

NATIONAL MONITORING AND EVALUATION POLICY



2020



Government of Zimbabwe

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2020

Foreword



*His Excellency, President of the
Republic of Zimbabwe
E.D. Mnangagwa*

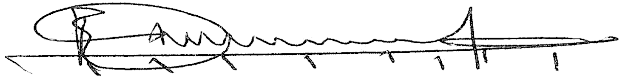
Government wishes to raise the standard of living in the country through improved socio-economic development, service delivery and gender equality and equity. Furthermore, the Government is committed to being more responsive to the needs of the citizens by focusing on implementation of key interventions aimed at enhancing productive capacities for sustainable development, notably in the areas of: infrastructure and utilities development; climate proofing agriculture; retooling industrial capacity; value addition and beneficiation; ICT and e-governance solutions and service delivery; youth development and engagement; women's empowerment; and sustainable natural resource management.

To this end, Zimbabwe has embraced a National Vision that seeks to create **an Empowered and Prosperous Upper Middle-Income Society by 2030**. Attainment of this ambitious Vision is to be achieved in three phases, comprising one short and two medium term development frameworks in the form of the Transitional Stabilisation Programme (TSP) 2018–2020; National Development Strategy 1 (NDS1) 2021-2025; the National Development Strategy 2 (NDS2) 2026-2030 respectively. International and regional socio-economic development frameworks such as the Sustainable Development Goals (SDGs), African Union Agenda 2063 among other international and regional commitments will constitute key initiatives towards attainment of Vision 2030.

Administratively, and in line with the Constitution, the Devolution and Decentralisation agenda will be implemented in earnest. It therefore, becomes imperative that strategies for monitoring and evaluating all public policies, programmes and projects as well as action plans are aligned to our national development aspirations, and that they achieve desired results in a timeous manner and within the limits of resources at our disposal. Accordingly, a National Monitoring and Evaluation Policy (NMEP) has been developed as a vehicle to inculcate a result-oriented culture in the public sector. The Policy is underpinned by the Integrated Results Based Management System thereby establishing structures and standards for tracking progress and evaluating all Government development initiatives. Furthermore, the NMEP provides guidelines for coordination, administration and general management to those responsible for monitoring and evaluation of Government initiatives.

Implementation of the NMEP will thus inform public sector planning, programming, budgeting, implementation and reporting. It will enhance the relevance, efficiency and effectiveness of all development initiatives through credible and evidence-based decision-making processes. The Policy is also expected to strengthen good

governance in the public sector and improve accountability on the part of the public sector. A results-oriented public sector, in collaboration with private sector, civil society and development partners is essential in bringing about the desired sustainable and inclusive socio-economic development envisaged by Vision 2030.



Dr Emmerson D. Mnangagwa
PRESIDENT OF THE REPUBLIC OF ZIMBABWE

Harare, November 2020

Preamble and Acknowledgements



Dr M.J.M Sibanda
Chief Secretary to the
President and Cabinet

Government, being well aware that it has to be responsive to the citizenry that demands quality service delivery, introduced the Results Based Management (RBM) system in 2005. Over the years, and with continuous improvements, the RBM approach has been upgraded to the Integrated Results Based Management (IRBM) system in order to accommodate horizontal and vertical linkages. The key components of the IRBM system are: Integrated Development Planning; Results Based Budgeting, Personnel Performance System; Monitoring and Evaluation; Management Information Systems and Decision Support System.

Chapter 2, Section 9(1) of the Constitution of Zimbabwe directs that, *“the State must adopt and implement policies and legislation to develop efficiency, competence, accountability, transparency, personal integrity and financial probity in all institutions and agencies of Government at every level and in every public institution....”*. A National Monitoring and Evaluation Policy (NMEP) was launched in 2015 to drive the monitoring and evaluation aspect of IRBM.

Since the launch of NMEP in 2015, there have been many changes in the socio-economic and political environment. The second Zimbabwe Republic was born in 2018. Government committed itself to a National Vision of becoming an **Empowered and Prosperous Upper Middle-Income Society by 2030**. New developmental policies to actualise the Vision have been formulated namely; the Transitional Stabilization Programme (TSP) 2018-2020; the National Development Strategy 1 (NDS1) 2021-2025; and the National Development Strategy 2 (NDS2) 2026-2030. The developmental strategies are in harmony with existing international and regional commitments such as the Sustainable Development Goals (SDGs), the African Union Agenda 2063 and the SADC Industrialization Policy.

Implementation of current and future development blueprints within the context of the Constitutional provision on Devolution and Decentralisation make monitoring and evaluation integral aspects of all Government initiatives. Cognisance of this fact, Government undertook a process to revise the 2015 NMEP. The process involved a National Evaluation Capacity Development (NECD) readiness assessment in 2018 culminating in a NECD plan. The assessment recommended, inter alia, a review and revision of the 2015 NMEP and completion of the guidelines to the Policy. These recommendations were included in the NECD plan for 2019 – 2020.

The review and revision of the NMEP entailed an extensive consultative and participatory process involving a series of meetings and workshops drawing participants from across the public service, parastatal organisations, the academia, civil society including Voluntary Organisations for Professional Evaluation (VOPEs) and development

partners. An inter-ministerial Technical Review Team led by the Department of Monitoring and Evaluation in the Office of the President and Cabinet with support from UNICEF and UN Women consolidated the various efforts into the final NMEP and the National Monitoring and Evaluation Guidelines (NMEG) that accompanies the Policy. The Office of the President and Cabinet is deeply indebted to all those who took part at various stages of the NECD readiness assessment, the NECD plan development and the review and revision of the NMEP and the finalization of NMEG respectively.



Dr Misheck J.M. Sibanda
CHIEF SECRETARY TO THE PRESIDENT AND CABINET

Harare, November 2020

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Abbreviations and Acronyms

AIDS	Acquired Immune Deficiency Syndrome
AfDB	African Development Bank
ARFES	ASEAN Regional Framework on Evaluation Standards
AU	African Union
DRF	Development Results Framework
DSS	Decision Support System
HIV	Human Immunodeficiency Virus
HSB	Health Service Board
IDP	Integrated Development Planning
ICT	Information Communication Technology
IRBM	Integrated Results Based Management
MDAs	Ministries, Departments and Agencies
M&E	Monitoring and Evaluation
MfDR	Management for Development Results
MIS	Management Information System
MoU	Memorandum of Understanding
NECD	National Evaluation Capacity Development
NRSC	National RBME Steering Committee
NMEP	National Monitoring and Evaluation Policy
NMEG	National Monitoring and Evaluation Guidelines
OECD	Organisation for Economic Cooperation and Development
OPC	Office of the President and Cabinet
PSC	Public Service Commission
RBM	Results Based Management
RBME	Results Based Monitoring and Evaluation
SDG	Sustainable Development Goal
SOE	State Owned Enterprises
TSP	Transitional Stabilisation Policy 2018 – 2020.
UNICEF	United Nations International Children's Fund
UN WOMEN	United Nations Entity for Gender Equality and Empowerment of Women
ZIMES	Zimbabwe Monitoring and Evaluation System

Key Terms and Concepts

Inputs: Resources provided for an activity to take place with the expectation of producing planned or desired results.

Activities: Interventions undertaken to produce desired products and services.

Outputs: Products or services from activities.

Outcome: Medium-term change as a result of delivery of outputs of an intervention.

Impact: Long-term significant positive/negative changes of assessed outcomes.

Integrated Results Based Management: A management strategy by which an organization ensures that its processes, inter-linkages, products and services contribute to the achievement of desired results.

Result: Changes emanating from an intervention.

Development Results Framework: A detailed matrix which outlines or clearly spells any national development plans and their expected results.

Monitoring: A continuous and systematic process of collecting, analyzing and using information to track progress towards achieving set results and to guide management decisions.

Evaluation: An evaluation is a systematic, periodic and as impartial as possible assessment of a policy, programme, strategy, project or activity for evidence-based decision making.

Integrated Development Planning: A process by which the planning effort of different spheres and sectors of government and other institutions are coordinated from national, sector, ministry, departments down to local levels.

Results Based Budgeting: A system of allocating financial resources in planning and management to turn policies into reality.

Personnel Performance: Individual's contribution at every level which is systematically linked with Development Results Plans.

Management Information and Decision Support System: Performance results management system that captures performance information at every level to assist informed decision making.

State Actors: Government or its agencies and individuals executing duties on behalf of the citizenry within the confinement of the laws of Zimbabwe.

Development Partners: Organizations or individuals who have social, political and economic responsibilities that influence or support Government policies and programmes but are not affiliated with, directed by, or funded by the Government.

Stakeholder: An organization or individual with vested interest in a policy, programme or project and can either influence or is affected by the particular policy, programme, project or activity.

Compliance: Adhering to policies, guidelines, standards, operating procedures and regulations.

Cross-Cutting Issues: Development aspects of national concern that have to be integrated in all policies, programmes and projects across all institutions/organisations regardless of sector.

Chapter One

1.0 Introduction

In pursuit of the Vision “Towards a Prosperous and Empowered Upper- Middle Income Society by 2030”, the Government of Zimbabwe is committed to ensuring a strong culture of monitoring and evaluating all policies, strategies, programmes and projects implemented by the public and private sectors and development partners. This will be underpinned by the Integrated Results Based Management (IRBM) system, an approach which adheres to the principles of Management for Development Results (MfDR). The IRBM system, under which Result-Based Monitoring and Evaluation (RBME) is a key component, ensures Government endeavors to manage public resources professionally as well as guarantee accountability, transparency, and quality service delivery.

A robust RBME system in Government is imperative for successful implementation of national development policies, strategies, programmes and projects under the Transitional Stabilisation programme (TSP) 2018 – 2020, future national development plans and strategies, and related work around prioritised international and regional commitments such as the Sustainable Development Goals (SDGs), the AU Agenda 2063 and the SADC Industrialization Policy. The National Monitoring and Evaluation Policy (NMEP) is, therefore, critical to providing the necessary framework to institutionalize RBME in the public and private sectors and development partner’s programmes and projects. It is imperative to note that RBME entails strengthening the systems of knowledge generation, governance, evidence-based policy advocacy, transparency, accountability and continuous learning for improvement.

1.1 Rationale for the Policy

The NMEP of 2015 served as a landmark document for the Government of Zimbabwe’s monitoring and evaluation aspect of the IRBM system. During its period, emphasis was placed on monitoring. Gaps have been identified in strengthening and harmonizing evaluation practice across all sectors. A National Evaluation Capacity Development (NECD) readiness assessment conducted in 2018 identified gaps in the three pillars of the Eval Agenda 2020, namely enabling environment, institutional and personnel capacity building. The NECD readiness assessment culminated in a

NECD Plan for 2019 – 2020 which included revision of the NMEP, finalisation of the National Monitoring and Evaluation Guidelines and a capacity building programme for all Government Ministries, Departments and Agencies (MDAs) in the context of the IRBM system.

The 2015 Policy was also formulated with a focus on the Zimbabwe Agenda for Sustainable Socio-Economic Transformation (ZimAsset) which was retired in 2018 when the TSP was adopted. This called for a new generic National Monitoring and Evaluation Policy for the TSP and future national development plans. The TSP and future national plans also have to include strategies for delivering on prioritised Sustainable Development Goals (SDGs) and other international and regional commitments as part of the country's endeavour towards Vision 2030.

The revised NMEP will guide the implementation of policies, strategies, programmes and projects under the evolving national, regional and international contexts. It will also have a strong bearing on the development of a robust Whole-of-Government Integrated M&E system to be known as the Zimbabwe Integrated Monitoring & Evaluation System (ZIMES). The implementation of ZIMES will not only enable the replication of similar M&E systems on smaller scales at institutional level but will also harmonise the M&E systems and frameworks through vertical and horizontal linkages involving and cutting across Central Government Ministries, State Owned Enterprises (SOEs), Local Authorities, development partners and stakeholders.

The revised NMEP is important for the following reasons:

- demonstrating the Government's commitment to RBME to drive performance results of national development plans, policies, strategies, programmes and projects in the public sector as well as those of development partners and stakeholders;
- outlining minimum requirements of the RBME cycle which comprises planning, implementation, reporting and utilization;
- spelling out the monitoring and evaluation principles and standards as well as the roles and responsibilities of the M&E community (evaluators, evaluation managers, evaluation commissioners and stakeholders);
- emphasising the importance of a robust Information Communication Technology (ICT) system that will leverage an e-enabled RBME system;
- emphasising the importance of having adequate enabling resources (human capital – with requisite monitoring and evaluation skills and competencies; appropriate hardware and software that would drive an e-enabled RBME system; and financial capital) for successful completion of programmes and projects; and
- enabling the Government to monitor the equitable distribution of development programs across the districts as devolution sets in.

1.2 Purpose and Scope of the Policy

The purpose of this revised NMEP is to guide, improve and strengthen the implementation of Government policies, strategies, programmes and projects in order to achieve effective and efficient service delivery. The Policy sets the purpose and use of monitoring and evaluation, provides definitions, outlines monitoring and evaluation norms, standards, and systems and the governance and accountability structures.

1.3 Objective of the Policy

The primary objective of this Policy is to provide a framework for:

- directing the monitoring and evaluation of Government policies, strategies, programmes and projects;
- ensuring effective utilization of monitoring and evaluation findings and recommendations from national to sub national levels; and
- ensuring National Evaluation Capacity Development in public institutions - Government MDAs and Parliament.

The Policy will apply to all Government policies, strategies, programmes and projects at national and sub national levels including those implemented by Local Authorities.

1.4 Principles and Standards

The guiding principles of the NMEP are:

- i. Managing for results,
- ii. Value for money,
- iii. Ownership and inclusivity,
- iv. Utility,
- v. Integrity and credibility,
- vi. Transparency,
- vii. Accountability,
- viii. Ethical considerations,
- ix. Confidentiality,
- x. Gender equality and equity, and
- xi. Independence and Impartiality.

These principles are elaborated in the National Monitoring and Evaluation Guidelines (NMEG).

Chapter Two

2.0 Monitoring and Evaluation Systems

The NMEP is anchored on the IRBME framework which is important for availing strategic information for decision making. The framework defines expected results of development programmes and projects, determines whether they are being achieved and provide proof of achievement taking into account cross-cutting issues. In order for the Policy to achieve its monitoring and evaluation objectives, MDAs should adopt IRBME framework for monitoring of Government policies, strategies, programmes and projects (see. Annex 3). The framework seeks to ensure that MDAs:

- align their strategic plans to the national development plans, programmes and strategies for effective monitoring and evaluation;
- establish coordinated, systematic, harmonised and sustainable RBME systems;
- establish coordinated electronic systems that feed into the e-Zimbabwe Integrated Monitoring and evaluation systems (e-ZIMES); and
- strengthen their evaluation capacity development to enable evaluation of policies and programmes for evidence-based decision making, generating knowledge, improving performance and enhancing accountability for results at all levels.

The NMEP also supports the principle that efforts will be directed towards monitoring and evaluating the major country, regional and global level development plans and frameworks which guide and inform country development action, namely the TSP 2018-2020 (and its successors), SDGs, the AU Agenda 2063 and the SADC Industrialization Policy.

2.1 Monitoring System

The monitoring system encompasses planning, implementation and reporting premised on continuous and systematic process of collecting, analysing and using information to track progress towards set results. This Policy directs that:

- MDAs shall have a monitoring plan as provided for in the National Monitoring and Evaluation Guidelines.
- Results Based Planning shall be informed by gender and generation of disaggregated data, national surveys and or administrative data.
- All MDAs plans shall demonstrate evidence of stakeholder engagement including the most vulnerable community members such as women, youth, the elderly and people with disabilities.
- Each programme shall include a monitoring budget targeting 7% of the total programme budget which is to be reviewed annually.
- MDAs shall submit their monitoring reports on a bi-annual basis to ZIMES for inclusion in the national repository. (MDAs will, however, come up with their internal reporting timelines which can be daily, weekly, bi-weekly, monthly and quarterly against the indicators in their strategic plans and performance monitoring frameworks for IRBM purposes).

2.2 Evaluation System

Every public sector policy, strategy, programme or project shall be continuously monitored and evaluated at least once in its lifetime.

Evaluation systems shall include elaboration on:

- Approach to be taken when evaluating.
- Evaluation plans: MDAs shall produce time framed and costed five year rolling evaluation plans for submission to OPC and Treasury. OPC shall consolidate a five year rolling national time framed and costed evaluation plan,
- Evaluation resources: Each programme or project shall include an evaluation budget targeting 3% of the total programme budget.
- Evaluation procedures and quality assurance: All evaluation by MDAs must adhere to the procedure, principles and standards as provided for in the NMEG.
- Evaluation coverage: All evaluations must cover the entire results chain depending on the nature/ type of evaluation.
- Management, oversight and conduct of evaluations: The M&E functional structure in the MDA shall be responsible for management, oversight and conduct of evaluations. A programme manager shall not manage an evaluation of his/her programme.
- Evaluation utilization and dissemination: MDAs shall develop, maintain and implement an M&E recommendations implementation tracking plan (see. Section 2.5). A post evaluation plan shall be developed within three (3) months from completion of an evaluation.

- Agreed competencies: MDAs shall ensure that M&E functional structures are manned by qualified personnel. All evaluations shall be undertaken by suitably qualified personnel as provided in the NMEG.

2.2.1 Evaluation Principles and Standards

The Policy adopts the Organisation for Economic Cooperation and Development (OECD) and ARFES evaluation principles and standards. Every evaluation in the public sector shall conform to the monitoring and evaluation principles and standards as outlined in the NMEG.

2.3 RBME Cross-Cutting Issues

The RBME process demands planning to collect, analyse and report on performance information on all cross-cutting issues¹ as outlined in the Development Results Frameworks at all levels. The RBME national development planning process shall factor in cross-cutting issues as indicated in the Integrated Development Planning (IDP) Policy and the NMEG.

2.4 Production and Dissemination of RBME Reports

ZIMES shall establish a central repository for M&E plans and reports into which MDAs and development partners' bi-annual submissions shall be stored and accessed by stakeholders and the public. The production and dissemination of M&E reports are to be enabled by MIS/DSS. All Memorandum of Understanding (MoU) with Development Partners and stakeholders shall include a clause on submission of reports to ZIMES central repository.

2.5 Utilization of RBME Findings and Recommendations

Evidence-based decisions on national development policies, strategies, programmes and projects require availability of timely, accurate and reliable RBME findings.

MDAs shall maintain a Monitoring and Evaluation Recommendation Implementation Tracking Plan which will keep track of review of evaluation reports, reviews, agreed recommendations, follow-up actions and their status.

¹ Defined in the key terms and concepts section

Chapter Three

3.0 Roles and Responsibilities of Actors in RBME

3.1 Key Actors in M&E of Public Sector Programmes

The key actors in monitoring and evaluation of public sector programmes are state actors, development partners and stakeholders.

3.2 Roles and Responsibilities

Roles and responsibilities of key RBME actors are presented in Table 1.

3.3 Institutional and Functional Arrangements

In operationalizing the RBME system, there shall be a permanent institutional and functional setup with clear roles and responsibilities together with appropriate management and coordinating mechanisms.

3.3.1 Institutional Arrangements

The RBME institutional setup has two levels, namely, policy and implementation. At the policy level, are the Cabinet and the National RBME Steering Committee (NRSC) comprising of Government and Development Partners supported by a National Coordination Function based in the OPC. At the implementation level, there are Government MDAs delivering the development results through the Programme-Activity Architecture (see. Annex 2).

3.3.2 Functional Setup

The functional setup comprises of a National RBME Technical Committee (NRBMETC) responsible for the mainstreaming of RBME in the Public Sector. The NRBMETC will be supported by the National RBME Coordination Function in the Office of the President and Cabinet.

Table 1: Roles and responsibilities of key RBME actors

Key Actor	Roles and Responsibilities
Legislators	- Exercise consistent and informed oversight of the Government and its structures. - Hold Government accountable using insights gained from RBME findings. - Ensure that there is a dedicated RBME budget particularly for policy, programme and project evaluation.
Executive Authorities	- Use RBME findings for policy oversight of institutional performance and for ensuring that desired outcomes are achieved. - Provide regular and timely detailed reports on performance results of institutions under their jurisdiction.
Accounting Officers	- Ensure production and utilisation of RBME findings. - Accountable for the quality of performance information and the integrity of the RBME systems. - Ensure prompt managerial action and follow up on actions taken in relation to RBME findings. - Practice and demand a culture of evidence-based decision making.
Programme / Project Managers, Line Managers	- Establish and maintain RBME systems. - Prepare RBME Plans. - Organise teams to gather data, capture, verify, analyse and utilise information. - Develop and sustain a performance-driven, results-oriented management culture.
RBME Focal Persons	- Ensure appropriate RBME systems are in place and functioning satisfactorily. - Conduct periodic reviews of the RBME system to facilitate adaptation to changing contexts. - Ensure relevant and timely M&E information is provided in user-friendly formats for decision making. - Provide training and mentorship support to key stakeholders. - Acts as liaison with various parties on RBME matters. - First point of contact on RBME related matters.
Designated RBME Units, Units with RBME function	- Ensure the implementation of RBME strategies. - Provide expertise and advisory support services. - Act as a reference centre for RBME.
Development partners and stakeholders	- Align operations to Government priorities and public-sector programs. - Provide material, financial and /or advisory support to MDAs.

(Adapted from Policy Framework for the Government-wide Monitoring & Evaluation Systems, Government of South Africa, November 2007)

Chapter Four

4.0 Critical Success Factors for Monitoring and Evaluation

The following are the critical success factors for effective RBME:–

i. Political will

Political leadership to drive the implementation, monitoring and evaluation of National Development Plans and related international and regional commitments.

ii. Compliance to IRBM system

State actors and stakeholders adhering to the provisions of this policy and the accompanying guidelines.

iii. Defined structures of RBME comprising personnel with requisite technical expertise and skills

This Policy mandates OPC to ensure the establishment and capacitation of functional M&E structures in MDAs.

iv. RBME Focal Persons

Heads of MDAs to appoint RBME Focal Persons to champion RBME in their organisations.

v. e-Enablement of the RBME System

All the planning, monitoring and evaluation frameworks and templates to be on an integrated electronic system that is shared by relevant stakeholders.

vi. Adequate Budget for RBME

Adequate budget allocations for M&E activities at all levels is critical. A ten percent (10%) of each programme or project budget shall be targeted to be set aside for M&E activities for the respective programme/ project.

vii. M&E data

MDAs shall ensure M&E system provides reliable and credible data at all stages of the policy, programme or project cycle.

viii. Role clarity and accountability

Clear roles and responsibilities for implementing M&E with formal organisational lines of authority shall be established.

ix. Capacity building

OPC, Public Service Commission (PSC), Treasury and Health Services Board (HSB) shall ensure capacitation of RBME personnel in all public sector institutions.

x. Results-oriented culture

Promotion of a results oriented culture within the public sector and the country as a whole.

xi. Greater emphasis on evaluation, accountability and learning

Promotion of the utilisation of evaluation in all monitored programmes and projects.

xi. Communication

Clear lines of communication shall be established.

Chapter Five

5.0 National Evaluation Capacity Development Programme

The OPC shall provide direction and leadership in implementing a National Evaluation Capacity Development programme. The purpose of the NECD programme is to equip public sector M&E practitioners with the requisite knowledge, skills and attitudes anchored on an enabling environment and institutional framework for effective implementation of RBME.

The NECD programme will be supported by three pillars which are broken down into nine dimensions as follows:

a. Enabling environment composed of:

- Policy framework
- Regulatory framework

b. Institutional framework made up of:

- Institutional and structural setup
- Functional set up
- Budget and resources
- Tools and techniques
- Systems and approaches, and

c. Individual/personnel focusing on:

- Evaluation knowledge, and
- Professionalism.

5.1 Key Actors in NECD Programme

The key actors in the NECD programme include the following:

- a. Ministers and Members of Parliament,
- b. Heads of Ministries,
- c. Government planners and implementers,
- d. State Enterprises / Agencies / Parastatals,
- e. Local Government structures,
- f. Institutions of Higher Learning,
- g. Civil Society including Voluntary Professional Evaluators,
- h. Development Partners,
- i. M&E functional structures, and
- j. M&E Focal Points in MDAs.

All key actors shall be capacitated in order to deepen their appreciation of RBME in the implementation of Government policies, programmes and projects.

5.2 Implementation of NECD Programme

In its leadership role, the Office of the President and Cabinet shall ensure that all MDAs place emphasis on training of personnel in the RBME system, approaches, processes, tools and techniques.

Chapter Six

6.0 Compliance with National M&E Policy

All development actors and stakeholders shall comply with the National Monitoring and Evaluation Policy to ensure effective implementation of Government policies, strategies, programmes and projects.

Compliance requirements and obligations shall be guided by the Public Finance Management Act (PFMA) [Chapter 22:19] as amended by Section 32, (3)(a), OPC General Letter number 6 of 2005 on RBM and the Chief Secretary's circular on IRBM of 2018.

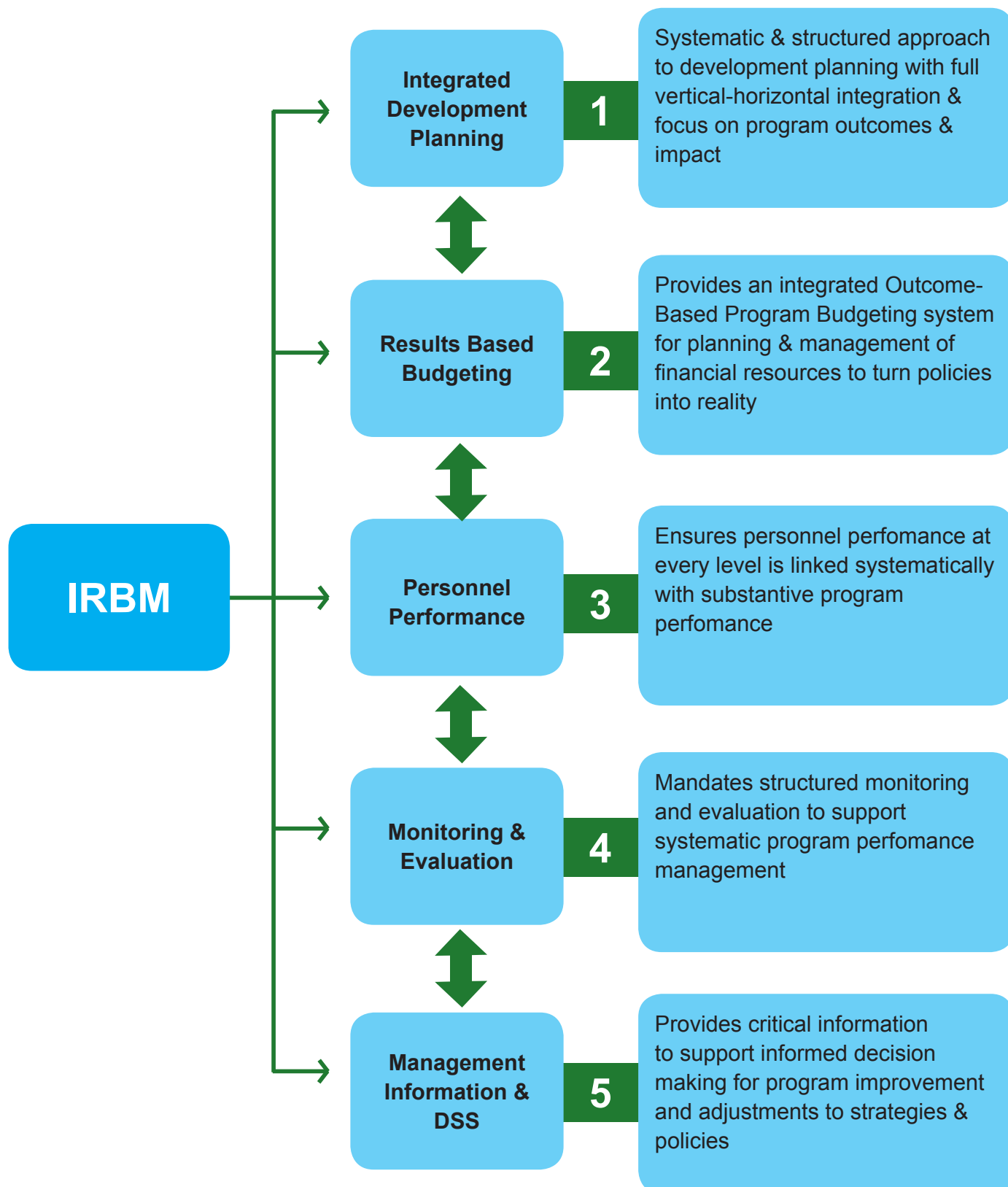
Every public sector manager is responsible for carrying out M&E activities. Accordingly, elements of the RBME function shall be included as an assessment criterion for individual performance appraisal. Hence elements of the RBME will form part of the job description of a public-sector manager. All managers shall undergo mandatory training on RBME.

Development Partners are obliged to comply with the M&E Policy and this shall be stipulated in MoUs entered between them and MDAs.

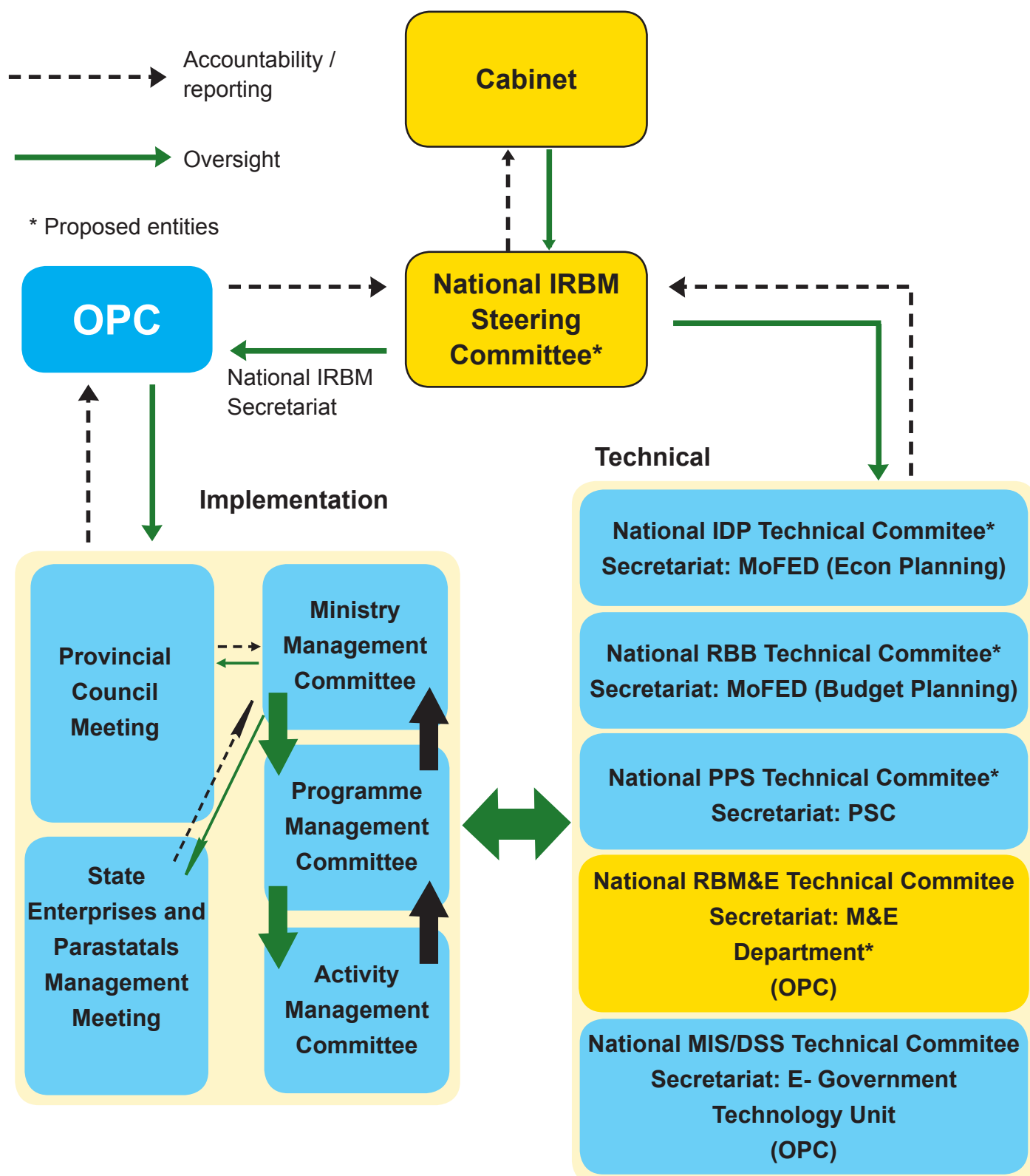
6.1 Monitoring and Evaluation of the National M&E Policy

The Office of the President and Cabinet shall continuously monitor the implementation of this Policy. A formative evaluation of this Policy shall be conducted after twelve months from the Policy date. Thereafter, a summative evaluation shall be conducted every five years.

Annex 1: Integrated Results Based Management & Components



Annex 2: IRBM Institutional & Functional Relationship



Annex 3: Result Based Planning, Monitoring and Evaluation Framework

Ministry / Department / Agency Name:													
Program Name:								Sector/sub-sector:					
Program Period / Duration		Start Date		End Date									
Total Program Budget:				Annual Budget:									
Contributing Development Partners				Contributing Partners Budget:									
Monitoring budget (% of Total Program Budget)				Evaluation budget (% of Total Program Budget)									
Annual Planning Framework													
Planned result	Indicator	Strategic Activity	Geographical coverage	Targeted Beneficiaries (disaggregated)	Total budget	Contributing partners	Contributing partners budget	Implementation timeframe					
Output 1.1								Q1	Q2	Q3	Q4		
Output 1.2													
Performance Monitoring Framework													
Components of Performance Framework	Indicators		Baseline		Targets and Milestone		Data collection		Reporting				
	Indicator	Type of indicator (e.g. SDGs; TSP etc.)	Indicator definition (How is the indicator calculated)	Baseline Value (What is the current value)	Baseline year (Which year is the baseline from)	Target (what is the target for the program period - disaggregated)	Annual Milestones - (What is the milestone to be achieved by end of year)	Date source (What will be source of this data)	Frequency of data collection (how often will the data be collected)	Responsibility of data collection	Reporting frequency	Report sharing (Where will report be shared and with whom)	
Impact:													
Outcome:													
Output:													
Evaluation Plan													
Evaluation Title	Type of evaluation (e.g. summative; formative; evaluability assessment)	Rationale for the evaluation	Related outcome (Specify the outcome (s))	Related output (Specify the related output (s))	Implementers of activity (e.g. individual consultants / firm/institution)	Expected start date month and year	Expected completion date month and year	Total Planned Budget	Is activity being co-financed by Development partner (Yes/No)	If Yes, name of partner	Development Partner Contribution	Responsible person	

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