

Curriculum Vitae - Herzel Shingirirai Mukandi

Email: mukandiherzel@gmail.com LinkedIn: linkedin.com/in/herzelmukandi GitHub: github.com/HerzelS

ABOUT ME

Monitoring and Evaluation specialist with over **10 years of experience** in designing, managing, and implementing evaluations for national, regional and international development projects, particularly in rural development, gender, and humanitarian contexts. **AI enthusiast**, adept at utilising qualitative and quantitative research methodologies, including in impact evaluation, economic analysis, and risk management.

SKILLS

- **Data Collection:** Kobo Collect, ODK, Microsoft Forms, Google Forms, Survey Monkey
- **Data Management, Analysis and Visualisation:** R, Python, SPSS, Nvivo, Microsoft PowerBI, SQL
- **Communication and Knowledge Management:** Microsoft Teams, Zoom, SharePoint, Miro, MS Project
- **AI:** Developing RAG Systems Algorithms, Script Engineering, Machine Learning

PROFESSIONAL WORK EXPERIENCE

Associate Evaluation Officer - UNHCR 03/01/2024 – Current | Geneva, Switzerland

Under the overall supervision of the Senior Evaluation Specialist, I manage the delivery of Humanitarian Emergency, Global, Regional and Country Thematic Strategic, Project, and Joint evaluations across 30+ countries commissioned as part of the EvO rolling workplan, ensuring alignment with the UNHCR Evaluation policy, methodologies, and normative frameworks. Additionally, I am providing strategic support to evaluation Capacity Building and leading the gender, disability inclusion and Enterprise Risk Management efforts for the EvO.

- Reviewing and Quality assuring evaluation deliverables, enhancing evaluation products' quality and credibility.
- Guiding the Regional Bureau for EHAGL and Southern Africa and country offices in their strategic annual and multi-year planning, developing quality Results Frameworks and Theories of Change.
- Exploring evaluation synthesis efficiency through piloting *AI-based tools* for automated RAG extracted reports using *Ollama* and *Python*, as well as implementing innovative, scalable and reproducible Fusen packages in *R*.
- Collecting and analysing data, preparing desk review notes, analysis papers, and Evaluation Office annual report sections, and disseminating key evaluation findings, best practices, and lessons learned.
- Applying risk management principles as the Risk Management focal Point for the Evaluation office, identifying, analysing, and recommending mitigation measures, improving risk mitigation strategies by 40%.
- Contributing to internal knowledge-sharing initiatives by developing a dynamic *Power BI dashboard* that monitors performance for 150+ evaluative projects in *MS Project*.
- Participating in interagency collaborations, including in the UNEG Human Rights and Disability Working Group.

Monitoring And Evaluation Officer - UN Women 01/02/2022 – 02/01/2024 | Jakarta, Indonesia

I was responsible for Results Monitoring, Evaluation and Reporting for a regional Women, Peace, and Security program (2020-2025) implemented regionally in Southeast Asia and nationally in five countries, namely Indonesia, Thailand, Vietnam, Timor-Leste and the Philippines.

- Guided gender-responsive and human rights evaluation and contributed to the ASEAN WPS project Baseline evaluation (2021-2022), Evaluability assessment (2022), project Mid-Term Review (2023) and Indonesia Country Portfolio Evaluation (2023).
- Solved the problem of irreconcilable data from different tools by *developing an M and E System* with consolidated data collection tools in *Microsoft Forms* that tracked indicators, improving the completeness of data from 75% to 100%. Eliminated the problem of double counting by migrating the project database from *MS Excel* to a *PostgreSQL database*.

- Significantly reduced the time for collecting, collating, cleaning, analysing data and preparing activity reports by automating reporting using a *datapipeline* that extracted post-test surveys from *Microsoft Forms* into a *PostgreSQL* (for storage), then to *R* for analysis, automatically drafting activity reports to *MS Word* documents using *R-Markdown* and communicating progress against indicators in an *MS PowerBI* dashboard.
- Provided capacity development support by training 17 staff and 15 implementing partners on monitoring and evaluation processes and tools, resulting in a 60% increase in staff proficiency in RBM principles.
- Maintained the risk register and supported the drafting of annual donor and UN Women corporate reports.

Monitoring And Evaluation Specialist - Young Africa International (YAI) 01/11/2020 – 31/01/2022 | Harare, Zimbabwe

Coordinated results for over 5 regional projects in 5 countries (Zimbabwe, Zambia, Mozambique, Botswana and Namibia) - portfolio value 15m USD. Donors: European Union, the Royal Embassy of the Netherlands, NUFFIC, SAS Foundation.

- Managed two multi-partner TVET project evaluations (2022)- A utilisation-focused and an Outcomes evaluation, met critical deadlines and delivered quality evaluations on schedule and within budget.
- Led a Real-Time evaluation for the Cyclone Idai reconstruction and resilience-building project implemented in Beira, Mozambique (2020-2021), funded by the European Union.
- Conducted monthly coordination meetings with 5 project team members and carried out quarterly monitoring visits, which improved Key Performance Indicator efficiency from 75% to 98%.
- Conducted coordination meetings and monitoring visits, achieving a Key Performance Indicator (KPI) efficiency from 75% to 98%, utilising *SPSS* for data analysis and *Power BI* for visual reporting.
- Improved Monitoring, Evaluation and Learning (MEL) capacities, practices and data-driven decision-making through four capacity-building trainings for 47 staff members and 23 partner organisations.
- Contributed to internal knowledge-sharing platforms, ensuring best practices were adopted in program implementation, leading to a 50% increase in knowledge retention.

Knowledge and Humanitarian Research Manager - Childline 01/02/2020 – 31/10/2022 | Harare, Zimbabwe

Childline Zimbabwe is the biggest child protection organisation in Zimbabwe, which operates a 116-call centre in Zimbabwe, reaching over 250,000 children each year. I led the Knowledge and Humanitarian Research department, which had four regional departments implementing over ten projects in total.

- Led a Rural Rapid Appraisal on Sexual Gender-Based Violence and COVID-19 emergency, which placed over 500 children into places of safety in Harare, captured by local media, Nehanda Radio and H-Metro.
- Led the organisational COVID-19 response and collected real-time data on the high rise of child abuse cases during the COVID-19 lockdown, and was interviewed by multiple media including, Sunday Mail, Nehanda Radio, Sunday Mail.
- Managed an Outcomes Project Evaluation for a re-integration project at the Tongogara Refugee Camp (2016-2020), managed stakeholder communication and expectations, with the final evaluation report receiving a highly satisfactory rating.
- Conducted data analysis using *SPSS* for quantitative and content and thematic analysis for qualitative data, which provided evidence-based insights for project decision-making.
- Enhanced indicator tracking efficiency from 74% to 96% in Q3 of 2020 through conducting scheduled monitoring visits and spot checks, ensuring implementation of recommendations.
- Developed customised communication products for knowledge dissemination to partners and stakeholders, increasing stakeholder engagement by 20%.

Monitoring and Evaluation Officer - Legal Resources Foundation 30/06/2017 – 30/01/2020 | Harare, Zimbabwe

The Legal Resources Foundation (LRF) is a local Non-Governmental Organisation providing legal education, legal advice, legal representation, strategic litigation, and advocacy for over 30,000 vulnerable people in Zimbabwe.

- Designed a Results-Based M&E framework, achieving a 95% data verification rate, utilising *MS Excel* for tracking project outcomes across 10 provinces (3 consortiums with 5 partners).
- Conducted baseline, process and end-line evaluations focusing on governance, human rights, and access to justice programs, producing useful and credible evaluative data.
- Engaged in peer reviews and quality assurance, improving the consortium's annual reports' accuracy by 40%.

- Developed data collection tools including surveys, focused group discussion guides, interview guides and checklists to support routine monitoring of projects with over 95% KPI efficiency.
- Enhanced efficiency by creating a Data Quality Assurance Framework and an automated *MS Excel* database for multi-project data management. Led regular monitoring to optimise resources and mitigate risks, cutting implementation costs by over 15%.

Monitoring and Evaluation Advisor - Zimbabwe National Network of People Living with HIV (ZNNP+)
21/07/2016 – 29/06/2017 | Harare, Zimbabwe

Zimbabwe National Network of People Living with HIV (ZNNP+) is the national network of people living with HIV in Zimbabwe, providing support to and policy advocacy for over 250,000 members in the 10 provinces of Zimbabwe.

- Developed and maintained the organisation's monitoring and evaluation system based on *DHIS 2*.
- Coordinated with six partners in the mid-term and end-line evaluations, and oversaw the planning, preparation, conducting, reporting and use and follow-up of the evaluation findings.
- Represented the organisation at key networking and coordination meetings with government, civil society, and partners. Produced high-quality donor and stakeholder reports, achieving 100% on-time reporting.

Monitoring and Evaluation Officer - St Theresa Ruvheneko 01/06/2014 – 30/06/2016 | Gweru, Zimbabwe

St Theresa's Hospital's Ruvheneko Centre in Chirumhanzu District, Midlands Province, Zimbabwe, was the first to provide free Anti-Retroviral Treatment in 2022 and has provided HIV-related services to over 500,000 clients across the country.

- Co-authored a successful funding proposal securing 2-year Swiss and VSO support for the Ladder to Safety project. Collaborated on its utilisation-focused evaluation using participatory methods with stakeholders. Delivered the final report, commended by the Project Steering Committee.

EDUCATION AND TRAINING

- Master of Social Work, University of Zimbabwe, Harare, Zimbabwe (31/05/2017 – 30/12/2018)
- Special Honors Degree in Monitoring and Evaluation, Lupane State University, Lupane, Zimbabwe (31/12/2019 – 29/12/2021)
- Honors Degree Social Work, University of Zimbabwe, Harare, Zimbabwe (31/07/2010 – 29/06/2014)

PROFESSIONAL CERTIFICATIONS

- Program Management Professional (PgMP) - Project Management Institute, USA, Renewing May 2026
- Project Management Professional (PMP), Project Management Institute, Renewing 5 June 2027
- PRINCE2 Foundations, AXELOS Global Best Practice, No Expiry Date
- PMI Agile Certified Practitioner (PMI-ACP), Project Management Institute, Renewing 10 November 2027
- PMI Risk Management Professional (PMI-RMP), Project Management Institute, Renewing 19 December 2027

PUBLICATIONS

- Mukandi, H. S., Taruvinga, R., and Muzingili, T. (2020). Assessing the viability of vocational education as a livelihood strategy for persons with disabilities in Zimbabwe.

NETWORKS AND MEMBERSHIPS

- Project Management Institute (Since 01/06/2021, Pennsylvania, USA)
- United Nations Evaluation Group (UNEG) (Since 01/01/2024, Geneva, Switzerland)

VOLUNTEERING

- Youth and Social Impact Director, Project Management Institute Zimbabwe (01/11/2022 – 31/12/2023)
- Student Mentor, Project Management Institute South Africa (01/01/2021 – 31/12/2021)

SELECTED MONITORING, EVALUATIVE AND LEARNING WORK

Year	Entity	Evaluation Title	Role and Contributions	Type and Coverage
2024-25	UNHCR	An Evaluation of UNHCR's Approach to GBV Prevention, Risk Mitigation and Response	Evaluation Management and Quality Assurance; Oversight of Evaluation Workplan; Data Analysis of GBV Planning, Budget and Results Frameworks; Deliverables Quality Control	<i>Global Thematic Strategic Evaluation</i> with country case studies in DRC, Ecuador, Italy, Republic of Moldova, Syrian Arab Republic, Peru, Kenya, Malaysia
2024-25	UNHCR	Evaluation of UNHCR's Multi-country Response to the Sudan Situation	Evaluation Project Management and Oversight; Deliverables Quality Assurance; Stakeholder Coordination across Regional Bureaux	<i>Humanitarian Emergency Evaluation</i> covering MENA, EHAGHL, and WCA regions with case studies in Egypt, Chad, Sudan, South Sudan
2025	UNHCR	Independent Joint Evaluation of the Southern African Migration Management Project (SAMB)	Evaluation Management and Interagency Coordination (UNHCR, ILO, IOM, UNODC); Deliverables Quality Assurance	<i>Interagency Project Evaluation</i> covering Southern Africa (16 countries)
2025	UNHCR	RBSA Livelihoods Evaluation	Evaluation Coordination and Management; Data Preparation, Analysis and Reporting	<i>Regional Thematic Strategic Evaluation</i> covering RBSA with case studies in Eswatini, Namibia, Republic of Congo, Zambia, South Africa
2025	UNHCR	Graduation Evaluation	Evaluation Project Management and Oversight	<i>Project Evaluation</i> Rwanda
2025	UNHCR	Climate SMART Baseline Evaluation	Evaluation Planning, Management and Oversight	<i>Project Evaluation</i> Rwanda
2023	UNWOMEN	Indonesia Country Portfolio Evaluation	Data Collection Coordination; Theory of Change Reconstruction; Quality Assurance	<i>Country Portfolio Evaluation</i> Indonesia
2023	UNWOMEN	ASEAN WPS Project Mid Term Review	Evaluation Planning; Project Management; Deliverables Quality Assurance	<i>Project Review</i> Indonesia, Philippines, Thailand, Vietnam
2022	UNWOMEN	ASEAN WPS Project Evaluability Assessment	Deliverables Quality Assurance; Designed and Oversaw Implementation of Evaluability Assessment Action Plan	<i>Project Evaluability Assessment</i> Indonesia, Philippines, Thailand, Vietnam
2022	UNWOMEN	ASEAN WPS Project Baseline	Evaluation Quality Assurance; Technical Support to Baseline Design and Implementation	<i>Project Baseline</i> Indonesia, Philippines, Thailand, Vietnam

PROJECT MANAGEMENT, MONITORING AND EVALUATION TRAININGS DELIVERED

Year	Entity	Training Title	Topics Covered	Role and Contributions
2024-25	UNHCR	Evaluation Training - UNHCR Staff	Evaluation Management, TOR development, TOC	Co-facilitator, delivery of sessions
2023	UNWOMEN	RBMR - UNWOMEN Staff	RBMR, Context Analysis, TOC	Developed materials, lead-facilitator, delivery of sessions
2023	UNWOMEN	RBMR - UNWOMEN Staff	Data Analysis, tools development	Developed materials, lead-facilitator, delivery of sessions
2023	UNWOMEN	RBMR - UNWOMEN Implementing Partners	RBMR, Data Analysis, tools development, TOC	Developed materials, lead-facilitator, delivery of sessions
2022	UNWOMEN	RBMR - UNWOMEN Implementing Partners	RBMR, Data Analysis, tools development, TOC	Developed materials, lead-facilitator, delivery of sessions
2022	UNWOMEN	RBMR - UNWOMEN Staff	RBMR, Data Analysis, tools development, TOC	Developed materials, lead-facilitator, delivery of sessions
2024-25	YA	Evaluation Training	Evaluation Management, TOR development, TOC	Co-facilitator, delivery of sessions
2024-25	Childline	Evaluation Training	Evaluation Management, TOR development, TOC	Co-facilitator, delivery of sessions
2024-25	LRF	Project Management	Evaluation Management, TOR development, TOC	Co-facilitator, delivery of sessions