

Principal Consultant

Professional profile

Ethel Sibanda has a wide experience and deep understanding of M&E including performance management and capturing impact at both local and global levels, project development and management. She has specific expertise in Nutrition, Agriculture and Food Security; Rural livelihoods, Forest Governance, Markets and Climate Change; Empowerment and Accountability; Public Sector; Health, HIV/AIDS, Climate Change and Social Protection.

Her experience covers managing a portfolio of programmes including M&E of complex multi-country programmes, progress reviews and impact evaluations. She brings a track record of evaluation and learning over the life of the programme, monitoring and evaluation of policy adoption and implementation, political economy analysis and evaluation of gender and other social issues. Furthermore, she is conversant with mixed methods: qualitative and quantitative methodologies in conducting baseline, formative, summative and impact evaluations including identifying positive and negative effects, intended and unintended effects and programme contribution. Over many years she has gained excellent writing and data analysis skills, thought leadership through research and innovative approaches in M&E of policy and advocacy interventions, strong project and team management skills with outstanding record of project delivery. Her networking skills are well developed with significant contacts within the UK and in the global South.

Ethel's earliest experience in monitoring and evaluation was establishing an M&E system for the Child Nutrition project of an INGO. Between 2004 and 2010, Ethel worked as M&E Officer, and subsequently Deputy Head of the M&E department of the FAO in Zimbabwe, and more recently as M&E advisor to the HIV/Aids Alliance before joining Itad. Ethel is currently the programme director for the Adaptive Social Protection component for the DFID-funded Building Resilience and Adaptation to Climate Extremes and Disasters (BRACED) knowledge management programme. She was also Programme Manager, responsible for quality assurance and oversight of all deliverables for the Bangladesh Impact Evaluation of a Programme to Accelerate Improved Nutrition for the Extreme Poor.

Nationality Zimbabwean

Languages English (fluent), Shona (fluent), Ndebele/Zulu (intermediate)

Country experience Bangladesh, Cameroon, Ghana, Lesotho, Malawi, Nepal, Senegal, South Africa, Ukraine, United Kingdom, Zambia, Zimbabwe.

Education

2011	MA, Development Studies University of Free State, Republic of South Africa
2002	BSc Honours in Psychology University of Zimbabwe

Employment

2015 - Present	Principal Consultant Itad Ltd, UK
2012 - 2015	Monitoring and Evaluation Advisor International HIV/AIDS Alliance, UK
2011 - 2012	Senior Project Officer (Monitoring and Research) SUSTRANS, UK
2006 - 2010	Deputy Head (Monitoring and Evaluation Unit) UN FAO, Zimbabwe
2004 - 2006	Monitoring and Evaluation Officer UN FAO, Zimbabwe
2003 - 2004	Monitoring Officer Help Germany, Zimbabwe

Project experience

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2019-2020

Mid-Term Evaluation of the Alliance for Green Revolution in Africa Strategy

Role: Project Manager/ Senior Evaluator | **Client:** Bill & Melinda Gates Foundation | **Location:** Multi-country

AGRA, through a unique partnership 'PIATA' (Partnership for Inclusive Agricultural Transformation), aims to address these challenges by driving integrated delivery across value chains, enhancing in-country coordination to leverage wider investment and facilitate engagement with the private sector to achieve IAT (Inclusive Agricultural Transformation). Itad conducted a mid-term evaluation to assess AGRA's progress in implementing its 2017-2020 strategy. The evaluation made recommendations on how to improve the efficiency and effectiveness of operations in order to better achieve IAT. It unpicked institutional strengths enhancing AGRA's unique role in influencing African leaders towards IAT and some of the operational opportunities and challenges affecting the likelihood of obtaining long-term goals and impacts. The evaluation created an opportunity for course correction and mutual accountability between AGRA and its PIATA partnership. Ethel was the Project Manager and lead in the design and implementation of the evaluation methodology.

2018 - Present

Self-Assessment of in Country M&E Systems and Capacities in the Agriculture Sector through the SDG Lens

Role: Project Manager | **Client:** IFAD | **Location:** Multi-country

This project focuses on improving the capacities of government to lead systematic and holistic reforms to strengthen results-based management in the agriculture sector through the self-assessment and improvement of M&E systems. Itad's work involves the development of a tool that will be able to assess in country M&E systems and capacities and identify the gaps and develop action plans for strengthening the capacities. A total of 20 countries have been selected from IFAD's regions of operations for the study. Ethel is the Project Manager for this assignment and leads the development and refinement of the self-assessment methodology.

2015 - 2019

Building Resilience and Adaptation to Climate Extremes and Disasters (BRACED): ASP

Role: Programme Director for Adaptive Social Protection | **Client:** DFID | **Location:** UK and Senegal

Itad is responsible for M&E for the Knowledge Manager consortium established to provide monitoring, evaluation and learning for DFID's Building Resilience and Adaptation to Climate Extremes and Disasters (BRACED) programme. BRACED was launched in 2014 to respond to the changing magnitude and frequency of some of these climate extremes. The BRACED programme aims to build resilience in a selection of countries in the Sahel and elsewhere in Africa and Asia, through an NGO challenge fund. An estimated 5 million people will be benefit from the support. As a core partner of the Knowledge Manager (KM) consortium for BRACED, Itad is responsible for leading all monitoring and evaluation (M&E) aspects of the KM grant. This includes assessing how interventions can be designed and implemented to successfully build resilience and what lessons these generate for application in other climate vulnerable states.

Ethel's specific role under BRACED is oversight of the World Bank's Adaptive Social Protection programme with which BRACED is linked. Her duties include supporting the development of evaluation methodology, conducting primary data collection, analysis and reporting, contract and budget management, providing thought leadership on generating learning products and dissemination of knowledge. Ethel has supported the development and implementation of methods including Key Informant interviews and Organisational Capacity assessment tools.

2015 - 2017

Monitoring and Evaluation of the Implementation of the Forest Governance, Markets and Climate Programme

Role: Programme Director | **Client:** DFID | **Location:** Multi-country

This project aims at monitoring the implementation of a programme aimed at tackling forest governance failures in developing timber-processing countries, and the consequent market failures that result in illegal exploitation of forest land and resources and the associated trade in

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timber and other commodities. Ethel is responsible for contract negotiation, liaison with the client (DFID) on behalf for the independent evaluation team, managing the contract and budget, overall delivery of contract deliverables, providing technical support on methodological design, implementation, and data analysis and reporting. Ethel has provided support in developing methodologies like outcome monitoring, Force field analysis and Most Significant Change.

2015 - 2016 **Impact Evaluation of a Programme to Accelerate Improved Nutrition for the Extreme Poor**

Role: Programme Manager | **Client:** DFID | **Location:** Bangladesh

Itad is working with a consortium co-ordinated by the Institute for Development Studies (IDS) to conduct an Impact Evaluation of the DFID Programme to Accelerate Improved Nutrition for the Extreme Poor in Bangladesh.

The evaluation covers areas and households targeted by DFID's ongoing programmes on the Economic Empowerment of the Poorest programme (EEP); the Chars Livelihood Programme (CLP), and the Urban Partnership for Poverty Reduction (UPPR). These programmes currently provide indirect nutrition (livelihoods) interventions. A direct nutrition intervention is being integrated into each of the three programmes. DFID has specified a multi-method evaluation to assess the impact of the combined livelihoods and nutrition package on the nutritional status of beneficiaries; comparing this with non-beneficiaries and those beneficiaries only receiving the livelihoods intervention. This is a mixed methods impact evaluation, involving quantitative analysis; qualitative analysis, process evaluation and value for money (cost effectiveness).

Itad is responsible for designing, implementing and managing the process and cost-effectiveness elements of the evaluation. Ethel's responsibilities include quality assurance of deliverables, communication with consortium partners and contract and budget management.

2015 - 2016 **Strategic Climate Institutions Programme (SCIP)**

Role: Knowledge Management & Design Expert | **Client:** DFID | **Location:** Ethiopia

SCIP aims to build Ethiopia's institutional capacity to respond to climate change across Ethiopian Government, civil society organisations, academia and international development partners. It does this by establishing a flexible funding mechanism targeted at strategic activities to build the institutional fabric necessary for Ethiopia to field a coordinated and effective response to climate change.

Itad is the M&E partner is the SCIP fund manager consortium, providing technical leadership in M&E and knowledge management in the context of climate change. In particular, Itad is leading on the instrument level M&E, including qualitative and quantitative performance benchmarks.

Ethel was responsible for communication with the Fund Manager, managing the contract and budget, coordinating team of M&E consultants and contribution to the writing of the final programme report.

2012 - 2015 **Internal Evaluation of Strategic Interventions**

Role: M&E Advisor | **Client:** HIV/AIDS Alliance | **Location:** UK

Conducted an internal evaluation of Strategic Interventions which made recommendations that shaped the operational planning process and strategic priorities for the remainder of the Alliance's 2020 strategic period and commissioned and managed an external independent evaluation of the Alliance global strategy. These are land mark initiatives in the history of the organisation as this was the first time the organisation has ever evaluated its strategy and the first time the Alliance Secretariat measured progress at the outcome level. For the first time the Alliance adopted the Theory of Change as the official planning, M&E, programming and positioning tool. Responsible for driving this change and ensuring alignment of departmental and nested country level Theories of Change (ToC) within the global ToC and strategy. In collaboration with the Policy team, we became thought leaders in measuring Policy and Advocacy work resulting in improved business development opportunities.

Ongoing Monitoring Evaluation and Learning:

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Various internal SRHR programmes including: Link Up Programme, SHARP programme, FP2020 and HIV/AIDS alliance company strategy

2007 - 2009

Impact Evaluations of Humanitarian Interventions in Livelihoods and Food Security of Small Holder Farmers

Role: Team Co-leader | **Client:** UN FAO | **Location:** Zimbabwe

Co-led an impact evaluation of the combined effects and contribution of humanitarian interventions towards livelihoods and food security of small holder farmers in Zimbabwe. This involved negotiating with donors and NGOs supporting rural livelihoods to collaborate and come up with standardized tools to assess impact and measure combined contribution of the NGO sector to livelihoods. This was a significant initiative which took three annual cycles to reach a representative sample of organisations across sectors: water and sanitation, gardening and nutrition, irrigation, seed and fertilizer, cash transfers and livestock projects. This evaluation made great strides in coordination of players in the humanitarian sector and was well received by government and major donors in the country.

Annual surveys on various projects/ initiatives including: Annual Post planting and post- harvest **quasi- experimental surveys**, annual Zimbabwe **Vulnerability Assessment** Committee (ZimVAC) assessments, annual national **crop assessment surveys** in collaboration with the Ministry of Agriculture, Annual **Crop and Food Supply Assessment Mission** in collaboration with WFP and combined Impact assessments on national humanitarian assistance in collaboration with UNICEF and GRM.

2003 - 2004

Child Nutrition M&E System Design and Implementation

Role: Monitoring Officer | **Client:** Help Germany | **Location:** Zimbabwe

Responsible for setting up an M&E system for the Child Nutrition project (<5 year olds). This involved designing data entry forms, data aggregation forms, data consistency mechanisms of reconciling stock received, stock distributed and balancing stock at each distribution point.