United Nations in Zimbabwe

Resident Coordinator's Annual Report - 2012



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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 develop ment 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 polices 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 form 14 universities and senior ministry staff member s. 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 aide 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 enh anced 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 focusi ng 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: ZUND	AF Outcomes		
State the ZUNDAF or	tcomes (below by ZUNDAF priority area)		Provide an indicative budget delivery amount per Outcome in 2012
Priority Area 1	Good governance for sustainable development	48,600,000	18,056,289
Priority Area 2	Pro-poor sustainable growth and economic development	97,310,000	19,682,516
Priority Area 3	Food security at household and national levels	277,080,000	83,048,158
Priority Area 4	Sound management and use of the environment	22,937,200	11,122,572
Priority Area 5	Access to and utilisation of quality basic social services for all	766,322,253	112,759,598
Priority Area 6	Universal access to HIV prevention, treatment, care and support	246,086,564	87,712,039
Priority Area 7	Women's empowerment, gender equality and equity	26,310,000	3,558,600

Priority Area 7	Women's empowerment, gender equality and equity	26,310,000	3,558,600	l							
Part Two: Coord	lination Results										
	KEY RESULT AREAS	Expected Outputs ¹	Performance Indicators ²	Lead	Actual Outputs at Year End	Fun	ds required	/ spent at end year	Additional Support Needed from	m Targe	et Date
		Expedica outputs	Terrormance maleators			SRC S	IDA	UN entities ³ Other	HQ or Regional UNDG Team		
Result Area 1: Coord	UN support to formulation implementation of relevant national strategies or plans e.g. JAS:NDP/PRSP	and programme support for the	Medium Term Plan implementation strategy formulated, integrating sectoral plans 1.2. Mentioning and Evaluation framework of the Medium Term Plan (MTP) in place	UNDP - PMT	A.OHEVED: The Medium Term Plan has gained sustainable traction as the oversuching national development strategy for 2017-2015. Cohevent policy advisory and technical support provided to the Ministry of Economic Planning and to INT Sector Working Crouple by the UII. 1. The 2012 MTP implementation Progress Report was finalized and suurched by Goz, with advocacy, policy and benchinal support provided by UN agencies. In 2012, the UN VIII.4 The or Policy Arkhors esborated apolicy briefs on the MTP. economic & budget issues, capacity development, social sectors and other strategic issues. These provided the UNIX with the opportunity to adopt informed and coherent positions on policy in providing support to GoZ for MTP implementation.					Q1 Q2	Q3 Q4
the National Development	UN plan to support the implementation of the Millennium Declaration, including scaling up IADG/MDG initiatives UN succort to casacity development strategies	organisations and the general public for	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-VTPA	Actification is the work of these access technically and fascicials. A.CHEFEED: Raisonal commitment of the achievement of the MDGs was scaled up through enhanced policy, programme and advocacy commitments. 1. The Accedited Action Panto in MDG or 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 of the elaboration of the Report. The report has been produced and is with OPC / Cabinet for endorsement.			5000 (report) 3615.84		×	
	UN assistance to national authorities for the preparation of the national report on the implementation of the Brussels Programme of Action of LDCs ⁴ Formulation/implementation of a transition plan or strategy ⁵ Other									\blacksquare	
	Planned efforts to making use of national systems in the areas such as programmel project reporting. PRS/coral monitoring and evaluation systems, annual PRS/sectoral performance reviews, national procurement systems, etc	use ZMDAT for monitoring of ZUNDAF results	1.2. Web-based version of ZIMDAT database	DfD	I. 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 1.1. ZUNDAF occurs microtacros integrated into the ZIMDAT database. Data on indicators and progress is to be provided on annual basis to ZASTAT for updating, allowing to measure ZUNDAF results within broad national development framework. Data for Development Working Group. 2016 This revised and endorsed by UNCT and Go.Z. DID is a stand-alone ZUNDAF working group to-chained by UNPTA and ZASTAT and which coordinates UN appoint and advocatory of tradia. 1.2. DEFERRED: Seleved by ZASTAT due to the technological challenges in having a web-based system. Notweers, lauxen of between 20 (within a web based) will allow for progress on this in 2013.						x
Ald Coordination/ Management / Paris Declaration	IUN support to aid coordination/management	In. Increased efficiency of the national aid and development results coordination mechanism	1.1. National aid coordination architecture reviewed and endered by GoZ with rewamped aid coordination until 1.2. Comprehensive financial reports provided to GoZ on UN and inflows to GoZ on UN and inflows and the control of th	PMT VTPA	I. PARTIALLY ACHIEVED: Awareness of Covernment and parinters risised and dialogue supported on the need to establish a harmonious and nationally led aid and evelopment results coordination platform through technical and advisory support. 1. Consultants their but yet but No promote dialogue within respective Government departments / ministries eragged in aid coordinator, rowever, the contest it Zimbabwe is not currently conductive to the full implementation in the contest of th					x	х
	Other Efforts to align UN programme cycle with national development cycle	to coordinate and facilitate coherent contribution of UN agencies to national	1.1 Establishment and functioning of at least one Cluster and associated sub- one Cluster and associated sub- one Cluster and associated sub- At least or 22 LNDAF themsite group sligned to respective national Government Louises and associated sub-clusters sectors. 1.3 Agreed plants in place and initiatives taken to imagente ZNAFAF Themsite Groups with realized Clusters.	RCO	1. ACHEVED: Government capacities strengthened on M&E, HRBA, RBM coordinating the achievement of development results with enhanced UN support of the chanced in the control of the control						x
	Preparation of Country Analysis/UNDAF/UNDAF Action Plan Progress towards UNDAF outcomes (inputs provided by theme group chairs)									#	Ħ
UNDAF/Common Programming	Implementation of UNDAF M&E framework	Increased ZIMOAF contribution to the achievement of correct results in line with the MDGs and the MTD in the MDGs and the MTD REV RESULT 100H PERFORMANCE APPRAISAL]	I. Key 2007-2011 ZUNDAF Final Evaluation recommendation implemented 1.2 ZUNDAF implemented in line with agreements in les out integlementation Plan for III. I. The province of the property of t	PMT	IACHEVED The 2012-2012 ZUNDAF provided an agile and responsive framework, allowing the UN to better position tested and onto which concrete results were achieved in support or attained severepoment priorities and the MDGs. As per 2012 ZUNDAF Annual Review (first year of 2012-2015 implementation), it is of 2012ADAF indications are on track, 225. see constrained, and 175, as met. (15.4) and 15.4 are constrained to the following of 2012-2015 implementation of the ZUNDAF AFF indications are on track, 225. see constrained, and 175, as met. (2012-2015) and the following of 2012-2015 and 15.4 are constrained from 2012-2015 and 2012-2015 a			10,000 7076.92 (reviews)	UNDG ESA support for Incilitation of ZUNDAF Annual Review	x x	x x

KEY RESULT AREAS		Expected Outputs ¹	Performance Indicators ²	Lead	Actual Outputs at Year End			Fur	Funds required/ spent at end year				Additional Support Needed from Target Date		
Result Area 1: Coordination for Results		,			·		SRC		IDA	UN er	tities ³	Other	HQ or Regional UNDG Team		
UNDAF Annual Review/ UNDAF Evaluation/SOF													O	1 Q2 C	13 04
	Joint planning initiatives with UN peaceleeping, peacebuilding, political and humanitarian actors (e.g. UNDAF plus, Integrated Strategic Framework).	Development programming incorporates appropriate recovery interventions in support of the transitional context	1.1. Commitments and plans in place to address identified priority recovery opportunities within ZUNDAF, including flaggish programmes del to support coordinated ZUNDAF and CAP implementation	RCO	1. A.CHEVED - Increased coordination between UN led humanitarian and development actions ensured, aiming to consolidate ecovery and development galant. Gap analysis tools developed and availed to extract that development programmes can better integrate recovery initiatives. The contract of the cont	o i								х	
Joint Programmes ⁶	Other Preparation/ implementation of new Joint Programmes	Flagship Programmes developed and nationally owned, increasing efficiency and effectiveness of GoZ-UN programming	Flagship programme documents signed: resources mobilized & management structures in place The programmes have clear M&E and capacity development plans	PMT	1. PARTIALLY ACHIEVED: UN Joint Programming efforts enhanced, availing tools to showcase the adder value of UN coordination to loc2 and partners for the achievement of results and mobilisation of resources. In the control of the programme documents developed and are of unjving stages of doctorement and explanetation. Three programmes have been signed -indusced with implementation underway. Three others have components being implemented with programme document being reflect. On its being drafted. 1.2. Template for the stagath programme documents reviewed according to the UNDQ guidelines on joint programming. Sewer flagsish programme documents reviewed to ensure clear and direct link of results with the JMI and consistent use of RBM larguage.								UNDG ESA support (OSA) on review of programme documents of flagships		x x
	M&E of Joint Programmes Other														#
HACT	Collete Status of HACT implementation/compliance [†] In the country	Full UNCT HACT Compliance ensured	1.1. HACT audit completed, with recommendations implemented, including micro and macro assessments 1.2. Joint Assurance Plan finalised and endorsed by the UNCT	OMT	I. PARTIALLY ACREVED: Slept laten to reduce transaction costs through the simplification and hammonisation of UR usles and procedure for cash transfers in 1.1 HCT Micro-assessment seem carried out on 34 implementation Partners (PR) from both the Government of Zimbabwe (23) and Non-Government of Organisations (9), Mancy assessment of Government Public Financial Management System (FPMS) was also completed. Scheduled audits of 9 Ps to UNDP, UNFPA and UNICEF receiving \$50,000 or more during the 2013 or annual cycle are planned for May 2013. 1.2 A Joint Assurance Plan is being finalised for presentation to the UNICT in 2013.									x	x x
	Strengthening national systems/capacities through HAGT	Government counterparts are capacitated to implement HACT	1.1. Refresher training provided	OMT	I. ADBIEVED: Coverment and IIGO capacities strengthend to effectively manage resources 1.1 MCT Training enotings were accessfully defe or 7 and Nevember for Coverment and IVGO Ps respectively. The key objective of the workshops was to lacilitate the implementation of HACT and returne better tracking as well as reporting of results among IVI appendes and implementing partners. The workshops were attended by skilly and twenty eight participants respectively drawn from government ministries and departments, NOCCs sout 11th assessment.										
Gender Equality	UN support to incorporation of gender equality in national planning processes (such as National Development Strategies; PRSPs; SWAPs; Joint Assistance Strategies, etc.)	Strengthened rational gender machinery for increased efficiency and coordination in gender equality	I.1. Implementation of the action plan from 2011 International women's conference, including follow up conference held 1.2. Capacity needs assessment and gender audit of Ministry of Women's Affairs carried out 1.3. National Gender Poolsy distalled 1.3. National Gender Poolsy distalled particulation to the Ministry of Women's Affairs carried out 1.3. National Gender Poolsy distalled particulation to the Ministry of Women's Affairs carried out 1.3. National Gender Poolsy distalled particulation to the Ministry of Women's Affairs carried out 1.3. National Gender Poolsy distalled particulation to the Ministry of Women's Affairs Carried Out 1.3. National Gender Poolsy of Women's Affairs Carried Out 1.3. National Gend	GTG	I PABITALLY ACHEVED: The national gender machinery strengthened for increased efficiency and coordination in gender equality. 1.1. Implementation of the action plan from the 2011 international women's conference was supported by UN agencies through the production of poting paper on women's constitutional demands (influencing increporation of significant gender equality issues in the draft constitution; the production of the Broad Blead Winner's Economic Empowerment Francework, the increased apposure of women to markets, and the capturely development of women in Empowerment Francework, the increased apposure of women to markets, and the capturely development of women to the production of the Broad Blead Winner's Economic Tempovers and the strength of the Broad State (and the State									x	x x
	Capacity development for gender theme groups to support UNCT to respond to national priorities for gender equality	Inmproved UNCT capacity to support gender equality	1.1 Gender Score Card phased and costed action plan produced 1.2 Recommendations of UNCT Gender Scorecard assessment on Gender Equality implemented	GTG	I. MOSTLY ACHEVED: UNIT capacities to support gender equality efforts were enhanced, with implementation begun on Gender Social Card recommendations. 1.1. The Gender Score Coult action plan was produced and endorsed by the UNICT as an integraph and of the 2012- 2015 GTQ Workplan. The action plan was produced and endorsed by the UNICT as an integraph and of the 2012- 1015 GTQ Workplan. The action plan was not ally costed. This is to be done in 2013, by implemented and results actived. Key results included engagement with key of will society grouping (e.g. Gender Froum, NANGO). Women's Coalistion on the constitution making process as well as capacityl development of the UNICT action of the Coardion maintenance in 2013.			10000 (GSC imp)	10,655.20	20000 (voluntary)	0				
	Other Establishment of Joint UN Team on AIDS and implementation of joint programme of support on AIDS	UN Joint Team on AIDS achieves targets set in the ZUNDAF	1.1. UNAIDS Division of Labour implemented 1.2. Annual Joint Support Plan developed and implemented in line with the JIM	UNAIDS	1.1. ACHEVED: ZUNDAF Annual Review confirmed \$2% schlewement of the ZUNDAF targets. 1.1. UNADS Division of Labour adaphed to Zimbabwe's context and implemented. 1.2. Annual Joint Support Plan developed in a participatory manner and implemented in line with the JM, with 10% implementation in line with the JM, with 10% implementation in the plan of the JM. With 10% implementation in the JM. With 10%	6							>	(x
HIV/AIDS	UNI support to the national response to AIDS through strengthening the Three Ones	Annual ZNASPII operational framework implemented	Semial operational plans and joint annual reviews for ZNASP if routinely implemented Natificational coordination mechanisms for PLHV. Private Sector, Public Sector and Civil Society functional National M&E system fully functional	UNAIDS	1. ACHEVED: ZNASPHI implemented in line with the 2012 operational plan. 1.1. Operational pinning, quarterly performance reviews and joint amust review sort or ZNASPH inculinely emplemented using the existing national and ZUNDAF mechanisms. 1.2. CCM and its committees to by functional as multi-sectoral coordination mechanisms for PLHIV. Private Sector, Public Sector and CVII Society. 1.2. National MAE system functional.									ε	x
	HIV/AIDS in the Workplace	Increased awareness and service provision for staff on UN cares	1.1. UN Cares 10 Minimum Standards implemented by UN agencies	UNAIDS	 ACHIEVED: UN Cares team effectively achieves increased awareness and service provision for staff. I.N. Cares 10 Minimum Standards implemented by UN agencies. 2 UN Cares members also participated in a regional workshop to enhance capacities of the team 								>	ı	×
	Other Application of Human Right Based Approach														\pm
Human Rights	Strengthening the capacity of UNCTs to support national human rights protection systems	Enhanced UNCT response in following up of UPP recommendations. Enhanced UNCT coordination in support of national human rights oversight bodies.	Coordinated UN action plan developed, endorsed and implementation begun actions and implementation begun action. Liu Joint Initiatives planned and implemented in line with the JIM.	UPR Team	I. A.O.BEVED: National awareness and commitment to Human Rights Increased with UN providing technical, financial and sovocacy sopported Government and CSOs in the development of a UNP Invariant Plan of Action. The Plan is developed and soldped in September 2012. This process has severed as a valide platform onto which human rights issues can be discussed and addressed. Arbaining was also held for Government counterparts to Human Rights be facilitated be implementation of the plan of action. 2. A.O.BEVED: The ZUNDAF / Julk has provided a transverse for the UN to act more coherently on supporting human rights overlight bodies. 2.1. The UN supported the eliboration of a domestication and radication strategy aimed at improving the application or infermational human rights as on the ground frontly revised policies and elipsiation. The Optional Protocol to the Child Rights Convention on the Sale of Children, Child Prostitution was adopted by GoZ in Feb 2012. The ZHPL is also proported in engagement with regional and global human rights enterpains such as the Commission on Human and Peoples Rights, the UN Human Rights Council in order towards the promotion and protection of human rights on the ground.	1.							Support from CHICHR on UPR	×	
	Other												Support from DOCO on review of proposal	T	х
													urranounil		

Result Area 1: Coordination State open Common Services and Premises	tus of initiatives to increase collaboration and cost-effectiveness of UN business and premises of the business in support of programme delivery (common services and premises)	Increased cont-effectiveness and quality of ICT tools used by UN entities in Zimbabwe 2. Enhanced services for the UN Clinic and for Common Procurement	Phase 1 of project for lifer-agency collaboration on CT implemented UN Clinic laboratory established and hunclorate the CT implemented of CT implemented on CT implemented on CT implemented for common vendors and consultants developed and operational 2.3. CMT Retrest held with AWP produced	OMT	1. PARTIALLY ACHEVED: Steps taken to increase the cost effectiveness and quality of ICT 1. The ICT project was reviewed with IIA and implementation is underway. A mission from ING comprising agency ICDs was in Zimbabwe in July 2012 and recommended a new network architecture and supporting business cases. The Massion, drawing from perience with a malar project in Mazzimbulou, recommended a shift in purpose architecture and supporting was recommended as the proper architecture and supporting to the project or local implementation. Entermised of the reviewing project for local implementation annewly, a common ISP for agreeding and fibre convocitivity for all Arunded Office Park based agencies and UNESCO were completed. An RFP was launched for the UNCT ICT project.	3,293	3,293	Si	DA	UN entities ³	Other	Additional Support Needed from HQ or Regional UNDG Team O1 Q2 Q3 Q4
Stat. open	tus of initiatives to increase collaboration and cost-effectiveness of UN business and premises of the business in support of programme delivery (common services and premises)	quality of ICT tools used by UN entities in Zimbabwe 2. Enhanced services for the UN Clinic	collaboration on ICT implemented 2.1. UN Clinic laboratory established and functional 2.2. Roasters for common vendors and consultants developed and operational	OMT	agency CDC was in Zimbabwen in July 2012 and recommended a new network schilecture and supporting business cases. The Wassion, drawing from preprience with a similar project in Mizzaribuque, recommended a shift in the project architecture from a Metropolitan Area Network (MAN) to local service providers as well as Cloud Computing. The revieted approach will the belse soughly tud quayly feetileve. This was approved by the UNCT for implementation. Elements of the revised project for local implementation mannly, a common ISP for agencies and The commentity for all Autualed Office Prisk based agencies and UNESCO were completed. An FFP was launched	3,293	3,293					
	ner				2. MOSTLY ACHEVED: Staff well being enhanced through improved services at the UN Clinic. Foundations in place to move forward on common procurement. 2.1. The UN Clinic Laboratory became operational to October 2012. Laboratory sugarment is high, earlier place and provided and process of the Common services of the Common services. 2.5. The UN Clinic Laboratory became operational to October 2012. Laboratory sugarment is more associated to execute the common services. 3.6. The Common services of the Common services and consultants from all UN Appendies; however the fast well be familiated in 2013. Additional work with come in 2013 for the development of a shared distables. Agencies have also stated uploading their vicancy announcements on the UN Zimbabew website. 2.3. The CMT held is 2012 planning reterior one to 1.5 P features and produced as 2012 AMP. Facilitation was provided by UNCNs. The key output from the reterior was a streamlined 2012 CMT AMP. Mid-year and Annual Reviewed of the AMP was carried out in July and December respectively.							
Other		Increased GoZ engagement on sustainable development issues	National report produced for Rio+20 Participation of GoZ at Rio+20 supported	ALE TG VTPA	ACHEVED: Commitment and awareness of Government to sustainable development was increased through technical and advocacy support. 1.1.3.1.2. The national report for Rock year produced with UN support through the UN Rock of Team. This report informed Zimbabwe's participation in the Rio-30 conference. In addition, 2012 UN Day celebrations in Zimbabwe were dedicated to a symposium on green economy, with high level GoZ engagement.							x x
Result Area 2: Coordination	n of Emergency Preparedness and Relief											
Propositions Coor	maintenan audu s	1. The rational tere-Agency Confingency Plan (CP) remains relevant with broad buy-in for all attachedors including Government 2. Support capacity building of the relevant national and road entitles to undertake emergency preparedness and response. [KEY RESULT PROP PERFORMANCE APPRAISAL]	1.1 The 2011/2012 tries-Agency Contingency Plant (CP) is reviewed as required 2.1. Advocacy efforts for government leadership are undertaken by PCHC Brough are undertaken by PCHC Brough Department of CMP Protection (DCP) 2.2 Department of CMP Protection national strategy developed with active participation and full ownership by sector ministries and development partners.	OCHA-RCO RCO	It. ACHEVED. All attakeholders, including Government, are convinced of the continued relevancy of a national CP and remain actively engaged in the process. 1.1 The rational CP was reviewed in a workshop on 22 November, jority organised by OCHA and DCP and satieded by sky in maintained, some lay approach and relimination ACIOs. As part of an origining process, and based on inputs from several provincial GPs, a rational CP is planted b De finalized by July 2013. 2. ACHEVEDE Docalities of emergency preparedness and response authorities and antional, provincial and district level have been strengthened. 2. 1 Throughout the predict under review, the UN has been strengthening the capacities of national energency preparedness and response authorities and response authorities and response authorities. Including at the provincial and district level. The UN lacilisted Desister preparedness and response authorities, including at the provincial and district level. The UN lacilisted Desister preparedness and response authorities, including at the provincial and district level. The UN lacilisted Desister preparedness and response authorities, including at the provincial and district level. The UN lacilisted Desister preparedness and response authorities, and an activities of the provincial and district levels. The UN lacilisted by CRM and DCP and attended by the limited preparedness reviewed in a workshop on 22 November, jority organised by CRM and DCP and attended by the limited in the provincial and international NOSs. 2.2 The UN supported. Per indicated provincial and activities and exception of the provincial and activities and exception and evaluate and recovery indicated and subject to a response and an exception of the provincial and activities and exception and evaluate and recovery indicated and subject to a response and the provincial and activities and an exception and activities and recovery indicated and an exception and activities and activities and activities and activities and activities and activities an							x x x x
Estal	ablishment of Humanitarian Country Team	Strengthened coordination and partnership of UN agencies, Donors, NGOs on strategic humanitarian and recovery issues	1.1. HCT and other key humanitarian coordination mechanisms function as per agreed ToRs	OCHA	1. ACHEVED: Humanitarian coordination and partnerships between INI, Donors, NOOs and Government have been strengthened to strategically reflect on humanitarian response issues and to prepare for an effective transition to recovery and development. 1.1 Regular NoT, ICRAGO, NOTODOR, and Inter-Cluster Forum meetings have provided for a for strategic effection and adequate information sharing between partners.							x x x x
Deve	velopment of a response plan	CHAP implemented in complementarity with ZUNDAF and is strategically linked	1.1 . CAP 2012 mid-year review completed 1.2 . CAP 2013 developed through consultative process	ОСНА	I. ACHEVED: The development and implementation of the CAP 2012 was strategically linked and complementary to the ZUNDAF. 1.1 The 2012 CAP WhYR was successfully completed with the report produced, also informing planning for 2013. 2.1 view of the origing interaction process and in response to proposals from different patterns, humanitarian and produced or the complete program of the produced or the complete program of the produced or the complete program of the produced or the complete produced or the complete produced or the complete produced or the complete produced and endorsed by UNIOT. The development of 2013 Appeal was informed by this report.							x x x
Coor	ordination of humanitarian operations	I. An effective humanitarian and early recovery coordination mechanism is in place and is relevant to the current content.	1.1. Proper lirkage between Humanitatian Coordination mechanisms and statelejes (Cluster system, Furnarchianis appeals) and office of the Cluster system, furnarchianis appeals) and office of the Cluster system and statelejes. 1.2 Opportunities to institutionalise strategin-micrieris/agea among humanitarian and development actors assessed, including between HOO and government activities.	OCHA - RCO	I. ACHEVED: The HCT has effectively addressed humanitarian and early recovery recets and has in consultation with all stateholders adopted the number of humanitarian culters to the current content. (SEE ROW as OFOR COMPLEMENTARY RESULTS FROM A DEVELOPMENT PERSPECTIVE). In the course of discussions and consultants, key partiers have agreed to loca the coordination of 11 in the course of discussions and consultants, key partiers have agreed to loca the condensions of the content of t							x x x
Adva	можну	Increased policy advocacy on the response to humanitarian needs, the promotion clearly recovery and preparedness actions	1.1. Advocacy and communications strategy developed and implemented 1.2. Advocacy materials developed and disseminated to key stakeholders.	OCHA - UNCC	I. ACREVED: The NE and NET have effectively absociated with all disherbolders, including Government, on humainitaria needs and improved memergency propractives and response measures. 1.1 The UNGO Righlighted humanitarian issues in joint UN advocacy as part of the UNICT 2012-2015 Advocacy and Communications Stretegy, Prough the UNI I. Thrablevbe Newbeller. He UN Web Platform and other tools. 1.2 The UN produced various humanitarian reporting products for diverse audience, including government, disorate. 1.2 The UN produced various humanitarian reporting products for diverse audience, including government, disorate with the products of the service of the service and the report and the service of the s							x x x
Result Area 3: UN Advocacy	source mobilization	Humanidatian funding mechanisms (GAP CERF, ERF) adequately support national humanitarian needs	1. Donors engaged through briefings and joint missions 1.2.CERF, CAP and ERF funding in line with the common response plan and its priorities	OCHA	I. ACRESTED: humanitarian response and funding mechanisms adequately addressed humanitarian needs: the CAP 2012 is currently 60% incuded (highest funding lostahly), USS citilino CERF funding was provided as a rapid response to the engoing drought, and the ERF allocated emergency funding to a number of national NOS. unstead of national NOS. Live structural NOS. Live structural violation in the contraction of the contraction and funding tools strongly various for a Live structural live funding tools enough the contraction and funding tools enough various for a live structural violation of the contraction and funding tools are contracted to the contraction of the contraction produce contraction in live of the lighter humanitation planning and coordination reclaimed, a system to extract parameter of the contraction produce contraction in linear produce contraction in linear produces contraction and the contraction produces are contracted to the contraction p							x x x x

	KEY RESULT AREAS	Expected Outputs ¹	Performance Indicators ²	Lead	Actual Outputs at Year End		Fun	ds required	/ spent at en	d year	Additional Support Needed from	Target	t Date
						SRC	S	DA	UN ent	tities ³ Other	HQ or Regional UNDG Team		
Result Area 1: Coordin	ation for Results											Q1 Q2	Q3 Q4
Joint UNCT Advisces	Development/limplementation of the UNCT communications/advocacy strategy & plan	1. LINCT presents a consistent and content position in its role and contribution in the MTP. ZUNDAF and CPP. [REY RESULT 3 FOR PERFORMANCE APPRAISAL]	1.1. IN is the preferred channel of CDA 1.2 Web platform, including public website, social media and immand confeled social media and immand confeled social media and immand public social media and immand social media and immand social soc	UNCG-PMT UNCG	1. A.OHE/EVED – UN visibility and capacifiles to establish sustainable partnerships were enhanced through be presentation of consistent and coherent positions, internally, to the Overment, to partners and the presentation of consistent and coherent positions, internally, to the Overment, to partners and the properties of the propertie		15,000 (website + maintenanc e)	11,926.29	75.000 (UNCG AWP - voluntary)	90,578.86		××	x x
and Communications			MDG coalitions & chapters established 2.2 MIDG feet where produced 3.3 Number of MDG awareness campaigns held		2.AGHEVED - Committeent of policy makers on the MDGs were increased through advocacy and senareness campaignes. 2. 1. UNCO had an advisory role engaging the Milliennium Campaign Representative and NANGO. The chapter was established in August with 22 oil soledy organizations. 2.2. Summaries of each MDG against global indicators and targets based on the 2010 MDG status report was produced for the UNI millianstwee website. Support was provided to the Isauch of the MDGs witual learning center. Fast sheets on each goal for 2012 are pending the endorsement of the 2012 MDG status report and will be 2.2. The Weberselegibli MCFs guidel diseased for mail main founds between MDGs and it has been indicated in engaging development partners and the media on MDG issues and the role of the United Nations in Zimbalows. In olluboration with 2.DAM. Model UNI was wide in July involving students from 28 this packod with main toous MDG 7 to create awareness on environmental sustainability among students. The United Nations are sift 74 time 1-4 May community drivers activities with MDG insease, during a high profile site feetally bear an elifer 1 from 1-4 May 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.								
	Other	Enhanced knowledge management and sharing for improved UNCT planning and programming	1.1. Common document repository created using the intranet 1.2. Number of themstic reports, studies and evaluations captured in the newsletter and website	RCO	I. PARTIALLY ACHIEVED - Throughout 2012, efforts were made to systematise the sharing of information from a centralise good pitch being the UROOK, to inter-sequency groups, being UROF-TAPL OMT, MOKO, VTPA, JTZUNDAF TGO and other teams & taskforces 1. The development of the intransit is deferred to 2013, however, a common folder at the UNRCO was established to provide a common repository for relevant documents. In addition, the UNRCO served as a conduit to channel reviewart information coming from DCOL ONDE GSA and incording networks (as CPU). 1. 2. 30 hemsitic reports, studied and evaluations were captured in the UN in Zimbabwe Newsletter (1f) and the weekbile (17).							x x	
Joint UNCT Resource Mobilization Strategy	Development/implementation of RM strategy	Strengthened partnerships with government, doors and other stakeholders in mobilising resources for ZUNDAF implementation	1.1. Partnerships and TM Shattey finalised and endorsed by ILNCT, including, JML college figures 1.2. Mapping of posted and sligned funding 1.2. Mapping of posted and sligned funding 1.3. Advocacy meetings with donors to present 1.4. Advocacy meetings with donors to present 1.4. Advocacy meetings with donors to present 1.4. More than the slight of t		II. ACHEVED - Resources successfully secured for the implementation of the 2012-2018 ZUNDAF. As of Coldeber 2012, close to two thirds of the I. Shillion USD required for the implementation of the 2012-2015 ZUNDAF and the Coldeber 2012, close to two thirds of the I. Shillion USD required for the implementation of the 2012-2015 ZUNDAF and the Coldeber 2012-2015 ZUNDAF coldeber 2012-2014 ZUNDAF coldeber 2012				5000 (advocacy meetings)	5500		x x	
Result Area 4: Security			•								•		_

KEY RESULT AREAS		Expected Outputs ¹	Performance Indicators ²	Lead	Actual Outputs at Year End		Funds required/ spent at end year			Additional Support Needed from HQ or Regional UNDG Team				
Result Area 1: Coordination for Results							SRC		SIDA	UN e	entities ³	Other	ON COLOR	02 04
	Duty station specific security risk assessment (SRA) for all locations in the country where UN staff are present	Security Risk Assessments conducted for the Designated Area 2. Security Level Assessments conducted for all the Security Areas	1.1 Number of Security Risk Assessments conducted and approved by HQ 2.1 Security Level of each security area assessed, reported, discussed and determined at every SMT and ASMT meetings.	UNDSS	ACHIEVED 1.1. Country specific SRA was updated and endorsed by DO and SMT and approved by Africa Dask in May 2012. SNA for UN House in Arundel was approved by HO in July 2012. 2.1. Security Lunch was discussed and determined at every SMT/ASMT. Country STA was updated and endorsed by DO and SMT in May 2012.								x x	x x
	implementation of mitigating measures as identified in SRA	Security risks and contingency plans proactively analysis of inesuring CMCSS complaince level for all UN COOMPLANT COMPLANT INCOMPLANT INCO	1.1 CMDSS, CSP and Contingency Plans endoraced by SMT and approved by HG as per the UNSMN mardatory MCSS Compliance 11.2 Actions in Implementation Plan completed	UNDSS	1. ACHEVED: Following the approval of the updated SRA, mitigation measures were compiled in the implementation jan and brought to the attention of all APPOs in the country. 1. Merganics SMS took the teach in providing mitigation to the add conduct of UN Programs and Projects by the control of the Control of the Control of Cont								x x	x x
Security	Up to date security plan	Country Security Plan responds to current context	 1.1. CSP updated as required and endorsed by SMT/DO and approved by HQ 	UNDSS	ACHIEVED 1.1 CSP was updated and endorsed by DO /SMT and approved by DSS Africa Desk								x x	х
	Security Management Team	increased management capability of SMT to address security and safety challenges	1.1. SMT meets on required frequency 1.2. Membership of Security Management Team completed in accordance to policy 1.3. SATT Members are trained 1.4. Sound policies and security and safety decisions made and implemented	UNDSS	ACHIEVED 1.5 MT meets once a month as per Security Policy Manual 1.2 Hote, participate in SMT as per requirement. Alternate participation was also endorsed by SMT. 1.2 Hote, participate in SMT as per requirement. Alternate participation was also endorsed by SMT. 1.3 SMT members were trained in 2011. The Training cycle lasts for two years. The next SMT training is scheduled in 2013. 1.4 h 2012 SMT made and implemented the following decisions: Updated Country SRASTA, updated country specific NOSS MORSS, updated Country Security plan, Adopted Country Electoral Confingency plan, Bulk SMS Emanagesco, Studies.								x x	x x
	Implementation of security training for staff	Appropriate training programmes identified in accordance to policy and the SRA	1.1. Number of security trainings for staff conducted 1.2. Number of AFPOs and personnel covered	UNDSS	ACHIEVED 1. LOSS conducted the billowing trainings: - 0.2 retreats (total 69 sims trained) - 0.2 retreats (total 69 sims trained) - 0.2 20% training (17.2 War trained) - 250 security briefings for newly arrived sims & visitors - 0.6 Sascie First A fartinging (62 sims trained) - 0.1 Adv First Add training (162 sims trained) - 0.1 Adv First Add training (163 sims trained) - 0.6 Fire Fighting and Fire Preparedness (82 sims trained) - 0.6 Fire Fighting and Fire Preparedness (82 sims trained) - 0.3 Communications training (65 sims trained)								x x	x x
	Other	Improved strategic and operational level linkages and collaboration on security issues	1.1. Focal/contact persons established with Host Government, INGOs, lOs 1.2. Number of meetings and conferences conducted to improve information sharing as well as strategic planning for safe and secure delivery of programmes	UNDSS	ACHIEVED 1. Lisason with ocurrity HG/ Law Enforcement Authorities was improved by regular contacts at least monthly on all security related aspects. Ministry of Interior Lisison, Chef Traffic Police, Traffic Safety Council, Personal Protection Unit (Dipotable Police) were among them. 1.2. Regular security briefings for RNGO NGO at their monthly forums.								x x	x x
Result Area 5: Non-Res	ident UN Agencies													
Special measures to integrate non-resident UN agencies in UNCT processes	Supporting the Involvement of non-resident UN agencies in the national strategic planning processes/ UN programming	1. Increased involvement and contribution of NAB in UNCT and national processes, including implementation of ZIMDAF programmes [KEY RESULT 5 FOR PERFORMANCE APPRAISAL]	1.1 Number of NRAs participating in the UNCT & PMT meetings and ZUNDAF reviews PMT meetings and ZUNDAF reviews 1.2. Flagship programmes with participation of NRAs including the select of their involvement. 1.3. Number of NRAs with marindates and other 1.4. NRA focal points clarified.	RCO	ACHIEVED – NRA Integration and contributions were increased through systematic approaches and the development of coherent tools, with 8 NRA now actively involved in ZUNDAF programme implementation and advocacy work. NRA in the property of the programme of th	8							x x	x x
Coordination Capacity	Other of the UNCT													
	RCO Starting	Robust and proactive coordination system sustained for UN programmes and operations	1.1. RCO efficiently and effectively functioning 1.2. Funding for staff costs beyond 2012 mobilised	RCO	14. ACHEVED - A robust and proactive coordination system was sustained and enhanced throughout 2012 to better support the ocherent schievement of development results. 1.1. The RCO functioned efficiently, with Head of RCO, Transition Advisor, Coordination Specialist (RMT), Communications Specialist (RMC), Coordination Analysi (and A RNA) and a Coordination Associate. An RCO profile document was prepared to increase undestrateding on the role of the RCO. Coordination Associate. An RCO profile document was prepared to increase undestrateding on the role of the RCO. Coordination Associate. An RCO profile of the RCO acts of the RCO ac	76,867	83,90	400,00 (Paul& k)		3 108,500 (Godfrey& Pamela)	117,912.18	250,000 (BCPR - Annalies)	x x	x x
Strenathening UNCT	Materials/Equipment	Fully operational and equipped RC Office maintained	1.1 Office supplies procured to enhance RCO operations (3 laptops, office equipment) 1.2. New office space responds to the needs of the RCO	RCO	1. ACHEVED - A fully operational and equipped RCO was ensured for 2012 in support of UN coherence electrats. 1.1. Procured laptops and office equipment for three staff including stationery necessary for efficient day to day activities of the RCO. 1.2. Office renovations led by UNDP saw the move of the RCO to the RCO wing which gives it a more conductive environment. New office responds to the recess of the RCO.	7,700	6,719	2,500 (suppli	2087.91				x	
Strengthening UNCT Coordination Capacity	Training of UN staff	UN staff capacities on HRBA, Gender and M& E enhanced	1.1 2 ROQ tetal under go trainings on UN programming and admin. programming and admin. 2.1 Information on training apportunities (UNSSC, UNITAR and others) for UN staff shared with PMT, OMT and UNCG 3.1. Number of UN staff trained on HRBA, M&E and Gender	RCO	1-3. ACHEVED - Capacities were strengthened through targeted trainings and enhanced knowledge management. 1.1. The Coordination Associate underwert an Administrative and Project Management Training in South Africa which included Protocol and Coefficie Management in the Office. The Coordination Analyst and Coordination Associate Associated Associate Associated Asso	5,500	6,484	5,000 (hrba)	5217.31				UNDO ESA support for M&E training OHCHR support for HRBA training X	x x
	Other	Enhanced functioning of the Management and Accountability System	1.1 UNCT Planning retreat held, with PMT session 1.2 UNCT, PMT, OMT, UNCG & VTPA functioning as per ToRs	RCO	1. ACHEVED - The functioning of the UNCT Management and Accountability System was enhanced, with systematised strategic planning, reporting, advocacy and scentarial support. 1.1. The 2012 UNCT Annual Refered was held, facilitated and attended by the UNIOS ESA, producing the Nyanga II. Account Paul. Refered were setable feld for CMT. PMT and the UNIOT CMT. OF CMT. The C			432,50		10,000 (UNCT Retreat)	8330.81		UNDG ESA support for facilitation of UNCT retreat X X X :	x x
	Total in USD to Achieve Coordination Results:	1				90,300		432,00		200,000				