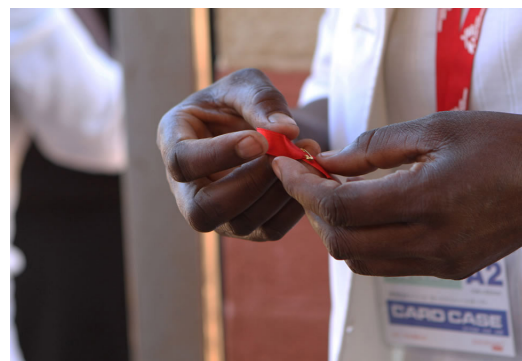
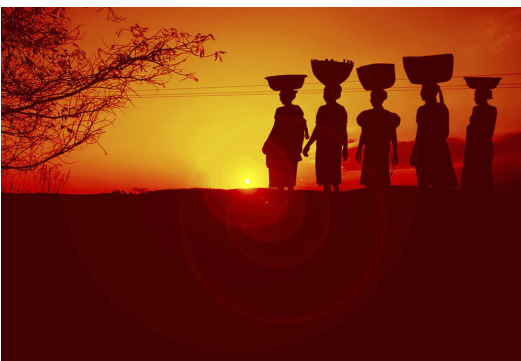


# United Nations in Zimbabwe Resident Coordinator's Annual Report - 2012



United Nations  
Zimbabwe

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## INTRODUCTORY LETTER - RCAR 2012

### ZIMBABWE

Dear Secretary-General,

It is with pleasure that I submit the 2012 Resident Coordinator Annual Report for Zimbabwe.

In 2012, the political context in Zimbabwe has continued to be complex and characterized by the polarization of political views among the three political parties that comprise the Inclusive Government set up by the 2008 Global Political Agreement (GPA). The prevailing environment is characterised by protracted negotiations and bottlenecks concerning two principal and linked issues: the constitution-making process and the exact timing of the next general elections. These two major processes, anticipated to culminate in 2013, are widely expected to shape the trajectory of the political transition and economic recovery in the country.

With regards to the constitution making process, significant progress has been made. A draft document was finalized and submitted to a Second All Stakeholders Conference in October 2012, resulting in the identification of proposals for further amendment and consideration. The process has reached a stalemate as there are major disagreements between the parties on many of the proposed amendments. As of end 2012, a special tri-partisan Cabinet Committee that has been put in place to address the deadlock was still in the midst of negotiations to resolve outstanding issues. If they are able to resolve the current stalemate, the national constitutional referendum on the draft constitution can be expected in early 2013.

On elections, ZANU-PF, during its annual conference in early December, urged the President to dissolve Parliament and call for elections (under the existing constitution) if the stalemate with the draft constitution is not resolved. The MDC formations insist on a number of reforms to be carried ahead of the electoral process, as stipulated in the GPA. This position has also been endorsed by SADC. At the moment, election-related reforms foreseen in the GPA and in the Electoral Roadmap have not been fully implemented. But in general, there is a growing recognition among all parties that elections should take place sometime in 2013.

Ultimately, the exact dates of both the referendum and the harmonized elections depend on the prevailing and constantly changing political dynamic in the country.

On the economic outlook, according to the IMF, the rebound experienced between 2009 and 2011 is waning and there is a compelling need to find ways to propel growth. The last 12 months have also witnessed setbacks in the fiscal sector with a growing wage bill accounting for about 80% of the recurrent expenditure and 60 % of the total budget. As a result of the economic slowdown, the Government revised total GDP in 2012 downwards from \$11.9 billion to \$11.4 billion. Real GDP is also now projected to be 5.6% (down from an earlier projection of 9.4%), with total government projections for fiscal revenues reduced from \$4 billion to \$3.6 billion.

The liquidity crunch in the country is also constraining the recapitalization of companies necessary for the stimulation of growth. Concurrently, access to international finance to fund key infrastructure projects is still limited. This has severely affected the supply of electricity, which continues to hinder key growth drivers such as mining and manufacturing. In addition, the 2011/2012 farming season experienced late rains and delayed delivery of farming inputs, resulting in poor harvests of maize and other crops.

Given the current political and economic contexts, the UNCT focussed its efforts on underlying issues which enable, catalyse and provide the building-blocks for potential political solutions which translate into economic and social development and help the Government deal with the multifaceted challenges toward full recovery.

In further seeking to rebuild a functional state, support was provided for capacity strengthening of key institutions, focussing on governance and the social sectors, and addressing remaining humanitarian challenges. Likewise, to catalyse the process of transition, the UNCT focussed on the strengthening of accountability institutions, such as the independent commissions. Approximately USD 336 million was mobilized and delivered by the UNCT in Zimbabwe in 2012 for support and services in the areas of health, education, good governance, food security, agriculture, gender equality, HIV & AIDS, capacity building of key social and economic planning institutions, as well as for humanitarian assistance.

## **HIGHLIGHTS ON PROGRESS IN UN REFORM (aid effectiveness, common programming, MDG – 2/3 achievements)**

Significant progress was made in the national ownership of the development agenda, with the 2011-2015 Medium Term Plan (MTP) gaining sustainable traction as the overarching national framework for recovery and development. Accordingly, the UN provided coherent policy, advisory and technical support for the establishment of the MTP institutional framework as well as the finalisation of the first MTP implementation progress report. Awareness of Government and partners was also raised and dialogue supported on the need to establish a harmonious and nationally led aid and development results coordination platform.

In order to further enhance national ownership, the use of national systems for the monitoring of development results was enhanced, strengthening national capacities for data management and increasing opportunities to monitor ZUNDAF results within the broader national context. As such, ZUNDAF outcome indicators are now integrated into the national DevInfo based ZIMDAT database. Moreover, financial reporting was consolidated and submitted to Government on UN aid inflows throughout 2012 on a quarterly basis, with Q3 financial reports used to inform the 2013 National Budget as well as the ZUNDAF Annual Review.

In further seeking to achieve development results, national commitment for the MDGs was scaled up through enhanced policy, programme and advocacy support. The Accelerated Action Plan for MDG2 on education was finalised and sent to cabinet for endorsement. Moreover, the 2012 MDG Progress Report was completed, providing strong foundations for the elaboration of evidence based strategies in the accelerated achievement of the MDGs.

In supporting national development efforts, the 2012-2015 ZUNDAF provided an agile and responsive framework, allowing the UN to better position itself and onto which concrete results were achieved in support of national development priorities and the MDGs. As per the 2012 ZUNDAF Annual Review (first year of 2012-2015 implementation), 61% of ZUNDAF indicators are on track, 22% are constrained, and 17% are met. In implementing the ZUNDAF, the Joint Implementation Plan for the ZUNDAF gained traction and allowed for the UNCT to consolidate and streamline all UN action plans and programmes, therefore facilitating joint review processes and reducing transaction costs. Other key achievements were the development and implementation of the ZUNDAF M&E Plan and improved coordination of the ZUNDAF TGs.

In 2012, strong emphasis was placed on coherent UN advocacy. As such, UN visibility and capacities to establish sustainable partnerships were enhanced through the presentation of consistent and coherent positions. The UN enhanced its role as a preferred channel of ODA, with about USD 336 million delivered in 2012, as compared to about USD 300 million in 2011. These amounts represent approximately 45% of total OECD aid inflows, which were last reported to be at USD 738 million in 2010. In addition, the UN Virtual Team of Policy Advisors elaborated a number of policy briefs on development, economic issues, capacity development, social sectors and other strategic issues. These provided the UNCT with the opportunity to adopt informed and coherent positions on policy in providing support to Government. Furthermore, the UN in Zimbabwe web platform was launched and updated daily with over 2000 visits per month, providing a centralised and flexible space to promote a coherent and positive image of the UN in Zimbabwe.

Progress was also recorded in the implementation of reform initiatives in streamlining business practices, with steps taken to increase the cost effectiveness and quality of ICT. The UN in Zimbabwe ICT project was reviewed with HQ support and implementation is

underway. In addition, staff well-being was enhanced through improved services at the UN Clinic with the establishment of a functioning lab.

In support of the above achievements, a robust and proactive coordination system was sustained and enhanced throughout 2012. As such, the functioning of the UNCT Management and Accountability System was enhanced, with systematized strategic planning, reporting, and advocacy support. This allowed for the UNCT and its support teams to function effectively, further anchoring the relevance and added value of UN coordination and coherence in the achievement of development results.

## **HIGHLIGHTS ON PROGRESS TOWARDS UNDAF OUTCOMES (drawing from ZUNDAF Final Evaluation and Review)**

Progress made towards the seven 2012-2015 ZUNDAF National Development Priorities outcomes was informed by the ZUNDAF Annual Review, carried out with Government leadership during Q4 of 2012.

**For National Priority Area 1**, on Good Governance for Sustainable Development, the UNCT continued to provide support to the Constitution Making process, which resulted in a Draft Constitution reviewed at the 2nd All Stakeholder's Conference in October 2012. In addition, the UNCT facilitated the development of Universal Periodic Review National Plan of Action to enable the country to implement recommendations from the UPR process and to align itself with international human rights obligations. Accordingly, the UN provided support for the adoption of the Optional Protocol to the Child Rights Convention on the Sale of Children and Child Prostitution.

On strengthening Mechanisms for Peace Building and Prevention, Management and Resolution of Conflict, the UNCT supported the development of a policy framework to establish the National Peace and Reconciliation Council; and, a Code of Conduct for Political Parties was prepared and shared with the three GPA Political Parties. Likewise, to enhance people's participation in democratic governance structures and processes, the UNCT supported the Zimbabwe Elections Commission and civil society organisations with capacity development. In line with the recommendations of the Commission of Inquiry, the Government of Zimbabwe was also assisted in harmonising labour legislation; training of law enforcement agents on the rule of law; and training of the judiciary on presiding over labour related issues.

**For National Priority Area 2**, on Pro-Poor Sustainable Growth and Economic Development (including science, technology and innovation), the UNCT supported the National Labour Migration Policy as well as the development of industrial and trade policies. To enhance the quality of data for development planning, the UNCT supported the linkages of provincial centres to public financial management systems. To increase access to livelihoods and decent work opportunities, especially for youths and women, the UNCT supported the creation of over 2000 jobs and livelihoods opportunities for young women and men in selected districts over a two year period stretching in 2010-2012.

**For National Priority Area 3**, on Food Security at Household and National Levels, a programme to support 1.6 million food insecure and vulnerable people under the Seasonal Targeted Food Assistance was agreed to with Government, with implementation begun in 2012 and into 2013. The UN also supported the development of the Agricultural Productivity and Production Policy as well as the Land Information Management System. Position papers, which include livestock drought mitigation, summer cropping, wheat pricing, and loan schemes were submitted to the Cabinet to inform policy directions on ensuring food security at household and national levels.

**For National Priority Area 4**, on Sound Management and Use of the Environment, the UNCT supported the development and launch of policies and systems on environmental management, energy and climate change. In addition, the UNCT supported the development of a national state of the environment report, strengthened national capacity to protect natural and cultural heritage, and capacitated Government on climate change mitigation and adaptation mechanisms. The UNCT also supported the development of a National Disaster Risk Management Policy to prevent, mitigate and respond to disasters and hazards.

**For National Priority Area 5**, on Access To and Utilisation of Quality Basic Social Services for All, the UNCT supported the increase of access to quality education with the development and launch of the national education strategic plan as well as the ICT programme for schools. Moreover, the 1:1 pupil-textbook ratio was maintained in all primary and secondary school children. Through the Basic Education Assistance Module, the UN supported

395,000 most vulnerable children to resume their education. On Education Management Information Systems, over 2,000 staff were trained in all 73 districts of Zimbabwe. Further support was also given to finalise data collection tools through training of lecturers from 14 universities and senior ministry staff members. A consultative process to map out acceptable Teacher Minimum Standards for Zimbabwe was also supported by UN.

On increased access to quality basic health and nutrition services, the UNCT supported the development of a national Food and Nutrition Policy. Moreover, 1.9 million children were vaccinated, and a new vaccine (Pneumococcal) was introduced. Furthermore, over 90% of primary care health facilities were supported to have at least 80% of selected essential medicines; 45% of primary care health facilities supported to provide basic emergency obstetric care; and 43,000 vulnerable people received treatment for malnutrition. The UNCT, through the Health Transition Fund and Global Fund supported 19,000 health workers.

On increasing access to social protection for the most vulnerable households, the UNCT supported the development of Child Protection Guidelines and Standards; provided 1,018 children with free legal aid through the Victim Friendly Courts; 32,000 children received child protection services; 43,375 returned migrants received assistance; and, 20,000 households benefited from social cash transfers. On increasing access to and use of safe and adequate water supply, improved sanitation and hygiene services, the UNCT supported the development of policies and strategies. 310 communities and 13,000 school children were assisted to access safe water through 98 new and 212 rehabilitated boreholes; and 200 rural communities and 237 schools were able access improved sanitation. On improving policies, planning, management and implementation of housing programmes, the UNCT supported the development of a comprehensive National Housing Policy and the construction and delivery of 2,500 housing units to vulnerable households.

**For National Priority Area 6**, on Universal Access to HIV Prevention, Treatment, Care and Support, UNCT support, which was fully aligned to the national HIV response strategy, resulted in the reduction of Mother to Child Transmission from 22% from 2009 to 18% 2012; PMTCT coverage increased to 87% from 56% in 2009; condom use increased by 50% with 85 million condom distributed in 2012; a 50% (86,000) increase in male circumcision access from 2010 was also recorded. On treatment and care, the UNCT supported the scale up and decentralization of adult and paediatric ART services to 94% of the health facilities in the country. Accordingly, this has increased ART coverage for adults to 87% from 60% and children to 45% from 37% in 2009, TB/HIV coverage to 70% from 30% in 2011 and registered an impressive 12 months survival rate on ART, with men reaching 75% and women 80% from an aggregated 75% in 2009.

**For National Priority Area 7**, on Women's Empowerment, Gender Equality and Equity, the UNCT supported the development and launch of human rights instruments that promote women's and girl's rights. These instruments include the: Child Rights Policy; National Gender Policy; National Gender Based Violence Strategy; and CEDAW follow-up action plan. In addition, the UNCT supported studies and surveys to better inform policy direction, which include: the GBV Information Management System; the National Baseline Survey on Life Experiences of Adolescents; and the status of Women Workers' Rights in Zimbabwe. The UNCT also developed a Broad-based Women's Economic Empowerment Framework to allow women to access micro-credits as well as to access local, regional and international markets.

Some key implementation challenges reported for ZUNDAF implementation in 2012 included the lack of legal frameworks for some sectors, weak mainstreaming of decent work and employment; uneven quality of social services; weak supply chain management; and slow absorptive capacity and liquidation of advanced funds by government.

## KEY ASPECTS OF THE PROPOSED 2013 WORKPLAN

The 2013 UNCT workplan proposes to continue providing assistance to enhance the socio-economic environment for the implementation of the GPA and also to focus efforts on supporting national authorities in the implementation of their recovery and development strategies as articulated in the 2011-2015 Medium Term Plan (MTP), the 2013 National Budget, various sectoral plans, and the 2012-2015 Zimbabwe United Nations Development Assistance Framework (ZUNDAF). In this vein, the UNCT will provide upstream support to rebuild and develop national capacities so as to ensure that Zimbabwe consolidates current gains in moving forward towards full recovery and development.

To enhance coordination for results, the UNCT will focus on strengthened implementation of the 2011-2015 Medium Term Plan through a coherent M&E Institutional Framework, including sustained commitment of Government to the accelerated achievement of the MDGs. Accordingly, efforts will focus on enhanced national leadership in the management and mobilisation of resources for development results as well as the increased use of national systems.

Now in its second year of implementation, the UNCT will ensure sustained and enhanced implementation of the 2012-2015 ZUNDAF for the accelerated achievement of UN supported results for the MTP and MDGs. This will include strengthened holistic UN implementation of capacity development initiatives, strong commitment for joint implementation of the UN's suite of Flagship Programmes, and enhanced participation and contribution of non-resident agencies in UNCT and national processes. In implementing the ZUNDAF, the UNCT will continue to focus on the national development priorities of good governance, sustainable growth and employment creation, data management capacities, agriculture and food, the environment, social services including health and education, HIV & AIDS, as well as gender equality.

On specific thematic areas of the RC-UNCT Annual Work Plan template, such as human rights, the UNCT will continue supporting the UPR process, focusing on implementing recommendations for the achievement of results. Likewise, the UNCT will work to further strengthen the national gender machinery for results in gender equality and equity. In addition, the UNCT will continue to provide an oversight role for HIV and AIDS related activities, providing a space for the Joint UN Team on AIDS to report back and ensure that its workplan objectives are fully met, including the UN Cares programme.

For the coordination of emergency preparedness and relief, the UNCT will ensure the engagement of all stakeholders in the implementation of the 2013 Humanitarian Gaps Appeal. Efforts will also focus on strengthening the capacity of Government to lead emergency preparedness and disaster risk reduction programmes. As such, support will be provided to the Department of Civil Protection, including on contingency planning and the implementation of the Disaster Risk Management Strategy. In addition, support will be provided to ensure that humanitarian coordination mechanisms are effective during this transition period.

For UN advocacy and resource mobilisation, the UNCT will focus on strengthened partnerships through increased UN capacity to speak with a unified voice and adopt common positions on strategic and major development issues. This will also mean increased public understanding of the work of the UN in Zimbabwe focusing on the ZUNDAF and the Millennium Development Goals as well as enhanced UN inter-agency communications, through increased knowledge management efforts. Likewise, the UNCT will focus on the mobilisation of adequate resources for improved ZUNDAF implementation, namely through the implementation of the Joint UN Partnerships and Resource Mobilisation Strategy.

In seeking to further streamline business processes, the UNCT will ensure HACT compliance by UNDP, UNICEF and UNFPA, with additional UN agencies adopting the approach. Likewise, efforts will focus on strengthened implementing partner capacities for enhanced accountability in financial transactions and for improved absorptive capacity. In addition, the UNCT will increase the cost-effectiveness and quality of ICT services used by UN entities in Zimbabwe and enhance common procurement services.

With regards to security matters, it is to be noted that the situation has continued to improve. However, the UN Security Management Team will remain diligent to ensure the safety and security of UN personnel. As such, the SMT will focus on the proactive analysis of security risks and contingency plans in ensuring CMOSS & MORSS compliance. As required, the SMT will support successful security coordination during referendum and electoral periods for the safe conduct of UN programmes and safety / security of UN staff. Moreover, the UN will support, as required, the coordination of safety and security for the UN World Tourism Organisation Conference to be jointly hosted by Zimbabwe and Zambia in 2013.

Finally, to ensure the proper functioning of the UNCT Management and Accountability System in Zimbabwe, which ultimately provides the foundations necessary for the achievement of results, the RCO will continue to support a robust and proactive coordination system to showcase the added value of UN coherence, namely with continued and enhanced support to the UNCT, PMT, OMT, UNCG, Joint Team on AIDS, and the Virtual Team of Policy Advisors.

## **RECOMMENDATIONS (IF ANY, FOR CHANGES IN POLICIES AND RULES)**

2012 RC-HC-DO & UNCT Zimbabwe Work Plan

Part One: ZUNDAF Outcomes

State the ZUNDAF outcomes (below by ZUNDAF priority area)	Indicate Total Budget per Outcome (2012-2015)	Provide an indicative budget delivery amount per Outcome in 2012.
Priority Area 1	48,600,000	18,056,289
Priority Area 2	97,310,000	19,662,516
Priority Area 3	277,080,000	83,048,158
Priority Area 4	22,937,200	11,122,572
Priority Area 5	766,322,293	112,759,598
Priority Area 6	246,086,554	87,712,038
Priority Area 7	26,310,000	3,558,600

Part Two: Coordination Results

KEY RESULT AREAS	Expected Outputs <sup>1</sup>	Performance Indicators <sup>2</sup>	Lead	Actual Outputs at Year End	Funds required/ spent at end year				Additional Support Needed from HQ or Regional UNGD Team	Target Date				
					SRC	SIDA	UN entities <sup>3</sup>	Other		Q1	Q2	Q3	Q4	
<b>Result Area 1: Coordination for Results</b>														
UNCT Contribution to the National Development Plan/Poverty Reduction Strategy/MD and MDGs plan	UN support to formulation/implementation of relevant national strategies or plans e.g. JAS/NDP/PPSP	1.1. Medium Term Plan implementation strategy formulated, integrating sectoral plans 1.2. Monitoring and Evaluation framework of the Medium Term Plan (MTP) in place	UNDP - PMT	1. <b>ACHIEVED: The Medium Term Plan has gained sustainable traction as the overarching national development strategy for 2011-2015. Coherent policy advisory and technical support provided to the Ministry of Economic Planning and to MTP Sector Working Groups by the UN.</b> 1.1. The 2012 MTP Implementation Progress Report was finalised and launched by GoZ, with advocacy, policy and technical support provided by UN agencies. In 2012, the UN Virtual Team of Policy Advisors elaborated 8 policy briefs on the MTP, economic & budget issues, capacity development, social sectors and other strategic issues. These provided the UNCT with the opportunity to adopt informed and coherent positions on policy in providing support to GoZ for MTP implementation. 1.2. The MTP institutional framework was developed by GoZ, with the establishment of 4 SWGs, with UN agencies as members. <b>ACHIEVED: The MTP institutional framework was developed by GoZ, with the establishment of 4 SWGs, with UN agencies as members.</b>								X		
	UN plan to support the implementation of the Millennium Declaration, including scaling up IADG/MDG initiatives	1.1. An Accelerated Action Plan for a selected MDG is formulated and endorsed 1.2. National 2012 MDG progress report produced, including mapping of data gaps for all indicators	PMT-VTFA	1. <b>ACHIEVED: National commitment for the achievement of the MDGs was scaled up through enhanced policy, programme and advocacy commitments</b> 1.1. The Accelerated Action Plan for MDG2 on education was finalised and sent to cabinet for endorsement. 1.2. An evidence based 2012 MDG Progress Report was completed. A UN MDG Team was constituted and provided support the Ministry of Economic Planning and the National MDG Taskforce for the elaboration of the Report. The report has been produced and is with OPC / Cabinet for endorsement.			5000 (report)	3615.84					X	
	UN support to capacity development strategies													
	UN assistance to national authorities for the preparation of the national report on the implementation of the Brussels Programme of Action of LDCs <sup>4</sup> Formulation/implementation of a transition plan or strategy <sup>5</sup>													
Other	Planned efforts to making use of national systems in the areas such as programme/project reporting, PPS/sectoral monitoring and evaluation systems, annual PPS/sectoral performance reviews, national procurement systems, etc	1. Increased capacity of government to use ZIMDAT for monitoring of ZUNDAF results 1.1 ZIMDAT database with ZUNDAF outcome indicators 1.2. Web-based version of ZIMDAT database	DID	1. <b>PARTIALLY ACHIEVED: Use of national systems for the monitoring of development results enhanced, strengthening national capacities for data management and increasing opportunities to monitor ZUNDAF results within broader national context</b> 1.1. ZUNDAF outcome indicators integrated into the ZIMDAT database. Data on indicators and progress is to be provided on annual basis to ZIMSTAT for updating, allowing to measure ZUNDAF results within broad national development framework. Data for Development Working Group ToRs revised and endorsed by UNCT and GoZ. DID is a stand-alone ZUNDAF working group co-chaired by UNFPA and ZIMSTAT and which coordinates UN support and advocacy for data. 1.2. DEFERRED: Shelved by ZIMSTAT due to the technological challenges in having a web-based system. However, launch of DevInfo 7.0 (which is web-based) will allow for progress on this in 2013.									X	
Aid Coordination/ Management / Paris Declaration	UN support to aid coordination/management	1.1. National aid coordination architecture reviewed and endorsed by GoZ with revamped aid coordination unit 1.2. Comprehensive financial reports provided to GoZ on UN aid inflows 1.3. Review of the Post-Busan Outcomes and implementation process in Zimbabwe.	UNDP PMT VTFA	1. <b>PARTIALLY ACHIEVED: Awareness of Government and partners raised and dialogue supported on the need to establish a harmonious and nationally led aid and development results coordination platform through technical and advisory support.</b> 1.1. Consultants hired by the UN to promote dialogue within respective Government departments / ministries engaged in aid coordination; however, the context in Zimbabwe is not currently conducive to the full implementation of such a mechanism. In addition, Government led MTP structures, ZUNDAF co-ordination structures and humanitarian co-ordination structures were mapped and described. This was also used as an instrument for dialogue to explore potential linkages between Government and UN co-ordination mechanisms. 1.2. Financial reporting for Q4 2011 and Q1 to Q3 2012 consolidated and submitted to GoZ on UN aid inflows throughout 2012. Q3 financial report was used to inform the 2013 National Budget. In Q2 the template was revised to include reporting by ZUNDAF outcomes & outputs. This information was used to report on the financial update on resources mobilised and expenditure at ZUNDAF Mid-Year and Annual reviews. 1.3. Workshop on the implementation of Busan outcomes held to inform national aid policy positions and approaches. A policy paper on Post-Busan perspectives prepared by the VTFA to support a coherent UN position.								X	X	
Other	1. Strengthened capacity of Government to coordinate and facilitate coherent contribution of UN agencies to national development plans and programmes	1.1 Establishment and functioning of at least one Cluster and associated sub-Clusters/sectors 1.2 At least one ZUNDAF Thematic group aligned to respective national Government clusters and associated sub-clusters/sectors. 1.3 Agreed plans in place and initiatives taken to integrate ZUNDAF Thematic Groups with national Clusters	RCO	1. <b>ACHIEVED: Government capacities strengthened on M&amp;E, HRBA, RBM coordinating the achievement of development results with enhanced UN support</b> 1.1. Four national sector working groups established for the enhanced implementation of the 2011-2015 MTP. 20 UN and Government staff attended a 4 day M&E, RBM and HRBA training conducted to improve monitoring of ZUNDAF results facilitated by the UNDO Regional Team. 1.2. The alignment between ZUNDAF and MTP work for 2 SWGs (Social and Economic), is clear with representation in both ZUNDAF TGs and MTP SWGs per sector. 1.3. A Mapping of ZUNDAF TGs to MTP Sector Working Groups was done and focal persons of ZUNDAF TGs added as members to respective MTP SWGs. With enhanced RCO-OPC coordination, GoZ leadership in TGs strengthened, ensuring a more coordinated link to national structures. ZUNDAF TG ToRs reviewed and endorsed by UNCT and OPC with membership clarified for all TGs.  A mapping and synthesis of existing capacity development efforts was undertaken using the standardized UNGD conceptual framework for capacity development. Participatory discussions were undertaken with several representatives of all UN agencies and the African Capacity Building Foundation (ACBF) on the potential use of this as an instrument to guide more deliberate, coherent and consistent approach to capacity development in Zimbabwe. Findings informed the development of Guiding Principles for Capacity Development in Zimbabwe, endorsed by the UNCT.									X	
Other	Preparation of Country Analysis/UUNDAF/UUNDAF Action Plan Progress towards UUNDAF outcomes (inputs provided by theme group chairs)													
UNDAF/Common Programming	[KEY RESULT 1 FOR PERFORMANCE APPRAISAL]	1.1. Key 2007-2011 ZUNDAF Final Evaluation recommendations implemented 1.2. ZUNDAF implemented in line with agreements in the Joint Implementation Plan for the 2012-2015 ZUNDAF (JIM) 1.3. Improvement in indicators for priority MDGs 1, 3 and 6	PMT	1. <b>ACHIEVED - The 2012-2015 ZUNDAF provided an agile and responsive framework, allowing the UN to better position itself and onto which concrete results were achieved in support of national development priorities and the MDGs. As per 2012 ZUNDAF Annual Review (first year of 2012-2015 implementation), 61% of ZUNDAF indicators are on track, 22% are constrained, and 17% are met.</b> 1.1. Key ZUNDAF Final Evaluation recommendations implemented, including on M&E and the functioning of ZUNDAF Thematic Groups. Key achievements were the development and implementation of the ZUNDAF M&E Plan and improved coordination of the ZUNDAF TGs. As per the ZUNDAF Final Evaluation Action Plan, 12 results were achieved and 5 were either partially or not achieved and reprogrammed for completion in 2013. The M&E Plan was successfully implemented in 2012, including the holding of an evidence based ZUNDAF Annual Review with senior participation from GoZ and donors. 1.2. The JIM was updated throughout the year and used as common tool for ZUNDAF TG Annual Plans as well as for ZUNDAF MTR and Annual Review. The JIM has allowed for the UNCT to coordinate and streamline all UN agency action plans and programmes, therefore facilitating joint review processes and reducing transaction costs. The JIM ultimately allows for the ZUNDAF to be a living and implementable framework. 1.3. The 2012 MDG Report was completed, providing evidence based data on MDG achievements, gaps and bottlenecks. For MDG 1 - Economy is growing, but poverty is not declining proportionately. For MDG 3 - Zimbabwe has achieved gender parity at primary and secondary school levels, but the proportion of women in decision-making positions is still very low. For MDG 6 - HIV/AIDS remains a serious public health problem, but Zimbabwe is making good progress in the fight against HIV and AIDS with rates of infection falling.			10,000 (reviews)	7076.92						
	Implementation of UNDAF M&E framework											X	X	X







KEY RESULT AREAS	Expected Outputs <sup>1</sup>	Performance Indicators <sup>2</sup>	Lead	Actual Outputs at Year End	Funds required/ spent at end year				Additional Support Needed from HQ or Regional UNGD Team	Target Date						
					SRC	SIDA	UN agencies <sup>3</sup>	Other		Q1	Q2	Q3	Q4			
<b>Result Area 1: Coordination for Results</b>																
Joint UNCT Advocacy and Communications	Development/implementation of the UNCT communications/advocacy strategy & plan	<p>1. UNCT presents a consistent and coherent position on its role and contribution to the MTP, ZUNDAF and CAP</p> <p><b>[KEY RESULT 3 FOR PERFORMANCE APPRAISAL]</b></p> <p>1.1. UN is the preferred channel of ODA 1.2. Web platform, including public website, social media and intranet completed 1.3. Information sharing approach for dissemination of key UN advocacy products prepared and implemented 1.4. Tri-Annual UNCT newsletter produced 1.5. Number of UN events and days jointly observed</p>	UNCG/PMT UNCG	<p><b>1. ACHIEVED – UN visibility and capacities to establish sustainable partnerships were enhanced through the presentation of consistent and coherent positions, internally, to the Government, to partners and the general public.</b></p> <p>1.1. UN enhanced its role as a preferred channel of ODA, with about USD 336 million delivered in 2012, as compared to about USD 300 million in 2011. These amounts represent approximately 45% of total OECD aid inflows, which were last reported to be at USD 738 million in 2010 1.2. Website and social media platform developed, launched and updated daily with over 2000 visits per month providing a centralised and flexible space to promote a coherent and positive image of the UN in Zimbabwe. The intranet is deferred to 2013. 1.3. Information sharing approach developed and implemented to ensure that communication and advocacy products are disseminated in a systematic manner, including a mass mailing list of over 1500 contacts 1.4. Advocacy, communication and knowledge products developed with positive reaction from UN agencies, GoZ and Partners. In communicating to external partners, 3 issues of the UN in Zimbabwe Newsletter produced and disseminated. UN achievements for 2011 consolidated on a UN Contributions Snapshot and disseminated throughout the year. Also, a snapshot of the 2012-2015 ZUNDAF was prepared and disseminated to continually raise awareness on the ZUNDAF. To improve internal communications and awareness, an internal UN Newsletter is produced every second month, with 3 issues produced from Q3. Talking points on current issues in Zimbabwe were also prepared for the UNCT to facilitate interactions with the media and ensure more coherent UN communications and positioning. Moreover, the Virtual Team of Policy Advisors prepared 8 Policy Briefs throughout 2012, further enhancing the capacity of the UNCT to adopt common and well informed positions. 1.5. A UN Day Symposium on Green Economy was successfully organised, raising awareness and commitments on MDGs, sustainable development and poverty reduction. 8 other Joint UN Days celebrated led by the UNCT + 16 UN Days were celebrated jointly by 2 UN Agencies or more. In addition, 4 Wednesdays@UN and 3 media encounters were organised to enhance understanding of the UN's role.</p>	15,000 (website + maintenance)	11,928.29	76,000 (UNCG AWP - voluntary)	50,578.86					X	X	X	X
	Other	2. Increased national and local awareness on MDGs to enhance the commitment of policy makers	<p>2.1. MDG coalitions &amp; chapters established 2.2. MDG fact sheets produced 2.3. Number of MDG awareness campaigns held</p>		<p><b>2. ACHIEVED – Commitment of policy makers on the MDGs were increased through advocacy and awareness campaigns.</b></p> <p>2.1. UNCG had an advisory role engaging the Millennium Campaign Representative and NANGO. The chapter was established in August with 23 civil society organizations. 2.2. Summaries of each MDG against global indicators and targets based on the 2010 MDG status report was produced for the UN in Zimbabwe website. Support was provided to the launch of the MDGs virtual learning centre. Fact sheets on each goal for 2012 are pending the endorsement of the 2012 MDG status report and will be prepared in 2013 2.3. The Wednesday@UN's public discussion forum's main focus has been MDGs and it has been instrumental in engaging development partners and the media on MDG issues and the role of the United Nations in Zimbabwe. In collaboration with ZUNA, Model UN was held in July involving students from 28 high schools with main focus on MDG 7 to create awareness on environmental sustainability among students. The United Nations also sponsored community driven activities with MDG messages during a high profile arts festival known as HIFA from 1-6 May 2012. The message during the UN Day youth outreach to 25 high density schools had a major component MDGs. The media training held end of August 2012 provided the Media an in-depth understanding of the MDGs and there has been consistent media coverage on MDGs.</p>											
Other	Enhanced knowledge management and sharing for improved UNCT planning and programming	<p>1.1. Common document repository created using the intranet 1.2. Number of thematic reports, studies and evaluations captured in the newsletter and website</p>	RCO	<p><b>1. PARTIALLY ACHIEVED – Throughout 2012, efforts were made to systematise the sharing of information from a centralised point, being the UNRCCO, to inter-agency groups, being UNCT, PMT, OMT, UNCG, YTPA, JT ZUNDAF TGS and other teams &amp; taskforces</b></p> <p>1.1. The development of the intranet is deferred to 2013, however, a common folder at the UNRCCO was established to provide a common repository for relevant documents. In addition, the UNRCCO served as a conduit to channel relevant information coming from DOCO, UNGD ESA and knowledge networks (as CPN). 1.2. 20 thematic reports, studies and evaluations were captured in the UN in Zimbabwe Newsletter (16) and the website (17).</p>								X	X			
Other	Development/implementation of RM strategy	<p>1. Strengthened partnerships with government, donors and other stakeholders in mobilising resources for ZUNDAF implementation</p>	RCO - PMT	<p><b>1. ACHIEVED – Resources successfully secured for the implementation of the 2012-2015 ZUNDAF. As of October 2012, close to two thirds of the 1.5 billion USD required for the implementation of the 2012-2015 ZUNDAF had been mobilised.</b></p> <p>1.1. The Joint UN Partnership and Resource Mobilisation Strategy was finalised and endorsed by the UNCT. A resource mobilisation team was constituted through PMT to draft RM strategy, with 7 agencies represented. The strategy includes ZUNDAF costed figures by JM outcomes and outputs. 1.2. A Mapping of pooled and aligned funding mechanisms was done and analysed. The report was produced, reviewed by PMT, and endorsed by UNCT. The mapping has been shared with UN agencies to inform programme development and resource mobilisation efforts. A key finding of the exercise was that for the years 2010 and 2011, 60 – 70% of programme funds disbursed through UN agencies were from pooled funds. 1.3. The FC met with donors on average every quarter, where the ZUNDAF was presented for consideration by donors. The ZUNDAF was also showcased at various advocacy events and through numerous joint statements.</p>	5000 (advocacy meetings)	5000							X	X		
<b>Result Area 4: Security Management</b>																

