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**Draft country programme document for Zimbabwe (2007-2009)\***

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\* The compilation of data required to present the Executive Board with the most current information has delayed submission of the present document.



## Introduction

1. The present country programme document is based on various consultations between the United Nations system and the Government and other stakeholders, including donors and civil society, culminating in the 2007-2011 United Nations Development Assistance Framework (UNDAF). The Government of Zimbabwe and the United Nations country team agreed that for this UNDAF there would be no common country assessment. Instead, United Nations country programmes for the new UNDAF cycle will be based on the 2004 Millennium Development Goals (MDGs) progress report, which was officially launched by the President on 8 September 2005, as well as on other Government policy documents. The country programme has been developed in the context of a sustained effort on the part of Zimbabwe to move away from humanitarian assistance towards recovery and sustained growth.

2. Within the context of the MDGs agenda in Zimbabwe, the country will address all eight goals, giving priority to goal 1: Eradicate extreme poverty and hunger; goal 3: Promote gender-awareness and empower women; and goal 6: Combat HIV/AIDS, malaria and other diseases. This priority is based on the realization that progress in these three goals underlies the achievement of the rest of the MDGs.

## I. Situation analysis

3. The country has been going through a period of transformation over the past six years. During that time much attention was focused on correcting the historical land and structural imbalances through a programme of land reform and other measures.

4. Those reforms have transformed the agricultural land structure from large-scale commercial farming to largely medium and small-scale entities. Lack of consensus on the reforms among domestic and international stakeholders, including bi-lateral and international donors, has resulted in an impasse.

5. A number of stakeholders considered that the manner in which the reforms were carried out impinged on the rule of law, violated property rights for individuals and led to the disruption of agriculture production, among other things. There is a lack of consensus in relation to governance and human rights in Zimbabwe. Promoting greater dialogue and understanding on these issues is essential in order to address the present challenges facing Zimbabwe.

6. Real gross domestic product (GDP) has contracted by over 40 per cent since 2000. Inflation rose from 55.2 per cent in December 2000 to a record high of 1913.6 per cent in May 2006. The official exchange rate depreciated from ZW\$55 in 2000 to ZW\$109000 in May 2006 against the United States dollar. Zimbabwe experienced dramatic drops in foreign direct investment (FDI), from a negative \$0.3 million in 2001 to a negative \$8.7 million in 2004.

7. Due to drought, structural reforms in land ownership and policy constraints, agricultural production declined by more than 40 per cent over the past five years, resulting in chronic food deficits and the need for international humanitarian assistance.

8. The overall situation is further compounded by the HIV/AIDS pandemic that continues to put tremendous strain on the capacity of the Government to deliver services. The country has one of the four highest HIV/AIDS prevalence rates in the world. While the HIV/AIDS prevalence rate among adults is reported to have dropped to 20.1 per cent in 2005, the disease continues to cause the death of approximately 3 200 persons per week.

9. The country has witnessed serious capacity erosion as a result of a 'brain drain', as many professionals and skilled personnel have left the country owing to economic difficulties and other factors. This massive flight of professionals has serious implications for economic growth and development. In the health sector, for instance, according to a 2005 study, 60 per cent of state-registered nurses and about half of the medical doctors have left the country since 1999.

10. Recovery in agriculture will require stabilization and finalization of outstanding land reform issues, such as tenure security, final compensation, protection of international investments and strengthening the productive capacity of new farmers. A sustained dialogue around these issues remains critical.

11. Zimbabwe is prone to droughts and other natural disasters. Despite gains achieved in recent years in the management of natural disasters, the frequency and magnitude of natural disasters in Zimbabwe leave communities and national institutions with an urgent need for risk reduction and coordinated emergency support. Effective water resources management becomes an imperative.

12. While the Government has made the MDGs and the Millennium Declaration the guiding principles for the implementation of its national priorities, the recent MDG progress report shows that social indicators have worsened dramatically and that Zimbabwe is off track for meeting six of the eight MDGs.

13. In particular, poverty has increased dramatically. Results of the 2003 Zimbabwe Poverty Assessment Study indicated that the population below the food poverty line increased from 29 per cent to 58 per cent, while that below the total consumption poverty line increased from 55 per cent in 1995 to 72 per cent in 2003. It is evident that developments over the past five years have had serious implications on the governance structures, systems and the capacity of the State, civil society and the private sector to respond to national development challenges.

14. At the same time, food insecurity, poor economic performance and the HIV/AIDS pandemic have combined to intensify the vicious cycle of poverty. There is now a complex interplay between the humanitarian situation, HIV/AIDS and poverty.

15. The above factors have continued to erode self-reliance at the household level and the quality of basic services at the national level, leading to increased vulnerability among the rural and urban populations.

16. The Government has taken a number of measures through its fiscal and monetary policies, but in the absence of a more comprehensive macroeconomic framework, those measures do not appear to have been effective in addressing the numerous challenges outlined above. On the domestic front, Zimbabweans remain divided on the most appropriate way to resolve the current economic, social and political challenges.

17. On the international front, following recent Government initiatives there have been signs that the policy environment – and particularly the macroeconomic policy framework – may be improving. There have been conflicting signals regarding government commitment to the structural reforms needed to address fundamental governance issues that are critical for the revival of the economy and the re-engagement of traditional bilateral and multilateral development partners, including the Bretton Woods institutions. As a result, these partners remain reluctant to increase their support to the recovery process and to the longer-term development effort.

18. There are significant divergences between the Government, some national stakeholders and some

development partners as regards the diagnosis of the causes of the present situation, as well as fundamental differences over possible solutions.

19. It is clear, therefore, that for the country to address these challenges, it will need to be supported in its efforts to engage in sustained dialogue with all stakeholders, domestic and international, as well as in rebuilding its depleted capacity. Furthermore, the country needs to be supported in developing an enabling policy environment to allow it to move from humanitarian assistance to recovery. Such support is critical if Zimbabwe is to achieve the MDGs, and UNDP clearly has a role to play.

## II. Past cooperation and lessons learned

20. The transformation process on which Zimbabwe has been embarked since 2000 has necessitated a readjustment of the UNDP role. The Zimbabwe country cooperation framework for the period from 2000 to 2004, which was extended to 2006, focused on support for the dialogue process, strengthening mechanisms for governance, coordination of humanitarian assistance, land and environment, HIV/AIDS, poverty alleviation and capacity-building of key governing institutions.

21. Various reviews, evaluations and consultations have revealed that significant results were achieved during the common country framework for 2000-2006 through the strategic support provided by UNDP in coordinating development and humanitarian assistance, upstream policy support, piloting innovative approaches in support to the Government of Zimbabwe, civil society and the private sector and capacity-building in key national institutions. These reviews also highlighted important lessons that should be integrated in the new programming cycle.

### *Stronger link between the country programme document and UNDAF*

22. The joint mid-term review found that the Zimbabwe UNDAF was relevant and effective, and that its strategic objectives were broadly defined to accommodate the ongoing programmes and mandates of the various United Nations organizations. However, the review recommended that all United Nations organizations, including UNDP, build a stronger link between their respective country programmes and the Zimbabwe UNDAF.

*Strengthening dialogue and consultative processes*

23. During the current programming cycle, UNDP put emphasis on facilitating dialogue between the Government of Zimbabwe and other stakeholders on land, the promotion of good governance and human rights, with assistance from headquarters, through the services of special envoys of the Secretary-General and technical experts. UNDP intervention proved useful in keeping lines of communication open among key stakeholders and in helping mobilize substantial resources from donors to support the humanitarian effort. However, dialogue on substantive issues had mixed fortunes owing primarily to the complexity of the situation.

24. A review conducted by UNDP revealed that the dialogue process tended to be rather fragmented, concentrating on single issues without much coordination between the national process and regional and international processes. Given the complex environment, that linkage needs to be clearly established in order to arrive at a sustained dialogue process that can achieve its intended outcome.

*Mainstreaming conflict transformation*

25. A UNDP-supported project on conflict transformation has helped to enhance the negotiating skills of more than 5000 Zimbabweans from the public sector, civil society and the private sector and to initiate a process of mainstreaming conflict prevention into the curricula of primary, secondary and tertiary education. A review of the project recommended continued UNDP support, with a special focus on mediating conflict at the community level and facilitating the resolution of current economic and social disputes at the national level.

*Need to broaden UNDP involvement in governance*

26. During the programming cycle, UNDP provided capacity-building support to various governing institutions, including, the Parliament, the public sector and the judiciary. The UNDAF joint mid-term review recommended that UNDP assistance should not only focus on the structures and institutions of governance, but should also emphasize the processes, regulatory frameworks and empowerment necessary for accountability and transparency.

*Need to address policy constraints*

27. The UNDAF joint mid-term review identified policy constraints as one of the key causes for the deterioration of the humanitarian, economic and social situation in Zimbabwe. The review recommended stronger UNDP intervention in macroeconomic policy issues, given the difficult relations between the Government and the Bretton Wood institutions.

*Need to strengthen participatory processes in policy formulation*

28. In the areas of economic growth and poverty reduction UNDP provided strategic support to several development initiatives, including institutionalization of the MDG and poverty-monitoring mechanisms in Zimbabwe, the production of the Zimbabwe Human Development Report on HIV/AIDS and the production of the second poverty assessment survey study.

29. A key lesson emanating from the MDG process was that there is need to invest in building a broad sense of national ownership and leadership through the involvement of various stakeholders, including Government, civil society, academia, private sector and development partners.

*Support for land and environment*

30. On the environment, UNDP actively supported country preparations for the 2002 World Summit on Sustainable Development and the follow-up implementation of the Johannesburg Plan of Implementation. Support was also provided for the development of a comprehensive national environmental policy. An environmental assessment of the prevailing macroeconomic situation and land policies conducted in 2003 and 2004 revealed significant environmental impacts that call for concerted policy and management interventions.

31. As part of its assistance to the land reform process, UNDP supported, at the request of the Government, dialogue processes and policy-related studies, including crop and livestock assessment and forecasting as a basis for formulating appropriate support and humanitarian interventions. The report on the land reform prepared jointly in 2002 by UNDP, the Food and Agriculture Organization of the United Nations, the World Bank and the European Community underlined the need for sustained dialogue on the land reform if the country is to recover from its current situation.

### *Focus on gender mainstreaming*

32. In the period up to 2004 UNDP supported the preparation of the first national gender policy. Support was also extended to efforts aimed at increasing the representation of women in decision-making positions through the project on women in politics and decision-making. This saw a slight but significant increase in women's representation in Parliament and the appointment of the first woman Vice President in Zimbabwe.

33. One main lesson learned from the UNDP gender audit conducted in 2004 was the need to base policies and laws as they relate to gender issues on international and regional instruments, such as the Convention on the Elimination of All Forms of Discrimination against Women, the African Women's Protocol and the Gender and Development Declaration of the Southern African Development Community, together with the Addendum on the Prevention and Eradication of Violence against Women and Children.

### *Impact of HIV/AIDS on the capacity of national institutions*

34. UNDP played an important role alongside other donors in facilitating the availability of antiretroviral drugs through the Global Fund to Fight AIDS, Tuberculosis and Malaria. UNDP was also able to enter into an agreement with the Clinton HIV/AIDS initiative to provide paediatric HIV/AIDS drugs to at least 1000 children for one year. UNDP is also supporting Varichem, a pharmaceutical company that seeks to produce antiretroviral medications locally.

35. The outcome evaluation conducted by an independent team of experts revealed that the innovativeness and timing of UNDP interventions, with the timely support of some donors, has been critical and has helped avert an imminent collapse of the national HIV/AIDS response. An important lesson to draw is that there is a premium to be placed on partnering, both within the United Nations family and outside, and on efficient coordination of donor funds in order to ensure economy of effort and resources.

## **III. Proposed programme**

36. The country programme will contribute to development results in areas where national priorities and UNDAF outcomes coincide with the UNDP mandate and comparative advantage. Issues of democratic governance, support for the fight against HIV/AIDS, economic management for poverty reduction; finalization of land

reform and agricultural recovery, sustainable environmental management, conflict prevention and gender mainstreaming will receive priority attention. A country programme outcome was defined for each of the five UNDAF thematic areas.

37. To help deliver on these outcomes, UNDP will focus its programme interventions on three key priority areas, which will be mainstreamed in all initiatives during the new programming cycle. These are: (a) support both domestic and international dialogue that can help build national consensus on key challenges affecting the country; (b) strengthen the capacity of national institutions to deliver on the MDGs and provide basic social services to the most vulnerable groups, particularly those affected by the HIV/AIDS pandemic and humanitarian challenges; and (c) support the transition toward recovery and development.

### **Promotion of domestic and international dialogue**

38. The first important priority of the country programme is to ensure that UNDP interventions are guided by its commitment to fully support the critical dialogue process in Zimbabwe at both the national and the international levels. The rationale of UNDP intervention is based on the premise that a credible and sustainable resolution of the complex political, social and economic challenges facing the country will not be possible without the resumption of an effective dialogue among national and international stakeholders, including civil society organizations and donors, on key issues affecting the country.

39. Interventions will thus be directed towards activities geared to ensuring that a human-rights based approach that emphasizes a broad-based consultation with stakeholders and their participation in decision-making processes is adopted in the implementation of all activities of the country programme.

40. In particular, UNDP will help to strengthen the foundations of democratic governance through the implementation of a results-based management system, which will improve the accountability, transparency and effectiveness in service delivery; the reform of the judiciary to promote the rule of law and improve the human rights regime, as well as the strengthening of Parliament so as to enable it to play its oversight, legislative and representational role effectively. There will also be a focus on strengthening mechanisms for dialogue such as the Tripartite Negotiating Forum and the National Economic Consultative Forum.

41. At the international level, UNDP will build on its unique role as the coordinator of the United Nations system in Zimbabwe by continuing to liaise with the United Nations Secretariat, in particular the Department of Political Affairs and the Office for the Coordination of Humanitarian Affairs, so as to promote an effective dialogue between the international donor community and the Government of Zimbabwe.

42. UNDP has been actively involved in the implementation of the Paris Declaration on Aid Effectiveness. This includes the creation of an open trust fund for the multi-donor programme of support for parliamentary reforms and active participation in the implementation of various Organization for Economic Cooperation and Development initiatives in relation to countries in difficult circumstances. These efforts should continue also in areas like support for a reform process in the judiciary and donor involvement in food security.

*Strengthen national capacity to deliver on the MDGs*

43. Zimbabwe has produced its first MDG report and has committed itself to focus on three key areas: poverty reduction; gender and HIV/AIDS.

44. In all these areas, emphasis will be on the development of national capacities to articulate goals, policies and strategies, especially those that are long-term, and to support comprehensive processes that can elicit broad national support and consensus.

45. On the economic front and in order to address the need for economic recovery and sustained economic growth for poverty reduction in a consistent and coherent manner, UNDP will work with the World Bank to support the formulation and implementation of MDG-based poverty reduction efforts and national budgets as well as the prioritization of programmes and projects in all sectors targeted at poverty reduction.

46. In the public sector, the aim of UNDP intervention will be to support Government re-engineering efforts to reflect the vision of a more appropriate service delivery engine. This is necessary and would require that the Government look at the challenge of development differently, including establishing a think tank as part of the results-based management programme in order to coordinate the reform process and using systems thinking to enable a systemic approach throughout government.

47. Priority interventions of UNDP will include the formulation of a Zimbabwe capacity initiative that builds on the Southern Africa Capacity Initiative at the regional level. This will include: support to the National AIDS Council and the Ministry of Health to mount a comprehensive capacity-building programme for the health sector in Zimbabwe; implementation of a results-based management system as a means to support public sector reform and foster accountability, transparency and effectiveness in government operations; and the development of a capacity-retention scheme in the public sector as well as formulation of a comprehensive e-governance strategy.

48. The recent creation of a United Nations Industrial Development Organization desk in the country office will enable UNDP to support capacity-building for employment creation, which incorporates private-public sector linkages and promotes the creation of an enabling environment for small- and medium-scale enterprises.

*Support the recovery process*

49. The third priority will direct significant effort towards initiating and supporting a comprehensive recovery process. Every UNDP intervention during the next programming cycle will be geared towards creating a more enabling policy environment to allow the country to return to a more sustainable development path.

50. UNDP will implement a development-relief approach to its interventions and will make every effort during the next programming cycle to promote the combination of essential humanitarian programmes with recovery initiatives aimed at increasing self-reliance and reducing dependence on international humanitarian assistance. This will require policy-level action together with targeted programme interventions.

51. UNDP will support dialogue on critical policy issues including the economy, good governance and agrarian reform, so as to help rebuild confidence within the international community and support agriculture recovery, leading to greater food security and overall economic recovery.

52. The country programme will also support the Government in its efforts to meet international commitments on the environment and sustainable development, including energy, climate change, water resources management and biodiversity issues.

53. Disaster risk management is critical for recovery and sustainable development. Support will thus be provided for policy and institutional strengthening at all levels. The cooperation with the United Nations Office for the Coordination of Humanitarian Affairs in this regard will be essential.

54. To contribute towards the attainment of the Zimbabwe UNDAF outcome on the elimination of gender discrimination, the empowerment of women and the promotion of gender equality, UNDP will engage the Government and other partners in a coordinated and harmonized programme to achieve gender equality.

#### **IV. Programme management, monitoring and evaluation**

55. UNDP will implement its programme in close collaboration with the United Nations country team to ensure that the outcomes outlined in the country programme are achieved through collective interventions in the framework of the UNDAF. Special emphasis will be put on harmonization and simplification of programme modalities and priority will be given to joint initiatives and programmes and/or promotion of activities that add value to the work of other United Nations organizations and/or reinforce synergies with their interventions. Annual programme reviews will be undertaken in the context of the Zimbabwe UNDAF outcome reviews with the participation of all stakeholders, including civil society and donors.

56. National execution will remain the principal modality of programme execution and implementation. To deepen national processes of MDG and poverty monitoring, UNDP will support monitoring and evaluation capacity development, expansion of gender- and regionally disaggregated data, projections of the poverty impacts of economic shocks and policy options, the localizing of MDGs, and official development assistance and public finance tracking.

#### *Partnerships*

57. Maximum effort will be devoted by the country office to further strengthen its partnership with the Government of Zimbabwe, using national priorities as the guiding principles for the formulation and implementation of new activities. At the same time, the office will devote effort to fostering greater collaboration with donors and civil society organizations.

#### *Resource mobilization*

58. Despite the difficult policy environment, UNDP will continue to strive to mobilize donor support for Zimbabwe. One third of regular resources will be used as seed money to leverage donor resources in all UNDP programmes. Each unit will define a resource mobilization strategy, and a resource mobilization officer will be recruited to steer and support the country office effort in this regard.

59. Specific efforts will be devoted to supporting national activities aimed at accessing global initiatives such as the Global Fund to Fight AIDS, Tuberculosis and Malaria – for which UNDP is the temporary recipient agent – as well as the Clinton Foundation and the private sector.

## Annex. Results and resources framework for Zimbabwe (2007-2009)

Main intended UNDAF outcome: <b>Enhanced national capacity and ownership of development processes towards the attainment of the Millennium Development Goals by 2015</b> <b>National priority or goal:</b> (a) Sustained broad-based economic growth and development; (b) Strengthened strategic information systems for development planning, implementation, monitoring and evaluation; (c) Strengthened broad-based and consultative national dialogue on key development issues; (d) Reduction of proportion of people in extreme human and income poverty and hunger; (e) Addressing the HIV/AIDS and gender dimensions of development; (f) Decent employment generation and entrepreneurship development; (g) Infrastructure development					
Programme component	Country programme outcomes, including outcome indicators, baselines and targets	Country programme outputs	Output indicators, baselines and targets	Role of partners <sup>1</sup>	Indicative resources by goal (\$'000)
Achieving the Millennium Development Goals (MDGs) and reducing human poverty; crisis prevention and recovery  Multi-year Funding Framework (MYFF) goals 1 and 4	<p><b>Outcome 1</b> Strengthened national capacity to formulate, implement and monitor pro-poor policies.</p> <p><b>Baseline</b> No medium-term national development and poverty reduction strategy (NDPRS) framework in place; no medium- to long-term pro-poor macroeconomic policy framework; MDGs not mainstreamed into national budgets and sectoral policies; disaster risk reduction not adequately incorporated into development planning; inadequate capacity to respond to disasters; 58 per cent of population living below food poverty line; 70 per cent of population under the total consumption poverty line.</p> <p><b>Indicators</b> Credible pro-poor macroeconomic frameworks in place; number of policy reforms adopted; a national MDG-based monitoring and evaluation framework established; disarmament, demobilization and reintegration (DRR) policy in place to reduce vulnerability to disasters; communities capacitated for disaster response.</p> <p>40 per cent of population living below food poverty line, 300 000 households supported to attain sustainable livelihoods.</p>	<p>- MDG-based national development and poverty reduction strategy formulated and implemented</p> <p>- National MDG monitoring system established and operationalized</p> <p>- National human development report and MDG progress reports produced and disseminated for policy dialogue and a sustained national MDG campaign established</p> <p>- Strengthened capacity of all relevant ministries in pro-poor and MDG-based sector policy analysis, formulation and implementation</p> <p>- Enhanced sustainable livelihoods and recovery and disaster risk reduction integrated in development planning</p>	<p><b>Targets</b></p> <p>- Credible MDG-based poverty and macroeconomic frameworks in place</p> <p>- MDGs, gender and HIV/AIDS mainstreamed in Government budget and all sectoral policies and strategies.</p> <p>- New Statistics Bill enacted and semi-autonomous Zimbabwe Bureau of Statistics established by 2007</p> <p>- Comprehensive national MDG monitoring and evaluation framework developed by 2007</p> <p>- Agriculture, land, environment and water information management systems in place by 2008</p> <p>- The third poverty assessment survey conducted by 2008</p> <p>- New legislative and policy framework on disaster risk management in place by 2008</p> <p>- Vulnerability assessments and early warning systems in place for most vulnerable districts.</p> <p>- At least 500 community-based livelihood recovery initiatives implemented</p> <p>- National employment policy formulated and agency established and at least 100 000 jobs created for youth through public works, self-employment and private sector initiatives</p> <p>- At least 10 provincial youth volunteer centres established by 2011</p> <p><b>Indicators</b></p> <p>- Number of recommendations of national human development report adopted and implemented by Government, civil society</p>	<p>Ministry of Finance; Ministry of Economic Development; Ministry of Public Services, Labour, and Social Welfare; Parliament; Central Statistical Office; Ministry of Gender and Youth; local authorities; Ministry of Environment and Tourism; Ministry of Health; Ministry of Education; Ministry Heads of MDG thematic groups, Office of the President and Cabinet, National Economic Consultative Forum, Poverty Reduction Forum, non-governmental organizations (NGOs), Reserve Bank of Zimbabwe, Ministry of Industry and International Trade, Common Fund for Commodities</p> <p>World Bank, Macroeconomic and Financial Management Institute, International Monetary Fund, International Labour Organization, United Nations Population Fund, United Nations Children's Fund, United Nations Industrial Development Organization, World Health Organization, Joint United Nations Programme on</p>	<p><b>Regular:</b> 1,435</p> <p><b>Other:</b> 9,705</p>

<sup>1</sup> The list should focus on strategic partnerships for the achievement of the outcome.



			organizations and development partners - Number of policy reforms implemented to comply with NDPRS framework - Number of MDG-based sector policies and strategies - Percentage of national budget allocated to HIV/AIDS and social sectors - MDG progress report produced annually - At least 10 MDG-based local development plans adopted per year - Sectoral HIV/AIDS policies, NDPRS, Environmental Management Act, gender policy and revised land and agricultural policies implemented by 2011 - Number of community infrastructure entities rehabilitated - Policy and new Act on disaster risk management are in place and 30 districts have updated their disaster risk management plans. - At least 70 per cent of communities in the 30 vulnerable districts are trained in disaster risk management. - Number of community and youth beneficiaries	HIV/AIDS, United Nations Conference on Trade and Development	
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**Main intended UNDAF outcome:** Strengthened mechanisms for promoting the rule of law, dialogue, participation in the decision-making process and protection of human rights.

**National priority or goal:** (a) Strengthening of national dialogue institutions and processes that create an enabling environment among all stakeholders in Zimbabwe through gender equality, maintenance of peace, (human) security, and law and order; (b) Establishment and strengthening of key national governance and human rights institutions for enhanced professionalism, accountability and transparency; (c) Strengthening the participation of society, especially the marginalized, to contribute and benefit in national development; (d) Improving the image of the country and confidence-building among its stakeholders.

Fostering democratic governance  MYFF goal 2	<b>Outcome 2.</b> Strengthened systems, institutions, mechanisms and processes that promote democratic governance, dialogue, gender equality and the rule of law  <b>Baseline</b> Functioning parliamentary portfolio committee system; 111 Parliamentary Constituency Information Centres operational; 40 per cent of new legislators and 66 new senators not inducted; backlog of court cases; limited access to legal information; obsolete court equipment; absence of effective	- Strengthened governance systems in Parliament, judiciary, electoral system and public sector  - Enhanced national capacity for conflict transformation, policy dialogue and consultative processes  - Ratification, domestication and implementation of outstanding regional and international agreements	<b>Targets</b> -Parliament, judiciary, Zimbabwe Electoral Commission, National Commission for Human Rights and anti-corruption institutions strengthened and their capacity to comply with regional and international agreements enhanced. - Results-based budgeting system, personnel performance management system and national monitoring and evaluation framework established within the public sector. - Key national dialogue platforms, Tripartite Negotiation Forum, National Economic Consultative Forum and Poverty Reduction Forum, civil society, grassroots and major social groups	Parliament, National Commission for Human Rights, Zimbabwe Electoral Commission, Office of the President and Cabinet, Registrar General's Office, Ministry of Justice and Legal Affairs, Ministry of Gender and Youth; civil society organizations, United Nations Children's Fund, United Nations Environment Programme, International Labour Organization, European Union, European	<b>Regular:</b> 1,210  <b>Other:</b> 7,285
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	<p>voter's role administrative systems; women constitute 17 per cent of legislators compared to 30 per cent required by the Southern Africa Development Community; lack of national consensus on key socio-economic issues, such as land reform</p> <p><b>Indicators</b> Number of policies and legislation reviewed, amended and initiated that uphold the rule of law and good governance; dialogue and participation of all key stakeholders on key development issues</p>	<p>- Women's leadership capacity in all sectors and at all levels strengthened</p>	<p>,including youth dialogue mechanisms, strengthened.</p> <ul style="list-style-type: none"> <li>- Policy dialogue on national human development report, MDG progress reports and key development issues (land, HIV/AIDS and human rights)</li> <li>- Conflict transformation mainstreamed in primary, secondary and tertiary education</li> <li>- National gender policy recommendations implemented</li> </ul> <p><b>Indicators</b></p> <ul style="list-style-type: none"> <li>- Number of portfolio committee reports on bills presented and discussed in Parliament in the presence of the Ministers.</li> <li>- Quantity of policies and legislation reviewed, amended and initiated that are in accordance with international human rights standards.</li> <li>- Backlog of court cases cleared by 2011.</li> <li>- Functional and accessible voter's role by 2008.</li> <li>- At least 30 per cent representation of women in the legislature and 50 per cent women in decision-making positions</li> <li>- Results-based budgets, performance management systems and development plans aligned to MDG goals.</li> <li>- Anti-corruption framework in place.</li> <li>- NGO Act, Code of Conduct, and corporate governance principles adopted</li> <li>- Number of recommendations of the national human development report adopted and implemented by the Government, civil society organizations and development partners</li> <li>- Number of domestic and international trade and non-trade agreements signed and state reports submitted to treaty bodies</li> </ul>	Community	
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<p><b>Main intended UNDAF outcome:</b> Improved food security and sustainable management of natural resources and the environment</p> <p><b>National priority or goal:</b> Improved agricultural production and productivity, food and nutrition security at national and household levels, increased environmental awareness and sustainable use and management of natural resources and improved rural livelihoods</p>					
<p>Energy and Environment for sustainable development</p> <p>MYFF Goal 3</p>	<p><b>Outcome 3.</b> Improved agriculture, environment and land policy frameworks and support services.</p> <p><b>Baseline;</b> Land and agriculture policies</p>	<ul style="list-style-type: none"> <li>- Consensus-based national sustainable land reform programme developed and implemented</li> <li>- Agricultural extension</li> </ul>	<p><b>Targets</b></p> <ul style="list-style-type: none"> <li>- Sustainable land reform programme addressing issues of tenure security, compensation, multiple ownership, gender and bilateral investment protection agreements (BIPA) agreed</li> </ul>	<p>Ministries of Agriculture, Land, Land Reform and Resettlement, Office of the President and Cabinet, Ministry of Water, Ministry of Environment and</p>	<p><b>Regular:</b> 905</p> <p><b>Other:</b> 4,050</p>

	<p>inconsistent and not gender-responsive; lack of consensus on land reform programme; declining agricultural production; key sector strategies not adequately incorporating environmental issues; Environmental Management Act (2002) not yet fully implemented;</p> <p><b>Indicators:</b> Consensus-based sustainable land reform programme formulated and implemented; At least 30 per cent of the land allocated to women; national development and poverty reduction strategy, land and water policies formulated or revised to incorporate environmental issues; all structures including self-financing mechanisms for implementation of the Environmental Management Act, land, energy and water policies capacitated and fully functional</p>	<p>and research service delivery systems for Government, farmers' unions and farmer-based organizations strengthened</p> <p>- Capacity for water, energy and environmental policy planning and management strengthened.</p>	<p>upon by end of 2007</p> <ul style="list-style-type: none"> <li>- Capacity building in land use planning and increased awareness on agro-ecological zoning</li> <li>- Capacity of farmers, especially women, farmers unions and farmer-based organizations, agricultural extension staff in governmental and non-governmental institutions strengthened</li> <li>- National and local environmental structures and systems capacitated and fully operational</li> <li>- Capacity-building in environmental law for the judiciary and law enforcement agents</li> <li>- National capacity for implementation of multilateral environmental agreements strengthened</li> <li>- Land and water policies reviewed.</li> </ul> <p><b>Indicators</b></p> <ul style="list-style-type: none"> <li>- Number of land dialogue meetings</li> <li>- At least 70 per cent of resettled farmers (A1 and A2) are awarded tenure security by 2011 and have access to finance, and all affected bilateral investment protection agreements farmland property issues resolved.</li> <li>- National land information management system in place for effective land administration.</li> <li>- Maize yield increased from 0.84 to 3 metric tonnes/hectare on rehabilitated schemes and 70 per cent of households are food secure</li> <li>- Energy policy framework in place by 2008</li> <li>- Self-financing environment fund operational</li> <li>- Recommendations of resource assessments use in formulation and revision of the land, energy, water and environment policies</li> <li>- Number of convention reports submitted on time and number of domestic laws/policies revised to incorporate global environmental commitments</li> </ul>	<p>Tourism, Ministry of Energy and Power Development, Civil Protection Unit, NGOs, farmers unions, Global Environment Fund, Montreal Protocol Unit, Food and Agriculture Organization of the United Nations, World Bank, United Nations Environment Programme, United Nations Educational, Scientific and Cultural Organization</p>	
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Main intended UNDAF outcome: **Reduce the spread of infection, improve quality of life of those infected and mitigate the impact of HIV/AIDS**

**National priority or goal:** (i) Reduce the number of infections; (ii) Increase access to and utilization of comprehensive care and treatment services; (iii) Increase support for individuals, families and communities infected and affected by HIV/AIDS; (iv) Manage the HIV response effectively (including resource mobilization)

Responding to HIV/AIDS	<b>Outcome 4.</b> Enhanced management and coordination of	- Strengthened national capacities for a	<b>Targets</b> - Capacity of NAC, Parliament, farmer-based	NAC, Parliament, Ministry of Health, Ministry of Education,	<b>Regular:</b> 985
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MYFF Goal 5	<p>the national HIV/AIDS response in the context on the Three Ones strategy.</p> <p><b>Baseline</b> Fragmented national HIV/AIDS coordination structures; results and resources not reported to National AIDS Council (NAC) by donors, faith-based organizations, civil society organizations and the private sector; no NAC gender policies or policies for the meaningful involvement of people living with or affected by AIDS (MIPA) and related strategies; international donor support for HIV/AIDS in Zimbabwe only \$4 per person per year; low staff retention by NAC at all levels; people living with HIV and AIDS under-represented in decision-making positions in NAC structures at all levels.</p> <p><b>Indicators</b> Central reporting through NAC of results and resources by all partners; external donor support increased to Southern Africa Development Community average (\$74/person/year); NAC gender policies in place as well as policies based on MIPA; at least 60 per cent of HIV/AIDS funds targeted at women; at least 20 per cent of NAC decision-making positions occupied by people living with HIV/AIDS (PLWHA); NAC manpower retention and stabilization policy is developed and implemented.</p>	<p>multisectoral and multilevel HIV/AIDS response.</p> <ul style="list-style-type: none"> <li>- Southern African Capacity Initiative (SACI) framework (adapted to the local Zimbabwe situation) and implemented</li> <li>- Improved and effective delivery of resources for the fight against HIV/AIDS</li> </ul>	<p>organizations, civil society organizations, private sector and community service delivery institutions strengthened</p> <ul style="list-style-type: none"> <li>- Health, education, agriculture and Public Service Commission manpower retention and stabilization policy and plan formulated and implemented at central and district levels.</li> <li>- Comprehensive capacity assessment of the impact of the HIV/AIDS epidemic on key institutions and sectors (e.g. health, agriculture, education and the Public Service Commission) conducted</li> <li>- Capacity of local pharmaceutical companies strengthened to produce and market-quality affordable antiretroviral drugs</li> <li>- Increased access to antiretroviral drugs by underprivileged children, rural and vulnerable populations.</li> </ul> <p><b>Indicators</b></p> <ul style="list-style-type: none"> <li>- 120 Parliamentary Constituency Information Centres have gender and HIV/AIDS resource centres</li> <li>- NAC gender and MIPA strategies, information and communications technologies, manpower retention and stabilization and resource mobilization policies and strategies developed and implemented and fund management unit fully functional.</li> <li>- Computerized monitoring and evaluation system operational in all 120 districts.</li> <li>- E-Government operational in the Ministries of Health, Education, Agriculture and the Public Service Commission.</li> <li>- At least 50 per cent of rural AIDS patients have access to antiretroviral drugs (ARVs) and 20 per cent of AIDS patients in the country accessing ARVs should be children under the age of 15 years</li> <li>- Locally produced ARV drugs widely available and affordable to disadvantaged communities</li> <li>- Key government institutions (health, education, agriculture, Public Service Commission ) re-engineered to address impact of HIV/AIDS on public services delivery capacity.</li> </ul>	<p>Ministry of Agriculture, Public Service Commission, Ministry of Gender and Youth, Ministry of Information, Ministry of Small- and Medium-sized Enterprises</p> <p>Private sector, community-based organizations, farmer-based organizations, NatPharm, Crown Agents, Employers Confederation of Zimbabwe, Zimbabwe Congress of Trade Unions, Zimbabwe Business Council on AIDS, UNAIDS, United Nations Childrens Fund, United Nations Development Fund for Women, United Nations Population Fund, World Food Programme, World Bank, International Organization for Migration, International Labour Organization, World Health Organization</p>	<p><b>Other:</b> 5,260</p>
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