



**ZIMBABWE**



*Empowered lives.  
Resilient nations.*

**Programme Title: Support to Peace Building, Disaster Risk Management and Increased Access to Sustainable Livelihoods for Resilience Building and Social Cohesion**

**ZUNDAF Outcome(s):**

1. Strengthened Mechanisms for Peace Building and for the prevention, management and resolution of conflict (Outcome 1.2)
2. Increased Access to Sustainable Livelihoods and Decent Work Opportunities especially for Youth and Women (Outcome 2.2)

**Expected CP Outcome(s):**

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 level of recovery increased

**Expected Output(s):**

1. Increased capacity of the NPRC and its Secretariat to develop a strategic framework for the implementation of their constitutional functions
2. Strengthened ability of communities / national stakeholders to design and implement internally facilitated dialogue and consensus building initiatives
3. Improved community capacities and mechanisms for peace building, conflict prevention and reconciliation at ward and village level
4. Community Capacities (women, youth and persons with disabilities) to access livelihoods opportunities and generate income for building cohesion is strengthened
5. Increased capacity of communities, local and national institutions for disaster risk management and resilience building

**Implementing Partner:**

Office of the President and Cabinet (OPC)

**Responsible Parties:**

National Peace and Reconciliation Commission (NPRC) Ministry of Local Government, Public Works and National Housing (MLGPWNH); Ministry of Public Service, Labour and Social Welfare (MPSLSW); Ministry of Small and Medium Enterprises and Cooperative Development (MSMECD); National Association of Non-Governmental Organizations (NANGO), Culture Fund Trust of Zimbabwe (CFToZ), Ecumenical Church Leaders Forum (ECLF)

Ministry of Youth Development, Indigenization and Empowerment (MYDIE) and Ministry of Women Affairs, Gender and Community Development (MWAGCD) will be entry points.

### Brief Description

This two-year programme – **Support to Peace building, Disaster Risk Management and Increased Access to Sustainable Livelihoods for Resilience Building and Social Cohesion** aims to:

- I. Support national and community mechanisms and capacities for Peace building, Dialogue, prevention, management and resolution of conflicts
- II. Support locally led sustainable and conflict-sensitive livelihood interventions targeting youth and women, while also strengthening national and community capacities to anticipate, respond to, cope with and recover from disasters.

The strategy therefore focuses on 4 main complimentary pillars:

1. Peace building, reconciliation and conflict prevention
2. Dialogue and social cohesion
3. Locally led sustainable livelihoods and
4. Disaster risk management and recovery

Programme Period: 2014-2015

Key Result Area (Strategic Plan): Governance

Atlas Award ID: \_\_\_\_\_

Start date: 01/01/2014

End Date: 31/12/2015

PAC Meeting Date \_\_\_\_\_

Management Arrangements \_\_\_\_\_

2014 AWP budget: TBA

Total resources required \$5.987.000

Total allocated resources: \$

- Regular (UNDP) \$ 1.100.000
- Request to BCPR \$ 1.000.000
- Other:

◦ Sida \_\_\_\_\_

◦ Donor \_\_\_\_\_

◦ Government \_\_\_\_\_

Unfunded budget: \_\_\_\_\_

In-kind Contributions \_\_\_\_\_

Agreed by (Implementing Partner): Office of the President and Cabinet (OPC)

Ray C. Ndhlovu

Name:

Signature: \_\_\_\_\_

Date: 19.05.2014

Agreed by Executing Entity:

WILLARD L. MANUNGO

Name

Signature: \_\_\_\_\_

Date: 19 MAY 2014

Agreed by UNDP: Country Director

Name: \_\_\_\_\_

Signature: Venthy Mhassira Nyagah

Date: 2/06/2014

## Table of Contents

I. Situation Analysis.....	5
II. Strategy .....	7
III. Guiding Principles for Programme Implementation .....	8
IV. Programme components .....	9
V. Management Arrangements .....	12
VI. Monitoring Framework And Evaluation .....	13
VII. Legal context .....	15
VIII. Risk Log.....	16
IX. Results and Resources Framework.....	17



## ACRONYMS

BCPR	Bureau for Crisis Prevention and Recovery
CBO	Community Based Organisation
CO	Country Office
CP	Country Programme
CCSF	Church and Civil Society Forum
CPAP	Country Programme and Action Plan
CPMRT	Conflict Prevention, Management, Resolution and Transformation
CSO	Civil Society Organization
DCP	Department of Civil Protection
DDP	District Development Plans
DFF	Dialogue Financing Facility
NIM	National Implementation Modality
DRM	Disaster Risk Management
DRR	Disaster Risk Reduction
ECLF	Ecumenical Church Leaders Forum
ER	Early Recovery
GoZ	Government of Zimbabwe
NPRC	National Peace and Reconciliation Commission
MOU	Memorandum of Understanding
MWAGCD	Ministry of Women Affairs, Gender and Community Development
MLGPWNH	Ministry of Local Government, Public Works and National Housing
MPSLSW	Ministry of Public Service, Labour and Social Welfare
MSMECD	Ministry of Small and Medium Enterprises and Cooperative Development
MYDIE	Ministry of Youth Development, Indigenization and Empowerment
ONHRI	Organ for National Healing Reconciliation and Integration
OPC	Office of the President and Cabinet
UN	United Nations
UNDP	United Nations Development Programme
USD	United States Dollar
ZUNDAF	Zimbabwe United Nations Development Assistance Framework

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## I. SITUATION ANALYSIS

### Economic Outlook

- I. The Government of Zimbabwe has made considerable progress in stabilizing the Country's macro-economic environment. The GDP growth rate of 5,4% recorded in 2009 further increased to 11,4% in 2010 and 10.6% in 2012. For 2013, the GDP Growth rate is estimated at 3.4% down from the earlier 5% projection<sup>1</sup>.
- II. A key priority for the Government moving forward is addressing the question of poverty by empowering its citizens and growing the economy. While the proportion of the extremely poor rural households has fallen to 22,9% from 42,3% in 2011, ZIMSTAT Poverty Level's Assessments show that in 2012/13, 62,6% of households still remained below the poverty datum line, and that poverty distribution is more widespread and prevalent in the rural areas of the country (76% of the poor were rural households compared to 38,2% in urban areas).
- III. The Government in its Macro-Economic blue print(ZIM ASSET) proposes to overcome some of these socio-economic challenges through a results-based agenda built around four strategic clusters, namely: Food Security and Nutrition; Social Services and Poverty Eradication; Infrastructure and Utilities; and Value Addition and Beneficiation. While recognizing the progress made so far and being cognizant of the impending challenges, the Government recognizes the value of creating an enabling and conducive environment, of which Peace and Security is a key factor for facilitating the attainment of the sustainable socio-economic transformation goals.

### Political and Governance Processes

**Global Political Agreement (GPA):** The GPA era enabled the country to make significant progress on a number of governance reforms. Signed in 2008, the GPA facilitated the creation of the Inclusive Government in February 2009. As a transition phase, the GPA provided a framework through which institutions like the Organ for National Healing, Reconciliation and Integration (ONHRI) were established to facilitate and promote national healing, reconciliation and integration during the 5-year period<sup>2</sup>. A number of specific developments within the political and governance realm remain critical. These include:

- I. **Constitution Making Process (COPAC)** During the GPA era, the country engaged in a national dialogue – through the constitution making process through COPAC. The constitution making process provided a unique platform to increase people's participation in decision-making and in the process contributed towards building social cohesion. The ultimate result was the homegrown Constitution promulgated on 22 May 2013, after a referendum held in March 2013.
- II. **Constitutional Provision that established the National Peace and Reconciliation Commission (NPRC):** Chapter 12 Part 6, Sections 251-253 of the new Constitution of Zimbabwe makes provision for the establishment of the NPRC and spells out its core functions and mandate<sup>3</sup>. This provision is a clear recognition by the Government and the people of Zimbabwe that fostering peace through national reconciliation processes is a key enabler for their well-being and development.
- III. **Peacefully conducted harmonized Elections:** Zimbabwe held its harmonized elections on 31 July 2013. These elections were held in a peaceful environment. SADC, COMESA and the AU among others endorsed the elections as being free and peaceful. The election was the first key political event held within the new Constitution and brought an end to the GPA arrangement.

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<sup>1</sup>Zimbabwe National Budget Statement 2014

<sup>2</sup> Programme Document Support for Peace Building and Increased Access to Sustainable Livelihoods in Zimbabwe, UNDP, 2012, p.6

<sup>3</sup>Constitution of Zimbabwe, Chapter 12, Part 6, Section 252, p.114



## Peace, Reconciliation and Development Existing Opportunities

- I. The Constitution enshrines the value and importance of peace and national reconciliation as a foundation for durable peace and sustainable development processes in Zimbabwe, through the establishment of the National Peace and Reconciliation Commission (NPRC) as an Independent Commission<sup>4</sup>. The Constitution also advocates for gender parity in the establishment of all public institutions.
- II. The country's Macro-Economic Blue Print - the ZIM ASSET also recognizes the importance of Peace and Security as enablers for sustainable development and also creates an opportunity for strengthening collaboration and cooperation through building strategic partnerships between Government, Private Sector, Civil Society and other stakeholders as an entry-point for *mainstreaming peace building mechanisms across the nation*<sup>5</sup>.
- III. The National Gender Policy provides for policy interventions to amongst other things, increase the participation of women in peace building, decision-making processes and positions.
- IV. The Zimbabwe National Youth Policy advocates for the promotion of young people's participation in national development, democratic and civic decision making processes [section 2.5 p. 6]. In addition, Section 5.6.1 calls for strengthening the capacity of young people and youth organizations in peace building, conflict prevention and conflict resolution.
- V. The Zimbabwe United Nations Development Assistance Framework (ZUNDAF), calls for the strengthening of mechanisms for peace building, prevention, management and peaceful resolution of conflict to achieve national development priorities.<sup>6</sup> Within the ZUNDAF, there is need to strengthen national dialogue and capacity development initiatives to contribute to the peace architecture in Zimbabwe, while also supporting community based conflict resolution mechanisms and sustainable livelihoods.
- VI. The Disaster Risk Management Bill, which is being discussed at Cabinet level, provides a strategic opportunity for advancing national efforts towards DRM. The Bill provides opportunities for contingency planning which will enable the Government and its partners to anticipate and prepare for disasters. The Bill also provides an opportunity of ensuring that gender is mainstreamed in Disaster Risk Management legislation.
- VII. Existing capacities for peace, dialogue and reconciliation; livelihoods recovery and disaster risk reduction in Zimbabwe provide a strategic opportunity. Examples include; the ONHRI and its partners<sup>7</sup> in enabling reconciliation and social cohesion processes; the Department of Civil Protection (DCP) in coordinating and leading Disaster Risk Management (DRM) processes in collaboration with other stakeholders; Traditional Leaders; Faith-Based Organizations; Civil Society Organizations initiatives working to promote peace building and strengthen livelihoods recovery processes. Building upon, scaling and strengthening these efforts; while fostering collaboration and partnerships will pave the way for a coordinated national framework capable of ensuring that the ultimate goal of peace, sustainable livelihoods and disaster recovery is achieved.

## Challenges | Problem Analysis

While opportunities for promoting reconciliation and sustainable livelihoods in the country exist, there are impeding challenges that need to be addressed through a coordinated and collaborative strategy and approach.

**The following are some of the challenges:**

- I. The ability of the NPRC to effectively execute its functions due to a number of factors such as limited technical and financial resources.

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<sup>4</sup> Constitution of Zimbabwe, Chapter 12, Part 6, Section 252, p.114

<sup>5</sup> Zimbabwe Agenda for Sustainable Socio-Economic Transformation (ZIM ASSET) 2013-2018, [ Section; 3.5.2; 3.6.1], p.13

<sup>6</sup> Zimbabwe United Nations Development Assistance Framework (ZUNDAF) (2012-2015), Government of Zimbabwe & United Nations in Zimbabwe, Harare, 2012, p.6

<sup>7</sup> Ministry of Women Affairs, Gender and Community Development; Ministry of Local Government, Public Works and National Housing; Ministry of Public Service, Labor and Social Welfare; Ministry of Small and Medium Enterprises and Cooperative Development and Ministry of Youth, Indigenization and Empowerment



- II. Weak spaces and platforms for structured dialogue, polarization; disputes at community levels; weakened restorative structures; public confidence in institutions and policy; social fragmentation and absence of collective vision on priorities.
- III. Inadequate capacity to mainstream gender in peace building , disaster risk management, sustainable livelihoods and resilience, this is despite having solid regional and international policy and legal frameworks and tools in place<sup>8</sup>
- IV. Limited ability of communities to cope with social, economic and natural shocks and build resilience to effectively nurture their livelihoods<sup>9</sup>.
- V. The need to further harness potential within young people for national development processes in the face of unemployment and limited vocational skills.
- VI. Despite women being the engines of household livelihoods, they remain the poorest segment of society, they lack access to economic opportunities and are prone to social, economic and political and natural shocks.
- VII. Non-inclusion of marginalized groups for example persons living with disabilities.
- VIII. The Agricultural sector continues to face challenges, which affect its entire value chain ranging from a lack of agricultural finance, limited affordable inputs, to specific shocks created by prolonged periods of drought and floods caused by climatic changes.

### Justification

The environment for healing, reconciliation and integration for economic growth and development needs to be enabled to ensure that citizens can in a sustained and peaceful manner collaborate and engage on issues that affect their daily lives. Sustained dialogue provides avenues for consensus building and assists in breaking impasse on any contested issues, while facilitating the development of a commonly shared development agenda. This is critical for any development process including healing, reconciliation and sustainable development. At the national level, strengthening the institutional capacity of the NPRC is important because it provides a national framework and enabling environment for the promotion of Peace and Reconciliation. At the national level the participation of women leaders in national policy dialogue and peace building processes contributes to sustainable development.<sup>10</sup> Collaborative initiatives between communities, Government, Civil Society Organizations, private sector and other stakeholders, strengthening access to sustainable livelihoods, disaster risk reduction and conflict prevention form the foundations of a cohesive and resilient society. An integrated approach is adapted to this programme to foster collaboration between stakeholders and also build a practical nexus between livelihoods, disaster risk reduction and conflict prevention as key pillars for building a socially cohesive and resilient nation.

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## II. STRATEGY

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

- Government of Zimbabwe's National Priorities stipulated in the ZIM ASSET (Oct 2013-2018)
- Zimbabwe United Nations Development Assistance Framework (2012-2015)
- UNDP Country Programme Document (2012-2015)
- UNDP Strategic Plan (2014-2018)
- UNDP Gender Equality Strategy (2014-2017)

The programme design strategy adopts an integrated approach with a focus on 4complimentary and interconnected pillars:

1. Peace building, reconciliation and conflict prevention
2. Dialogue and social cohesion
3. Locally led sustainable livelihoods and recovery
4. Disaster risk management

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<sup>8</sup>CEDAW General Recommendation No. 30 On Women in Conflict , prevention of conflict and post conflict situations which also acknowledges that rural women are often disproportionately affected by lack of health, and social services and inequitable access to land and natural resources

<sup>9</sup> Preventing Crisis, Enabling Recovery. UNDP, New York, September 2013 (Foreword by Helen Clark)

<sup>10</sup>United Nations Security Council Resolution 1325 advocates for amongst other things, the participation of women in peace building, decision making processes and positions

This integrated programme is designed with a focus on strengthening the capacity of Zimbabweans at all levels of society to effectively deal with and manage conflicts and disasters as they pursue their livelihoods. In terms of programming, an **Area-Based Approach** will be employed where sites (or pilots) for modelling the integrated approach will be identified. This strategy will seek to demonstrate in practice how an integrated approach to building resilience and social cohesion can be achieved through a well-designed collaborative programme.

In this case, the Programme Strategy is guided by the following theories of possible change:

**National Level:**

If the institutional capacities for Peace and Disaster Risk Management are strengthened, then a conducive environment for the pursuit of sustainable livelihoods and development will be created. At the same time, if community-based capacities for conflict prevention, disaster risk management and livelihoods strategies are strengthened, a stronger synergy will be established with the mechanisms at national, provincial and district levels; and a conducive environment will be created for lateral and vertical cooperation, peaceful coexistence, national healing and reconciliation for development.

**Non-State Actors:**

If national Non-State Actors (e.g. CSOs, Private Sector, Faith Based Organizations, the Culture and Arts Sector) systematically engage with each other, with communities and with Government at all levels on possible threats to Peace and Development, timely preventive measures will be strengthened for sustained peace, inclusive development and social cohesion.

**UN Agencies**

The programme will adopt a flexible approach that allows for partnerships with other UN agencies where appropriate. For instance the programme may collaborate with UN-WOMEN in integration of gender in conflict prevention, management and peace building.

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### III. GUIDING PRINCIPLES FOR PROGRAMME IMPLEMENTATION

- Engendering a collaborative and conflict-sensitive approach to conflict resolution and peace building
- Promoting dialogue and social cohesion as an anchor for sustainable and inclusive development
- Strategic integration of sustainable livelihoods, disaster risk management as vehicles for building cohesion at community level
- Promoting a Capacity Development Approach
- Leveraging on a Human Rights Approach
- Promoting gender equality in programming<sup>11</sup>
- Integrate and promote knowledge management at all stages of programme design and implementation.
- Promoting other cross-cutting issues for example, disabilities

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<sup>11</sup>To be implemented taking into consideration UN/UNDP, regional and national gender equality frameworks and tools such as the CEDAW, SADC Gender and Development Protocol, AU Protocol on the Rights of Women, UNDP Gender Equality Strategy 2014-2017, The Eight Point Agenda: Practical, positive outcomes for girls and women in crisis, Constitution of Zimbabwe, the Zimbabwe National Gender Policy



#### IV PROGRAMME COMPONENTS

This section outlines the inter-connected components of the integrated programme.

**Diagram 1:** Proposed Programme Conceptual Framework with the 4 Components



##### **I. Increased capacity of the NPRC and its Secretariat to develop a strategic framework for the implementation of their constitutional functions**

A key objective of this programme is to strengthen the institutional capacity and systems of the **National Peace and Reconciliation Commission** to effectively and efficiently execute its constitutional mandate. Aligned to institutional capacities of the Commission and in line with its function is the need for a comprehensive national and Zimbabwe-specific framework and approach to Peace, Reconciliation and Integration built upon broad-based, coherent, collaborative and well-coordinated processes involving multiple stakeholders at different levels of the society of Zimbabwe.

The process of strengthening the capacity of the NPRC will include:

1. The establishment and capacitation of NPRC and its Secretariat
2. The development of a collaborative and broadly owned strategic plan for Peace and Reconciliation in Zimbabwe
3. Development of organizational tools for example, Gender Strategy for the NPRC
4. Equipping the NPRC Commissioners and Secretariat Staff with key skills on Peace building, healing and reconciliation

5. The development of strategic partnerships for Peace and Reconciliation between the NPRC and other stakeholders at national level

## **II. Strengthened ability of communities / national stakeholders to design and implement internally facilitated dialogues and consensus building initiatives**

This component of the programme aims at strengthening dialogue capacities in Zimbabwe. Dialogue is perceived as an approach for stakeholder engagement, building confidence and consensus, restoring trust and also fostering collaboration between stakeholders. As mentioned in the situational analysis, the process of effective reconciliation requires that relations between stakeholders for example, Government and civil society are restored; polarization is diffused and a commonly shared vision drives the development agenda. Dialogue can therefore be leveraged as a strategy to contribute to this, - through building and nurturing partnerships, while also breaking potential impasses that could undermine existing peace. In this component, emphasis will be placed on interventions that contribute towards strengthening existing platforms for structured dialogue at national through to community levels. Such platforms include the Church and Civil Society Forum. In addition, sector-specific partnerships will be nurtured to compliment and support national peace and resilience building processes for example, leveraging the Culture and Arts Sector for enabling cohesion building through managing diversity using the arts. In addition, efforts will be made to tap into existing platforms for example, the Justice Law and Order Sector (JLOS) Coordination platform to bridge the gap between Peace, Justice and Human Rights while also fostering partnerships between key stakeholders in this sector. Factoring in the integrated approach to this programme, the need for dialogue is not limited to political processes, rather broader development issues for example, scaling youth employment through livelihoods strategies, bridging information gaps, how to design conflict-sensitive disaster risk reduction strategies and the role of Information and Communication Technologies (ICTs) in development and peace processes. These dialogue efforts will take many forms ranging from policy and practice engagement on social and economic issues, awareness raising and sensitization sessions, consensus, constituency and confidence building forums while ensuring that both men and women are engaged in the process.

Strengthening capacities for dialogue will hopefully contribute towards:

- Raising awareness, building consensus around the NPRC, its functions and Mandate at National, Provincial and District levels
- Nationally shared understanding and shared vision for reconciliation within the auspices of the NPRC
- Strengthened platforms and spaces for structured and facilitated dialogue on peace and development issues at national and community levels. This could include sector specific or stakeholder specific platforms (e.g. JLOS, Church and Civil Society; Local Peace Committees; Peace Policy Platforms; ICT Policy and Practice Platform; Youth Platforms)
- Strengthened partnerships and collaborative linkages for peace and development

## **III. Improved community capacities and mechanisms for peace building, conflict prevention and reconciliation at ward and village level**

Building social cohesion requires strengthened local capacities for peace and conflict prevention. These allow communities to develop resilience and nurture home grown mechanisms for coping with and recovering from future shocks. Lasting peace is only possible if communities in their pursuit of sustainable livelihoods are able to prepare, anticipate and in a timely manner, respond to shocks –be they manmade or natural. In such a case, communities – (including vulnerable groups like women headed households, youth and youth headed households), should possess their own conflict detection mechanisms; conflict resolution, mediation and negotiation skills; dialogue platforms and forums, and institutions to work together across ethnic, economic, political and sectarian lines to eliminate potential causes of violent conflict.

Building peace within communities remains a challenge if the majority of the population particularly the



youth are not involved. The process of empowering young people and strengthening their agency to participate meaningfully as development agents depends on multiple factors – one being access to credible, relevant and youth-specific information. Youth have diverse information needs ranging from – career guidance, livelihoods and employment opportunities; business and entrepreneurship, micro-finance opportunities among others – to effectively participate in development processes. One important strategy of meeting this need is by supporting the establishment of information centers as platforms for facilitating access to key information, skills development, learning and exchange on key youth development issues.

Activities designed and implemented within this component will seek to enhance capacities in gender and peace building informed by the realization that women, men and youths are affected differently by conflicts. This will contribute to better gender mainstreaming and more targeted interventions for sustainable peace in communities.

Strengthened capacities for peace building at community level will feed into the work of the NPRC and support its efforts to execute its functions, while also contributing towards a more resilient population.

Specifically, interventions at this level will contribute towards:

1. Strengthening of Local Peace Committees as platforms for promoting inter-and-intra-community peace dialogue, reconciliation and integration
2. Strengthening of existing locally-led mechanisms for early detection of conflicts
3. Enhancing the capacity of community Peace and Dialogue Facilitators
4. Establishment of Youth Information and Career Development Centers at the Provincial levels

#### **IV. Strengthened capacity of national stakeholders to integrate sustainable livelihoods for building cohesion and resilience**

Poverty and deprivation are among the primary drivers of conflict and violence in most societies. There is need to strengthen community-initiated, community-owned livelihoods and gender responsive recovery interventions in Zimbabwe in view of the political and socio-economic challenges that the country experienced. Unemployment levels are high particularly amongst young people. Idle youth provide fertile ground for conflict and crime. High levels of education and literacy in Zimbabwe exacerbate the situation, as hopes of entering the job market are thwarted resulting in anger and frustration. Targeting conflict-sensitive and Millennium Development Goals (MDG)-based livelihoods and social support for youth from different backgrounds will harness their positive energy, get them meaningfully occupied and greatly enhance the potential of youth to be agents of peace and to effectively contribute to the well-being of their immediate society and the nation as a whole. Women constitute a majority of the population of Zimbabwe and yet they are the poorest and most prone to shocks and stresses. The Poverty Income Consumption Expenditure Survey (PICES) indicates that rural female-headed households are further exposed to poverty. Political and economic empowerment of women will allow them to become a force for positive change and major driver for peace and growth. In addition, both men and women especially the later, living with disability are more vulnerable to poverty as they have limited capacity to fend for themselves.

Leadership and business wrangles as well as resource conflicts are common in livelihoods groups and communities and yet there is no clear referral system for such low-scale conflicts, which have the potential to escalate. In some cases, major development projects have stalled and/or are suspended as a result of these conflicts over chieftainship, water, land and others. There are also gender dimensions to all these identified conflicts, including issues of inheritance and property.<sup>12</sup> It is incumbent upon the National Peace and Reconciliation Commission to work with relevant communities and groups to put in place referral pathways in order to maintain peaceful societies as a requisite for development.

Recommended support in this area of livelihoods includes:

1. A Comprehensive capacity needs assessment of existing Vocational Training Centers (VTC) under the Ministry of Youth Development, Indigenization and Empowerment

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<sup>12</sup>See Gender and Disaster Reduction, UNDP, 2013 and Women and Natural Resources Unlocking the Peace building Potential, UNEP, UNWOMEN, UNDP, PBSO, 2013



2. Tailor-made Guidance Document and Hand-book (with best practices) on integrating Livelihoods Strategies and community coping mechanisms for building peace and resilience developed.
3. At least 5 women and youth clubs or business associations or volunteers and other relevant structures are resuscitated as vehicles for peace, social cohesion and economic growth
4. Inter-community livelihoods projects by women, youth and persons with disabilities contribute to social cohesion in selected Districts in Zimbabwe
5. Gender sensitive tool for managing resource-based conflicts

## **V. Increased capacity of communities, local and national institutions for disaster risk management and resilience building**

Disasters can negatively impede development gains, while any development programmes that do not mainstream DRM can potentially increase the vulnerability of communities to disasters<sup>13</sup>. Preparing for disasters will not only improve the well-being of citizens, but will enable cohesion at societal level while enhancing economic growth through the protection and creation of livelihoods. Disasters strip communities of their productive assets and cause severe damage to infrastructure. In some cases, some affected families migrate to perceived safer and more secure areas, which may cause conflict with host communities. The extent of migration as a result of disasters and its gender dimensions<sup>14</sup>- the need to realize the gender differential impacts of disasters has not been adequately studied in Zimbabwe although there is anecdotal evidence of families migrating to less drought-prone areas causing population pressure and natural resource conflicts. Migration also affects women and children more, as it is difficult for them to move from one place to another. This component of the CPR Programme will seek to strengthen the institutional and legal systems of DRM in the country with the aim of mainstreaming DRM in poverty reduction, economic, environmental, gender and peace building interventions. The CPR Programme will also extend support towards strengthening the DRM Early Warning mechanism, plans at local and national levels, as well as strengthen advocacy and 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 the UN, UNDP, Government of Zimbabwe (GoZ) (through DCP), Private Sector, CSOs and the most affected communities. Particular attention will be placed on disaster prone areas.

Specific results under this component will include:

1. Development of standardized Risk and Vulnerability Assessment tools
2. Repackaging of international disaster and gender tools into simple gender national tools context<sup>15</sup>
3. Regularly updated baseline and assessment on disaster risk vulnerability and adaptation, coping and recovery mechanisms at national and community levels
4. A national DRM Coordination Platform established under the leadership of DCP
5. Comprehensive District Disaster Risk Management Plans developed and integrated into the District Development Plans in line with the National DRM Strategy (including the National Contingency plan)

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## **V. MANAGEMENT ARRANGEMENTS**

This programme proposes to foster and promote collaboration of inter-related partners under one programme as a way of maximizing results by drawing upon individual strengths of each partner and collectively contributing to the outcomes expected from the Zimbabwe United Nations Development Assistance Framework (ZUNDAF). The GoZ will provide the leadership in the implementation of the

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<sup>13</sup> Zimbabwe National Contingency Plan (December 2012 – November 2013)

<sup>14</sup> The Hyogo Framework states that a gender perspective should be integrated into all DRR policies, plans and decision-making processes, including those related to risk assessment, early warning, information management, and education and training

<sup>15</sup> Making Disaster Risk Reduction Gender Sensitive: Policy and Practical Guidelines 2009



programme, while UNDP will provide technical, advisory and financial support services. National Implementation Modality (NIM) will be applied in this programme.

**Implementation Partner (IP):** The Office of the President and Cabinet (OPC) will be the Implementing Partner (IP) for this programme. The IP is responsible and accountable for overseeing the implementation of the programme and the Quarterly and Annual Work Plans (AWP), including the monitoring and evaluation of activities, achieving targets, outputs and outcomes.

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

**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 the results for the components for which they are accountable.

**UNDP Support Services: (Technical Assistance and Programme Advisory, Programme Coordination and Financial Support):** A Programme Coordinator will coordinate operations and manage the programme. UNDP will also provide Technical and Advisory backstopping to the programme components through the Logistical support – including financial services – and support towards programme development and guidance.

#### **Programme Steering Committee (PSC)**

The Programme Steering Committee (PSC) is established to guide and oversee the programme. This will be co-chaired by the OPC and UNDP. The PSC will convene quarterly to discuss programme implementation progress and approve annual and quarterly work plans and budgets. It will comprise of the OPC, Ministry of Finance, UNDP, and representatives of Responsible Parties and a representative of civil society. To the extent possible, the Programme Steering Committee composition will have representation of both men and women. The Programme Coordinator will be an ex-officio member of the Programme Steering Committee (PSC) and will be responsible for keeping records of the proceedings. Representatives of other stakeholders can be co-opted in the PSC as when it is appropriate.

A **Technical Committee Meeting (TCM)** will precede the PSC Meeting. The representatives from all RPs and Technical Focal Points from UNDP will attend this meeting. The role of the Technical Committee Meeting will be to provide a platform for RPs to review and reflect on the technical aspects of the programme implementation, consolidate progress made and challenges. A report from the technical meeting will then feed into the PSC meeting. The TCM will be co-chaired by the OPC and UNDP.

Overall, the roles of the PSC will include:

1. Approving Annual Work Plans, Quarterly Work Plans and Budgets and authorize any major deviations / amendments from the agreed work plans and budgets
2. Reviewing and approving quarterly and annual progress reports
3. Reviewing the progress of the programme and making recommendations for any improvements
4. Carrying out programme implementation, oversight and monitoring functions, ensuring that appropriate milestones are managed and completed
5. Overseeing internal and external evaluation of the programme.

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## **VI. MONITORING FRAMEWORK AND EVALUATION**

A comprehensive monitoring and evaluation plan will be developed to monitor programme performance. The monitoring and evaluation will be conducted in accordance with Government of Zimbabwe Results Based Management (RBM) Monitoring and Evaluation Rules and UNDP programming rules, policies and



procedures using indicators and means of verification as benchmarks. Deliberate efforts will be made to capture sex-aggregated data in all reports and logs.

Within this Programme Cycle:

- At inception phase, a baseline survey including a situational analysis will be undertaken. This analysis will be undertaken within the sample project areas and will map the existing opportunities for promoting peace and fostering reconciliation. This will also entail identifying some of the challenges facing the peace building and conflict prevention efforts and also opportunities for building partnerships especially with the Private Sector. This will be updated regularly and will form the basis for measuring progress, and also feed into the development of the new ZUNDAF.
- An inception workshop bringing together all responsible parties will be convened by the IP and UNDP to further internalise the integrated programme. This workshop will seek to foster and build consensus among partners on how the various components link to each other and also broaden the understanding of how individual partner interventions contribute towards the overall goal.
- A Community of Practice on Peace Building and Reconciliation will be established to serve as a knowledge exchange and learning platform for RPs and other peace-building stakeholders in Zimbabwe. The Community will meet on a quarterly basis and will contribute towards the technical rigor of the programme.
- On a quarterly basis, a quality assessment shall record progress towards the completion of key results, based on quality criteria and methods
- A risk, issue and monitoring logs (annex 1) shall be activated and updated regularly to facilitate tracking and resolution of potential problems or requests for change.
- A project lessons-learned logs shall be activated and regularly updated by the Programme Management Team including the Responsible Parties to ensure on-going learning and adaptation within the project cycle, and to facilitate the preparation of the Lessons-learned Report at the end of the project<sup>16</sup>
- A Monitoring and Evaluation Schedule Plan shall be developed at the inception phase to facilitate proper, timely and effective monitoring of key milestones. This will seek to track and capture key management and implementation outcomes and changes.
- Tailor-made training and skills exchange on Community Participatory Monitoring (CPM) will be planned for Responsible Parties. This is for cost-effective progress monitoring especially at community level programming.

Progress and Results of the Programme will be monitored through the following:

- **Quarterly Programme Report (QPR):** In consultation with the Responsible Parties, the Implementation Partner will prepare Quarterly Programme Reports. As a minimum requirement, the quarterly programme report shall consist of the UNDP Atlas standard format and will provide a summary of results achieved against pre-defined annual targets at the output level. Quarterly Reports will be submitted on the 5<sup>th</sup> of the preceding month to the Implementing Partner.
- **Annual Review Report.** In consultation with the Responsible Parties, the Implementing Partner will prepare one integrated Annual Progress Report. As a minimum requirement, the Annual Review Report shall consist of the Atlas standard format for the QPR covering the whole year with updated information for each element of the QPR 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 shall be conducted during the fourth quarter of the year or soon after, to assess the performance of the

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<sup>16</sup>A Programme Online Portal will be developed for key stakeholders and Responsible Parties to share knowledge, products and information, while providing an opportunity for online discussion



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 Programme Steering Committee 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. The Annual Report shall be submitted to UNDP by the end of the 1<sup>st</sup> month of the following year.

- **Completion of Programme:** The programme will be subject to a terminal evaluation after its 2-year life span. The terminal evaluation will seek to assess the delivery of results and achievements based on objectives and outcomes.
- **Final Programme Report:** The IP shall submit a final report within 3 months after the completion or termination of the activities, including a list of non-expendable equipment purchased and all relevant audited or certified financial statements and records related to such activities, as appropriate, pursuant to its Financial Regulations and Rules.
- **Audits:** This programme will be subject to annual audits in terms of the UNDP rules and regulations.

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## VII. LEGAL CONTEXT

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

## VIII. RISK LOG

#	Description	Date Identified	Type	Impact & Probability	Counter measures / Management Response	Status	Owner
1	Possibility to mobilise all funds needed for the programme	Programme formulation	Financial	High risk with relatively high impact	Resource mobilization strategy in place, while improving the donor environment can help address this risk	Resource mobilization strategy needs strengthening and operationalization	Programme Steering Committee and Programme Coordinator
2	Strong coordination among all Responsible Parties is needed to avoid overlaps, maximize synergies and ensure that results are achieved	Programme formulation	Organizational or Strategic	Relative low risk but relatively high impact	Close coordination is required in order to ensure effective programme implementation	Programme coordination mechanisms in place and covered by the Programme Document	Programme Steering Committee and Programme Coordinator
3	For the NPRC to effectively execute its mandate there is need for buy-in at all levels and with all stakeholders	Programme formulation	Political	The risk is quite high and the impact relatively high	Broad-based consultations will be used to ensure buy-in and confidence building around the mandate of the NPRC	Factored in programme formulation	Programme Steering Committee and Programme Coordinator



## **IX. RESULTS AND RESOURCES FRAMEWORK**

**Project Title:** Support to Peace Building, Disaster Risk Management and Increased Access to Sustainable Livelihoods for Resilience Building and Social Cohesion

### **ZUNDAF Outcome**

- Strengthened Mechanisms for Peace Building and for the Prevention, Management and Resolution of Conflict (Outcome 1.2)
- Increased Access to Sustainable Livelihoods and Decent Work Opportunities especially for Youth and Women (Outcome 2.2)

### **Outcome Indicators as Stated in the CPD**

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

### **Indicators:**

- NPRC and its Secretariat Operational
- Number of platforms and partnerships for structured and constructive dialogue strengthened
- Number of communities with mechanisms for facilitating peaceful resolution of disputes increased
- Number of local institutions capacitated with CPMRT, Dialogue, Mediation and Negotiation Skills
- Number of income generation activities and livelihoods opportunities for Youth and women created
- Number of national and community institutions capacitated on disaster risk management

### **Baselines:**

- NPRC not yet functional as stipulated by the 2013 Constitution
- Capacities of community-based mechanisms to anticipate and resolve disputes peacefully not quantified or known
- There is a lack of strong platforms and spaces for structured and constructive dialogue on peace and development issues
- Capacities of communities to cope with and recover from disasters remains weak
- Livelihoods and income generation opportunities for women and youth are very low

### **Targets:**

- 1 National Strategic Framework and Action Plan for Reconciliation drafted and adopted
- 2 NPRC and its Secretariat functional and strengthened with capacities on CPRMT and other key relevant skills e.g. dialogue, mediation and reconciliation
- 3 At least 6 platforms and spaces for structured and constructive dialogue (including youth and women specific) for social cohesion in place and functional
- 4 Second (2<sup>nd</sup>) Edition of the Guidance Document and Handbook on Dialogue for Social Cohesion drafted and disseminated

- 5 20 new Local Peace Committees, inclusive of existing traditional systems, youth and women as mechanisms for peaceful resolution of disputes and referral system for development oriented community conflicts established and capacitated with CPRMT skills
- 6 At least 10 experiences of community-based conflict management and peace building capacities documented
- 7 One (1) database with at least 300 Community Peace Mediators and Dialogue Facilitators in place
- 8 At least 20 Women and Youth income generation and Livelihoods Projects supported in at least 5 districts (including business skills training, value addition and market linkages)
- 9 At least 5 Districts develop and integrate comprehensive Disaster Risk Management Plans in their District Development Plan
- 10 At least 3 Youth Information Centres established in 3 Provincial Headquarters

INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS (€)
<b>OUTPUT 1</b> <i>Increased institutional capacity of the NPRC and its Secretariat to carry out their core functions</i>  <b>Baseline:</b> The NPRC was established by the 2013 Constitution but is not yet operational or functional. Once operational, there will be need for building the institutional capacity of the NPRC, its secretariat and cooperation with other national stakeholders.	<b>Targets (2014-2015)</b> <ul style="list-style-type: none"> <li>NPRC and NPRC Secretariat capacitated to carry out their core functions</li> <li>NPRC Strategic Framework and Plan of Action in place</li> <li>NPRC Communication Strategy and Implementation Plan in place</li> <li>At least 4 sensitization and awareness raising dialogue forums on the NPRC Architecture for Peace convened</li> <li>National Partnership for Dialogue on Healing and Reconciliation with other Government Institutions in Place</li> </ul>	<b>Activity Result 1.1: NPRC and NPRC Secretariat Functional</b> 1.1.1 Capacitate the NPRC and its Secretariat 1.1.2 Support development of internal administrative and control systems 1.1.3 Capacity building of NPRC Commissioners and NPRC Secretariat on Dialogue, Mediation, Reconciliation and CPMRT Skills	NPRC, UNDP	\$1100.000



INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INP JTS (€)
<p>There is also need for a nationally owned framework for promoting healing and reconciliation</p> <p>There is no coordinated partnership and platform for Peace within Government stakeholders</p> <p><b>Indicators:</b></p> <ul style="list-style-type: none"> <li>NPRC Secretariat has functional offices with sufficient human and technical resources</li> <li>Strategic Plan and Action Plan in place</li> <li>Training of Commissioners</li> <li>Partnerships formed</li> </ul>	<ul style="list-style-type: none"> <li>Documented Case Study and Lessons Learned from ONHRI (2008-2013)</li> </ul>	<p><b>Activity Result 1.2: NPRC Strategic Framework and Implementation Action Plan Developed</b></p> <p>1.2.1 Development of the NPRC Strategic Plan</p> <p>1.2.2 Development of the NPRC Communication Strategy</p> <p>1.2.3 Validation and dissemination sessions of the Strategic Plan</p>	NPRC, NPRC Secretariat, UNDP	\$ 200.000
		<p><b>Activity Result 1.3: ONHRI's Experiences gained, lessons learned documented and disseminated</b></p> <p>1.3.1 Document lessons learnt, case studies from ONHRI's Five Year Work</p> <p>1.3.2 Desk review of available material, background information on ONHRI and its work</p> <p>1.3.3 Review, Validation and Dissemination of ONHRI's documentation</p>	ONHRI, UNDP	\$150.000

INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INP JTS (€)
		<p><b>Activity Result 1.4: Peace and Reconciliation Mainstreamed in the Development Sector through National Partnership for Dialogue on Healing and Reconciliation</b></p> <p>1.4.1 Ongoing national consultations, awareness raising dialogues with key Government and other key national stakeholders on healing and reconciliation (including a focus on the NPRC and its functions)</p> <p>1.4.2 Quarterly high-level forums with Key Government Stakeholders on Healing and Reconciliation</p>	ONHRI, UNDP, Key Government Partners	\$250.000
<b>Total Output 1</b>				<b>\$1,700 000</b>
<p><b>OUTPUT 2</b></p> <p>Strengthened ability of community and national stakeholders to design and implement internally facilitated dialogues, mediation and consensus building initiatives</p> <p><b>Baseline:</b></p> <p>Lack of a National Framework and Plan for Dialogue and Consensus Building on Peace, Reconciliation and Development</p> <p>Weak national platforms and partnerships for structured</p>	<p><b>Targets (2014-2015)</b></p> <ul style="list-style-type: none"> <li>Database on National Capacities on Dialogue, Peace, Conflict Resolution and Reconciliation in place</li> <li>At least 6 platforms and partnerships for Structured and Constructive dialogue on peace and development strengthened;</li> <li>National Multi-stakeholder Dialogue Plan on Peace and Reconciliation developed and implemented</li> <li>At least 10 inclusive multi stakeholder consensus building forums and awareness raising dialogue sessions on</li> </ul>	<p><b>Activity Result 2.1: Capacity building sessions for Dialogue convenors, mediators and Peace facilitators convened</b></p> <p>2.1.1 Mapping and assessment of existing dialogue, mediation, peace and reconciliation capacities</p> <p>2.1.2 Knowledge fair to show-case existing capacities for dialogue, peace and reconciliation</p> <p>2.1.3 Quarterly capacity building and knowledge exchange sessions on Dialogue, Mediation and negotiation</p> <p>2.1.4 Development of database with Profiles of Peace, Conflict Resolution and Dialogue Mechanisms experts</p>	NANGO, NPRC, UNDP	\$200.000



INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INP JTS (€)
<p>dialogue on peace, reconciliation and long-term development</p> <p>Limited consensus on factors undermining processes aimed at promoting healing and reconciliation</p> <p><b>Indicators:</b></p> <ul style="list-style-type: none"> <li>Citizen spaces and platforms of engagement and dialogue on the link between Peace, Reconciliation and Development with Government and the NPRC in place and operating</li> <li>Number of inclusive multi-stakeholder dialogue roundtable carried out on the NPRC (its function and mandate) and related issues;</li> <li>A collaborative mechanism for early detection of potential conflict in place</li> </ul>	<p>key building blocks of a cohesive society convened</p> <ul style="list-style-type: none"> <li>Consultations and stakeholder forums on Architecture for Peace including a collaborative Early Warning and Early Response (EWER) System convened</li> <li>Guidance Document and Hand-Book on Dialogue, Mediation and Consensus Building in place</li> </ul>	<p>and Facilitators</p> <p>2.1.5 Development of capacity building plan and implementation</p> <p><b>Activity Result 2.2: National Multi-Stakeholder Platforms for Dialogue on Peace and Reconciliation established and strengthened</b></p> <p>2.3.1 Development of a national dialogue plan on priority issues for Peace, Conflict Prevention, Reconciliation (including role and functions of the NPRC) and Social Cohesion</p> <p>2.3.2 Dialogue forums on key building blocks of social cohesion convened on the basis of the national dialogue plan (including increased role of youth and women)</p> <p>2.3.3 Multi-stakeholder consultations and dialogue on sector specific development issues including the role of Culture and Arts Sector; ICT; Justice, Law and Order Sector in building social cohesion, deepening democratic governance and facilitating reconciliation.</p>	<p>NPRC, NANGO, Culture Fund, UNDP</p>	<p>\$ 400.000</p>

INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INP JTS (€)
		<p><b>Activity Result 2.3:</b> Knowledge generation, documentation and dissemination on Dialogue Capacities in Zimbabwe</p> <p>2.4.1 Review, update and finalise the production of the 2<sup>nd</sup> Edition of Guidance Document and Handbook on Dialogue, Mediation and Facilitation</p> <p>2.4.2 Document and Consolidate Zimbabwe specific case studies and dialogue experiences</p>	NPRC, NANGO, UNDP	\$100.000
Total Output 2				\$700 000



INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INP JTS (\$)
<p><b>OUTPUT 3</b> Improved community capacities and mechanisms for peace building, conflict prevention, dispute resolution and reconciliation at ward and village level</p> <p><b>Baseline:</b> Weakened community capacities to prevent, manage and peacefully resolve disputes; Considerable levels of polarization, mistrust and low confidence levels at community level. Limited involvement of excluded groups (including Youth and Women) in local peace building initiatives There is need for strengthening local capacities to prevent and manage conflicts peacefully, while also diffusing tensions Limited data on existing community-based capacities for Conflict Resolution – including community insider mediators, local peace building initiatives</p>	<p><b>Targets (2014-2015)</b></p> <ul style="list-style-type: none"> <li>At least 20 (2 in each province) LPCs established and functioning</li> <li>At least 10 community-based mechanisms for early detection of conflicts established and linked to national CEWER Frameworks</li> <li>At least 300 community Peace, Dialogue and Mediation Facilitators trained and in place</li> <li>A guidance document with practical cases on promoting community healing and reconciliation drafted</li> <li>At least 250 community-based peace and reconciliation outreach and sensitization workshops convened</li> <li>At least 3 Youth Information Centres established in 3 Provinces</li> </ul>	<p><b>Activity Result 3.1: Local (community) level Peace building, Conflict Prevention and Reconciliation mechanisms and Structures established and strengthened with a focus on excluded groups (youth, women)</b></p> <p>3.1.1 CPMRT and Reconciliation sensitization (including role and function of the NPRC) and awareness raising sessions at community level</p> <p>3.1.2 Local community consultations, CPMRT training sessions lead to establishment of new LPCs</p> <p>3.1.3 Strengthening the capacity of LPCs through skills training including integration of livelihoods strategies and DRM</p> <p>3.1.4 Community level advanced CPMRT training and refresher sessions lead to a pool of community peace, dialogue and mediation facilitators</p> <p>3.1.5 Mechanisms for community early detection and response to conflicts established</p> <p>3.1.6 Establishment of Youth Information Centres</p>	ECLF, ZYC, UNDP	\$657,000

INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INP JTS (€)
<p>No community level framework for Conflict Early Warning and Early Response (CEWER)</p> <p><b>Indicators:</b></p> <ul style="list-style-type: none"> <li>• Number of functioning Local Peace Committees (LPCs);</li> <li>• Number of locally-led mechanisms for early detection of conflicts;</li> <li>• A pool of community Dialogue Facilitators and Mediators</li> <li>• Knowledge products published on peace, dispute resolution, healing and reconciliation at the local level</li> </ul>		<p><b>Activity Result 3.2: Knowledge and Experiences on Strengthening Local Capacities for Peace in Zimbabwe documented and disseminated</b></p> <p>3.3.1 Knowledge exchange and experience sharing sessions on community-based peace building and conflict prevention</p> <p>3.3.2 Guidance document with community-based case studies on peace, reconciliation and cohesion building developed and disseminated</p>	ECLF, UNDP	\$200.000





INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS (€)
on livelihood and peace building		<p>employment creation and income generation</p> <p>4.2.2 Structures such as women, youth clubs / business associations / volunteers are resuscitated as vehicles for building cohesion, income generation and livelihoods recovery</p> <p>4.2.3 Production of a Guidance Document and Hand-book on integrating livelihoods strategies and community coping mechanisms for peace building and resilience</p> <p>4.2.4 Comprehensive capacity needs assessment of Youth Vocational Training Centres under the MYDIE undertaken</p>		
<b>Total Output 4</b>				<b>\$1330 000</b>
<b>OUTPUT 5:</b> Capacity of Communities, local and national institutions for disaster risk management for resilience building strengthened	<p><b>Targets 2014-2015</b></p> <p>DRM Institutional structures are established at community, district and provincial level mirroring national level structures</p> <p>80% of districts in disaster risk prone areas have developed their District Development Plans and mainstreamed DRM as a key component</p> <p>At least one simulation is conducted per</p>	<p><b>Activity Result 5.1: Institutional and Legal Framework for DRM established</b></p> <p>5.1.1 Strengthen capacity of DRM institutions at local and national levels</p> <p>5.1.2 Strengthen advocacy, promotion mechanisms awareness and knowledge management for DRM in Zimbabwe</p> <p>5.1.3 Strengthen early warning mechanisms to be operational</p>	DCP, UNDP	\$500 000



INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INP JTS (£)
	year led by DRM institutions DRM mainstreamed in poverty, environment and economic recovery plans for UNDP, other partners and Government strategies	5.1.4 Document and share lessons learnt on support to institutional and legal frameworks for DRM		
	At least one report on consolidated lessons learnt produced annually	<p><b>Activity Result 5.2: DRM policies and plans implemented at national and local level</b></p> <p>5.2.1 Provide technical and programmatic support to climate / disaster risk management assessments in Zimbabwe</p> <p>5.2.2 Develop DRM plans, including preparedness / response plans and support their implementation at community level</p> <p>5.2.3 Mainstream DRM in poverty, economic, environment and recovery sectors</p> <p>5.2.4 Strengthen coordination, leadership and joint programmes of DRM at local and national levels</p>	DCP, UNDP	\$500 000
<b>Total Output 5</b>				<b>\$1.000 000</b>
<b>Monitoring, Evaluation and Learning; Programme Management – Technical Advisory; Coordination</b>				<b>\$1.000 000</b>
<b>Grand Total</b>				<b>\$5.987.000</b>