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| **Brand :** | UNDP |
| **Practice Area :** | Millennium Development Goals |
| **Additional Practice Area :** | Management |
| **Application Deadline :**  | 10-Aug-11 |
| **Type of Contract :** | Individual Contract |
| **Post Type and Level :**  | International Consultant |
| **Current status :**  | **Approved** by clare.gillsater on 29-Jul-11 @ 03:55:AM |
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| **Duty Station :** | Harare, ZIMBABWE  |
| **Languages Required :** | English     |
| **Starting Date :(date when the selected candidate is expected to start)** | 17-Aug-2011 |
| **Duration of Initial Contract :** | (6) Six Weeks |
| **Expected Duration of Assignment :** | TBD |
| **Background:** |
| The Zimbabwe United Nations Development Assistance Framework  2007 – 2011 (ZUNDAF) was developed and adopted by the UN Country Team (UNCT) together with the Government of Zimbabwe (GoZ) in 2006 as a framework for development assistance of the United Nations to Zimbabwe. The Common Country Assessment (CCA) / ZUNDAF process is inspired by the UN Reform Agenda with emphasis on a unified UNCT approach in addressing national development challenges and goals including simplification, harmonization, collaboration and joint programming in order to maximize effectiveness and impact of programmes thereby advancing the achievement of the MDGs and national development policies and strategies. The ZUNDAF document was recognized at the outset as a strategic planning instrument that identifies national development priorities for joint implementation by the GoZ, the UNCT and other development partners with GoZ taking leadership of the process. The planning process for ZUNDAF revolved around the Millennium Development Goals (MDGs). The 2004 Zimbabwe MDGs Report launched by GoZ in September 2005 formed the analytical basis for the rollout of ZUNDAF 2007 – 2011 as it was felt then that a full scale CCA was not necessary. ZUNDAF focused on six major themes that characterized the main elements of Zimbabwe’s development thrust: (i) HIV and AIDS, (ii) Population and Basic Social Services, (iii) Agriculture, Land and Environment, (iv) Poverty, Economy and Employment, (v) Governance and Human Rights, and (vi) Gender. ZUNDAF paved the way for agencies to elaborate and approve their respective Country Programme Documents (CPDs), Country Programme Action Plans (CPAPs) and other similar documents. Implementation of ZUNDAF is coordinated through six (6) Thematic Groups (TGs), one for each thematic area. Annual Reviews of ZUNDAF were carried out in 2007 and 2010 while a Mid-Term Review (MTR) was carried out in 2009.    After a period of general instability, Zimbabwe is now in a transition phase and UN agencies have since 2009 been at the forefront of supporting the recovery process through the development of various initiatives including transitional funding management modalities. A national vision together with a set of development priorities as contained in the GoZ Medium Term Plan 2011 – 2015 (MTP) have been endorsed at the level of the Cabinet for implementation.2010 was the rollout year for the next ZUNDAF cycle 2012 – 2015. The rollout process has been concluded with the signing of the ZUNDAF 2012 – 2015 document by the GoZ and the UNCT on 7 April 2011. The ZUNDAF document was informed by the 2010 Country Analysis Report. The rollout process involved GoZ, the UNCT and other development partners. The UNCT has agreed on an implementation instrument for ZUNDAF 2012 – 2015 in the form of a Joint Implementation Matrix (JIM). The JIM is modeled on UNDG guidance for an UNDAF Action Plan but remains as an internal tool for the UNCT, thus directly informing agency programmes and action plans. The UNCT, through the ZUNDAF TGs and the Programme Management Team (PMT), is now in the process of articulating the JIM. As such, this process will benefit greatly from the results and recommendations from the final evaluation of the current ZUNDAF. |
| **Description of Responsibilities :** |
| Purpose:The final evaluation of the 2007-2011 ZUNDAF will serve the following purpose:* To determine the extent to which ZUNDAF outcomes were achieved and to analyze the extent to which outcomes achieved made a worthwhile contribution to national development priorities and the achievement of MDGs;
* To determine how ZUNDAF helped UN agencies to contribute more effectively and efficiently to national development efforts and capacity building;
* To determine if and how the UN agencies worked together in implementing ZUNDAF;
* To determine whether resources were utilized as per plan and in accordance with agreed modalities;
* To establish lessons learned by the UN agencies through their cooperation during ZUNDAF implementation;
* To learn from experiences of the 2007-2011 ZUNDAF, and identify issues and opportunities emerging from its implementation to inform successful implementation of the 2012-2015 ZUNDAF, including the design of programmes and projects through the JIM and agency action plans.

Objectives, Key Questions and Scope:Objectives and Key Questions:Objectives of the 2007-2011 ZUNDAF final evaluation are indicated below. For all objectives, the final evaluation is expected to produce lessons learnt which will serve to enhance the UNCT’s ability to more positively impact the lives of Zimbabweans. As such, results of the evaluation should serve to inform ZUNDAF implementation as well as current and future planning and design. Assess the role and relevance of the 2007-2011 ZUNDAF (i) in relation to the issues being addressed and their underlying causes, and challenges (ii) as a reflection of the internationally agreed goals, particularly those in the Millennium Declaration and international norms and standards guiding the work of agencies of the UN system and adopted by UN member states:* Did the ZUNDAF outcomes address key issues, their underlying causes, and challenges identified in the 2004 Zimbabwe MDGs Report?
* Were the outcomes and indicators clearly articulated in the ZUNDAF?
* Were new issues and their causes as well as opportunities and challenges that arose during the ZUNDAF cycle adequately addressed?
* How has the UNCT supported the transition / recovery agenda through the ZUNDAF?
* Has the ZUNDAF results matrix been sufficiently flexible to adjust to evolving national policies and strategies e.g. National Development Plans and Goals, and legislative reform particularly within the post crisis recovery period?
* Were the UN agencies flexible and responsive to a changing environment in Zimbabwe? How did the agencies and ZUNDAF respond to this changing environment?
* Have the ZUNDAF outcomes been relevant in terms of internationally agreed goals and commitments, norms and standards guiding the work of agencies of the UN system (including the Millennium Declaration, MDGs and UN human rights treaties such as CRC and CEDAW)?

Assess the effectiveness of ZUNDAF in terms of progress towards agreed ZUNDAF outcomes. To the extent possible, assess the impact of ZUNDAF on the lives of vulnerable groups, i.e. determine whether there is any major change in ZUNDAF indicators that can reasonably be attributed to or be associated with ZUNDAF:* What progress has been made towards the realization of ZUNDAF outcomes as a contribution to the achievement of MDGs and in terms of indicators as reflected in the ZUNDAF M&E Plan?
* To what extent and in what ways was special emphasis placed on strengthening of national capacities, building partnerships, promoting innovation, the realization of human rights and promoting gender equity and equality?
* Which are the main factors that contributed to the realization or non-realization of the outcomes?
* How were risks and assumptions addressed during the implementation of programmes and projects?
* To what extent and in what ways did UN support promote national execution of programmes and / or the use of national expertise and technologies?

Analyze the extent to which results achieved and strategies used by the supported country programmes and projects are sustainable (i) as a contribution to national development and (ii) in terms of the added value of ZUNDAF for cooperation among individual UN agencies:* To what extent and in what ways have national capacities been enhanced in government, civil society and NGOs?
* What mechanisms have been put in place to support the country access aid funds, and reinforce their sector-based coordination and management?
* Have complementarities, collaboration and/or synergies fostered by ZUNDAF contributed to greater sustainability of results of Country Programmes and projects of individual UN agencies?

Assess the effectiveness of ZUNDAF as a coordination and partnership framework. To the extent possible, assess the efficiency of the ZUNDAF as a mechanism to minimize transaction costs of UN support for the government and for the UN agencies:* To what extent and in what ways has ZUNDAF contributed to achieving better synergies among the programmes of UN agencies?
* Has the ZUNDAF enhanced joint programming by agencies and/or resulted in specific joint programmes?
* Were the strategies employed by agencies complementary and synergistic?
* Have agency supported programmes been mutually reinforcing in helping to achieve ZUNDAF outcomes?
* Has the effectiveness of programme support by individual agencies been enhanced as a result of joint programming?
* Did ZUNDAF promote effective partnerships and strategic alliances around the main ZUNDAF outcome areas (e.g. national partners, International Financial Institutions and other external support agencies)?

Assess the extent to which ZUNDAF TGs and other coordination mechanisms have been an efficient and effective means of ZUNDAF implementation and have influenced individual agency planning. Determine the extent to which the ZUNDAF coordination mechanisms have contributed to advance (i) gender equality and social inclusion, and (ii) Human Rights Based Approaches in UN agencies’ programming:* To what extent and in what ways has ZUNDAF contributed to a reduction of transaction cost for the government and for each of the UN agencies?
* In what ways could transaction costs be further reduced?
* Were results achieved in a cost efficient manner and at reasonably low or lowest possible cost?
* To what extend did ZUNDAF contribute towards gender equality and social inclusion?

Assess the validity and relevance of the stated collective comparative advantage of the UN System:* To what extent and in what ways have the comparative advantages of the UN organizations been utilized in the national context (including universality, neutrality, voluntary and grant-nature of contributions, multilateralism, and the special mandates of UN agencies) both during the humanitarian crisis as well as the recovery period?
* To what extent did the UN agencies work together and what synergies were created by this approach?

Assess the linkage between the ZUNDAF and the humanitarian Consolidated Appeals Process (CAP) as some of the ZUNDAF outcomes are also achieved through relief efforts which at the same time build a foundation for recovery and development." Evaluation Scope:The evaluation will cover all the six outcomes of the ZUNDAF:* Reduction of the spread of infection, improvement in the quality of life of those infected, and mitigation of the impact of HIV and AIDS;
* Enhanced national capacity and ownership of national processes towards the attainment of the MDGs by 2015;
* Strengthened mechanisms for promoting the rule of law, dialogue, participation in the decision making process, and protection of human rights;
* Reduction in the negative social, economic, political, cultural and religious practices that sustain gender disparity;
* Improved access to good quality and equitable basic social services;
* Improved food security and sustainable management of natural resources and the environment.

 The UNDAF outcome indicators will be used to measure the attainment of these outcomes. |
| **Competencies :** |
| Core Values and Ethics:* Demonstrate cultural sensitivity and be able to work in a multi-cultural environment;
* Comply with UN rules and regulations and code of conduct;
* Demonstrates a high degree of integrity.

Teamwork:* Interacts at all levels of staff/organization;
* Excellent interpersonal skills;
* Building and sharing knowledge;
* Provides guidance and support to others.

Communication:* Excellent oral and written skills;
* Listens actively and responds effectively.

Task Management:* Plans, prioritizes and delivers a variety of tasks on time;
* Exercises sound judgment/analysis;
* Develops creative solutions and risk management solutions.

Leadership:* Able to plan and manage the overall work of the evaluation exercise;
* Able to lead a small team of professional consultants.
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| **Qualifications :** |
| Education: Masters degree in international relations, political science, international development, programme/project development or a related subject.Experience:* Minimum 10 years experience in development or programme management  and evaluation in post-crisis/recovery/transition settings;
* Senior professional with previous experience in conducting UNDAF evaluations in situations of recovery and transition, outcome evaluations or similar evaluations;
* Previous experience in leading a small team of international & national consultants;
* Previous experience working in Zimbabwe or similar context an advantage;
* Experience in M&E systems and joint programmes within the UN an advantage;
* Sound knowledge of Results Based Management an advantage;
* Knowledge and experience of UN Reform;
* Willing to undertake short trips to the field.

Language Requirements:Fluency in written and spoken English is essential. |