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Zimbabwe

Programme Title: Support for Peace Building and Increased Access to Sustainable Livelihoods in Zimbabwe

Programme Area	Crisis Prevention and Recovery
Programme Title	Support for Peace Building and increased Access to Sustainable Livelihoods in Zimbabwe
(Z)UNDAF Outcome(s):	1. Strengthened mechanisms for peace building and for the prevention, management and resolution of conflict (Outcome 1.3) 2. Increased Access to sustainable Livelihoods and Decent Work Opportunities Especially for Youths and Women (Outcome 2.2)
Expected Outcome(s):	CP National capacities for dialogue, peace building, conflict prevention and management strengthened; Community livelihoods restored through increased locally led recovery initiatives especially among youth and women for sustainable livelihoods; Coordination capacity for the UN in the area of recovery increased.
Expected Outputs:	Output 1: National Capacities for Dialogue, Peace Building, Conflict Prevention and Management Strengthened Output 2: Community Capacities (Women and Youth) for Recovery and Conflict Sensitive Sustainable Livelihoods Increased at Local Levels Output 3: Increased Support by the UN Coordination of Sustainable Recovery in Zimbabwe Output 4: Increased Capacity of Communities, Local and National Institutions for Disaster Risk Reduction and Recovery
Implementing Partner:	Office of the President and Cabinet (OPC) through the Organ for National Healing, Reconciliation and Integration (ONHRI)
Responsible Parties:	Ministry of Labour and Social Services (MLSS), Ministry of Local Government, Rural and Urban Development (MLGRUD) (Department of Civil Protection), Ministry of Small and Medium Enterprises and Cooperative Development (MSMECD)

Brief Description:

The three year programme- Support for Peace Building and Increased Access to Sustainable Livelihoods in Zimbabwe aims to:

1. Support national capacities for dialogue, peace building, prevention, management and resolution of conflict.
2. Support locally led sustainable community livelihood interventions
3. Support the UN's coordination capacity in the area of recovery.

The programme has two main complementary pillars: Support Conflict Prevention and Peace Building; and, ii) Building capacity for locally led recovery for sustainable livelihoods especially of women and youth. The programme will be implemented through a NEX modality by the OPC (ONHRI) and three counterparts, Ministry of Labour and Social Services, Ministry of Local Government, Rural and Urban Development (Department of Civil Protection) and Ministry of Small and Medium Enterprises and Cooperative Development and the following entry points: Ministry of Youth Development, Indigenisation and Empowerment, Ministry of Women Affairs, Gender and Community Development and the Joint Monitoring and Implementation Committee (JOMIC).

Programme Period: 2012 to 2014

Key Result Area (Strategic Plan): Enhancing conflict prevention and management capacities; Strengthening locally led recovery for sustainable livelihoods and improving UN's capacity to coordinate recovery initiatives

Atlas Award ID: _____

Start Date: 01/01/2012
Actual Date: 01/01/2012
End Date: 31/12/2014

PAC Meeting Date: 13 December 2011

Management Arrangements: NIM /DIM

Total budget: USD 12,200,000.00

Total resources required:

Total allocated resources:

Regular USD 300 000.00
BCPR USD 3,000,000.00

Other: _____

Donor: _____

Government: _____

Unfunded budget: _____

In-kind Contributions: _____

Agreed by Implementing Partner:

RAY C. NDHLUKWA
NAME

[Signature]
SIGNATURE

DEPUTY CHIEF SECRETARY
MODERNISATION AND
ADMINISTRATION

16 FEB 2012

OFFICE OF THE PRESIDENT
CABINET, ZIMBABWE

Agreed by Executing Entity:

W. L. MANUNGO
NAME

[Signature]
SIGNATURE

SECRETARY TO TREASURY

21 FEB 2012

Date/Month/Year

TEL: 250787
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Agreed by (UNDP):

[Signature]
NAME

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SIGNATURE

24/3/2012
Date/Month/Year



Table of contents

I. Acronyms.....	4
II. Situation Analysis	6
III. Programme Components.....	9
IV. Implementation and Management Arrangement.....	11
V. Monitoring Framework and Evaluation.....	12
VI. Legal Context.....	13
VII. Risk Log.....	15
VIII. Results and Resources Framework: 2012- 2014.....	16

I. Acronyms

BCPR	Bureau for Conflict Prevention and Recovery
CAP	Consolidated Appeal Process
CBOs	Community Based Organisations
CO	Country Office
CP	Country Programme
CPAP	Country Programme Action Plan
CPD	Country Programme Document
CPMRT	Conflict Prevention, Management, Resolution and Transformation
CSO	Civil Society Organisation
DCP	Department of Civil Protection
DDP	District Disaster Plans
DFF	Dialogue Financing Facility
DFID	Department for International Development
DIM	Direct Implementation Modality
DRM	Disaster Risk Management
DRR	Disaster Risk Reduction
ER	Early Recovery
FAO	Food and Agricultural Organisation
GoZ	Government of Zimbabwe
IG	Inclusive Government
HIV/AIDS	Human Immunodeficiency Virus / Acquired Immune Deficiency Syndrome
ILO	International Labour Organisation
IOM	International Organisation for Migration
JOMIC	Joint Monitoring and Implementation Committee
LICI	Livelihoods, Institutional Capacity Building and Infrastructure
LLER	Locally Led Early Recovery
LPAC	Local Project Appraisal Committee
MDGs	Millennium Development Goals
MOU	Memorandum of Understanding
MJLA	Ministry of Justice and Legal Affairs
MLGRUD	Ministry of Local Government, Rural and Urban Development
MLSS	Ministry of Labour and Social Services
MSMECD	Ministry of Small and Medium Enterprises and Cooperative Development
MYDIE	Ministry of Youth Development, Indigenisation and Empowerment
MWAGCD	Ministry of Women's Affairs, Gender and Community Development
NANGO	National Association of Non-Governmental Organisations
NEX	National Execution Modality
NIM	National Implementation Modality
NGOs	Non-governmental Organisations
ONHRI	Organ for National Healing, Reconciliation and Integration
OPC	Office of the President and Cabinet
PC	Project Coordinator
PSC	Project Steering Committee
RCO	Resident Coordinator's Office
SGBV	Sex and Gender Based Violence
TRAC	Target for Resource Assignment from the Core
TTF	Thematic Trust Fund
UN	United Nations
UNCDF	United Nations Capital Development Fund

UNDAF	United Nations Development Assistance Framework
UNDP	United Nations Development Programme
UNHCR	United Nations High Commissioner for Refugees
UNV	United Nations Volunteers
USD	United States Dollars
WFP	World Food Programme
ZUNDAF	Zimbabwe United Nations Development Assistance Framework

II. Situation Analysis

In the last decade, Zimbabwe has experienced a number of development challenges, owing to both internal and external dynamics. The Zimbabwe situation is often hard to comprehend for the outside world; its complexity is the result of the interplay of economic, social and political factors sometimes linked to a range of inherited historical imbalances in the economy and society. The convergence of these factors has necessitated creation of strong platforms for recovery through peace building and sustainable livelihoods

Zimbabwe's challenges can be solved through a combination of economic recovery and peace building initiatives through harnessing harmony among the various players. The challenges in the country arise from various political challenges in the past, the weak macroeconomic environment due to policy and institutional constraints exacerbated by hyperinflation; shocks arising from erratic rainfall patterns causing drought plus the impacts of HIV and AIDS on households and the economy at large. In addition, brain drain and withholding of external development assistance has further worsened the impact.

In an attempt to solve the challenges facing Zimbabwe, and under the auspices of the Southern African Development Community (SADC), the Global Political Agreement (GPA) between the Zimbabwe African National Union – Patriotic Front (ZANU-PF), and the two Movements for Democratic Change (MDC) formations was signed on 15 September 2008 leading to the creation of the Inclusive Government in February 2009.

As part of the GPA provisions, the period since 2009 has been marked by consultations on the new constitution and the launch of the national healing, reconciliation and integration process.

Challenges and Opportunities

Zimbabwe faces a number of challenges. However, there is every indication that with appropriate interventions, the country is likely to have gradual progress towards stability and sustainable recovery.

First, there is need to increase trust and restore confidence among key actors. The current Zimbabwean situation needs mutual trust and confidence among the players to ensure the successful implementation of the Global Political Agreement (GPA). The Inclusive Government created through the GPA is a key factor in steering the country's progress, hence harmony and consensus building among the parties and consequently among Zimbabweans is very important. Implementation of the GPA is monitored by the Joint Monitoring and Implementation Committee (JOMIC). The JOMIC Secretariat needs capacity building in the form of strengthening and enhancing its functioning capacity in general. One of the provisions of the GPA led to the establishment of the Organ for National Healing, Reconciliation and Integration (ONHRI) to support the country's efforts towards national healing, unity, reconciliation, integration and peace building. ONHRI also needs to be strengthened to enhance its functional capacity.

Second, there is need to consolidate peace building. Harmony between major political players is necessary in order for the country to have lasting progress towards recovery and development. An enabling environment in the country needs to be established and as such, initiatives for consolidation of peace building are important and should be supported.

Third, there is need to strengthen the resolution of conflicts through dialogue. The culture of solving conflicts using dialogue exists among Zimbabweans through traditional and grassroots based mechanisms and this potential needs to be harnessed. Both national and local dialogue initiatives need to be strengthened, so that Zimbabweans continue to have forums for discussion and consensus building on national issues and are able to resolve conflicts among themselves. There is also need to strengthen the participation of youths and women in conflict management and peace building processes.

Fourth, there is need to strengthen locally led recovery initiatives, especially targeting the youth and women for sustainable livelihoods. As a result of political and socio-economic challenges in Zimbabwe, opportunities for sustaining livelihoods especially among the youth and women at the local levels were adversely affected. The majority of Zimbabweans agree that the youth need jobs and this will help them to be more productive in their communities. Increase in unemployment levels causes frustration, especially in rural Zimbabwe hence, supporting the youth is important to harness their positive energy into building the nation. Given their ability and potential to adapt to changing circumstances, youth could be agents of peace and can contribute to sustainable livelihoods if well groomed.

Women constitute more than 52% of the population in Zimbabwe yet they are the poorest and most prone to different shocks affecting society and have the lowest access to income. ¹On the other hand, they can be a credible force and a major driver for growth especially in the informal sector and through their contribution to agricultural production. Interventions to support women especially in the rural areas are a good strategy to fight poverty.

Several interventions to support locally led early recovery activities for sustainable livelihoods have already started and need to be maintained to ensure that the youth and women are part of the recovery initiatives in the country. The UN and UNDP recognise the importance of recovery initiatives and the recently concluded recovery opportunities assessment jointly conducted by the Government of Zimbabwe and the United Nations, will inform interventions in this area. The UN will continue to increase its capacity to coordinate actions geared towards recovery and sustainable livelihoods in the country.

PROGRAM STRATEGY

This programme builds on and consolidates previous UNDP supported initiatives on dialogue, conflict prevention and locally led early recovery initiatives. The Programme recognises the need for complementarities and linkages between the conflict prevention and early recovery initiatives. The strategy focuses on two main complementary pillars:

1. Conflict Prevention and Peace Building; and;
2. Locally led recovery interventions for sustainable livelihoods especially of women and youth.

The strategy is consistent with and will contribute to the following:

- Government of Zimbabwe's National Priorities stipulated in the Medium Term Plan (MTP: 2011-2015);
- MDG acceleration plans
- Joint assessment on recovery opportunities for Zimbabwe
- Zimbabwe United Nations Development Assistance Framework – 2012-2015
- UNDP Country Programme Document – 2012-2015
- UNDP Strategic Plan CPR Outcomes 1 and 9, and
- United Nations Post Conflict Policy: on Employment Creation, Income Generation and Reintegration (2008).
- BCPR eight point agenda

Pillar 1: Support to conflict management and peace building will be premised on existing national initiatives for resolving conflicts and dialogue based on the Zimbabwean traditional knowledge systems. Such community based solutions that have existed for generations such as the role played by traditional leaders in conflict management will be supported. In addition, home grown solutions such as the Conflict Prevention, Management, Resolution and Transformation Programme (CPMRT) and the Dialogue Financing Facility –

¹ 2010 Millennium Development Goals Status Report Zimbabwe

(DFF) has assisted Zimbabwean stakeholders—Parliament, religious and civic leaders, youth and women—in acquiring capacities for constructive negotiation and dialogue to resolve conflicts at many levels of society. Further support in these areas will be provided through strengthening the role of the Organ for National Healing, Reconciliation and Integration (ONHRI) to shape the national architecture for peace. The programme recognizes the important role played by other non-state actors such as churches in bringing communities together in peace building initiatives. Synergies and linkages will be built between ONHRI and other actors such as MYDIE, MWAGCD, MLSS, MJLA, MLGRUD MSMECD and JOMIC who are regarded as strategic entry points to the programme.

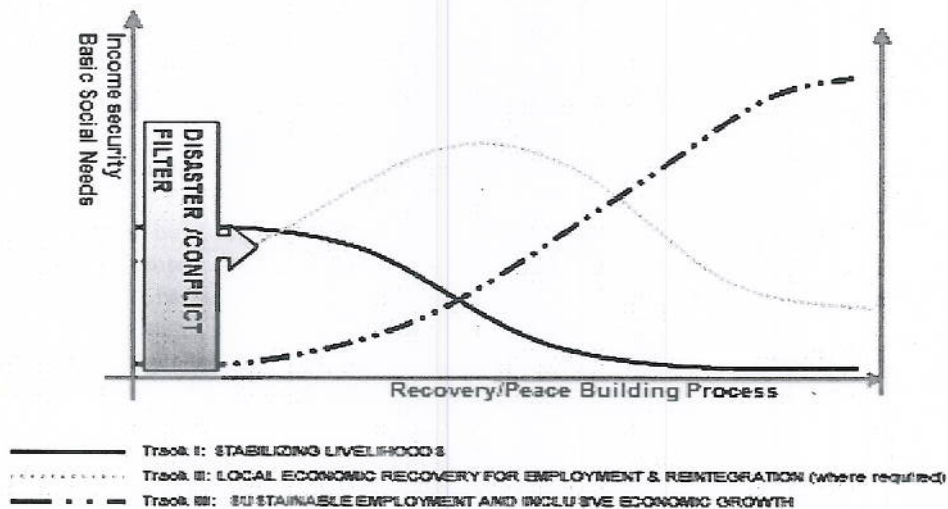
Specific interventions will include:

1. The development of a national policy framework on peace and reconciliation through an inclusive and transparent national dialogue and consultation led by the ONHRI
2. Strengthening the capacity of the ONHRI secretariat
3. Strengthening local level infrastructure for peace and reconciliation, confidence-building and dialogue through various partners of the ONHRI
4. Support to institutions that promote peace and reconciliation through the provision of technical assistance.

Pillar 2: Support to locally led recovery interventions for sustainable livelihoods compliments efforts undertaken in pillar 1 on conflict sensitive approaches. This support will focus on strengthening capacities of women and youth on sustainable livelihoods, building on existing locally led recovery interventions. Effort will aim at creating micro businesses in rural areas and access to markets, develop sustainable sources of income for women and youth and support structures to create an enabling environment. A number of UN agencies plus other partners contribute to recovery activities in support of Government efforts. Activities by the RCO to support coordination efforts towards sustainable recovery are crucial. In addition, the early recovery cluster/ livelihoods cluster (LICI) coordinated by UNDP supports identification of priority interventions for recovery and sustainable livelihoods. Support to strengthening the coordination of the cluster work will be crucial. UNDP also supports selected pilot districts to implement projects for improved livelihoods. This work will continue for some time on a pilot basis, with the aim of up-scaling the interventions based on lessons learnt from the pilot projects and through strengthening existing national structures to take over coordination and implementation.

A coordinated approach linking recovery and peace building will continue to be necessary to support the country as it moves from recovery to sustainable development. Synergies and linkages will be built between MLSS, MSMECD and MLGRUD and other actors such as MYDIE and MWAGCD who are regarded as strategic entry points to the programme.

The intended result is that increased capacity for dialogue, conflict prevention and management will enhance social cohesion and lead to quick recovery (as demonstrated by the diagram below).



Overall, Programme **Guiding Principles** will be:

- i) Community participation and ownership
- ii) Coherence and inclusivity
- iii) Conflict sensitivity
- iv) Capacity development and sustainability.

III. Programme Components

The programme seeks to contribute to the creation of an enabling environment for peace building and development. Some work has been done through the CPMRT and DFF but a lot more still needs to be done in the area of dialogue, conflict management and peace building in order to strengthen the infrastructure for peace and to impact on important on-going initiatives linked to the GPA like the constitutional review, the monitoring and implementation by JOMIC and other key national processes.

In order to increase trust and confidence among key actors, there is need to consolidate peace and human security, strengthen dialogue and conflict resolution capacities and to strengthen locally led early recovery initiatives especially among the youth and women for sustainable livelihoods. It will be necessary therefore to invest in interventions that will:

- Strengthen the policy and legislative framework for national healing, reconciliation and integration.
- Build trust among all political, social and economic actors.
- Increase the ability among all stakeholders in Zimbabwe to build skills in dialogue, negotiation and consensus building. This will include efforts to build the capacity of targeted and strategic groups of women -including women in politics, women at grassroots level and women church leaders.
- Maintain a national structure that is strong in CPMRT linked to a network of partners nationwide working under the guidance of the national vision in conflict prevention and peace building.

- Promote locally led replicable pilot initiatives to improve community livelihoods, especially for women and youths, through opportunities that allow employment creation, among other things. This will empower the women and youth as agents of peace and development. Studies by ILO and the World Bank have shown that countries emerging from economic challenges have a 44% chance of sliding back and being dysfunctional within 5 years of the transition due to unemployment and economic stagnation².

The specific outputs for the programme will be;

Output 1: National Capacities for Dialogue, Peace Building, Conflict Prevention and Management Strengthened

1.1 The ONHRI will be strengthened to:

- a) Coordinate structured and facilitated dialogue initiatives at the district, provincial and national levels to identify a clear national framework for conflict transformation, national healing, reconciliation and integration
- b) Develop the longer-term role and parameters of the ONHRI itself, including its transformation—as necessary—into a new, post-GPA institutional framework that could serve as the core of a national “infrastructure for peace;”

1.2. To complement the work of ONHRI, JOMIC Secretariat will be assisted with logistical and operational support.³

Output 2: Community Capacities (Women and Youth) for Recovery and Conflict Sensitive Sustainable Livelihoods Increased at Local Levels

In order to complement local and national efforts through the MLSS and MSMECD, UNDP and its partners will support capacity development of selected local government institutions and CSOs/NGOs to help facilitate the socio-economic recovery process on a pilot basis. This will be done through an approach where communities determine their own priorities for recovery and implement these based primarily on existing capacities but with facilitation and technical advice from UNDP and its partners and support of local government. Targeted support will be placed in strengthening the capacities of the existing social or community set-ups such as clubs, cooperatives and associations. Each community is expected to undertake only one to two interventions based on the financial ceiling of the recovery fund per community. Mechanisms, such as focus on market driven projects and ownership, will be put in place to ensure sustainability of these projects after the pilot phase.

Output 3: Increased Support by the UN Coordination of Sustainable Recovery in Zimbabwe

The ZUNDAF provides the Government of Zimbabwe and the United Nations Country Team with the possibility to support national priorities in a coordinated manner. Other tools to support Zimbabwe include the Consolidated Appeals Process and various pooled funding mechanisms. Information gathered through the MDG status report, Joint Recovery Opportunities Assessment undertaken by GoZ and the UN will continue to inform the UN work to elaborate and coordinate appropriate interventions for recovery.

Activities to support the UN’s coordination efforts will be established. The current early recovery/livelihoods cluster plays a major role in bringing Government, UN and NGO capacities together for a successful recovery programme design, implementation and sharing of knowledge and experiences. Additional support

² Goovaerts, et al (2006): Demand-Driven Approaches to Livelihood Support in Post-War Contexts. A Joint ILO-World Bank Study. Geneva, Switzerland. 2006

³ Whereas JOMIC is part of this larger framework, its support will be funded through a separate Annual Work Plan

will be provided to build the capacity of the coordination role of Government for the cluster to gradually hand over responsibility to national authorities.

Output 4: Increased Capacity of Communities, Local and National Institutions for Disaster Risk Reduction and Recovery

Disasters are now understood at all levels, that is national, provincial, district and community levels, due to the increased frequency and intensity with which disasters are occurring. Disasters have tended to be destructive and disruptive in nature with serious consequences on the communities. This programme seeks to strengthen the institutional and legal systems for DRM in Zimbabwe. It will support the capacity strengthening for risk management; risk assessment, information and knowledge management. This will be complemented by the provision of human resources capacity for DRM, inclusive of technical and programmatic support on climate /disaster risk management assessments in Zimbabwe.

The programme will support the strengthening of the institutional, policy and legal framework for DRM with the aim of mainstreaming disaster risk management in poverty reduction, economic, environmental, gender and recovery sector interventions. It will also support the development of DRM Early Warning mechanism, plans and their implementation at local and national levels, as well as strengthen advocacy on awareness on disaster preparedness and management in Zimbabwe.

Strengthening the coordination, leadership and joint programming of DRM at national and local levels is of paramount importance. In this regard, the programme will also enhance the overall response capacity of UNDP, United Nations, GoZ, Private Sector, CSO and the most affected communities. Particular attention will focus on disaster prone areas, such as Muzarabani, Chipinge, Chiredzi and Beitbridge.

IV. Implementation and Management Arrangement

Bringing together different inter-related partners under one annual work plan is a cost effective way to maximise results by drawing on the individual strengths of each partner and collectively contributing to the outcomes expected from the ZUNDAF. The GoZ will provide leadership in the implementation of the programme, while UNDP and other development partners will provide technical, advisory and financial support services; National Implementation Modality (NIM) and Direct Implementation Modalities (DIM) will be applied in this Programme.

The Implementing Partner (IP) will be the national institution responsible for the architecture for peace in Zimbabwe, which presently is the OPC through the ONHRI. Some outputs under this programme will be delivered through Responsible Parties that include MLSS, MSMECD and MLGRUD.

A Programme Steering Committee (PSC)

The PSC will be established to guide and oversee the programme. The PSC will be co-chaired by the Implementing Partner, ONHRI and UNDP. The PSC will convene quarterly to discuss project progress and approve annual work plans and budgets. The PSC will comprise ONHRI, Responsible Parties and UNDP. The Programme Coordinator (PC) will be an ex officio member of the PSC and will be responsible for keeping records of the proceedings. Representatives of other stakeholders can be coopted in the PSC as appropriate.

Through consensus, the PSC will have the following specific responsibilities:

- Approves Annual Work Plans (AWP), Quarterly Work Plans and Budgets and authorises any major deviation/amendment from the agreed work plans and budgets.
- Reviews and approves the Programme Annual Work Plans and Progress Reports.
- Reviews the performance of the programme and makes recommendations for any improvements.
- Carries out programme implementation, oversight and monitoring functions, ensuring that appropriate milestones are managed and completed.
- Oversees internal and external evaluation of the programme.
- Agrees on how best to engage the media as appropriate.

Role of Implementing Partner (IP)

The IP is responsible and accountable for managing the entire Programme and the AWP, including the monitoring and evaluation of activities, achieving targets, outputs, and outcomes, and for the effective use of programme resources. The Implementing Partner may enter into agreements with other organizations or entities (Responsible Parties) to assist in successfully delivering project outputs.

While IP is responsible for AWP management, by agreement of the Steering Committee, funds can be directly disbursed by UNDP to respective RPs to undertake agreed components of the AWP. Funds thus disbursed shall be accounted for to UNDP and IP.

Responsible Parties

The Responsible Parties are the entities responsible for the implementation of particular components of this Programme. Responsible Parties are expected to report back to the IP on achievements of results for the components for which they are accountable.

Programme Coordinator (PC)

A Programme Coordinator will be recruited to coordinate operations and manage the programme. OPC and UNDP will be jointly responsible for the overall oversight, monitoring, programme development, guiding programme activities through technical backstopping and logistical support.

V. Monitoring and Evaluation Framework

A comprehensive monitoring and evaluation plan will be developed and implemented to monitor performance. The monitoring and evaluation will be conducted in accordance with UNDP procedures using Log frame indicators and means of verification as benchmarks. In line with the programming policies and procedures outlined in the UNDP NIM Guidelines, the programme will be monitored through the following:

Annual Progress Report

In consultation with the Responsible Parties, the Implementing Partner will prepare an Annual Progress Report. As a minimum requirement, the Annual Progress Report will consist of the Atlas standard format for the Standard Annual Progress Report (SAPR) covering the whole year with updated information for each of the above elements of the SAPR as well as a summary of results achieved against pre-defined annual targets at the output level.

Annual Programme Review

Based on the above report, an Annual Programme Review will be conducted during the last quarter of the year or soon after, to assess the performance of the programme and appraise the Annual Work Plan (AWP) for the following year. In the last year, this review will be a final assessment. This review is driven by the PSC

and may involve other stakeholders as required. It shall focus on the extent to which progress is being made towards outputs and that these remain aligned to appropriate outcomes.

Completion of Programme

The Programme is subject to at least two independent evaluations during its lifespan. These are: Mid-term review which is undertaken at the end of the second year to determine the progress being made towards achievement of outcomes and to institute corrective measures. The Terminal Evaluation will be undertaken upon completion of the programme to assess the delivery of results and achievements based on objectives and outcomes.

Audits

This Programme will be subject to audit in terms of the UNDP regulations and rules.

VI. Legal Context

This document together with the CPAP signed by the Government and UNDP which is incorporated by reference constitute together a Programme Document as referred to in the Standard Basic Assistance Agreement (SBAA) signed between the Government and UNDP and all CPAP provisions apply to this document.

1. SIGNATURE PAGE

Country: ZIMBABWE

ZUNDAF Outcomes:

1. Strengthened mechanisms for peace building and for the prevention, management and resolution of conflict (Outcome 1.3)
2. Increased Access to sustainable livelihoods and decent work opportunities especially for youths and women (Outcome 2.2)

CPAP Outcome:

National capacities for prevention, management and resolution of conflict strengthened

CPAP Output (s):

- Dialogue forums established and functional
- Capacities of institutions for national healing, reconciliation and integration strengthened
- Capacities for CPMRT amongst various national stakeholders, including youth, women, disabled, and traditional leaders strengthened

Executing Entity: Ministry of Finance

Implementing Partner: OPC (ONHRI)

Responsible Parties: MLSS, MSMECD and MLGRUD (DCP)

Programme Period: 2012- 2014 Atlas Award ID: Project ID: PIMS # Start date: 01/01/2012 Actual Start Date: 01/01/2012 End Date: 31/12/2014 Management Arrangements: NIM/DIM LPAC Meeting date: 13 December 2011	Total resources required: USD 12,200,000.00 Total allocated resources: • Regular USD 300,000.00 • Other: ○ BCPR USD 3,000,000.00 ○ Government _____ ○ In-kind _____ ○ Other _____ In-kind contributions _____ Resources to be mobilised: USD 8,900,000.00
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Agreed by Implementing Partner:

Ray C. Ndhlovu
NAME

SIGNATURE

DEPUTY CHIEF SECRETARY
MODERNISATION AND
ADMINISTRATION

16 FEB 16 2012
Date/Month/Year

Agreed by Executing Entity:

W. L. MANUNGO
NAME

SIGNATURE

OFFICE OF THE PRESIDENT AND
CABINET
SECRETARY TO TREASURY

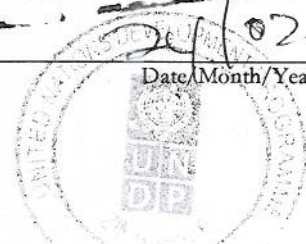
21 FEB 2012
Date/Month/Year

Agreed by UNDP:

Christine N. Minter
NAME

SIGNATURE

24/02/2012
Date/Month/Year



VII. Risk Log

#	Type of Risk	Date Identified	Description	Countermeasures / Management response	Status	Responsible Person
1	Financial	Programme Formulation	Possibility to mobilise all funds needed for the programme	Resource mobilization strategy and improving donor environment will help	Resource mobilization strategy available	Programme Steering Committee and Programme Coordinator
2	Institutional	Programme Formulation	Strong coordination among all players is needed to avoid overlaps and maximize on synergies	Close coordination is required in order to ensure effective programme implementation	Programme coordination mechanisms envisaged	Programme Steering Committee and Programme Coordinator
			Need for capacity to support implementing partner to enhance speedy implementation of programme will be essential	Ensure partnership arrangements factor in need for technical assistance to responsible parties and implementing partner	To be factored into programme Formulation	Programme Steering Committee and Programme Coordinator
3	Political	Programme Formulation	The negotiations around the GPA, the future constitutional referendum and national elections are factors that national partners will need to continue managing well so that the programme is not affected	There is need to mainstream conflict management within the programme outputs	To be factored into programme formulation	Programme Steering Committee and Programme Coordinator

VIII. Results and Resources Framework: 2012- 2014

Programme Title: Support for Peace Building and Increased Access to Sustainable Livelihoods in Zimbabwe

Outcome indicators as stated in the CPD:

- National capacities for dialogue
- Peace building, conflict prevention and management strengthened
- Community livelihoods restored through increased locally led recovery initiatives especially among youth and women for sustainable livelihoods
- Coordination support by the UN in the area of recovery increased

Indicators:

- ONHRI operational
- increase in capacities of communities to resolve disputes peacefully
- percentile increase in peace building initiatives within communities
- percentile increase in numbers of people with CPMRT skills
- increase in numbers of youth and women accessing income generation opportunities
- community livelihoods recovery programme completed in at least 6 districts

Baseline:

- ONHRI has capacity gaps in carrying out its mandate
- capacities of communities to resolve disputes peacefully need improvement
- livelihoods and income generation opportunities for women and youth are very low
- support by RC office in sustainable recovery necessary

Targets:

- national framework for peace building established
- ONHRI supported on CPMRT
- communities capacitated on CPMRT secretariat of JOMIC supported
- peace building initiatives in each district supported
- women and youth groups supported in at least 6 pilot districts
- strengthened coordination initiatives for sustainable recovery

Programme Title: Support for Peace Building and Increased Access to Sustainable Livelihoods in Zimbabwe

ATLAS Award ID:

INTENDED OUTPUTS	OUTPUT TARGETS FOR 2012- 2014	INDICATIVE ACTIVITIES	RESPONSIBLE ACTORS	INPUTS (USD)
<p>Output 1: National capacities for dialogue, peace building, conflict prevention and management strengthened</p> <p>Indicator: Reduction in the number of conflicts in communities</p> <p>Baselines Limited data on conflict resolution professionals/network</p> <p>Zimbabwe has challenges in dealing with the past and human rights violation.</p> <p>Weak and ineffective fora for national and social dialogue</p> <p>No coordinated and systemised national framework for Conflict Early Warning System (CEWS)</p> <p>Limited national framework for CPMRT, dialogue</p>	<p>Targets for 2012</p> <ol style="list-style-type: none"> National Framework for peace, reconciliation and dialogue developed Data on national capacity in conflict resolution in place At least 200 stakeholders from the public, civil society and communities trained in CPMRT Ten provincial peace and reconciliation community outreach programmes with 50% gender participation ratio undertaken Refinement and refocusing of the ONHRI strategic plan ONHRI Secretariat operational 	<p>Year 1</p> <ol style="list-style-type: none"> Support to consultations leading to a national framework for peace Support to formal and informal dialogue and policy fora Conduct ten provincial dialogues on the peace framework Support to conflict mapping and data collection Train on CPMRT, reconciliation and dialogue Support to community outreach to facilitate peace and reconciliation Facilitate coordination and collaboration between churches, traditional leaders, civil society including women's organizations and others to organize peace fora at provincial and district level Raise awareness on healing and reconciliation Review ONHRI strategic plan Develop Communication strategy Procure office space and equipment Procure training and equipment 	<p>ONHRI, RPs</p>	<p>700 000.00</p>
<p>Weak and ineffective fora for national and social dialogue</p> <p>No coordinated and systemised national framework for Conflict Early Warning System (CEWS)</p> <p>Limited national framework for CPMRT, dialogue</p>	<p>Targets for 2013</p> <ol style="list-style-type: none"> National Peace Infrastructure in place Framework for Conflict Early Warning system (CEWS) in place At least 200 stakeholders from the public, civil society and communities trained in CPMRT Ten provincial peace and reconciliation community outreach programmes, with 50% gender participation ratio undertaken Ongoing national dialogue on peace and reconciliation through the National Framework for peace Institutionalisation of peace building in academic and training institutions 	<p>Year 2</p> <ol style="list-style-type: none"> Capacitate the National Peace Infrastructure for peace and reconciliation Procure Equipment and Training Support to national CEWS framework Support CPMRT training Support to community outreach to facilitate peace and reconciliation Facilitate coordination and collaboration between churches, traditional leaders, civil society including women's groups and others in strengthening national framework for peace Support to formal and informal dialogue processes Design a national strategy for peace and reconciliation Support to national training and curricula development 	<p>ONHRI, RPs</p>	<p>1 500 000.00</p>

Political tensions Uncoordinated community-based conflict mitigation mechanisms Low individual and institutional process skills Limited public awareness on healing and reconciliation Limited gender and youth sensitive CPMRT initiatives Limited integration of CPMRT into training and certification curricula	<p>Targets for 2014</p> <ol style="list-style-type: none"> National Peace Infrastructure fully operational Early warning system in place and operational At least 200 stakeholders from the public, civil society and communities trained in CPMRT Ten provincial peace and reconciliation community outreach programmes, with *50% gender participation ratio undertaken Ongoing national dialogue on peace and reconciliation through the National Framework for peace Implementation of peace building curricula in academic and training institutions <p>Target for 2012-13</p> <ol style="list-style-type: none"> Procurement of Office equipment for the JOMIC Secretariat Capacitate the JOMIC Secretariat to discharge its duties 	<p>Year 3</p> <ol style="list-style-type: none"> Capacitate the National Peace Infrastructure for peace and reconciliation <ol style="list-style-type: none"> Procure Equipment and Training Support to national CEWS framework Support CPMRT training Support to community outreach to facilitate peace and reconciliation Facilitate coordination and collaboration between churches, traditional leaders, civil society including women's groups and others in strengthening national framework for peace Support to formal and informal dialogue processes Support to national training and curricula implementation Procure Office Equipment Support training programme of JOMIC Secretariat 	ONHRI, RPs	1 000 000.00
Total Output 1			JOMIC Secretariat. ⁴	500 000.00
				3 700 000.00

<p>Output 2: Community capacities (women and youth) to generate income and revitalize local economy recovery increased</p> <p>Indicators: Number of women with improved access to finance and markets Percentage increase in real income for the lowest income quintile supported</p>	<p>Targets for 2012</p> <p>District development plans incorporate recovery needs identified by communities especially needs of women and youth in pilot districts.</p> <p>Basic livelihoods assets/grants provided to at least 10,000 most disadvantaged youths/women in vulnerable communities;</p> <p>Business Resource Centres opened in 5 districts equipped with trainers and materials to provide technical assistance to SMES and Cooperatives</p> <p>Market Fairs for Women and Youth carried out across Zimbabwe</p>	<p>Activity Result 2.1: Conflicts mitigated and peace consolidated through access to socio economic opportunities, employment and income earning opportunities at local level</p> <p>Year 1</p> <ol style="list-style-type: none"> Undertake livelihoods and local economic recovery assessments and participatory processes (to form groups) and inform livelihoods strategies to support; and needs to be incorporated in district development plans. Support capacity of credible local institutions to strengthen demand driven vocational training, placements (where possible), recovery and establishment of micro and small enterprises through provision of small grants/start-up kits or equipment, and/or linkage to microfinance organizations for women and 	MLSS/MSMECD	1 000 000.00
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⁴ A separate Annual Work Plan will be developed and signed by JOMIC and UNDP as part of this larger framework and budget

<p>by the project</p> <p>Number of youths/women engaged in viable micro enterprises twelve months after programme commencement</p> <p>Number of socio-economic infrastructure rehabilitated and used by all communities for socio-economic recovery</p> <p>Number of conflict affected youths/women benefiting from temporary jobs/public works (>5,000)</p> <p>New micro and small enterprises established by youth and women</p> <p>% increase in number of youth participating in dialogue and reconciliation</p> <p>Number of district development plans incorporating recovery needs identified by communities</p>	<p>At least 10 Youth Clubs/Groups established.</p> <p>Youths /women's groups trained in conflict prevention/mediation, and over 50 peace building campaigns undertaken</p> <p>Targets for 2013</p> <p>At least 5000 youth and women engaged in public works/ temporary jobs.</p> <p>At least 8000 women/youths have set up viable micro enterprises supported by the project, including market linkages;</p> <p>At least 100 critical community socio economic infrastructure rehabilitated and /or developed benefitting a minimum of 10,000 youths/women;</p> <p>National database on SMEs in place</p> <p>Targets for 2014</p> <p>20% increase in youth engagement in promotion of dialogue and reconciliation</p> <p>Number of vulnerable women including SGBV survivors are participating in livelihoods and economic recovery including peace building</p>	<p>youth.</p> <p>2.1.3 Facilitate conflict sensitive commodity market linkage development in vulnerable and remote communities, including promotion of innovation and value addition of local resources.</p> <p>Year 2:</p> <p>2.1.4 Support national/local institutions focusing on peace and reconciliation to undertake labour intensive public works (small community infrastructure rehabilitation including markets for goods and services, support to environmental rehabilitation) through e.g. conditional cash for work modalities, community contracting.</p> <p>2.1.5 Facilitate conflict sensitive commodity value chain development in vulnerable and remote communities.</p> <p>2.1.6 Support national/local institutions to conduct business development and market access trainings and activities for women and youth.</p> <p>2.1.7 Document lessons and experiences on recovery and advocate for policy changes (where required) to benefit crisis affected communities; or replicate similar approaches in other districts, as may be required.</p> <p>Year 3</p> <p>2.1.8 Support national/local institutions to provide start up grants for women and youth for micro enterprise development.</p>	<p>MLSS/ MSMECD</p>	<p>1 000 000.00</p>
			<p>MLSS/ MSMECD</p>	<p>1 000 000.00</p>

<p>SME policy finalized and disseminated in pilot districts</p> <p># of people reached by livelihoods and recovery interventions led by government</p> <p>Number of youth/women entrepreneurs forming business for peace clubs</p> <p>% increase in number of youth and women participating in dialogue and reconciliation</p>	<p>Targets for 2012-14 District development plans incorporate recovery needs identified by communities especially needs of women and youth in pilot districts.</p> <p>Coordination structure for the transitional and recovery interventions established on sub national and national level.</p> <p>Coordination meeting and trainings conducted in all provinces</p>	<p>Activity Result 2.2: Capacity of economic actors (including local government) to design and implement livelihoods and economic recovery interventions strengthened</p> <p>2.2.1 Capacitate CSOs, local government and other economic actors to support youth and women empowerment, in particular employment creation (capacity to plan, monitor, support income generation and employment, data management and conflict management)⁵ identified and capacity gaps addressed.</p> <p>2.2.2 Support an enabling environment for employment at local level- including analysis of macro-micro policy linkages to enhance employment and income generation.</p>	<p>MLSS/ MSMECD</p>	<p>1 000 000.00</p>
<p>Targets for 2012 At least 10 Youth Clubs/Groups established</p> <p>Youths /women's groups trained in conflict prevention/mediation, and over 50 peace building campaigns undertaken</p> <p>Number of youth organisations and individuals establishing micro and small enterprises at the local level.</p>	<p>Activity Result 2.3: Youth entrepreneurs and groups actively engaged in the promotion of dialogue and reconciliation to promote peace building</p> <p>Year 1</p> <p>2.3.1 Support of groups of youth entrepreneurs for environmental /ecosystem management, including tree planting, nursery management, and other green jobs, etc. for quick income generation;</p> <p>2.3.2 Provide capacity to private sector, local governments and communities to undertake peace-building and livelihood initiatives targeted at youth.</p> <p>2.3.3 Support youth engagement in reconciliation and dialogue as well business peace forums, business for peace networks.</p> <p>2.3.4 Train women's groups and vulnerable women in peace building/conflict prevention as well as linkage with entrepreneurial interventions</p>	<p>MLSS/ MSMECD</p>	<p>500 000.00</p>	<p>4 500 000.00</p>
<p>Total Output 2</p>				

⁵ This activity result will require a quick capacity needs assessment of local government and other key economic actors and then targeted support provided based on the results of the assessment.

<p>Output 3: Increased capacity of the UN to lead and coordinate the transition and recovery in Zimbabwe</p> <p>Indicators: Number of initiatives in RCO to support recovery and coordination structure supported Coordination mechanism to support recovery and development established</p>	<p>Targets for 2012: Coordination structure and capacity for transition and recovery established Support data collection and management in the SME and livelihoods sectors Conduct sector analysis and plan of action for the strengthening of the national SME and Livelihoods sectors Mechanisms for early warning established and operational for the UNCT;</p>	<p>Activity Result 3.1: Coordination and implementation in capacity for transition and recovery improved in Zimbabwe;</p> <p>Year 1 3.1.1 Support the RC Office in various activities to coordinate recovery; 3.1.2 Support the development, monitoring and evaluation of CAPs and UNDAF as required from time to time; 3.1.3 Provide coordination support to recovery 3.1.4 Provide transition and recovery projections through analysis of situations in the country. 3.2.5 Set up and operationalize early warning mechanism for the UN system with respect to transition and recovery changes in the country.</p>	<p>UNDP</p>	<p>500 000.00</p>
<p>LICI Cluster operation</p> <p>Sector analysis and plan of action</p> <p>-Number of UN agencies using the early warning mechanism for planning purpose;</p> <p>-Number of UN system news bulletin produced per year</p> <p>-Number of targets met for both the ZUNDAF and CAP per year</p>	<p>Targets for 2013-14 -70% of the Joint ER Opportunities Framework implemented -Information management system for transition and recovery established for UN system in Zimbabwe; -Monitoring and evaluation system in place for the UN system interventions during the transition. Reconciliation and economic recovery at local level. 20% increase in participation of women in peace building and livelihoods interventions. Number of youth organisations and individuals establishing micro and small enterprises at the local level. Number of vulnerable women including SGBV survivors are participating in livelihoods and economic recovery including peace building</p>	<p>Year 2 3.2.6 Roll out the implementation of the recommendations from the Joint Early Recovery Opportunities Framework 3.2.7 Establish information management for the transition and recovery to benefit the UN system 3.2.8 Support national coordination structures for transition from recovery to sustainable development</p> <p>Year 3 3.2.9 Document lessons and experiences and share with other UNDP Country Offices, Government of Zimbabwe and CSOs.</p>	<p>UNDP</p>	<p>1 100 000.00</p>
<p>Total Output 3</p>				<p>2 000 000.00</p>

<p>Output 4: Increased capacity of communities, local and national institutions for disaster risk reduction and recovery</p> <p>Indicators: -Number of DCP partners trained and helping to strengthen community capacity for DRM, including emergency response -Number of districts with preparedness /response plans for DRM -Number of lives saved due to strengthened early warning systems -Number of simulations undertaken to strengthen capacity for preparedness at national and local levels -Number of sectors that have mainstreamed DRM - Number of recovery plans developed and implemented at local district levels</p> <p>*** Targets will also serve as proxy indicators**</p>	<p>Targets for 2012-2014</p> <p>DRM policy in place; National DRM Legislation has been approved by Parliament. DCP institutional structures are established at community, district and provincial levels mirroring national level structures; 20% of districts that have developed their DDP which mainstream DRR as a key component At least one simulation is conducted per year-led by DCP DRR mainstreamed in poverty, environment and economic recovery plans for UNDP, other partners and government strategies At least one report on lessons learnt produced annually</p>	<p>Activity Result 4.1: Institutional and legal framework for DRM established</p> <p>4.1.1 Develop and agree on a policy for DRM in Zimbabwe including a focus on mainstreaming DRM in poverty reduction; 4.1.2 Support the development, and approval of the DRM legislation; 4.1.3 Strengthen capacity of DRM institutions at local and national levels; 4.1.4 Support the development of DRM plans and their implementation at local and national levels. 4.1.5 Strengthen advocacy, promotion mechanisms awareness and knowledge management for DRM in Zimbabwe; 4.1.6 Strengthen early warning mechanisms to be operational; 4.1.7 Document and share lessons learnt on support to institutional and legal frameworks for DRM.</p>	<p>DCP</p>	<p>1 200 000.00</p>	
<p>Activity Result 4.2: DRM policies and plans implemented at national and local level;</p> <p>4.2.1 Provide human resources capacity for DRM; 4.2.2 Provide technical and programmatic support to climate /disaster risk management assessments in Zimbabwe; 4.2.3 Develop DRM plans, including preparedness /response plans and support their implementation at community level; 4.2.4 Mainstream DRM in poverty, economic, environment and recovery sectors; 4.2.5 Strengthen coordination, leadership and joint programmes of DRM at local and national levels; 4.2.6 Provide required human resources capacity for DRM within appropriate ministries and departments, UNDP, UN, CSOs and the private sector.</p>	<p>DCP</p>	<p>800 000.00</p>			
<p>Total Output 4</p>				<p>2 000 000.00</p>	
<p>Grand Total</p>				<p>12 200 000.00</p>	



Government of Zimbabwe

United Nations Development Programme

Office of the President and Cabinet

Organ for National Healing, Reconciliation and Integration (ONHRI)

ANNUAL WORK PLAN: 2013

Programme Title:	Support to Peace Building and Increased Access to Sustainable Livelihoods in Zimbabwe: 2012-2014
ZUNDAF Outcome(s):	<ol style="list-style-type: none">1. Strengthened mechanisms for peace building and for the prevention, management and resolution of conflict (Outcome 1.3)2. Increased Access to sustainable Livelihoods and Decent Work Opportunities Especially for Youths and Women (Outcome 2.2)
Expected CP Outcome(s):	<ul style="list-style-type: none">• National capacities for dialogue, peace building, conflict prevention and management strengthened;• Community livelihoods restored through increased locally led recovery initiatives especially among youth and women for sustainable livelihoods;• Coordination capacity for the UN in the area of recovery increased.
Expected Output(s):	<p>Output 1: National Capacities for Dialogue, Peace Building, Conflict Prevention and Management strengthened;</p> <p>Output 2: Community Capacities (Women and Youth) for Recovery and Conflict Sensitive Sustainable Livelihoods Increased at Local Levels;</p> <p>Output 3: Increased Capacity of Communities, Local and National Institutions for Disaster Risk Reduction and Recovery</p>

Implementing Partner:

Office of the President and Cabinet through the Organ for National Healing, Reconciliation and Integration (ONHRI)

Responsible Parties:

Ministry of Labour and Social Services, Ministry of Local Government, Rural and Urban Development (Department of Civil Protection), Ministry of Small and Medium Enterprises and Cooperative Development

Brief Description:

The three year programme- Support for Peace Building and Increased Access to Sustainable Livelihoods in Zimbabwe aims to:

1. Support national capacities for dialogue, peace building, prevention, management and resolution of conflict.
2. Support locally led sustainable community livelihood intervention
3. Support the capacity of communities, local and national institutions for disaster risk reduction and recovery

The programme has two main complementary pillars: Support Conflict Prevention and Peace Building; and ii) Building capacity for locally led recovery for sustainable livelihoods especially of women and youth. The programme will be implemented through a NEX modality by the OPC (ONHRI) and three counterparts, Ministry of Labour and Social Services, Ministry of Local Government, Rural and Urban Development (Department of Civil Protection) and Ministry of Small and Medium Enterprises and Cooperative Development and the following entry points: Ministry of Youth Development, Indigenization and Empowerment, Ministry of Women Affairs, Gender and Community Development and the Joint Monitoring and Implementation Committee (JOMIC).

Programme Period: 2012 – 2014

Key Result Area (Strategic Plan): Enhancing conflict prevention and management capacities; Strengthening locally led recovery for sustainable livelihoods and improving UN's capacity to coordinate recovery initiatives

Atlas Award ID: 00062461

Start Date: 01/01/2013

End Date: 31/12/2013

PAC Meeting Date: 13 December 2011

Management Arrangements: NIM/DIM

Total budget: 1,004,700

Allocated resources: 1,004,700

- Government _____
- Regular 704,700
- Other:(including in-kind contributions)
 - BCPR 300,000

Unfunded budget: _____

In-kind Contribution: N/A

<ul style="list-style-type: none"> At least 200 people trained in CPMRT,50% gender participation At least 10 reconciliation community outreach meetings held with 50% gender participation ratio 	screens, recorders and scanner)	x	x	x	x	x	x	x	ONHRI, UNDP	UNDP	<ul style="list-style-type: none"> Payment of internet 	12 000	
	Action 4: Facilitate payment for internet services										<ul style="list-style-type: none"> 		
	5. Activity Result: ONHRI's internal systems strengthened												
	Action 1: Conduct ONHRI Strategic Planning Workshop	x								ONHRI, UNDP	BCPR	<ul style="list-style-type: none"> Workshop Consultancy DSA Travel 	25 000
	Action 2: Develop and implement ONHRI peace and reconciliation communication plan for 2013	x	x	x	x	x				ONHRI, UNDP	UNDP	<ul style="list-style-type: none"> Workshop Consultancy DSA Travel 	5 000
	6.Activity Result: ONHRI's public outreach initiatives strengthened											<ul style="list-style-type: none"> 	
	Action 1: Conduct sensitization meetings of the arts and culture to produce songs and dances and plays that promote peace and reconciliation		x	x	x	x				ONHRI, UNDP	BCPR	<ul style="list-style-type: none"> Workshop Consultancy DSA Travel 	5 000
Action 2: Conduct 7 conflict sensitization workshops on CPMRT for grassroots youths and people living with disability	x	x	x	x	x				ONHRI, UNDP	BCPR	<ul style="list-style-type: none"> Workshop Consultancy DSA Travel 	20 000	

Action 3: Commemorate International Day of Peace in at least one major town of Zimbabwe	x	x	x	x	x	x	ONHRI, UNDP	BCPR	<ul style="list-style-type: none"> materials DSA Travel 	35 000
Action 4: Conduct peace building outreach activities for the referendum and general elections	x	x	x	x	x	x	ONHRI	To ne fund raised by ONHRI	<ul style="list-style-type: none"> Workshops Consultancy DSA Travel 	
8.Activity Result: Communication and publicity strategy strengthened									<ul style="list-style-type: none"> 	
Action 1: Conduct exhibition of ONHRI materials at shows and expos	x	x	x	x	x	x	ONHRI, UNDP	BCPR	<ul style="list-style-type: none"> materials DSA Travel 	33 000
Action 2: Develop and operationalize ONHRI website	x	x	x	x	x	x	ONHRI, UNDP	BCPR	<ul style="list-style-type: none"> Workshop consultant 	2 000
Action 3: Primer peace building film	x	x	x	x	x	x	ONHRI, UNDP	BCPR	<ul style="list-style-type: none"> meeting 	10 000
Action 4: Conduct media workshop	x	x	x	x	x	x	ONHRI, UNDP	BCPR	<ul style="list-style-type: none"> Workshop Consultancy 	5 000
9.Activity Result: Resource mobilization strategy developed and implemented									<ul style="list-style-type: none"> 	
Action 1: Develop resource mobilization strategy	x						ONHRI, UNDP	UNDP	<ul style="list-style-type: none"> Costs for conducting meeting 	1 000

	Action 2: Conduct fundraising meetings with donors and corporate sector	x	x	x	x	x	x	x	x	ONHRI, UNDP	UNDP	Refreshments costs during donor meetings	4 000
	10. Activity Result: Monitoring and evaluation processes strengthened											•	
	Action 1: Develop monitoring and evaluation plan and data collection tools for the program	x	x	x	x	x	x	x	x	ONHRI, UNDP	UNDP	<ul style="list-style-type: none"> • Workshop • Consultancy • DSA • Travel 	2 000
	Action 2: Conduct field visits to monitor activities	x	x	x	x	x	x	x	x	ONHRI, UNDP	BCPR	<ul style="list-style-type: none"> • DSA • Travel 	10 000
	Action 3: Conduct program mid-term evaluation		x	x	x	x	x	x	x	ONHRI, UNDP	BCPR	<ul style="list-style-type: none"> • Consultancy • Travel 	15 000
	Action 4: Conduct quarterly Steering Committee meetings	x	x	x	x	x	x	x	x	ONHRI, UNDP	UNDP	<ul style="list-style-type: none"> • Meeting 	1 000
	Action 5: Provide program coordination support	x	x	x	x	x	x	x	x	ONHRI, UNDP	UNDP	<ul style="list-style-type: none"> • Salary • Furniture • Equipment • DSA • Travel 	90 000
TOTAL OUTPUT 1													\$425 000
OUTPUT 2	1. Activity Result: Economic											•	

<p>Community livelihoods restored through increased locally led recovery initiatives especially among youth and women for sustainable livelihoods</p> <p>Baseline</p> <p>Limited access to capital finance by rural micro-entrepreneurs</p> <p>Limited capacity of micro-entrepreneurs to manage Income Generating Activities (IGAs)</p> <p>High unemployment rate (52%) for women in targeted Districts (Lupane, Mberengwa, Insiza and Umzingwane)</p> <p>High unemployment rate for youth in the targeted Districts</p> <p>Limited infrastructure for entrepreneurs</p> <p>Community infrastructure in targeted Districts dilapidated</p> <p>Indicators</p> <ul style="list-style-type: none"> Final Needs Assessment for Economic Actors Report 	<p>Needs Assessment Report informs livelihoods interventions</p>	<p>x</p>	<p>x</p>	<p>x</p>	<p>x</p>	<p>x</p>	<p>MSMECD, UNDP</p>	<p>BCPR</p>	<ul style="list-style-type: none"> Workshop Consultant DSA Travel 	<p>14 800</p>
<p>Limited access to capital finance by rural micro-entrepreneurs</p> <p>Limited capacity of micro-entrepreneurs to manage Income Generating Activities (IGAs)</p>	<p>Needs Assessment Report informs livelihoods interventions</p>	<p>x</p>	<p>x</p>	<p>x</p>	<p>x</p>	<p>x</p>	<p>MSMECD, UNDP</p>	<p>BCPR</p>	<ul style="list-style-type: none"> Workshop Consultancy DSA Travel 	<p>8 200</p>
<p>High unemployment rate (52%) for women in targeted Districts (Lupane, Mberengwa, Insiza and Umzingwane)</p> <p>High unemployment rate for youth in the targeted Districts</p>	<p>Needs Assessment Report informs livelihoods interventions</p>	<p>x</p>	<p>x</p>	<p>x</p>	<p>x</p>	<p>x</p>	<p>MSMECD</p>	<p>MSMECD</p>	<ul style="list-style-type: none"> Consultancy Procurement DSA Travel 	<p></p>
<p>Limited infrastructure for entrepreneurs</p> <p>Community infrastructure in targeted Districts dilapidated</p>	<p>Needs Assessment Report informs livelihoods interventions</p>	<p>x</p>	<p>x</p>	<p>x</p>	<p>x</p>	<p>x</p>	<p>MSMECD</p>	<p>To be fund raised by MSMECD</p>	<ul style="list-style-type: none"> Consultancy Procurement DSA Travel 	<p></p>
<p>Indicators</p> <ul style="list-style-type: none"> Final Needs Assessment for Economic Actors Report 	<p>Needs Assessment Report informs livelihoods interventions</p>	<p>x</p>	<p>x</p>	<p>x</p>	<p>x</p>	<p>x</p>	<p>MSMECD</p>	<p>To be fund raised by MSMECD</p>	<ul style="list-style-type: none"> Workshop Printing DSA 	<p></p>

<ul style="list-style-type: none"> developed. Database for National MSMECD developed Number of Savings and Credit Cooperatives (SACCOs) and associations formed and strengthened to provide finance capital to micro-entrepreneurs 50% of women of MSMEs participating at provincial, national exhibitions and expos 50% of women trained in business management skills Number of rehabilitated infrastructure Number of women and youth groups trained Training workshop reports 	Umzingwane, Binga, Mberengwa and Gokwe)	x	x	x	x	x	x	x	MSMECD, UNDP	BCPR	<ul style="list-style-type: none"> Workshop Travel DSA 	9 000
<ul style="list-style-type: none"> Action 2: Conduct capacity building training for SACCOs, in Gokwe, Binga, Insiza, Umzingwane, Lupane and Mberengwa in Co-operative Regulations, By – operative Regulations, By – Laws, administration and management. Action 3: disburse grants to six SACCOs one from each district. (Lupane, Insiza, Umzingwane, Mberengwa, Binga and Gokwe) 	x	x	x	x	x	x	x	MSMECD, UNDP	UNDP	<ul style="list-style-type: none"> DSA Travel Grant 	42 000	
<ul style="list-style-type: none"> 3.Activity Result: Market opportunities for micro entrepreneurs identified 											<ul style="list-style-type: none"> 	
<ul style="list-style-type: none"> Targets At least 50 women and youth from the six districts trained in business management National database on MSMEs in place Six (6) SACCOs formed and trained 	<ul style="list-style-type: none"> Action 1: Identify exhibitors and facilitate participation of MSMEs from six (6) districts (Binga, Gokwe, Insiza, Lupane, Mberengwa and Umzingwane) at expos, agricultural shows and Market Fairs 	x	x	x	x	x	x	MSMECD, MWAGCD, UNDP, IRC, UN Women	UNDP	<ul style="list-style-type: none"> Travel DSA 	600	
<ul style="list-style-type: none"> Commissioning of the Bezu Clinic in Bulilima 	<ul style="list-style-type: none"> Action 2: Conduct pre – exhibition training for MSMEs from the six (6) districts 	x	x	x	x	x	x	MSMECD, UNDP	UNDP	<ul style="list-style-type: none"> Workshop DSA Travel 	4 000	

<ul style="list-style-type: none"> At least two income generation projects funded in each of the new proposed districts of Umzingwane, Insiza and Gokwe South 	<p>Action 3: Conduct Post – Market Fair Evaluation of both Harare and Bulawayo Market Fair participants to determine established market opportunities</p>											<ul style="list-style-type: none"> DSA Travel 	1 000	
	<p>4.Activity Result: Knowledge and skills for micro entrepreneurs strengthened</p>											<ul style="list-style-type: none"> 		
	<p>Action 1: Conduct four (6) training workshops for 240 participants in Start and Improve Your Business (SIYB) in Gokwe, Binga, Insiza, Lupane, Mberengwa and Umzingwane</p>	x	x	x	x								<ul style="list-style-type: none"> Workshop Consultancy DSA Travel 	10 000
	<p>5.Activity Result: Staff capacity strengthened to effectively support project activities</p>											<ul style="list-style-type: none"> 		
	<p>Action 1: Conduct a two-day project induction workshop for (15) Ministry officials stationed in Lupane, Insiza, Umzingwane, Mberengwa, Binga and Gokwe.</p>	x	x										<ul style="list-style-type: none"> Workshop DSA Travel 	8.000
	<p>Action 2: Procure office supplies for MSMECD</p>	x	x										<ul style="list-style-type: none"> Procurement 	1 000
	<p>Action 3: Procure a photocopier machine and</p>	x											<ul style="list-style-type: none"> Procurement 	10 000

camera																			
6. Activity result: Monitoring and evaluation processes strengthened																			
Action 1: Develop monitoring and evaluation plan and data collection tools for the project	x										MSMECD, UNDP	UNDP							5 500
Action 2: Project team conducts field visits	x				x	x	x				MSMECD, UNDP	UNDP							7 550
Action 3: Conduct a Survey for the National MSMECD Database	x				x	x	x				MSMECD	To be fund raised by MSMECD							
Action 4: Provide support to the project management unit	x				x	x	x				MSMECD, UNDP	UNDP							22 200
Sub Total Output 2.1																			143 850
1. Activity Result: Rehabilitation and or refurbishment of infrastructure projects finalized																			
Action 1: Carry out rehabilitation for outstanding projects in Bulilima, Hwange, Binga and Zvishavane	x										MLSS, UNDP	UNDP							72 850

<p>reduction and recovery</p> <p>Baseline: - Draft Bill and policy not yet approved, - DRM early warning systems outdated - Nature and scope of the emergency services institution/DRM Centre not yet determined</p> <p>Indicators: - Number of Department of Civil Protection partners trained to assist communities to respond to disasters. - Report on DRM lessons learnt. - At least five district DRM plans.</p> <p>Targets: - At least one report on lessons learnt. - At least two institutions/sectors capacitated with early warning equipment - at least five districts implementing DRM plans - One annual M&E report</p>	advocacy promotion mechanisms, awareness and knowledge management for DRM in Zimbabwe						x	x	x					awareness materials. DSA for field work to Provinces on DRM awareness/coordination of Provincial and District Administrators.		
	Action 2: Strengthen capacity on disaster risk management of institutions at local and national level.						x	x	x	DCP	UNDP		20 000	Costs for field work and meetings at provinces and districts.		
	Action 3: Strengthen early warning mechanisms in key sectors to prepare and respond to DRM.						x	x	x	DCP	UNDP		80 000	Costs for materials, equipment to sector institutions. Costs for consultancy fees.		
	Action 4: Conduct lessons learnt on major emergencies						x	x	x	DCP	UNDP		5 000	Costs for workshop on lessons		
	2. Activity Result: DRM policies and plans implemented at national and local levels															
	Action 1: Develop at least					x	x	x	DCP	UNDP		30 000	Costs for			

	two district DRM plans that include preparedness/response/plans and their implementation										workshops/meetings on district DRM plans.	
	3. Activity Result Project management strengthened											
	Action 1: Develop monitoring and evaluation plan and data collection tools for the project	x					DCP		UNDP		<ul style="list-style-type: none"> • Workshop • Travel • DSA 	6 000
	Action 2: Conduct field visits to monitor project activities	x					DCP	x	UNDP		Costs of M&E field work.	12 200
	Action 3: Provide technical and programmatic support	x					DCP	x	UNDP		Salary for Technical Advisor	76 800
Total Output 3												270 000
GRAND TOTAL												1 004 700

Agreed by: Organ for National Healing, Reconciliation and Integration

MRS SUBSISWE ZEMBE


Principal Director


Signature

15 Feb 2013
Date

Agreed by UNDP

MARINA FARIA & HAYLEY
Deputy Country Director – Programmes


Signature

14 Feb 2013
Date