SUPPORT TO PEACE BUILDING AND INCREASED ACCESS TO SUSTAINABLE LIVELIHOODS

Midterm Evaluation of the UNDP Zimbabwe Integrated Peace Building Programme

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Acknowledgements

ACRONYMS AND ABBREVIATIONS

BCPR	Bureau for Conflict Prevention and Recovery
CBO	Community-based Organization
CPAP	Country Programme Action Plan
CPR	Conflict Prevention and Recovery Unit
CCSF	Church and Civil Society Forum
DCP	Department of Civil Protection
DFF	Dialogue Financing Facility
DNH	Do No Harm
DRM	Disaster Risk Management
ECLF	Ecumenical Church Leaders Forum
FGD	Focus Group Discussion
FP	Focal Point
GNU	Government of National Unity
GoZ	Government of Zimbabwe
GPA	Global Political Agreement
IP	Implementing Partner
IPA	Integrated Programming Approach
JOWOG	Joint Youth Working Group
LICI	Livelihoods, Institutional Capacity and Infrastructure
LPC	Local Peace Committee
MDGs	Millennium Development Goals
MLGPWNH	Ministry of Local Government, Public Works and National Housing
MPWLSW	Ministry of Public Service, Labour and Social Welfare
MSMECD	Ministry of Small and Medium Enterprises and Cooperative Development
MTE	Mid-term Evaluation
MWAGCD	Ministry of Women Affairs Gender and Community Development
MYDIE	Ministry of Youth Development, Indigenisation and Empowerment
NGO	Nongovernmental Organization
NPC	National Peace and Reconciliation Commission
NYS	National Youth Service
ONHRI	Organ for National Healing, Reconciliation and Integration
PBSL	Support to Peace Building and Increased Access to Sustainable Livelihoods
RCO	Resident Coordinators Office
RP	Responsible Party
SACCO	Savings and Credit Cooperative
SADC	Southern African Development Community
TOR	Terms of Reference
UNDP	United Nations Development Programme
UNICEF	United Nations Children's Fund
UNV	United Nations Volunteer
ZIM ASSET	*Zimbabwe Agenda for Sustainable Socio Economic Transformation 2013-2018*
ZRP	Zimbabwe Police
ZUNDAF	Zimbabwe United Nations Development Assistance Framework

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EXECUTIVE SUMMARY

<div align="center">BACKGROUND</div>

With an abundance of mineral wealth, vast tracts of arable land and a highly literate population, Zimbabwe has great potential to become an engine of regional economic growth. However, for much of the last decade, the country suffered from several economic and humanitarian crises, resulting in a hyperinflationary environment, poor industrial performance, increased unemployment and other forms of low capacity utilization. In 2008, in an attempt to resolve what had become a national catastrophe, and with the facilitation of the Southern African Development Community ("SADC"), a Global Political Agreement ("GPA") was developed between the three main political parties; and a Government of National Unity ("GNU") was subsequently formed.

The GPA allowed for the establishment of several accountability organizations, including the Organ for National Healing Reconciliation and Integration ("ONHRI"). Part of ONHRI's mandate was to initiate a mechanism for peace building in Zimbabwe. Additionally, the GPA noted the requirement for a new constitution for Zimbabwe, which was approved by referendum in 2013. The new constitution included provisions for national peace building programmes under the aegis of a National Peace and Reconciliation Commission ("NPRC"). The NPRC will become Zimbabwe's primary architecture for peace building. It will be developed with support from ONHRI and, once it is established, ONHRI will be dissolved

Since the formation of the GNU and the introduction of a multicurrency payment system and other efforts to stabilize Zimbabwe's economy, the country has experienced a much improved rate of growth. However, government revenues are not yet adequate to provide essential services; and Zimbabwe still faces major development challenges, including high unemployment levels, particularly among youth and women. Moreover, it is estimated that some 50% of Zimbabweans rely on international food aid for their survival. Consequently, despite its current economic growth, Zimbabwe rates only 172 out of 187 countries in the 2012 human development index.[1] Interventions which aim to build resilience to risks to peace and development in that country therefore remain both relevant and timely.

With the overarching aim of contributing to an enabling environment for peace building and development, the Government of Zimbabwe/UNDP collaboration on *Support for Peace Building and Increased Access to Sustainable Livelihoods* ("PBSL") was initiated in January 2012. The PBSL was planned as a three year intervention, and there is now a possibility to extend the programme for a fourth year. The PBSL builds upon and consolidates previous dialogue, conflict prevention and locally-led early recovery programmes implemented by UNDP Zimbabwe with national and local partners. The PBSL is also informed by the Zimbabwe United Nations Development Assistance Framework 2012-15 ("ZUNDAF") national development priorities on good governance for sustainable development, strengthened mechanisms for peace building and for prevention, management and resolution of conflict.

The PBSL national partners include the Office of the President and Cabinet ("OPC") through ONHRI, which acts as the PBSL Implementing Partner ("IP") and which takes primary responsibility for the PBSL's overall peace building related activities. There are also three national counterparts, or Responsible Parties ("RPs") who manage other PBSL activities: the Ministry of Local Government Public Works and

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[1]United Nations Development Programme, *Human Development Report 2013. The Rise of the South: Human Progress in a Diverse World*, New York ,p. 203

National Housing ("MLGPWNH"), through its Department of Civil Protection; and the Ministries of Public Service, Labour and Social Welfare ("MPSLSW") and Small and Medium Enterprises and Cooperative Development ("MSMECD"). Two other ministries, the Ministry for Youth, Development, Indigenization and Empowerment ("MYDIE") and the Ministry of Women Affairs and Gender and Community Development ("MWAGCD"), which have strong grassroots presence, act as community entry points.

The PBSL seeks to increase individual, community and government capacities for peace building, as well as build resilience to various drivers of conflict in Zimbabwe. The Programme includes three sectoral components which focus on various aspects of livelihood resilience, disaster risk management and capacity building in conflict resolution and peace building approaches. A fourth component provides support to the UN Resident Coordinator Office ("RCO") for coordination in support of transition programming such as the PBSL. In alignment with best practices for peace building programming, PBSL activities are intended to integrate the strengthening of conflict management capacities while addressing root causes of conflict.

Accordingly, the PBSL aims to reduce conflict between different groups within communities by bringing them together to work towards common outputs and results. The Programme's implied, although not explicitly stated, theory of change is thus based upon the transformation of communal and individual behavior and the prevention, mitigation and transformation of conflict.

Initial funding for the Programme has been provided by UNDP BCPR ("BCPR") and UNDP TRAC funds; and programme funding through 2013 was $2,938,522.   The total estimated cost of the Programme is US $12,200,000.00.

THE PBSL EVALUATION

This evaluation was commissioned by UNDP Zimbabwe. The objective of this consultancy was to conduct a mid- term evaluation ("MTE") of the PBSL based on the detailed terms of reference presented below, in **Annex 1**, **"Terms of Reference"**. The evaluators considered the programme's continued relevance, as well as preliminarily assessed its efficiency and effectiveness, including emerging outcomes, and its sustainability. They have also noted post-design emerging issues which will be critical to address during the remainder of the PBSL.   Finally, the evaluators assessed the functionality of the PBSL as an integrated peace building programme. The consultancy schedule, including the field trip to project sites, is presented below as **Annex 3, "Table of Site Visits and Persons Met".**

The evaluation consultants are Dr. Annette Ittig and Mr. Goodwell Kadzikano. Dr. Ittig, the international consultant, is a livelihoods and evaluation expert with extensive multi-agency experience, including missions for UNDP in Uganda, Ghana, Kenya, Somalia, Nepal land Afghanistan. Mr. Kadzikano, the national consultant, is a peace building practitioner with wide local and international experience, including assignments in Zimbabwe, Mozambique and Nigeria, with UNDP and other organizations.

The MTE was informed by a literature review, key informant interviews, focus group discussions, and visits to selected project sites in Bulilima and Umzingwane Nearly 70 respondents were interviewed, including UNDP and other UN representatives, government officials, non-governmental and civil society organization partners and male and female programme beneficiaries.

The consultants debriefed the UNDP Country Office in Harare on their preliminary findings upon completion of their field mission, and they undertook a powerpoint presentation to ONHRI and other

GoZ stakeholders on 21 February 2014. The feedback from the debriefing and the stakeholder consultation has been incorporated into this report.

The mission's twenty-two day timeframe curtailed some of the evaluation's planned fieldwork as well as some proposed interviews with senior GoZ officials in Harare. Furthermore, the lack of baseline data and the carry-over of some activities from precursor programmes have hindered PBSL-specific attribution of results.

EVALUATION FINDINGS

Programme Relevance.   Although the economic growth rate in Zimbabwe has improved over the past five years, development and security needs there still remain great. Support to interventions like the PBSL, which aim to strengthening conflict management capacities as well as to strengthen livelihood and disaster resilience, therefore remains **relevant** and timely for donors, for the GoZ and for communities there.

Overall Programme Design. The programme design of the PBSL is ambitious, and its four components anticipate multiple outputs and outcomes.   In keeping with the Integrated Programming Approach ("IPA"), the four components include a broad range of activities which were intended to synergistically strengthen peace building and conflict management capacities as well as to address drivers of conflict. However, how the four components would align in support of behavioral change and conflict reduction is not explicit either in the Programme's design or in its implementation.   Furthermore, each of the components includes a wide range of activities and actors; and each could have constituted a separate programme on its own.

The complexity and disjointedness of some of the PBSL components is partially due to the fact that several activities in both the Peace Building and Livelihoods components were carried over from precursor programmes such as the LLER ("Locally Lead Economic Recovery"), rather than designed specifically for the PBSL. Additionally, no comprehensive conflict or situational assessment of peace building challenges and opportunities was undertaken to inform the design of the PBSL; nor is there any assessment of the assets of precursor programmes which have been rolled over into the PBSL.   As a result, some of the activities are more fragmented rather than integrated into the Programme; and the full synergies and integration anticipated between the PBSL components towards its goal have as yet not been realized.

Programme Risks and Assumptions. Some of the assumptions upon which the Programme was based, such as all PBSL partners would have a thorough understanding and acceptance of the Integrated Programming Approach ("IPA"), that there would be strong collaboration and cooperation between UNDP/ONHRI and the RPs ,and that there would be no funding or staffing gaps, have been optimistic.   It has therefore not been possible for the Programme to achieve all of its midpoint targets at this time; and it is timely to revisit these assumptions in the revision of the PBSL.

Cross-cutting issues. Certain cross-cutting issues, such as gender and youth, have been well integrated into the Programme's design and implementation. However, Do No Harm ("DNH") principles, which are a cross-cutting issue in peace building programmes, could have been better embedded into the PBSL's various components, and which are noted in the "Implementation – Livelihoods" section of this report, below.

Programme Efficiency. As a result of its complex design, incomplete buy-in from its RPs, staffing gaps and chronic funding shortfalls, it has not been possible for the Programme to achieve all of its planned midterm targets yet.

Programme Management, Coordination and Staffing. The governance structure of the PBSL includes a Programme Steering Committee and a Harare-based Programme Coordinator ("PC"). The Steering Committee includes senior level ONHRI, UNDP and RP representation. The overall buy-in by the RPs to the PBSL and its integrated approach has been quite uneven, and this has negatively affected PBSL cohesiveness and outputs. It is therefore timely to consider other types of RP configurations.

The PBSL PC is tasked with liaison, coordination, administrative and reporting functions; and he is the link between the PBSL's macro and meso management. He is housed at ONHRI, and most of his time is dedicated to macro level liaison. How the PC should interact with the RPs and the UNDP Technical FPs needs more clarification. The PC has been over-stretched by multiple duties and by his accountability to various groups; and this has negatively affected the efficiency expected from his role.

In addition to the PC, the only other PBSL staff are national UN volunteers ("UNVs"). The UNVs are an essential link between the Harare partners and community level implementation and reporting. However, the contracts of some of the UNVs will be completed in mid-March, and it would be highly detrimental to the progress of the PBSL if their expertise and experience were lost. Another type of contracting modality is therefore urgently required to retain them in the Programme after that date.

Other Programme Partnerships and Collaborations. Beyond the various levels of implementing partnerships with ONHRI and the five counterpart ministries noted above, the Programme has other local partners and allies. PBSL collaborations with local CSOs such as the ECLF and the CCSF have been very productive. The ECLF and the CCSF have developed capabilities and influence in the area of peace building, and both are generally seen as trusted and honest brokers. Their involvement in the PBSL reinforces national ownership of the Programme's livelihoods, peace building and DRM processes.

Other PBSL partners and allies are referenced below, in the "Implementation" section of this report. Linkages with other potential partners, such as with the private sector or with other donor programmes, still have great potential for exploration.

Programme Implementation. The PBSL aims for institutional, sector and community outputs and outcomes. While there have been some significant outputs to date, overall the delivery of planned outputs and preliminary outcomes has been less than anticipated, and somewhat uneven across the four PBSL components in terms of **efficiency.** This is due to the programme design, partnership and funding issues noted above; and each has impacted on the Programme's planned timeframe and sequencing of activities.

Notable programme outputs in the Peace Building component include the development of a policy and legal framework for the National Peace and Reconciliation Commission; the development of the Code of Conduct for political parties; the establishment of local peace committees; and consultations and dialogues on national healing, reconciliation and integration with traditional chiefs, media and civil society.

Outputs in the Livelihoods component include production of a detailed 2013 district level economic needs assessment, which is a valuable reference tool for PSBL as well as other livelihoods interventions;

business trainings for over 2200 youth and women; and the initiation of microcredit and small business development activities, including the establishment of 29 SACCOs. These outputs were achieved under MSMECD as the RP. The community infrastructure portion of the livelihoods component, which is under MPWLSW, include the completion of five out of an anticipated 100 infrastructure projects; all five projects were carried over from the precursor LLER programme.

Significant outputs in the DRM component include Early Warning assessments conducted by DCP in all 10 provinces; the development of district level model plans; and the development of a national DRM strategy. For the Support to the RCO component, outputs include the production of several coordination tools which are both relevant and useful to the PBSL, e.g. an overview of DRM/DRR partners supporting the DCP; an overview of "who's doing what/where" in PBSL and other districts; and, for livelihoods, support for the transition from the Livelihoods Cluster Working Group led by UNDP to a Livelihoods, Institutional Capacity and Infrastructure group under national coordination.

Programme Sustainability. Outputs achieved thus far attained by the PBSL be might be sustained after project end, as local actors and structures lead much of the programme's implementation. Moreover, at least for community infrastructure projects, there is a strong communal commitment to maintain them. For example, as of this writing, the Programme has obtained agreement that the Bezu Clinic completed under the PBSL will be maintained post-project by the local Ministry of Health authorities and the community.   However, local government funding may not be adequate to sustain all activities post-PBSL. Communities may therefore need to mobilize additional resources, including local labour, for this.

SUMMARY ANALYSIS AND LESSONS LEARNED

During the first phase of the PBSL, there have been emerging outcomes, post-design issues and lessons learned which should inform Programme activities during the remainder of its implementation. These include:

The Integrated Programming Approach requires a deliberate integration of activities both vertically, from upstream policy work to local initiatives, as well as horizontally across sectors, to achieve intended results. An integrated peace building programme incorporates CPRMT awareness and training, for example, in activities from the macro to the grassroots levels, e.g. for senior government officials and for local community groups, as well as embeds it into each sector of programme activities, for example, into livelihoods and DRM. Although integrated programmes are thought to have lower transaction costs than Joint Programmes, and they are therefore preferred by governments and donors, this kind of multi-dimensional programming also requires a considerable investment in coordination in order to avoid the "siloing" of activities. Furthermore, the coordination of complex integrated programmes usually requires additional administrative and reporting support, beyond a single Programme Manager/Coordinator.

Comprehensive real-time situational analyses, including potential triggers of conflict and other contextual fragilities, are key to inform the design of integrated peace building programmes: a best practice example is the type of participatory peace and development analysis conducted for UNDP Indonesia's *Building Sustainable Peace: Local Economic Development, Natural Resources and Livelihoods.*[2]

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[2] See http://www.undp.or.id/programme/cpr/pda.asp

Coordination with national, subnational and other development partners Both the integrated programming approach and the RP role are new to the PBSL RPs and other stakeholders. Training and orientation on integrated programming, its value added and on how it differs from other delivery mechanisms, is key for buy-in from national partners. For these partnerships to be more effective and worthwhile for all stakeholders, there is need to ensure that there is a full understanding of the IPA and its benefits among all partners, and to have overall good communication, interaction and transparency between them.

In addition, although the private sector is identified in the PSBL programme document as an important development partner, and various levels of PBSL partnership with business are anticipated, these have not yet been realized. For example, a key area for exploration, as noted in the 2013 economic needs assessment document, is the mining sector. Strategic business alliances could provide training, mentoring and job creation possibilities to PBSL beneficiaries. Beyond this, the guidance that UNDP can provide to the private sector on environmental issues and on "Do No Harm" principles for corporate community investment initiatives, should also be recognized and used to leverage private sector partnerships.   The UNDP Iraq partnership with Royal Dutch Shell Petroleum for community investments in Basra provides a current model for how such relationships could be pursued and structured in the remaining portion of the PBSL.

Benefit-sharing must be clear to beneficiaries. It is essential to develop the modalities for distributions of gains and to explain the sharing of benefits from any project intervention prior to its initiation, in order to minimize conflict between beneficiaries and other community members. This is especially important in livelihoods initiatives which include the provision of free resources. For example, discussions with the beneficiary and other local stakeholders at the PBSL beekeeping sites in Umzingwane revealed some uncertainties about benefit sharing modalities; and discontent among community members has already been manifested there.

Sustainable behavioral transformation requires tracking and ongoing sensitivity and awareness raising. Although the PBSL has supported initial CPRMT awareness raising, to date there has been no tracking of the effects of this training by the Programme. Mobile phone technology has proved a useful tool in tracking attitudinal change through SMS surveys, and this method of rapid data collection could be explored by the Programme and its partners for follow up with its conflict sensitivity trainees, and to ensure anticipated results are on track.

Current PBSL Monitoring and Reporting of community projects is costly in both time and resources. Community participatory monitoring ("CPM"), supported by mobile phone technology, has been productively employed for remote project monitoring by UNDP in Afghanistan and elsewhere, as well as by other agencies; and it might also prove a cost-effective means of reporting on activities in PBSL's widely scattered, difficult to access project sites.

Post-Design Issues. Since the formulation of the PBSL in 2011, certain issues have been identified as especially relevant to the programme's objectives, and they are therefore key to incorporate into its future programming. These include demographic changes, such as the greater number of females in target sites due to male labour migration, which may affect beneficiary targeting; shifts in local influencers beyond traditional chiefs and the clergy, which may also inform the selection of groups to be targeted for PBSL interventions; and macro level changes in the Zimbabwe context, such as the dissolution of the GPA and GNU after the July 2013, which may influence GoZ structures and policies.

RECOMMENDATIONS AND WAY FORWARD.

The PBSL is an ambitious, timely and relevant programme with the potential for significant and sustainable results. Its efforts to foster peace and development are already demonstrating some positive emerging outcomes. The MTE provides an opportunity to consider how to strengthen its partnerships, refine its activities and consolidate its gains to date. Selected recommendations towards this goal include:

Recommendations – Management, Coordination, Responsible Parties/Partners and Integration
- *Clarify the IPA and its value added* through a workshop(s) for all stakeholders, from the macro to grassroots levels. To reinforce team building, ensure representation from each group of stakeholders at each workshop.
- *Increase engagement by UNDP, ONHRI and the GoZ at the most senior level* with RPs and other partners around the IPA and its benefits, in alignment with the GoZ vision. In particular, re-engage with DCP, as it has demonstrated its ability to deliver PBSL outputs, although it shows little enthusiasm for its role as an RP.
- *If, after IPA clarification and re-engagement efforts, buy-in from an RP remains low, reconfigure the current RP arrangement* to allow greater Programme effectiveness and efficiency.
- *Clarify* the roles and accountability mechanisms of meso-level actors, e.g. among and between RPs, UNDP Technical FPs and the PBSL PC
- *Provide additional support to the PBSL PC*: engage a UNV to handle administrative matters and to assist in the coordination of project reporting

Recommendations for Revised Programme Design and Implementation:
- *Undertake a comprehensive situational analysis*, including the identification of current drivers of conflict and opportunities for peace building, to inform programme revision and strategies
- *Involve all levels of stakeholders*, including the RPs and the private sector, in PBSL's redesign
- *Consolidate PBSL gains to date*, and focus on activities in these areas which will be critical to support the nascent NPRC, and which will be feasible to undertake in the time currently remaining for the programme, for example, the conflict prevention and resolution activities and the creation of local peace committees
- *Integrate more information on CPMRT and the IPA* into the Livelihoods and DRM components at each level
- *Revise the RRF* accordingly

Recommendations for External Partnerships and Alliances
- *Develop private sector linkages:* Map the private sector entities active in the PBSL districts to identify potential corporate allies to add value to the PBSL activities through
  - increased on-the-job-training, trainee placement, corporate volunteer BDS and mentoring support to livelihood beneficiaries, as well as other kinds of job creation through PPPs
  - Expanding and supporting the range of peace building activities, such as Business for Peace networks

Recommendations – Monitoring, Reporting and Tracking
- *Community Participatory Monitoring:* Introduce CPM at the grassroots level for greater cost effectiveness in monitoring widely scattered, remote project sites.

- *Use mobile telephone technology* such as SMS and pictograms to support CPM and other project monitoring and reporting, as well as to collection other kinds of information from the field
- *Reporting:*   produce single narrative monitoring reports rather than composite reports on different sector activities, for more holistic reviews demonstrating how all programme activities contribute towards PBSL shared aims and objectives
- *Select and use a common platform for real-time information sharing* among partners, such as UNDP Teamworks

INTRODUCTION

THE ZIMBABWE CONTEXT AND THE RATIONALE FOR THE INTEGRATED PBSL PROGRAMME

With an abundance of mineral wealth, vast tracts of arable land and a highly literate population, Zimbabwe has great potential to become an engine of regional economic growth. However, for much of the last decade, the country suffered from several economic and humanitarian crises, resulting in a hyperinflationary environment, poor industrial performance, increased unemployment and other forms of low capacity utilization. In 2008, in an attempt to resolve what had become a national catastrophe, and with the facilitation of the Southern African Development Community ("SADC"), a Global Political Agreement ("GPA") was developed between the three main political parties; and a Government of National Unity "GNU") was subsequently formed.

 The GPA allowed for the establishment of several accountability organizations, including the Organ for National Healing Reconciliation and Integration ("ONHRI"). Part of ONHRI's mandate was to initiate a mechanism for peace building in Zimbabwe. Additionally, the GPA noted the requirement for a new constitution for Zimbabwe, which was developed by a Constitution Parliamentary Select Committee ("COPAC") and approved by a referendum in 2013. The new constitution included provisions for national peace building programmes under the aegis of a National Peace and Reconciliation Commission ("NPRC"). The NPRC, which will become Zimbabwe's primary architecture for peace building, will be developed with support from ONHRI and, once it is established, ONHRI will be dissolved

Since the formation of the GNU and the introduction of a multicurrency payment system and other efforts to stabilize Zimbabwe's economy, the country has experienced a much improved rate of growth. However, government revenues are not yet adequate to provide essential services; and Zimbabwe still faces major development challenges, including high unemployment levels, particularly among youth and women. Moreover, it is estimated that some 50% of Zimbabweans rely on international food aid for their survival. Consequently, despite its current economic growth, Zimbabwe rates only 172 out of 187 countries in the 2012 human development index.[3]

Furthermore, Zimbabwe's widespread joblessness and associated poverty continue to be risks to the country's security; and according to several globally accepted indicators, the country context is fragile.[4]Interventions which aim to build resilience to risks to peace and development in that country therefore remain both relevant and timely.

With the overarching aim of contributing to an enabling environment for peace and development, the Government of Zimbabwe/UNDP collaboration on "*Support for Peace building and Increased Access to*

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[3]UNDP, *HRD 2013*, op. cit., ibid.

[4]See, for example, the indicators on state situational analyses listed at http://www.newdeal4peace.org/wp-content/uploads/2012/12/progress-report-on-fa-and-indicators-en.pdf which relate to security, justice, economic foundations, revenues and services: "State situational fragility is characterized by institutional weaknesses that prevent countries from meeting the expectations of their citizens, particularly in providing basic services like security and justice and developing a shared, inclusive national identity. The risk of armed violence is a key feature of state fragility, a consequence of the inability of the state and society to respond to internal or external political, security or economic shocks.": http://cidpnsi.ca/blog/peacebuilding-and-statebuilding-goals-looking-beyond-the-mdgs/#sthash.OlBRyH7q.dQlpv7qQ.dpuf

Sustainable Livelihoods "("PBSL") was initiated in January 2012. The PBSL was planned as a three year intervention, and there is now a possibility to extend the programme for a fourth year. The PBSL builds upon and consolidates previous dialogue, conflict prevention and locally-led early recovery programmes implemented by UNDP Zimbabwe with national and local partners. The Programme is also informed by the Zimbabwe United Nations Development Assistance Framework 2012-15 ("ZUNDAF")[5] national development priority on good governance for sustainable development, strengthened mechanisms for peace building and for prevention, management and resolution of conflict.

PROGRAMME OBJECTIVES, COMPONENTS AND LINKAGES

Programme Objectives and Components. The PBSL seeks to increase individual, community and government capacities for peace building, as well as build resilience to various drivers of conflict in Zimbabwe. The Programme includes three sectoral components that focus on various aspects of livelihood resilience, disaster risk management and capacity building in conflict resolution and peace building approaches. A fourth component provides support to the UN Resident Coordinator Office ("RCO") for coordination activities including assistance to the transition of the UNDP-coordinated Cluster Working Group on Livelihoods to the nationally led Livelihoods, Institutional Capacity and Infrastructure group. In alignment with best practices for peace building programming, the PBSL thus aims to strengthen conflict management capacities as well as to address some of the root causes of conflict in Zimbabwe.

Accordingly, the PBSL aims to reduce conflict between different groups within communities by bringing them together to work towards common outputs and results. The Programme's implied, although not explicitly stated, theory of change is based upon the transformation of communal and individual behavior and the prevention, mitigation and transformation of conflict.

Programme Linkages. The PBSL builds on Zimbabwe's current development agenda and priorities. It is linked to several GoZ policy frameworks, and particularly to the GoZ Medium Term Plan ("MTP") 2011-2015 National Priorities.

Its links to UN policy and programming frameworks include

- The ZUNDAF 2012-2015
- The UNDP Country Programme Document 2012-2015
- The UNDP Strategic Plan CPR Outcomes 1 and 9
- The BCPR Eight Point Agenda
- The United Nations Post Conflict Policy on Employment Creation, Income Generation and Reintegration
- MDG acceleration plans

PBSL National Partners. The PBSL's primary national partner is the Office of the President and Cabinet ("OPC") through ONHRI, which takes primary responsibility for the PBSL's overall peace building related activities. There are also three national counterparts, or Responsible Parties ("RPs"):

- the Ministry of Public Service, Labour and Social Welfare ("MPSLSW"), which is responsible for the community infrastructure portion of the livelihoods component

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[5]Government of Zimbabwe and United Nations Development Programme, *Zimbabwe United Nations Development Assistance Framework 2012 – 2015,* April 2011.

- the Ministry of Local Government, Public Works and National Housing ("MLGPWNH"), through its Department of Civil Protection, which is responsible for the DRM component
- the Ministry of Small and Medium Enterprises and Cooperative Development ("MSMECD"), which is responsible for the business development portion of the livelihoods component

Two other ministries, the Ministry for Youth, Development, Indigenization and Empowerment ("MYDIE") and the Ministry of Women Affairs and Gender and Community Development ("MWAGCD"), which have strong grassroots presence, act as community entry points for the PBSL.

Other PBSL partners and allies are referenced below, in the "Implementation" sections of this report.

PBSL funding modalities. The Programme is implemented through a National Implementation/Direct Implementation funding modality, and it is jointly supported through UNDP's Bureau for Conflict Prevention and Recovery ("BCPR") and UNDP core ("TRAC") funds. Programme funding through 2013 was $2,938, 522.00. The total estimated cost of the Programme is US $12,200,000.00.

EVALUATION AIMS AND OBJECTIVES

This review was commissioned by UNDP Zimbabwe. The objective of this consultancy was to conduct an evaluation of the first phase of the PBSL (to December 2013), based on the detailed terms of reference presented below in **Annex 1, "Terms of Reference"**. The evaluators considered the Programme's continued relevance, as well as preliminarily assessed its efficiency and effectiveness, including emerging outcomes, and its post-project sustainability. The evaluation has also noted post-design emerging issues which will be critical for the PBSL to consider in its remaining programme period, and in any future phase.

In addition to this evaluation, the PBSL has been periodically self-monitored.

Consultancy work plan For the consultancy work plan, including the field trip, see below, **Annex 2.**

Evaluation Consultants The evaluation consultants are Dr. Annette Ittig and Mr. Goodwell Kadzikano. Dr. Ittig, the international consultant, is a livelihoods and evaluation expert with extensive multi-agency experience, including missions for UNDP in Uganda, Ghana, Kenya, Somalia and Afghanistan. Mr. Kadzikano, the national consultant, is a peace building practitioner with wide local and international experience, including assignments in Zimbabwe, Mozambique and Nigeria, with UNDP and other organizations.

*Evaluation Methodologies – Literature Review, Interviews, Site Visits and Stakeholder Consultation*The evaluation employed a participatory, mixed methodological approach to allow for the triangulation of both quantitative and qualitative data. The MTE was informed by a literature review, key informant interviews, focus group discussions, and visits to selected project sites in Bulilima and Umzingwanei. Nearly 80 respondents were interviewed, including UNDP and other UN representatives, government officials, nongovernmental and civil society organization partners and male and female programme beneficiaries.

The consultants debriefed the UNDP Country Office in Harare on their preliminary findings upon completion of their field mission, and they undertook a powerpoint presentation to ONHRI and other GoZ stakeholders on 21 February 2014. The feedback from the debriefing and the stakeholder consultation has been incorporated into this report.

Evaluation Constraints. The mission's twenty-two day timeframe curtailed some of the evaluation's planned fieldwork as well as some proposed interviews with senior GoZ officials in Harare. Moreover, the lack of baseline data and the carryover of some project activities from precursor programmes have hindered PBSL-specific attribution.

PROGRAMME DESIGN, MANAGEMENT, COORDINATION, COLLABORATIONS, PARTNERSHIPS

PROGRAMME DESIGN

Programme Relevance.   Although the economic growth rate in Zimbabwe has improved over the past five years, development and security needs there still remain great. Support to interventions like the PBSL, which aim to increase conflict management capacities as well as to strengthen livelihood and disaster resilience, therefore remains **relevant** and timely for donors, the GoZ and for communities there.

*Overall Programme Design.*The programme design of the PBSL is ambitious, and its four components anticipate multiple outputs and outcomes.   In keeping with the Integrated Programming Approach ("IPA"), the four components include a broad range of activities which were intended to synergistically strengthen peace building and conflict management capacities as well as to address drivers of conflict. However, how the four components would align in support of behavioral change and conflict reduction is not explicit, either in the Programme's design or in its implementation.   Furthermore, each of the components includes a wide range of activities and actors and could have constituted a separate programme on its own.

The complexity and disjointedness of some of the PBSL components is partially due to the fact that several activities in both the Peace Building and Livelihoods components were carried over from precursor programmes such as the LLER, rather than designed specifically for the PBSL. Furthermore, no comprehensive conflict or situational assessment was undertaken to inform the design of the PBSL, nor is there any assessment of the assets of precursor programmes which have been rolled over into the PBSL.   As a result, some of the activities are more fragmented rather than integrated into the Programme; and the full synergies and integration anticipated between the PBSL components towards its goal have as yet not been realized.

 Additional details are given below in the respective "Programme Implementation" sections.

*Programme Risks and Assumption*s. Some of the assumptions upon which the Programme was based, such as that all PBSL partners would have a thorough understanding and acceptance of the Integrated Programming Approach; that there would be strong collaboration and cooperation between UNDP/ONHRI and the RPs; and that there would be no funding or staffing gaps, have been optimistic.   It has therefore not been possible for the Programme to achieve all of its midpoint targets at this time; and it is timely to revisit these assumptions in the revision of the PBSL.

Cross-cutting issues such as gender and youth have been well integrated into the programme design. Not only does the project document identify both as critical targets. It also details how each will be targeted, empowered and benefit from the PBSL. Furthermore, data collection is disaggregated both by gender as well as by age category.   However," Do No Harm" ("DNH") principles, which are a cross-cutting issue in peace building programmes, could have been better embedded into the PBSL's various

components: see, for example, below, the destruction of one of the beekeeping projects in Umzingwane noted in the "Implementation - Livelihoods" section.

Post-Design Emerging Issues.Since the formulation of the PBSL in 2011, certain issues have been identified as especially relevant to the programme's objectives, and they are therefore key to incorporate into its future programming. These include demographic changes, such as the greater number of females in target sites due to male labour migration, which may affect beneficiary targeting; shifts in local influencers beyond traditional chiefs and the clergy, which may also inform the selection of groups to be targeted for PBSL interventions; and macro level changes in the Zimbabwe context, such as the dissolution of the GNU and JOMIC following the July 2013 national election, which may influence GoZ structures and policies.

PROGRAMME MANAGEMENT, COORDINATION, STAFFING

Programme Management and Coordination. The governance structure of the PBSL includes a Programme Steering Committee and a Harare-based Programme Coordinator ("PC").   The Steering Committee includes senior level ONHRI, UNDP and RP representation. Although all of the Steering Committee members are based in Harare, there have been difficulties in bringing together all of its members. In particular, the RP members have not consistently participated in these meetings; and the respective senior Ministry officials often delegate this responsibility to one of their NUNVs. Indeed, one RP[6] did not have any representative at any of the 2013 Steering Committee meetings.   The efficiency and effectiveness of PBSL's triple RP modality, and the RPs' overall buy in to the integrated approach, must therefore be reconsidered.

The PBSL PC is tasked with liaison, coordination, administrative and reporting functions, and he is the link between the PBSL's macro and meso management. He is housed at ONHRI, and most of his time is dedicated to macro level liaison. How the PC should interact with the RPs and the UNDP Technical FPs needs more clarification. The PC has been over-stretched by multiple duties and by his accountability to various groups; and this has negatively affected the efficiency expected from his role.

Staffing Beyond the PC, the only PBSL staff are National UN Volunteers ("UNVs"). The latter, who are under contract to the UNV Programme office in Bonn, are seconded to the MSMECD and the MPWLSW. The UNVs are overall more experienced than many of their counterparts elsewhere[7], and they provide essential administrative and reporting support to the PBSL in both Harare and in the field.

A reduction in the Zimbabwe UNV monthly allowance in 2013 has lowered the volunteers' morale and contributed to the resignation of at least one. A second UNV field officer resigned last year, and neither has been replaced. These staffing gaps have adversely affected the achievement of PBSL's intended outputs. Furthermore, some of the UNVs will have completed their maximum four year tenure in mid-March; and they cannot therefore be extended under the same contracting modality. It would be highly detrimental to the progress of the PBSL to lose these experienced UNVs, and it is understood that efforts are currently underway to retain them through a different contracting modality.

Monitoring and Evaluation The PBSL has a joint M&E Plan. However, ONHRI does not have dedicated M&E staff; and each RP monitors and reports on its activities to its own office, to the PC and to ONHRI. Moreover, both MSMECD and the MPWLSW have developed their own database for PBSL activities,

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[6] Neither MLGRUD nor DCP attended any of the 2013 PBSL Steering Committee meetings.
[7]This is in part a consequence of the lack of jobs, even for professionals, in Zimbabwe.

rather than a joint database.   Furthermore, the PBSL has no common platform for real time information sharing. This indicates that M&E in the PBSL is viewed more as a siloed activity rather than as a jointly planned endeavor; and it reflects the disjointedness of individual PBSL project components with each other.

OTHER PROGRAMME COLLABORATIONS AND PARTNERSHIPS

Beyond the various levels of implementing partnerships with ONHRI and the five counterpart ministries noted above, the Programme has other local partners and allies. PBSL collaborations with local CSOs such as the ECLF and the CCSF have been very productive. The ECLF and the CCSF have developed capabilities and influence in the area of peace building, and both are generally seen as trusted and honest brokers. Their involvement in the PBSL reinforces national ownership of the Programme's livelihoods, peace building and DRM processes.   Other PBSL partners and allies are referenced below, in the "Implementation" sections of this report.   Linkages with other potential partners, such as with the private sector or with other donor programmes, still have great potential for exploration.

PROGRAMME IMPLEMENTATION

The PBSL aims for institutional and sector outputs and outcomes. The delivery of planned PBSL outputs and preliminary outcomes has been somewhat uneven in terms of efficiency and effectiveness. This is due in part to the financial and programme design issues noted above; these have in turn impacted on the Programme's planned timeframe and sequencing of activities. Overall, the strongest programme results were achieved in the area of capacity development for peace building. Additional details for each of the PBSL's four components are given in the respective sections below.

Implementation of Objective 1:   National capacities for dialogue, peace building, prevention, management and resolution of conflict strengthened*.* [8]

The building of national capacities in dialogue, peace building, prevention, management and resolution of conflict was strengthened through a wide range of activities and outputs by national partners.

A commendable and key achievement of the Objective 1 of the PBSL is the establishment of local peace committees (LPCs)[9]. Presently LPCs have been developed in Nkayi, Kezi, Bulawayo and Binga Districts, with plans to extend this work in other districts in which the PBSL programme is being implemented.

ECLF has been able to touch more than 35 000 lives nationally through their community engagement and training sessions. They have managed to train 306 conflict transformation and peace building trainers nationwide. Participants at such training sessions have included government ministries, political parties, youths and women. The Ministry of Youth Development, Indigenization and Empowerment have already incorporated peace building into their training curriculum for their National Youth Service programme.

The outcome of ECLF's engagement with political parties has contributed to the parties' adopting peace messages to send out to their supporters. There have also been stories of transformation, with

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[8] I amindebted to Mr. Goodwell Kadzikano for his write-up of the MTE section on "Implementation of Objective 1: National capacities for dialogue, peace building, prevention, management and resolution of conflict strengthened".
[9] PBSL –specific attribution was difficult due to the carryover of work from CPMRT and other precursor programmes

beneficiaries, victims and perpetrators testifying to personal transformation.[10] ECLF also partners with JOWOG, a national youth platform for dialogue and for fostering social cohesion which is supported by the MYDIE and ONHRI. It creates room and an opportunity for youths to articulate their issues and contribute to national socio-economic and political discourse and diffuse conflicts. They been able to bring together youths from different political affiliations to discuss and learn about peace. As a result, youths are now bringing in messages and knowledge of peace building into their organizations. JOWOG plans to bring in a livelihoods component to their programming. ECLF has also been closely collaborating with ONHRI and holding jointly planned capacity building workshops at various levels.

ECLF's capacity building at community level includes 1-, 2-, 3-, 5-day workshops. The 1, 2, and 3 day workshops are for conflict sensitization, in which the most fundamental issues and concepts are raised. More detail is added for 2-day and 3-day workshops. A Training of Trainers workshop takes 10-days. Other workshops held by ECLF included team building, resource mobilization, life skills development for youths and mediation skills training.

Some of the outcomes of ECLF's community peace building have been confessions by some War Veterans that they had earlier intended to physically harm the ECLF team. The same team had also previously terrorized the community by taking their cattle. However, when their colleagues told about what ECLF was trying to do they demonstrated real behavior modification and change. The same people who had earlier on wanted to beat them up had requested for more peace building training and confessed their crimes.

National Youth Service (NYS) Directors have also reached out to ECLF with the intention of partnering with it for peace building capacity development workshops. NYS has availed its centres for such capacity building activities.

In Gwanda[11], one of the ECLF trained peace building trainer has held 6 successful capacity building workshops. One was for his church administrators, and two were ECLF sponsored which were held at the church. Other peace building training workshops were held at Mtshabezi, Matolokishini, Mtshazo, Vumba Mine and Gomwe communities. He has plans to go into schools and prison facilities and the ZRP to raise awareness on peace building, reconciliation and social integration.

At UNDP there are interventions and activities that are aimed at using gender and women's empowerment as entry points to peace building.

CCSF, another UNDP partner in peace building, works under the umbrella of National Association of Non-Governmental Organizations (NANGO). It has held conferences on Peace, Advocacy and Multi-Stakeholder Dialogue meetings. Through UNDP's Dialogue Financing Facility (DFF), CCSF have also developed early warning mechanisms for violence and conflict. CCSF has a behavior change programme that builds peace building capacity. They have also involved youth, women, churches, traditional leaders and others in their programmes. Some of their national programmes include working with youth and bring together their political leadership.

The Ministry of Women's Affairs Gender and Community Development deal with many issues involving women and children that come to their attention. Some of the cases they come across include land

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[10]ECLF meeting, Bulawayo, 19 February 2014
[11] Interview with Brethren in Christ Church pastor, Gwanda, 19 February 2014

disputes and gender based violence. After the peace building training that some of their officers underwent in September 2013, they are working at cascading peace building knowledge and skills to the community. They endeavor to encourage people to apply peace building knowledge and skills in day-to-day interaction. However, the ministry would like to have a follow-up or post-training workshop to learn lessons from colleagues and reinforce knowledge, experience and skills.

The Ministry of Youth Development, Indigenization and Empowerment has also contributed significantly to peace building under the integrated PBSL programme. Through collaboration with ONHRI, they have held capacity building workshops for NYS instructors countrywide. Through a new initiative called Youth Build Zimbabwe, the ministry recruits youth volunteers to engage in community infrastructural development such as road and bridge construction within their localities. This has curbed idleness among the youth and has also brought different youths together for a common and positive purpose. Because the ministry has presence at all national levels, including the ward and village levels, it can be an effective and able partner for UNDP/ONHRI in programming.

This mid-term evaluation (MTE) shows that numerous positive changes have taken place in the peace building component of the PBSL since the 2012. The PBSL programme has contributed to the creation of an environment that is conducive to programme implementation and community involvement and programme ownership. UNDP, through ONHRI, has supported the linkages with many local partners in the PBSL programme[12].

There are, however, a number of areas of the work that need to be improved. UNDP still faces a series of challenges in relation to buy-in into the tripartite approach, involving the RPs, in the development of PBSL. Specifically for ONHRI, it was able to engage with various political parties in the run-up to the elections.

The peace building component of the programme brought about some notable changes to peoples' lives. In areas where ECLF has conducted peace building workshops and facilitated the establishment of LPCs, there have been reports of reduced violence reported.

The local engagement and inclusive strategies used in community outreach have been used successfully in addressing peace and conflict issues in the communities and also instilling a sense of community ownership among various gender groups such as the disadvantaged/vulnerable women, men and youth. Anecdotal evidence in Gwanda suggests that the peace building component of PBSL, thorough the community programmes of ECLF and CCSF, has brought members of the community closer together through understanding and tolerance.

ECLF was able to enhance community capacities in conflict management. However, at the time of this mid-term evaluation, in Bulilima and Umzingwane, work on peace building has not yet set off as expected. Activities such as training and the establishment of local peace committees, which should contribute to the achievement of the output, have not yet been executed.

It should be noted that the results of these activities must critically inform the development of a more targeted capacity enhancement component for local government and civic institutions. Carrying out of activities in this component has been compromised mainly due to lack of funding support. At local levels, stakeholders such as ECLF and DCP, expressed that some of their planned activities could not be carried out due to lack of funds.

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[12] The PBSL has reached out to diverse groups and individuals that are now in dialogue with each other

The peace building component recorded positive results in working towards meeting its planned targets and expected outputs. The foremost and commendable achievements of the Objective 1 of the PBSL include the capacity building of local leaders in conflict transformation and the establishment of local peace committees (LPCs) under the aegis of the Ecumenical Church Leaders Forum (ECLF).

However, the lack of funds in the later part of the last quarter of 2013 led to the slowing down on activities and this compromised delivery.

It is noted that relevant GoZ stakeholders at national and district levels have been capacitated in the area of the peace building approach, through conflict transformation, conflict prevention, and peace-building training workshops for ministries such as Youth and Indigenization and Women's Affairs. The challenge is the extent to which these ministry stakeholders are willing and able to mainstream peace building into development and planning at their respective levels. Commendably, at various levels, ECLF is presently being viewed as a trusted and credible peace broker who can facilitate honest dialogue processes at national, provincial and at district levels.

Implementation of Objective 2: **Livelihoods:** ***Community capacities (women and youth) for recovery and conflict-sensitive sustainable livelihoods increased at local levels***

*Background and Relevance***.**For much of the last decade, Zimbabwe has suffered from various economic and humanitarian crises, resulting in a hyperinflationary environment, poor industrial performance, increased unemployment and other forms of low capacity utilization. Although economic growth has improved since the reforms initiated by the GNU in 2009, there is still high unemployment across all ages. This affects both unskilled and semi-skilled workers as well as those with professional training and experience. Rural areas, and women and youth, have the highest rates of joblessness.   In this context, the strengthening of livelihood resilience to reduce poverty and vulnerability and the related risk of conflict is a peace building best practice.

The PBSL livelihood component focuses upon rural women and youth end clients. The programme envisages multiple outcomes in both income generation, for which MSMECD is responsible, and community infrastructure, for which MPSLSW is responsible. The outcomes in both activity streams are less than anticipated, primarily due to funding shortfalls. The infrastructure projects are particularly behind plan: of the 100 projects planned, only five have been completed – and all five were carry overs from the precursor LLER.   One reason for this may be the higher capital investments that are required for construction, as opposed to the lower costs of supporting MSME activities.

The actual outputs of the livelihood component at midterm are summarized below. For additional details, see **Annex 6**.

Actual Outputs-Economic Needs Assessment. A detailed economic assessment of four of the six PBSL districts was undertaken in 2013[13]. The assessment notes local challenges to job creation, such as the lack of internet access in the target areas, and identifies areas of potential growth such as mining and

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[13]Association for the Development of Education in Africa (ADEA), *Addressing Livelihood Challenges of Rural Zimbabwe through Small and Medium Enterprises and Cooperative Development,* prepared for the Zimbabwe Ministry of Small and Medium Enterprise and Cooperative Development, Tunis, April 2013.

hospitality. It is a very useful and current reference for rural livelihoods interventions, and one which could guide PBSL activities in the project's remaining phase.

Actual Output/Results– Pilot Livelihoods Projects Of the six livelihood projects to be implemented, only one – a beekeeping project for 44 beneficiaries in Umzingwane – has been initiated. The unfortunate destruction of one of the Umzingwane beneficiaries' beehives emphasizes the need to incorporate "Do No Harm" principles into peace building activities, including a full explanation of benefit sharing to target communities, prior to individual beneficiary selection and/or group formation and project implementation.[14]

*Actual Output/Results – Formation of SACCOS and disbursement of loans*The PBSL has assisted in the formation of 29 SACCOs and provided grants of $10,000 to six of them. The grants are to be used for loans to MSMEs.

The PBSL SACCO partners are recording information on loan numbers, amounts, terms and borrowers. A sustainable improvement in the revenues generated by the MSMEs supported by the PBSL SACCOs, as well as the survival of the SACCOs themselves, is a medium to longer term outcome which might not be apparent within the Programme's remaining timeframe. However, a random SMS survey of the MSME end clients on their business profits pre- and one year post- SACCO loans would give some indication of progress towards this target, as well as of the PBSL contribution to increased livelihood resilience in the project sites.

Although there have been individual success stories as well as anecdotal evidence about the positive results of the SACCO formation and UNDP loans on its members[15], it is not yet possible to quantify this. Indeed, some of the flea market MSMEs supported through the Thuthukani SACCO, Umzingwane reported that their business revenues had declined over the past year;[16] and their business plans may require review over the next quarter.

Artisanal mining has been noted as a growth area by the 2013 economic needs assessment and by some of the Thuthukani SACCO members, and at least one member is starting a small business in this area. Additional support to small scale mining could be pursued by UNDP/PBSL with some of large international mining firms which are currently active in targeted PBSL sites in Umzingwane and Gwanda. Such support, which might be provided through corporate community investment projects, could include on-the-job-training, trainee placement, corporate volunteer BDS and mentoring support to livelihood beneficiaries, as well as other kinds of job creation through PPPs. [17]

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[14] Only a few individuals could be selected for the beekeeping project, although many people expressed strong interest in it. Discontent over beneficiary selection has been manifested by the destruction of one of the beneficiaries' beehives; and it will be key for PBSL partners to explain to target communities how the benefits of the livelihood activities will be communally shared in advance of beneficiary selection and/or group formation.

[15] E.g., the woman in the Thuthukani SACCO who used her loan to finance the raising of organic poulty for export: site visit and interview 18 February 2014

[16] Focus group discussion, Thuthukani SACCO, Umzingwane, 18 February 2014. The traders dealing in shoes and clothing which they personally carried back from South Africa seemed the worst affected.

[17] For example, Caledonia Mining Corporation, a Canadian company operating in Zimbabwe, already supports local clinics and schools in Gwanda, and trains and hires local employees and supports university scholarships for Zimbabwean students: Will Daynes, "Caledonia Mining Corporation: The Golden Touch", *Business Excellence*, 18 September 2013: http://www.bus-ex.com/article/caledonia-mining-corporationA partnership between Caledonia and the PBSL – should Caledonia meet due diligence criteria – could introduce those activities into the Programme,

*Actual Output/Results Community Infrastructure Projects*The implementation of small scale infrastructure projects which bring diverse community groups together to work towards common outputs and results as a means of reducing conflict is a best practice in peace building projects. The PBSL project document anticipates the construction of 100 community infrastructure projects. Of this target, five infrastructure projects have been completed at the PBSL midterm; and all five have been carried over from the precursor LLER programme. It is therefore not possible to specifically attribute the construction of these projects to the current programme.

Of the five completed infrastructure projects, it is notable that the Bezu clinic, which was visited by the evaluators, does provide services which are much appreciated by the community. Approximately 25 patients are seen in this facility on a daily basis; and it serves a catchment area of some 1800 people. Additionally, the community has already well-demonstrated its commitment to maintaining the clinic through local labour inputs.

*Actual Output/Results – Market Fairs*The project has supported 70 women and youth beneficiaries to exhibit their goods at two market fairs. However, the results were disappointing; and transport costs to these fairs may in some cases have been higher than sales revenues earned. This activity should not be repeated in the remaining PBSL timeframe without a better knowledge of market needs and preferences, and the identification of lower cost transport to deliver items to markets.

Observations on the Livelihood Component:

- *Difficulties in attribution of results* The carryover of some livelihood activities from precursor programmes, as well as the absence of any assessment of the assets from those prior initiatives, hinders a PBSL-specific attribution

- *Benefit sharing* how this is explained by PBSL partners to beneficiary households and communities should be reviewed

- Several of the livelihood component's intended results relate to vulnerability reduction and behavioral change, and are medium to longer term outcomes that may not be realized within the Programme's remaining timeframe. However, data on related PBSL outputs which is both qualified as well as quantified would indicate whether these activities are on track or should be modified in future programming.

- *The monitoring of scattered, remote project sites* is time and resource heavy, and other more cost effective means of reporting, such as CPM supported by mobile phone technology, should be explored.

Implementation of Objective 3: DRM Increased Capacity by Communities, Local and National Institutions for Disaster Risk Reduction and Recovery[18]

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as well as provide the benefit of UNDP expertise on environmental issues and Do No Harm principles to the company's corporate community investment projects.

[18]I amindebted to Mr. Goodwell Kadzikano for his write-up of the MTE section on "Implementation of Objective 3: DRM Increased Capacity by Communities, Local and National Institutions for Disaster Risk Reduction and Recovery"

The DRM component of the programme has recorded reasonable successes in implementing its planned objectives, outputs and activities, although the shortage of funds has hampered delivery in some areas.

Many of the planned activities in the programme were achieved during the period being evaluated. These include capacity building for stakeholders such as Veterinary Services (for whom refrigerators were purchased for 16 centres for the storage of specimens and vaccines and a backup generator). With the delivery of 5 vehicles, four districts are now better able to respond to emergencies. The districts are: Chiredzi, Mbire, Gokwe North and South (sharing), and Mangwe and Bulilima (sharing). The fifth vehicle is being used at Head Office.

At UNDP[19], it has been noted that women and children are often affected and suffer more and differently during disasters. This calls for every officer to be able to include gender at the design stage of any intervention. This calls for the mainstreaming of gender issues in peace building and disaster risk management programming at all levels.

There has been a revision of the old disaster reduction legislation with a new disaster risk management (DRM) Bill developed to align with the New Constitution. This has included work at national and sub-national levels to get DRM to be integrated into development plans and build community resilience. DRM will include all aspects of preparedness, response and early recovery. All this has to be done in an integrated manner that takes into consideration people's livelihoods and post disaster coping strategies.

Through PBLS financial support, the ZRP received computers purchased by DCP for use at 10 centres to assist in the management of their data especially at border posts. The Police Sub-Aqua Unit also got equipment for responding to human accidents and fatalities involving water. Trainings were conducted at community level in districts such as Gwanda, Mhondoro/NgeziHwange and Binga covering disaster preparedness and management. This training was meant to target particularly disaster-prone regions of the country.

In a report at a Gwanda DCP Committee[20]meeting, a representative of the Ministry of Education stated that in schools the ministry had, since the beginning of the rains, started an education campaign to avoid or prevent accidents due to rain-related disasters and emergencies. They used the DRM Manual for Schools as a reference book. He also said that part of the awareness campaigns in schools included advising children not to cross flooded rivers and also how to respond in the event of a flood or other emergency.

At the same meeting, the Red Cross of Zimbabwe reported that in Gwanda District they had a number of interventions which they carry out in the event of a disaster. These included conducting Rapid Assessments, the provision of emergency food and non-food items, response teams, psycho-social support to victims of an emergency or disaster, the rehabilitation of boreholes, promotion of nutrition gardens and support to other livelihood projects and health and hygiene education, among other services. In an emergency in 2012/13 in West Nickolson, south east of Gwanda, the Red Cross provided blankets, shelter, beans and other items from their warehouse.

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[19] Interview with UNDP Gender Analyst, 11 February 2014
[20] Focus Group Discussion held on 19 February 2014, Gwanda DA' s office

The Gwanda District Civil Protection Committee has benefited from DRM capacity building programmes and activities carried out by the Department of Civil Protection officials from DCP head Office. In 2013 they participated in a disaster mapping exercise in Bulawayo. This was followed by a capacity building workshop held in Gwanda[21].

The Gwanda DCP Committee also mentioned that have a disaster preparedness plans that they were assisted in developing by the DCP.

The Gwanda District Civil Protection Committee is fully functional although it does not yet have funds or much adequate disaster response equipment of its own. It has three main sub-committees, comprising: Emergency, Drought and Epidemics. When there is a meeting, these sub-committees update other members any developments in the districts. In a FGD[22] with members of the Gwanda District Civil Protection Committee, it was stated that the committee was active and it met regularly, sometimes every month, depending on need.

In Gwanda, there is Amalima Programme, a programme focused on community development. The Amalima Programme is a development programme supporting sustainable agriculture in Gwanda District. They have a disaster risk reduction component and would like members of the civil protection committee (CPC) to actively participate in some of their activities such as disaster risk mapping exercises that they have planned. The Amalima Programme provides ample evidence of the practical functionality of the integrated approach to development at community level.

Concerns were, however, raised over the late disbursement of funds which has led to the delays in commencement of activities. Mention was also made of UNDP funding shortfall which had a negative impact on originally planned activities.

Implementation of this component of the PBSL is well on track but funding shortfalls have retarded its overall performance and successes.

Implementation of Objective 4: Increased Support to UN Coordination for Sustainable Recovery in Zimbabwe

This component provided the funding for one staff position in the RCO office to support coordination activities, including assistance in the transition of the early recovery/livelihoods cluster working group, which was led by UNDP, to a nationally-led Livelihoods, Institutional Capacity and Infrastructure ("LICI") group. This process is underway: initial meetings of LICI have been held; MSMECD has agreed to take on the coordination of the group; and a draft TOR for LICI has been prepared and is under consideration.

In addition, funding to this component has resulted in the production of several coordination tools which are both relevant and useful to the PBSL, e.g. an overview of DRM/DRR partners supporting the DCP and an overview of "who's doing what/where" in PBSL (and other) districts. For other outputs, see **Annex 8**, below.

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[21] DCP receives funding through the Ministry of Local Government, Rural and Urban Development. It is, therefore, not clear whether the workshops were solely supported through funds from PBSL programme
[22] Gwanda DCP Committee discussion, 19 February 2014

The work and the outputs anticipated for this component are on track. PBSL funding to these activities will not be required in 2014, and this component will no longer be included in the Programme.

SUMMARY ANALYSIS AND LESSONS LEARNED

During the first phase of the PBSL, there have been emerging outcomes, post-design issues and lessons learned which should inform Programme activities during the remainder of its implementation. These include:

The Integrated Programming Approach requires a deliberate integration of activities both vertically, from upstream policy work to local initiatives, as well as horizontally across sectors, to achieve intended results. An integrated peace building programme incorporates CPRMT awareness and training, for example, in activities from the macro to the grassroots levels, e.g. for senior government officials and for local community groups, as well as embeds it into each sector of programme activities, for example, into livelihoods and DRM. Although integrated programmes are thought to have lower transaction costs than Joint Programmes, and they are therefore preferred by governments and donors, this kind of multi-dimensional programming also requires a considerable investment in coordination in order to avoid the "silo-ing" of activities. The coordination of complex integrated programmes also usually requires additional administrative support, beyond a single Programme Manager/Coordinator.

Comprehensive situational analyses are key to inform the design of integrated peace building programmes: a best practice example is the type of participatory situational analysis conducted for UNDP Indonesia's *Building Sustainable Peace: Local Economic Development, Natural Resources and Livelihoods[23]*. UNDP's recent *Building Peace and Advancing Development in the Great Lakes Region* provides additional relevant and current guidance on situational analyses and peace building.[24]

Coordination with national, subnational and other development partners Both the integrated programming approach and the RP role are new to the PBSL RPs and other stakeholders. Training and orientation on integrated programming, its value added and on how it differs from other delivery mechanisms, is key for buy-in from national partners. For these partnerships to be more effective and worthwhile for all stakeholders, there is need to ensure that there is a full understanding of the IPA and its benefits among all partners, and to have overall good communication, interaction and transparency between them.

In addition, although the private sector is identified in the PSBL programme document as an important development partner, and various levels of PBSL partnership with business are anticipated, these have not yet been realized. For example, a key area for partnership exploration, as noted in the2013 economic assessment document, is the mining sector[25]. Beyond the training, mentoring and job creation possibilities that strategic business alliances could offer to the PBSL, the guidance that UNDP can provide to the private sector on environmental issues and on "Do No Harm" principles for corporate

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[23]http://www.undp.or.id/programme/cpr/pda.asp
[24]United Nations Development Programme, *Building Peace and Advancing Development in the Great Lakes Region,* New York, 2013: http://www.undp.org/content/dam/rba/docs/Reports/UNDP-RBA-report-Great-lakes-EN.pdf

[25]Association for the Development of Education in Africa (ADEA), *Addressing Livelihood Challenges of Rural Zimbabwe through Small and Medium Enterprises and Cooperative Development,* prepared for the Zimbabwe Ministry of Small and Medium Enterprise and Cooperative Development, Tunis, April 2013, pp. 79-81

community investment initiatives should also be recognized and leveraged in private sector partnership development.

The UNDP Iraq partnership with Royal Dutch Shell Petroleum for community investments in Basra provides a current model for how such relationships could be pursued and structured in the remaining portion of the PBSL.[26]

Benefit-sharing must be clear to beneficiaries. It is essential to develop the modalities for distributions of gains and the sharing of benefits from any project intervention prior to its initiation, in order to minimize conflict between beneficiaries and other community members. This is especially important in livelihoods initiatives which include the provision of free resources. For example, discussions with the beneficiary and other local stakeholders at the PBSL beekeeping sites in Umzingwane revealed some uncertainties about benefit sharing modalities; and discontent among community members has already been manifested there.

Sustainable behavioral transformation requires tracking and ongoing sensitivity and awareness raising. Although the PBSL has supported initial CPRMT awareness raising, to date there has been no tracking of the effects of this training by the Programme. Mobile phone technology has proved a useful tool in tracking attitudinal change through SMS surveys, and this method of rapid data collection could be explored by the Programme and its partners for follow up with its conflict sensitivity trainees, and to ensure anticipated results are on track.

Current PBSL Monitoring and Reporting of community projects is costly in both time and resources. Community participatory monitoring ("CPM"), supported by mobile phone technology, has been productively employed for remote project monitoring by UNDP in Afghanistan and elsewhere, as well as by other agencies; and it might also prove a cost-effective means of reporting on activities in PBSL's widely scattered, difficult to access project sites.

Post-Design Issues. Since the formulation of the PBSL in 2011, certain issues have been identified as especially relevant to the programme's objectives, and they are therefore key to incorporate into its future programming. These include demographic changes, such as the greater number of females in target sites due to male labour migration, which may affect beneficiary targeting; shifts in local influencers beyond traditional chiefs and the clergy, which may also inform the selection of groups to be targeted for PBSL interventions; and macro level changes in the Zimbabwe context, such as the dissolution of the GPA and GNU after the July 2013, which may influence GoZ structures and policies as well as donor funding preferences.

RECOMMENDATIONS AND WAY FORWARD.

The PBSL is an ambitious, timely and relevant programme with the potential for significant and sustainable results. Its efforts to foster peace and development are already demonstrating some positive emerging outcomes. The MTE provides an opportunity to consider how to strengthen its partnerships, refine its activities and consolidate its gains to date. Recommendations towards this goal include:

Recommendations – Management, Coordination, Responsible Parties/Partners and Integration

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[26]For an overview of this partnership, see UNDP Iraq, *UNDP Shell Iraq Partnership Agreement: Frequently Asked Questions,* available online at http://www.iq.undp.org/content/dam/iraq/docs/FAQs_UNDP_Shell.pdf

- *Clarify the IPA and its value added* through a workshop(s) for all stakeholders, from the macro to grassroots levels. To reinforce team building, ensure representation from each group of stakeholders at each workshop.
- *Increase engagement by UNDP, ONHRI and the GoZ at the most senior level* with RPs and other partners around the IPA and its benefits, in alignment with the GoZ vision. In particular, re-engage with DCP, as it has demonstrated its ability to deliver PBSL outputs, although it shows little enthusiasm for its role as an RP.
- *If, after IPA clarification and re-engagement efforts, buy-in from an RP remains low, reconfigure the current RP arrangement* to allow greater Programme effectiveness and efficiency*.*
- *Clarify* the roles and accountability mechanisms of meso-level actors, e.g. among and between RPs, UNDP Technical FPs and the PBSL PC
- *Provide additional support to the PBSL PC*: engage a UNV to handle administrative matters and to assist in the coordination of project reporting

Recommendations for Revised Programme Design and Implementation:
- *Undertake a comprehensive situational assessment* to inform programme revision and strategies, and to identify current drivers of conflict and opportunities for peace building.
- *Involve all levels of stakeholders*, including the RPs and the private sector, in the redesign of the PBSL.
- *Consolidate PBSL gains* to date, and focus on activities in these areas which will be critical to support the nascent NPRC, and which will be feasible to undertake in the time currently remaining for the programme, for example, the conflict prevention and resolution activities and the creation of local peace committees
- *Integrate more information on CPMRT and the IPA* into the Livelihoods and DRM components at each level
- *Revise the RRF* accordingly

Recommendations for External Partnerships and Alliances
- *Develop private sector linkages:* Map the private sector entities active in the PBSL districts to identify potential corporate allies to add value to the PBSL activities through
  - increased on-the-job-training, trainee placement and corporate volunteer BDS and mentoring support to livelihood beneficiaries, as well as other kinds of job creation through PPPs
  - Expanding and supporting the range of peace building activities, for example, Business for Peace networks

Recommendations – Livelihoods Component
- *Benefit sharing*: Review beneficiary selection processes to ensure communities' understanding of benefit sharing and that DNH principles are followed
- *SACCO loans and self-employment income:* initiate tracking of quantifiable household income generated as a result of SACCO loans; this could be collected through the SACCO loan officers
- *SACCO loans and mobile banking:* explore the introduction of mobile phone banking for SACCO loans and repayments, particularly how the costs of mobile transactions could be reduced by service providers, perhaps as the service provider's corporate social responsibility contribution to the PBSL Programme
- *Do not continue activities which have not demonstrated viability in the first phase of the PBSL,* such as market fairs

Recommendations – Monitoring, Reporting and Tracking

- *Community Participatory Monitoring:* Introduce CPM at the grassroots level for greater cost effectiveness in monitoring widely scattered, remote project sites.
- *Use mobile telephone technology* such as SMS and pictograms to support CPM and other project monitoring and reporting, as well as to collection other kinds of information from the field
- *Reporting:* produce single narrative monitoring reports rather than composite reports on different sector activities, for more holistic reviews to demonstrate how all programme activities contribute towards PBSL shared aims and objectives
- *Select and use a common platform for real-time information sharing* among partners, such as UNDP Teamworks

Select References

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- *4th Quarter 2012*

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Annex 1: Terms of Reference
(see attached pdf file)

Annex 2: List of PBSL Key Subprojects	
Name of the Project & IP/RP	**Key Sub Projects**
Organ for National Healing Reconciliation and Integration (ONHRI) **Conflict Prevention**	- Support towards the establishment of the national peace architecture - Capacity building training for state and non-state actors through Conflict Prevention, Management, Resolution and Transformation (CPMRT) - History Research Project (history of conflict in Zimbabwe) - Peace and reconciliation outreach project (film production, exhibitions at expos and shows, peace messages through radio) - Peace and reconciliation mechanisms (Conflict Early Warning and Early Response Framework (CEWER) and Traditional mechanisms of resolving conflicts in Zimbabwe) - Zimbabwe Code of Conduct for Political Parties

Ministry of Small and Medium Enterprise and Cooperatives Development (MSMECD)
&
Ministry of Public Service Labour and Social Welfare (MPSLSW)
 	
Livelihoods Project (targeting women and youth)
	- Economic Actors Needs Assessment in 6 Districts (Mberengwa, Insiza, Binga, Lupane, Gokwe and Umzingwane)
	- Access to micro credit (for women and youth) through grants to Savings and Credit Cooperatives (SACCOs) in Insiza, Umzingwane, Lupane, Gokwe, Binga and Mberengwa Districts
	- Capacity building training of women and youth micro-entrepreneurs in Mberengwa, Insiza, Lupane, Binga, Gokwe and Umzingwane Districts
	- Vocational Training support[27] (targeting mainly youths)
	- Market linkages of entrepreneurs in targeted Districts
	- Technical and or infrastructural support to Livelihoods Projects[28] (such as bee keeping and mining)
	- Establishment of Business Resource centres[29]
	- Rehabilitation of economic infrastructures[30]
	   ✓ Lusulu Girls High Schools in Binga District
	   ✓ Kulibambila Secondary School in Hwange District
	   ✓ Bezu Clinic and Mothers` Waiting Shelter in Bulilima District
	   ✓ Madhlambuzi Community Hall in Bulilima District

Department for Civil Protection (DCP) **Disaster Risk Management (DRM)**	- Development of the DRM policy - DRM mainstreaming into poverty reduction, environmental, economic and recovery sectors - Strengthening DRM awareness materials - Strengthening disaster early warning system

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[27]Support to VTCs is yet to be implemented because of budget constraints.

[28] These are projects which were identified through the Economic Actors Needs Assessment. Only bee keeping has been supported and the rest will be supported as funding becomes available.

[29] This is yet to be implemented because of resource constraints

[30] Project was rolled over to PBSL from the predecessor livelihoods (Locally Led Early Recovery Project). Infrastructure projects could not be completed during the previous project principally because of funding challenges.

	- Develop Geo-based disaster database

Annex 3:
Evaluation Schedule
Monday 3th February - 24th February 2014

Date	Time	Name/Group/Institution	Location	Persons Met
Monday February 3	12:00 pm	Security Briefing	UNDSS	Mr. Andrzej Chlebowski, Deputy Security Advisor, UNDSS; Annette Ittig
	3:00 pm	UNDP Monitoring & Evaluation, PBSL Manager, Consultants	UNDP	Mr. Gram Matenga, Programme Coordinator; Ms. Sophie Conteh, UNDP M&E Specialist, Annette, Goodwell
Tuesday, February 4	12:00 pm	UNDP DCDP and CD	UNDP	Ms. Natalia Perez, Transition and Recovery Specialist, UNRCO; Ms. Verity Nyagah, UNDP Country Director; Mr. Martim Faria e Maya, UNDP Deputy Country Director – Programmes; Gram; Annette; Goodwell
	2:00	ONHRI	OPC	Mrs. Anna Tinarwo, Director, ONHRI;, Mr. B.M. Ngwenya, Director, ONHRI; Gram, Annette, Goodwell
	4:30	UNDP ARR-Governance/Gender	UNDP	Mr. Mfaro Moyo, UNDP ARR, Governance and Gender Mainstreaming; Gram, Annette, Goodwell
Wednesday, February 5	9:00 am	UNDP unit focal points	UNDP	Mr. Wadzanai Madombwe, Governance Programme Analyst, Governance & Gender Mainstreaming Unit; Dr. Alex Zinanga, ARR – Poverty Reduction and HIV/AIDS Mainstreaming; Ms. Daisy Mukarakate, Livelihoods Specialist; Mr. Ambrose Made, Programme Specialist; Ms. Nina; Gram, Annette, Goodwell
	2:00pm	IP and RPs	ONHRI	Gram, Annette, Goodwell
Thursday, February 6	Desk review			Consultants
Friday, February 7	Desk review and preparation of inception report			Consultants
Saturday, February 8	Preparation and submission of inception report			Consultants
Monday, February 10	11.30	UNV	UNDP	Moses, Goodwell, Annette
	4.30	Governance	UNDP	Mfaro, Goodwell, Annette
Tuesday, February 11	9:00	Gender Specialist	UNDP	Ms. Doreen Nyanukapa, Goodwell, Annette
	10:00	ECLF, JOWOG	UNDP	Goodwell, Rev. Cele, Mr. Nqobile Moyo
	12.30	RCO coordination component	UNDP	Natalia, Annette

	COB - All comments on inception report received by consultants			
Wednesday, February 12	9:00	CCSF	UNDP	Goodwell, Annette, Ms. Nomaqhawe Gwere, Senior Programme Officer; Ms. Vimbai Chakaisa, Senior Programme Officer
	10:00	DRM	CPD	Goodwell, Ms. Sibusisiwe Ndlovu, Deputy Director; Mr. L. Betera, Administration Officer
	10:30 am	LICI WG meeting	UNDP	Gram, Annette (full list of participants to be added)
		WFP livelihoods	UNDP	Annette, Mr. Terrence Kamoto
		ILO livelihoods	UNDP	Annette, Ms. Kirstine , ILO
		MSMECD	UNDP	Annette, Ms. Daisy Bizeki; Ms. Martha; Mr.
		MPSLSW	UNDP	Annette, Mr. Kumbirai Muneri
Thursday, February 13	9:00	UNWomen	UNDP	Consultants
	10:00			Consultants
Friday, Feb 14	9:00	DRM component	UNDP	Ambrose, Goodwell, Annette
	Afternoon	MYDIE	MYDIE	Annette, Goodwell, Chekera, Scota, Mapanda, Jengwa
		Draft sections on DRM, Livelihoods, PB		Consultants
Saturday, Feb 15		Draft sections on PBSL management, staffing, implementation, M&E, coordination		Consultants
Sunday, Feb 16	Afternoon	Travel to Bulawayo		Consultants
Monday, Feb 17	Morning	Bulawayo	MSMECD	Consultants, Mutandazo
	Morning	Bulilima	RDC	Consultants, Fanwell
	Afternoon	District Steering Committee and project site (Bezu Clinic)	Bezu	Consultants, Fanwell, Bezu Committee
Tuesday, Feb 18	9.00	Bulawayo	ECLF	Consultants, Bishop Moyo, Bishop Kanye, Mrs Thaka
	10.30	Umzingwane	MSMECD District Office	Annette, Mutandazo, Clever, Andrew
	12.00	Umzingwane	DA office	Annette, Mtandazo, Clever, Andrew, Norma, Assistant District Administrator
	12.30	Travel to Umzingwane for site visits (SACCO, beekeeping projects)	Umzingwane	Annette, Mutandazo, Andrew Nwebo, Clever
	Afternoon	Travel to Gwanda for site visits	Gwanda Brethren in Christ Church	Goodwell, Pastor Mhizha,
Wednesday, Feb 19	Morning		Gwanda	
	Afternoon	Return to Harare	Gwanda, DCP Committee , DA's	Goodwell, Zinyoro, A. – Department of Social Welfare Sithole, C. – ZRP (Committee Vice-

			Office	Chairperson)
				Dube, N. – Ministry of Health
				Dube, H. M. – Ministry of Health
				Mpofu, S. – Gwanda Rural District Council
				Baloyi, F. – Ministry of Education
				Gavera, M. – AmalimaProgramme
				Page, L. – Ingalozomusa OVC Project
				Tshuma, S. – Red Cross
				Moyo, A. - National Aids Council
Thursday, February 20	2.30 pm	Debrief to UNDP	UNDP	Consultants
		Prepare ppt presentation; draft report		Consultants
Friday, February 21	11.00 am	Preliminary findings-ppt presentation to GoZ stakeholders	ONHRI	Annette, Goodwell, Gram, Muneri, B.M. Ngwenya, Nyaningwe, Muchengeti, Madombwe, Tinarwo, Scota, Mapanda,
Saturday February 22		Revision of MTE draft		Consultants
Sunday February 23		Revision of MTE draft		Consultants
Monday February 24		Submission of MTE draft report International consultant travels from ZW		

Annex 4
List of Respondents

UN Agencies

UNDP Zimbabwe

> Ms. Verity Nyagah, Country Director
> Mr. Martim Faria e Maya, Deputy Country Director - Programmes
> Mr. Gram Matenga, PBSL Programme Coordinator
> Ms. Sophia Conteh, Monitoring & Evaluation Specialist
> Mr. Mfaro Moyo, Assistant Resident Representative – Governance and Gender Mainstreaming
> Mr. Ambrose Made, Programme Specialist
> Ms. Daisy Mukarakate - Livelihoods Specialist
> Dr. Alex Zinhanga – Assistant Resident Representative, Poverty Reduction and HIV/AIDS Mainstreaming
> Mr. Wadzanai Madombwe – Governance Programme Analyst
> Ms. Doreen Nyanukapa, Gender Mainstreaming Specialist
> Mr. William Tsuma, DFF

UNDSS

> Mr.Andrzej Chlebowski, Deputy Security Advisor

UNRCO

> Ms. Natalia Perez, Transition and Recovery Specialist

United Nations Volunteers

> Mr. MosesTakawira

World Food Programme

> Mr.Shupikay Zimuto, VAM Unit

Government of Zimbabwe

ONHRI

> Mr. B.M. Ngwenya , Acting Principal Director
> Ms. S. Nyaningwe, Deputy Director
> Ms. Anna Tinarwo, Director
> Ms. I. Zinzombe, Deputy Director
> Mr. A. Chiraya, Deputy Director

Ministry of Public Work, Labour and Social Welfare

Mr. Kumbirai Muneri, Programme Administrator, UNV
Mr. Fanwell Maphosa, UNV, Plumtree

Ministry of Small and Medium Enterprises and CooperativeDevelopment

Ms E. Hlabangana, Director
Ms. B. Razemba, Director
Ms. M. Muchengeti, Senior Economist
Ms. Daisy Bizeki, UNV
Mr. Mthandazo Maphosa, Programme Liaison Officer, UNV
Mr. Masadza Clever, Umzingwane
Mr. Andrew Nwbe, Umzingwane
Ms. Norma Ndlovu, Assistant District Administrator, Umzingwane

Ministry of Local Government, Rural and Urban Development – Department of Civil Protection

Ms. Sibsisiwe Ndlovu, Deputy Director
Mr. L. Betera, Administration Officer

Ministry of Women Affairs, Gender and Community Development

B. Nyanhete, Officer
F. Bhunu, Officer
A. Mutasa, Officer
M. Masango ,Officer

Ministry of Youth Development, Indigenisation and Empowerment
Mr. Scota, Officer
Mrs. Nyevera, Officer
Mr. Jengwa ,Officer
Mr. Mapanda ,Officer

Bulilima Rural District Council

Mr. John Brown Ncube, Chief Executive Officer

National Civil Society Organizations

ECLF
Rev. S.J. Cele
Bishop (Dr.) A. Moyo

Church and Civil Society Forum

Ms. Nomaqhawe Gwere, Senior Programme Officer
Ms. Vimbai Chakaisa, Senior Programme Officer

JOWOG

      Mr. Nqobile Moyo, Director

Beneficiary Groups

Thuthukani SACCO ,Umzingwane

Bezu Clinic

      Mr. T. Hanyane, Counselor
      Mr. M. Ncube Dade, Village Head and Committee Treasurer
      Mr. A. Moyo, Village Head and Committee Chairperson
      Ms. M. Moyo, Village Health Worker
      Ms. T. Ndlovu, Village Health Worker
      Ms. L. Tshuma, Village Health Worker
      E .Mkobongo, Committee Member
      M. Ndlovu, Committee Member
      Mr. O. Masumba, Teacher, Bezu Deputy Headmaster
      Mr. E. Mlambo, Teacher, Headmaster, Bezu Secondary School
      Mr. M. Moyo, Village Elder
      Mr. M. Sibanda, Village Elder

Umzingwane Beekeeping Project

      Ms. Similo Lunga, Beneficiary

Annex 5				
Peacebuilding Component: Table of Progress vs Plan				
Expected Outcomes	**Inputs/Activities**	**Outputs/Results**	**Location**	**Sources of Information**
OUTPUT 1 *Increased capacity of the NPRC and its Secretariat to develop a strategic framework to carry out their core functions* **Indicators:** • NPRC Secretariat has functional offices with sufficient human and technical resources • Strategic plan and Action plan in place • Training of commissioners • Partnerships formed	**Activity Result 2.1:***Capacity building sessions on Dialogue, mediation and consensus building convened* 2.1 Mapping and assessment of existing dialogue, peace and reconciliation capacities 2.2 Knowledge fair to show-case existing capacities for dialogue, peace and reconciliation 2.3 Quarterly capacity building and knowledge exchange sessions on Dialogue, Mediation and negotiation 2.4 Development of database with Profiles of Peace, Conflict Resolution and Dialogue Mechanisms experts and Facilitators 2.5 Development of capacity building plan and implementation	**The NPRC is yet to be constituted.** **NOT DONE – depends on NPRC** **NOT DONE** **NOT DONE** **PARTIALLY COMPLETE. ONGOING** **ONGOING**	 Harare Harare	UNDP, CCSF, CF, ONHRI, Chiraya, Zinzombe, , Ngwenya
	Activity Result 2.2: *National Multi-Stakeholder Dialogue Plan on Peace, conflict prevention and Reconciliation related issues developed and Implemented* 2.3 Stakeholder consultations lead to the development of a national dialogue on priority issues for Peace, Conflict Prevention, Reconciliation and Social Cohesion 2.4 Dialogue forums on key building blocks of social cohesion convened (including increased role of youth and women) 2.5 Multi-stakeholder consultations on collaborative frameworks for conflict prevention including EWER convened 2.6 Support an enabling environment for peace, healing and reconciliation at national and provincial levels through development policy dialogue, micro-macro policy analysis and stakeholder	 • **ONGOING** • **DONE/ONGOING. Great Zimbabwe, Masvingo Stakeholders Workshop, March 2013.** • **DONE** • **ONGOING**	 Harare, Districts Masvingo Districts, Harare Harare, Provinces and Districts	CCSF, UNDP, ONHRI

	engagement		
	Activity Result 2.3:_Knowledge generation, documentation and dissemination on Dialogue Capacities in Zimbabwe_ 2.4 Review, updating and development of 2nd Edition of Guidance Document and Handbook on Dialogue, Mediation and Facilitation 2.5 Documentation of Zimbabwe specific case studies and dialogue experiences	• **NOT DONE** • **NOT DONE**		
	Activity Result 3.1: _Local (community) level Peacebuilding, Conflict Prevention and Reconciliation mechanisms and Structures strengthened_ 3.1 CPMRT and Reconciliation sensitization (including role and function of the NPRC) and awareness raising sessions at community level 3.2 Local community consultations, CPMRT training sessions lead to establishment of new LPCs 3.3 Strengthening the capacity of LPCs through skills training including integration of livelihoods strategies and DRM 3.4 Community level advanced CPMRT training and refresher sessions lead to a pool of community peace, dialogue and mediation facilitators 3.5 Mechanisms for community early detection and response to conflicts established	• **NPRC not yet constituted, excluding role of NPRC** • Training workshops held in Nkayi, Kezi, Mhondoro, Mtoko, Honde Valley, Wedza, Mberengwa, UzumbaMarambaPfum ngwe, Guruve, BinduraChitungwiza • DONE/**ONGOING**. Nkayi, Kezi, Bulawayo, Mberengwa and Binga. To be established in other districts. [Excluding DRM & Livelihoods]. • **DONE/ONGOING** • Conflict Early Warning Framework developed. **ONGOING** • Develop a Code of Conduct for Political Parties.**[2013] DONE** • Held a Peace Indaba. **DONE** • Data on the history of conflict in Zimbabwe collated.[2012] **DONE/ ONGOING** • National framework for peace, reconciliation	Districts Districts Districts Districts Harare, Provinces Nationwide Nationwide Nationwide Nationwide	ECLF, UNDP, CCSF

		and dialogue developed. **ONGOING**		
		• At least 200 people trained in CPMRT, with 50% gender participation. **DONE, BUT NOT COMPLETED**	Nationwide Nationwide	
		• At least 10 reconciliation community outreach meetings held with 50% gender participation ratio. **ONGOING**	Kenya Harare	
		• Researched on history of conflict in Zimbabwe. **ONGOING**	Harare	
		• Supported processes towards establishment of NPRC. **DONE**	Harare	
		• Participated in international exchange visit on Peace and Reconciliation. [2013] Trip to Kenya. **DONE**	Harare	
		• Developed and operationalize ONHRI website. **ONGOING**		
		• Produced and premiered a peace building film, **"Two Villages Apart" [2013]. DONE**	Nationwide	
		• Collaborated on a musical album **"Oneness Zimbabwe"**	Nationwide Harare	
		• Resource mobilization strategy developed and implemented. **IN PROGRESS**	Nationwide	
		• Develop resource mobilization strategy. **NOT DONE**	Harare	
		• [31]Conduct fundraising meetings with donors and corporate sector. **NOT DONE**		
		• Monitoring and evaluation processes strengthened. **ONGOING**		
		• Peace messages on radio. **DONE**		

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[31] No dedicated M & E person

		• Develop monitoring and evaluation plan and data collection tools for the program. **ONGOING** • Conduct program mid-term evaluation. **FEBRUARY 2014** • Conduct quarterly Steering Committee meetings. **DONE**		
OUTPUT 2 *Strengthened ability of community and national stakeholders to design and implement internally facilitated dialogues and consensus building initiatives* **Indicators:** • Citizen spaces and platforms of engagement and dialogue on Peace and Reconciliation with Government and the NPRC in place and operating • Number of multi-stakeholder dialogue roundtable carried out on the NPRC (its function and mandate) and related issues; • A collaborative mechanism for early detection of potential conflict in place.	**Activity Result 2.1:***Capacity building sessions on Dialogue, mediation and consensus building convened* 2.5.1 Mapping and assessment of existing dialogue, peace and reconciliation capacities 2.5.2 Knowledge fair to show-case existing capacities for dialogue, peace and reconciliation 2.5.3 Quarterly capacity building and knowledge exchange sessions on Dialogue, Mediation and negotiation 2.5.4 Development of database with Profiles of Peace, Conflict Resolution and Dialogue Mechanisms experts and Facilitators 2.5.5 Development of capacity building plan and implementation	• ONHRI`s public outreach initiatives strengthened. **ONGOING** • Commemorated International Day of Peace in at least one major town of Zimbabwe.**[2012 & 2013] DONE/ONGOING** • Conducted exhibition of ONHRI materials at shows and expos.**[2012 & 2013] DONE/ONGOING** • **ONGOING** • Database of local peace building organisations developed. **ONGOING** • Conduct peace building outreach activities for the referendum and general elections. **DONE** • **NPRC not yet constituted**	Nationwide Nationwide Nationwide Nationwide Harare Nationwide	

OUTPUT 3	Activity Result 2.2: *National Multi-Stakeholder Dialogue Plan on Peace, conflict prevention and Reconciliation related issues developed and Implemented*			
Improved community capacities and mechanisms for peace building, conflict prevention and reconciliation at ward and village level	2.6.1 Stakeholder consultations lead to the development of a national dialogue on priority issues for Peace, Conflict Prevention, Reconciliation (including role and functions of the NPRC) and Social Cohesion	• **NOT DONE. NPRC NOT YET ESTABLISHED**		
	2.6.2 Dialogue forums on key building blocks of social cohesion convened (including increased role of youth and women)	• **DONE**	Nationwide	
	2.6.3 Multi-stakeholder consultations on collaborative frameworks for conflict prevention including EWER convened	• **DONE**	Nationwide	
	2.6.4 Support an enabling environment for peace, healing and reconciliation at national and provincial levels through development policy dialogue, micro-macro policy analysis and stakeholder engagement	• **ONGOING**	Nationwide	
	Activity Result 2.3:*Knowledge generation, documentation and dissemination on Dialogue Capacities in Zimbabwe*			
	2.5.1 Review, updating and development of 2nd Edition of Guidance Document and Handbook on Dialogue, Mediation and Facilitation	• **NOT DONE**		
	2.5.2 Documentation of Zimbabwe specific case studies and dialogue experiences	• **NOT DONE**		

Annex 6: Livelihoods: Table of Progress vs Plan				
Expected Outcomes	**Inputs/Activities**	**Targets**	**Outputs/Results**	**Sources of Information**
Activity Results 2.1: Conflicts mitigated and peace consolidated through access to socio economic opportunities, employment and income earning opportunities at local level	**FOR YEAR ONE (2012)** **2.1.1**Undertake livelihoods and local economic recovery assessments and participatory processes (to form groups) to inform livelihood strategies to support; and needs to be incorporated into district development plans	**For 2012:** -District development plans incorporate recovery needs identified by communities especially needs of women and youth in pilot districts	One economic assessment undertaken	Progress and monitoring reports Interviews and discussions with local stakeholders, implementing partners and beneficiaries
	2.1.2 Support capacity of credible local institutions to strengthen demand-driven vocational training, placements, recovery and establishment of micro/small enterprises through provision of small grants/startup kits or equipment and/or linkage to MF organizations for women and youth	-Basic livelihood assets/grants provided to at least 10,000 most disadvantaged youths/women in vulnerable communities	Beekeeping kits, training provided to 44 beneficiaries in Umzingwane only; five districts remain **ONGOING**	
	2.1.3 Facilitate conflict sensitive commodity market linkage development in vulnerable, remote communities, including promotion of innovation and value addition of local resources	-Business Resources Centres opened in 5 districts equipped with trainers and materials to provide technical assistance to SMEs & Cooperatives	**Not undertaken**	
		-Market fairs for women/youth carried out across Zimbabwe	70 PBSL beneficiaries participated in 2 market fairs	
		-at least 10 youth clubs/groups established	Not undertaken	
		-youths/womens groups trained in conflict prevention /mediation and over 50 peacebuilding campaigns undertaken		
	FOR YEAR TWO (2013) **2.1.4**Support national/local institutions focusing on peace and reconciliation to undertake labour intensive public works (small community infrastructure rehabilitation including markets for	-at least 5000 youth and women engaged in public works/temporary jobs	Total number of beneficiaries engaged in six PBSL community infrastructure projects unknown (less than 600?)	

	goods & services, support to environmental rehabilitation) through e.g. conditional cash for work modalities; community contracting	-at least 8000 women/youth have set up visible micro enterprises approved by the project, including market linkages	Carryover from LLER?
		-at least 100 critical community socio economic infrastructure rehabilitated and/or developed benefitting a minimum of 10,000 youth/women	Three community infrastructure project completed (Bezu Clinic) serving a catchment area of 1800 people
	2.1.5 Facilitate conflict sensitive commodity value chain development in vulnerable, remote communities	-national database on SMEs in place	**NOT ACHIEVED:** One db for MSMECD's PBSL activities developed but not in use; One db for MPWLSW activities developed but not use
	2.1.6 Support national, local institutions to conduct business development, market access training and activities for women, youth		
	2.1.7 Document lesson, experiences on recovery, advoscate for policy changes where required to benefit crisis affected communities or replicate similar approaches in other districts as required	-20%increase in youth engagement in promotion of dialogue, reconciliation	**Cannot be ascertained for Livelihoods component due to lack of baseline and carryover of activities from precursor programmes: See "Peace building" component above for similar activities**
	FOR YEAR THREE (2014)		
	2.1.8 Support national/local institutions to provide start up grants for women, youth for microenterprise development	-number of vulnerable women including SGBV survivors are participating in livelihoods and economic recovery including peacebuilding	Carryover of LLER activities?
Activity Result 2.2: Capacity of economic actors (including local government) to design, implement livelihoods and economic recovery interventions strengthened		**For 2012-2014** **-**District development plans incorporate recovery needs identified by communities especially needs of women and youth in pilot districts	Not undertaken
	*2.2.1*Capacitate CSOs, local government and other economic	-Coordination structure for the transitional and	Initial LICI meetings held;

	actors to support youth and women empowerment in particular employment creation-capacity to plan, monitor, support income generation and employment, data management, conflict management identified and capacity gaps addressed	recovery interventions established on subnational and national levels

-Coordination meeting and trainings conducted in all provinces | draft TOR prepared |
| | **2.2.2** Support an enabling environment for employment at local level including analysis of macro-micro policy linkages to enhance employment, income generation | | |
| **Activity Result 2.3:** Youth entrepreneurs and groupos actively engaged in the promotion of dialogue and reconciliation to promote peacebuilding | **YEAR ONE (2012)**

2.3.1Support of groups of youth entrepreneurs for environmental / ecosystem management including tree planting, nursery management and other green jobs for quick income | **For 2012:**

-At least 20 youth clubs/groups established

-Youths/womens groups trained in conflict prevention/mediation and over 50 peacebuilding campaigns undertaken

-Number of youth organizations and individuals establishing micro and small enterprises at local level (**NO TARGET NUMBER**) | Not Undertaken

Trainings undertaken; no campaigns

MSMEs carried over from LLER

SIYB trainings provided |
| | **2.3.2**Provide capacity to private sector, local governments and communities to undertake peacebuilding and livelihood initiatives aimed at youth | | |
| | **2.3.3**Support youth engagement in reconciliation and dialogue as well as business peace forums, business for | **No TARGET NUMBER** | **NOT UNDERTAKEN** |

	peace networks		Trainings undertaken
	2.3.4 Train womens groups and vulnerable women in peacebuilding/ conflict prevention as well as linkage with entrepreneurial interventions	**NO TARGET NUMBER**	

Annex 7: Disaster Risk Management Component: Table of Progress vs Plan				
Expected Outcomes	**Inputs/Activities**	**Outputs/Results**	**Locations**	**Sources of Information**
OUTPUT 5: *Capacity of Communities, local and national institutions for disaster risk management for resilience building strengthened*	**Activity Result 5.1:** *Institutional and Legal Framework for DRM established* 5.1 Strengthen capacity of DRM institutions at local and national levels 5.2 Strengthen advocacy, promotion mechanisms awareness and knowledge management for DRM in Zimbabwe 5.3 Strengthen early warning mechanisms to be operational 5.4 Document and share lessons learnt on support to institutional and legal frameworks for DRM	• Bill on DRM has been developed but is yet to go to Parliament. [2013] **DONE** • Develop monitoring and evaluation plan and data collection tools for the project. **ONGOING** • Production of a DVD on "Rainfall Hazards". **ONGOING** • Strengthen capacity on disaster risk management of institutions at local and national level. **DONE** • Strengthen early warning mechanisms in key sectors to prepare and respond to DRM. **DONE**	Harare Harare Nationwide Nationwide Nationwide	DCP, Gwanda DCP Committee, UNDP DRM Focal person

	Activity Result 5.2: *DRM policies and plans implemented at national and local level* 5.2 Provide technical and programmatic support to climate / disaster risk management assessments in Zimbabwe 5.3 Develop DRM plans, including preparedness / response plans and support their implementation at community level 5.4 Mainstream DRM in poverty, economic, environment and recovery sectors 5.5 Strengthen coordination, leadership and joint programmes of DRM at local and national levels	• Conduct lessons learnt on major emergencies **ONGOING** • Two institutions/sectors capacitated with early warning equipment. **DONE** • At least five districts implementing DRM plans. **DONE/ONGOING** • DRM policies and plans implemented at national and local levels **ONGOING** • Developed DRM materials for schools. **DONE** • **D**eveloped two district DRM plans that include preparedness, response, plans and their implementation.[Hwange and Binga].**DONE** • Re-issue of DRM resource book.**[2013] DONE** • Developed a geo-data base [2013]. **DONE**	Nationwide Hwange and Binga have DRM plans. Nationwide Nationwide Hwange and Binga have DRM plans. Nationwide Nationwide	DCP, UNDP

Annex 8			
Supportto UNRCO Coordination: Table of Progress vs Plan			
Expected Outcomes	**Inputs/Activities**	**Outputs/Results**	**Sources of Information**
Activity Result 3.1: *Coordination and implementation capcity for transition and recovery improved in Zimbabwe*	**YEAR ONE (2012)** 3.1.1 Support the RC Office in various activities to coordinate recovery 3.1.2 Support the development, monitoring and evaluation of CAPs and UNDAF as required from time to time 3.1.3 Provide coordination support to recovery 3.1.4 Provide transition and recovery projections through analysis of situations in the country 3.1.5 Set up and operationalize early warning mechanism for the UN system with respect to transition and recovery changes in the country **YEAR TWO (2013)** 3.2.6 Roll out the implementation of the recommendations from the Joint Early Recovery Opportunities Framework 3.2.7 Establish management for the transition and recovery to benefit the UN system 3.2.8 Support national coordination structures for transition from recovery to sustainable development 3. 1.9 Document lessons and experiences and share with other UNDP Country Offices, Govt. of Zimbabwe and CSOs	Coordination tools for activities by sector and by district, "Who's Doing What Where" developed **Ongoing** **Ongoing** **Ongoing** **Ongoing** Support to transition from Cluster WG on Livelihoods to LICI **Ongoing** Knowledge management activities**Ongoing**	Progress reports, Interviews and discussions with RCO Coordination Officer, LICI partners, review and use of draft coordination tools

	YEAR THREE (2014) PBSL funding not required for 2014		