



United Nations  
Zimbabwe



**ZIMBABWE**

# Zimbabwe United Nations Development Assistance Framework 2012 – 2015







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# Zimbabwe United Nations Development Assistance Framework 2012 – 2015

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*Harare, Zimbabwe – April 2011*



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### Statement by the Government of Zimbabwe and the United Nations Country Team in Zimbabwe

We, the undersigned, pledge our commitment to contributing to the realisation of the Millennium Development Goals under the leadership of the Government of Zimbabwe. In pursuit of that endeavour, the Government of Zimbabwe and the United Nations Country Team will be guided by the principles and ideals of the United Nations as well as the national aspirations and commitments of Zimbabwe as a member of the international community.

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Alain Noudéhou  
UN Resident and  
Humanitarian Coordinator


A handwritten signature in black ink, appearing to read "Dr Ray Clinton Ndhukula".


Dr Ray Clinton Ndhukula  
Deputy Chief Secretary in the Office of the  
President and Cabinet




United Nations  
Zimbabwe

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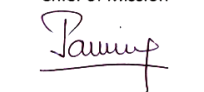
  
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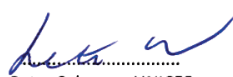
  
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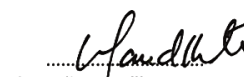
  
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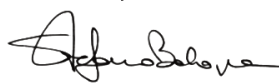
  
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A handwritten signature in blue ink, appearing to read "Alain Noudéhou". The signature is written in a cursive style and is positioned above a dotted line.

**Alain Noudéhou**

**The United Nations Resident and Humanitarian Coordinator in Zimbabwe on behalf of:**

International Atomic Energy Agency – IAEA

International Fund for Agricultural Development – IFAD

United Nations Conference on Trade and Development – UNCTAD

United Nations Human Settlement Programme – UNHABITAT

United Nations Information Centre – UNIC

United Nations Office on Drugs and Crime – UNODC

United Nations Office for Project Services – UNOPS



## FOREWORD

The 2012-2015 Zimbabwe United Nations Development Assistance Framework (ZUNDAF) was jointly developed by the Government of Zimbabwe and the United Nations Country Team (UNCT). The Government of Zimbabwe provided the necessary leadership and ensured that the ZUNDAF outcomes are in synch with Government policy thrust. This framework provides us with increased opportunities to promote partnerships in an effort to support national development priorities and to accelerate the achievement of the Millennium Development Goals.

The development of the 2012-2015 ZUNDAF came towards the end of the implementation cycle of the 2007-2011 ZUNDAF. This means that important lessons learnt from the implementation of the 2007-2011 ZUNDAF had a marked effect on the design of the 2012-2015 document. This ZUNDAF therefore identifies the policy and programme areas in which the UNCT will render assistance to the Government of Zimbabwe (GoZ) based on each UN agency's comparative advantages.

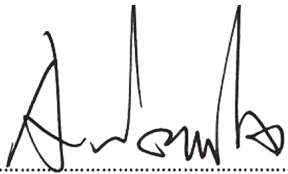
The ZUNDAF roll out process, which culminated in the production of this document, commenced in February 2010 with the drawing up of the roadmap and training of Thematic Group members on new ZUNDAF programming requirements.

The 2012-2015 ZUNDAF is pitched at a strategic level to ensure responsiveness to national needs. It will be implemented over a four year period, ending in 2015. The normal implementation cycle of the ZUNDAF was reduced by one year in order to harmonise it with the Medium Term Plan (MTP) and the Millennium Development Goals (MDGs) cycles, thereby improving its relevance and efficacy.

The Government of Zimbabwe and the UNCT have furthermore agreed to harmonise the Thematic Groups with the Government's cluster system in order to improve coordination and the strategic relevance of ZUNDAF implementation to GoZ policies and programmes.

In conclusion, we wish to take this opportunity to express our profound gratitude to all Thematic Groups for the extraordinary efforts and energy exerted in the development of this document. Staff in the Office of the President and Cabinet and from the Office of the UN Resident and Humanitarian Coordinator deserve special acknowledgement for the dedicated role played in coordination, guidance and leadership of the roll out process.

The onus is now on all of us to ensure that the implementation of the ZUNDAF has a substantial impact in uplifting the standard of living of the people of Zimbabwe.



.....  
**Alain Noudéhou**  
**UN Resident and Humanitarian**  
**Coordinator**



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

## EXECUTIVE SUMMARY

### Introduction

The 2012-2015 Zimbabwe United Nations Development Assistance Framework (ZUNDAF) is the UN's strategic programme framework to support national development priorities for the 2011-2015 cycle as well as the achievement of the Millennium Development Goals (MDGs) by 2015.

The 2012-2015 ZUNDAF is designed at a strategic level to provide the Government of Zimbabwe (GoZ) and the UN Country Team (UNCT) with a flexible and agile framework, responding and adapting in a holistic manner to the evolving national context. As such, the ZUNDAF incorporates principles of recovery and development. Increased effectiveness through UN coherence and stronger partnerships are key underlying principles for the operationalisation of the ZUNDAF.

The development of the framework was jointly led by the Government of Zimbabwe and the UN Country Team with the participation of donors and civil society organisations, ensuring national ownership and inclusiveness throughout the process. A series of joint exercises were held, providing the information and strategies needed to design an evidence-based programme framework.

### Results and Implementation

In order to respond to Zimbabwe's development priorities, eighteen outcomes with specific indicators have been elaborated within the seven identified national priority areas. These have been explicitly linked to Millennium Development Goal (MDG) impact indicators, providing an overarching and recognisable framework in working together towards the common goal of accelerating the achievement of the MDGs. The national priority areas and related outcomes are outlined below.

1. To support *good governance for sustainable development* – four outcomes have been elaborated: Improved justice delivery system and rule of law; Strengthened mechanisms for peacebuilding and for the prevention, management and resolution of conflict; Enhanced accountability in the management of public resources and service delivery; and, Enhanced people's participation in democratic governance structures and processes.
2. To support *pro-poor sustainable growth and economic development* – three outcomes have been elaborated: Enhanced economic management and pro-poor development policies and strategies; Increased access to decent

employment opportunities, especially for youths and women; and, Improved generation and utilisation of data for policy and programme development and implementation by Government and other partners.

3. To support *food security at household and national levels* – one outcome has been elaborated: Policy and action frameworks in place for enabling agricultural productivity and production.
4. To support *sound management and use of the environment* – one outcome has been elaborated: Environment management, energy and climate change policies and systems developed and implemented.
5. To support *access to and utilisation of quality basic social services for all* – five outcomes have been elaborated: Increased access to quality formal and non-formal education, training and life skills development; Increased access to and utilisation of quality basic health and nutrition services; Increased access to social protection for the most vulnerable households; Increased access to and use of safe and adequate water supply, improved sanitation and hygiene services; and, Improved policies, planning, management and implementation of housing programmes.
6. To support *universal access to HIV prevention, treatment, care and support* – three outcomes have been elaborated: Improved access to (and uptake of) HIV prevention services; Improved access to (and uptake of) HIV treatment, care and support services; and, Improved leadership, coordination and management of multi-sectoral HIV responses.
7. To support *women's empowerment, gender equality and equity* – one outcome has been elaborated: Laws, policies and frameworks established and implemented to ensure gender equality and empowerment of women and girls.

In addition, the ZUNDAF highlights key issues to reinforce linkages between outcomes and to strengthen national systems in responding to emerging needs, such as emergency preparedness and response, capacity development and reform of the public sector, as well as youth programming. Likewise, the ZUNDAF integrates key interrelated programming principles of human rights, gender equality, environmental sustainability, capacity development, and results based management into each outcome to further enhance UN contributions to the national development priorities.

The 2012-2015 ZUNDAF outcomes provide the Government of Zimbabwe and the United Nations Country Team with enhanced perspectives to advance UN coherence objectives by offering additional entry points for joint UN programming and by ensuring stronger linkages with other programming and funding tools.

In operationalising the ZUNDAF, the UN Country Team will support the Government of Zimbabwe as it leads and coordinates recovery and development interventions through nationally owned processes. Particular attention will be paid to establishing and fortifying partnerships with development partners, also promoting South-South cooperation.

### **Major Initiatives Complementing the ZUNDAF**

All UN initiatives in Zimbabwe are designed and implemented within the context of the ZUNDAF. Accordingly, the Consolidated Appeals Process (CAP), as the main tool used to plan, fund, implement and monitor humanitarian activities, complements the ZUNDAF. A new programme based approach was adopted for the CAP, providing the strategic focus and flexibility needed to identify adequate responses to priority needs and to build linkages with other major initiatives.

Other major initiatives are also underway which provide key entry points for the operationalisation of the 2012-2015 ZUNDAF, including the management by UN entities of important pooled fund mechanisms in support of various development initiatives as well as the assessment of overall recovery opportunities in the country.

### **Funding and Resources**

The UNCT will continue to mobilise resources in a coherent manner in order to operationalise the 2012-2015 ZUNDAF. Likewise, the UN Country Team will capitalise on its comparative advantages and networks to establish and promote partnerships between the UN System, the Government of Zimbabwe, development partners, civil society organisations and the private sector, while building on and consolidating existing opportunities.

Ultimately, the UNCT aims to support Zimbabwe by ensuring that sufficient technical and financial resources are available for the achievement of the Millennium Development Goals, of national priorities and of the objectives of the ZUNDAF. The indicative resource requirements for 2012-2015 ZUNDAF implementation are USD 797,142,522.

### Monitoring and Evaluation

The Government of Zimbabwe and the UN Country Team have decided to elaborate a joint implementation matrix, providing a common tool for ZUNDAF operationalisation at output and key action levels. This matrix will serve as a tool for improved programming, planning, implementation, monitoring and accountability at the internal level. In addition, the matrix will provide UN agencies with a common framework from which to draw their country programmes and action plans.

The Government of Zimbabwe and the UN Country Team will seek to ensure that the monitoring and evaluation of this ZUNDAF capitalises on existing national systems, while seeking to reinforce and consolidate these and to align ZUNDAF processes with national ones. Therefore, an agreed monitoring and evaluation framework will be followed in partnership with the government.

Data for ZUNDAF indicators, baselines and targets were drawn from the 2010 Country Analysis Report, the 2010 MDG Report, the 2009 National Human Development Report, and from various national studies and statistical sources.

### ZUNDAF Results Matrix

A ZUNDAF Results Matrix was developed at outcome level, providing the strategic direction and expected results for the UN's actions in Zimbabwe from 2012 to 2015. The matrix integrates the monitoring and evaluation element for progress measurement with indicators, baselines and targets for each outcome. In addition, the matrix identifies the role of UN entities and partners in achieving the planned results, as well as indicating the resources needed. For those indicators for which data could not be accessed from existing sources, the Government and the UNCT will seek to determine these within the first six months of ZUNDAF implementation.

# INTRODUCTION

## INTRODUCTION

The 2012-2015 Zimbabwe United Nations Development Assistance Framework (ZUNDAF) is the United Nations (UN) strategic programme framework to support national development priorities and the achievement of the Millennium Development Goals (MDGs) by 2015. The 2012-2015 ZUNDAF is the third generation programme framework and succeeds the 2007-2011 ZUNDAF. It is designed at a strategic level, ensuring enhanced flexibility and responsiveness. Increased effectiveness through UN coherence and stronger partnerships are key underlying principles for the operationalisation of the ZUNDAF. Ultimately, the ZUNDAF is an instrument through which programmes are developed and implemented to positively impact the lives of the people of Zimbabwe.

The ZUNDAF elaboration process was jointly led by the Government of Zimbabwe (GoZ) and the United Nations Country Team (UNCT) with the participation of development partners and civil society organisations (CSOs), ensuring national ownership and inclusiveness throughout the process. Thematic Groups, based on the seven national priority areas the ZUNDAF responds to, were co-chaired by senior Government and UN Officials. These groups led the elaboration of the 2012-2015 ZUNDAF, ensuring alignment with national development priorities, systems and programme cycles.

In order to articulate pertinent strategies, a Country Analysis Report was prepared and validated by the Government of Zimbabwe and the United Nations Country Team in 2010. Moreover, a strategic planning retreat was held in 2010 to jointly reach broad consensus on ZUNDAF priority areas and outcomes. These exercises provided the information and strategies needed to elaborate an evidence-based programme framework.

Given the evolving socioeconomic and political context, a strategic outcome based approach for this ZUNDAF was adopted. The 2012-2015 ZUNDAF is therefore designed to provide the Government of Zimbabwe and the UNCT with a flexible and agile programme framework, responding and adapting in a holistic manner to the national context. As such, the ZUNDAF incorporates principles of recovery and development, and offers opportunities to establish effective partnerships and to reinforce collaboration and joint programming through its seven priority areas. These are:



1. Good governance for sustainable development;
2. Pro-poor sustainable growth and economic development;
3. Food security at household and national levels;
4. Sound management and use of the environment;
5. Access to and utilisation of quality basic social services for all;
6. Universal access to HIV prevention, treatment, care and support; and
7. Women's empowerment, gender equality and equity.

Accordingly, eighteen outcomes have been elaborated to respond to evolving needs within each priority area, while explicitly linking these to Millennium Development Goal indicators as well as to the national priorities articulated by Government.

In addition, the Government of Zimbabwe and the United Nations Country Team have integrated cross-cutting issues to reinforce linkages between outcomes and to strengthen national systems in responding to emerging issues. Some of these issues are: emergency preparedness and response; infrastructure needs; capacity development and reform of the public sector; and youth programming. Likewise, the ZUNDAF integrates key interrelated programming principles of human rights, gender equality, environmental sustainability, and results based management into each outcome to further enhance the UN's contribution to the national development framework.

The 2012-2015 ZUNDAF provides the Government of Zimbabwe and the United Nations Country Team with enhanced perspectives to advance UN coherence objectives by offering additional entry points for joint UN programming and by ensuring stronger linkages with other programming and funding tools, such as the Consolidated Appeals Process. In line with this, a Joint Recovery Opportunities Framework was undertaken by Government and humanitarian actors, outlining recovery opportunities across the humanitarian and development spectrums and reinforcing linkages. This assessment will also serve to inform the elaboration of relevant outputs and actions that are applicable in the joint operationalisation of the ZUNDAF.

In implementing the 2012-2015 ZUNDAF, particular attention will be paid to establishing and fortifying partnerships. ZUNDAF outcomes will be implemented and monitored under the leadership of relevant Government institutions and in collaboration with development partners, including bilateral and multilateral donors, non-governmental organisations, civil society organisations and the private sector. Moreover, the UNCT will support the national aid coordination architecture to ensure national ownership of recovery and development processes, also promoting South-South cooperation.

In support of the above, and in order to have a positive impact on the lives of Zimbabweans, the United Nations will rely on its comparative advantages. Some of these are: its unique, neutral and impartial role across the humanitarian and development spheres; its position as a trusted and honest broker with Government and development partners; its normative legitimacy and permanent presence in Zimbabwe; and the breadth of its engagement, including its capacity to leverage resources. Therefore, the United Nations Country Team will build upon its position as a key partner, most notably by creating and reinforcing partnerships for the achievement of the Millennium Development Goals.

# RESULTS AND IMPLEMENTATION

## RESULTS AND IMPLEMENTATION

### NATIONAL DEVELOPMENT PRIORITY 1: Good Governance for Sustainable Development

Good governance and respect for fundamental human rights and basic freedoms are prerequisites for sustainable human development. Accordingly, Zimbabwe is a signatory to the Millennium Declaration, which recognises the central importance of good governance in creating an environment that is conducive to development and to the elimination of poverty. Thus, the Government of Zimbabwe and the United Nations Country Team agreed to emphasise governance and human rights issues in the ZUNDAF in order to promote economic recovery in the short term, as well as sustainable and equitable human development in the longer term. The social, economic and political context of the past decade has necessitated considerable outlay towards strengthening the national architecture for public service and justice delivery, rule of law and fundamental freedoms, as well as participatory democratic approaches for people in Zimbabwe.

In Zimbabwe, governance priorities relate to the development challenge of building and enhancing capacity in the provision of public services and the dispensation of justice. The achievement of these goals is inextricably correlated to the realisation of fundamental rights and freedoms, conflict prevention and management, and ensuring the security of persons. The Governance and Human Rights Thematic Group undertook a country analytical exercise which mapped the major development challenges of poor public service delivery, weak justice delivery system, inadequate mechanisms for conflict prevention and management, inadequately equipped oversight and accountability bodies, as well as the need for increased people's participation in democratic processes.

In order to promote good governance for sustainable and inclusive development, and to support Zimbabwe in achieving its national development goals, the United Nations Country Team has articulated its support in collaboration with national authorities and development partners around four main outcomes:

- Improved justice delivery system and rule of law;
- Strengthened mechanisms for peacebuilding and for the prevention, management and resolution of conflict;

- Enhanced accountability in the management of public resources and service delivery; and
- Enhanced people's participation in democratic governance structures and processes.

These outcomes are directly linked to the Millennium Declaration, which aims to promote democracy and strengthen the rule of law, as well as to further respect for all internationally recognised human rights and fundamental freedoms, including the right to development. The Declaration is a pledge to work collectively for more inclusive political processes, aiming to increase citizen participation. As the Millennium Development Goals emanate from the Millennium Declaration, ensuring good governance and the centrality of human rights is intimately tied to the achievement of all the MDGs. The ZUNDAF outcomes will contribute jointly to building a socially, politically and economically stable environment, one that is conducive to sustained peace, democratic space and equitable growth. Political and institutional structures and processes will therefore constitute the core focus of governance and human rights support.

The outcomes address governance priorities relating to tackling poor services and weaknesses in justice delivery, as well as the realisation of fundamental rights and freedoms. Therefore, the UNCT will work jointly with Government towards: a strengthened public sector and justice delivery system; promotion of the rule of law and respect for human rights; people's participation in democratic processes; and building peace. National efforts that promote the realisation of fundamental freedoms as enshrined in the core human rights instruments will be supported.

Likewise, the UNCT will contribute to the realisation of goals articulated in the 2011-2015 Zimbabwe Medium Term Plan on governance and human rights, especially in the areas of: enhancing the institutional capacity of state organs; strengthening law enforcement, judiciary and human rights oversight bodies; promoting social dialogue for cohesion and unity; and enhancing the realisation of freedoms. Efforts will be made to support the attainment of civil, political, economic, social and cultural rights.

Key programming principles will guide UNCT interventions. The Human Rights Based Approach will be the main tool for continued analysis of the underlying inequalities to ensure that discrimination against people living in poverty or social isolation does not impede their social progress towards rising out of poverty,

gaining access to justice and living in peace. In strengthening the issues of accountability in public resources management, a results oriented culture and people centred approach will be ingrained in service delivery reforms. Likewise, gender equality principles will be integral to these interventions so that they contribute to the eradication of gender based violence and to improving the opportunities of women to participate in economic and political life.

Capacity development will be a central component of the UNCT's support to the achievement of these outcomes. Through a series of strategic capacity development programmes, emphasis will be placed on developing a coherent framework of binding legal norms and accountability on the basis of a holistic, inclusive, and multi-sectoral process. This will further advance the application of good governance principles in the pursuit of stronger accountability mechanisms and towards constructive participation in democratic structures and processes.

The Government will provide leadership in the implementation of activities, while the UNCT and other development partners provide technical, advisory and financial support services. The UNCT will ensure greater coherence through joint programming initiatives on international human rights obligations, administration of justice, democratic popular participation and protection of persons, especially with regard to women's empowerment and youth development. The UNCT will also work towards strengthening collaboration between Government, civil society and the donor community. A total budget of USD 36 million will be required to support these ZUNDAF Outcomes, of which USD 18 million will come from core resources, while the balance of USD 18 million will be mobilised.

#### ***Outcome 1.1: Improved Justice Delivery System and Rule of Law***

The justice delivery system is overstretched due to financial, human and material resource constraints. Courts are faced with a backlog of cases and the country's prisons are overcrowded. The judicial service is understaffed due to capacity erosion of professional and skilled personnel. This has resulted in courts operating at sub-optimal level. Efforts to strengthen the justice system have included the establishment of the Human Rights Commission and the Office of the Public Protector to promote, protect and provide oversight for human rights. Support will focus on the eradication of the case backlog and enhancing the capacity of the national courts to operate within the statutory guidelines and international human rights standards. Likewise, the capacity of Parliament and other

institutions in charge of drafting and reviewing laws and the administration of justice will be enhanced. Support will be extended to strengthen juvenile justice, and ensure access to justice to people living with disabilities, vulnerable women, youth, and other marginalised groups. The UNCT will support the promotion of access to rights based traditional justice and civil remedies (including restitution and inheritance rights). Moreover, work in this area will assist the courts to adhere to the constitutional and statutory requirements of the judicial system, including the implementation of victim friendly legislation and policies that affect women and children, such as those relating to legal entitlements to the basic social services of health and education.

### ***Outcome 1.2: Strengthened Mechanisms for Peacebuilding and for the Prevention, Management and Resolution of Conflict***

To curb political and social polarisation, support will be scaled up to strengthen mechanisms for security and protection of the person, including through the formulation of supporting legislation, such as the Domestic Violence Act and others. Particular support will be given to capacitate the state and non-state actors in the implementation of restorative and accountability measures to lay the foundation for a society characterised by mutual respect and tolerance, for example through the Joint Monitoring and Implementation Committee and the Organ for National Healing, Reconciliation and Integration. Furthermore, conflict early warning systems and capacity development initiatives that are gender and youth sensitive will be designed as a contribution to strengthening the peace architecture in Zimbabwe, with support to community based conflict resolution mechanisms. Support will be targeted also towards raising awareness of these issues through a strengthened national dialogue and consultative infrastructure in the country.

### ***Outcome 1.3: Enhanced Accountability in the Management of Public Resources and Service Delivery***

Decline in public sector service performance and delivery capacity has been attributed to a number of endogenous and exogenous factors, such as 'brain drain', institutional capacity depletion and diminishing resources. Under this outcome, concerted support will be given to the government to initiate policies that consolidate recent gains in the economic sector and allow for further improvements in macroeconomic stability. Capacity development will be central to these initiatives, with a focus on enhancing public sector capacity to increase efficiency, accountability and transparency in the management of public

resources and in service delivery. In this regard, support will be provided for the implementation of the Integrated Results-Based Management system across all government agencies to ensure that the entire public sector machinery improves public service performance and delivery to also achieve all macro development targets. Targeted assistance will seek to enhance policy and programme planning, formulation and implementation at national and local levels. Public sector oversight bodies, such as the Parliamentary Portfolio Committees, Comptroller and Auditor General's Office, Office of the Public Protector, and Anti-Corruption Commission will be the focus of this support to strengthen their accountability and transparency.

#### *Outcome 1.4: Enhanced People's Participation in Democratic Governance Structures and Processes*

In order to strengthen the democratic space, human rights, rule of law and the enjoyment of fundamental freedoms, the Electoral, Human Rights and Media Commissions were established. Technical support will be given to these Commissions in order to enhance and promote transparency, accountability, peoples' participation in democratic processes, good governance, and human rights. Support will also aim to ensure adequate dissemination of information on human rights to enable informed participation in democratic processes and increased participation in national elections. The legislative and representational roles of parliamentarians will be enhanced, through support to ongoing reforms and strengthening the Parliamentary Constituency Information Centres. As part of strengthening national social dialogue platforms, especially relating to public, private and civil society engagements, the UNCT will assist in national efforts to strengthen the role of the media in promoting democratic processes and freedom of expression.

Building on the constitutional review process, capacity will be developed in the national electoral body and among other stakeholders to improve people's participation in democratic processes. It will be important to promote policies and practices that facilitate the participation of women, youth and other marginalised groups in democratic structures and decision making processes.



## **NATIONAL DEVELOPMENT PRIORITY 2:** **Pro-Poor Sustainable Growth and Economic Development**

As outlined in the 2010 Country Analysis Report, the last decade has seen economic decline, which led to rising levels of poverty, unemployment and underemployment. Tackling these challenges and ensuring economic growth and development requires a multifaceted approach that combines macro- and microeconomic interventions, and addresses both the quantity and quality of employment and economic growth.

As shown in the 2010 Country Analysis Report and the 2010 MDG Status Report, poverty in Zimbabwe has worsened the human development index, the human poverty index and the food security situation, making it difficult for the country to achieve MDG 1 on eradication of hunger and extreme poverty by the year 2015. Zimbabwe's Human Development Index of 0.410 is in the low human development category, having fallen by 12 percent from 0.468 in 1995. This was mainly driven by contraction in the indicators on income, poverty and health. Likewise, according to the 2010 National MDG Status Report, Zimbabwe is unlikely to meet the target of eradicating extreme poverty and hunger by reducing by half, between 2002 and 2015, the proportion of people whose income is less than the Total Consumption Poverty Line (TCPL). The population living below the TCPL stood at 72 percent in 2003 and may have increased with the onset of the recent economic crisis. Poverty levels increased on account of acute economic meltdown during the 2000-2008 period, as characterised by hyperinflation of 231 million percent by July 2008, and a cumulative gross domestic product (GDP) decline of 50.3 percent by 2008. The 60 percent contraction in agricultural production, combined with very low capacity utilisation in industry and a declining economy, accentuated the adverse impact on human welfare and poverty.

In order to promote pro-poor, sustainable growth and economic development and support Zimbabwe to achieve its development goals, the United Nations in Zimbabwe has articulated its support in collaboration with Government and development partners around three main outcomes:

- Enhanced economic management and pro-poor development policies and strategies;
- Increased access to decent employment opportunities especially for youths and women; and,

- Improved generation and utilisation of data for policy and programme development and implementation by Government and other partners.

These outcomes are meant to contribute to progress towards the achievement of the Millennium Development Goals, specifically Goal 1 on eradicating extreme poverty and hunger. The following impact indicators have been selected to provide an overarching framework for the above outcomes and to ensure measured progress towards achievement of these:

- Proportion of population living below USD 1 per day;
- Employment-to-population ratio;
- The prevalence of underweight children under five years of age.

The 2012-2015 ZUNDAF cycle will seek to consolidate recent economic gains by strengthening the capacity of Government to better manage the economy in line with the Medium Term Plan (MTP). Deliberate effort will be directed towards tackling poverty in all its dimensions and at creating economic opportunities for the most vulnerable groups, especially women, youths and people living with disabilities. The approach will be such that it balances the interests of marginalised and vulnerable populations, while ensuring that broader national benefits accrue to them through effective participation, equity and access to resources.

It is necessary to create a competitive and sustainable environment that ensures stable and functioning markets with the potential to spur employment opportunities, while strengthening social protection systems which protect the poor and vulnerable. The absence of key statistics on the economy, employment and poverty has hindered effective policy formulation and implementation of programmes. To address this challenge, the ZUNDAF will also support the timely production and dissemination of quality and relevant statistics for evidence based policy and decision making.

The UN, as a permanent partner of Zimbabwe, will continue to play a leading role in promoting social dialogue between Government, the private sector, social partners,<sup>1</sup> civil society organisations, and multilateral and bilateral donors to ensure national development. South-South cooperation will be pursued within

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<sup>1</sup> Workers' and employers' organisations.

the framework of promotion of regional and continental integration, including cooperation with institutions such as the Southern African Development Community (SADC), the Common Market for Eastern and Southern Africa (COMESA) and the African Union (AU), in order to strengthen their capacities for the achievement of MDGs.

Development aid will be required for the achievement of robust economic recovery and growth. The UN will seek to mobilise approximately USD 30 million for the next four years to support poverty, economic and employment programmes. The anticipated development aid coming into the country through different channels will need to be coordinated under nationally owned and led frameworks. The UN will, in this respect, support government efforts to coordinate and manage development aid in order to align it with national priorities under the MTP. This will be done within the context of the principles of aid effectiveness.

### ***Outcome 2.1: Enhanced Economic Management and Pro-Poor Development Policies and Strategies***

Zimbabwe needs to set out an integrated national policy framework that promotes economic growth and sustainable development, creates jobs and reduces poverty, especially for women and youth. In addition, the country needs to pursue re-engagement and build coherent partnerships for resource mobilisation towards supporting economic recovery and growth. The ZUNDAF response will focus on overall national policy frameworks as well as those at the sectoral level aimed at achieving an enabling environment for poverty reduction and creation of decent work opportunities for all through sound economic policies and strategies.

The interventions will seek to facilitate the building of an improved environment for investment, trade and private-public partnerships, increased industrial capacity utilisation and productivity, as well as competitiveness with a focus on the agricultural sector. Capacity building for Government and other key economic stakeholders will target: management of migration; formulation of coherent sectoral and national policies for economic recovery, growth and competitiveness; strengthening public finance and debt management; enhancing transparency and accountability in the management of resources; and strengthening national dialogue and participatory social, political and economic governance.

The UN will also seek to assist the country to accelerate its actions and plans to achieve the MDGs and develop instruments to monitor progress, as well as harmonising aid coordination in line with the country's efforts to re-engage with the international community.

#### *Outcome 2.2: Increased Access to Livelihoods and Decent Employment Opportunities Especially for Youths and Women*

Employment creation has been identified by the government as a strategy for ensuring sustainable poverty reduction. Unemployment and underemployment levels have been very high during the period of economic decline, especially among the youth and women. In order to survive, most have resorted to joining the informal economy, where they experience very high decent work deficits arising from low levels of productivity, lack of adequate social protection and poverty. The economy has also experienced high levels of skills losses across borders and within economic sectors.

Widespread poverty, unemployment and underemployment compromise basic human rights and the dignity of individuals and communities and constitute a threat to social, economic and political stability. The ZUNDAF efforts will focus particularly on unemployed and marginalised young women and men, and seek to promote the achievement of full, productive and freely chosen decent employment opportunities, under conditions of freedom, equity, security and human dignity. This will be supported through the adoption and implementation of pro-poor and gender sensitive employment creation strategies/policies and programmes, promoting the rights of workers and strengthening the functioning of the labour market. The creation of decent employment strengthens the link between economic growth and poverty reduction.

The employment policy initiatives will be complemented by micro-level interventions towards inclusive and sustainable development through the promotion of access to employment opportunities and increased incomes. Specifically, these will aim to strengthen the skills development systems that improve employability and enhance apprenticeship and vocational training in specific sectors to fill skills gaps. Special emphasis will be placed on the sectors with the highest potential for job creation, including improving productivity of the rural economy through community driven job creation and sustainable livelihoods interventions, through small and medium enterprises (SMEs), cooperatives and local economic development. Support will also be directed

towards strengthening community, local and national government planning and decision making capacity for early recovery, and restoring and revitalising community livelihoods by responding to socioeconomic recovery needs.

The national focus on early recovery interventions will follow three tracks: i) livelihoods stabilisation; ii) local economic recovery for employment and income generation; and, iii) long term employment and inclusive economic growth, with a special focus on the infrastructure and institutional capacity needed in the three tracks. This will be complemented by joint UN efforts to restore the recovery capacity of communities, linking humanitarian and development efforts through a multi-sectoral approach.

***Outcome 2.3: Improved Generation and Utilisation of Data for Policy and Programme Development and Implementation by Government and Other Partners***

Currently, planning, monitoring, evaluation and reporting processes, including on the MDGs and other development processes, have been affected by a lack of up to date data in the majority of sectors. According to the Zimbabwe National Statistics Agency (ZIMSTAT), most statistical series are outdated, as exemplified by the following: labour force survey (2004); actual GDP figures (2004); poverty assessment (2003); census of industrial production (1999); state of the environment report (1998); and census of services (1981/1982). The National Statistical System (NSS) is weak, with limited coordination capacity for statistical production and insufficient human resources. The data are not accessible and are not delivered in a timely manner. This manifests itself in a lack of harmonisation of definitions, concepts and tools, which has resulted in duplication of effort, conflicting data and unnecessary waste of public resources. The dearth of recent data has forced policy and decision makers, as well as other users of statistics, to either use estimates or conduct their own ad hoc rapid assessments.

On the other hand, the NSS has its strengths which the ZUNDAF builds upon, including readily available competencies, existence of an established statistical infrastructure in most organisations, and compliance with professional and international standards. Furthermore, despite the challenges, the NSS has kept some statistical series up-to-date, these include: the Population Census carried out every ten years since independence; the Zimbabwe Demographic and Health Survey carried out every five years since 1988; and the national nutritional surveys carried out annually.

The ZUNDAF will therefore focus on improving utilisation of data in development planning, implementation, monitoring and evaluation by ensuring the availability of timely, reliable and relevant data, disaggregated by social, economic and demographic characteristics, at national and sub-national levels. The major data collection operations that will be supported include the population and housing census; the Zimbabwe Demographic and Health Survey (ZDHS); the Multiple Indicator Cluster Survey (MICS); the Poverty, Income and Consumption Expenditure Survey (PICES); the Labour Force and Child Labour Survey (LFCLS); the national nutritional surveys; and the agriculture and livestock surveys (ALS). Specific support will be extended to ZIMSTAT and line ministries to ensure that they are adequately resourced (financially, materially and technically) to produce and advocate for the use of statistics. The capacity of ZIMSTAT will be built for effective coordination and supervision of the NSS, while that of respondents (suppliers of data) will be built to enable them to provide ZIMSTAT and other producers of statistics with the required data. Support will also be provided for the finalisation and subsequent implementation of the National Strategy for the Development of Statistics (NSDS), and the establishment and strengthening of functional national and sector specific information management systems, including in health, education and agriculture.

Statistical production will adhere to internationally agreed statistical guidelines,<sup>2</sup> to which the UN has contributed, plus standards and norms regarding the measurement of economic data such as employment and inflation levels. These efforts will be complemented by other stakeholders' initiatives to support the Government to commit funding for core activities of the NSS.

<sup>2</sup> Fundamental Principles of Official Statistics and General Data Dissemination Standards; Principles and Recommendations for Population and Housing Censuses; System of National Accounts (SNA); International Classification of Diseases (ICD); and International Classification of Status in Employment (ICSE).

### NATIONAL DEVELOPMENT PRIORITY 3: Food Security at Household and National Levels

#### *Outcome 3.1: Policy and Action Frameworks in Place for Enabling Agricultural Productivity and Production*

The Agriculture sector is the backbone of the Zimbabwean economy. It contributes 15-20 percent to the GDP, 40 percent to exports, and 60 percent of the raw materials used by the domestic manufacturing industry. As demonstrated in the 2010 Country Analysis Report, over the past decade there has been increased food and nutrition insecurity at household and national levels emanating from reduced productivity and production of the main crops, although recent trends indicate that productivity has risen. Likewise, it was shown that the country lacks a comprehensive agriculture policy framework.

In order to promote food security at household and national levels and assist Zimbabwe to achieve its development goals, the United Nations in Zimbabwe has articulated its support in collaboration with national authorities and development partners around the following outcome:

- Policy and action frameworks in place for enabling agricultural productivity and production.

This outcome is meant to accelerate the achievement of MDG 1 to eradicate extreme hunger and poverty. Accordingly, the following impact indicators from the MDGs have been selected to provide a measure for the above outcome and to ensure its achievement:

- Prevalence of underweight children under five years of age; and
- Proportion of population below minimum level of dietary energy consumption.

The UNCT will provide technical assistance to leading policy, research and extension institutions for effective provision of an enabling policy environment for increased crop and livestock productivity and production. This will directly inform outcome indicators aiming for national agricultural and land policies to be in place by 2015 as well as research and extension systems. This outcome supports the MTP policy objectives and targets on sustainable increase in food security at both household and national levels. Accordingly, the Government will seek to review and update its policy framework, while development partners will provide financial resources and technical support.

Support will also be provided by the UN to deal with poverty in rural areas. A Rural Livelihood Enhancement Programme will be complemented by provision of agricultural inputs and small livestock to vulnerable groups. Ensuring national food and nutrition security will support the right of all to safe and sufficient food at all times for a productive life, taking into consideration the four main components of food security – availability, accessibility, utilisation and asset creation. About 65 percent of rural women derive their livelihoods from agriculture. All interventions will take into consideration the special circumstances and needs of women and other vulnerable groups. In addition, technical assistance will be provided to ensure that agriculture related activities are implemented in such a way as to promote the environmentally sustainable use of natural resources and adaptation to climate change.

The Government will provide leadership for the achievement of this outcome. Moreover, the UN will seek to facilitate South-South cooperation and technology transfer in the agriculture sector. Knowledge exchange and sharing of experiences in agricultural production and productivity will be promoted with other countries, especially those in SADC and COMESA as they share similar climatic conditions. Resources estimated at USD 300 million are needed for the achievement of this outcome.



**NATIONAL DEVELOPMENT PRIORITY 4:****Sound Management and Use of the Environment, Natural Resources and Land to Promote Sustainable Development*****Outcome 4.1: Environment Management, Energy and Climate Change Policies and Systems Developed and Implemented***

Zimbabwe is endowed with abundant natural resources that include rich mineral deposits, wildlife, arable lands, forests, and surface and groundwater resources. However, the country faces multiple environmental challenges, including biodiversity loss, poor waste management, pollution, and land and forest degradation. In addition, Zimbabwe is heavily affected by climate change, although the national contribution to global greenhouse gas emissions is insignificant. Climatic risks emanate from frequent droughts, floods, cyclones and uncontrolled wildfires. As demonstrated in the 2010 Country Analysis Report, Zimbabwe is particularly vulnerable because the national economy is largely agro-based and the majority of the population depends on climate sensitive livelihoods such as rain fed agriculture and livestock.

In order to promote sound management and use of the environment, natural resources and land to promote sustainable development, as well as to assist Zimbabwe to achieve its development goals, the United Nations in Zimbabwe has articulated its support in collaboration with national authorities and development partners around the following outcome:

- Environment management, energy and climate change policies and systems developed and implemented.

This outcome is meant to accelerate the achievement of MDG 7, to ensure environmental sustainability. The following impact indicators from the MDGs have been selected to provide a measure for the above outcome and to ensure its achievement:

- Ratio of area protected to maintain biodiversity to surface area; and
- Proportion of land area covered by forest.

Through previous UNCT support, the national energy and environment policy frameworks were put in place. However, the major concern has been the slow operationalisation of policies and laws. Currently, the country does not have a comprehensive national climate change policy framework. United Nations

## Results and Implementation

### NATIONAL DEVELOPMENT PRIORITY 4: Sound Management and Use of the Environment, Natural Resources and Land to Promote Sustainable Development

Country Team support will therefore focus on national and trans-boundary natural resource governance (water, land, energy and biodiversity), covering policies, laws and institutions at regional, national and sub-national levels for wide impact. This will directly inform outcome indicators aiming for a national climate change policy and an operational land administration system to be in place by 2015. This outcome supports the Zimbabwe MTP policy objectives and targets on sound management and use of the environment and natural resources, including land and energy, to promote sustainable development.

Implementation of this outcome will promote the right of all citizens to a clean environment and climate sensitive development which takes into consideration the needs of future generations. Women are primary users of natural resources such as water and forest products. As such, a deliberate effort will be made to ensure the participation of women and youth in all natural resource related decision making processes as well as the promotion of access to and control of natural resources by disadvantaged groups. For systemic capacity development of key institutions, the UNCT will provide technical support and also facilitate South-South cooperation for technology transfer and sharing of knowledge and experiences with other developing nations. Advocacy and communication are major elements to be supported in order to enhance the awareness and capacity of policy makers and those at the grassroots on environment and climate change.

Support to climate change response is particularly significant given its impact on other outcomes concerning food and nutrition security as well as safe water and sanitation. Climate change has the potential to exacerbate the current food deficits, cholera outbreaks and high malaria prevalence. A more collaborative approach through increased joint programming initiatives on climate change will be sought.

To monitor and evaluate this outcome, the UNCT will support the production of the State of the Environment Report as an important monitoring tool for environmental performance at national level. Such support will be sustained to enable the monitoring of key environment indicators and the pinpointing of data and capacity gaps.

A multi-sectoral approach will be adopted with the Ministry of Environment and Natural Resources Management, coordinating implementing Government and non-governmental institutions. The resource requirements for this priority area

### NATIONAL DEVELOPMENT PRIORITY 4: Sound Management and Use of the Environment, Natural Resources and Land to Promote Sustainable Development

are estimated at USD 20 million, of which about 80 percent is expected to come from non-core resources, through such financing mechanisms as the Global Environment Facility, the Montreal Protocol Fund, the Clean Development Mechanism, and the Reducing Emissions from Deforestation and Forest Degradation fund, as well as increased collaboration with bilateral and multilateral donors.

### **NATIONAL DEVELOPMENT PRIORITY 5: Access to and Utilisation of Quality Basic Social Services for All**

During the past decade, Zimbabwe experienced socioeconomic difficulties which resulted in the deterioration of basic social services. Significant challenges were experienced in education, health delivery, water and sanitation (especially in urban and peri-urban areas), development within human settlements (including the provision of housing units), as well as social protection services.

Recognising that improved basic social services are central to an improved quality of life and social wellbeing for Zimbabweans, the UNCT aims to enhance national capacity to support increased access to such services, while aiming to reduce exclusion, vulnerability and inequality. In order to promote access to and utilisation of quality basic social services for all, and to support Zimbabwe to achieve its development goals, the United Nations in Zimbabwe has articulated its support in collaboration with national authorities and development partners around five main outcomes:

- Increased access to quality formal and non-formal education, training and life skills development;
- Increased access to and utilisation of quality basic health and nutrition services;
- Increased access to social protection for the most vulnerable households;
- Increased access to and use of safe and adequate water supply, improved sanitation and hygiene services; and
- Improved policies, planning, management and implementation of housing programmes.

At the national level, the MTP, and the Short Term Economic Recovery Programme (STERP) II 2010-2012 have provided entry points for the UNCT's work in the social sectors. Improved provision of basic social services for all was identified as one of the five strategic priorities for Government. The UNCT's contribution will also follow through the commitments made at the international level towards attainment of the MDGs. The UN recognises that MDG 2 on achieving universal primary education has a positive impact on the achievement of all the other MDG goals; hence special attention and emphasis will be placed

on this goal. The National Health Strategy for Zimbabwe 2009-2013 and the Health Investment Case 2010-2012 form the basis for development of the national health system. For protection, the African Charter on the Rights and Welfare of the Child (ACRWC), the Convention on the Rights of the Child (CRC) and the Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW) enshrine the right of all children and women to live in a respectful, supportive family environment that is free from violence, abuse, exploitation and discrimination. It is therefore the aim of the UNCT's social protection efforts to contribute to the fulfilment of these rights. Millennium Development Goal 7 also centres on the provision of basic social services. Water and sanitation forms an essential part of survival. The provision of safe water supplies and sanitation facilities, their proper management and utilisation, as well as good hygiene behaviour and practices, are necessary conditions for overall economic development. Ultimately, the need for a safe environment and habitation will require that minimum housing standards are met for human dignity. With limited resources in this area, the UNCT will work towards creating an enabling environment for the provision of decent housing and accommodation in line with international agreements.

Accordingly, the following MDG targets have been selected to provide a measure of the above outcomes and to encourage accelerated achievement of these:

- **Goal 1: Eradication of extreme poverty and hunger** – Halve, between 2002 and 2015, the proportion of people whose income is less than the total consumption poverty line (TCPL);
- **Goal 2: Achieve universal primary education** – Ensure that by 2015 all Zimbabwean children, boys and girls alike, will be able to complete a full programme of primary education;
- **Goal 4: Reduce child mortality** – Reduce by two-thirds, between 1990 and 2015, the under-five mortality rate;
- **Goal 5: Improve maternal health** – Reduce by three-quarters, between 1990 and 2015, the maternal mortality ratio;
- **Goal 7: Ensure environmental sustainability** – Halve, by 2015, the proportion of people without access to safe drinking water and basic sanitation; and by 2020, to have achieved a significant improvement in the lives of at least 100 million slum-dwellers.

Due to the multi-sectoral nature of the responses provided within the population and basic social services outcome, there are a number of coordination mechanisms which are all under Government leadership. The UNCT will therefore work towards building the capacity of Government to plan, lead, coordinate, implement, monitor, and evaluate sector strategies. Wherever possible, UN agencies will adopt joint programming initiatives to enhance the effectiveness of interventions and heighten their sustainable impact across all sectors. Support will also be rendered to Government towards putting in place a monitoring and evaluation plan with established benchmarks which will facilitate measurement of progress and sharing of knowledge with all players in the sector, capitalising on existing sectoral and multi-sectoral coordination mechanisms.

For emergency related work, the humanitarian cluster approach will be used to enhance coordination, also using it as a platform for wider discussion around topical issues. Wherever possible, cross linkages and interactions with other thematic areas will be enhanced to ensure comprehensive responses to the needs of vulnerable populations.

#### ***Outcome 5.1: Increased Access to Quality Formal and Non-Formal Education, Training and Life Skills Development***

The 2010 Country Analysis Report observed negative trends in rates of access, completion and quality in primary and secondary education, as well as a decline in enrolments in higher and tertiary education institutions (HTEIs) and vocational training centres (VTCs), particularly over the past four years, putting at risk the achievement of MDG 2 and the Education for All goals. Consequently, support will be directed at enhancing the sector's capacity for expanding equitable access to, and enhancing retention and quality in education. Acknowledging the complex internal linkages among the different levels of the education system, the realisation of universal primary education is only possible if the capacity of the system at all levels is enhanced. To ensure this, the UN will use its ability to leverage resources so as to complement government efforts to ensure the creation and sustenance of supportive school and community environments. The child-friendly school framework that the MoESAC has adopted will guide interventions. The norms and standards established by the MoHTE and MoYDIE, which are consistent with those of the SADC Protocol on Education and Training, will ensure at least minimum levels of quality. The UN will also support capacity development interventions through the provision of technical and other forms of assistance that ensure effective delivery of education services. Particular

attention will be paid to provision of opportunities for formal and non-formal education and training to out-of-school youth, and this will be complemented by support for the improvement of livelihoods.

In addition, the UN and its partners will aim to improve governance at the local level by building the capacity of local school communities. The UN will enhance the education system's capacity for the generation, management and utilisation of gender disaggregated data by making available its international network of experts to provide support for the development of Education Management Information Systems (EMIS) and sector development. This will enable the education and training sector to monitor progress towards the achievement of Education for All goals, and inform strategies for achieving them. The UN will work closely with the National AIDS Council (NAC) and the Ministries responsible for education and training towards developing comprehensive education sector responses to HIV and AIDS. The Joint United Nations Programme on HIV/AIDS (UNAIDS) co-sponsors will support strengthening the framework for curriculum and life skills based HIV education that will contribute to the reduction of sexual risk behaviours and increase the knowledge and skills that are required to guide decisions about health protection and promotion related to HIV.

#### ***Outcome 5.2: Access to and Utilisation of Quality Basic Health and Nutrition Services***

This outcome seeks the reduction of maternal mortality, under-five mortality, and stunting. The 2010 Country Analysis Report identified the health delivery system as central to the development of the country. In response, the UNCT will support the restoration of the health delivery system through capacity building within the system towards provision of primary healthcare services, with particular emphasis on peri-urban and rural areas, so as to address equity in provision and access to basic social services. In order to contribute to the achievement of MDGs 1, 4 and 5, the UNCT will assist the MoHCW to address maternal (the 'three delays' that contribute to a high maternal mortality rate), newborn and child health issues, including HIV and AIDS, and maternal and child nutritional status, nationally as well as in most disadvantaged districts and communities. The UNCT will also support community capacity to engage in good practices, to demand and participate in health, nutrition, and HIV services, and to create an enabling policy, legislative and budgetary environment for maternal, adolescent and child survival and development.

With 2010 under-five years stunting rates at 33.3 percent, against a target of under 20 percent by 2015, the UNCT members will support scale up of programmes to arrest and reverse this trend. The shortage of human resources for health for critical categories was identified as the major threat to the achievement of health related MDG targets. Direct support by the UNCT to the MoHCW for some critical posts will continue. However, scaling up of training is viewed as the most viable and sustainable medium term approach. The revitalisation of the village health worker programme will remain central to its renewed commitment to the primary healthcare approach. In line with addressing the vital, essential and necessary (VEN) minimum levels for medicine stocks, the UNCT commits itself to use its comparative advantage to support NatPharm to maintain minimum stock levels at all public health facilities. Support will also be provided towards resuscitating the National Health Information and Surveillance (NHIS) system in order to inform policy and decisions. Given that HIV has a profound influence on the development of Zimbabwe's stock of human capital, the UNCT in conjunction with other health stakeholders will continue to support the MoHCW in provision of basic essential biomedical equipment required for diagnosis and management of HIV, AIDS, tuberculosis and malaria by 2015. The UNCT will support the MoHCW to have relevant priority programme policies, strategies and guidelines updated, developed and implemented by 2015.

#### ***Outcome 5.3: Increased Access to Social Protection for the Most Vulnerable Households***

Spiralling levels of poverty and the heavy burden of HIV and AIDS in Zimbabwe, coupled with a serious decline in the social protection system, mean that vulnerable households' access to health, education, nutrition and general wellbeing are being compromised. High HIV prevalence has led to decreasing life expectancy, has orphaned 25 percent of all children in Zimbabwe, and has resulted in a growing number of 'generation gap' households in which grandparents look after children following the loss of the intermediary generation. Employment based social protection mechanisms such as private and public pension schemes, medical aid and insurance schemes have been weakened by the effects of hyperinflation and severely limited employment opportunities. Zimbabwe's current challenges are compounded by the lack of a comprehensive and overarching social protection policy framework.



The value added by the UNCT in this context lies in technical and financial support towards the development of a comprehensive, rights based national social protection policy framework through specific support to strengthen Government's capacity to plan, implement and coordinate rights based social protection programmes. There are several Governmental and non-governmental interventions currently in place to assist the most vulnerable groups in Zimbabwe and UNCT support is tailored to complement these by mobilising resources for sustainable financing of social transfer programmes aimed at cushioning the most vulnerable groups. In this regard, the UNCT will support the expansion and strengthening of the Basic Education Assistance Module (BEAM) and the implementation of the National Action Plan for Orphans and Vulnerable Children (2011-2015). The UNCT support aims to scale up the number of vulnerable households benefiting from social transfers from the current 11,000 to 80,000 by 2013, and the number of children having access to effective social services for child protection from 4,500 to 25,000 for the same period.

The Ministry of Labour and Social Services (MoLSS) has a number of social protection mechanisms already in place, including BEAM and the National Action Plan for Orphans and Vulnerable Children (NAP for OVC) which will be extended through 2011-2015. The revised NAP for OVC explicitly states a commitment to reviving national social protection mechanisms such as Assisted Medical Treatment Orders, social insurance for the poorest children and their families, BEAM, social cash transfers for the most vulnerable households, and child protection services for children at risk of violence, exploitation and abuse. The programme includes a multi-dimensional approach to targeting child and family vulnerability and aims to reduce disparities and inequalities related to poverty, exclusion and abuse.

#### ***Outcome 5.4: Increased Access To and Use of Safe and Adequate Water Supply, Improved Sanitation and Hygiene Services***

The 2010 Country Analysis Report identified a decline in access to safe water supply and basic sanitation services. Furthermore, reports from urban settlements, including growth points, give a consistent picture of effluent and raw sewage outflows entering the rivers and dams, which are the major sources of bulk water supply. Some water treatment plants are dysfunctional or lack chemicals and many distribution systems are in need of repair. The situation in rural areas is similar. Water supplies are characterised by insufficient sources of safe water and broken down hand pumps.

The UNCT will therefore support activities in urban rehabilitation and improved coordination of WASH activities in peri-urban rural areas. The UNCT will also aim to reduce the heavy workload of women and children who collect water from distant sources and often have to queue for hours. To reduce this drudgery, the UNCT will support the increase of water points through provision of new points and rehabilitation of broken down water points. In communal and resettlement areas, access to safe sanitation is very low with no sanitation facilities existing in some areas. The UNCT will work towards provision of sanitation facilities, especially starting with public or community centres such as schools and hospitals, where water handling and storage is often unhygienic, thus limiting the achievement of the intended health benefits. The UNCT will support hygiene promotion activities aimed at mobilising communities towards safer practices. There is also a need to create an enabling environment through the development and updating of supportive national policies, strategies and guidelines, and to harmonise the roles and responsibilities of various actors in the sector through increased coordination. The UNCT will therefore support the National Action Committee towards improved coordination and functionality. For evidence-based policy formulation, urgent attention will also be given to the information management systems currently in place, as well as research activities necessary for the provision of strategic information.

#### ***Outcome 5.5: Improved Policies, Planning, Management and Implementation of Housing Programmes***

The 2010 Country Analysis Report identified the provision of decent housing as one of the basic rights of all Zimbabweans. The current housing backlog of over 2 million people on waiting lists and limited budgetary resources has resulted in substandard housing, especially within cities. During the coming years, Government will oversee the reaffirmation of human settlement development as a national priority. Government will pursue this through both direct delivery and leadership of the sector, that is, internal Government systems will diligently support efforts while also comprehensively facilitating other actions.

The UNCT therefore seeks to provide technical assistance to Government towards provision of an enabling policy environment. It is hoped that this facilitation and promotion will enable other actors to resume work through: providing relevant policy guidance, creating horizontal and vertical linkages among institutions; leveraging state resources and ensuring Government-wide support to local and international human settlement agencies; the establishment of a platform for discussions of topical national housing issues; and the

establishment of a comprehensive housing database. During emergencies, the UNCT will support Government efforts to provide temporary shelter for vulnerable populations in line with international guidelines.

Government will provide leadership, coordinating and convincing public, private and social stakeholders to invest in resilient and sustainable human settlement development. Government will formulate an enabling regulatory framework which entails improving human settlement policies. Support will also be rendered to Government towards putting in place a monitoring and evaluation plan with established benchmarks which will make it easier to share knowledge with all players in the sector. The capacity of the Ministry of National Housing and Social Amenities and other key partners within the sector will be enhanced for effective implementation of projects in terms of decent and affordable housing for the poor and vulnerable in Zimbabwe.

### NATIONAL DEVELOPMENT PRIORITY 6:

#### Universal Access to HIV Prevention, Treatment, Care and Support

Globally, Zimbabwe remains among the countries with high HIV infection rates; it carries the third largest HIV burden in Southern Africa and has one of the highest rates of premature adult mortality, largely due to HIV related illness. Latest estimates<sup>3</sup> place the adult HIV prevalence at 14.26 percent, which brings the estimated number of people living with HIV to 1.2 million, including 150,000 children under 15. It is further estimated that 62 percent of adults living with HIV in Zimbabwe are female.

Zimbabwe's epidemic is generalised, with the virus spreading primarily through sexual contact (causes annually about 75 percent of new infections) and mother-to-child transmission (causes up to 25 percent of new infections annually). The first cases of AIDS in Zimbabwe were reported in the mid-1980s. For the next decade, HIV prevalence continued to rise, peaking at 27.2 percent in 1997. HIV prevalence has fallen significantly since the late 1990s, down to 16.06 percent in 2007 and then to 14.26 percent in 2009. Numerous studies and modelling exercises have indicated that the reasons behind this significant drop in prevalence include behaviour change and, to some extent, the effect of mortality. Zimbabwe is one of the first African nations to record such a trend.

The Government of Zimbabwe is committed to and has consistently demonstrated leadership in the national HIV response. A national HIV policy is in place, and a National AIDS Council (NAC) with a broad based mandate, in collaboration with the MoHCW, coordinates the multi-sectoral HIV action, which is implemented through a Zimbabwe National HIV and AIDS Strategic Plan (ZNASP). The first ZNASP ended in 2010, with ZNASP II running from 2011 to 2015. The Plan is in harmony with the 2009-2013 National Health Strategy, which features prominently HIV related action within the health sector.

The current national HIV related strategies have been developed with a vision of zero new HIV infections, zero discrimination and zero HIV related deaths, to be achieved by ensuring universal access to HIV prevention, treatment, care and

<sup>3</sup> The HIV prevalence and incidence estimates were produced by the National HIV and AIDS Estimates Working Group using UNAIDS' Estimation and Projection Package (EPP) and Spectrum software. In 2009 the projections were adjusted to account for the shift in behaviour that had been seen in Zimbabwe, and for the use of antiretrovirals. Estimates produced by EPP and Spectrum are not directly comparable to other data on HIV prevalence, such as those obtained from the 2005/6 ZDHS.

support services. This is in line with the country's international commitments, as outlined in the Abuja Declaration of 1998, the Millennium Declaration and MDGs, and the UN General Assembly Special Session (UNGASS) Declaration of Commitment on HIV/AIDS, and Political Declaration on HIV/AIDS.

Implementation of the national AIDS strategies is severely hindered by resource constraints, especially as related to human and financial resources. The Government of Zimbabwe has actively engaged in the mobilisation of internal and external resources to implement the national strategies, including through the introduction of a health worker retention scheme, a national AIDS levy (3 percent of all taxable individual and corporate income to fund HIV programmes) and the Health Sector Investment Case 2010-12. However, the HIV response in Zimbabwe remains heavily dependent on the availability of external donor funding.

The UN system in Zimbabwe has been supporting the Government of Zimbabwe and its partners in the development and implementation of multi-sectoral HIV responses at national and decentralised levels. Support to the national AIDS action had been prioritised under the 2007-2011 ZUNDAF. Through upstream advocacy, technical support and mobilisation of financial resources, the UN has assisted the country to update and implement its HIV related policies and to sustain the scale up towards universal access to HIV prevention, treatment, care and support services.

The HIV component of the new ZUNDAF is designed to continue and further strengthen the support to the Government of Zimbabwe and other stakeholders in their efforts to respond effectively to the HIV pandemic. The component is in agreement with Zimbabwe's National Strategic Plan 2011-15 and the National Health Strategy 2009-13, and will work to support the attainment of MDG 6 and other Millennium Development Goals through achievement of universal access to HIV prevention, treatment, care and support services.

Specifically, the United Nations in Zimbabwe has articulated its support to national development efforts around three main outcomes:

- Improved access to (and uptake of) HIV prevention services;
- Improved access to (and uptake of) HIV treatment, care and support services; and

- Improved leadership, coordination and management of multi-sectoral HIV responses.

The following impact indicators, drawn from the MDGs and the UN General Assembly Special Session Declaration monitoring frameworks, will provide for a measure of the three HIV related outcomes:

- HIV prevalence among the population aged 15 to 24 years;
- Percentage of infants born to HIV infected mothers who are infected; and
- Ratio of school attendance of orphans to school attendance of non-orphans aged 10 to 14 years.

In the effort to achieve the three strategic outcomes, the UN Country Team will assist in both the accelerated scale up of HIV services and the strengthening of the management and coordination of multi-sectoral responses at all levels. The UN assistance will come primarily in the form of technical support, including capacity development, and financial support. Mobilisation of external financial resources will receive particular attention under the HIV component of the ZUNDAF.

In supporting the scale up of HIV services towards universal access, the UN system will place particular emphasis on ensuring accessibility of services to the most vulnerable and marginalised populations. Special attention will be paid to ensuring the sustainability of efforts through extensive capacity development for the public sector and civil society, including people living with HIV. Integration of services will be consistently pursued as a means to achieve synergies and improve prevention, treatment and care outcomes. The scale up of services will be closely monitored using indicators disaggregated by gender, age and urban-rural, to ensure gender equality and equity in access to services and service uptake.

Working to enhance coordination and management of the national HIV response, the UN will prioritise strengthening the institutional capacities and operations of the national AIDS coordinating mechanisms. Specifically, the UN will: support the National AIDS Council in coordination and management of multi-sectoral action; assist the MoHCW in coordination and integration of the Health sector response; actively engage with the Country Coordinating Mechanism that provides management and oversight of Global Fund supported programmes; and facilitate and support effective functioning of the National Partnership Forum on AIDS.

In achieving the three strategic outcomes, the UN system will forge strategic partnerships and seek synergies with other development initiatives and interventions. Integration of HIV and AIDS in all components of the ZUNDAF will apply as a guiding principle of its design and implementation. Throughout the ZUNDAF cycle, the UN in Zimbabwe will engage proactively within the wider UN system, as well as with the Government, civil society (including people living with HIV), the private sector and international partners.

Joint annual planning and reviews will be implemented to ensure cohesive and coordinated multi-sectoral action and effective monitoring of progress in implementation of the ZUNDAF. A participatory monitoring and evaluation plan will be developed jointly by the UN system and the relevant counterparts. At another level, a series of focused assessments and evaluations will be conducted, at outcome and impact levels, to ascertain the collective efficiency and effectiveness of the interventions that the Government and the UN system have been implementing. Resources to achieve these results are estimated at USD 96 million.

#### ***Outcome 6.1: Improved Access To (and Uptake of) HIV Prevention Services***

Under the prevention outcome, the UN will prioritise high impact interventions that are likely to reflect in substantial reduction of new HIV transmissions. These will include comprehensive prevention of mother-to-child transmission (PMTCT), male circumcision services and other interventions proven effective in preventing sexual transmission of HIV. Furthermore, and in line with national strategies, the UNCT will support the promotion of safer sexual behaviours among adults and youths, including aspects of reducing multiple partnerships, increased consistent condom use and delayed sexual debut.

#### ***Outcome 6.2: Improved Access To (and Uptake of) HIV Treatment, Care and Support Services***

Under the 'treatment and care' outcome, the UNCT will support increased accessibility and uptake of HIV treatment and care services, with a focus on scaling up antiretroviral therapy towards universal access. The UNCT will provide assistance with the implementation of the new World Health Organisation guidelines on efficacious treatment, with appropriate emphasis on institutional and technical capacity development at national and decentralised levels. Furthermore, the UN will continue supporting the scale up of access to and uptake of services targeting orphans and vulnerable children, including aspects of education, health, nutrition, child participation and birth registration.

### *Outcome 6.3: Improved leadership, Coordination and Management of the Multi-Sectoral HIV Response*

Under the 'Leadership and coordination' outcome, the UN will support, in the spirit of the 'three ones' principles, implementation of national HIV strategies and assist with enhancing the capacities and operations of national management and coordination mechanisms and systems. Particular attention will be paid to harmonising M&E practices to ensure uniformity in data collection, presentation, and verification within different sectors and at decentralised levels, to render the national monitoring and evaluation system fully functional.



**NATIONAL DEVELOPMENT PRIORITY 7:****Women's Empowerment, Gender Equality and Equity*****Outcome 7.1: Laws, Policies and Frameworks Established and Implemented to Ensure Gender Equality and Empowerment of Women and Girls***

The Medium Term Plan (MTP), the 2010 Zimbabwe Millennium Development Status Report, the 2009 CEDAW and CRC State Party Reports, and the 2010 Country Analysis Report all affirm that Zimbabwe is party to international and regional instruments for gender equality and the empowerment of women and girls.<sup>4</sup> The above mentioned reports and frameworks identify challenges of limited coordination of the national gender management system, inadequate implementation of the national gender policy, partial domestication of international and regional instruments, low participation of women in politics and decision making positions in all spheres of development, limited access to and ownership of productive resources, and increases in gender based violence.

In order to redress some of these issues and to promote women's and girls' empowerment, and gender equality and equity, the Government and UNCT, in collaboration with non-state actors and development partners, will support the achievement of the following outcome:

- Laws, policies and frameworks established and implemented to ensure gender equality and empowerment of women and girls.

The outcome is meant to promote, accelerate and sustain the achievements of MDG 3, in particular, the target to increase the participation of women in decision making positions, as well as to contribute to the implementation of the MTP's elaborate gender and women's development component. The choice of the outcome is informed by the UNCT's comparative advantage in capacity development of key governance institutions in policy and legislative formulation and implementation processes. Precedence in this area is reflected by UNCT support to the formulation of *inter alia*, the National Gender Policy, the Domestic Violence Act and the Labour Act. The outcome is therefore linked to the following MDG 3 indicator:

- Proportion of seats held by women in national parliament.

<sup>4</sup> Some of these instruments are, the Beijing Declaration and Platform for Action, the Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW), the SADC Gender and Development Protocol and the African Charter on Human and Peoples' Rights and its Rights of Women Protocol (ACHPRWP), the Child Rights Convention (CRC), ILO Conventions 100 and 111 on Equal Remuneration and Prohibition of Occupational Discrimination.

This indicator is relevant since women's representation in the Lower and Upper House currently stands at 14 and 33 percent respectively, whereas, the MDGs and the SADC Gender and Development Protocol both advocate for gender parity. Therefore, support will be rendered to develop the capacity of Government to put in place laws and policies that increase the participation of women in Parliament and other decision making bodies and positions in both the private and public sectors. Moreover, the UN will support measures which ensure that the percentage of the national budget allocated to women and girls' programmes is increased.

While in the previous ZUNDAF emphasis was placed on creating an enabling policy environment for gender equality and building an institutional home for gender issues, the thrust will now shift towards ensuring ratification, domestication, implementation, and monitoring and evaluation of laws and policies that promote gender equality, human rights, and women's and girls' empowerment.<sup>5</sup>

Human rights and results based programming approaches will guide the implementation of the outcome addressing issues of social justice, full participation, inclusion and involvement of men, women, girls, and boys, as well as achieving measurable results. In addition, capacity development initiatives will seek to reinforce analyses of the gender dimensions of environment and climate change, in particular measures to alleviate the burden on women posed by hazardous energy use.

This outcome will be implemented under the leadership of the Ministry of Women's Affairs, Gender and Community Development. Efforts will be made to mainstream gender into all ZUNDAF outcomes using a cross sectoral approach. An estimated amount of USD 20 million will be sourced from the UNCT and development partners for this outcome.

<sup>5</sup> Some of the targeted instruments are, the SADC Gender and Development Protocol, CEDAW, United Nations Security Council Resolutions 1325, 1889 and 1820 covering prevention of violence against women and participation of women in peacebuilding, ILO Conventions 183 on Maternity Protection and 156 on Workers with Family Responsibilities, the CRC and the ACPWPWR).

# MAJOR INITIATIVES COMPLEMENTING THE ZUNDAF

## MAJOR INITIATIVES COMPLEMENTING THE ZUNDAF

The 2012-2015 Zimbabwe United Nations Development Assistance Framework is the overall framework to support national development priorities and the achievement of the Millennium Development Goals. It is designed at a strategic level, ensuring increased flexibility and responsiveness. Therefore, all UN initiatives in Zimbabwe are planned and implemented within the context of this framework.

### Consolidated Appeals Process

The Consolidated Appeals Process (CAP), as the main tool used to plan, fund, implement and monitor humanitarian activities, serves to complement the ZUNDAF. Therefore, a new, programme based approach was adopted for the CAP to provide the strategic focus and flexibility needed to identify adequate responses to priority needs and to build linkages with other major strategic initiatives. The Zimbabwe CAP 2011 addressed the following three strategic objectives:

1. Support restoration of sustainable livelihoods through integration of humanitarian response into recovery and development action with a focus on building capacities at national and local level to coordinate, implement and monitor recovery interventions;
2. Save and prevent loss of life through near to medium term recovery interventions to vulnerable groups, incorporating disaster risk reduction frameworks; and
3. Support the population in acute distress through the delivery of quality essential basic services.

The Zimbabwe CAP 2011 requested a total of USD 415 million to meet its strategic objectives in terms of humanitarian and recovery aid. Seeing that Zimbabwe is in a transition phase, and due to the growing overlap between the humanitarian and development spectrums, many UN entities in Zimbabwe are also involved in achieving the CAP's objectives within the framework of the ZUNDAF.

### Other Initiatives

Other major initiatives are also underway, providing key entry points for the operationalisation of the 2012-2015 ZUNDAF, including the Joint Recovery Opportunities Framework, which outlines overall recovery opportunities in the country. Likewise, United Nations entities in Zimbabwe are increasingly involved in administering and managing important pooled funding mechanisms to support various recovery and development initiatives, all of which contribute to the implementation of activities that operationalise the ZUNDAF.

# FUNDING AND RESOURCES

## FUNDING AND RESOURCES

The UNCT will continue to mobilise resources in a coherent manner for the implementation of the 2012-2015 ZUNDAF. Likewise, the UNCT will capitalise on its comparative advantages and networks to establish and promote partnerships between the Government of Zimbabwe, the UN System, development partners, civil society and the private sector, while building on and consolidating existing opportunities. Ultimately, the UNCT aims to support Zimbabwe in ensuring that sufficient technical and financial resources are available to fund the achievement of the Millennium Development Goals, of national priorities and of the ZUNDAF.

Indicative resources required for the 2012-2015 ZUNDAF implementation are estimated at USD 797,142,522. The estimates below could change with the detailed activities planning that will be conducted through the JIM and as the development context evolves in Zimbabwe. The breakdown per outcome is estimated in the table below:

Outcome	Core Resources	Other Resources	Total
1.1	6,000,000	4,000,000	10,000,000
1.2	4,000,000	4,000,000	8,000,000
1.3	6,000,000	4,000,000	10,000,000
1.4	4,000,000	4,000,000	8,000,000
2.1	1,415,000	12,000,000	13,415,000
2.2	200,000	6,000,000	6,200,000
2.3	9,050,000	6,715,000	15,765,000
3.1	300,000,000	0	300,000,000
4.1	4,000,000	16,000,000	20,000,000
5.1	1,475,000	23,650,000	25,125,000
5.2	23,300,000	64,500,000	87,800,000
5.3	760,000	18,000,000	18,760,000
5.4	1,200,000	30,000,000	31,200,000
5.5	400,000	2,900,000	3,300,000
6.1	15,000,000	47,504,485	62,504,485
6.2	28,000,000	119,357,180	147,357,180
6.3	7,000,000	2,715,857	9,715,857
7.1	7,600,000	12,400,000	20,000,000
<b>Grand Total</b>			<b>797,142,522</b>

# MONITORING AND EVALUATION

## MONITORING AND EVALUATION

The Government of Zimbabwe and the UN Country Team recognise that the 2012-2015 ZUNDAF offers enhanced perspectives to advance on UN coherence initiatives in order to better support national partners and the country's development. The UNCT considers that a customised approach should be adopted to respond to the specific context of the country. The Government of Zimbabwe and the UNCT have therefore opted for a strategic level ZUNDAF, providing the necessary flexibility to adapt to an evolving national context.

In addition, the UNCT has decided to elaborate a joint implementation matrix, providing a common tool for ZUNDAF operationalisation at output and key action levels. This matrix will serve as a tool for improved programming, planning, implementation, monitoring and accountability at the internal level. It will also provide the UNCT with clarity on budgetary resources, while improving resource mobilisation perspectives. This approach will provide a clear link between the ZUNDAF and individual UN agency programmes, serving as a common reference for M&E. The joint implementation matrix will simultaneously provide UN agencies with a common framework from which to draw their country programme action plans, thereby ensuring coherent ZUNDAF implementation and M&E. The Programme Management Team and an inter-agency M&E Taskforce will provide the institutional anchor for coordinated UN monitoring of implementation.

Data for indicators, baselines and targets were drawn to a great extent from the 2010 Country Analysis Report, the 2010 MDG Report, the 2009 National Human Development Report, and various national studies and statistical sources. For those indicators for which data could not be accessed from existing sources, the Government and the UNCT will seek to determine these within the first six months of ZUNDAF implementation. In addition, the Government and the UNCT have selected MDG impact indicators in line with both nationally determined priorities and the ZUNDAF outcomes. This was done to provide an overarching and recognisable framework in working together towards the common goal of positively impacting the lives of Zimbabweans.

In line with the principles of managing for development results, the UNCT will ensure that the monitoring and evaluation of this ZUNDAF capitalises on existing national systems, while seeking to reinforce and consolidate these in order to



align ZUNDAF processes with national ones. The existing thematic group arrangements will be synchronised with the national STERP/MTP Cluster arrangement for the implementation of ZUNDAF 2012-2015, while also ensuring that such bodies are linked to and complemented by humanitarian clusters.

The Government and the UNCT will conduct annual reviews for years one and three of ZUNDAF implementation. A ZUNDAF mid-term review will be held at the end of year two and a progress report will be produced. In addition, a final review and evaluation will be held during the fourth year of implementation, assessing the relevance, efficiency, effectiveness, impact and sustainability of the UNCT's contribution, as described in the ZUNDAF, while informing the formulation of future strategies.

# ZUNDAF RESULTS MATRIX

Indicators, Baseline, Target	Means of Verification	Risks and Assumptions	Role of Partners	Indicative Resources (USD)
<b>NATIONAL DEVELOPMENT PRIORITY 1: Good Governance for Sustainable Development</b>				
<b>Outcome 1.1: Improved Justice Delivery System and Rule of Law</b>				
<p><b>Indicator</b> 1.1.1. Reduced case backlog in the judiciary system</p> <p><b>Baseline:</b> 2010 Case backlogs (Appeals):- Constitutional Applications – received (31), finalised (5), not ready for hearing (25); withdrawn (1) High Court – received (163), finalised (20), not ready for hearing (137), withdrawn (6) Magistrates’ Court – received (3), finalised (0), not ready for hearing (0); withdrawn (0) Labour Court - received (34), finalised (9), not ready for hearing (25); withdrawn (0) Other Courts (Administrative Court, Electoral Court) - received (5), finalised (0), not ready for hearing (5); withdrawn (0) Court/Chamber Application - received (126), finalised (65), not ready for hearing (61); withdrawn (0)</p> <p><b>Target:</b> The court system comprising the Supreme, High and Magistrate’s Courts, and specialised courts, capacitated to reduce case backlog by at least 75%</p> <p><b>Indicator</b> 1.1.2. Percentage of courts operating according to the Statutory Guidelines and international human rights standards</p> <p><b>Baseline:</b> Court system operating sub-optimally in terms of the statutory requirements and its clients</p> <p><b>Target:</b> Court system dispensing justice optimally for all people</p> <p><b>Indicator</b> 1.1.3 Children, women and other vulnerable groups benefit from increased access to justice before, during and after trial</p> <p><b>Baseline:</b> Human rights cases heard only by the Constitutional Court; Only 17 Legal Aid lawyers are active and in post within the Ministry of Justice to offer services nationally; No pre-trial diversion for children in conflict with the law is in place</p> <p><b>Target:</b> a) Human rights are integrated into High Court and Supreme Court judgements; b) 100% of children in contact with the law benefit from legal assistance; c) a pre-trial diversion programme is implemented</p> <p><b>Indicator</b> 1.1.4 Key human rights instruments are ratified, domesticated and regularly monitored through an active Government-led forum</p> <p><b>Baseline:</b> CRC ratified but not domesticated; Optional Protocols on Trafficking and Children and Armed Conflict not ratified; CEDAW not domesticated</p> <p><b>Target:</b> International obligations and optional protocols ratified and domesticated, including CRC and CEDAW</p>	<p>1.1.1 Judicial Service Commission Annual Reports</p> <p>1.1.2 Human Rights Commission Report; Victim Friendly Court reports; Child Justice Sector Analysis 2011; other reports by Government, UN and civil society regarding justice delivery in the courts; Public Protector’s report</p> <p>1.1.3 Human Rights Commission Reports; Reports of the Legal Aid Directorate; Reports from Pre-Trial Diversion Programme; Victim Friendly System Reports; Annual Reports of the Zimbabwe Republic Police</p> <p>1.1.4 State Party Reports (ICCPR, ICESCR, CEDAW, CRC and others)</p>	<p><b>Assumptions</b></p> <ol style="list-style-type: none"> <li>1 Adherence to constitutional and statutory requirements</li> <li>2 Political, economic and social stability prevails</li> <li>3 Judicial reform remains a priority</li> <li>4 Availability of financial resources</li> <li>5 Retention of skilled human resources within the judiciary</li> <li>6 Knowledge and understanding of GoZ systems and operations</li> <li>7 Some awareness by communities of the role, function and accessibility of the justice delivery system</li> </ol> <p><b>Risks</b></p> <ol style="list-style-type: none"> <li>1 Significant decline in the national budget for Justice</li> <li>2 Fragile operating environment for programme delivery, limiting access by vulnerable populations</li> </ol>	<p><b>Convener</b> UNDP</p> <p><b>UNCT Agencies</b> UNDP, ILO, IOM, UNICEF Technical and institutional support for capacity building, policy advice and resource mobilisation in the justice system (including judiciary)</p> <p><b>Government of Zimbabwe</b> Leadership and ownership for spearheading judiciary reform, law reform and human rights reform</p> <p><b>Donors</b> Technical and financial support</p> <p><b>CSOs</b> Supporting and monitoring judiciary reform, law reform and human rights reform</p>	<p><b>Core Resources</b> 6,000,000</p> <p><b>Other Resources</b> 4,000,000</p> <p><b>Total Resources</b> 10,000,000</p>

Indicators, Baseline, Target	Means of Verification	Risks and Assumptions	Role of Partners	Indicative Resources (USD)
<b>Outcome 1.2: Strengthened Mechanisms for Peacebuilding and for the Prevention, Management and Resolution of Conflict</b>				
<p><b>Indicator</b> 1.2.1 Conflict prevention, management and resolution mechanisms in place and implemented</p> <p><b>Baseline:</b> No mechanisms in place (2010)</p> <p><b>Target:</b> National mechanisms developed, endorsed and implemented</p>	1.2.1 Organ on National Healing, Reconciliation and Integration report	<p><b>Assumptions</b></p> <ol style="list-style-type: none"> <li>1 Provision of Article VII and XVIII of the Global Political Agreement (GPA) upheld</li> <li>2 Adherence to constitutional and statutory requirements</li> <li>3 Political, economic and social stability prevails</li> </ol>	<p><b>Convener</b> UNDP</p> <p><b>UN Agencies</b> UNDP, ILO, IOM, UNICEF, UNESCO Technical and institutional support for capacity building, policy advice and resource mobilisation on conflict prevention and recovery</p> <p><b>Government of Zimbabwe</b> Leadership in setting up national conflict prevention, management resolution and transformation infrastructure for peacebuilding</p> <p><b>Donors</b> Technical and financial support</p> <p><b>CSOs</b> Contribute support and monitor the roll out of national conflict prevention, management resolution and transformation processes</p>	<p><b>Core Resources</b> 4,000,000</p> <p><b>Other Resources</b> 4,000,000</p> <p><b>Total Resources</b> 8,000,000</p>
<p><b>Indicator</b> 1.2.2 Conflict sensitive approaches integrated in the key national development policies and frameworks</p> <p><b>Baseline:</b> National need acknowledged in Medium Term Planning framework</p> <p><b>Target:</b> Conflict sensitive approaches fully integrated into the future national development policies and frameworks</p>	1.2.2 Police and court records, Human Rights Commission report, Public Prosecutor's report, Short, medium and long term policy frameworks			
<b>Outcome 1.3 : Enhanced Accountability in the Management of Public Resources and Service Delivery</b>				
<p><b>Indicator</b> 1.3.1 Number and percentage of Government institutions on IRBM system</p> <p><b>Baseline:</b> IRBM introduced in all Government institutions but system not operational</p> <p><b>Target:</b> System operational throughout Government</p>	1.3.1 Government line ministry reports	<p><b>Assumptions</b></p> <ol style="list-style-type: none"> <li>1 Provision of Article XIII of the Global Political Agreement (GPA) upheld</li> <li>2 Adherence to public sector statutory requirements, including the Financial Management Act</li> <li>3 Political, economic and social stability prevails</li> </ol>	<p><b>Convener</b> UNDP</p> <p><b>UN Agencies</b> UNDP, ILO, UNICEF Technical and institutional support for capacity building, policy advice and resource mobilisation</p> <p><b>Government of Zimbabwe</b> Leadership and ownership of the public sector reform and mechanisms to enhance accountability, anti-corruption and improved delivery at all levels</p> <p><b>Donors</b> Technical and financial support</p> <p><b>CSOs</b> Support implementation and monitoring of public sector reform, policies, mechanisms and performance to enhance results, transparency and accountability at all levels</p>	<p><b>Core Resources</b> 6,000,000</p> <p><b>Other Resources</b> 4,000,000</p> <p><b>Total Resources</b> 10,000,000</p>
<p><b>Indicator</b> 1.3.2 Public sector audited accounts undertaken and in public domain</p> <p><b>Baseline:</b> Audit system in place but not functioning</p> <p><b>Target:</b> Government audit system fully operational and statutory audit requirements adhered to throughout the public sector</p>	1.3.2 Audit and Comptroller General 's report; Anti-Corruption Commission report; Parliamentary Portfolio Committee			

Indicators, Baseline, Target	Means of Verification	Risks and Assumptions	Role of Partners	Indicative Resources (USD)
<b>Outcome 1.4: Enhanced People's Participation in Democratic Governance Structures and Processes</b>				
<p><b>Indicator</b> 1.4.1 Mechanisms and processes in place to encourage peoples participation in democratic processes</p> <p><b>Baseline:</b> Limited citizen awareness and limited mechanisms for citizen involvement in democratic processes</p> <p><b>Target:</b> Civic education initiatives conducted for increased awareness and mechanisms in place for increased peoples participation in democratic processes</p> <p><b>Indicator</b> 1.4.2 ZEC has functional offices with clear staffing structure and sufficient human and technical resources</p> <p><b>Baseline:</b> ZEC has limited capacity</p> <p><b>Target:</b> Functional ZEC</p> <p><b>Indicator</b> 1.4.3 Citizen spaces and platforms of engagement with state bodies, mechanisms and processes in place and operating</p> <p><b>Baseline:</b> Existing national platforms for civic engagement are few and generally not inclusive</p> <p><b>Target:</b> Alternative dialogue tracks set up on key national social, economic and political issues</p>	<p>1.4.1 Zimbabwe Electoral Commission (ZEC) and civil society reports</p> <p>1.4.2 Zimbabwe Electoral Commission (ZEC) report</p> <p>1.4.3 Independent Commission Reports; Parliamentary Constituency Information Centre reports</p>	<p><b>Assumptions</b></p> <ol style="list-style-type: none"> <li>Provisions of Article XII and Article XIX of the Global Political Agreement (GPA) upheld</li> <li>Political, economic and social stability prevails</li> </ol>	<p><b>Convener</b> UNDP</p> <p><b>UN Agencies</b> UNDP, ILO, IOM, UNICEF Technical and institutional support for capacity building, policy advice and resource mobilisation on democratic governance structures and processes</p> <p><b>Government of Zimbabwe</b> Leadership in spearheading the democratic governance reform; facilitate space and platforms for citizen participation in national processes</p> <p><b>Donors</b> Technical and financial support</p> <p><b>CSOs</b> Support and monitor democratic governance reform and promote citizen participation in national processes such as elections, legislative and policy making, amongst others</p>	<p><b>Core Resources</b> 4,000,000</p> <p><b>Other Resources</b> 4,000,000</p> <p><b>Total Resources</b> 8,000,000</p>
<b>NATIONAL DEVELOPMENT PRIORITY 2: Pro-Poor Sustainable Growth and Economic Development</b>				
<b>Outcome 2.1: Enhanced Economic Management and Pro-Poor Development Policies and Strategies</b>				
<p><b>Indicator</b> 2.1.1 Pro-poor macroeconomic policy framework is implemented</p> <p><b>Baseline:</b> Macroeconomic policy framework developed and endorsed for implementation (2011)</p> <p><b>Target:</b> Endorsement and implementation</p> <p><b>Indicator</b> 2.1.2 Functional public finance management system (PFMS)</p> <p><b>Baseline:</b> PFMS exists but needs revamping (2010)</p> <p><b>Target:</b> Revamped PFMS fully operational</p> <p><b>Indicator</b> 2.1.3 Platforms and mechanisms in place for inclusive and participatory development and implementation of economic policies and strategies</p>	<p>2.1.1 Official sectoral, national and international economic statistics and surveys (Global Human Development Report, World Development Report)</p> <p>2.1.2 Official sectoral, national and international economic statistics and surveys (National Budget)</p> <p>2.1.3 MDGs Progress report, NDP</p>	<p><b>Assumptions</b></p> <ol style="list-style-type: none"> <li>Adequate resources</li> <li>Good corporate/economic and social governance - sustained social and economic dialogue with stakeholders</li> <li>Successful re-engagement with the international community - policy level support, technical advice and aid flows facilitated by development partners are aligned to national priorities</li> <li>Adoption and implementation of MTP/NDP</li> <li>Improved staff retention in government ministries and departments</li> </ol>	<p><b>Convener</b> UNDP</p> <p><b>UN Agencies</b> ILO, UNIDO, UNICEF, IOM UNFPA, UNESCO, FAO Provide technical and financial support, including capacity development and building for policy formulation and implementation</p> <p><b>Government of Zimbabwe</b> MoF, MoLSS, MoEPIP, MoYDIE, MoSMECD, MoHTE, MoESAC, MoRIIC, MoIC Policy formulation: Economic management; Provision of social infrastructure: Resource mobilisation and allocation; Implementation and monitoring</p>	<p><b>Core Resources</b> 1,415,000</p> <p><b>Other Resources</b> 12,000,000</p> <p><b>Total Resources</b> 13,415,000</p>

Indicators, Baseline, Target	Means of Verification	Risks and Assumptions	Role of Partners	Indicative Resources (USD)
<b>Outcome 2.1: Enhanced Economic Management and Pro-Poor Development Policies and Strategies continued...</b>				
<p><b>Baseline:</b> Nascent platforms and mechanisms exist (aid coordination, National Economic Council, TNF)</p> <p><b>Target:</b> Operational platforms and mechanisms</p>		<p><b>Risks</b></p> <ol style="list-style-type: none"> <li>1 Change in government priorities and consequently discontinuation of current projects including the MTP</li> <li>2 Inappropriate environment (socioeconomic and political) for programme implementation</li> <li>3 High staff turnover in Government hinders systematic capacity development for policy implementation</li> </ol>	<p><b>Donors</b> Technical and financial support to the ZUNDAF and the MTP</p> <p><b>CSOs</b> Participate in planning, implementation and monitoring; Build local capacity, and mobilise and empower for stakeholder participation</p>	
<b>Outcome 2.2: Increased Access to Decent Employment Opportunities Especially for Youths and Women</b>				
<p><b>Indicator</b> 2.2.1 Employment-to-population ratio</p> <p><b>Baseline:</b> 46.86% (2004)</p> <p><b>Target:</b> &gt;46.86%</p> <p><b>Indicator</b> 2.2.2 Youth Unemployment</p> <p><b>Baseline:</b> 15.5% (2004)</p> <p><b>Target:</b> &lt;15.5%</p> <p><b>Indicator</b> 2.2.3 Number of new Jobs created</p> <p><b>Baseline:</b> 5,000 per year , estimates from programmes' interventions;</p> <p><b>Target:</b> 15,000 new jobs per year for youths (specific programmes)</p> <p><b>Indicator</b> 2.2.4 Number of youths trained in entrepreneurship; informal apprenticeship and for rural economic empowerment</p> <p><b>Baseline:</b> 2,000 per year for specific programmes</p> <p><b>Target:</b> 10,000 youths trained per year by specific programmes</p>	<p>2.2.1 Labour Force Survey (size and productivity of the income and expenditure); Periodic sectoral employment returns; SMEs survey</p> <p>2.2.2 Labour Force Survey (size and productivity of the income and expenditure); Periodic sectoral employment returns; SMEs survey; Programme/ Project Reports</p> <p>2.2.3 Periodic sectoral employment returns; Programme/Project reports</p> <p>2.2.4 Periodic sectoral employment returns; Programme/Project reports</p>	<p><b>Assumptions</b></p> <ol style="list-style-type: none"> <li>1 Employment creation continues to be seen by Government as a viable strategy for economic growth and development</li> <li>2 Sustained economic growth - Government commitment to creating a stable macroeconomic environment</li> <li>3 Aid programmes and resources shift towards supporting self-employment and MSME-led recovery programmes</li> </ol> <p><b>Risks</b></p> <ol style="list-style-type: none"> <li>1 Deterioration in the economic and business environment - economic growth falls below targeted average, limiting employment opportunities and resources available to the grow the economy and address poverty</li> <li>2 No significant injections of new investment in the economy</li> </ol>	<p><b>Convener</b> ILO</p> <p><b>UN Agencies</b> UNDP, FAO, UNIDO, IOM, UNICEF, UNESCO Provision of technical and financial support for employment creation programmes</p> <p><b>Government of Zimbabwe</b> MoLSS, MoEPIP, MoYDIE, MoF, MoSMECD, MoESAC, MoHTE, MoAMID, MoENR, MoIC, MoICT, MoLGUD, MoPW, MoSEP, MoSTD, MoTHI Policy formulation: Provision of social infrastructure; Resource mobilisation and allocation; Implementation and monitoring; Mainstreaming employment; Capacity building and skills development at all levels</p> <p><b>Donors</b> Provision of financial support for employment creation programmes; M&amp;E</p> <p><b>CSOs</b> Participate in planning, implementation and monitoring and building local capacity; Mobilise and empower communities</p>	<p><b>Core Resources</b> 200,000</p> <p><b>Other Resources</b> 6,000,000</p> <p><b>Total Resources</b> 6,200,000</p>

Indicators, Baseline, Target	Means of Verification	Risks and Assumptions	Role of Partners	Indicative Resources (USD)
<b>Outcome 2.3: Improved Generation and Utilisation of Data for Policy and Programme Development and Implementation by Government and Other Partners</b>				
<p><b>Indicator</b> 2.3.1 Number of key survey (population census, ZDHS, MIMS, ALS, LFCLS, PICES, national nutritional surveys) and routine information system (health, education, agriculture) statistical reports produced on schedule and made available in public domain</p> <p><b>Baseline:</b> Three (census, ZDHS, education) out of ten produced (2010)</p> <p><b>Target:</b> All ten produced by 2015</p>	2.3.1 ZIMSTAT annual reports	<p><b>Assumptions</b></p> <ol style="list-style-type: none"> <li>1 Adequate resources for statistical production</li> <li>2 The provisions of the Census and Statistics Act of 2007 are fully implemented and the new ZIMSTAT organisational structure is fully operational</li> <li>3 The NSDS is fully developed, costed and implemented</li> <li>4 Conducive operating environment</li> </ol>	<p><b>Convener</b> UNFPA</p> <p><b>UN Agencies</b> UNICEF, ILO, UNDP, IOM, UNAIDS, UNIDO, WFP, FAO, WHO, UNESCO Provision of technical and financial support</p> <p><b>Government of Zimbabwe</b> ZIMSTAT, MoLSS, MoEPIP, MoF, MoHCW, MoAMID ZIMSTAT to coordinate and supervise the national statistical system; MoF to provide adequate funding for statistical production; Line ministries to establish and provide budgetary allocations to statistical units</p> <p><b>Donors</b> WB/AfDB/ACBF and bilateral donors align their support to the ZUNDAF and the NDS, and provide adequate technical and financial support</p> <p><b>CSOs</b> Participate in evidence-based national policy making, monitoring, evaluation and reporting processes.</p>	<p><b>Core Resources</b> 9,050,000</p> <p><b>Other Resources</b> 6,715,000</p> <p><b>Total Resources</b> 15,765,000</p>
<p><b>Indicator</b> 2.3.2 Key policies, strategies and action frameworks are based on or refer to up-to-date evidence; Population policy in place</p> <p><b>Baseline:</b> Most policy and strategy documents refer to data which is 5 years or older (2010).</p> <p><b>Target:</b> Most policy and strategy documents should refer to data that is less than 5 years old by 2015.</p>	2.3.2 ZIMSTAT annual reports; Line ministry annual reports; Desk review reports	<p><b>Risks</b></p> <ol style="list-style-type: none"> <li>1 Insufficient financial resource allocation by Government for statistical production</li> <li>2 Continued skills flight among professional staff categories</li> </ol>		
<b>NATIONAL DEVELOPMENT PRIORITY 3: Food and Nutrition Security at Household and National Levels</b>				
<b>Outcome 3.1: Policies and Action Frameworks in Place for Increased Agricultural Productivity and Production</b>				
<p><b>Indicator</b> 3.1.1 National agricultural policy in place</p> <p><b>Baseline:</b> The current policy (1995) requires updating to take into account AU/NEPAD supported strategies (2010)</p> <p><b>Target:</b> Up-to-date policy in place</p>	3.1.1 ZIMSTAT statistical reports; Crop and livestock assessment reports; Comprehensive Agricultural Policy Framework documents	<p><b>Assumption</b> Adequate budget allocation to the agriculture sector</p> <p><b>Risk</b> Poor performance of the national economy</p>	<p><b>Convener</b> FAO</p> <p><b>UN Agencies</b> UNICEF, UNDP, WFP, IFAD, WB Provide technical support (including capacity development) to key agriculture and land institutions (including support and peer review, research and extension institutions); Support policy development and fundraising</p>	<p><b>Core Resources</b> 300,000,000</p> <p><b>Other Resources</b> 0</p> <p><b>Total Resources</b> 300,000,000</p>
<p><b>Indicator</b> 3.1.2 National land policy in place</p> <p><b>Baseline:</b> The current policy (1992) requires updating (2010)</p> <p><b>Target:</b> Up-to-date policy in place; Action plans in place; Medium term agricultural policy/strategy investment plan approved</p>	3.1.2 Land policy		<p><b>Government of Zimbabwe</b> MoAMID, MoLRR, MoHCW, Forestry Commission, AGRITEX, DR&amp;SS Review/update or develop and implement effective policies</p>	
<p><b>Indicator</b> 3.1.3 Integrated research and extension systems in place</p>	3.1.3 Research and extension reports/publications			

Indicators, Baseline, Target	Means of Verification	Risks and Assumptions	Role of Partners	Indicative Resources (USD)
<b>Outcome 3.1: Policies and Action Frameworks in Place for Increased Agricultural Productivity and Production continued...</b>				
<p><b>Baseline:</b> Basic research and extension systems exist and operate as stand alone systems (2010)</p> <p><b>Target:</b> Integrated and strengthened research and extension systems operational</p>			<p><b>Donors</b> Provide technical support and financial resources</p> <p><b>CSOs</b> Participate in the development and implementation of policies and action frameworks</p>	
<b>NATIONAL DEVELOPMENT PRIORITY 4: Sound Management and Use of the Environment, Natural Resources and Land to Promote Sustainable Development</b>				
<b>Outcome 4.1: Environment Management, Energy and Climate Change Policies and Systems Developed and Implemented</b>				
<p><b>Indicator</b> 4.1.1 National climate change policy in place</p> <p><b>Baseline:</b> None exists (2010)</p> <p><b>Target:</b> Policy developed and endorsed</p>	4.1.1 Policy document on climate change; State of the Environment report - all three completed	<p><b>Assumptions</b></p> <ol style="list-style-type: none"> <li>Sufficient allocation from fiscus for an effective environmental management, energy and climate change response</li> <li>Buy-in from traditional leaders for effective locally-driven environmental management</li> <li>Coordination for climate change/disaster related activities in place</li> </ol> <p><b>Risk</b> Change in government priorities</p>	<p><b>Convener</b> UNDP</p> <p><b>UN Agencies</b> FAO, UNEP, UNIDO, UNESCO, UN-Habitat, ILO, IOM</p> <p>Technical support (including capacity development); Knowledge and technological networking; Facilitate South-South cooperation</p> <p><b>Government of Zimbabwe</b> MoENR, MoAMID, MoWRD, MoLRR, MoEPD, MoTHI, CPU, MoMMD, Forestry Commission, EMA, National Parks and Wildlife</p> <p>Policy formulation and implementation, and putting in place the institutions; Budget allocation and activity coordination; Leadership</p> <p><b>Donors</b> Technical and financial support</p> <p><b>CSOs</b> Community outreach; Advocacy; Awareness raising; Participation in the development and implementation of policies and strategies</p>	<p><b>Core Resources</b> 4,000,000</p> <p><b>Other Resources</b> 16,000,000</p> <p><b>Total Resources</b> 20,000,000</p>
<p><b>Indicator</b> 4.1.2 Enhanced land administration system</p> <p><b>Baseline:</b> Basic land administration system in place (2010)</p> <p><b>Target:</b> Enhanced, up-to-date land administration system operational</p>	4.1.2 Land administration reports; EMA/MoENR reports - all three completed			
<p><b>Indicator</b> 4.1.3 Energy subsector strategies developed</p> <p><b>Baseline:</b> One (renewable) out of four subsectors has a draft strategy (2010)</p> <p><b>Target:</b> Strategies and action plans developed for all energy subsectors</p>	4.1.3 Energy subsector strategies			
<p><b>Indicator</b> 4.1.4 Climate and disaster management policy approved</p> <p><b>Baseline:</b> Climate and disaster policy framework not in place</p> <p><b>Target:</b> Disaster management strategies/action plans approved; Disaster management medium term funding proposals approved</p>				
<b>NATIONAL DEVELOPMENT PRIORITY 5: Access To and Utilisation of Quality Basic Social Services For All</b>				
<b>Outcome 5.1: Increased Access to Quality Formal and Non-Formal Education, Training and Life Skills Development</b>				
<p><b>Indicator</b> 5.1.1 Net enrolment ratio</p> <p><b>Baseline:</b> Primary (2006) 97; Secondary (2006) 47; HTEIs (2009) 74,436; VTCs (2009) 5,360</p>	5.1.1 EMIS reports/data; Reports by institutions (by category); Ministries' annual reports; Survey reports	<p><b>Assumptions</b></p> <ol style="list-style-type: none"> <li>Enacted social and human rights based policies</li> <li>Stable socioeconomic and political environment</li> </ol>	<p><b>Convener</b> UNESCO</p> <p><b>UN Agencies</b> UNICEF, ILO, UNFPA, IOM, WHO, WFP</p>	<p><b>Core Resources</b> 1,475,000</p> <p><b>Other Resources</b> 23,650,000</p>



Indicators, Baseline, Target	Means of Verification	Risks and Assumptions	Role of Partners	Indicative Resources (USD)
<b>Outcome 5.1: Increased Access to Quality Formal and Non-Formal Education, Training and Life Skills Development continued...</b>				
<p><b>Target:</b> Primary 98%; Secondary 60%; HTEIs 82,000; VTCs 6,950</p> <p><b>Indicator</b> 5.1.2 Retention/completion rates</p> <p><b>Baseline:</b> Primary 68%; Secondary 89%; HTEIs n.d.; VTCs 75%</p> <p><b>Target:</b> Primary 75%; Secondary 90%; HTEIs 10% increase; VTCs 80%</p> <p><b>Indicator</b> 5.1.3 Learning outcomes (pass rates in national examinations)</p> <p><b>Baseline:</b> Primary 39%; Secondary: 19%; HTEIs n.d.; VTCs 75%</p> <p><b>Target:</b> Primary 50%; Secondary 20%; HTEIs 10% increase; VTCs 80%</p>	<p>5.1.2 EMIS reports; Reports by institutions</p> <p>5.1.3 Reports from relevant exam boards (ZIMSEC, HEXCO, Cambridge, IGCSE, C&amp;G); Survey/evaluation reports; Ministries' annual reports; Reports by institutions</p>	<p>3 No recurrence of emergencies (natural disasters and epidemics)</p> <p><b>Risks</b></p> <ol style="list-style-type: none"> <li>1 Inadequate resources (human and financial) for implementation</li> <li>2 Depletion of social safety nets envelope</li> <li>3 Frequent disturbances to the learning and teaching environment</li> </ol>	<p>Mobilisation of resources; Advocacy on issues of inclusiveness, equity and quality; Technical support for policy development/implementation/peer review, advocacy</p> <p><b>Government of Zimbabwe</b> MoESAC, MoHTE, MoYDIE, MoLSS, MoHCW, MoF, MoLGUD Providing enabling policy environment; Implementation; Community mobilisation; Monitoring and Evaluation; Leadership; Budget allocation</p> <p><b>Donors</b> Provision of resources; Provision of technical assistance; Funding, experience sharing and peer review</p> <p><b>CSOs</b> Provision of resources; Implementation of activities; M&amp;E; Community mobilisation</p>	<p><b>Total Resources</b> 25,125,000</p>
<b>Outcome 5.2: Increased Access to and Utilisation of Quality Basic Health and Nutrition Services</b>				
<p><b>Indicator</b> Health and nutrition strategies in place</p> <p>5.2.1 Percentage of births attended by skilled health personnel</p> <p><b>Baseline:</b> 60% (2009)</p> <p><b>Target:</b> 90%</p> <p><b>Indicator</b> 5.2.2 Full immunisation coverage amongst 1 year olds (BCG, Penta 1,2,3, OPV1, 2,3 and measles)</p> <p><b>Baseline:</b> 62% (2010)</p> <p><b>Target:</b> 100%</p> <p><b>Indicator</b> 5.2.3 Proportion of high impact direct nutritional interventions (as per MoHCW guidelines) scaled up</p> <p><b>Baseline:</b> EBF 5.8%; Optimal CF 8%; Maternal MN supplementation &lt;30%; Health facilities providing services for management of severe acute malnutrition 41%; Percentage of households consuming MN fortified staple foods (N/A)</p>	<p>5.2.1 Hospital records</p> <p>5.2.2 Routine health information system (hospital admission records HS3/5); Monitoring reports</p> <p>5.2.3 National household surveys (ZDHS and MIMS)</p>	<p><b>Assumptions</b></p> <ol style="list-style-type: none"> <li>1 Barriers to accessing services are addressed</li> <li>2 The economic situation continues to improve</li> <li>3 Sustained political stability prevails</li> <li>4 Continued strong political commitment to health issues</li> <li>5 Adequate remuneration of health workers</li> <li>6 Predictable financing arrangements</li> </ol> <p><b>Risk</b></p> <ol style="list-style-type: none"> <li>1 Political instability</li> <li>2 Decreased health partners' commitment to supporting health system</li> <li>3 Recurring disasters/emergencies</li> <li>4 Failure in multi-sectoral/multi-agency coordination</li> </ol>	<p><b>Convener</b> WHO</p> <p><b>UN Agencies</b> UNICEF, UNFPA, WHO, WFP Technical support; Resource mobilisation; Capacity development; Advocacy</p> <p><b>Government of Zimbabwe</b> MoHCW, MoLGUD, MoF, MoEPIP Policy formulation; Planning; Resource mobilisation and implementation; M&amp;E; Budget allocation</p> <p><b>Donors</b> Technical assistance and financial support</p> <p><b>CSOs</b> Resource mobilisation; Engage communities/grassroots; Policy advocacy; Support implementation and target achievement; Support M&amp;E</p>	<p><b>Core Resources</b> 23,300,000</p> <p><b>Other Resources</b> 64,500,000</p> <p><b>Total Resources</b> 87,800,000</p>

Indicators, Baseline, Target	Means of Verification	Risks and Assumptions	Role of Partners	Indicative Resources (USD)
<b>Outcome 5.2: Increased Access to and Utilisation of Quality Basic Health and Nutrition Services continued...</b>				
<p><b>Target:</b> EBF 50%; Optimal CF 50%; Maternal MN supplementation 80%; Facilities providing services for management of SAM 90; Households consuming MN fortified staple foods 30%</p> <p><b>Indicator</b> 5.2.4 Percentage of health facilities with adequate stock status for VEN drugs (Medicine information system through NHIS)</p> <p><b>Baseline:</b> Vital medicines 52%; Essential medicines 66.5%; Necessary medicines 21%</p> <p><b>Target:</b> Vital medicines 100%; Essential medicines 80%; Necessary medicines 60%</p> <p><b>Indicator</b> 5.2.5 Percentage of programmes of top ten diseases and conditions that have policies, strategies and guidelines developed, updated and/or implemented by 2015</p> <p><b>Baseline:</b> 40%</p> <p><b>Target:</b> Guidelines and protocols (specify) endorsed and operationalised</p> <p><b>Indicator</b> 5.2.6 Preventive and curative nutrition interventions/strategies in place</p> <p><b>Baseline:</b> Partially in place</p> <p><b>Target:</b> Fully in place</p>	<p>5.2.4 Annual reports</p> <p>5.2.5 Regular nutrition surveys/ surveillance</p> <p>5.2.6 Health Information System Annual Report</p>			
<b>Outcome 5.3: Increased Access to Social Protection for the Most Vulnerable Households</b>				
<p><b>Indicator</b> 5.3.1 Number of people benefiting from social transfers by population group</p> <p><b>Baseline:</b> 35,000 households (2010)</p> <p><b>Target:</b> 80,000 households (2013)</p> <p><b>Indicator</b> 5.3.2 Number of children with access to effective social services for child protection</p> <p><b>Baseline:</b> 4,500 (2010)</p> <p><b>Target:</b> 25,000 (2013)</p>	<p>5.3.1 Household surveys (ZDHS, MIMS, PASS, ZIMVAC); Ministry and UN agency reports and assessments</p> <p>5.3.2 Annual Social Cash Transfer Evaluation and Outcome report; PASS (2003); Victim friendly court statistics; National Nutrition Survey 2010; National HIV/AIDS estimates from MoHCW; Child Friendly Initiative Sub-Committee reports; Child protection prevalence surveys; Child justice sector analysis</p>	<p><b>Assumptions</b></p> <ol style="list-style-type: none"> <li>1 Increased funding by Government and complementary resources from donors</li> <li>2 Staff changes remain relatively stable within MoLSS</li> <li>3 Improved macroeconomic environment</li> </ol> <p><b>Risk</b> Social protection decreases as a priority area for Government</p>	<p><b>Convener</b> IOM</p> <p><b>UN Agencies</b> UNICEF, ILO, WFP, FAO, UNHCR, IOM Technical assistance; Capacity building and development; Advocacy; Resource mobilisation</p> <p><b>Government of Zimbabwe</b> MoLSS, MoHCW, MoESAC, MoHTE, MoYDIE, MoWAGCD, ONHRI Policy formulation; Planning; Resource mobilisation; Coordination; Implementation</p> <p><b>Donors</b> Technical assistance and financial support</p> <p><b>CSOs</b> Coordination and enhancement of data collection; Provision of relevant statistics</p>	<p><b>Core Resources</b> 760,000</p> <p><b>Other Resources</b> 18,000,000</p> <p><b>Total Resources</b> 18,760,000</p>

Indicators, Baseline, Target	Means of Verification	Risks and Assumptions	Role of Partners	Indicative Resources (USD)
<b>Outcome 5.4: Increased Access to and Use of Safe and Adequate Water Supply, Improved Sanitation and Hygiene Services</b>				
<p><b>Indicator</b> 5.4.1 Percentage of population with access to improved sanitation</p> <p><b>Baseline:</b> Urban 97%; Rural 43%</p> <p><b>Target:</b> Urban 100%; Rural 53%</p> <p><b>Indicator</b> 5.4.2 Percentage of population with access to and use of safe water</p> <p><b>Baseline:</b> Urban 98%; Rural 61%</p> <p><b>Target:</b> Urban 100%; Rural 86%</p> <p><b>Indicator</b> 5.4.3 Percentage of population practicing open defecation</p> <p><b>Baseline:</b> 33% overall (2009)</p> <p><b>Target:</b> 10%</p>	<p>5.4.1 National household surveys such as the ZDHS and MIMS; National Census; School surveys</p> <p>5.4.2 National WASH inventory</p> <p>5.4.3 Government and UN agency monitoring and progress reports</p>	<p><b>Assumptions</b></p> <ol style="list-style-type: none"> <li>1 Sufficient budget allocation to sector</li> <li>2 The economic situation continues to improve</li> </ol> <p><b>Risk</b></p> <p>Political instability</p>	<p><b>Convener</b> UNICEF</p> <p><b>UN Agencies</b> WHO Technical support; Resource mobilisation; Capacity development</p> <p><b>Government of Zimbabwe</b> MoWRD, MoHCW, MoLGUD, MoF, MoESAC, NAC Policy formulation; Planning; Resource mobilisation; Implementation</p> <p><b>Local Authorities</b> Planning; Resource mobilisation; Implementation</p> <p><b>Donors</b> Technical assistance and financial support</p> <p><b>CSOs</b> Resource mobilisation; Capacity development; Implementation</p>	<p><b>Core Resources</b> 1,200,000</p> <p><b>Other Resources</b> 30,000,000</p> <p><b>Total Resources</b> 31,200,000</p>
<b>Outcome 5.5: Improved Policies, Planning, Management and Implementation of Housing Programmes</b>				
<p><b>Indicator</b> 5.5.1 Percentage of budget allocated to housing</p> <p><b>Baseline:</b> 1.6 % (2010)</p> <p><b>Target:</b> 3.5 %</p> <p><b>Indicator</b> 5.5.2 A comprehensive national housing policy in place by 2015</p> <p><b>Baseline:</b> Fragmented policy framework</p> <p><b>Target:</b> Comprehensive framework in place</p> <p><b>Indicator</b> 5.5.3 Housing stakeholders forum established by 2015</p> <p><b>Baseline:</b> No forum in place</p> <p><b>Target:</b> Forum established and operational</p> <p><b>Indicator</b> 5.5.4 Comprehensive housing database established by 2015</p> <p><b>Baseline:</b> Outdated database</p> <p><b>Target:</b> Updated and maintained database</p>	<p>5.5.1 Blue book</p> <p>5.5.2 Household surveys such as PASS III and ZDHS</p> <p>5.5.3 Other ministry reports</p> <p>5.5.4 Local authority waiting lists</p>	<p><b>Assumptions</b></p> <ol style="list-style-type: none"> <li>1 Sufficient resource availability from the fiscus</li> <li>2 Improved political and socioeconomic environment</li> <li>3 Political buy-in to the agenda to improve housing</li> <li>4 Strengthened public-private partnership</li> </ol> <p><b>Risk</b></p> <ol style="list-style-type: none"> <li>1 Political instability</li> <li>2 Housing decreases as a priority area for government</li> <li>3 Inadequate resources (human, financial) for implementation</li> </ol>	<p><b>Convener</b> UN-Habitat</p> <p><b>UN Agencies</b> UNHCR, IOM Technical support; Resource mobilisation; Capacity development</p> <p><b>Government of Zimbabwe</b> MoNHSa, MoF, MoLGUD Policy formulation; Planning; Resource mobilisation; Implementation</p> <p><b>Local Authorities</b> Planning; Resource mobilisation; Implementation</p> <p><b>Donors</b> Technical and financial support</p> <p><b>CSOs</b> Resource mobilisation; Capacity development; Implementation</p>	<p><b>Core Resources</b> 400,000</p> <p><b>Other Resources</b> 2,900,000</p> <p><b>Total Resources</b> 3,300,000</p>

Indicators, Baseline, Target	Means of Verification	Risks and Assumptions	Role of Partners	Indicative Resources (USD)
<b>NATIONAL DEVELOPMENT PRIORITY 6: Universal Access to HIV Prevention, Treatment, Care and Support</b>				
<b>Outcome 6.1: Improved Access To (and Uptake of) HIV Prevention Services</b>				
<p><b>Indicator</b> 6.1.1 Number/% of HIV positive women who receive ARV prophylaxis to reduce MTCT, disaggregated by age, urban-rural</p> <p><b>Baseline:</b> 56% (2009)</p> <p><b>Target:</b> 80%</p> <p><b>Indicator</b> 6.1.2 Number/% of infants born to HIV positive mothers who receive ARV prophylaxis after delivery, disaggregated by urban-rural</p> <p><b>Baseline:</b> 37% (2009)</p> <p><b>Target:</b> 80%</p> <p><b>Indicator</b> 6.1.3 Percentage of men 16-29 who are circumcised, disaggregated by age, urban-rural</p> <p><b>Baseline:</b> 9.9% (2009)</p> <p><b>Target:</b> 60%</p> <p><b>Indicator</b> 6.1.4 Percentage of men/women 15-49 (or 18-44) reporting use of a condom during last sex with a non-regular partner, disaggregated by sex, age, urban-rural</p> <p><b>Baseline:</b> 1.3% (w); 14.1% (m) (2005/6)</p> <p><b>Target:</b> 0.6%(w); 7% (m)</p>	<p>6.1.1 Programme monitoring records</p> <p>6.1.2 Programme monitoring records</p> <p>6.1.3 Programme monitoring records</p> <p>6.1.4 National behavior change strategy surveys (ACASI); ZDHS; programme monitoring database</p>	<p><b>Assumptions</b></p> <ol style="list-style-type: none"> <li>1 Funding levels remain the same or increase- mobilisation of local and international resources is sustained</li> <li>2 Acceptability expressed in surveys translates into actual demand</li> <li>3 Health system funding including retention scheme remains stable</li> </ol> <p><b>Risks</b></p> <ol style="list-style-type: none"> <li>1 Reduction in resource availability</li> <li>2 Lower uptake of MC services than anticipated</li> <li>3 User fees, transport challenges or health system challenges could disrupt overall health service delivery</li> </ol>	<p><b>Convener</b> UNFPA/UNICEF</p> <p><b>UN Agencies</b> UNFPA, UNICEF, UNAIDS, WHO, IOM, UNHCR, ILO Technical support, including capacity development; Financial resources</p> <p><b>Government of Zimbabwe</b> MoHCW, NAC Leadership and coordination of inclusive, multi-sectoral responses at all levels</p> <p><b>Donors</b> Technical and financial support</p> <p><b>CSOs, multilateral agencies, bilateral agencies</b> Participate in the development and implementation of policies, strategies and action frameworks (including service delivery)</p>	<p><b>Core Resources</b> 15,000,000</p> <p><b>Other Resources</b> GF 46,304,485 ESP 1,200,000</p> <p><b>Total Resources</b> 62,504,485</p>
<b>Outcome 6.2: Improved Access To (and Uptake of) HIV Treatment, Care and Support Services</b>				
<p><b>Indicator</b> 6.2.1 Number/% of adults, infants and children with advanced HIV infection who have access to and receive ART (disaggregated by age, gender, urban-rural)</p> <p><b>Baseline:</b> Adults 60% (2009); Children &lt; 15yrs 37%; Children &lt;5yrs 11%; &lt;2yrs – 14% (2010)</p> <p><b>Target:</b> Adults 100%; Children: 80%</p> <p><b>Indicator</b> 6.2.2 Proportion of HIV infected pregnant women eligible for HAART, who receive it as prophylaxis and for their own health (disaggregated by age, urban-rural)</p> <p><b>Baseline:</b> 35% (2010)</p> <p><b>Target:</b> 80%</p>	<p>6.2.1 Health facility and other special surveys; Routine programme data; MoHCW annual reports</p> <p>6.2.2 Health facility and other special surveys; Routine programme data; MoHCW annual reports</p>	<p><b>Assumptions</b></p> <ol style="list-style-type: none"> <li>1 Funding levels remain the same or increase</li> <li>2 Mobilisation of local and international resources is sustained</li> <li>3 Services are widely available (particularly those targeting children)</li> </ol>	<p><b>Convener</b> WHO/UNICEF</p> <p><b>UN Agencies</b> UNFPA, UNICEF, UNAIDS, WHO, IOM, UNHCR, WFP, FAO, UN Joint Team on AIDS In-kind (staff and material) and financial (mostly from the NATF) contributions; Technical support, including capacity development, and financial resources</p> <p><b>Government of Zimbabwe</b> MoHCW, NAC Leadership and coordination of inclusive, multi-sectoral responses at all levels</p>	<p><b>Core Resources</b> 28,000,000</p> <p><b>Other Resources</b> GF 109,738,448 ESP 7,200,000 USG/JSI&amp;CHAI 2,418,732</p> <p><b>Total Resources</b> 147,357,180</p>

Indicators, Baseline, Target	Means of Verification	Risks and Assumptions	Role of Partners	Indicative Resources (USD)
<b>Outcome 6.2: Improved Access To (and Uptake of) HIV Treatment, Care and Support Services continued...</b>				
<p><b>Indicator</b> 6.2.3 Percentage of adults, infants and children known to be alive and on treatment 12 and 24 months after initiation of antiretroviral therapy (disaggregated by age, gender, urban-rural)</p> <p><b>Baseline:</b> 75% (12 months); 64% (24 months)</p> <p><b>Target:</b> 85% (12 months); 80% (24 months)</p> <p><b>Indicator</b> 6.2.4 Proportion of households having PLWHA, including children, receiving community and home based care and support by a community resource person</p> <p><b>Baseline:</b> 35% (2009)</p> <p><b>Target:</b> 75%</p>	<p>6.2.3 Health facility and other special surveys; Routine programme data; MoHCW annual reports</p> <p>6.2.4 Health facility and other special surveys; Routine programme data; MoHCW annual reports</p>		<p><b>Donors</b> Technical and financial support</p> <p><b>CSOs, multilateral agencies, bilateral agencies, PLWHA</b> Participation in the development and implementation of policies, strategies and action frameworks (including service delivery)</p>	
<b>Outcome 6.3: Improved Leadership, Coordination and Management of Multi-Sectoral HIV Responses</b>				
<p><b>Indicator</b> 6.3.1 National monitoring and evaluation system fully functional</p> <p><b>Baseline:</b> M&amp;E system in place but not fully functional</p> <p><b>Target:</b> M&amp;E system fully functional</p> <p><b>Indicator</b> 6.3.2 National HIV Strategy and accompanying costed operational plan being implemented</p> <p><b>Baseline:</b> Strategy under development</p> <p><b>Target:</b> Strategy and operational plan being implemented</p>	<p>6.3.1 ZNASP; M&amp;E Plan; M&amp;E data flow; Special surveys; Administrative Records; NAC and other routine programme data; Special assessment</p> <p>6.3.2 ZNASP; M&amp;E Plan; M&amp;E data flow; Special surveys; Administrative Records; NAC and other routine programme data; Special assessment</p>	<p><b>Assumptions</b></p> <ol style="list-style-type: none"> <li>1 Funding levels remain the same or increase</li> <li>2 Mobilisation of local and international resources is sustained</li> <li>3 Sustained support and demand for strategic information from decision makers and policy makers;</li> <li>4 Relatively well functioning M&amp;E systems</li> </ol>	<p><b>Convener</b> UNAIDS/UNDP</p> <p><b>UN Agencies</b> UNDP, UNFPA, UNICEF, WHO, UNAIDS, UN Joint Team on AIDS In-kind (staff and material) and financial (mostly from the NATF) contributions; Technical support, including capacity development; Financial resources</p> <p><b>Government of Zimbabwe</b> MoHCW and NAC Leadership and coordination of inclusive, multi-sectoral action at all levels</p> <p><b>Donors</b> Technical and financial support</p> <p><b>CSOs, multilateral agencies, bilateral agencies, PLWHA</b> Participation in the development and implementation of the systems and mechanisms</p>	<p><b>Core Resources</b> 7,000,000</p> <p><b>Other Resources</b> GF 1,553,339 ESP 1,162,518</p> <p><b>Total Resources</b> <b>9,715,857</b></p>

Indicators, Baseline, Target	Means of Verification	Risks and Assumptions	Role of Partners	Indicative Resources (USD)
<b>NATIONAL DEVELOPMENT PRIORITY 7: Women's Empowerment, Gender Equality and Equity</b>				
<b>Outcome 7.1: Laws and Policies Established, Reviewed and Implemented to Ensure Gender Equality and Empowerment of Women and Girls</b>				
<p><b>Indicator</b> 7.1.1 Human rights instruments that promote women's and girls' rights integrated in the national legal framework</p> <p><b>Baseline:</b> CRC, CEDAW and ACRWC and SADC Gender and Development Protocol ratified but only partially integrated in the national legal framework; ILO Convention 183 (maternity (protection) not ratified (2008)</p> <p><b>Target:</b> CRC, CEDAW, UN Security Council Resolutions (1325, 1820, 1889), ACRWC and SADC Gender and Development Protocol fully integrated in the national legal framework, including through domestication; ILO Convention 183 ratified and integrated in the national legal framework</p>	7.1.1 Relevant national laws; CEDAW, CRC, ACRWC and SADC Gender and Development Protocol and other state party reports; Human Rights Commission reports	<p><b>Assumptions</b></p> <ol style="list-style-type: none"> <li>1 Cooperation among government, CSOs and donors</li> <li>2 Mobilisation of local and international resources is sustained</li> <li>3 Availability of financial resources</li> </ol> <p><b>Risk</b> The new Constitution is not gender sensitive</p>	<p><b>Convener</b> UN Women</p> <p><b>UN Agencies</b> UN Women, UNDP, ILO, UNFPA, UNAIDS, UNICEF Provide technical support and financial resources</p> <p><b>Government of Zimbabwe</b> MoWAGCD, MoJLA, MoLSS, MoHCW, MoF, MoEPIP Provide leadership for development of laws and policies and establish mechanisms and coordinate implementation and accountability</p> <p><b>Donors</b> Provide technical and financial support for gender equality and women's and girls' empowerment programmes to be implemented to national scale; Promote alignment of civil society actions with the nationally agreed strategies and plans</p> <p><b>CSOs, employers' and workers' organisations</b> Advocating for gender equality and women's and girls' empowerment policies, laws and resource allocation; Promote women's and girls' rights at community and/or enterprise level; Mobilise communities for social change</p>	<p><b>Core Resources</b> 7,600,000</p> <p><b>Other Resources</b> 12,400,000</p> <p><b>Total Resources</b> 20,000,000</p>
<p><b>Indicator</b> 7.1.2 Proportion of national budget allocated to Ministry of Gender</p> <p><b>Baseline:</b> 0.25% (2011)</p> <p><b>Target:</b> 11% (2015)</p>	7.1.2 National budget statement			
<p><b>Indicator</b> 7.1.3 Implementation strategy for the revised National Gender Policy updated</p> <p><b>Baseline:</b> Outdated implementation strategy</p> <p><b>Target:</b> Strategy updated</p>	7.1.3 Strategy document			
<p><b>Indicator</b> 7.1.4 Number of women in decision making positions (Parliament, Ministers, Local Government and Public Service)</p> <p><b>Baseline:</b> 18.55% women's representation in Parliament; 21% women's representation in local government; 20% women's representation in ministerial positions; 9% women's representation in deputy minister positions (2008); 74% of Permanent Secretaries were male; At Director Level 67 % were male; 67% female public service commissioners</p> <p><b>Target:</b> Mechanism to attain 50:50 gender parity in place; Active and functioning committee comprising government, civil society and UN to review implementation of national gender policies and legislation, including international treaties (CEDAW, CRC) and timely submission of states party reports</p>	7.1.4 Parliamentary reports; Government ministries', parastatals' and local authorities' reports; States party reports			

# ACRONYMS

## ACRONYMS

ACBF	African Capacity Building Foundation
ACRWC	African Charter on the Rights and Welfare of the Child
AfDB	African Development Bank
AIDS	Acquired Immune Deficiency Syndrome
ALS	Agriculture and Livestock Survey
ART	Antiretroviral Treatment
AU	African Union
BEAM	Basic Education Assistance Module
CAP	Consolidated Appeals Process
CEDAW	Convention on the Elimination of All Forms of Discrimination Against Women
COMESA	Common Market for Eastern and Southern Africa
CPU	Civil Protection Unit
CRC	Convention on the Rights of the Child
CSO	Civil Society Organisation
DR&SS	Department of Research & Specialist Services
EMA	Environmental Management Agency
EMIS	Education Management Information System
FAO	Food and Agriculture Organisation
GDP	Gross Domestic Product
GF	Global Fund to fight AIDS, Tuberculosis and Malaria
GoZ	Government of Zimbabwe
GPA	Global Political Agreement
HAART	Highly Active Antiretroviral Therapy
HIV	Human Immunodeficiency Virus
HTEI	Higher and Tertiary Education Institution
ICCPR	International Covenant on Civil and Political Rights
ICD	International Classification of Diseases
ICESCR	International Covenant on Economic, Social and Cultural Rights
ICT	Information and Communications Technology
IFAD	International Fund for Agricultural Development
ILO	International Labour Organisation
IMF	International Monetary Fund
IOM	International Organisation for Migration
IRBM	Integrated Results Based Management
LFCLS	Labour Force and Child Labour Survey



M&E	Monitoring and Evaluation
MDG	Millennium Development Goal
MIMS	Multiple Indicator Monitoring Survey
MoAMID	Ministry of Agriculture Mechanisation and Irrigation Development
MoENR	Ministry of Environment and Natural Resources Management
MoEPD	Ministry of Energy and Power Development
MoEPIP	Ministry of Economic Planning and Investment Promotion
MoESAC	Ministry of Education, Sport, Arts and Culture
MoF	Ministry of Finance
MoHCW	Ministry of Health and Child Welfare
MoHTE	Ministry of Higher and Tertiary Education
MoIC	Ministry of Industry and Commerce
MoICT	Ministry of Information and Communication Technology
MoJLA	Ministry of Justice and Legal Affairs
MoLGUD	Ministry of Local Government and Urban Development
MoLRR	Ministry of Lands and Rural Resettlement
MoLSS	Ministry of Labour and Social Services
MoMMD	Ministry of Mines and Mining Development
MoNHSA	Ministry of National Housing and Social Amenities
MoPW	Ministry of Public Works
MoRIIC	Ministry of Regional Integration and International Cooperation
MoSEP	Ministry of State Enterprises and Parastatals
MoSTD	Ministry of Science and Technology Development
MoSMECD	Ministry of Small and Medium Enterprise and Cooperative Development
MoTHI	Ministry of Tourism and the Hospitality Industry
MoWAGCD	Ministry of Women's Affairs, Gender and Community Development
MoWRD	Ministry of Water Resources and Development
MoYDIE	Ministry of Youth Development
MSME	Micro, Small and Medium Enterprise
MTCT	Mother-to-Child Transmission
MTP	Medium Term Plan
NAC	National AIDS Council
NDP	National Development Plan
NDS	National Development Strategy
NEPAD	New Partnership for Africa's Development
NGO	Non Governmental Organisation
NHIS	National Health Information and Surveillance
NSDS	National Strategy for the Development of Statistics

## Acronyms

NSS	National Statistical System
ONHRI	Organ for National Healing, Reconciliation and Integration
OVC	Orphans and Vulnerable Children
PASS	Poverty Assessment Study Survey
PFMS	Public Finance Management System
PICES	Poverty, Income and Consumption Expenditure Survey
PLWHA	Person/People Living With HIV/AIDS
PMTCT	Prevention of Mother-To-Child Transmission
SADC	Southern African Development Community
STERP	Short Term Economic Recovery Program
TCPL	Total Consumption Poverty Line
TNF	Tripartite Negotiating Forum
UNAIDS	Joint United Nations Programme on HIV/AIDS
UNCT	United Nations Country Team
UNDP	United Nations Development Programme
UNEP	United Nations Environment Programme
UNESCO	United Nations Educational, Scientific and Cultural Organisation
UNFPA	United Nations Population Fund
UNGASS	United Nations General Assembly Special Session
UNHABITAT	United Nations Human Settlements Programme
UNHCR	United Nations High Commissioner for Refugees
UNICEF	United Nations Children's Fund
UNIDO	United Nations Industrial Development Organisation
UNWOMEN	United Nations Entity for Gender Equality and the Empowerment of Women
UPU	Universal Postal Union
VEN	Vital, Essential and Necessary
VTC	Vocational Training Centre
WASH	Water, Sanitation and Hygiene
WB	World Bank
WFP	World Food Programme
WHO	World Health Organisation
ZEC	Zimbabwe Electoral Commission
ZDHS	Zimbabwe Demographic and Health Survey
ZIMSTAT	Zimbabwe National Statistics Agency
ZIMVAC	Zimbabwe Vulnerability Assessment Committee
ZNASP	Zimbabwe National HIV and AIDS Strategic Plan
ZUNDAF	Zimbabwe United Nations Development Assistance Framework



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