimize probability of achieving ZRBF VfM outcomes.						
Establishment of external scope and cost references, including						
Transparent accountabilities across the project for VfM outcomes.						
Devolution of procurement and delivery to the responsible entities best positioned to address the risks identified.						
Local prioritization balanced with whole-of-state considerations, including optimizing						

between time and cost of delivery.						
Lead consortia centralized reporting and common reporting structure for all grant recipients.						
VfM in ZRBF project M&E						

Insert interviewee's comment here.

- c) **Thanks to the application to ZRBF principles and operational guidelines, the project has achieved economy through project inputs of appropriate quality bought at a minimized price.**

Strongly agree	Somewhat agree	Somewhat disagree	Strongly disagree	I don't know / I can't say

Insert interviewee's comment here.

- d) **The application of the ZRBF VfM principles and tools led to achieving output level of quality and timeliness commensurate with their (production and organizational) costs (efficiency).**

Strongly agree	Somewhat agree	Somewhat disagree	Strongly disagree	I don't know / I can't say

Insert interviewee's comment here.

- e) **Thanks to the application of the ZRBF VfM principles and tools, the project has been spending wisely and for the long term as the project achieved its aim of increased sustainable resilience and well-being of the target communities in face of shocks and stresses at a reasonable/optimal cost (cost-effectiveness).**

Strongly agree	Somewhat agree	Somewhat disagree	Strongly disagree	I don't know / I can't say

Insert interviewee's comment here.

- f) **A different project design and/or delivery mode could be an alternative to the selected project configuration (alignment between project development, project execution and project context of ZRBF financing and Country resilience/ development) through the use of VfM evidence (cost-effectiveness).**

Strongly agree	Somewhat agree	Somewhat disagree	Strongly disagree	I don't know / I can't say

Insert interviewee's comment here.

**g) Has the application of the ZRBF VfM principles and tools produced any indirect and unintended results?**

Insert interviewee's comment here.

**h) Thanks to the application of the ZRBF VfM principles and tools, the project has been spending fairly since the project results (outcomes and/or outputs) benefited different types of recipients equitably.**

	Strongly agree	Somewhat agree	Somewhat disagree	Strongly disagree	I don't know / I can't say	Not in place
Young people						
Elderly						
People with disability						
Women						
Children						
Geographic target areas						
Micro and SMEs						
Other (specify)						

Insert interviewee's comment and proportions here.

### 3. ZRBF VfM EFFICIENCY

**a) The benefits of the VfM principles and tools implementation were achieved or are expected to be achieved at reasonable production and organizational costs.**

	Strongly agree	Somewhat agree	Somewhat disagree	Strongly disagree	I don't know / I can't say	Not in place
The expected ZRBF VfM outcomes at the project level overweight the costs actually recorded in the course of ZRBF VfM implementation						

The ZRBF's strategic plan for measuring and maximizing VfM has been enough flexible for timely capturing the value generated during the ZRBF project implementation, including but not limited to tapping potential synergies among interventions to deliver sustainable outcomes and impact						
Evidence on VfM generated at Fund and project level has been used to guide the ZRBF operations throughout the project life cycle						

Insert interviewee's comment and proportions here.

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#### 4. ZRBF VfM SUSTAINABILITY

- a) Do you think that there were/are sufficient measures in place to ensure the sustainability of the ZRBF VfM process and positive effects?

<i>Measures for sustainability of project development and execution, in terms of:</i>	Yes	No
Technical sustainability		
Economic and financial sustainability		
Institutional capacity sustainability		
Ownership and sustainable partnerships		
Environmental and social sustainability		
Overall effectiveness of cross-cutting issues mainstreaming and managing for sustainability		

Please insert examples here

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#### 5. CONCLUSIONS, LESSONS LEARNED AND RECOMMENDATIONS

- a) How would you self-assess the performance of the ZRBF's strategic plan for measuring and maximizing VfM for your project?

1- Highly Unsatisfactory	2- Unsatisfactory	3- Satisfactory	4- Highly Satisfactory

Insert interviewee's comment here.

**What worked well and what did not work? What were the consequences on the project?**

Insert interviewee's comment here.

- b) How would you rate the performance of the project beneficiaries (GoZ, Districts, Communities) in achieving the project VfM?**

1- Highly Unsatisfactory	2- Unsatisfactory	3- Satisfactory	4- Highly Satisfactory

Insert interviewee's comment here.

- c) How would you rate the performance of the ZRBF PMU in achieving the project VfM?**

1- Highly Unsatisfactory	2- Unsatisfactory	3- Satisfactory	4- Highly Satisfactory

Insert interviewee's comment here.

- d) Was the VfM capacity of the project Management and stakeholders assessed at project appraisal phase?**

Yes	No

Insert interviewee's comment here.

**Was it upgraded during the project execution?**

Yes	No

Insert interviewee's comment here.



- e) **How would you rate your relationship with the other ZRBF projects and other project financiers in implementing the ZRBF VfM principles and guidelines?**

1- Highly Unsatisfactory	2- Unsatisfactory	3- Satisfactory	4- Highly Satisfactory

Insert interviewee's comment here.

**What facilitated/hampered coordination? What economies were leveraged from the achieved synergy/program intensity?**

Insert interviewee's comment here.

- f) **How would you self-assess the performance of your organization on implementation of the Paris Declaration and its successors in Zimbabwe through this project VfM?**

1- Highly Unsatisfactory	2- Unsatisfactory	3- Satisfactory	4- Highly Satisfactory

Insert interviewee's comment here.

- g) **In conclusion, what factors have/could have hampered/reinforced the materialization of all the expected project VfM outcomes?**

<i>Factors associated with relevance, effectiveness, efficiency and sustainability at the level of:</i>	
Project development process	
Project execution process	
VfM process	
Implementation partners	
Country/district context	
Global development cooperation and agendas	
Other (specify)	

Insert interviewee's comment here.

- h) In Zimbabwe, which main factors undermined the sustainability of the project VfM (of all of its components: 4Es)?

Insert interviewee's comment here.

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- i) From a forward-looking perspective, how the VfM of the project portfolio interventions could be improved? Please classify the project interventions into the following categories:

<i>Continued as they are or extended / scaled-up or narrowed or reoriented in the future?</i>	
Interventions candidate for reinvestment and/or scaling-up ( <i>high relevance for resilience building and high performance on 4Es</i> )	
Interventions in need for improvements/reinvestment ( <i>high relevance for resilience building but low performance on 4Es</i> )	
Interventions on second rank for reorientation or resource reallocation ( <i>Low relevance but high performance on 4Es</i> )	
Interventions on first rank for resource reallocation ( <i>Low relevance and low performance on 4Es</i> )	

Insert interviewee's comment here.

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- j) In your view, what would be the way forward to (1) strengthening the ZRBF VfM ex ante and ex post analysis process and reporting as well as to (2) improving the utility and effective use of VfM for evidence-based project decision-making?

Insert interviewee's comment here.

Strengthening the ZRBF VfM ex ante and ex post analysis process and reporting	Improving the utility and effective use of VfM for evidence-based project decision-making

**Thank you once again for your time and contribution to this ZRBF VfM assessment!**

## ANNEX VI: ASSESSMENT TERMS OF REFERENCE

### 1. Background and Context

Over the last decades, Zimbabwe has experienced a number of unprecedented economic, environmental and social shocks and stresses, many of which had long-lasting impacts. Poverty, food insecurity, malnutrition, and environmental degradation are serious challenges in Zimbabwe, particularly in rural areas, and this is likely to continue due to the effects of climate change. However, Zimbabwe is slowly starting to rebuild structures to lay a new foundation for sustainable development. Humanitarian interventions and transitional initiatives with long term strategies, multi-sector and multi-level approaches, context-specific analysis are now designed with flexibility and strategic partnerships to ensure communities capacities are built to enable them to deal with future shocks and stresses to address sectorial issues in areas such as food and nutrition security, health, education and water and hygiene, and livelihoods.

Within the UN system, UNDP took a leading role in guiding agencies through a series of conversations, meetings and workshops to define a strategic framework that works for the UN and GoZ to build resilience in at-risk communities. Additionally, consultations were held with international as well as national NGOs and academia for a broad perspective to be able to support the thinking and prevent at-risk communities from continuously sliding back into a situation calling for humanitarian assistance. UNDP, in close collaboration with the Ministry of Lands, Agriculture, Fisheries, Water and Rural Resettlement (MLAFWRR) and support from EU, FCDO and SIDA - embarked on laying the groundwork for a resilience-building initiative. This culminated in the setting up of the Zimbabwe Resilience Building Fund. This initiative has a strong focus on evidence-based programming and the work focuses on 3 overall sets of components;

#### **Component 1: Building evidence to improve the policy environment and stimulate service provision to enhance household and community resilience.**

Funded activities included developing evidence around the impact and vulnerabilities to shocks and climate change and build coalitions of change to influence relevant Government of Zimbabwe policies (e.g., the Food and Nutrition Policy, the National Gender Policy, the Environmental Act, the Traditional Leaders Act, the Disaster Risk Management policy, the new Social Protection Framework) and other donors. Following implementation of components 2 and 3, this component will also analyse the cost effectiveness of various interventions to build resilience and respond to shocks. In nutshell, this component will contribute to the overall resilience building and have a better understanding of what works in resilience how and why.

**Component 2: Interventions to support long-term household and community resilience in the face of climate shocks and trends.** Examples of interventions include (but not limited to): Community resourced disaster plans and its implementation (i.e. building small-scale community infrastructures/assets), productive safety nets for targeted groups/communities/households, value chains, market linkages, savings groups, and access to financial services including micro insurance and weather-based crop insurance – particularly for women, gender-sensitive, climate-smart agriculture techniques including post-harvest technology, climate- smart irrigation systems, drought-tolerant variety development and marketing, along with livelihoods and crop diversification. Interventions also include (participatory) action research for climate change adaptation.

**Component 3: A crisis modifier that can respond to humanitarian shocks.** The program has a flexible risk financing mechanism for early warning and early action to protect development gains. The mechanism ensures that communities are able to recover quickly and minimise the loss of development investments and gains. The

response includes a wide range of activities such as cash-based, time-limited and built upon existing structures where possible to reach people in time and cost effectively. Other donors used this window with their humanitarian funds, even when not a core donor to the ZRBF for instance the Danish provided funds through this mechanism to respond to an emerging crisis. This offered value for money and greater humanitarian aid coordination – in line with the EU member state position on humanitarian and resilience building and the High-Level Cash Panel – both of which call for donors to coordinate around humanitarian interventions and policy.

Based on the evidence from component 1, the program targeted chronically vulnerable areas with high levels of poverty and/or food insecurity, where the negative effects of climate change are already manifesting themselves, and where frequent and/or multiple shocks occur. These areas often received repeated rounds of humanitarian assistance and are where climate stresses are having the greatest negative impact and longer-term approaches are required. Therefore 18 rural districts were targeted namely: Mudzi, Mutoko, Binga, Kariba, Mbire, Chiredzi, Mwenezi, Nyanga, Beitbridge, Lupane, Matobo, Insiza, Nkayi, Zvishavane, Mberengwa, Bubi, Umuguza and Umuzingwane

The ZRBF program is currently in its close out phase and the 7 projects and one strategic partner funded by ZRBF has been in existence from July 2016 until June 2020, with a recent extension granted up to the end of June 2022. UNDP would like to implement a full value for money assessment (cost-benefit analysis) at ZRBF fund level and for all its 7 projects and one strategic partner.

## **2. Purpose, Objective and Scope**

The primary objective of the assignment is to demonstrate the relevance of VfM in the ZRBF program and all 7 projects and one strategic partner funded to show how the ZRBF maximized the value for money approach by applying the VfM framework of economic expenditures and efficiently and effectively delivery of activities in an equitable manner. The VfM Team Leader expected to lead, coordinate and work with other 2 already identified local individual consultants in taking stock of experience and lessons learnt in the life cycle of the program and projects from each of the relevant VfM assessments in order to develop best practice that will contribute to informing ZRBF next phase and scaling up of respective interventions as the program draws to an end of its first phase.

In particular, the study will assess VfM in ZRBF to have a better understanding of the economy, efficiency, and effectiveness of the ZRBF projects in achieving its intended outputs and outcomes inline with the theory of change. Including documentation of how VfM considerations were made throughout the project life cycle, what changed and, where actions appropriate and how the Crisis Modifier processes preserve the development gains. The team of three consultants lead by the Team leader are expected to support UNDP ZRBF program and projects in providing concrete evidence on value for money and strengthen the capacities on applying value for money systematically across all projects. The three consultants will focus primarily on providing value for money assessment for ZRBF program and all funded projects. A full assessment on value for money will be completed for 7 projects (covering specific interventions as parts of the projects) based on a methodology to be determined in advance with the three consultants. The assessment should include both qualitative and quantitative measures where applicable and make comparisons with similar or comparable global, international and local best practices and standards. Assessing VfM is a continual process of comparison to cost benchmarks and current practice/costs and seeking/achieving improvements to these. The three consultants will split the workload as follows; consultant 1 will cover ECRAS, MELANA and ZVA, Consultant 2 will cover PROGRESS, SIZIMELE and ZRBF PMU and Consultant 3 will cover BRACKT, ECRIMS and RKH. Under the leadership of the VfM Team Leader the 3 will coordinate and work together to harmonize their approaches and consolidate the required inception report and final reports.

Specifically, both at program and projects level the assessments should answer the following key evaluation questions and include a range of criteria ranging from cost control to pro-poor focus, outcome delivery, accountability and transparency. Furthermore, the consultants are expected to examine FCDO/DFID's framework on value for money (and other possible frameworks) and assess value for money under the following (but not limited to) indicators:

#### **A) Economy**

- Assess whether ZRBF and its funded projects displayed the requisite financial rationality and responsibility in their transactions. Are ZRBF projects inputs of appropriate quality bought at a minimised price? Assessing the costs of projects inputs and resources of an intervention thereby ensuring purchase of the right inputs at the right price minimise costs while bearing in mind the need for maintaining good quality;
- Inspect the transactions to assess the economic aspects, especially the following:
  - Savings;
  - Administrative costs (or support costs) as a percentage of total costs; This also entails Program management costs to program costs, (% of overhead costs in comparison to total program costs).
  - Percentage of use of local technical assistance;
  - Gather evidence on process measures used, such as synergies and cost-sharing opportunities with other programs, etc.;
  - Unit cost of climate smart food security activity;
  - Unit cost of delivering cash transfer per beneficiary;
  - Unit cost of training;
  - Unit cost of Technical Assistance;
  - Unit costs of items procured.

#### **B) Efficiency**

Measures how much output ZRBF get for a given level of input – how many people have improved resilience given the cost of (investments made into the program and projects).

Furthermore:

- Budget execution rate;
- Spend against each output in the reporting period;
- Cost of reach per beneficiary/activity;
- Cost per result at output indicator level;
- Unit costs of the physical productive infrastructure menu of activities (benchmarked and presented as trend information where possible);
- Research, analytical work and evidence generation completed on time/budget; and,
- Gather evidence on program processes or specific examples during the reporting period which potentially impact on efficiency
- Gather evidence on how efficient and effective procurement processes were in delivering good VFM. What could have been done centrally (UNDP ZRBF PMU vs decentralization (Consortia). What economies of scale were realised and what was the impact?;
- Management costs for each delivery mechanism/fund as a proportion of invested funds;
- Cost of transfer ratio-FDCO to UNDP and UNDP to partners;

- Percentage of fund from FCDO, other donors;
- Percentage of humanitarian funds flowing through / coordinated with ZRBF.

### **C) Effectiveness**

What worked (and did not work) in building resilience for the funded projects given the cost of delivering resilience interventions per program participant. That is how much impact the project has had relative to the cost of the inputs (cost effectiveness):

- Assess whether selected UNDP ZRBF projects have achieved objectives using a certain number of resources within a certain time frame;
- Assess whether there is an optimum relationship between the resources applied and outputs (Cost Benefit Analysis of the full program and all funded projects) that is Ex post economic analyses (cost benefit and financial analyses) of a sample of interventions financed;
- Averting and/or leveraging costs of services;
- Number of women and men whose resilience has been improved;
- Number of farmers linked with viable commercial value chain;
- Percentage change in food based average coping strategy index;
- Number policies and practices changed – through use of ZRBF evidence.

### **D) Equity**

That can be defined in terms of whether the outcomes, and perhaps the outputs, benefit different types of recipients equally – are young people, elderly, women, and children benefiting from the ZRBF interventions? (Leave no one behind). This will also include the following:

- Percentage of women benefiting from the program;
- Geographic split across target areas.

### **Evidence**

- The three Consultants must have necessary and sufficient evidence to support observations. Evidence may take a variety of forms. It may be: - Statistics, comparisons, analyses, rationale etc. developed by the Consultant;
- Obtained by direct inspection or observation. Wherever possible, it would be better to obtain photographs or videotapes to support such observations; Copies of actual documentation.

## **3. Assessment Methodology**

**The three consultants' work must apply the following methodological approaches:**

- Review project documents and data for the respective allocated projects;
- Field visits and observations to draw both quantitative and qualitative data;
- Undertake analysis in line with key research questions to be finalized in consultation with UNDP ZRBF PMU, stakeholders and funding partners;
- Prepare a report in line with key research questions and provide corresponding spreadsheet analysis and key recommendations going forward;
- Deliver training, validation workshop and dissemination of the findings to various ZRBF stakeholders.

#### **4. Expected deliverables will include:**

Under the leadership of the VfM team Leader, the three consultants are expected to coordinate and work together and produce the following deliverables including working together to consolidate the required reports.

- Inception report outlining the approach/methodology to value for money and questions including a review/revision on the existing framework for UNDP ZRBF (utilizing FCDO/DFID approach and other key donors' approach on value for money) (15 days). Including a presentation of the Methodology to the ZRBF steering committee. One consolidated inception report is expected from the team with clear methodology annexed with all relevant tools to be used to gather data;
- Value for money analysis and detailed report with deep dive into thematic areas for allocated ZRBF projects portfolios (60 days); packed into one consolidated final report;
- Completed five-days training for all UNDP ZRBF PMU and projects staff (showcasing the value for money assessments of the UNDP ZRBF and all funded projects and training participants on how to conduct a value for money for their specific projects) and provision of dedicated technical guidance and support to ensure value for money is framed in the formulation and designing of the phase 2 of UNDP ZRBF project. (15 days). The three under the leadership of the VfM Team leader are expected to work together in planning and delivering this workshop and share sessions.

#### **5. Supervision and Performance Evaluation:**

The VfM Team Leader will work under direct supervision of the ZRBF Monitoring and Evaluation Specialist in close consultation with the ZRBF Project Manager. The ZRBF Project Manager will certify the deliverables.

#### **6. Timeframe and deadlines:**

The work is estimated to require 90 working days from March 2022 to May 2022.

#### **7. Inputs:**

UNDP will provide all necessary data and contacts. UNDP office space as required by the consultant. UNDP will not provide a laptop.

#### **8. Tentative payment schedule:**

- 40 % of the contract amount upon approval of inception report, field work and completion of trainings, validation and dissemination workshops;
- 60% of payment upon approval of final reports.

#### **9. Competencies**

##### **Corporate Competencies:**

- Demonstrates integrity by modeling the UN's values and ethical standards (human rights, peace, understanding between peoples and nations, tolerance, integrity, respect, results orientation (UNDP core ethics) impartiality;
- Promotes the vision, mission, and strategic goals of UNDP;
- Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability.

**Functional Competencies:**

- Ability to lead, coordinate and supervise teams in a busy and analytical assignments;
- Knowledge and experience with resilience programming development, Value for Money, monitoring and evaluation;
- Consistently approaches work with energy and a positive, constructive attitude;
- Demonstrates openness to change, flexibility, and ability to manage complexities;
- Ability to work under pressure and with multi-disciplinary and multicultural teams and possess excellent inter-personal skills;
- Demonstrates strong written and oral communication skills;
- Remains calm, in control and good humour even under pressure;
- Proven networking, team building, organizational and communication skills;
- Ability to establish priorities for self and others, and to work independently.

**10. Required Skills and Experience****Academic Qualifications:**

- Master's degree or higher in economics, finance, public policy or related disciplines from a recognized university.

**Experience:**

- Minimum 7 years of working experience in leading and undertaking cost- benefit/effective/utility analysis and/or value for money studies with international development projects;
- Previous experience of delivering training on cost-benefit/effective/utility analysis and/or value for money studies with international development projects;
- Previous experience in providing management advisory services on value for money at international organizations or development agencies.

**Language Required:**

- Excellent speaking and writing in English.