



Zimbabwe



*Empowered lives.  
Resilient nations.*

## TERMS OF REFERENCE

Mid-Term Evaluation of the Support to Peace Building and Increased Access to Sustainable Livelihoods (PBSL) Programme in Zimbabwe: 2012 - 2014

### 1. Background and Context

Support for Peace Building and Increased Access to Sustainable Livelihoods (PBSL) in Zimbabwe is a three year programme running from 2012 to 2014. The programme seeks to contribute to the creation of an enabling environment for peace building and development in Zimbabwe. It builds on and consolidates previous UNDP supported initiatives on dialogue, conflict prevention and locally led early recovery. The Programme has the following key expected outputs:

1. National Capacities for Dialogue, Peace Building, Prevention, Management and Resolution of Conflict Strengthened
2. Community Capacities (women and youth) for Recovery and Conflict Sensitive Sustainable Livelihoods Increased at Local Levels.
3. Increased Support by the UN Coordination of Sustainable Recovery in Zimbabwe
4. Increased Capacity of Communities, Local and National Institutions for Disaster Risk Reduction and Recovery

The programme design is informed by the Zimbabwe United Nations Development Assistance Framework (ZUNDAF) national development priority on Good Governance for Sustainable Development –Strengthened Mechanisms for Peace Building and for Prevention, Management and Resolution of Conflict. PBSL recognises the need for complementarities and linkages between the conflict prevention and early recovery initiatives. It therefore has two main complementary pillars: i) Support Conflict Prevention and Peace Building; and ii) Building Capacity for Locally Led Recovery for Sustainable Livelihoods Especially of Women and Youth.

The programme is being implemented through a National Implementation Modality/Direct Implementation Modality (NIM/DIM) by the Office of the President and Cabinet (OPC) through the Organ for National Healing, Reconciliation and Integration (ONHRI) as the Implementing Partner (IP) and three counterparts, Ministry of Labour and Social Services (MLSS), Ministry of Local Government, Rural and Urban Development (MLGRUD) through the Department of Civil Protection (DCP) and Ministry of Small and

Medium Enterprises and Cooperative Development (MSMECD) as Responsible Parties (RPs). The Ministry of Youth Development, Indigenization and Empowerment, Ministry of Women Affairs, Gender and Community Development and the Joint Monitoring and Implementation Committee (JOMIC) are the entry points of the programme.

## **2. Evaluation purpose**

The purpose of the evaluation is to assess the level of achievement of the programme performance of the PBSL project during the two years of its existence; identify challenges and lessons; and provide concrete recommendations on how to strengthen the PBSL programme in order that it contributes to a sustainable socio-economic development in Zimbabwe.

The assignment will aim at achieving a fair, objective and an accurate assessment of the project performance so far and the ensuing recommendations should therefore be creative, comprehensive and tangible enough to be put into immediate and effective use, once accepted by the PBSL Project Board.

## **3. Objectives and Scope of the Evaluation**

The objective of the Mid-Term Evaluation is to assess the achievements of the programme against its stated outputs and its contribution to the achievement of ZUNDAF outcomes. Specifically, the evaluation aims to:

- Review and assess the efficiency of implementation and management arrangements of the programme;
- Review the coordination between Implementing Partner, Responsible Parties as well as links with the national key stakeholders such as civil society organisations and faith based groups;
- Identify the likely sustainability of any results of the programme on beneficiaries;
- Identify significant factors that are facilitating or impeding the delivery of programme outputs;
- Make recommendations on the future orientation and emphasis of the programme during its remaining time. (January to December 2014);
- Draw lessons learnt.

In terms of scope, the Mid-Term Evaluation will cover but not limited to the following key areas and corresponding questions:

***Relevance: the extent to which the activities designed and implemented were suited to priorities and realities***

- Was the design of the PBSL programme adequate to properly address the issues envisaged in formulation of the programme? Has it remained relevant?
- To what extent do the provisions of the original programme document serve as a useful guide for the operations of the PBSL programme?

- Will the programme structure as currently established be of optimal and continued relevance going forward?

***Effectiveness: the extent to which the programme has achieved its intended outputs and objectives.***

- To what extent has the PBSL programme been able to deliver against its objectives? How many and which of the intended outputs have or have not been delivered so far as planned?
  - What concrete successes in advice and coordination have been achieved, where applicable?
  - Are the programme outputs relevant to the ZUDAF outputs?
  - Has sufficient progress been made in the delivery of programme outputs?
  - How useful has the knowledge and skills transfer proven to be so far?
  - Is the PBSL programme contributing to the overall delivery of the outcome
- How well has the programme established effective relationships between the Responsible Parties (RPs) and Implementing Partner (IP)? How could these be improved going forward?
- How effectively has the PBSL programme been structured? How has the programme structure in which the PBSL operates affected its delivery?
- How effectively has the PBSL programme been managed from an operational perspective?
- Which aspects of the PBSL programme have been most effective so far? Which ones are least effective?
- What key challenges have hampered the delivery of intended outputs
- How can the effectiveness of support to the PBSL programme be strengthened going forward?

***Efficiency: measurement of the outputs in relation to the inputs.***

- Was UNDP support to the PBSL programme appropriate in achieving the desired objectives and intended results? If not, what were the key weaknesses?
- Were the results delivered in a reasonable proportion to the operational and other costs? Could a different type of intervention lead to similar results at a lower cost? How?
- Were the funds utilized as planned? If not, why?

***Sustainability: assessment of the ability of supported activities and functions to continue after the programme ends.***

- Will the outputs delivered so far through the PBSL programme be sustained by national capacities after the end of the programme duration? If not, why?

- Will there be adequate funding available to sustain the functionality over the short, medium and longer term?
- Has the PBSL programme generated the buy-in and credibility needed for sustained impact?

***Partnerships: the extent to which the programme brings together relevant stakeholders to achieve project objectives.***

- Have relationships with key partners functioning as planned and intended? If not, why?
- Where resource mobilisation efforts made to meet programme requirements?
- How can partnerships be managed differently to provide the best possible support to the PBSL project?

#### **4. Methodology**

The evaluation exercise will be wide-ranging, consultative and participatory, entailing a combination of comprehensive desk reviews, analyses and interviews. While interviews are a key instrument, all analysis will be based on observed facts to ensure that the evaluation is sound and objective. On the basis of the foregoing, the consultants will further elaborate on the method and approach in a manner commensurate with the assignment at hand and reflect this in the inception report; which will subsequently be approved by the Project Board in consultation with key stakeholders.

The key inputs to the evaluation should be as follows:

- **Interviews with key staff** such as Deputy Chief Secretary to the President and Cabinet (OPC), Directors and related Programme staff of both IP and RPs, UNDP Assistant Resident Representative (ARR) Governance and Gender, Governance Programme Officer Ecumenical Churches Leaders' Forum (ECLF), Church and Civil Society Forum (CCSF), Ministry of Youth Development, Indigenization and Empowerment (MYDIE), Ministry of Women Affairs, Gender and Community Development (MWAGCD), Programme Coordinator and others as deemed necessary by the review team.
- **Field visit** to the Bulilima, Umzingwane and Gwanda Districts.
- **Substantive documentation:** Original programme document for the PBSL; programme internal planning documents; all substantive reports, censored minutes from Project Board meetings, ZUNDAF Annual and Midterm review report, UNDP annual Report and others as deemed necessary by the evaluation team.
- **Operational documentation:** Organisational structure of the PBSL project; TORs and CVs for key PBSL project staff; official correspondences and other records of exchanges between the coordinating Unit and Ministries and RPs; and others as deemed necessary by the evaluation team.

## 5. Key Deliverables

By the end of week one (the initial five days), an inception report should be prepared by the consultants before embarking on a fully fledged evaluation exercise. It should detail the consultants' understanding of what is being evaluated and why, showing how each evaluation question will be answered by way of proposed methods; sources of data; and data collection procedures. The inception report should include a proposed schedule of tasks/activities, timeline, deliverables and key issues. A draft evaluation report should be shared with the ONHRI, UNDP, MSMECD, MLSS and MLGURD for comments and inputs. At the end of the assignment, the consultants will deliver an evaluation report containing as a minimum:

- I. Title
- II. Table of Contents
- III. List of Acronyms and Abbreviations
- IV. Executive Summary
- V. Introduction
- VI. Description of the intervention
- VII. Evaluation Scope and Objectives
- VIII. Evaluation approach and methods
- IX. Data Analysis
- X. Findings and conclusions
- XI. Recommendations
- XII. Lessons Learned
- XIII. Annexes

## 6. Team Composition and Required Skills

The review will be carried out by a team of two people, to include an international consultant and one national. The consultants should have:

- At least a Master's degree in the field of development studies, public policy, public administration, or any related field of social sciences.
- A minimum of 7-10 years relevant work experience, with at least half working with developing countries and demonstrate an understanding of the challenges and opportunities faced by post conflict countries.
- Strong analytical and research skills with sufficient understanding of survey design, quantitative/qualitative methods and data analysis.
- Extensive experience in conducting evaluations, with a strong working knowledge on conflict and peace building;
- Familiarity with UN (preferably UNDP) evaluation guidelines and processes is a plus.
- Human capital consulting experience is a plus.
- Excellent written and spoken English. Writing skills that include an attention to detail as well as a grasp of conceptual frameworks.
- Outstanding interpersonal skills, teamwork, and competency to operate in a multi-cultural and diverse environment.
- Familiarity with the region and the country are strongly preferred.

## **7. Implementation Arrangement**

The review will be facilitated by the Principal Director for the Organ for National Healing, Reconciliation and Integration (ONHRI), and with support from UNDP. The international consultant will be the team leader for this evaluation.

## **8. Timeframe**

The evaluation should be conducted in the course of 1 month (22 working days), including any required travels. The target date for commencement of the assignment is 27 January 2013 and broken down as follows:

Day 1-3: Briefing, desk review and submission of inception report

Day 4-16: Interviews and consultations

Day 17-19: Drafting report/PPT of key conclusions and recommendations

Day 20: PPT presentation of draft conclusions and recommendations to stakeholders

Day 21-22: Finalization and submission of report