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UNDP IN ZIMBABWE

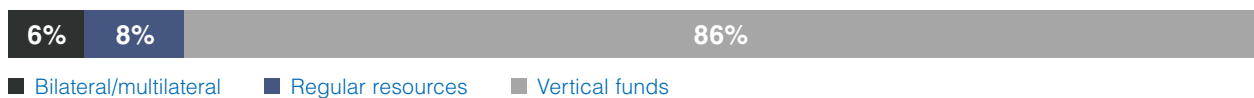
Sustained economic decline has left Zimbabwe with serious development challenges, including the decimation of public services. It has taken steps to recover, with some success, including through a process of political settlement and the adoption of a new Constitution.

UNDP has helped to address key economic and political challenges, including through retaining the flexibility to respond to emerging requests for support. Programmes have addressed citizen participation and

good governance, economic management and pro-poor development strategies, and social sectors and livelihoods. The last focused primarily on UNDP's role in managing Global Fund for Aids, Tuberculosis and Malaria resources. The Independent Evaluation Office of UNDP conducted an independent country programme evaluation that covered the 2012-2015 period, while also taking into account previous support from 2007 to 2011.

TOTAL PROGRAMME EXPENDITURE, 2007-2014: \$735 MILLION

FUNDING SOURCES, 2007-2014



PROGRAMME EXPENDITURE BY THEMATIC AREA, 2007-2013 (\$ MILLIONS)



FINDINGS AND CONCLUSIONS

UNDP's programme was well-harmonized with national development priorities. It aided government efforts to stabilize the economy, such as through better management of debt and improved statistical capacities, although the national statistical office still faces data gaps. An intention to help advance strategies to achieve pro-poor development and the Millennium Development Goals saw limited progress at the district level.

UNDP's governance programmes were significantly revised after the establishment of Zimbabwe's Global Political Agreement and Inclusive Government. This led to a signature achievement: UNDP's support to the successful formulation of the new Constitution, in particular through facilitation of the Constitutional Parliamentary Select Committee. A further contribution came through encouraging mutual understanding between civil society and the Government. Capacity strengthening of the Zimbabwe Electoral Commission helped it become a functional body with an improved public image.

In general, however, a lack of government capacity to carry forward necessary steps such as legislative alignment to the Constitution may pose a threat to the sustainability of results. UNDP's overall capacity development assistance was not implemented strategically across multiple ministries, agencies and commissions,

as a foundation for long-term development effectiveness.

Work on environmental protection and sustainable development has been widely recognized for extensive engagement with community-based organizations on water management, a critical concern given persistent drought and flooding. Less was achieved on agriculture reform, which is not a traditional UNDP strength. Assistance related to land management and strengthening the Ministry of Lands and Rural Resettlement, while highly relevant to the country's economic and social development, yielded modest achievements. Measures to clear up land valuation and compensation backlogs and prepare for a land audit have laid a technical foundation for moving forward.

Various resilience-related efforts supported responses to economic, social and climate-related shocks, meshing well with national priorities. Peacebuilding and conflict resolution initiatives helped to increase individual community and government capacities and counter various drivers of conflict. The response to the Global Political Agreement encompassed putting in place a mechanism for national healing and social cohesion.

Disaster preparedness and risk reduction planning improved, but there is not yet an appreciable difference in the effectiveness of the government to avert, mitigate,

prepare for and recover from future natural disasters. Substantial steps forward will require considerably more financial support as well as legal changes governing land use, especially in flood-prone areas. UNDP's support for a planned Resilience Building Fund should help to further improve the absorptive, adaptive and transformative capacities of at-risk communities.

Under UNDP's stewardship of Global Fund of AIDS, Tuberculosis and Malaria resources, there were major achievements on all three diseases and the health system was strengthened. Key interventions included upgraded health information management systems, the introduction of an Electronic Patient Management System and support to the Harmonized Health Worker Retention Scheme. Some concerns were raised about high manage-

ment costs. Critical capacity gaps remain in the Ministry of Health and Child Care serving as principle recipient.

UNDP contributed substantially to national efforts to accelerate the equal participation of women, including young women and women from marginalized groups. The new Constitution incorporates 75 per cent of women's demands, and removes several discriminatory provisions. Women have also seen improved access to finance and markets.

Overall, UNDP has made useful contributions in Zimbabwe. Collaboration played a key role, as UNDP was strategically positioned, through its close and long-standing relations with the Government, to coordinate interventions by a number of major international development partners.

RECOMMENDATIONS

- UNDP should develop and implement with Government of Zimbabwe a transition strategy that ensures that the Ministry of Health has the capacity, human resources and system controls in place to take full management control as principal recipient of all Global Fund accounts in Zimbabwe by 2017.
- UNDP should position the Resilience Building Fund as the leading edge of a recalibration of the UNDP engagement in Zimbabwe, balancing the current emphasis on central government ministry capacity, with significantly greater engagement through pilot programmes at local government and community levels.
- UNDP should develop close linkages and synergies between its support on resilience and disaster management, and its support for environmental protection and sustainable development. UNDP should consider working with relevant government ministries to pursue additional Global Environment Facility funding that can reinforce and extend its planned resilience building work.
- While support to the operationalization of the National Peace and Reconciliation Commission should be a priority, UNDP should also carry out a situation analysis to inform future UNDP programming and strategies for peacebuilding and conflict resolution, to ensure this work reflects the changing circumstances in Zimbabwe.
- UNDP should consider whether an enhanced integrated results-based management programme could be used to establish broader capacity development goals that can drive institutional strengthening across the civil service, rather than through ad hoc, small-scale capacity building efforts showing minimal result. It should also consider phasing out general support for capacity building in the economic and financial management agencies.
- UNDP should follow up with the UN Department of Political Affairs and the Zimbabwe Electoral Commission to smooth the process for UNDP reengagement in providing technical support. Technical support for electoral process improvement is an area where UNDP has carved out a global strong reputation that can be well put to use in Zimbabwe.
- UNDP should make the land management support programme with the Ministry of Lands and Rural Resettlement a top priority during the next programme cycle. Many of the objectives set out in ZimAsset will benefit from greater clarity and consistency in land management. It is crucial that the Ministry receives the necessary support that will enable the government to adopt and implement land tenure security policies and regulations, streamline land administration structures and regulations, complete the backlog on land valuation and compensation, and strengthen dispute and conflict resolution systems, structures and procedures.
- To improve its capacity building efforts concerning gender mainstreaming, UNDP should consider employing a gender specialist to work directly with the Women's Caucus, the Gender Committee and forge effective linkages with the Ministry of Women's Affairs, Gender and Community Development.

ABOUT THE ICPEs

Independent country programme evaluations (ICPEs) are the backbone of the work of the Independent Evaluation Office. They capture evidence of UNDP's contributions to development results and the effectiveness of strategies supporting national development. They enable continued improvement in UNDP programmes, contribute to strengthened national ownership and evaluation capacity, and underpin accountability to national stakeholders and UNDP's Executive Board. To date, over 100 ICPEs have been conducted worldwide.

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