



UNITED NATIONS
ZIMBABWE



ZIMBABWE UNITED NATIONS SUSTAINABLE DEVELOPMENT COOPERATION FRAMEWORK 2022 - 2026





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LIST OF ACRONYMS

AfCFTA	Africa Continental Free Trade Area	IRBM	Integrated Results-Based Management
AMR	Antimicrobial Resistance	ISCAP	Islamic State Central Africa Province
AU	African Union	ITU	International Telecommunication Union
AWP	Annual Work Plan	IUCN Red List	International Union for Conservation of Nature Red List
BCA	Basic Cooperation Agreement	IUMP	Industrial Upgrading and Modernization Programmes
CBOs	Community-Based Organisations	JRMEP	Joint Research, Monitoring and Evaluation Plan
CCA	Common Country Analysis	JWPs	Joint Work Plans
CDM	Clean Development Mechanism	MICS	Multi-Indicator Cluster Survey
COMESA	Common Market for East and Southern Africa	MSMEs	Micro, Small and Medium Enterprises
COVID-19	Corona Virus Disease 2019	NCDs	Non-Communicable Diseases
CSOs	Civil Society Organizations	NDS1	National Development Strategy 1
EA	Evaluability Assessment	NGOs	Non-Governmental Organisations
ESD	Education for Sustainable Development	NHS	National Health Strategy
FACE	Fund Authorization and Certificate of Expenditures	NSD	National Statistical Development Strategy
FAO	Food and Agriculture Organization	ODA	Official Development Assistance
FDI	Foreign Direct Investment	OHCHR	Office of the United Nations High Commissioner for Human Rights
FSS	Food Systems Summit	PHC	Primary Health Care
GBV	Gender- Based Violence	PMU	Project Management Unit
GDP	Gross Domestic Product	PWDs	Persons With Disabilities
GEF	Global Environment Facility	SADC	Southern African Development Community
GII	Gender Inequality Index	SDGs	Sustainable Development Goals
GNI	Gross National Income	SGBV	Sexual and Gender-Based Violence
HDI	Human Development Index	SRH	Sexual and Reproductive Health
HIV	Human Immunodeficiency Virus	SSTC	South-South and Triangular Cooperation
HRP	Humanitarian Response Plan	STEM	Science, Technology, Engineering, and Mathematics
ICT	Information and Communication Technology	TVET	Technical and Vocational Education and Training
IDDA III	Industrialization Development Decade for Africa	TWGs	Thematic Working Groups
IFAD	International Fund for Agricultural Development	UHC	Universal Health Coverage
IFIs	International Financial Institutions	UN	United Nations
ILO	International Labour Organization	UNAIDS	United Nations Programme on HIV and AIDS
IMF	International Monetary Fund	UNCT	United Nations Country Team
INFF	Integrated National Financing Framework	UNCTAD	United Nations Conference on Trade and Development
IOM	International Organization for Migration	UN DESA	United Nations Department of Economic and Social Affairs
IPBES	Intergovernmental Science-Policy Platform on Biodiversity and Ecosystem Services		

LIST OF ACRONYMS

UNDP	United Nations Development Programme	UNODC	United Nations Office on Drugs and Crime
UNECA	United Nations Economic Commission for Africa	UNOPS	United Nations Office for Project Services
UNEP	United Nations Environment Programme	UNWOMEN	United Nations Entity for Gender Equality and Women's Empowerment
UNESCO	United Nations Educational, Scientific and Cultural Organization	UPR	Universal Periodic Review
UNFCCC	United Nations Framework Convention on Climate Change	UPU	Universal Postal Union
UNFPA	United Nations Population Fund	WASH	Water, Sanitation and Hygiene
UNHCR	United Nations High Commissioner for Refugees	WFP	World Food Programme
UNICEF	United Nations Children's Fund	WHO	World Health Organization
UNIDO	United Nations Industrial Development Organization	ZEC	Zimbabwe Electoral Commission
		ZIMVAC	Zimbabwe Vulnerability Assessment Committee
		ZUNSDCF	Zimbabwe United Nations Sustainable Development Cooperation Framework



JOINT STATEMENT

The 2022-2026 Zimbabwe United Nations Sustainable Development Cooperation Framework (ZUNSDCF) articulates the strategic engagement of the United Nations Country Team (UNCT) in Zimbabwe to support the country to achieve the Sustainable Development Goals (SDGs).

Anchored on Zimbabwe's National Development Strategy 1 (NDS1) 2021-2025, the ZUNSDCF encapsulates the shared commitment to leaving no one behind through delivering concrete results that ensure inclusive participation and reaching the people typically left the furthest behind.

The ZUNSDCF with full government ownership throughout the process, is a result of extensive consultations involving a wide range of key stakeholders whose inputs contributed to defining the strategic priorities and implementation modalities.

The ZUNSDCF lays out an ambitious programme to accelerate development progress during the Decade of Action as we work to recover better and stronger

from the impacts of the COVID-19 pandemic.

Fully cognizant of the urgency to act, the ZUNSDCF represents the vehicle through which the UNCT in partnership with the Government of Zimbabwe and other stakeholders, will deliver transformative support that drives inclusive and sustainable economic growth, gender equality, human rights and climate action.

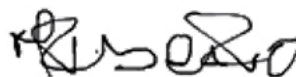
In collaboration with the Government, the UNCT commits to a more dynamic, tailored and demand-driven presence, organizing and deploying the UN's collective human, technical and financial resources in the most effective and efficient manner.

We commit to demonstrating leadership, solidarity and unity of purpose to secure major improvements in the lives of all people in Zimbabwe.

On behalf of the Government of Zimbabwe and the UNCT in Zimbabwe, we commit to working together in full accountability to the people of Zimbabwe to attain the envisaged ZUNSDCF outcomes.



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



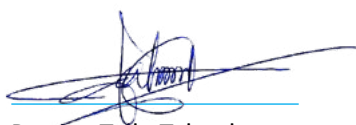
Maria Manuel Gomes do Valle Ribeiro
United Nations Resident Coordinator

UN COUNTRY TEAM COMMITMENT

We, the undersigned, commit to work together in pursuit of the strategic priorities laid out in the United Nations Sustainable Development Cooperation Framework 2022 – 2026 towards achieving the National Development Strategy 1 and the Sustainable Development Goals in Zimbabwe.



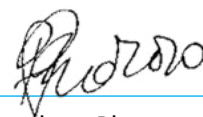
Maria Manuel Gomes do Valle Ribeiro
UN Resident Coordinator



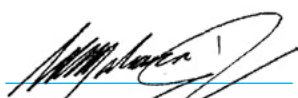
Patrice Talla Takoukam
FAO Representative



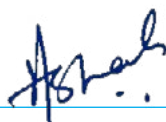
Jaana Keitaanranta
IFAD Country Director



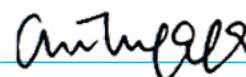
Hopolang Phororo
ILO Representative



Mario Lito Malanca
IOM Chief of Mission



Ashish Shah
ITC Director, Division of Country Programmes



Andrew Rugege
ITU Regional Director for Africa



Abigail Noko
OHCHR Regional Representative



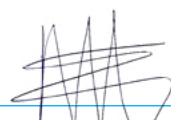
Sophia Monico Mukasa
UNAIDS Country Director



Isabelle Durant
UNCTAD Deputy Secretary-General



Haitian Lu
UN DESA Head, Capacity Development Programme Management Office



Madelena Monoja
UNDP Representative a.i.



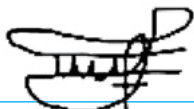
Eunice Kamwendo
UNECA Director, Subregional Office for Southern Africa



Food and Agriculture
Organization of the
United Nations

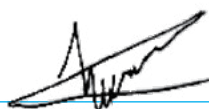


UN COUNTRY TEAM COMMITMENT



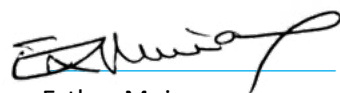
Juliette Biao Koudenoupko

UNEP Regional Director and Representative for Africa



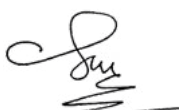
Hubert Gijzen

UNESCO Regional Director and Representative a.i.



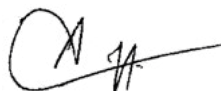
Esther Muia

UNFPA Representative



Oumar Sylla

UN Habitat Regional Director



Abdoulaye Barry

UNHCR Representative



Tajudeen Oyewale

UNICEF Representative



Tichaona Mushayanembvu

UNIDO Country Representative



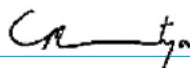
Zhuldyz Akisheva

UNODC Regional Representative



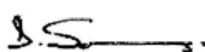
Djibrilla Mazin

UNOPS Country Manager



Gladys Mutyavaviri

UPU Regional Coordinator



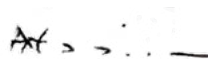
Delphine Serumaga

UN Women Representative



Francesca Erdelmann

WFP Representative



Alex Gasasira

WHO Representative



EXECUTIVE SUMMARY

Zimbabwe is a lower middle-income country with a population estimated at 14.8 million people in 2020, the majority of whom live in rural areas. The Human Development Index (HDI) value of 0.571 placed the country in the medium human development category with a ranking of 150 out of 189 countries in 2019. Progress remains uneven across several sectors, including health and education. While there have been improvements in health outcomes, maternal and child mortality remain high. Zimbabwe's literacy rate ranks among the highest in Africa, at 92.1 percent, notwithstanding the threat posed by an increase in the number of children dropping out of school. Gender inequality remains high, with women lagging in almost every metric of development progress. The country retains little resilience to shocks (economic, climate and health). Cyclone Idai in 2019, coupled with years of successive drought and the COVID-19 pandemic in 2020, have had severe impacts, which have left more than half the population food insecure. These disruptive shocks and crises have impeded the country's progress towards achieving the 2030 Agenda for Sustainable Development and its 17 Sustainable Development Goals. These also threaten to reverse fragile but important development gains of the past few years.

Since 2017, the Government pronounced Zimbabwe's Vision 2030 statement which aims to move the country, "Towards a Prosperous and Empowered Upper Middle-Income Society by 2030." The Vision represents an overarching framework to achieve the 2030 Agenda for Sustainable Development and the African Union (AU) Agenda 2063. The Vision would be attained through the implementation of the Transitional Stabilization Programme (TSP) 2018-2020 and two medium term development strategies. The Government has demonstrated its commitment to finance the current National Development Strategy (NDS1) covering the period 2021 - 2025 (and by extension the SDGs), through budgetary allocations in line with NDS1 priorities, programmes and initiatives, hinged on an Integrated Results-Based Management (IRBM) framework for concrete deliverables. Despite limited fiscal space, this undertaking represents a firm commitment for not only NDS1 implementation but also the environment within which the ZUNSDCF will be implemented.

The ZUNSDCF will deliver integrated support in four priority areas, aligned to the SDGs and the NDS1, to maximise positive impacts towards the attainment of

national, regional and global development objectives. The ZUNSDCF 2022-2026 envisages four outcomes, which are:

- i **Outcome 1:** By 2026, all people in Zimbabwe, especially women and girls and those in the most vulnerable and marginalised communities, benefit from equitable and quality social services and protection.
- ii **Outcome 2:** By 2026, all people in Zimbabwe, especially the most vulnerable and marginalized, benefit from greater environmental stability and robust food systems in support of healthy lives and equitable, sustainable and resilient livelihoods.
- iii **Outcome 3:** By 2026, all people in Zimbabwe, especially the most vulnerable and marginalised, benefit from more inclusive and sustainable economic growth with decent employment opportunities.
- iv **Outcome 4:** By 2026, all people in Zimbabwe, especially the most vulnerable and marginalized, benefit from more accountable institutions and systems of rule of law, human rights and access to justice.

In line with the NDS1 priority of devolution as a key strategy to facilitate service delivery to communities and ensure preservation of national unity, the ZUNSDCF has recognized devolution and decentralization as the "how-to" strategy to facilitate the achievement of the Cooperation Framework outcomes. Thus, the UN will deepen partnerships with the Government at national, provincial and local levels, including with relevant line ministries and state institutions. In this regard, Government's leadership of and participation in mechanisms such as the Joint Steering Committee, Results Groups and technical level committees to design and monitor projects, will be key.

Drawing on lessons from the United Nations Socio-Economic Response Plan to COVID-19, which emphasizes the need for disaster risk management and better coping mechanisms for shocks and stresses, and an integrated approach that safeguards livelihoods in the second

The value proposition of the UN in Zimbabwe to support the Government to achieve its national and regional development priorities, as well as the SDGs, is grounded in its collective comparative advantages with respect to other development partners. The UN is uniquely placed to support implementation of the priorities and outcomes, as well as to leverage financing, partnerships and knowledge. The United Nations has access to a global network of technical expertise and can foster strategic partnerships in support of sustainable development. The impartiality of the UN is recognised and welcomed, and it has a demonstrated track record of convening diverse partners in the country to broker dialogue towards fostering peace and social cohesion.

A human rights-based approach that works with rights holders and duty bearers, and draws on the principle of fulfilling economic, social and environmental rights, will underpin the governance lens of the ZUNSDCF. The UN will also support expansion of regional and international collaboration and knowledge-sharing through the framework of the Southern African Development Community (SADC) and, the African Union (AU), and promote South-South and Triangular Cooperation (SSTC).

their implementation. Coordinated by the ZUNSDCF Pillar Results Groups, the UN agencies in collaboration with the Government of Zimbabwe and other partners, will develop, monitor and report on the progress of the annual joint work plans, which are closely aligned to both national priorities and the SDGs. The work plans will support country capacities to deliver development results and ensure transparency and accountability in their implementation.

ZIMBABWE UNITED NATIONS SUSTAINABLE DEVELOPMENT COOPERATION
FRAMEWORK 2022 -2026



COUNTRY PROGRESS TOWARDS THE 2030 AGENDA



1.1 Country Context

The Republic of Zimbabwe is a landlocked country in the Southern Africa region with a total land surface area of 390,757 square kilometres. Zimbabwe's population² was estimated at 14.8 million people in 2020 and is projected to grow to 19.3 million by 2032. Two-thirds of the population live in rural areas, 63 percent is under the age of 24, 52 percent is female, 48 percent is of reproductive age, and 9 percent has at least one type of disability. With its large and youthful population, Zimbabwe could benefit from its demographic dividend, which began around 2004 and is projected to last until 2060.³

Zimbabwe is currently classified as a lower-middle income⁴ and medium human development⁵ country. The country's HDI value for 2019 was 0.571 ranking it at 150 out of 189 countries. The Gender Inequality Index (GII) value of 0.527 ranks the country at 129 out of 162 countries.⁶ In the health sector, there has been commendable progress in the delivery of some high-impact interventions and services, particularly those provided during pregnancy and delivery. However, the neonatal mortality rate—32 per 1,000 live births, according to the 2019 Multi-Indicator Cluster Survey (MICS) remains high. Although maternal and under-5 mortality rates have declined, they are still relatively high. The Human Immunodeficiency Virus (HIV) prevalence rate among adults declined from 15 percent in 2013 to 12.9 percent in 2019.⁷ Meanwhile, the burden of Non-Communicable Diseases (NCDs) has recently been increasing, contributing 33 percent of all deaths.⁸ This is further compounded by limited investments to prevent and control NCDs. The country's literacy rate remains high and ranks among the highest in Africa, at 92.1 percent. However, challenges remain around early childhood and secondary education, an increase in the number of children dropping out of school. The outbreak of the COVID-19 pandemic has further compounded the challenges.

Zimbabwe has witnessed a downward trend in economic growth since 2010 culminating in a contraction of the economy by an estimated 6.5 percent in 2019 and a further 10.4 percent in 2020,⁹ a situation that was exacerbated by the combined effects of prolonged



drought, lingering effects of the 2019 Cyclone Idai and the COVID-19 pandemic. The Government of Zimbabwe forecasts growth rates of 7.8 percent and 5.4 percent for 2021 and 2022 respectively. The projections are driven by strong agricultural output, a global commodity price boom, stable economic conditions and the Government-spearheaded COVID-19 response.¹⁰ Meanwhile, the International Monetary Fund (IMF) projects 6 percent recovery in 2021, on the back of a bumper agricultural output, increased energy production and the ramping up of manufacturing and construction activities. The World Bank projects economic recovery of 3.9 percent for 2021.¹¹ However, disruptions caused by COVID-19 are expected to continue to slow down economic activity in Zimbabwe, and this will significantly limit employment growth and hinder efforts to improve living standards. Inequality has worsened in Zimbabwe due to the combined effects of the economic challenges and the pandemic. Through NDS1, the Government targets to sustain improvements in socio-economic development with GDP growth rates of between 5 - 7 percent over the strategy period.

Following relatively good 2020/2021 seasonal rains, a major scale-up in food assistance and crop production supported by Government input schemes, there was a reduction in severe food insecurity from 7 million people in urban and rural areas in 2020 to 5.8 million people in 2021. Nearly 3.4 million people in rural areas were estimated to require humanitarian assistance in the first quarter of

² ZIMSAT: Population Projections Thematic Report (2015); 2017 Inter-Censal Demographic Survey (ICDS) Report (2019)

³ Ministry of Finance and Economic Development report, *Harnessing the Demographic Dividend in Zimbabwe* (2017)

4 <https://www.macrotrends.net/countries/ZWE/zimbabwe/gni-per-capita#:~:text=Zimbabwe%20gni%20per%20capita%20for,a%200.78%25%20increase%20from%202015>

⁵ http://hdr.undp.org/sites/all/themes/hdr_theme/country-notes/ZWE.pdf

⁶ Human Development Report 2020

⁷ Zimbabwe Population-Based HIV Impact Assessment (ZIMPHIA) 2020.

⁸ NHS 2021 -2025

⁹ ZIMSTAT

¹⁰ Mid-Term Budget and Economic Review Statement 2021

¹¹ World Bank Zimbabwe Economic Update, 2021



2021¹² while 42 percent of urban households (2.4 million people) are projected to be cereal insecure in 2021.¹³

Zimbabwe has ratified some key UN and AU instruments although its reporting record to the relevant bodies is often untimely. The country has taken steps to meet its domestic and international commitments to promote and protect human rights in law and policy. Zimbabwe's Constitution, adopted in 2013, following a wide consultative process, provides a sound basis for strengthening and deepening the rule of law and democracy. Zimbabwe has made efforts to establish structures and adopt policy and legislative frameworks that promote a culture of constitutionalism and ensure respect for the rule of law and human rights. While efforts to translate these commitments into the full realisation and protection of human rights for all is faced with challenges, Zimbabwe is making progress in some areas with support from development partners. Therefore, the country's progress towards achieving sustainable human development and the realisation of the SDGs and the AU Agenda 2063, remains a work in progress.

Nevertheless, the country's rich natural and human resources offer much potential as levers for development, with the human resource base complemented by the potential that lies in the country's demographic dividend. The country has ongoing policies which promote women's participation in all spheres of socio-economic development. According to the last census, women make about 52 percent of the population.¹⁴

1.2 National Vision for Sustainable Development

Zimbabwe's Vision 2030 statement, "Towards a Prosperous and Empowered Upper-Middle-Income Society by 2030," represents the overarching framework to achieve the 2030 Agenda for Sustainable Development, the Sustainable Development Goals and the AU Agenda 2063. The NDS1, is the second in a series of three national strategies that aim to chart the course towards Vision 2030. The NDS1 was preceded by the Transitional Stabilisation Programme (TSP) 2018-2020, a transitional socio-economic development plan, which was launched following the November 2017 change in political leadership. The NDS1 will be succeeded by a second National Development Strategy (NDS2) 2026-2030, which will consolidate progress in the lead up to 2030.

The 14 thematic areas of NDS1 are premised on, and aligned to the SDGs, with an SDG estimate alignment of

75 percent (see Table 1 below), including crosscutting themes such as gender equality and disability inclusion. The core objectives of NDS1 are to consolidate macroeconomic stability while creating certainty and confidence to transform the country into an open and competitive economy. This will be buttressed by sound macroeconomic policies anchored on fiscal discipline, monetary and financial sector stability, and a business-friendly environment that promotes both foreign and domestic investment. Underpinning Zimbabwe's NDS1, is a good governance framework, based on the rule of law and respect for human rights.

Table 1: Alignment of NDS1 and the SDGs

	NDS1 Priorities	Related SDGs
1	Economic Growth and Stability	8; 10; 17
2	Food and Nutrition Security	2; 13
3	Infrastructure and Utilities	7; 9; 11
4	Governance	10; 16
5	Moving the Economy up the Value Chain and Structural Transformation	8; 9; 12
6	Housing Delivery	11
7	Health and Wellbeing	3; 5; 6
8	Human Capital Development	4; 8; 17
9	Environmental Protection, Climate Resilience and Natural Resource Management	5; 6; 11; 12; 13; 14; 15
10	Image-building and International Engagement and Re-engagement	10; 17
11	Devolution	8; 10
12	Social Protection	1; 2; 5; 10; 11
13	Digital Economy	8; 9; 11; 17
14	Youth and Culture	8; 11

The NDS1 focused on improved international relations, and is envisaged to unlock access to Official Development Assistance (ODA) and international investment flows to complement the limited fiscus. In this regard, a generally negative country perception, outstanding arrears with International Financial Institutions (IFIs), sanctions imposed by some governments, and long-standing public and publicly guaranteed external debt, which was estimated at US\$8.1 billion (84 percent of GDP) as at the end of

¹² IPC, 2020 Report Phase 3

¹³ Zimbabwe Urban ZimVAC, 2020

¹⁴ Further elaborated on page 18

2019,¹⁵ are being redressed. Nominal repayments to some creditors have resumed. Meanwhile, the Government has demonstrated its commitment to financing NDS1, (and by extension the SDGs) by making budgetary allocations in line with NDS1 priorities, programmes, projects and initiatives, complemented by an IRBM framework for concrete deliverables. It is envisaged that this trend will continue over the course of the development strategy. Despite limited fiscal space, this undertaking represents a firm commitment for not only NDS1 implementation but also improving the environment within which the ZUNSDCF will be implemented.

With a focus on post-COVID-19 recovery and building forward better, the 2021 National Budget makes concessions for key growth sectors, including agriculture, manufacturing, mining, and tourism. Concomitantly, the governance sector has been allocated the lion's share (34 percent) of the total budget, on the premise that this will help to accelerate the reforms that are largely seen as a precondition to Zimbabwe's re-engagement with the global community. In the wake of the COVID-19 pandemic and recognizing that human capital development and innovation are key growth drivers, the health and human capital sectors have been allocated 12 percent and 15 percent of the budget respectively. Nevertheless, allocations to these key sectors remain below internationally and continentally/regionally agreed targets. There is also need for policy priorities related to public resource management, such as gender responsive

¹⁶ According to the Zimbabwe Poverty Update 2017 – 2019, extreme poverty rose from 30 percent in 2017 to 38 percent in April–May 2019, and general poverty (measured by the lower-bound poverty line) rose from 43 percent to 51 percent during the same period.

Figure 1: NDS1 thematic allocations in the 2021 National Budget

Source: 2021 National Budget Statement

Zimbabwe has a well-defined institutional framework for coordinating, implementing, monitoring and evaluating progress towards the SDGs. At the apex of this structure, is a Steering Committee that meets bi-annually to review progress and report to Cabinet. The country's Vision 2030 is anchored on five strategic clusters, namely: governance, macro-economic stability and re-engagement, inclusive growth, social and human capital development, and infrastructure and utilities. It provides the overall guiding framework and foundational pillars for implementation of the SDGs. While the SDGs have been integrated and mainstreamed into the NDS1 and annual budgets, greater effort is required to localise and integrate the SDGs at the sub-national and sectoral levels, including integrating them in dynamic community processes and structures for more effective implementation.

Figure 2: Zimbabwe SDG Dashboard

Trends

Click on a trend to view more information.



Source: <https://dashboards.sdginde.org/profiles/zwe>

Zimbabwe has prioritised SDGs 2, 3, 4, 5, 6, 7, 8, 9, 13 and 17 as the most critical, based on the country's national development priorities within the context of available resources. However, the country has remained committed to realising all the 17 SDGs.¹⁷ Zimbabwe considers these priority goals as critical to addressing the most pressing national development challenges and having the potential to generate multiplier effects across many sectors and other goals.¹⁸ In addition, Zimbabwe has adopted a whole-of-government¹⁹ and whole-of-society²⁰ approach to development planning and programme implementation as it recognises that no sector or segment of society acting alone, can achieve the SDGs. Moreover, the interconnectedness of challenges such as economic decline, rising poverty, income inequalities, inequality in access to basic social services and climate change implies that these challenges cannot be addressed in isolation.

Zimbabwe's SDG index score stood at 53.8 percent in 2020, declining from 56.1 percent in 2017.²¹ Resultantly, Zimbabwe was ranked 125th out of 166 countries.²² Despite the economy showing signs of improvement, poverty remains high, with extreme poverty increasing from 30 percent in 2017 to 38 percent in 2019.²³ In conducting its Voluntary National Review (2021), Zimbabwe found that progress towards the SDGs is mixed. Due to the effects of climate change, marked by shocks such as successive droughts and events like Cyclone Idai, as well as the impact of economic recessions, food insecurity

has been on the increase, with more households falling below the food poverty line. However, this trend is likely to be reversed following a good 2021 harvest. Furthermore, while stunting in children under five decreased from 27 percent in 2015 to 23.5 percent in 2019, it increased to 29.4 percent in 2020. Maternal mortality ratio is declining, but it is still unacceptably high at 461 per 100,000 live births²⁴ while neonatal mortality at 31 deaths per 1,000 live births has remained largely unchanged over the past 15 years. Regarding education, Zimbabwe has continued to improve its policy and legislative frameworks to promote inclusivity and enhance the quality of education, which has led to significant improvement in SDG 4 indicators and targets. While there have been significant advancements in women's rights, institutional mechanisms to address sexual and gender-based violence (SGBV) and harmful practices are still inadequate with the Multi-Indicator Cluster Survey (MICS) 2019 reporting that 33.7 percent of women aged 20-24 were married or in a union before age 18. Zimbabwe has a high contraceptive prevalence rate at 67 percent.

However, the unmet need for family planning in the 20-24 age cohort remains high. Moderate progress has been achieved in health targets with more people having improved access to drinking water and progressive declines in the proportion of households practising open defecation despite chronic piped water shortages in urban areas.

¹⁷ After the initial selection of the 10 prioritized Goals (2, 3, 4, 5, 6, 7, 8, 9, 13, 17), SDG 16 was subsequently recognised as being a key enabler for SDG attainment and considered as the '+1' Goal.

¹⁸ The rationale for the prioritization is set out in Zimbabwe Voluntary National Review (VNR) of SDGs for the High-Level Political Forum, July 2017.

¹⁹ Refers to an integrated approach in which government departments and agencies work together across departmental and portfolio boundaries to leverage synergies towards the achievement of sustainable development.

²⁰ An approach that acknowledges the important role played by all relevant stakeholders in support of national efforts towards sustainable development.

²¹ Sachs, J., Schmidt-Traub, G., Kroll, C., Durand-Delacre, D. and Teksoz, K. (2017): SDG Index and Dashboards Report 2017. New York: Bertelsmann Stiftung and Sustainable Development Solutions Network (SDSN).

[Online] Available at <https://www.sdgphilanthropy.org/system/files/2018-06/2017-SDG-Index-and-Dashboards-Report--regions.pdf> [Accessed on 21 November 2020]

²² The Sustainable Development Goals Centre for Africa and Sustainable Development Solutions network. 2020. Africa SDG index and Dashboards Report 2020. Kigali and New York. SDG centre for Africa and Sustainable Development Solutions network. [Online] Available at: https://s3.amazonaws.com/sustainabledevelopment.report/2020/2020_africa_index_and_dashboards.pdf [Accessed on 21 November 2020]

²³ Extreme Poverty represents households whose per capita consumption expenditures fall below the national Food Poverty Line (FPL) or the lower poverty line. Zimbabwe Poverty Update, 2017-2019, ZIMSTAT

²⁴ Multi-Indicator Cluster Survey, 2019

The Government remains committed to creating a policy space to stimulate investments in industrialisation, ICT infrastructure, and digital services, reducing the adverse effects of natural disasters, spearheading human settlements programmes, and mitigating the negative impacts of climate change. Governance indicators have not shown significant improvement although the country recently recorded marginal improvements in “government effectiveness” after years of sharp decline²⁵

Against this background, the COVID-19 pandemic presents an additional layer of exogenous shocks²⁶ that are likely to derail the country's progress towards the SDGs. Specifically, the pandemic has led to, *inter alia*, the closure of business enterprises, including micro-, small and medium-sized enterprises that has resulted in job losses, disruption of food supply chains, increased food insecurity, loss of livelihoods, increase in already high levels of gender-based violence, reduced access to critical



The pandemic has also shown multiple social sectors that require urgent resilience-building for them to withstand future shocks. Despite increased Government spending

²⁶ The other notable exogenous shock being climate change related shocks such as the 2019 cyclone Idai.

on WASH, Zimbabwe's trends in WASH indicators highlight major disparities between urban and rural areas, the latter being particularly disadvantaged. Ensuring higher level education completion and linking education with formal employment is also a major challenge. However, the country was successfully rolling out a 5.0 education system, which aspired to produce more workers and employees. With attention shifting to containing and recovering from the COVID-19 pandemic, policy analysis, and integrated long-term planning and related resourcing thereof, which are necessary ingredients of the SDG implementation process, need to be strengthened. Community and household level resilience to shocks, therefore, remains key to recovery efforts, building forward better and the achievement of the SDGs. Strengthening the humanitarian-development-peace nexus will be crucial in building communities' resilience, thereby lowering the annual funding request of the Humanitarian Response Plan (HRP).

A challenging macro-economic environment and multiple climatic shocks coupled with the outbreak of the COVID-19 pandemic have adversely impacted enjoyment of economic, social and cultural rights.

Zimbabwe faces substantial environmental challenges including land degradation and deforestation, inadequate quantity and quality of water resources, habitat destruction and loss of biodiversity and waste (including toxic waste). The country is also vulnerable to climate change as exemplified in extreme weather events such as drought, floods, heavy rainfall and heat waves. Water supply, food security and nutrition, human settlements and health outcomes are all under threat due to the impacts of climate change. Zimbabwe's climate is predominantly semi-arid and is extremely variable and prone to shifting rainfall patterns, droughts and periodic floods in some parts of the country, which has severe implications for climate-sensitive economic sectors and food security. These environmental challenges are inextricably linked to the economy, poverty, health, livelihoods, food security and implementation of climate and weather proof interventions which will reduce the negative effects of climate change on livelihoods. Resilience does not only apply to climate variability, but also cuts across multiple areas: climate change, environmental degradation, governance (and the building of long-term transformative capacities), human rights, health and social protection etc. The concept is also linked to issues of peace when it comes to natural resource availability and the building of social cohesion and is vital in reducing long-term, repetitive, and costly humanitarian interventions.

In view of the surge in climate related disasters and

the increase in conflict related to humanitarian needs globally, the importance of comprehensive responses to protracted crises cannot be over emphasized. Humanitarian tools alone are insufficient to resolve protracted crises. Therefore, improved collaboration across the humanitarian-development-peace nexus is needed to improve efficiency, coordination and promote synergies. Recognizing the significance of insecurity as a driver of vulnerability, is imperative that the development, peace and security, and human rights pillars, work in an integrated fashion to prioritise prevention, address root causes of conflict and support institutions for sustainable peace and development.

In the context of Zimbabwe, where there is need to build closer cooperation between key stakeholders, the UNCT will foster a process of joint analysis, planning and coordination to develop joint responses to the complex challenges, building on the existing institutional frameworks, including the Independent Commissions, and aligning them with development efforts for purposes of implementation of the SDGs. The overall aim is to ensure shared development solutions to current and future crises. It is evident that in due course, there will be a need to envisage a quadruple nexus, in light of the COVID-19 pandemic and the unfolding socio-economic recovery plan.

Zimbabwe remains a key player within SADC and its main institutions. The country plays an important role not only within the Politics, Defence and Security Cooperation Organ of SADC, but also as a key transport corridor and trading partner of countries within the sub-regional bloc given its geo-strategic location within the region. Zimbabwe is also part of the Common Market for East and Southern Africa (COMESA). The launch and operationalisation of the Africa Continental Free Trade Area (AfCFTA) has opened new opportunities, while also shedding a spotlight on the country's challenges in terms of reversing deindustrialization and enhancing the productive capacity (policies, partnerships, strength of institutions, knowledge and skills) required to leverage the Agreement for sustained, equitable and inclusive economic growth. Structural and infrastructural bottlenecks, the country's high-cost structure, and the stability of the macroeconomic environment will need to be addressed if the country is to effectively participate in and benefit from the AfCFTA specifically, and the multilateral trading system and globalization in general. Despite these challenges, Zimbabwe remains a source of a variety of raw materials (agricultural, mining) to the continent.

ZIMBABWE UNITED NATIONS DEVELOPMENT SYSTEM SUPPORT TO THE 2030 AGENDA



UNCT VISION 2030

To contribute to transformative change in the quality of life for all people in Zimbabwe through inclusive and equitable empowerment of all people, resilience building and fostering global, regional, national and local partnerships

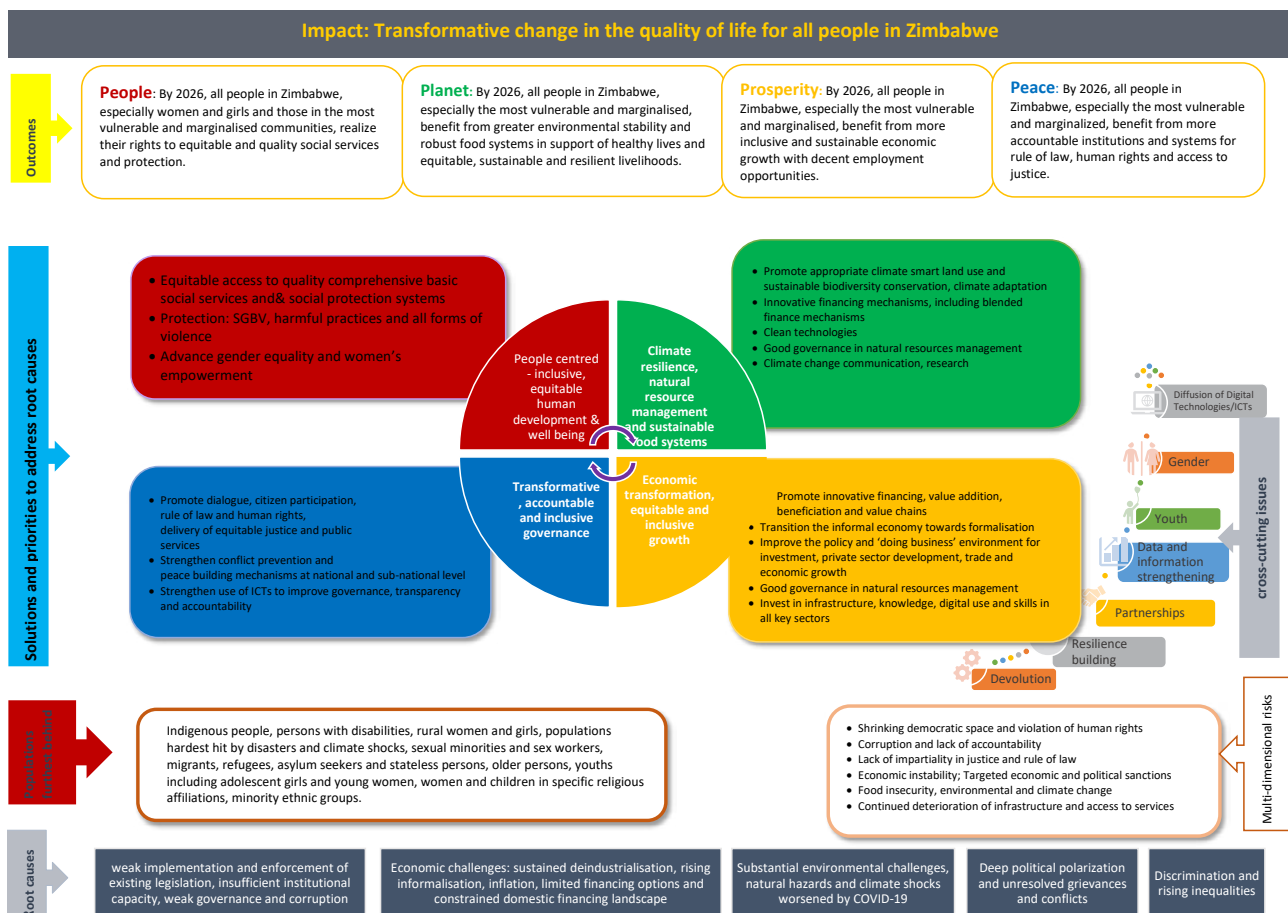
The ZUNSDCF will deliver integrated support in four priority areas aligned to the SDGs and NDS1, to maximise positive impacts towards the attainment of national, regional and global development objectives. In advancing sustainable development cooperation towards Vision 2030 and the achievement of the SDGs, the UN in Zimbabwe will continuously build on the progress made while protecting hard-won development gains. The ZUNSDCF aims at addressing root causes of the intersecting economic, environmental, political, and social drivers of poverty, inequalities and vulnerabilities experienced among different groups of people buttressed by the principle of leaving no one behind and reaching the furthest behind first. In line with the national priorities outlined in the NDS1 and related sectoral policies, the UN will focus on catalysing robust and resilient development actions that are transformative, grounded in human rights principles

and standards, evidence-based, people-centred, equity-oriented, resilience-responsive, and risk-informed.

2.1. Theory of Change

The logic of the ZUNSDCF is driven by the considerations outlined above. The Theory of Change outlines the factors that will enable Zimbabwe to meet the demands of such a context whilst addressing national priorities and the dynamics of UN reform. The UN in Zimbabwe will focus on enabling and accelerating critical transitions in key areas to effect change. Figure 3 illustrates the Theory of Change. The Theory of Change acknowledges the particular multi-dimensional risks that are likely to impact achievement of the intended results. Among these are: increasing income inequalities, external shocks and climate change

Figure 3: Theory of Change.



building at all levels. These major risks and assumptions will continue to be carefully considered in the elaboration of UN programmes under this Cooperation Framework.

2.2. Strategic Priorities for the United Nations Development System

The infographic features a central grey circle with the text **DEVOLUTION AND DECENTRALISATION** in bold blue capital letters. Four curved lines radiate from this central circle to four colored speech bubbles, each containing an icon and a text description:

- Top (Yellow):** An icon of a bar chart with an upward arrow and a dollar sign. Text: **Economic transformation, equitable, resilient and inclusive growth**
- Right (Orange):** An icon of a hand holding a building. Text: **Transformative, accountable, equitable and inclusive governance**
- Bottom (Dark Blue):** An icon of a group of stylized people. Text: **People -centred-inclusive, equitable and resilient human development and wellbeing**
- Left (Green):** An icon of a hand holding a plant. Text: **Environmental protection, climate resilience and natural resource management**



To leave no one behind, UN interventions will pursue equitable, resilient, and inclusive growth delivered in partnership with strong, transparent, and accountable institutions where duty bearers uphold human rights while strengthening governance mechanisms. To this end, subnational governance structures have been strategically positioned as key ZUNSDCF drivers, leveraging the decentralisation and devolution provisions of the Constitution²⁷ Building the resilience of vulnerable populations requires helping people cope with change, adapt their livelihoods, improve governance systems and build ecosystem health so they are better prepared to respond to shocks and stresses to which Zimbabwe is exposed. Focus will be on adopting an integrated human security approach with a long-term commitment to improving three critical capacities (viz absorptive capacity, adaptive capacity, and transformative capacity), which are interconnected, mutually reinforcing, and exist at multiple levels (individual, household, community, national, and ecosystem levels).²⁸ Emphasis will also be

on ensuring strong linkages of humanitarian assistance with development programmes to ensure that vulnerable communities targeted by the HRP become resilient to shocks and stresses.

In recognition of the detrimental nature of climate change and disasters, focus will also be placed on strengthening climate resilience and mitigation, complemented by natural resources management. These efforts will contribute to sustained, inclusive and sustainable economic growth, better social development outcomes and resilient food systems. In 2020, the Government of Zimbabwe endorsed a Devolution and Decentralisation Policy, which guides implementation of the devolution and decentralisation process. Treasury also initiated the transfer of funds of not less than 5 percent of collected revenues to eligible sub-national tiers, in line with the Constitution. The Government's devolution thrust will, thus provide a valuable lever for inclusion, helping to ensure that no one is left behind.

2.3 Intended Development Results

Table 2: Alignment of the ZUNSDCF strategic priorities with NDS1 and the SDGs

ZUNSDCF Strategic Priority	National Development Strategy Priorities	SDGs
People-centred - inclusive, equitable human development and wellbeing	- o Health and Well-being - o Human Capital Development & Innovation - o Social Protection - o Devolution and Decentralisation	1, 2, 3, 4, 5, 6, 10, 12, 17
The human development and wellbeing pillar will support the 'People' component of the 2030 Agenda and AU 2063 Agenda while aligning to national priorities relating to empowerment of people in the areas of health, human capital development and social protection. Key strategic support will aim to enhance social services provision, resilience, protection, and gender equality to contribute to the poverty eradication efforts of this priority area, with a particular focus on people living in poverty, marginalized communities and the most vulnerable. Given the need to accelerate SDGs implementation, innovation will be incorporated into this and other pillars with devolution and decentralisation providing key tools to reach the sub-national level. In addition, the ZUNSDCF will place a strong emphasis on social development and human wellbeing, recognizing the people of Zimbabwe as both agents and recipients of development transformation.		
Environmental protection, climate resilience and natural resources management	- o Food and Nutrition Security - o Environmental Protection - o Climate Resilience & Natural Resources Management	2, 5, 7, 9, 10, 12, 13, 15, 17

²⁷ Section 264 (1) of the Constitution of Zimbabwe Amendment number 20 of 2013.

²⁸ Building Resilience in Zimbabwe: Towards a Resilience Strategic Framework, March 2015

The increasing incidence and severity of climate-related disasters have eroded economic growth and SDGs progress with a devastating impact on people and planet. This priority area will strengthen land, agriculture and environmental policy, absorptive and adaptive capacities and financing while working with partners to bridge the gap between the humanitarian-development-peace divide, including environmental human rights defenders, to improve food systems, sustainable wildlife management, conservation and biodiversity towards strengthening and diversifying livelihoods. Efforts will reinforce NDS1 aspirations to strengthen food systems, renewable energy and climate resilience while ensuring efficient management of natural resources in line with the 'Planet' Pillar of the SDGs, through creation of an enabling policy environment, increased capacities of communities and institutions.		
Economic transformation, equitable and inclusive growth	- o Economic Growth and Stability - o Structural Transformation and Value Chains, Infrastructure, Utilities and Digital Economy	1, 5, 7, 8, 9, 10, 11, 12, 17
Natural resources dependency, climate change, economic governance deficits, and poor country perception have contributed to low investment, declining productivity, slow and non-inclusive economic growth. The economic transformation priority area will address SDGs-aligned institutional reforms and capacity building, along with policy and strategy formulation and implementation encompassing employment creation, increasing employability, regularisation of the informal sector, trade and investment promotion, agricultural development, digital and green growth, accelerated enterprise development through value chain development, and MSMEs support. It is envisaged that interventions will align with the 'Prosperity' Pillar of the 2030 Agenda and AU Agenda 2063 while strengthening the NDS1 aspirations for economic growth and stability and increasing resilience to macroeconomic shocks and stresses.		
Transformative, accountable, equitable and inclusive governance	[NDS cross-cutting themes] Governance, Public Service Delivery, Justice Delivery, Combating Corruption, Human Rights and Freedoms, Social Cohesion, National Unity, Peace and Reconciliation, Transparency and Accountability	5,10, 16, 17
Concerns around human rights and governance issues have negatively impacted the external perception of the country and consequently, ODA, FDI and economic growth. These have also impeded the full enjoyment of rights and empowerment of people. The accountable and inclusive governance priority area will help modernise systems, strengthen structures and capacities, including of the most marginalised populations, strengthen treaty body reporting and support implementation of international commitments, including recommendations from human rights mechanisms, treaty bodies and special procedures, support implementation of domestic policies, and legislation for transformative governance as outlined in the 'Peace' and 'Partnerships' components of the 2030 Agenda and the SDGs. This focus will be well aligned with NDS1 aspirations in the areas of rule of law, corruption, human rights, peace and reconciliation, justice delivery, and public sector reforms for transparency and accountability.		

All four areas of focus, will have at the core, participatory and local economic development and resilience building strategies across all interventions with particular attention paid to those most at risk of being left behind, including women, youth, PWDs, older persons, indigenous groups, migrants and refugees. This will ensure their involvement and participation in advocacy, policy and system

development, and as key stakeholders in co-creation of innovative solutions to improve access and coverage of interventions. Informed by the HRP, analysis will be conducted to identify needs in specific geographical areas where collective outcomes would be designed to address these needs and to build resilience.

Strategic Priority 1:

People-centred - inclusive, equitable human development and wellbeing

OUTCOME 1: By 2026, all people in Zimbabwe, especially women and girls and those in the most vulnerable and marginalized communities, benefit from equitable and quality social services and protection.



Theory of Change

The theory of change for ensuring robust human capital development in Zimbabwe relies on a strong legislative, policy, and budgetary enabling environment, multi-stakeholder partnerships, as well as an enhanced supply side in terms of social service delivery, and the empowerment and knowledge of the population to claim their rights.

IF rights-based comprehensive, inclusive, and equitable policies, regulation and legislation on (i) health (including nutrition, Sexual and Reproductive Health (SRH), HIV and AIDS), (ii) education, (iii) water, sanitation and hygiene (iv) protection, and (iv) social protection, including minimum packages for the most vulnerable are implemented and enforced thereby addressing the legal, cultural, and social barriers faced by women and girls and the most vulnerable and marginalized communities;

IF adequate gender-responsive budgets are allocated and investments are made in skills, knowledge, and capacities; **IF** there are strengthened government and non-governmental institutions and systems and increased resources at national and sub-national levels to deliver inclusive social protection services; and

IF rights holders, especially adolescents and youth, and other vulnerable groups, are empowered to be engaged and knowledgeable to demand, prioritise and access services, and

IF cultural and social norms to influence social practices and attitudes towards inclusion and rights continue to be transformed;

THEN Zimbabwe will have strong human capital - people who are healthy, well-educated, skilled, resilient and protected.

Development challenges, prioritisation analysis and intended development results

The interventions under this Pillar are centered on the principle of leaving no one behind by addressing underlying social norms, promoting gender equality and reaching the most vulnerable and marginalized, including women, people and children with disabilities, and those in humanitarian settings while building resilience. The programme will promote integrated and convergent interventions in priority areas, informed by analysis of inequities and feedback from the most affected communities as key stakeholders and partners in the development process, consolidating synergies across UN agencies. These areas include geographical regions with the greatest overlapping deprivations, or those particularly vulnerable to climate-related shocks, and remote rural and urban poor areas with the hardest-to-reach populations.

To promote engagement and empowerment, the UN will ensure information provision to communities to enable meaningful communication between the actors and the vulnerable communities (such as PWDs, the elderly, women and children) that ensure that correct set of information reaches the intended users. The UN will engage vulnerable communities to understand their needs and come up with strategies that address those needs and ensure that the populations own the whole process from design, implementation, review as well as the results. Finally, the UN will ensure complaints and feedback, are safely transmitted, heard and acted upon so that responses are effective, relevant and do no harm.

In collaboration with other outcomes, the UNCT will prioritize areas to promote humanitarian and development programme linkages. Focus will be on key areas such as human security, building on investments in health systems strengthening, health emergencies and the COVID-19 response, food and nutrition resilient strategy that builds on the outcomes of the Food Systems Summit (FSS) dialogues, and affordable climate change adaptation that builds on investments in water, hygiene and sanitation programmes.

The UN and partners will work with the Government of Zimbabwe at national and sub-national levels to support implementation of the National Health Strategy (NHS) 2021–2025. This entails work in the areas of policy and administration, public health, food and nutrition security, preventive and curative services and biomedical science and technology, strengthening health systems and health security. Efforts will also be made to ensure Universal Health Coverage (UHC) and Primary Health Care (PHC) that ensures that all people have access to the health services that they need where they need them without financial hardships. This is a package, which includes essential health services, from health promotion to prevention, treatment, rehabilitation, and palliative care. There will be various approaches, which include promotion of inclusive, integrated, quality and equitable access to essential health services- including community health, addressing the rising NCDs burden through multispectral approach, and the strengthening of public financial management for health. Support will be provided to improve the Quality of Care through technical support provision, evidence-based strategic interventions, capacity-building, and introduction of new medical technologies. Building forward better as part of COVID-19 recovery of the health system, will make use of experience, lessons learnt and innovative approaches developed during the pandemic, strengthening institutional resilience and emergency preparedness and response for future health threats. A coordinated and multi-sectoral 'One Health' approach



In partnership with the Government, development partners and civil society, the UN will bolster efforts in water and sanitation to strengthen the enabling environment for planning, financing, implementing and monitoring WASH services. Transformative approaches will be adopted to empower communities, particularly women and girls, to make informed decisions and demand reliable and safe WASH services while also streamlining climate change



The UN will further bolster the government's social protection system and measures; supporting further rationalisation and harmonisation of existing programmes, including putting in place clear targeting criteria. Such criteria will allow the most vulnerable members of the community to be reached, scaling up social protection programmes in rural areas and exploration of social protection programmes in urban areas, and establishment of shock-responsive mechanisms while addressing the humanitarian-development-peace nexus, to support both acute and transitory vulnerabilities. In addition, gender transformative approaches will be designed to empower and strengthen the resilience of women and girls in particular, as a way of addressing food insecurity,

Strategic Priority 2:

Environmental protection, climate resilience and natural resources management

COOPERATION FRAMEWORK OUTCOME 2: By 2026, all people in Zimbabwe, especially the most vulnerable and marginalized, benefit from greater environmental stability and robust food systems in support of healthy lives and equitable, sustainable and resilient livelihoods.



Theory of Change

IF existing policies, regulatory frameworks, and capacities of national and subnational state and non-state institutions to sustainably manage food systems and the environment and implement climate change mitigation and adaptation are strengthened; and

IF citizens are sufficiently empowered to participate in, and influence a sustainable society, and prepare for, adapt to, and mitigate climate and disaster risks;

THEN greater environmental sustainability, resilient services, and robust food systems can be achieved for better production, better nutrition, healthier lives, and resilient livelihoods by 2026 leaving no one behind.

Development challenges, prioritisation analysis and intended development results

The UN will work closely with the Government of Zimbabwe and development partners to overcome structural challenges and barriers to a sustainable environment and resilient food and water systems while pursuing opportunities to build adaptive, absorptive, and transformative resilience. The actions at the macro level will be designed to facilitate an enabling environment by strengthening the legislative and policy environment and other transformative capacities for effective and sustainable natural resources management, as well as climate change resilience, mitigation, and adaptation. At the macro, meso, sub-national, and community levels, the UN will enhance the capacities of national and sub-national state and non-state actors and communities to sustainably manage and protect natural resources and the environment. Interventions will also promote and implement policies that focus on the holistic rural economic environment and sustainable and inclusive food and agriculture supply chains. At the micro level, UN work will, therefore, include supporting MSMEs to compete through environmentally-friendly business practices. The goal is circularity, that is towards a circular economy through resource efficiency, circular production and waste management as well as facilitating access to green finance.

Zimbabwe's economic growth is anchored on agriculture and other natural resource-based sectors. Under this Pillar, the UN will support the development of a climate-smart and resilient agricultural sector at a scale which can cope with increasing population and climatic variability. It is envisaged that this will be achieved through the creation of an enabling policy environment complemented by the implementation of innovative productivity-enhancing investment initiatives, which transform and strengthen food systems and the resilience of the farming system

periphery. Interventions also envisage the strengthening of off-farm production systems that recognise the need to make efficient management and use of land, water, and other resources while ensuring protection and promotion of biodiversity. Broader synergies under other programme areas will be strengthened to ensure climate and environment-sensitive policy coherence.

Proposed interventions will target achieving economic growth by furthering ongoing resilience-building work that contributes to increased capacities of communities to protect development gains and achieve improved well-being outcomes. The proposed strategies include evaluating current Government supported programmes targeted at scaled-up resilience interventions, strengthening systems for early warning and response, climate adaptation, innovative financing mechanisms and strengthening inclusive community development and peace structures. This will be done while building the resilience of smallholder farmers to climate-related shocks and transitioning to nature-based solutions. Interventions under this Pillar will provide support to household and community asset creation that helps stabilize and restore land integrity, reduce disaster risks, increase productivity, promote livelihoods, and empower women and girls.

Applying lessons from the COVID-19 pandemic, the UN will pursue holistic and integrated programming, informed by multi-stakeholder risk analysis, which seeks to improve the absorptive, adaptive, and transformative capacities of at-risk communities. These programmes will seek to strengthen social capacity and will be flexible to respond to emerging situations. In collaboration with Government and partners, the UN will design a comprehensive multi-year resilience-building programme that reinforces the humanitarian-development-peace nexus based on joint analysis, including the Humanitarian Needs Overview and ZIMVAC. This is even more critical as the country is facing a multi-hazard context that exacerbates vulnerabilities and calls for enhanced collaboration amongst partners and stakeholders.

Biodiversity plays a pivotal role in the economy and is the backbone of the tourism sector, a major foreign currency earner. It cushions communities against the vagaries of climate change and helps them to recover from the same. Sixty-seven percent of the country's population reside in rural areas and depend on biodiversity for livelihoods, medicine and cultural needs. Forests and wetlands contribute immensely to mitigating the impact of climate change. However, biodiversity is being lost at an unprecedented rate as demonstrated by the Intergovernmental Science Policy Platform on Biodiversity and Ecosystem Services latest Global Assessment



Report of 2019. The Sixth National Report of 2019 to the Convention on Biodiversity indicates that 49 plant species and 56 animal species in Zimbabwe, are on the International Union for Conservation of Nature Red List (IUCN Red List) of threatened species. This Pillar will therefore, prioritise implementation of the new Global Biodiversity Framework to ensure conservation, sustainable use of biodiversity and benefit sharing from utilization of resources.

Access to clean energy is key to stimulating sustainable socio-economic development and reducing carbon emissions. The UN will, therefore, catalyse investments in climate and renewable energy projects for achievement of the SDGs. As economic activity rebounds, greenhouse gas emissions are likely to increase. The COVID-19 recovery phase presents a profound opportunity for Zimbabwe to steer development on a path that tackles climate change, protects the environment, reverses biodiversity loss, and ensures the long-term health and security of its people. In addition, focus will be on enabling access of vulnerable populations to clean and sustainable energy sources, and the transition to a low carbon economy and circular economy. This will include diversifying the mix of renewable energy sources through mobilisation of innovative financing mechanisms from the private sector, impact investors, and development partners to complement public efforts.

The focus of this Pillar will, therefore, be on resilient infrastructure, sustainable and resilient-and climate-smart food systems and drinking water services. Focus will also be on nature-positive production technologies, digital technologies, integrated water resources management, good governance in natural resources management, sustainable forest and wildlife management, biodiversity maintenance, and creation and preservation of ecosystem services. The aim is for the country to attain food and nutrition security, resilient livelihoods, climate adaptation, innovative financing mechanisms and environmental sustainability. Interventions under this Pillar will target the most vulnerable populations. Among these populations, are; those hardest hit by disasters and climate shocks, people living in informal settlements and peri-urban areas, people living in extreme poverty, artisanal miners, communal and small-scale farmers, people living in high density, low income urban areas, persons with disabilities, women, children and youth (in rural areas, and urban poor) and internally displaced populations.

Economic transformation, equitable and inclusive growth

COOPERATION FRAMEWORK OUTCOME 3: By 2026, all people in Zimbabwe, especially the most vulnerable and marginalised, benefit from more inclusive and sustainable economic growth with decent employment opportunities.



Theory of Change

IF key institutions are reformed and modernized and their capacities strengthened to design and implement inclusive policies, laws, and programmes;

IF the doing business environment is strengthened to increase opportunities for private sector investment, innovation, productivity, competitiveness, trade and industrial development in key value chains;

IF people, especially young people and women and the most marginalised, are empowered to contribute to and benefit from productive and decent work opportunities; and

IF people are provided with quality and gender-inclusive education and learning opportunities, including through building digital literacy and relevant skills such as Education for Sustainable Development (ESD), Science, Technology, Engineering, and Mathematics (STEM) and Technical and Vocational Education and Training (TVET) to lead green transformation;

THEN this will increase opportunities for investment, innovation, productivity and competitiveness improvements; and increase trade and industrial development in key value chains; and the creation and sustenance of decent employment and livelihood opportunities for the most vulnerable and marginalised for shared prosperity.

Development challenges, prioritisation analysis and intended development results

The expected development results under this Pillar of the ZUNSDCF are to achieve a sustainable, inclusive (job-centred) and transformational economy that puts people, particularly those most at risk of being left behind, at the centre of economic activity and growth. This will contribute to NDS1 aspirations to ensure accelerated, inclusive and sustainable economic growth and socio-economic transformation in Zimbabwe. This outcome seeks to increase the benefits of economic growth and development to the most vulnerable and marginalised people. It will be done through improving access to finance, markets and skills upgrading for Micro, Small and Medium Enterprises (MSMEs), including rural and informal economy enterprises owned by women, youth and informal sector and rural communities, small-scale farmers, and artisanal miners. This outcome seeks to stimulate innovation, productive sector growth, creation of decent employment, including access to regional and global markets, improved investments and sustainable livelihoods, for catalytic and wider effects on socio-economic outcomes.

The COVID-19 pandemic has evolved from a health

emergency into an economic and social crisis, impacting not only supply (production and distribution of goods and services) but also demand (consumption and investment). Supporting participation of people, especially the most vulnerable and marginalised, to re-engage in productive and decent work and economic activities, while creating an enabling policy, legal and business operating environment for enterprises in the private sector, including the rural and informal economies to thrive, will increase their contributions to and benefits from economic growth and development.

Key actions under this pillar will, therefore, seek to strengthen socio-economic dialogue and policy-making to build an enabling business environment for investment promotion, private sector growth and job creation. The actions will specifically support value addition in key value chains for productive improvements and trade through increasing productive infrastructure and innovations, enhancing access to finance knowledge and skills, support access to, and use of digital technologies for enterprises in the rural and informal economy. The interventions will also seek to strengthen trade facilitation and access to regional and continental markets (such as AfCFTA), and provide support to UN-sponsored continental interventions to include the Industrialization Development Decade for Africa (IDDA III).

The UN will adopt a transformative approach incorporating targeted technical and programmatic support to build the capacities of key public and private institutions at national and sub-national levels, civil society, and Community-Based Organisations (CBOs). The approach will also provide support and build capacities of community members to develop, influence, and implement inclusive macroeconomic policies, programmes, and strategies that enhance economic growth, build economic resilience, and accelerate development. The UN will support institutional reform, capacity strengthening, and modernization of the public service to support economic activities in line with NDS1 public sector reforms to drive sustained economic development. Actions at the programme level will support public and private institutions to increase investments towards private sector growth, structural transformation, innovation, productivity, competitiveness, value addition, market linkages, trade and industrial growth in key economic sectors such as mining, manufacturing, tourism, agriculture, services, digital and the green economy.

Opportunities for 'building forward better' from the COVID-19 pandemic will be explored through human-centred and productive responses to addressing infrastructure and delivery gaps for social services and emerging opportunities in the digital and green

Transformative, accountable, equitable and inclusive governance

COOPERATION FRAMEWORK OUTCOME 4: By 2026, all people in Zimbabwe, especially the most vulnerable and marginalized, benefit from more accountable institutions and systems for rule of law, equality, human rights and access to justice.



Theory of Change

Peace and social cohesion are the cornerstones of every nation's development as they create an enabling environment, and foster unity and collaboration towards a common good for the country. Fundamental to peace are good governance, accountability and inclusion.

IF government prioritises good governance and inclusive development policies and programmes anchored on strong institutions; and

IF capacities for government as oversight institutions are strengthened, complemented by reformed and modernised public sector institutions to provide good service delivery, making use of evidence-based policy and programming to inform decision-making processes; and

IF an enabling environment is created through the alignment of the country's laws to the Constitution and international human rights standards and legal instruments, including stakeholder participation in policy and decision-making processes; and

IF citizens are empowered with information, knowledge, and confidence to hold government authorities to account and demand quality services;

THEN there will be an enhanced social contract between citizens, all persons living in Zimbabwe, and the State, which promotes cohesion, inclusion, and accountability where all people enjoy human rights, peace, justice, inclusive and sustainable development.

Development challenges, prioritisation analysis and intended development results

The UN will support the Government of Zimbabwe across all the three arms of the state (Executive, Judiciary and Legislature) in strengthening its rule of law and oversight institutions with a focus on the Independent Commissions, the Legislature, and parastatal institutions and bodies that promote accountability and social cohesion. This will be done to entrench equality, respect for human rights and the rule of law and to promote transparency and accountability, prevent and counter corruption and ultimately reinforce the quality and the resilience of democracy and build a peaceful, safe and just society. These interventions will be reinforced by strengthening the policy, oversight, institutional and legislative environments to enable effective implementation of international, regional and subregional normative frameworks that Zimbabwe has ratified.

Underpinning the ZUNSDCF outcomes, is the need to build partnerships to collaborate in strengthening capacities of institutions and systems at national and sub-national levels to discharge their mandate in a transparent and accountable manner. This will be complemented by

supporting the empowerment of and the prioritization of participation by all people, especially those most at risk of being left behind, to claim their rights and equitably benefit from service delivery by those institutions and the arms of Government.

To enable responsive service delivery, support will be provided for capacity strengthening, promotion of a culture of transparency and accountability and advocating for the initiation of progressive modernization of the public service. The UN will support Zimbabwe in addressing corruption and illicit financial flows to ensure that national resources are not diverted for illicit purposes and are available for investment for development. The UN will also support empowerment of all persons living in Zimbabwe through improved knowledge and information and promotion of civic engagement in development and political processes. It is envisaged that this will enable people to claim their rights and demand better governance and public services. In line with the recommendations of the 2020 Needs Assessment Mission, the UN will provide assistance to the electoral processes leading up to the 2023 election including boundary delimitation, biometric voter registration, voter education, stakeholder engagement, results management, and support to the electoral management body-the Zimbabwe Electoral Commission (ZEC). Additionally, collaboration with and involvement of relevant CSOs will strengthen aspects of participation in the electoral process by women and people with disabilities.

Building on the Government's national devolution and decentralisation policy thrust, the UN will support enhanced democratic participation of people, particularly those most at risk of being left behind, in decision-making to improve resilient and good governance and service delivery. For women and girls in particular, limited participation and access to economic opportunities result in them resorting to negative coping strategies, thereby exacerbating the consequences of GBV. The UN will support efforts to maintain Zimbabwe as a unitary peaceful state, pursue peacebuilding processes, including implementing policies and legislation that promote social and political cohesion; and support configuration of resilient government structures at lower levels. These efforts seek to build accountability and inclusion at national and sub-national levels and foster a more tolerant and inclusive society. Overall, a broad view of 'SDGs as pillars for peace' buttresses the assertion that peace and development are mutually reinforcing conditions.

Strengthening the democratic environment as well as frameworks and capacities of key national protection institutions and of civil society actors, including human

rights defenders, will pave the way for Zimbabwe to meet its international human rights commitments and serve as a key enabler for its development agenda. The UN will support Zimbabwe in strengthening its compliance with international human rights standards. In particular, this will focus on meeting its treaty reporting obligations and implementation of recommendations from the Universal Periodic Review (UPR) process, treaty bodies and special procedures, including the Special Rapporteur on the Right to Food and the Special Rapporteur on Freedom of Peaceful Assembly and of Association. As such, the UN will play a crucial role in creating an environment for sustaining peace, deepening democracy, accountability, respect for the rule of law, equality and human rights. Such measures enhance social cohesion and reinvigorate attainment of sustainable development. This cooperation will help move towards achievement of the SDGs 5, 10 and 16, which are enabling goals for the 2030 Agenda and are accelerators for all other SDGs, by creating an environment within which all people can develop and realise their full potential and are empowered to exercise their rights free from any kind of discrimination. This Pillar will also provide capacity enhancement interventions to enable the national statistical system and other credible platforms to collect, analyse and use real-time disaggregated data for evidence-based policy and programming as well as SDG reporting and monitoring.

The UN will collaborate with the Government to build a more transparent, accountable and inclusive governance architecture at the national and sub-national levels. Support will be provided in the roll-out of the Constitutional local government provisions and reform. Specific focus will be on strengthening the policy and institutional mechanisms, capacities, infrastructure upgrading and digitalisation of systems for the devolved architecture. Devolution and decentralisation will be underpinned by the application of the resilience-building lens that will focus on how devolved structures function as systems to support people's wellbeing and health, with focus on the marginalized, including women and persons with disabilities. The resilience-building approach will help people in urban and rural communities as well as local authorities to cope with the negative effects of multiple shocks and stresses, by absorbing, adapting or transforming, as necessary. Building-in resilience will require integrated and coordinated action across several sectors, due to the interconnectedness of national and sub-national structures of Government. The UN will also work with humanitarian and peace actors at all levels to conduct joint assessments and programming that seek to contribute to social cohesion and stability that would allow citizens to participate and exercise their rights.

The COVID-19 pandemic affected the normal functioning of the Executive, Judiciary and Legislative arms of Government, including Independent Commissions, due to inter alia lack of digital technology and business continuity infrastructure. The UN will support new approaches for these key governance institutions to be able to continue providing services, including the use of technology and automated systems that allow for business continuity.

Furthermore, if Zimbabwe is to "build forward better", priority must be given to conflict prevention, peace promotion and expanding access to justice across the justice value chain, particularly for vulnerable populations. Normatively, state governance functions and service delivery mechanisms should be resilient to crises and shocks. The COVID-19 pandemic exposed the vulnerabilities of three critical areas of development, viz, Information and Communication Technology (ICT), financial and social inclusion. Furthermore, noting that strong oversight and accountable institutions give voice and empower people to demand their rights, the UN will work in tandem with the governance institutions to establish dialogue platforms that allow co-creation of policy solutions that reduce inequalities, exclusion and discrimination of women, youth, people with disabilities and ethnic and sexual minorities. Going forward, the UN will bring coordinated and integrated support to the Government to address inclusion shortcomings.

Partnerships

The UN will deepen partnerships with the Government at national, provincial and local levels, including with relevant line ministries and state institutions. In this regard, Government's leadership of and participation in mechanisms such as the Joint Steering Committee, Results Groups and technical level committees to design and monitor projects will be key. Furthermore, the UN will ensure its active participation and engagement in the established governance structures of the NDS1, including Sectoral Working Groups.

This partnership will be complemented with the development of platforms or mechanisms for collaborations that bring together a wider range of stakeholders such as community and Civil Society Organizations (CSOs), national and international NGOs and IFIs, among others. Local civil society engagement is key to achieving short-and medium-term humanitarian and development goals. The UN will reinforce engagement through establishment of a Civil Society Advisory Board to strengthen strategic dialogue with civil society and shape UN policies and programmes.



In delivering the results of the ZUNSDCF, the UN will leverage the individual and collective comparative advantage of each of its agencies and will strengthen partnerships with different stakeholders, including the private sector, labour unions, civil society, academia, think tanks, research institutions and international development entities, to deliver innovative and sustainable programming.

Importantly, the UN will deepen partnerships among UN agencies, Funds and Programmes by enhancing collaboration through joint planning and joint programming in thematic and cross-cutting areas that are critical to delivering the ZUNSDCF.

The United Nations system will seek key partnerships to broaden efforts and collaboration towards socio-economic transformation. This will involve, among others, pursuing shared-value partnerships centered on innovative thinking with the private sector, facilitating public/private partnerships, direct partnerships and dialogues with small-scale farmers, MSMEs, corporates, informal and rural economy actors, youth and women, migrants and returnees, communities in natural heritage sites and organisations of and for PWDs. Specifically, UN partnerships with the private sector, including but not limited to entities in Zimbabwe that have joined the UN Global Compact, will focus on encouraging businesses

to uphold their basic responsibilities to people and planet, including promotion of green recovery post-COVID-19, while implementing deliberate actions to advance achievement of the SDGs.

The UN will proactively foster strategic partnerships that will aim for transformative changes to address structural, institutional and policy barriers to good governance that hinder the full enjoyment of peace, justice, equality and human rights. These partnerships will aim to bring together relevant stakeholders to address underlying vulnerabilities, close gaps in skills and knowledge and social services, and adapt productive social protection measures to engender resilience in prevention and mitigation of shocks caused by factors including natural disasters, socio-economic and climate change.

The UN will also support expansion of regional and international collaboration and knowledge-sharing through the framework of SADC and the AU, and promote South-South and triangular cooperation. In this regard, the UN will strengthen collaboration with the SADC Secretariat to tap into its expertise to support capacity-building and systems strengthening across the sub-region, particularly in the social sectors. Given the complexity of the challenges facing the country, the UN will build on these partnerships and leverage the capacity of Agencies, Funds and Programmes that work at the regional or multi-country



level to bring regional insights and expertise to address common issues, such as trade, including facilitating the ACfTA roll out, migration, climate change and regional security, among others. The UN will capitalize on its strong relations with the Government and donor countries to facilitate discussions and support measures that accelerate normalization of relations between Zimbabwe and donor countries thereby contributing to the country's development and attainment of the SDGs.

2.5. Synergies Between Cooperation Framework Outcomes

The overall aim of the ZUNSDCF is to contribute to human development and wellbeing through reduced poverty and inequality. Investing in increased access to quality basic social services, protection and gender equality will strengthen the resilience of the populace to the impact of shocks and disasters. In line with the NDS1 priority of devolution as a key strategy to facilitate service delivery to communities and ensure preservation of national unity, the ZUNSDCF has recognized devolution and decentralization as the “how-to” strategy to facilitate achievement of the Cooperation Framework outcomes. Thus, the UN will tap into its collective expertise as well as expertise of partners such as the World Bank to strengthen partnerships with Government for effective service delivery, including its connection with fiscal decentralization process, aligned, as relevant, with the development of an Integrated National Financing Framework.

Synergies between the ZUNSDCF outcomes of economy-environment-climate change nexus will promote economic sectors and community livelihoods that are resilient to climate change on the one hand, and sustainable natural resources management and critical ecosystems that sustain such economic growth on the other. A human rights-based approach that works with rights holders and duty bearers, and draws on the principle of fulfilling economic, social and environmental rights will underpin the governance lens of this Cooperation Framework. This will include integrating a gender and disability dimension into the design, implementation and monitoring of policies, as women and people with disabilities are more negatively affected by climate change, environmental degradation and crises due to food insecurity, loss of livelihoods and the resultant increase in domestic violence.

2.6. Sustainability

In delivering on the ZUNSDCF, the UN in partnership with the Government of Zimbabwe and other stakeholders will jointly design, plan and implement initiatives and

programmes that are strongly aligned to the SDGs and national priorities. This will ensure coherence of national development planning and national ownership of development results. The UN will advocate for all people in Zimbabwe to be co-creators and co-implementers of development solutions to avoid top-down approaches as well as to build capacity. Critical to sustainability, the UN will advocate for Government's commitment and investment through budgetary contributions to programmes to ensure national ownership and domestic mobilisation of resources towards these priorities, including through fiscal decentralization. In addition, the UN will support the integration of global norms into national legislation, thereby fostering the adoption of key development principles in national development policy frameworks. This will ensure their sustainability through national cycles and systems of monitoring, reporting and implementation. The UN will also help strengthen institutional capacities, where needed, including mobilisation of human, technical and financial resources to sustain progress.

2.7. United Nations Comparative Advantages and UNCT Configuration

The value proposition of the UN in Zimbabwe to support the Government to achieve its national and regional development priorities, as well as the SDGs, is grounded in its collective comparative advantages with respect to other development partners. The UN is uniquely placed to support implementation of the priorities and outcomes, as well as to leverage financing, partnerships and knowledge because:

- The UN enjoys a long-standing relationship of trust with the Government and the people of Zimbabwe, and other national stakeholders and development and humanitarian partners, which facilitates broad engagement in critical areas.
- The UN is considered an impartial partner that represents normative values and principles in a variety of issues that are catalytic to sustainable development, including on the protection and promotion of human rights and prevention of conflict and peace-building.
- The UN is the custodian of international treaties and conventions, and as such, is uniquely positioned to support the country in fulfilment of its duties and obligations through responding to recommendations arising out of respective treaties and conventions to which the country is a signatory. The UN is also a link between the

country and the global normative and analytical work undertaken by the UN system and the convening power of the UN Secretariat and other UN entities.

- The UN is regarded as a trusted partner and has extensive expertise in delivering development and humanitarian assistance as well as supporting the Government in emergency preparedness and response.
- The UN has access to a global network of technical expertise and can foster strategic partnerships in support of sustainable development.
- The impartiality of the UN is recognised and it has a demonstrated track record of convening diverse partners in the country to broker dialogue towards fostering peace and social cohesion.

Considering the comparative advantages and mandates of the UN entities and the expected outcomes of the ZUNSDCF, the UNCT initiated an exercise to assess the programmatic and operational capacities available and needed, as well as potential synergies to deliver on the ZUNSDCF. The results of this exercise will help the UNCT to determine the optimal configuration to ensure its fitness to offer more integrated services, policy and normative support that leverages the full breadth of the UN System's capacities. The assessment shows that the majority of agencies will be working across all four ZUNSDCF outcomes, pointing to the imperative to build synergies and avoid overlap of interventions. This holds many prospects for UN entities, including a joint approach to partnerships and resource mobilisation; greater and deepened collaboration among agencies; and exploration of fewer but larger and more impactful programmes.

While the majority of UN entities comprising the UNCT will continue to have representation in Zimbabwe, an equally significant number of them will also be able to count on dedicated support from their respective headquarters and regional offices towards implementation of the ZUNSDCF. Further, the country will benefit from insights and expertise at a regional level given that some entities will contribute from a regional, sub-regional or multi-country office. The UN will also continue to enhance the capacity of Government to manage donor-funded projects. This is done through recruiting dedicated project staff that are embedded in Project Management Units (PMU) within ministries; secondment of staff and/or consultants to ministries; co-financing of staff positions; and the administration and logistics costs to ensure effective



project delivery. Additionally, Government employees have also been seconded to the PMUs to strengthen project management.

The UNCT will be expanded to include an increased number of entities that do not have physical presence in Zimbabwe. They will bring specialised expertise to support achievement of the ZUNSDCF outcomes and will contribute to UNCT discussions and decision-making by participating in Results Groups virtually, including through assigned country focal points. Overall, the UNCT will ensure the most adequate, needs-based and responsive configuration of wider UN system capacities to enhance coordination, transparency, efficiency and impact of UN development activities.

COOPERATION FRAMEWORK IMPLEMENTATION PLAN



3.1 Programme Management and Accountability

The ZUNSDCF will be executed under the overall coordination of the Joint Steering Committee. Government Ministries, NGOs, and UN system agencies will implement programme activities. The ZUNSDCF will be operationalized through development of annual Joint Work Plans (JWPs) and agency-specific work plans and project documents. The JWPs describe the specific results to be achieved and will form an agreement between the UN agencies and each implementing partner on the use of resources, implementation timelines and activities. To the extent possible, the UN agencies and partners will use the minimum documents necessary, namely the signed ZUNSDCF and signed joint or agency-specific work plans and project documents to implement programmatic initiatives. However, as necessary and appropriate, project documents can be prepared using *inter alia*, the relevant text from the ZUNSDCF and joint or agency-specific work plans and/or project documents.

3.2. Implementation Strategy and Strategic Partnerships

The UN's approach to partnerships will broadly reflect the nature of the challenges being addressed, particularly the importance of strong and close relationships with the Government of Zimbabwe and partners at national, provincial and local levels. The UN will therefore, build on and complement existing partnerships with national institutions, the private sector and civil society (including organisations of women, youth, persons with disabilities) the media, labour unions, academia and other development partners, to provide technical expertise and evidence-based advisory services. Through these partnerships, the UN will reinforce policy setting, capacity-building, and stakeholder engagement, while promoting learning, including through south-south, north-south and triangular cooperation, as well as pursuing effective and innovative resource mobilisation.

The UN recognizes that development advances when dialogue and engagement spaces are created between supply (institutions) and demand (people and their representatives). The UN will therefore, facilitate the creation of enabling environments for cooperation through meaningful consultation, and ensure the involvement of communities and all relevant stakeholders in the design and delivery of initiatives. This will require engaging diverse groups such as civil society and other CBOs that bring discourse and expertise from the community perspectives around key development issues such as governance, inclusion, livelihoods, climate change impacts, natural

resources management and citizen interaction with social services, thus making them critical partners in the implementation of the ZUNSDCF.

The UN will also work with international and regional development partners to ensure coordination in the implementation of national, regional and international frameworks and initiatives, in line with the Government's Development Cooperation Policy, 2019. IFIs participate in the UNCT in Zimbabwe, and programmatic partnerships have been established to support humanitarian and relief efforts and sectoral work (health, education, social protection and communication). The UN will continue to build on these partnerships with particular focus on recovery, growth, relief and sector reforms.

Key strategies involved:

- Governance: Enhance partnerships and coordination and multi-sectoral approach, strengthen development and implementation of sound policy, strategies and legal frameworks, community engagement and participation, institutional strengthening;
- Partnerships: Develop and strengthen key partnerships with more coordinated and recognized roles
- Information, data and evidence: Support quality disaggregated data production and utilisation for evidence-based decision and policy-making and inclusive programming;
- Innovation and technology to support decision making;
- Emergency and disaster preparedness and response capacities: Ensure adequate upstream and downstream coordination, responsiveness with particular attention to the needs of the most vulnerable pre-crisis (forecasting and early warning), during crisis, post-crisis and recovery phases;
- Strengthen the humanitarian-development-peace-building nexus: Better linkages to support flexible programming;
- Financing: Robust resource mobilisation particularly domestic resources and their efficient allocation and utilization;
- Systems strengthening: Service delivery: Improve access to equitable, quality and comprehensive social services, community focus, enhanced access and availability to commodities and supplies;
- Prevention: Joint multi-stakeholder risk analysis to anticipate, identify, prevent and mitigate threats;

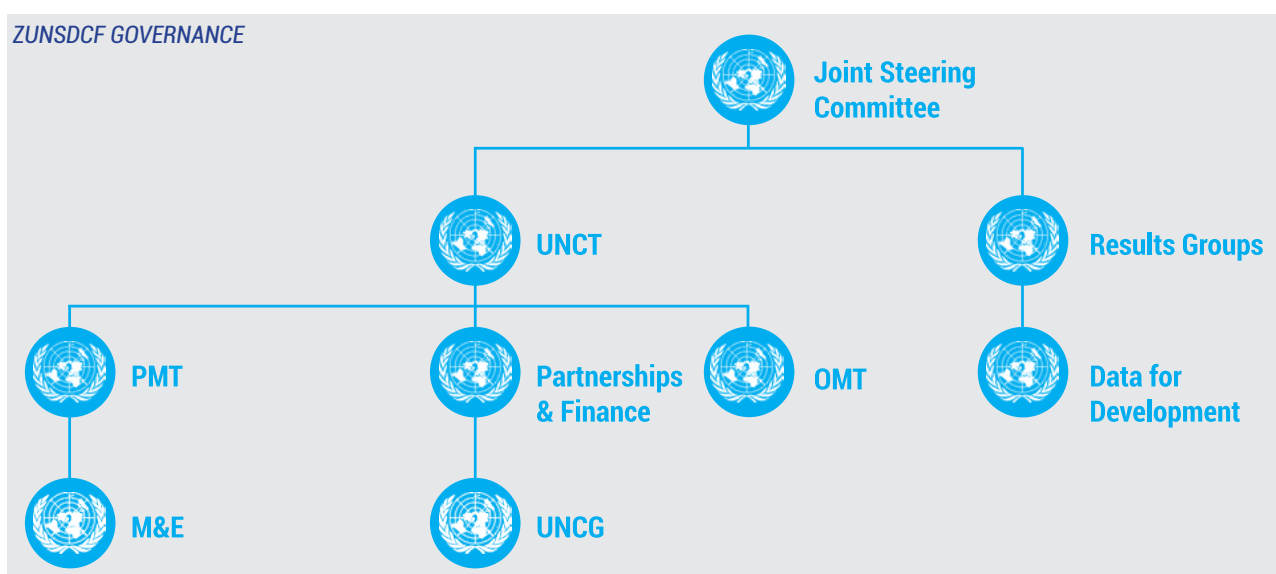
- Government of Zimbabwe has established Thematic Working Groups (TWGs) to coordinate its implementation and align development assistance with national priorities in key sectors. The UN in collaboration with the Government, civil society and other interest groups will participate in the relevant TWGs, which will also form the high-level coordination platform for the ZUNSDCF outcomes. In addition, the mechanisms outlined below will be established or strengthened to ensure coordination among Government and UN entities to guide implementation of the ZUNSDCF.

Coordinated by the ZUNSDCF Pillar Results Groups, UN agencies in collaboration with the Government of Zimbabwe and other partners will develop, monitor and report on the progress of annual joint work plans, which are closely aligned to both national priorities and the SDGs. The workplans will support country capacities to deliver development results and ensure transparency and accountability in their implementation. Based on the results framework of the ZUNSDCF and in line with the IRBM principles, work plans will help agencies translate outcome and output results into interventions and activities to enable the tracking of the UN implementation and the contributions as well as attributions of different actors, drawing upon the specific, measurable, attainable, results-based and time-bound indicators developed as part of the ZUNSDCF results framework. Further, the ZUNSDCF joint work plans will be linked to agency-specific country plans to ensure coherence of UN effort. They will also ensure a coordinated and consistent response, while aligning country programming with global and regional frameworks.

Joint Steering Committee: Provides strategic oversight and direction to the ZUNSDCF process and ensures its alignment to evolving country context, national, regional and international development processes, mechanisms and goals, and links with other development planning processes. The Joint Steering Committee will support resource mobilisation for the ZUNSDCF as well as development financing opportunities to achieve the SDGs. The Joint Steering Committee monitors progress, challenges and opportunities, and steers the direction of implementation of the ZUNSDCF. It is co-chaired by the Chief Secretary in the Office of the President and Cabinet and the United Nations Resident Coordinator.

United Nations Country Team: Under the leadership of the United Nations Resident Coordinator, the UNCT ensures that UN operational activities for development are focused on advancing sustainable development with 'leaving no one behind' as its overarching objective. The UNCT guides the implementation of the ZUNSDCF and oversees the various inter-agency groups ensuring that the needed resources are identified and committed to implement the ZUNSDCF. The UNCT consists of UN Heads of agencies

As part of the governance structure of NDS1, the



and is the principal mechanism for reinforcing UN delivering together.

Results Groups: Results Groups improve UN/Government coordination and ensure a coherent system-wide approach of analysis, planning, implementation and monitoring vis-à-vis the strategic priorities. Results Groups will promote complementarity and synergies and reduce overlaps and gaps within and across priority areas. Each Results Group corresponds to one strategic priority area and is co-chaired by a UN Head of Agency and an alternate identified collectively by the UNCT and a Permanent Secretary and an alternate appointed by the Office of the President and Cabinet.

Programme Management Team: Reinforces internal programmatic coherence and coordination and provides policy and technical guidance for the implementation of the ZUNSDCF. The PMT promotes synergies in UN joint planning processes to reduce duplications and overlaps while promoting optimal use of resources. The PMT consists of the Heads of Programmes from each UN Agency.

Partnerships and Development Financing Task Force: Reinforces the capacity of the UNCT to engage and partner strategically with the Government of Zimbabwe and other actors to support attainment of national development priorities, the targets of regional and international development frameworks and the priorities of the ZUNSDCF. The Task Force will leverage the convening power of the UN to bring together partners and stakeholders to mobilise different sources of financing and investment flows, including domestic and private sector resources, to finance sustainable development in Zimbabwe.

Monitoring and Evaluation Working Group: Ensures coordination, coherence and effectiveness in monitoring, evaluation and learning amongst Government and UN entities implementing the ZUNSDCF. This includes ensuring that Government and UN entity individual monitoring and evaluation plans and activities are well coordinated with and support the ZUNSDCF. This group also coordinates and reports periodically on progress through close monitoring and evaluation of the ZUNSDCF interventions.

Data for Development Working Group: Jointly led by the Government and the UN, the Data for Development Working Group ensures the availability of timely, reliable and

disaggregated data and statistics to facilitate monitoring and reporting on the SDGs, the NDS1 and the ZUNSDCF.

United Nations Communications Group: Ensures effective, coordinated and coherent advocacy, communication and visibility of the ZUNSDCF process and transformative results with key national stakeholders throughout the ZUNSDCF cycle. The group will also be responsible for continuous environmental scanning to inform programme and operations management.

Operations Management Team: Supports the delivery of the ZUNSDCF programmes, projects and initiatives by providing efficient, high quality and cost-effective back-office support. The Team also coordinates the UN system's common services, ensuring that programmatic work is supported to deliver effectively and efficiently on the ZUNSDCF.

3.5. Funding the Cooperation Framework and Financing Sustainable Development

Zimbabwe requires significant resources to achieve the SDGs, yet its financing landscape is severely constrained. The country remains in debt distress, with large external arrears to official creditors, and no access to loans or substantial grants due to its arrears situation. However, in the absence of any concessional support, there are few options open to the Government. There are some opportunities under existing multilateral financing for climate protection. Funding available under the United Nations Framework Convention on Climate Change (UNFCCC) and the Kyoto Protocol are probably the most important sources of international financing for climate investments: The Clean Development Mechanism (CDM), the climate change programmes of the Global Environment Facility (GEF), and the Adaptation Fund, including the World Bank's Climate Investment Funds and bilateral initiatives²⁹

Foreign Direct Investment (FDI) has remained depressed over the years. In 2019, according to the World Bank development indicators, FDI net inflows (as a percentage of GDP) in Zimbabwe stood very low at 1.3 percent. Private sector credit as a share of GDP has also contracted for five consecutive years due to macro-economic challenges³⁰ Meanwhile, as a percentage of Gross National Income (GNI), Zimbabwe received net ODA of 2.6 percent in 2018. The largest share of ODA to Zimbabwe has been provided in the area of health, followed by other social

²⁹ UNCTAD.2009. Financing the Climate Mitigation and Adaptation Measures in Developing Countries. Available at https://unctad.org/en/Docs/gdsmdpg2420094_en.pdf. [Accessed 24 November 2020]

³⁰ <https://www.imf.org/en/Publications/CR/Issues/2020/03/19/Zimbabwe-2019-Article-IV-Consultation-Press-Release-Staff-Report-and-Statement-by-the-49283>.

and infrastructure services and humanitarian aid. With a large diaspora population, remittances have increasingly become an important source of foreign receipts and with the potential to play a more developmental role. Zimbabwe receives an estimated US\$1 billion (54 percent of total receipts) from its diaspora community annually. In this challenging context, more innovative financing models that blend development objectives with commercial considerations will be required to catalyse financing of SDGs.

The UN will develop multi-year and annual funding frameworks that provide an overall picture of the amount, type, sources, duration and sequence of financial resources that are:

- (a) required;
- (b) available and projected to be available; and
- (c) to be mobilized by the UNCT to deliver on the outcomes and outputs of the ZUNSDCF.

Taking the multi-year funding framework and building on the financial landscape analysis that was conducted as part of the CCA process, the UN will develop a resource mobilisation strategy that, in addition to describing funding requirements for the ZUNSDCF, will also:

- (i) outline the link between SDG financing and ZUNSDCF funding;
- (ii) highlight the catalytic role of funding in leveraging SDG financing; and
- (iii) outline what funding instruments the UNCT will use or draw on.

Through the funding framework, the UN will explore how available resources can play a complementary and catalytic role to address barriers to SDGs financing while better aligning existing financial resources with NDS1 and SDGs plans. Government's Sector Working Groups will play a key role in helping to ensure coordination between the ZUNSDCF resource mobilisation strategy and national priorities, fostering coherence with other sources of development assistance.

The UNCT will reinforce its role in mobilising financing for sustainable development, including through leveraging its convening power to bring together partners and stakeholders, including the local private sector through innovative blended finance models, to mobilise financing for sustainable development in Zimbabwe. Going beyond the funding needs of the ZUNSDCF, the UNCT will seek to leverage different sources of financing and investment flows, including domestic and international resources (private and public), to support the Government of Zimbabwe to finance national priorities to achieve the SDGs. To this end, the UN will support the Government to develop an Integrated National Financing Framework (INFF) outlining how the national development strategy

will be financed and implemented, including identification and leveraging of innovative financing and non-traditional funding sources and tools. The UNCT, will therefore, seek to catalyse available funding to address barriers to SDGs financing, enabling the Government of Zimbabwe to identify new sources of development financing and better align existing financial resources with national development priorities.

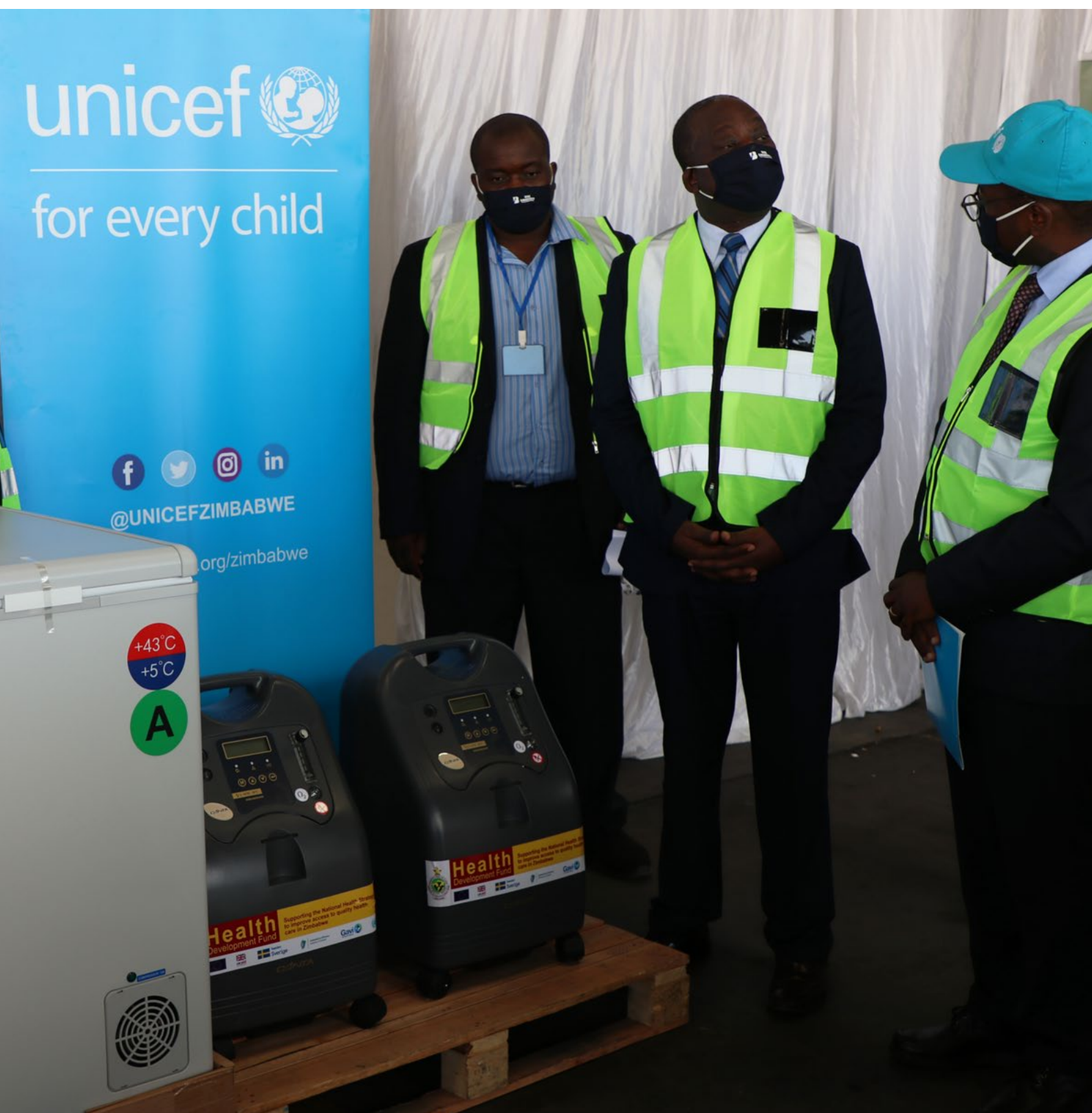
3.6. Communication and Advocacy

Communicating and advocating together is an integral part of the ZUNSDCF to facilitate one common voice that amplifies the development agenda. The UNCT will leverage its vast network of partners, including national institutions, Parliament, local government and independent institutions, development partners and donors, the private and public media, civil society, private sector, grassroots associations encompassing the youth, women, PWDs, schools and higher learning institutions, to share information and raise awareness of key development issues as a means of empowering people in Zimbabwe. In collaboration with partners, UN will develop a Communication and Advocacy Strategy to articulate strategic priorities and normative perspectives and communicate ZUNSDCF results. The Joint Communication and Advocacy Strategy will ensure that the UN in Zimbabwe delivers coherent and unified messaging.

3.7. Back Office Support

The UN Country Team will consolidate experiences and the results from collaborating on common business operations. It will further identify innovative and high-value common services that can enhance operational efficiency and achieve greater economies of scale to yield cost avoidance and savings that can be redeployed to programmes. Through mutual recognition of agencies' policies and procedures and adopting a client-centred approach, the UNCT will seek to strengthen interlinkages between operations and programmes to advance achievement of the SDGs, notably in gender parity, disability inclusion and environmental protection.

MONITORING AND EVALUATION PLAN



Implementation of the ZUNSDCF Monitoring and Evaluation Framework will be led and coordinated by the Monitoring and Evaluation Working Group, consisting of M&E focal points from all UN agencies. This process will be supported by the Programme Management Team as custodians of the interventions at output level, and as the main interface with activities and implementing partners.

4.1. Monitoring Plan

The UNCT in collaboration with the Government of Zimbabwe and partners has developed a costed multi-year joint research, monitoring and evaluation plan (JRMEP) to strengthen results-based management through collection of baseline data, tracking, and monitoring progress towards delivery of ZUNSDCF results and the SDGs. The plan includes strategies for innovative data collection from hard-to-reach populations, joint monitoring visits and bi-annual and annual reviews. Situation monitoring will be conducted through the annual review and update of the Common Country Analysis (CCA) and, based on evidence from the CCA, the ZUNSDCF results, indicators and targets may be adjusted as needed. In cases of emergency, the costed multi-year JRSM will be updated to include rapid assessments and emergency monitoring activities.

Implementation of the costed multi-year JRMEP will be informed by the National Statistical Development Strategy (NSDS), 2021–2025 and the National Monitoring and Evaluation Policy. The National Census to be conducted in 2022 will also contribute to refining monitoring and evaluation by integrating gender and disability disaggregated data obtained through the Census. During the first quarter of 2022, UN and partners will prioritise data collection to fill gaps identified during the development of the ZUNSDCF results framework. The ZUNSDCF will be reviewed bi-annually and joint activities will include periodic programme reviews, quality assurance activities and reporting through the UN INFO platform.

4.2. Risks and Opportunities

The ZUNSDCF formulation process identified multi-dimensional threats, shocks, and hazards that may undermine achievement of its outcomes. Threats posed by shocks, natural hazards, and stressors are not only due to the severity of the event, but are also shaped by social, political, economic, and environmental development decisions. Adopting the 12 inter-disciplinary dimensions of the UN SDGs-based Risk Framework, the ZUNSDCF captures the existing and potential multidimensional risks that may impact Zimbabwe's development trajectory

and particularly the national efforts to reduce the patterns of inequality, exclusion, disenfranchisement, and discrimination of populations left behind.

The multi-dimensional risks and threats identified include:

Challenges and constraints related to inadequate financial support at key institutions which are responsible for ensuring good governance, rule of law and protection and promotion of human rights. There is also low citizen participation in democratic and governance processes as well as high levels of corruption. These undermine good governance, human rights, and public and social service delivery. The Peace Pillar seeks to address these issues while leveraging the requisite entry points at all levels of public institutions.

Political and key Government personnel changes might lead to loss of momentum and delays in implementation progress. The strength of partners from the highest political level to the implementation structures will help ensure continued engagement with implementation partners despite personnel changes.

Economic instability: A substantial informal economy along with de-industrialization continue to threaten jobs in the wake of a youth bulge and increasing poverty levels. Perceptible improvements in high levels of inflation could potentially enhance economic and social stability. The work of the Prosperity Pillar seeks to address bottlenecks that have constrained inclusive economic growth.

Environment and Climate: Inadequate early warning systems lead to poor predictive capacity for proactive and anticipatory action, evidence-based information to aid decision-making in disaster prevention and management in times of crises. Floods, cyclones and the increased frequency and scale of drought and mid-season dry spells accompanied by rising deforestation threaten environmental sustainability. In addition, drought and increased climatic variability reduce agricultural production and disrupts food supply systems, destabilizing markets and exacerbating volatility, while simultaneously imperilling transport infrastructure and triggering local food crises. Outcome 2 of the ZUNSDCF seeks to address the important issues of climate change mitigation, disaster risk reduction and environmental management, all of which will help mitigate the associated risks.

Health emergencies: With a history of epidemics such as typhoid and cholera and more recently, the COVID-19 pandemic, health emergencies have become an increasing risk with wide-reaching adverse effects. Implementation of the ZUNSDCF will prioritise prevention, emergency preparedness and response capacities as well as the

strengthening of health systems.

Infrastructure and access to basic social services: Dwindling resource allocation to basic social and protection sector resulting in deterioration of infrastructure and diminishing access to basic social services and technologies. UN interventions will complement social protection and social services while strengthening the related institutions.

Regional and global influences: The ongoing insurgency by the so-called Islamic State Central Africa Province (ISCAP) in Mozambique's northern province of Cabo Delgado since October 2017 poses a major risk to the achievement of the ZUNSDCF outcomes. Further escalation or a protracted crisis could exacerbate instability in the sub-region, disrupt economic activity and cause massive displacements. In view of these risks, through inter-agency collaboration, the UN will develop appropriate response measures, including regular analyses of the root causes and drivers of such conflicts and proffering solutions at national and regional levels. The analyses will draw lessons from similar global crises.

4.3 Cooperation Framework Review and Reporting

Each Results Group will develop a joint Annual Work Plan (AWP) to be updated as necessary to adapt to changes in context, informed by the updated CCA and national priorities. The plans will be developed and or updated by January of each year with bi-annual reviews conducted by July and December of each year. The Annual Work Plans will be uploaded into the UN INFO platform and kept updated. Data and information from annual reviews and UN INFO will also inform the development of the annual One UN Results Report to be prepared and finalised by March annually. The report will feed into assessments of the National Development Strategy and Voluntary National Reviews (when conducted) and its elaboration will be guided by the four principles of national ownership, inclusiveness, use of existing platforms and evidence-based data to inform policy, promote changes and improve results. Quarterly financial reports will be produced and submitted to the Ministry of Finance and Economic Development.

4.4 Evaluation Plan

The ZUNSDCF will prioritise supporting implementation of the National Monitoring and Evaluation Policy to strengthen national evaluation capacities for country-led evaluations. During the fourth quarter of 2022,

an Evaluability Assessment (EA) will be conducted to assess the design of the ZUNSDCF and the framework for monitoring and evaluation (M&E). The EA will inform the development of a sound programme theory based on experiences in implementation in the first year, increased stakeholder involvement and empowerment, better understanding of the ZUNSDCF and improve quality of design and implementation of the ZUNSDCF. The EA will facilitate effective evaluation of processes, results and impact in the third and fourth quarters of 2025.

A final independent evaluation will be carried out in 2025, the penultimate year of the ZUNSDCF. It will help to systematically assess the contributions of the UNCT through the ZUNSDCF, focusing on development results, gaps and overlaps. The evaluation will ensure accountability, support learning and inform decision-making on the design for the subsequent planning cycle. The independent evaluation will adhere to United Nations Evaluation Group norms and standards and ZUNSDCF principles and guidelines. The evaluation process will be managed by the Joint Steering Committee, adhering to principles of independence and rigor. Evaluation Management Responses will be developed, implemented and monitored to ensure utilization of the evaluation's findings. UN agencies' country and biennium programme evaluations, thematic evaluations and joint programme evaluations will feed into the final evaluation of the ZUNSDCF.

ANNEX 1:

RESULTS FRAMEWORK

Overarching result

Result	Performance Indicators	Baseline	5yr target	Data Source/MoV	Contributing UN Agencies
Goal: By 2026, all people in Zimbabwe, especially men, women and children of all ages living in poverty in all its dimensions, experience transformative change in the quality of their lives.	Proportion of population living below the international national poverty line, by sex and age employment status and geographic location (urban/rural) (SDG 1.2.1)	Extreme Poverty, 57% (National): Rural: 72% Urban: 24%	10%	ZIMSTAT PICES, Poverty reports	UNCT (all 4 pillars: People, Planet, Prosperity, Peace)

PILLAR 1: PEOPLE

Strategic Priority 1: People-centred – inclusive, equitable human development and wellbeing

National Development Priorities

Health & Well-being
Human capital development & Innovation
Social protection
Devolution & decentralisation

Regional Frameworks

Africa Agenda 2063
Goal 1: A high standard of living, quality of life and wellbeing of citizens
Goal 2: Well-educated citizens and skills revolution underpinned by science, technology and innovation
Goal 3: Healthy and well-nourished citizens
Goal 17: Full gender equality in all spheres of life
Goal 18: Engaged and empowered youth and children

Sustainable Development Goals and Targets

SDG 3: Good health and Wellbeing: Targets 3.7, 3.8
SDG 4: Quality Education: Target...
SDG 5: Gender Equality: Targets 5.1,5.2,5.4,5.5
SDG 6: Clean Water and Sanitation: Target 6.1 and 6.2

Results	Performance Indicators	Baseline	5yr target	Data Source/MoV	Reporting UN Agencies
Outcome 1: By 2026, all people in Zimbabwe, especially women and girls and those in the most vulnerable and marginalised communities, benefit from equitable and quality social services and protection.	1.1. Health: Coverage of essential health services	49%	59%	MICS/ZDHS/DHS/HMIS	UNICEF, WHO, UNDP, UNFPA, UNAIDS
	1.2. Social Protection: % of extreme poor covered by social assistance programmes disaggregated by gender, age, sex and disability	47%	60%	PICES; ZIMVAC, gender supplementary analysis of the ZIMVAC	UNICEF WFP UN Women
	1.3. Water NDS 1: Percentage households using basic drinking water services (disaggregated Rural and Urban)	(2020 JMP) Total: 63% Urban: 95% Rural 60%	Total: 65% Urban: 95% Rural 63%	WHO/UNICEF Joint Monitoring Programme for Water Supply, Sanitation and Hygiene (JMP) UNOPS PCIREP Progress Report	UNICEF, WHO, UNOPS
	1. 4. Education: Net enrolment rate: ECD, Junior School, Secondary school, Tertiary (NDS 1, SDG4; CESA)	Infant: 60.57% (M: 60.36%, F: 60.79%) (2019 EMIS) Junior: 81.18% (M: 79.41%, F: 82.95%) (2019 EMIS) Secondary: 54.25% (M: 53.39%, F: 55.11%) (2019 EMIS) Tertiary: M TBA; F: TBA	Infant: 70% (M: 70%, F: 70%) Junior: 90% (M: 90%, F: 90%) Secondary: 60% (M: 60%, F: 60%) Tertiary: M: TBA %; F: TBA	EMIS; MICS/DHS	UNICEF; UNESCO
	1.5. Violence: SDG5.2.1 Proportion of ever-partnered women and girls aged 15 -49 years subjected to physical, sexual or psychological violence by a current or former intimate partner in the previous 12 months, by form of violence and by age (Tracer indicator - Most common form of violence reported).	20%	17%	MICS, ZDHS, ZimVAC, Population Census Administrative Data, NCMS Reports	UNFPA; WHO, UNICEF

Output 1.1: Government and non-government institutions and systems are strengthened at national and sub national levels to effectively manage and deliver sustainable and inclusive quality social and protection services	1.1.1 Number of community level structures with optimal capacity in place to deliver and monitor the delivery of social and protection services.	1 Stunting package: 68% (FNC report, 2020) Functional HCC: 100% (VHMAS, 2020) % of villages with VHWS operating: 80% (VHMAS, 2020) CCWs: 47% (4935)	4 Stunting package: 80% HCC:100% % villages with VHW operating: 100% CCWs: 75% (7875)	FNC Report VHMAS DSD Administrative Reports	UNICEF; WHO, UNFPA; UNDESA
	1.1.2. Proportion of trained human resources including with digital skills in place disaggregated by sector	Health facilities: 98% (VHMAS 2020) Teachers: 59.58% (2019 EMIS) Social welfare: 78%	Health facilities: 99% Teachers: 75% Social welfare workers: 100%	VHMAS	UNFPA; WHO, UNICEF; ITU
	1.1.3. Proportion of service points with adequate supplies	Health facilities (MNCH): 0% (VHMAS 2020) Health facilities (SRH -FP commodities): 96.5% (VMAHS 2020). Education: 72% (2019 EMIS) Primary & Secondary schools connected to internet: 31%	Health facilities (MNCH): 5% Health facilities (SRH – FP commodities): 98% Education: 82% Primary and secondary schools connected to internet: 90%	VHMAS	UNFPA; WHO, UNICEF ITU
	1.1.4 Number of institutions capacitated to develop, implement and monitor equitable, disability inclusive and gender responsive services.	Total no. of institutions: NA IHR core capacity: 51% (SPAR 2019) Total institutions providing digital skills to PWD (disaggregated by form of disability): TBA	25 IHR core capacity: 80% Total institutions providing digital skills to PWD (disaggregated by form of disability): TBA	Administrative Reports (NAC; DSD Department of Disability Affairs Administrative Reports) GOZ State –Party Annual Report (SRAR)	UNFPA; UNICEF; WFP; WHO; UNHCR; FAO; IOM, UN Women, ITU, UNAIDS
Output 1.2: People, especially the vulnerable, marginalized, women, adolescents and youth are more knowledgeable and empowered to utilize quality basic social and protection services, having strengthened engagement and participation in and skills for their own development.	1.2.1: Number of people with access to equitable, gender sensitive, quality and integrated social and protection services	Adolescent services: 694,728 (2020) Food security: 4 million GBV services: 113,157	Adolescent services: 1,494,728 Food security 2.7 million GBV services: 271,000	Administrative Data, GBVIMS, CSO report	UNFPA; WHO, UNICEF; WFP, FAO
	1.2.2: Number and proportion of people capacitated with optimal practices and attitudes for WASH, nutrition, HIV and protection services	IYCF counselling no.: 382,970 (Rapid Pro, 2020) ART through DSD models %: 36% (MOHCC Reports) CP Social Norms no. 29,912 adolescent girls) 17,919 adolescent boys)	IYCF counselling: 600 000 ART through DSD models: 70% CP Social Norms no: 60,000 girls and 50,000 boys	Rapid-Pro Partner Reports (DSD reports) UNOPS PCIREP Progress reports	UNICEF; WHO, UNFPA; UNAIDS, UNOPS, FAO
	1.2.3: User satisfaction with the quality and accessibility of services	Health: 75% (CSS, 2020) SRH: 97% (SDP survey 2017) CP client satisfaction: 65%	Health: 80% SRH: 98% CP: 80%	Client Satisfaction Survey VIAMO / U-Report Community Feedback and Social Accountability Reports Cash Transfers Grievance reports	UNICEF; WHO, UNFPA;
	1.2.4: Proportion of SGBV survivors who report to health facilities within 72 hours in supported provinces	26% (2020)	32%	HMIS	WHO, UNFPA
Output 1.3: A strengthened gender responsive policy, regulatory and budgeting environment is in place to promote equitable utilization of social and protection services	1.3.1: Number of functional, quality national information systems	5	7	Management Information Systems (DHIS 2, EMIS, GBVIMS, NCMS, RWIMS Online)	UNFPA; UNICEF; WFP; WHO; UNHCR; FAO; IOM, UNAIDS
	1.3.2: Number of policies, strategies and laws developed.	Policies: NA Strategies: NA Laws: NA	Policies: 4 Strategies: 15 Laws: 6	Policy/Strategy documents	UNFPA; UNICEF; WFP; WHO; UNHCR; FAO; IOM; UNAIDS
	1.3.3: Proportion of total government spending on social services	Health: 7.1% Education 10.9% Social Protection: 2% WASH: 4% GBV:6.7%	Health: 15% Education: 20% Social Protection: 3% WASH: 7% GBV: TBA	UNICEF Budget Briefs National Budget, Estimates Book of Expenditure	WHO, UNICEF UN Women, UNAIDS
	1.3.4: Number of operational/functional coordination mechanisms at national and subnational levels	NA	27	Administrative Reports and Minutes of coordination mechanisms	UNFPA; UNICEF; WFP; WHO; UNHCR; FAO; IOM, UN Women, UNAIDS, UNDESA

PILLAR 2: PLANET

Strategic Priority 2:
Environmental protection,
climate resilience and natural
resource management

National Development Priorities

Food & nutrition security
Environmental protection
Climate resilience & natural
resource management

Regional Frameworks

Africa Agenda 2063

Goal 4. Transformed economies.

Goal 5. Modern agriculture for increased
productivity and production.

Goal 6. Blue/ocean economy for accelerated
economic growth.

Goal 7. Environmentally sustainable and climate
resilient economies and communities.

Sustainable Development Goals and Targets

SDG 2. Zero Hunger: Target 2.3

SDG 7. Affordable and clean
energy Targets 7.1,7.2

SDG 12. Responsible
Consumption and Production:
Targets 12.4, 12.5, 12.6

SDG 13. Climate Action: Targets
13.1, 13.2, 13.3, 13.B

Results	Performance Indicators	Baseline	5yr target 2022-2026	Data Source/MoV	Reporting UN Agencies
Outcome 2: By 2026, all people in Zimbabwe, especially the most vulnerable and marginalised, benefit from greater environmental stability and robust food systems in support of healthy lives and equitable, sustainable and resilient livelihoods.	2.1 DRR: Proportion of local governments that adopt and implement local disaster risk reduction strategies in line with national disaster risk reduction strategies (13.1.3)	Rural local authorities: 18 (ZRBF) Urban local authorities: TBA Emergency telecommunication plans developed and implemented: TBA	Rural local authorities: 40 districts (ZRBF and GCF cumulative) Urban local authorities: TBA Emergency telecommunication plans developed and implemented: TBA	Local authorities reports	UNDP ITU IOM
	2.2. Food Systems: Proportion of agricultural area under productive and sustainable agriculture (SDG 2.4.1)	TBA	>60%	Remote sensing, GIS, models, agricultural surveys, household surveys, administrative data or environmental monitoring systems. UNOPS PCIREP and ZIRP progress reports	FAO WFP UNOPS
	2.3 Food security: Prevalence of moderate or severe food insecurity in the population, based on the Food Insecurity Experience Scale (FIES) (SDG 2.1.2)	34.2% (SOFI 2020)	<20% by 2026	Household Food Insecurity Access Scale (HFAS).	FAO; WFP
	2.4. Nutrition security: Prevalence of childhood stunting and undernourishment (SDG 2.1.1 and 2.2.1)	Undernourishment: 8.4% (SOFI 2020) Childhood stunting: 23.5% (MICS 2019)	Undernourishment: < 5% by 2026 Childhood stunting: <17% by 2026	A well-designed household survey that collects information on food acquisitions MICS or ZIMVAC	FAO UNICEF WHO
	2.5. Clean environment: Proportion of the rural population practicing open defecation	35% (JMP 2020)	30%	JMP	UNICEF, WHO
	2.6. Clean Environment: Total Greenhouse gas emissions per year (SDG 13.2.2)	37.98 MtCO ₂ e per capita (National Communication, 2017)	42% reduction Below Business As Usual per capita emissions (compared to the baseline)	Revised National Determined Contributions Communication, Bi- Annual update report, Low emission development strategy.	UNDP ITU

Output 2.1: Strengthened capacity of government and non-government institutions at national and sub-national levels to sustainably manage and protect natural resources, the environment and promote climate change resiliency.	2.1.1. Number of districts that are offering climate change adaptive and mitigation services and products to affected communities	24 (ZRBF, ERVHIZ, ZIRP)	45 (cumulative districts under ZRBF & GCF, ERVHIZ, ZIRP)	Local authorities reports Meteorological data UNOPS PCIREP and ZIRP progress reports	UNDP WFP ITU UNOPS FAO
	2.1.2. Proportion of local administrative units with established and operational policies and procedures for participation of local communities in water and sanitation management (SDG 6.b.1)	TBA	TBA	Local authority reports	UNICEF WHO ITU
	2.1.3. Proportion national and subnational institutions, including private sector capacitated to develop and operationalise low carbon strategies, climate change mitigation and adaptation strategies, resilient and sustainable food systems and waste, electric and electronic (WEEE) recycling.	Low carbon strategies: 15% WEEE recycled: TBA Resilient and food systems: TBA	Low carbon strategies: 30% WEEE recycled: TBA Resilient and food systems: <50%	National Communication, biannual update report ITC surveys Government reports, Food and Nutrition Cluster Reports	UNDP ITU UNEP ITC FAO
	2.1.4. Number of gender-responsive measures in place for equitable access and benefit in sharing of natural resources and biodiversity.	TBA	TBA	Partners reports	UN Women ITU
Output 2.2: People especially the vulnerable and marginalized including women, girls, adolescents and youth are empowered to cope with climate change and build resilience for household food, and nutrition and water security demonstrating optimal attitudes, knowledge and attitudes.	2.2.1. Proportion of farmers (disaggregated by category) applying agroecology principles including crop diversification, use of organic fertilizers, in-field water management techniques, integrated pest management	<10%	40% (MOA NAPF Pillar 8)	National Agriculture Policy Framework Pillar 8 reports UNOPS ZIRP progress reports National Crop and Livestock assessment, Ministry reports,	FAO UNOPS
	2.2.2. Proportion of farmers with knowledge and skills to cope with the effects of climate change and coping strategies for food security (disaggregated by sex, geographical location and disability)	TBA	60% of all farmers cumulative	National Assessments Reports (ZimVAC, Crop and Livestock)	FAO UNDP
	2.2.3. Number of marginalised and vulnerable people reached with interventions that aim to ensure productive and sustainable food systems including use of digital and data technologies and platforms (disaggregated by sex, geographical location and disability)	TBA	TBA	Partner Records on people assisted UNOPS ZIRP and PCIREP progress reports	WFP ITU UNOPS UNDESA FAO

Output 2.3: Strengthened gender responsive policy, regulatory, public and private finance environment to transform agrifood systems and promote sustainable natural resource management	2.3.1. Proportion of local authorities budgeting for and disbursing funds for optimal environmental and natural resources management programmes (disaggregated by rural/urban)	Baseline 0%	50 Percent by 2026 (Urban 16, Rural 30)	Ministry of Local Government Reports, Ministry of Environment Reports, Local Authorities/ Council Reports	UNDP WFP
	2.3.2. Number of existing policies, laws and regulations and new ones (where relevant) on environmental and natural resources management established and implemented	7 (National biodiversity strategy and action plan, Forest policy, Climate change response strategy and Waste, Electric and Electronic policy & legislations, Land Policy Framework Agriculture and Food Systems Transformation Strategy Food and Nutrition Policy Agricultural Policy Framework)	6 (Parks and wildlife act, Wildlife Policy, Communal land forest produce act; Waste, Electric and Electronic policy & legislations, Agroecology strategy and manuals, national Bio economy strategy for Zimbabwe, Land Policy Implementation tools)	Ministry of Environment, Climate Change reports Policy documents Ministry of Lands and Agriculture policy documents	UNDP ITU UNEP FAO
	2.3.3. Number of advanced monitoring and geospatial and statical modelling, information, early warning and digital systems developed, operationalized and scaled up for disaster risk reduction, disaster management and humanitarian response.	High Frequency Monitoring system for 18 rural districts	High Frequency Monitoring system for 61 rural districts as part of AIMS under Ministry of Lands & Agriculture National Emergency digital/ telecommunication Plans & systems scaled for disaster risk reduction, disaster management and humanitarian response (Hand-in-Hand) multi-dimensional GIS Data Platform)	Ministry of Lands and Agriculture UNOPS PCIREP progress reports	UNDP WFP ITU ITC UNOPS FAO
	2.3.4 Number of food systems policy coordination platforms and dialogues operationalised at national and subnational levels	9 National Agriculture Policy Framework Pillar Technical Working Groups Development partners coordination forum	All rural provinces	Ministry of Lands, Agriculture, Fisheries, Water and Rural Resettlement reports	FAO

PILLAR 3: PROSPERITY

Strategic Priority 2: Environmental protection, climate resilience and natural resource management

National Development Priorities	Regional Frameworks	Sustainable Development Goals and Targets
Economic growth & stability Structural transformation & value chains, Infrastructure, utilities & digital economy	Africa Agenda 2063 IDDA 3 – UN GA Resolution A/RES/70/293 Goal 1. A Prosperous Africa based on Inclusive Growth and Sustainable Development. Goal 5. Modern agriculture for increased productivity and production. Goal 20. Africa takes full responsibility for financing her development goals.	SDG 1: No Poverty SDG 2. Zero Hunger: Target 2.3 Goal 4: Transformed economies SDG 8. Decent Work and Economic Growth: Targets 8.5, 8.6 SDG 9. Industry, Innovation and Infrastructure: Targets 9.2, 9.3

Outcome	Performance indicators	Baseline value and year	Target for 5 years (2022 - 2026)	Data source/ MoV	Reporting UN entities
Outcome 3: By 2026, all people in Zimbabwe, especially the most vulnerable and marginalised, benefit from more inclusive and sustainable economic growth with decent employment opportunities.	3.1. Formal Employment: Percentage of people in formal employment in total employment, by sector and sex (NDS)	24%, 2020	30%	ZIMSTAT LFS, Household Surveys, ILOSTAT	ILO, UNDP, IOM, UNIDO, ITU
	3.2. Unemployment: Unemployment rate, by sex, age and persons with disabilities (SDG 8.5.2)	UR-16%, 2019 (NATIONAL) Female: 17%; Male: 16%	11%	ZIMSTAT LFS, Household Surveys, ILOSTAT	ILO, UNDP, IOM
		Youth UR-27%, 2019(NATIONAL): Female: 30%; Male: 25%	22%	ZIMSTAT LFS, Household Surveys, ILOSTAT	ILO, UNDP
		Youths NEETs- 44.7%, 2019(NATIONAL): Female: 52.9%; Male:36.4%	30%	ZIMSTAT LFS, Household Surveys, ILOSTAT	ILO, UNDP
	3.3. Economic Growth: GDP growth rate per person employed (SDG 8.2.1)	GDP Growth rate (2019): TBA GDP Growth per person employed (2019): TBA	TBA	ZIMSTAT LFS, MoFED	ILO, UNDP
	3.4. Private Sector: Sectoral growth rate as % (NDS1)	Manufacturing sector growth rate (%)-10.8%, 2020	6.10%	ZIMSTAT, MoF/RBZ, MoIC	UNIDO ITU
		Agriculture sector growth rate (%)-0.2%, 2020	10.40%	ZIMSTAT, MoF/RBZ, MoA NAPF reports	FAO
		Private sector investments in agriculture (%): TBA	10%	ZIDA, CZI	FAO, UNIDO, ITC
		Contribution of value added exports to total (%)-16.2%, 2020 exports	18.40%	Government reports: ZIMSTAT, MoF/RBZ, MoIC, MoFAIT	ITC, UNIDO, FAO
		Value Added contribution-NDS-11.7%, 2020	15%	Government reports: ZIMSTAT, MoF/RBZ, MoIC	UNIDO, ITC, FAO
3.1 Key institutions are able to design and implement evidence-based gender responsive policies, laws and programmes for inclusive and sustainable economic growth and development.	3.1.1. Number of gender responsive policies and programmes developed that support inclusive and sustainable economic growth, promote digital economy, e-Commerce and tech-SMEs, entrepreneurship and cyber trust. (SDG 8.3; 10b & 17.5)	TBA, 2021	Target: TBA Agriculture Development Fund (ADF)	Government reports: MoFED, MPSLSW, MoIC, MoA, ZIDA, MoFED, MLAFWRR	UNDP, ILO, UNIDO, IOM, UNWOMEN, ITU FAO
	3.1.2. Remittances as a percentage of GDP (percentage of remittances utilized for investment)	7%, 2020	12%	Government reports: RBZ, MoFED, MoFAIT, MoPSSLW	IOM, UNDP, ILO, UNIDO
	3.1.3. Platforms for inclusion and participation of people in pro-poor job-centered and transformational economic policy formulation and implementation are in place and utilised	(1) TNF, 2020	5 Hand –in-Hand Geo-Spatial Data Platform Country Agribusiness & Investment Forum	Government reports: MoFED, MPSLSW, MoIC, EMCOZ, CZI MoWACSMED MLAFWRR	ILO, UNDP, UNIDO UN Women FAO

3.2 People, especially the most vulnerable and marginalized including women, girls, adolescents and youth are empowered to contribute to and benefit from productive and decent work opportunities.	3.2.1. Number of people who accessed empowerment opportunities including digital skills in all sectors of the economy, disaggregated by sector, age, sex, rural/urban and disability (NDS 1 - youth)	Youths: 16,000, 2020 Rural: TBA Urban: TBA Disability: TBA	Youths: 630,000 Rural: TBA Urban: TBA Disability: TBA	Government reports: MoYSAR, MWAGSMECD, MoPSLSW UNOPS ZIRP and PCIREP progress reports	ILO, UNDP, UNESCO, UNWOMEN, UNFPA, UNICEF, IOM, ITU, UNOPS
	3.2.2. Proportion of small-scale industries and farmers with a loan or line of credit land, workspaces and markets (SDGs 9.3.2 on loan/line of credit)	Access to loan/line of credit: TBA Mobile access to financial services: TBA Access to e-Agriculture: TBA	Access to loan/line of credit: TBA Mobile access to financial services: TBA Access to e-Agriculture: TBA	Government reports: MoFED, MoIC, MWAGSMECD, RBZ	UNIDO, UNDP UNCTAD ITU UNDESA FAO
	3.2.3. Proportion of primary and secondary school children with access to ICTS-broadband, internet and mobile penetration and Digitalisation (SDG 4.4.1)	TBA	TBA	POTRAZ, MoICTs	ITU, UPU
	3.2.4. Proportion of women and marginalised households participating in profitable value chains and have improved source of livelihoods (NDS) and (by sector and geographical location)	Total: 2%, 2020 Rural: TBA Urban: TBA	Total: 15% Rural: TBA Urban: TBA	Government reports: MoFED, MPSLSW, MoIC, MoYSAR, MWAGSMECD, MLGPW, MLAWRR, MDWV UNOPS ZIRP progress reports MLAFWRR	UNDP, UNWOMEN, ILO, UNESCO, FAO, UNOPS FAO
3.3. The business environment is strengthened to increase opportunities for private sector investment, innovation, productivity and competitiveness, trade and industrial development in key value chains. (mining, manufacturing, tourism, agriculture, services, digital and green economy)	3.3.1. Proportion of private sector including SMMEs with access to trade including eCommerce and investment opportunities(NDS1)	TBA, 2021 Private sector investment in agriculture: TBA	TBA	Government reports: MoFED, RBZ, MPSLSW, MoWACSMED, ZIDA, CZI	UNDP, UNIDO, ITC ITU, IOM, FAO
	3.3.2. Number of institutions with effective M & E systems for measuring policy and program impacts, eliminate corruption, fiscal leakages, illicit financial flows and accounting for trade	TBA, 2021	TBA	MoFED, MoFAIT; MoWACSMED	UNDP, UNIDO, ITC, UN Women, IOM
	3.3.3. Availability and utilisation of real-time and updated national and sectoral economic and labor market data series	Yes (LFS, 2019; PICES 2017, Business Agriculture review (EBA))	Yes TBA	Government reports: MoFED, MPSLSW, MoIC, EMCOZ, CZI, ZIMSTAT World Bank	UNDP, ILO, UNIDO, UNESCO, IOM, ITU, FAO World Bank
	3.3.4. Proportion of national and sub-national institutions developing pro-poor and gender responsive budgets.	TBA, 2021	10	MoFED, MPSLSW, MoIC, MoYSAR, MWAGSMECD, MLGPW, MLAWRR, MDWV	UNDP, UNWOMEN, IOM

PILLAR 4: PEACE

Strategic Priority 4:
Transformative, accountable,
equitable and inclusive
governance

National Development Priorities

[NDS cross-cutting themes]

Governance; Public service delivery; Justice delivery; Combatting corruption; Human rights & freedoms; Social cohesion; National unity; Peace & reconciliation; Transparency & accountability

Regional Frameworks

Africa Agenda 2063

Goal 11. Democratic values, practices, universal principles of human rights, justice and the rule of law entrenched.

Goal 12. Capable institutions and transformative leadership in place.

Goal 13. Peace, security and stability is preserved.

Goal 14. A stable and peaceful Africa. Goal 16.

African cultural renaissance is pre-eminent.

Goal 19. Africa as a major partner in global affairs and peaceful co-existence.

Sustainable Development Goals and Targets

SDG 5: Gender Equality: Target 5.1,5.2,5.4,5.5

SDG 10. Reduced Inequalities: Target 10.3

SDG 16. Peace, Justice and Strong Institutions: Targets 16.1, 16.2, 16.3, 16.4, 16.5, 16.5, 16.7, 16.8, 16.9, 16.10, 16.11,16.b

SDG 17

Outcome	Performance indicators	Baseline value and year	Target for 5 years (2022 - 2026)	Data source/MoV	Reporting UN entities
4. By 2026, all people in Zimbabwe, especially the most vulnerable and marginalized, benefit from more accountable institutions and systems for rule of law, human rights and access to justice.	4.1 Transparent and accountable institutions and systems: Proportion of population by sex, age, disability who indicate satisfaction in surveys with their last experience of public services (modified SDGs 16.6.2)	60% of total population (no breakdown by Gender)	70% of total population Female: 40% Male: 30%	PSC Annual Report/ Satisfaction Surveys/ National Development Strategy1	UNDP
		PWD: 0% Female: 0 Male: 0	WD: 50% of PWDs Female: 30% Male: 20%	PSC Annual Report, Ministry of Public Service Annual Report	UNDP
		Youths: 0% Female: Male:	Youths: 50 % of youths Female:30% Male:20%	PSC, Ministry of Youths	UNDP
	4.2 Leadership and inclusivity: Proportions of positions in national and local institutions, including (a) the legislatures; (b) the public service; and (c) the judiciary, compared to national distributions, by sex, age, persons with disabilities and population groups (SDG 16.7.1)	Legislature: Female: 32.6% Male: 67.4% Disability: 0.01%	Legislature Female: 40% Male: 60% Disability: 5%	Parliamentary Annual Report Parliamentary Website	UNDP UN Women
		Judiciary Female: 55% Male: 45% Disability: 0%	Judiciary Female: 60% Male: 50% Disability: 5%	Reports from the Judicial Service Commission	UNDP UN Women
		Public institutions (public service) Female: 30% Male: 70% Disability:	Public institutions (public service) Female: 35% Male: 65% Disability: 5%	PSC Annual Report, Ministry of Public Service Annual Report, ZIMSTATS Annual Reports and surveys ZGC Reports	UNDP UN Women
		Local government Female:13.3% Male: 86.7% Disability:	Local government Female: 20% Male:80% Disability:5%	Ministry of local government, official data on members of local government ZGC Reports	UNDP UN Women
	4.3 Compliance with international human rights or governance standards: Level of compliance with international, continental and regional human rights and Treaty Bodies instruments/covenants (modified SDG 16.a.1)	% complaints of human rights violations or abuse investigated by independent commissions: ZHRC: 32% ZGC: TBA NPR: 50%	ZHRC: 50%, NPRC to attain 90% investigative rate by 2026 ZGC: TBA	Ch.12 Institutions Annual Reports	UNDP UN Women UNDESA
		% of GBV cases reported to court that were completed and judgment was done in favour of the client 42.8%	50%	VFS data, MICS, DHS, OSC and shelter data	UNICEF UNFPA
		Clearance rate of court cases (NDS) with disaggregation: Children: 60% of cases involving children	Children: 75% target for children's cases	VFS Data	UNDP UNICEF
		Number of laws aligned: 4 laws	additional 2 laws	Government reports	UNDP UN Women
		ZHRC compliant with Paris Principles	Maintain A status compliance	ZNRC reports, OHCHR reports	OHCHR
	4.4. Human rights: 16.b.1 Proportion of population reporting having personally felt discriminated against or harassed in the previous 12 months on the basis of a ground of discrimination prohibited under international human rights law (SDG 16.b.1)	Total: 344 cases Female: 97 Male: 244 Marginalised groups by group: 12%	Total: 1750 cases Female: 55% Male: 45% Marginalised groups by group: 210 cases	ZHRC Report	UNDP UNWOMEN UNESCO UNICEF UNFPA IOM

4.1 Capacity of institutions and systems at national and sub-national levels is strengthened to discharge their mandate (human rights, rule of law, access to justice) in a transparent and accountable manner.	4.1.1 Number of reports submitted to international treaty bodies and proportion of recommendations from commitments in normative frameworks implemented (e.g. CEDAW, Beijing, Beijing, SADC protocol, Maputo protocol, CRC, CRPD, Refugee Convention / Statelessness, UPR)	Reports submitted: 1 (CEDAW) (2018) Proportion of recommendations: 20%	Reports submitted on time: 3 (CRC, HRC, PCRPD) Proportion of recommendations: 70%	Reports, Joint CEDAW action plan; UNDP Justice Annual Report	UNDP UNWOMEN UNESCO UNICEF ILO UNHCR ITU IOM OHCHR
	4.1.2. Number of policies, frameworks, regulatory measures developed and/or adopted to mitigate and remedy corruption and to promote rule of law, access to justice and human rights and are gender responsive.	0/2021	2	Reports, Parliamentary Hansard	UN Women UNDP
	4.1.3. Number of key institutions strengthened to plan, cost and develop and implement gender responsive and child friendly including child online protection frameworks that promote rule of law, access to justice and human rights	Gender responsive (GR): 0/2021 Child friendly (CF): 4	GR: 15 CF: 5	Spotlight Initiative Annual Report, Parliamentary Hansard	UN Women UNICEF UNDP ITU
	4.1.4. Early warning structures, systems and processes put in place to prevent conflicts as well as violation and abuse of human right standards. (NDS)	NPRC - 0 (2021)	1 Conflict Early Warning System operational within the country	NPRC report	UNDP
4.2. People especially the vulnerable and marginalized including women, girls, adolescents and youth are empowered to effectively participate, claim their rights and benefit from service delivery by institutions at national and sub national levels (Executive, legislative and judiciary).	4.2.1 Proportion of capacitated women and youth groups participating in local development planning, budgeting and monitoring	TBA	TBA	Spotlight Annual Report,	UN Women UNFPA ITU UNDESA
	4.2.2 Number of confirmed administrative justice and human rights abuse cases reported disaggregated by sex and disability (NDS)	Total: 344 Female: 28% Male: 71% Disability: 1% Female: TBA Male: TBA	Total: 2500 Female: 40% Male: 60% Disability: 5% Female: TBA Male: TBA	ZHRC Report JSC Report	UNDP
	4.2.3 Number of children supported through the Integrated Justice System (Zimbabwe Republic Police, National Victim Friendly System, Pre-Trial Diversion, Legal Aid Directorate, National Prosecuting Authority, Zimbabwe Prisons and Correctional Services)	6500	25000	VFS Data	UNICEF
4.3. A strengthened gender responsive policy, oversight and legislative environment is in place to enable the effective implementation of the normative frameworks that Zimbabwe has signed, ratified and domesticated.	4.3.1. Number of gender related recommendations from commitments in normative frameworks domesticated and implemented (CEDAW, Beijing, CEDAW, Beijing, SADC protocol, Maputo protocol)	59	All the 59 recommendations are implemented	CEDAW NAP, National Action Plan, Ministry of Women Affairs Annual Reports	UN Women ITU
	4.3.2. Number of local government councils engaging citizens in local development processes	35% of local authorities	75% of local authorities	Budget Formulation and Consultative Reports	UNDP UN Women IOM UNDESA
	4.3.3. Number of CSOs and social actors actively engaged in gender responsive legislative and policy reforms	TBA	TBA	CSO Reports, Spotlight Annual Report, Chapter 12 commission reports	UN Women UNDESA

RESEARCH, MONITORING AND EVALUATION PLAN

Description of activities	Main objective	Responsible Results Group	Timeline				
			Yr. 1	Yr. 2	Yr. 3	Yr. 4	Yr. 5
DATA AND RESEARCH							
Baseline data collection per Cooperation Framework outcome and output indicator	Ensure baseline data and target values are fully provided at the beginning of Cooperation Framework including all relevant disaggregation	UN M & E Team and Data for Development Working Group					
Develop and implement UNCT Research and Data strategy	To strengthen data availability, data mining and visualisation and support production of evidence-based reports and working papers on a range of sustainable development topics.	Data for Development Working Group					
Conduct joint research, assessments, special studies and diagnostics	Strengthen evidence generation to inform the UNSDCF implementation and/or SDG policy advocacy initiatives	All relevant RGs, UN M & E Team and Data for Development Working Group.					
Support implementation of the National Data Strategy	Strengthen data generation and timely availability of data to track or monitor progress on SDGs and NDS	Data for Development Working Group.					
PLANNING AND MONITORING							
Develop Joint Annual Work Plans	To ensure coherence and collective delivery of CF and adaptation of UNCT support to the changes in context, informed by the updated CCA and national priorities.	All relevant RGs, UN M & E Team					
Joint field monitoring and learning visits to supported programs / interventions	Monitor progress of delivering as one, document challenges and devise actionable recommendation	All relevant RGs, UN M & E Team					
Biennial round table think tanks on progress towards achievement of SDGs and CF target	Monitor progress towards achievement of SDGs, document challenges and devise actionable recommendations	All RGs UN M & E Team Data for Development Group					
Develop and update the cooperation framework risk management plan	Monitor and mitigate the impact of risks. Improve the overall efficient implementation of the CF.	All RGs UN M & E Team					
Review and update Common Country Analysis	Strengthen situational monitoring through reflection on the changes in Country context, operating environment PRG, Strategic Priority	All RGs UN M & E Team Data for Development Group					
REVIEW AND REPORTING							
Conduct mid-year strategic priority performance reviews	Reflect upon the overall progress towards strategic priority outcome (s) and devise strategies to accelerate the implementation of SP annual work plan interventions	PMT, RGs, UN M & E Team					

Conduct CF annual reviews and prepare the UN annual report	Reflect upon the overall progress towards Cooperation Framework outcomes and devise strategies to accelerate the implementation of Cooperation Framework	PMT, OMT, RGs, UN M & E Team						
Conduct mid-year and End of Year Review of OMT work plan and BOS	Reflect upon the overall progress towards achievement of OMT / BOS planned results.	OMT						
EVALUATION								
Conduct an Evaluability Assessment of the UNSDCF	Determine the extent to which the cooperation framework can be evaluated in a reliable and credible fashion and thus inform the feasibility, scope, approach, and value for money of an evaluation. Moreover, it will check the coherence of the CF and mechanisms for availability of data and information for future assessments and evaluation	UN M & E Team All RGs						
Conduct final independent evaluation of Cooperation Framework	Evaluate the Cooperation Framework according to the revised OECD criteria considering the SDGs and NDS 1	UN M & E Team All RGs						
Conduct Joint programme and thematic evaluations	Assess systematically the relevance, cohesiveness, effectiveness, efficiency, impact and sustainability of joint programmes and common themes of interest under the Cooperation Framework	UN M & E Team Joint Programme Leads						
CAPACITY DEVELOPMENT AND LEARNING								
Support implementation of the National M & E Policy	Nurture national evaluation capacity development to promote country led evaluations, use of evaluations in VNRs and policy and program implementation	UN M & E Team						
Extend support to the statistical office and sectors in collection, analysis and utilization of data	Strengthen the statistical capacity of ZIMSTAT and MDAs in the generation and utilization of data in monitoring SDG targets	Data for Development Group						
Establish partnerships and strengthen capacities data collection and use	Strengthen national capacities on strategies for innovative data collection from hard-to-reach populations, data analysis, data mining and visualization. To strengthen the UNCT's partnerships with research institutions, private sector, government agencies and similar entities across the UN system through concrete collaboration on areas of the 2030 agenda.	UN M & E Team Data for Development Group						
Establish learning mechanisms and platforms through which share lessons and best practice	To improve performance by ensuring that lessons learnt and best practices and shared among agencies and key stakeholders and are incorporated into the programme cycle	UN M & E Team All RGs All Joint Programme Leads						

LEGAL ANNEX

This Legal Annex refers to the cooperation or assistance agreements or other agreements that are the already existing legal basis for the relationship between the Government of Zimbabwe and each UN organization supporting the country to deliver on the United Nations Sustainable Development Cooperation Framework 2022-2026.

Whereas the Government of Zimbabwe (hereinafter referred to as "the Government") has entered into the following relationships:

- a) **With the United Nations Development Programme (UNDP)**, a basic agreement to govern UNDP's assistance to the country, which was signed by the Government and [UNDP (the "Standard Basic Assistance Agreement" or "SBAA" on 27 May 1980. This Cooperation Framework, together with a joint results group work plan specifying UNDP programme activities further to this Cooperation Framework (which shall form part of this Cooperation Framework and is incorporated herein by reference), constitute together a "project document" as referred to in the SBAA. The implementing partner and UNDP will sign a project agreement containing the specific arrangements for each project further to the relevant project document.
- b) With the **United Nations Children's Fund (UNICEF)** a Basic Cooperation Agreement (BCA) concluded between the Government and UNICEF on 28 August 1998 and ratified on 13 July 2000.
- c) With the **Office of the United Nations High Commissioner for Refugees (UNHCR)** the Agreement for the opening of the Representation in Zimbabwe on 9 November 1988 and the Field Office in Tongogara.
- d) With the **World Food Programme (WFP)** a Basic Agreement concerning assistance from the World Food Programme, which Agreement was signed by the Government and WFP on 24 November 1982 and a Letter of Understanding signed by the Government and WFP on 13 May 2018.
- e) With regard to the **United Nations Population Fund (UNFPA)**, the SBAA signed between the Government and UNDP on 27 May 1980 will apply *mutatis mutandis* upon completion of relevant procedures.
- f) The provisions of the Standard Basic Assistance Agreement (SBAA) between the UNDP and the Government, signed and entered into force on 27 May 1980 shall be applied, *mutatis mutandis*, to **United Nations Industrial Development Organisation (UNIDO)** projects and programmes in Zimbabwe.
- g) With the **Food and Agriculture Organization of the United Nations (FAO)** the Agreement between the Government and FAO regarding the establishment of the FAO Sub-regional Office for Southern and Eastern Africa signed on 17 August 1995, and as amended by the Supplementary Agreement between the Government and FAO regarding the FAO Sub-regional Office for Southern Africa signed on 4 August 2006.
- h) **The International Labour Organization (ILO)** fully observes and adheres to the provisions of the Framework Agreement for Cooperation between the Government of Zimbabwe and the International Labour Organization signed on 08 February 1990 and amended on 19 November 1993. The priorities of ILO's tripartite partners as developed by the Government of Zimbabwe through the Ministry of Public Service, Labour and Social Welfare and representative Employers and Workers Organisations inform ILO's support under the framework of a Decent Work Country Programme (DWCP) for Zimbabwe. The DWCP for Zimbabwe represents ILO's contribution to UN common action under the United Nations Sustainable Development Cooperation Framework (ZUNSDCF).
- i) The Cooperation Agreement between the Government of Zimbabwe and the **International Organization for Migration (IOM)** concluded between the Government and IOM on 21 February 2007.
- j) Host country agreement between the **International Telecommunication Union (ITU)** and the Government signed on 29 May 1989.
- k) With the **United Nations Joint Programme on HIV/AIDS (UNAIDS)** the Basic Agreement for the establishment of technical cooperation relations signed by the Government and WHO on 25 September 1980 will apply *mutatis mutandis*.
- l) With the **United Nations Educational, Scientific and Cultural Organisation (UNESCO)** the Host Country Agreement signed between the Government and UNESCO in 1986 and revised in 1995, outlining

the type of technical assistance to be provided by UNESCO and the scope of UNESCO's presence in the country. Since November 2013, the Office has become the Multisectoral Regional Office for Southern Africa.

- m) With the **United Nations Office for Project Services (UNOPS)** the SBAA signed between the Government and UNDP on 27 May 1980 will apply mutatis mutandis, as confirmed by the Host Country Arrangements through an exchange of letters between the Government and UNOPS.
- n) With the **Universal Postal Union (UPU)** the Agreement between the Government and the UPU regarding the establishment of a regional office for Eastern and Southern Africa, signed on 27 February 1991.
- o) With regard to the **United Nations Entity for Gender Equality and the Empowerment of Women (UN Women)**, the SBAA signed between the Government and UNDP on 27 May 1980 will apply mutatis mutandis, as confirmed by an exchange of letters between the Government and UN Women.
- p) With the **World Health Organisation (WHO)** the Basic Agreement signed with the Government and WHO on 25 September 1980.

The Cooperation Framework will, in respect of each of the United Nations system agencies signing, be read, interpreted, and implemented in accordance with and in a manner, that is consistent with the basic agreement between such United Nations system agency and the Host Government.

The Government will honour its commitments in accordance with the provisions of the cooperation and assistance agreements outlined in paragraph on the basis of the Relationship. Without prejudice to these agreements, the Government shall apply the respective provisions of the Convention on the Privileges and Immunities of the United Nations (the "General Convention") or the Convention on the Privileges and Immunities of the Specialized Agencies (the "Specialized Agencies Convention") to the agencies' property, funds, and assets and to their officials and experts on mission. The Government shall also accord to the agencies and their officials and to other persons performing services on behalf of the agencies, the privileges, immunities and facilities as set out in the cooperation and assistance agreements between the agencies and the Government.

In addition, it is understood that all United Nations Volunteers shall be assimilated to officials of the agencies,

entitled to the privileges and immunities accorded to such officials under the General Convention or the Specialized Agencies Convention. The Government will be responsible for dealing with any claims, which may be brought by third parties against any of the agencies and their officials, experts on mission or other persons performing services on their behalf and shall hold them harmless in respect of any claims and liabilities resulting from operations under the cooperation and assistance agreements, except where it is any claims and liabilities resulting from operations under the cooperation and assistance agreements, except where it is mutually agreed by the Government and a particular agency that such claims and liabilities arise from gross negligence or misconduct of that Agency, or its officials, advisors or persons performing services.

Without prejudice to the generality of the foregoing, the Government shall insure or indemnify the agencies from civil liability under the law of the country in respect of vehicles provided by the agencies but under the control of or use by the Government.

- (a) Nothing in this Agreement shall imply a waiver by the UN or any of its agencies or organizations of any privileges or immunities enjoyed by them or their acceptance of the jurisdiction of the courts of any country over disputes arising of this Agreement.
- (b) Nothing in or relating to this document will be deemed a waiver, expressed or implied, of the privileges and immunities of the United Nations and its subsidiary organs, including WFP, whether under the Convention on the Privileges and Immunities of the United Nations of 13th February 1946, the Convention on the Privileges and Immunities of the Specialized Agencies of 21st November 1947, as applicable, and no provisions of this document or any Institutional Contract or any Undertaking will be interpreted or applied in a manner, or to an extent, inconsistent with such privileges and immunities.

SYNTHESIS REPORT OF STAKEHOLDERS CONSULTATIONS

Overview of Consultations

The UNCT in Zimbabwe commenced the process of formulating the new ZUNSDCF 2022-2026 in alignment with the national planning cycle to ensure that it is anchored on national development priorities.

Partnerships and inclusivity are at the heart of the ZUNSDCF design process. This calls for extensive consultations, in particular with populations that are typically left behind, and engagement of a wide cross section of stakeholders and partners. Consequently, the Zimbabwe UNCT led inclusive and participatory consultations, thereby ensuring shared vision, broad-based support and active engagement of key partners and stakeholders in the Cooperation Framework design process.

The purpose of these consultations was to inform our partners and development stakeholders of the proposed priorities and expected outcomes of the ZUNSDCF and to initiate dialogue on strategies for working together to achieve the outcomes. The consultations sought the input of the stakeholders on the relevance of the proposed results to contribute to national development, and more specifically, to leaving no one behind.

Consulted Stakeholders

- Government of Zimbabwe
- Independent Constitutional Commissions
- Representatives of Faith-Based Organisations
- Private Sector representatives
- Development Partners and Member States, with a separate consultation with SADC Ambassadors to get the regional perspective
- Representatives of political parties, including ZANU-PF, MDC Alliance & MDC-Transition
- Representatives of Zimbabwe's Diaspora Community
- Refugees and Asylum Seekers
- Confederation of Trade Unions and Workers' Unions
- Adolescents and Young People
- Representatives of Women's Groups
- Representatives of Men's Groups
- Representatives of Organisations of Persons with Disabilities, Academia, Media and Cultural and Creative Industries
- Representatives of Key Populations and Persons Living with HIV

Consultations with the Government of Zimbabwe were led by the Chief Secretary to the President and Cabinet and the UN Resident Coordinator. The meeting was also attended by senior Government Officials, including Permanent Secretaries, Technical Directors and Heads of agencies of the UNCT. The Government expressed appreciation for the early engagement in the design process of the ZUNSDCF. Furthermore, the Government acknowledged the UN's role in assisting the country meet its development targets and the importance of enhancing cooperation in areas that support Zimbabwe's priorities under the NDS1.

The Team also consulted with representatives of Constitutional Commissions who expressed appreciation for being engaged and noted that the four pillars of the Cooperation Framework aligned with their respective mandates.

The UNCT engaged groups representing persons with disabilities, media, academia, as well as the creative and cultural industry. Though being diverse groups, they unanimously argued for greater involvement in decision-making processes, and not to be just considered as a "target group" during implementation.

The UNCT
consulted with

14
stakeholder
groups

The team's consultations with youths and adolescents included direct engagement with groups representing these populations, as well as surveys and targeted social media outreach. This approach assisted in extending the reach of the consultations and increased the number of persons included.



Overall, the UNCT engaged 964 partners and stakeholders during these consultations. Their diverse voices brought out the key challenges that must be prioritised through the Cooperation Framework. Their recommendations will guide the UNCT in crafting the most effective model to implement the Cooperation Framework as well.

Delivery of the priority goals of the ZUNSDCF will depend largely on resource mobilisation, a more active role for the UN and its agencies in facilitating dialogue among polarised groups, support for Government NDS 1 and interventions that empower and support marginalised groups of people.

Some groups felt that despite progress that has been registered, large segments of the population remained marginalised from decision-making processes in national developmental programmes. Among young people and women, the lack of access to existing opportunities such as credit facilities from financial institutions was raised as one of the priority issues that required urgent attention.

While adolescents and young people had a fair knowledge of UN programmes, they noted inadequate access to quality health and education. This is especially noted in marginalised communities, resulting in outcomes such as early pregnancies. They saw the Cooperation Framework as essential in narrowing the information gap and amplifying the voices of young people in policy-making.

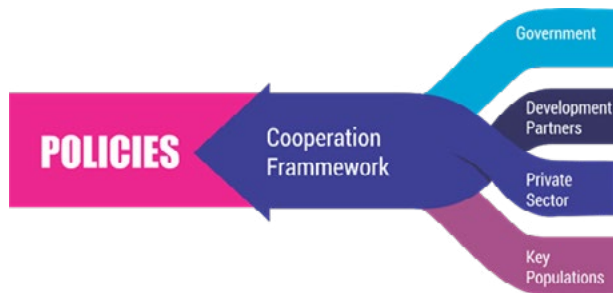
The consultation with the Independent Constitutional Commissions revealed that despite the clear set mandates under SDGs and the Government of Zimbabwe's own goals, they faced funding constraints and challenges in particular, to incorporate gender issues into mainstream programming.

Consultations revealed that the Cooperation Framework will have to navigate and help resolve lack of coordination



among Government ministries and departments, which is making it difficult to address community challenges. Groups consulted, including development partners, the private sector and government, viewed the Framework as an opportunity to improve policy coherence and implementation.

Figure 5: Cooperation Framework's coordination role among stakeholders



There was a lack of trust in engagement with the Government among some consulted groups, particularly the Diaspora and refugees, who proposed consultations that will result in material changes.

This finding revealed the need for credible processes that improve on previous programmes

Recommendations

The Government of Zimbabwe recommended the strengthening of partnerships between the UN and the Government. The Government suggested that progress on the SDGs and reform was not sufficiently communicated on the global stage and needed to find ways to give greater visibility to such progress.

SADC Ambassadors encouraged the UN to work with UNCTs in the sub-region to identify and develop regional level and transboundary projects that address common issues.

Key populations consulted recommended that the Cooperation Framework should include concrete and measurable benchmarks in ensuring that no one among key groups is left behind in policy-making and implementation as well as resource allocation.

Representatives of Trade Unions and Workers' Unions as well as FBOs recommended that clear indicators for the Cooperation Framework should be developed to achieve the desired results and realisation of the SDGs.

Women, adolescents, people living with HIV, persons with disabilities and key populations urged the UN to ramp up its investment in stigma reduction programmes. There is

need to come up with programmes to de-stigmatise the cultural, religious and moral barriers, that are demystifying certain elements within communities. This includes stigma associated with sexual orientation for key populations.

Removal of user fees, making health services more accessible and addressing legal and policy issues that fuel stigma and discrimination were also cited among recommendations to improve inclusivity and leave no key groups behind.

Increased access to equitable quality education and health care services to refugees is one of the key recommendations in leaving no one behind.

Key populations, such as sex workers, are currently criminalised. Hence, inequalities make it difficult for these groups to access health services, justice, educational services and other services.

The lack of inclusivity in national resource allocation was a key theme during consultations among marginalised groups. There is, therefore, a recommendation for a platform that is deliberate about advancing the causes of the key populations, trained and channelled into a government system where they are given a chance to make decisions and effect change.

Capacity-building for women's, men's and youth groups will require the UN to conduct a mapping exercise to identify organisations by their themes and capacities. The private sector recommended steps to help businesses, including micro and small enterprises, to rebuild more sustainably from the COVID-19 pandemic. According to the private sector, these steps include support for the creation of green jobs and safety nets.

For the diaspora to be more effective in nation building processes, the situation of undocumented Zimbabweans in the diaspora needs to be taken into account, while the diaspora could play an important role in rebranding Zimbabwe's image.

Leaders of political parties emphasised the need for electoral reforms to resolve the governance and political challenges in the country.

ANNEX 5:

HARMONISED APPROACH TO CASH TRANSFERS³¹

All cash transfers to Implementing Partners are based on the joint annual work plans agreed between the Implementing Partner and the UN system agencies. Cash transfers for activities detailed in the annual work plans can be made by the UN system agencies using the following modalities:

1. Cash transferred directly to the Implementing Partner:
 - a) Prior to the start of activities (direct cash transfer), or
 - b) After activities have been completed (reimbursement);
2. Direct payment to vendors or third parties for obligations incurred by the Implementing Partners on the basis of requests signed by the designated official of the Implementing Partner;

Direct payments to vendors or third parties for obligations incurred by UN system agencies in support of activities agreed with Implementing Partners.

A standard Fund Authorization and Certificate of Expenditures (FACE) report, reflecting the activity lines of the work plan, will be used by Implementing Partners to request the release of funds, or to secure the agreement that the UN entities will reimburse or directly pay for planned expenditure. The Implementing Partners will use the FACE to report on the utilization of cash received. The Implementing Partner shall identify the designated official(s) authorized to provide the account details, request and certify the use of cash. The FACE will be certified by the designated official(s) of the Implementing Partner. Cash transferred to Implementing Partners should only be spent for the purposes of agreed activities and within timeframes agreed in the work plans.

Cash received by the Government and national NGO Implementing Partners shall be used in accordance with established national regulations, policies and procedures consistent with international standards, in particular ensuring that cash is expended for activities as agreed in the work plans and ensuring that reports on the utilization of all received cash are submitted to the UN entities within six months after receipt of the funds. Where any of the national regulations, policies and procedures are not consistent with international standards, the UN system

agency financial and other related rules and system agency regulations, policies and procedures will apply.

In the case of international NGO/CSO and IGO Implementing Partners, cash received shall be used per international standards. In particular, these standards shall ensure that all the cash is expended for activities as agreed in the work plans and ensuring that reports on the full utilisation of all received cash are submitted to the UN entity within six months after receipt of the funds.

To facilitate scheduled and special audits, each Implementing Partner receiving cash from a UN entity will provide UN system agency or its representative with timely access to:

All financial records, which establish the transactional record of the cash transfers provided by the UN entity together with relevant documentation; and

All relevant documentation and personnel associated with the functioning of the Implementing Partner's internal control structure through which the cash transfers have passed.

³¹ The HACT clauses are mandatory for UN system entities that follow HACT procedures, namely, UNDP, UNICEF, UNFPA.





UNITED NATIONS
ZIMBABWE



UN Resident Coordinator's Office - Zimbabwe
Block 10. Arundel Office Park. Norfolk Rd. Harare

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