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PROJECT DOCUMENT ZIMBABWE

Project Title: Partnership for Building Urban Resilience in Zimbabwe

Project Number:

Atlas Award ID: 000111631

Implementing Partner: UNDP

Start Date: Oct 2018 **End Date:** Dec 2019

LPAC Meeting: 1 Nov 2018

Brief Description

For the past 18 years, Zimbabwe has witnessed fiscal excesses and uneven implementation of reforms that have led to a deep contraction of the economy and a steep decline in social indicators. The informal sector accounts for a large percentage of the country's employment and is characterized by low productivity and under employment, poverty continues to be perpetuated by a shortage of decent jobs and sustainable livelihood options. These challenges have a negative effect on the urban population, especially the youth, women and vulnerable groups. Not only jobs and livelihoods are important challenges in the urban areas, but also under-investment in infrastructure maintenance. Consequently, these have resulted in significant infrastructure deficits especially for basic services: water and sanitation, transport, education, health services and electricity. Urban areas in the country are increasingly affected by climate shocks, stressors and hazards, such as extreme rainfall and droughts leading to water stress, flooding and natural disasters.

In 2018, Zimbabwe has experienced cholera outbreaks centred around urban areas, with the current outbreak having claimed 62 lives, out of some total suspected cases of more than ten thousand by end of October 2018. This increasing trend of more frequent shocks of diseases outbreak in urban settlements will continue if not urgently addressed in a multi-faceted manner, with ripple effect not only on health and morbidity. Therefore, there is an urgent need to invest in sustainable solutions for the Basic Social Service and WASH and related systems to withstand the shocks and stresses. Given the challenges that urban population faces, coupled with the current dual outbreak of cholera and typhoid and projected future climate change impacts, it is imperative that urban resilience interventions are pursued. In response, UNDP and UNICEF, together with the Ministry of Local Government, Public Works and National Housing, have initiated this innovative programme "*Partnership for Building Urban Resilience in Zimbabwe*" in the country.

The overall goal of the programme is to improve urban resilience and strengthening the provision of basic social services and the Local Economic Development (LED) targeting unemployed youths, women, and vulnerable groups in urban and peri-urban areas. The Programme will be piloted in a few selected local authorities, targeting Gwanda, Chipinge and Harare (cholera affected underserved areas). It will focus on evidence generation and knowledge building as well as setting up a model for sustainable WASH and LED interventions. This is a joint initiative of UNDP and UNICEF that builds on the experiences of UNICEF from the Small Towns WASH programme and UNDP's Zimbabwe Resilience Building Fund (ZBRF).

The Programme approach recognizes the synergistic relationship between a WASH, LED and Basic Social Services Sectors. The initial programme will therefore focus two outcome areas:

1: Immediate improvements in urban environment to build practical evidence- Access to basic public services, employment, livelihoods opportunities for youth and women in unserved/ underserved urban and peri-urban areas improved.

2: Evidence based framework and strategies for building urban resilience developed.

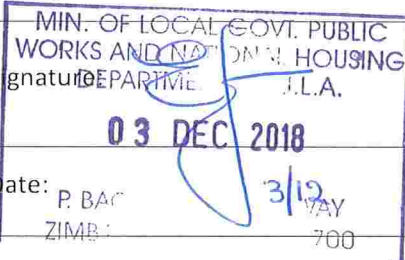
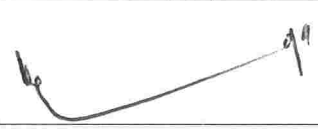

The programme will be initiated in two phases: an inception phase of 12-18 months (funded under the UNDP Investment Facility, including UNICEF Parallel Funding) in which evidence is built, assessments are completed and initial support to critical urban challenges is provided. This will be followed by ensuring that the broader urban and peri-urban aspects become an integral part of the national resilience building framework.

In the Second Phase, this initiative will be implemented through the existing delivery modalities, such as the Zimbabwe Resilience Building Fund and / or through specific government led partnership models e.g. with AfDB, international development cooperation and multi-stakeholders' partnership including private and civil society sectors.

Project Period: Nov 2018 – December 2019
Project Component: Poverty and Governance
Atlas Award ID: :000111631
Project Title: Partnership for Building Urban Resilience in Zimbabwe
Duration: 14months

Total resources required:	600,000.00	
Total resources allocated:	UNDP CIF:	500,000.00
	UNICEF:	100,000.00
	Other Donors:	TBC
	Government:	TBC

Agreed by (signatures):

Implementing Partner: Ministry of Local Government, Public Works and National Housing	Executing Entity: Ministry of Finance and Economic Development	UNDP
Print Name: Ms. Erica Jones For Permanent Secretary	MR. G.T. Guvamatanga Print Name:	Print Name: <i>Frances van Montfort</i>
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I. DEVELOPMENT CHALLENGE

Zimbabwe is undergoing a transition as it seeks to reengage fully with the international community and restore confidence in its economy. For the past 18 years, fiscal excesses, corruption and uneven implementation of reforms have led to a deep contraction of the Zimbabwean economy, and a steep decline in social indicators. The informal sector accounts for an estimated 94% of the country's employment and as this sector is largely characterized by low productivity and under employment, poverty continues to be perpetuated by a shortage of decent jobs and sustainable livelihood options. These challenges have a negative effect on the urban population, especially the youth, women and vulnerable groups. Not only jobs and livelihoods are important challenges in the urban areas, but also under-investment in infrastructure maintenance. Consequently, these have resulted in significant infrastructure deficits especially for basic services: water and sanitation, transport, education, health services and electricity. Zimbabwe has the second largest informal sector in the world (IMF 2018), accounting for an estimated more than 94% of the country's employment level. Whilst youths aged 15 to 34 constitute 56% of Zimbabwe working population, they make up 84% of the unemployed in the country. The petty trade resulting from the informal economy is one of the important sources of income for many poor and vulnerable urban population in the country.

Over the years the country has been unable to expand its access to social services and a greater proportion of the population is not able to have access to electricity, clean water, or adequate sanitation services. This is further compounded by inequalities in the limited access to basic services that do exist, with the urban poor suffering disproportionately from lack of access to services. Access to basic social services is critical to Zimbabwe meeting its Sustainable Development Goals (SDGs) and the overall development of Zimbabwe.

According to the 2018 ZIMVAC Urban Assessment Report, about 1.5 million people were estimated to be food insecure representing 37% of the urban population. Prevalence of Urban food insecurity rose from 31% in 2016 to 37% in 2018. The ZIMVAC 2018 report further highlights that about 65% of the households experience a shock and stressor in urban areas. The economic related shocks/stressors (e.g. cash shortages, 64.1% and high food prices 57.1%) were the mostly reported in the 2018 ZIMVAC Report.

The majority of the urban residents cannot afford access to electricity and heavily rely on fossil fuels such as wood as their main source of fuel/ energy¹. The infrastructure deficits may further be worsened as result of the environmental challenges in most of the urban areas such as pollution, poor waste management, deforestation, wetland degradation, groundwater depletion and biodiversity loss. Urban areas in the country are also affected by climate shocks and stressors such as increasingly variable rainfall and droughts leading to water stress and extreme rainfall events leading to flooding and natural disasters. The projections are that the frequency and intensity of extreme weather events will increase in the future.

These structural problems have hindered opportunities for inclusive and sustainable livelihoods and employment, especially for poor and vulnerable youth and women. The informal economy grew from 27 percent of the labour force in 1991 to 94 percent in 2014. The economy shifted from domination of big companies to one dominated by over 3.2 million small and medium enterprises (SMEs).

The youth and women are particularly affected by the lack of formal employment opportunities as they lack the experience to compete for the few available jobs. Young people face a plethora of barriers, in terms of accessing skills and entrepreneurship training that could make them more employable. Some of the main barriers are the high entry qualifications to formal Technical Vocational, Education and Training (TVET) institutions, as well as fees that cannot be met by many young Zimbabweans. Another problem, also alluded to in the Zimbabwe Country Report for the 2014 African Union Ministerial conference on youth employment, is the mismatch between the skills being taught by the formal vocational training system and what is needed in the labour market.

Local authorities are performing poorly in revenue collection and reducing revenue leakages. A PWC (2012) study for the UNICEF supported Urban WASH (chemical support) program observed that up to 90% of billed water was in arrears since 2009, the collection efficiency of the 20 supported Councils was 30-70% partly due to lack of dedicated staff for collecting water revenue and 90% of Council water systems had faulty meters. Billing databases are often not updated with some residents being not captured on a variety of revenue streams, such as rates and water due to unsanctioned human settlements. The financial position is

1. Energy Poverty – (50%) of households in Epworth, Redcliffe and Gokwe South used (2018 ZIMVAC Urban Assessment Report)

further weakened by a high debtors' position with Government, private sector and citizens owing huge sums of funds. The non-payment for services by the public, private and citizens is contributing to poor service delivery by the local authorities. The effects of these debts "are obviously constraints in service delivery, slow pace in infrastructure rehabilitation, roads are still in bad shape, we have dark streets, health deliveries are affected as some of our clinics are not working at all" (Martin Moyo Mayor of Bulawayo City Council (July 11, 2014).

Unplanned urban expansion under entrenched patronage systems² has created significant infrastructure deficits especially for basic services: i.e., water and sanitation, transport, education, health services and electricity. The risks of outbreaks such as cholera and typhoid from water, hygiene, and environmental sanitation-related illness and disease remain high due to the dilapidated and poorly maintained status of WASH infrastructure or, in some cases, the very nonexistence of WASH infrastructure.

The urban systems are complex and interlinked, and shocks and stressors can easily create multiplier threat effects. The urban social networks and social capital may not be as strong compared to those in the rural settings, thereby increasing vulnerabilities for individuals, households and communities in urban areas. At the same time, interdependencies also exist between urban and rural systems and households, whereby changes in urban demand for labour and capital (affected by urban resilience) can directly affect investments in on-farm agriculture and shift patterns of rural to urban migration and remittance flows.

Despite multiple factors of fragility, the citizens have demonstrated tremendous resilience against adverse economic and social stressors. The country has high levels of social capital within families and community, well-educated population, and a private sector that has historically been robust and competitive.

II. STRATEGY

This Programme contributes towards the generation and development of evidence and knowledge, policies and frameworks and demonstrate models primarily on WASH and LED that strengthen the urban resilience agenda in Zimbabwe. In this regard, the inception phase is to generate evidence for building an urban resilience model in selected local authorities. The proposed urban resilience programme whilst attending to the local needs of the cities in Zimbabwe, is also in line with Transitional Stabilization Programme (TSP) and the Sustainable Development Goals (SDGs). The Government of Zimbabwe has also demonstrated its commitment to resilience programme by participating in the Zimbabwe Resilience Building Fund (ZRBF) and the development of the Government of Zimbabwe's Resilience Framework (2015). The Resilience Framework (2015) defines resilience as "the ability of at risk individuals, households, communities and systems to anticipate, cushion, adapt, bounce back better, and move on from the effects of shocks and hazards, in a manner that protects livelihoods and recovery gains and supports sustainable transformation".

The Programme is in line with the Sustainable Development Goals, and Sendai Framework for Disaster Risk Reduction (2015-2030). With reference to the SDGs, the programme is in sync with issues of sustainable income (SDG 1); gender equality (SDG 5); employment and enterprise development (SDG 8); sustainable cities and communities (SDG 11); climate change adaptation and resilience (SDG 13), environmental management (SDG 14 and 15), social cohesion (SDG 16), and partnerships (SDG 17). In addition, all the SDGs are interconnected when being addressed.

The approach recognizes the synergistic relationship between a WASH, LED and Basic Social Services Sectors. The initial programme will therefore focus on four interrelated components delivered under two result/outcome areas:

- 1) Basic Social Services and community infrastructure that create youth employment opportunities: Despite the relatively high levels of education and literacy, technical knowledge, practical vocational skills, and entrepreneurial training were the most commonly identified skills and qualification gaps among urban youth. Overall, there is an immense need for more effectively designed and targeted employment programmes for the youth that focus on green technologies to help solve some of the key constraints facing urban populations.

² Informal processes have provided plots and housing to thousands of residents while simultaneously creating an infrastructure dilemma.

Through social innovation approaches – young people in selected urban and peri-urban areas will be accompanied to jointly identify community social needs and supported to collectively address them. Emphasis will be placed on supporting social enterprises – with an initial focus on rehabilitating/repairing of WASH infrastructure including the public facilities and spaces – including those that serve vulnerable/ needy populations within urban areas (e.g. orphanages). Secondary elements (which will be included in the research component) include alternative sources of energy for such as solar and biogas that require collective engagement and that have potential for community improvement, climate resilient infrastructure improvement and repairs; environmental protection efforts e.g. creative clean up campaigns, waste management and sustainable wetland utilization and protection among others. As part of the strategy, the project will galvanise young people together within their communities to work towards a common goal and generate shared solutions to collectively mapped problems while delivering on addressing community infrastructure and creating jobs/income. In doing so, a shared community identity will be nurtured – to strengthen cohesion as well as meaningfully contribute towards community development.

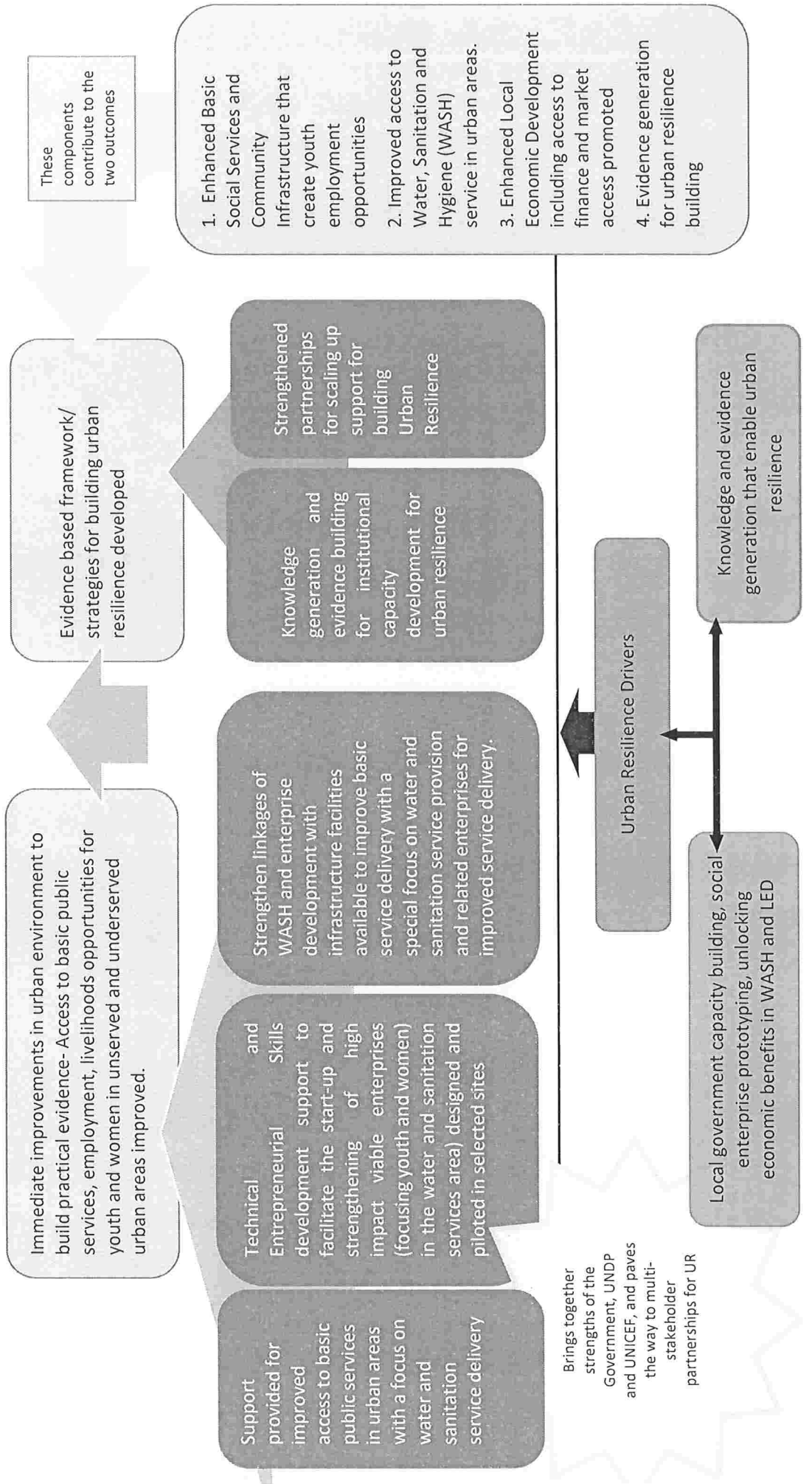
- 2) **WASH:** for improved access to basic public services in urban areas with a focus on water, sanitation and hygiene service delivery. Attention will be placed on access to clean water, waste management and supply of safe drinking water to reduce disease outbreaks such as cholera, typhoid, and other bacterial diseases; and better management of waste processing (through generation of biogas and recycling, waste management).
- 3) **Local Economic Development:** to promote economic reform and prosperity including access to finance and promotion of market access, improvements in basic services for the poorest sector (high density areas) will be needed. Some appropriate technologies mainly related to WASH can be piloted and prototyped to create livelihood opportunities for urban youth and women. This will be useful to better understand the particular challenges in the target area so that the proposed support is sufficiently tailored.
- 4) **Evidence generation for urban resilience building:** In recognition of the evidence gap for urban resilience, this work will involve intensive data and information collection to inform a comprehensive urban resilience framework/ strategy. Desk review and surveys aimed at understanding the urban shocks and stressors, urban vulnerability and urban resilience building pathways will be a key focus of the inception phase. A successful implementation of the other three components will also provide practical evidence on what can be some of the meaningful solutions for building urban resilience.

The delivery of these strategies will be underpinned by the following principles:

- a) **Adaptive Programming:** The programme will be implemented in an adaptive practice which is informed by the realities that local solutions for problems, that push problem driven positive deviance, that try, learn, iterate, adapt and scale;
- b) **Integration, Sequencing and Layering:** The Urban Resilience Programme interventions will be integrated, sequenced and layered in such a manner to leverage maximum results, in synergy with various on-going interventions by UNDP (e.g. ZRBF, Local Governance, Livelihoods and Inclusive Growth), UNICEF (Small-Town WASH programmes) and many other related programmes in the country.
- c) **Putting Evidence Generation and Learning at the Centre:** This programme puts emphasis on generation of systematic information on urban resilience and learning at the centre of the intervention.
- d) **Capacity Development:** The capacity development delivery approach in this programme will focus generate of evidence, partnership building, adaptive learning and knowledge sharing approaches to capacity building rather than mere transfer of technical knowledge.
- e) **Public-private CSOs partnerships:** collaborative approach will be pursued to foster and initiate new partnerships in the course of the Programme implementation.
- f) **Youth and Women empowerment:** The Programme will put youth and women at the centre of its implementation efforts.
- g) **Gender balance:** gender mainstreaming will be ensured throughout implementation of all the programme activities.

Programme Purpose and Theory of Change

Goal: To improve urban resilience to promote economic recovery, the basic social services delivery for the poor and vulnerable urban population in Zimbabwe.



The programme will be initiated in two main phases, that is:

Phase 1- Inception

Focus will be on developing a body of evidence is built, assessments are completed and initial support to critical urban challenges is provided. Evidence generation and knowledge building will promote the development of appropriate policies and frameworks, plans and costing of urban resilience interventions. The first step of building an evidence base for urban resilience work in Zimbabwe is to identify past evidences and studies that have been conducted in urban areas to better understand the areas for investment in potential interventions. This will be followed by practical pilot to unlock economic and social benefits in WASH and LED interventions ensuring that the broader urban and peri-urban aspects become an integral part of the national resilience building framework.

Phase 2- Implementation/ Scale-up

Based on the evidences and learning from the inception phase, the second phase will focus on scaling up successful interventions. A multi-stakeholders partnership would then be established for scaling up the urban resilience programme. UNDP, UNICEF and Government in partnership with other UN Agencies, private sector, IFIs and development partners will play a key role in helping the country to develop urban resilience strategies and investment that promote an inclusive social and economic agenda in the country.

III. RESULTS AND PARTNERSHIPS

Planned Interventions

Using a resilience lens to promote economic recovery and improve basic social service delivery in urban and peri-urban areas of Zimbabwe, this programme outlines activities under the following two outcomes, which align with the results framework:

Outcome 1: Immediate improvements in urban environment to build practical evidence- Access to basic public services, employment, livelihoods opportunities for youth and women in unserved and underserved urban areas improved.

Output 1.1: Support provided for improved access to basic public services in urban areas with a focus on water and sanitation service delivery

Output 1.2: Technical and Entrepreneurial Skills development support to facilitate the start-up and strengthening of high impact viable enterprises (focusing youth and women) in the water and sanitation services area) designed and piloted in selected sites

Output 1.3: Strengthen linkages of WASH and enterprise development with infrastructure facilities available to improve basic service delivery with a special focus on water and sanitation service provision and related enterprises for improved service delivery.

Outcome 2: Evidence based framework/ strategies for building urban resilience developed

Output 2.1: Knowledge generation and evidence building for institutional capacity development for urban resilience

Output 2.2: Strengthened partnerships for scaling up support for building Urban Resilience

Partnerships

The implementation of the Programme will pursue a multi-stakeholder approach that brings together the partners such as Government, Local Authorities, UN agencies, Donors, Private Sector and Civil Society. The Partners will be engaged in the designing, implementation, monitoring and evaluation of the planned actions under this Programme. In collaboration with the Ministry of Local Government, Public Works and National Housing, UNDP and UNICEF will liaise with other relevant ministries, such as Ministry of Industry and Commerce, Ministry of Women Affairs, Community, Small and Medium Enterprises Developments, Ministry of Youth, Sports, Arts and Recreation, Ministry of Lands, Agriculture and Rural Resettlement in achieving the

planned results. Other partners such as AfDB, Swedish International Development Agency (SIDA), DFID, USAID, EU, Chinese and other international cooperation and private sectors will be engaged during the execution of this programme.

The multi-agency delivery strategy has been necessitated by the following reasons:

- a) "Delivering as one"³ which recommends overcoming the fragmentation of the United Nations so that the system can deliver as one, since a more unified system is more responsive, stronger and more effective in delivering development results.
- b) The necessity to setup coordinated mechanism to achieve desired results in complex high impact intervention managed by the UN Agencies and development partners in Zimbabwe for resilient basic social services provision and economic growth.
- c) The scope and the diverse nature of the intervention requires combined technical and financial resources of several partners working in tandem towards the ambitious goals to be achieved.

South-South and Triangular Cooperation (SSC/ TrC)

Zimbabwe can learn from other countries' experiences on urban resilience building initiatives that will enrichen the implementation of the programme. The Programme will seek to foster SSC/ TrC through skills enhancement, knowledge sharing and technological transfers. The local authorities sector will immensely benefit by learning good practices on urban resilience.

Risks and Assumptions

On 30 July 2018, Zimbabwe held the National Harmonised Election which lead to the establishment of a new Government. Recently, the country launched the Transitional Stabilisation Programme(TSP) 2018-2020 aimed at stabilising the economy and financial sector, introducing the necessary policy and institutional reforms, a private sector-led economy, addressing infrastructural gaps and launching quick-wins to stimulate growth. However, there is huge expectation on the Government to deliver on the TSP and SDGs commitment and obligations in the of face many competing demands and priorities. Other potential risks, risk rating, and mitigation strategies are outlined in the table below:

Potential risks, risk rating, and mitigation strategies			
Risk	Risk Explanation	Risk Rating	Risk Mitigation Strategies
Political	The country has just gone through an election which was peaceful and non-violent. Although the country experienced some post-election disputes, however it is generally politically stable.	low	Continued monitoring of the environment and close collaboration with local authorities to avoid any possible disruption of activities.
Economy	Difficulties to motivate unemployed youth and women for enterprise development activities including as a result of increasing prices and shortages of crucial basic commodities including raw materials.	High	The Programme will coordinate with other partners in supporting social enterprise and safety nets interventions.
Institutional	Programme institutional partners might fail to get traction in some of the programme components in urban resilience since it's a new development agenda.	Medium	The programme steering committee will be formed, and all members will be aware of the programme expected results and strategies. Preventive measures will be planned such as capacity building, evidence generation.

³ Delivering as One: Report of the Secretary General's High-Level Panel³ released in 2006

Potential risks, risk rating, and mitigation strategies			
Risk	Risk Explanation	Risk Rating	Risk Mitigation Strategies
			knowledge building/ platforms and multi-stakeholder partnership on urban resilience.
Environment	There is environmental degradation, contamination and pollution of the water bodies will negatively impact on urban resilience.	Low	Phase one would be more concentrated on evidence gathering, research, policy and strategy development. The WASH component in the first phase is targeted to address the issue of pollution of water bodies.
Market	The programme is targeted to the vulnerable and poor youth and women, so they might have limited risk taking capacity to start business activities.	High	The programme will support target groups to enhance their linkages with private sector and other service providers (training, credit, insurance, skill development).
Financial	Financial sector has limited products relevant to youths and women needs. (finances without collateral, or concessionary loan disbursements).	Medium to Low	The programme will facilitate the development of linkages between beneficiaries, financial institution and other related agencies. It will be linked with available mechanisms and social protection schemes including buy back guarantee for the private sectors would be explored.
Gender	Difficulties in accessing target group of youth and women who may not be interested or otherwise unwilling to participate. Women may not get sufficient family and institutional support to participate in the programme activities.	Medium	A strong gender lens will be applied to ensure an effective participation by youth and women across the programme cycle.
Data	Urban Resilience Data and information is not readily available	Medium	The Programme will collaborate with other relevant institutions on the generation and management of data. In fact, the project has a significant on generating evidence on urban resilience.

Target Groups and Beneficiaries

Primary Target Groups include Zimbabwean urban and peri-urban vulnerable communities, including unemployed youth, women and living in the underserved high-density urban areas as well as other smaller urban areas during the inception phase. Programme activities will also target educated, but unemployed youth, by matching their skills with appearing and ongoing market job demands. The Secondary Target Groups will comprise relevant Government ministries, urban local authorities (Gwanda, Chipinge and underserved Cholera affected areas of Harare), private sector and the civil society organisations.

Sustainability and Scaling Up

The programme will address systemic issues for building resilience with emphasis on generating evidence and improved utilisation by key stakeholders for programming and policy making. This will create a quantum leap in demand for investment in resilience investments in terms of quantity, type, and quality. In addition, sharing knowledge and evidence uptake through advocacy mechanisms is important for promoting “resilience programming and policy making in Zimbabwe”, demonstrating the power and use of evidence, and promoting a demand from the Government for allocating resources for resilience building. Planned interventions for immediate improvements in the delivery of basic social services will have sustainable results, since economic benefits unlocked from the linkages between provision of WASH services and

generation of employment will be market-driven and, therefore, have a potential to sustain and generate positive economic impact for engaged vulnerable groups even upon the programme closure.

To ensure sustainability, the Programme will demonstrate greater accountability by showing the development partners the direct impact of current investments through an effective M&E system, and better value for money to attract investment from other potential development partners. Strong efforts will be made to improve accountability for social service delivery at community level and address institutional capacity to include resilience principles in overall programming. The programme will also facilitate long lasting partnerships with the private sector at all levels to ensure economic sustainability, as well as availability and accessibility of basic goods in communities, independently of external support.

IV. PROJECT MANAGEMENT

Cost Efficiency and Effectiveness

This urban resilience programme will maximise benefits and minimise costs by focusing on areas that have a multiplier effect and achieve economy of scale through knowledge building and evidence generation leveraging partnerships and investing downstream interventions such as demonstrating model of social enterprises and employment creation around WASH and Basic Social Services. This first phase of the urban resilience programme will be managed through UNDP Zimbabwe under the Direct Implementation Modality (DIM) given that this is a preparatory assistance project. UNDP Zimbabwe has extensive experience in promoting resilience (through ZRBF), employment generation and governance.

UNICEF will bring strong technical focus on the basic social service delivery including WASH and will bring its experience on leading efforts to support GoZ in the WASH sector over the past decades. In this program UNICEF will work to mobilise local authorities and communities in cholera and typhoid hotspot areas as well as other urban areas to map critical gaps in WASH service provision, to come up with costed rehabilitation plans jointly and to provide technical oversight to the works.

A strong participatory approach will be followed to ensure communities build and sustain strong social norms around WASH services and that this social capital created will be utilised to link to the income generating activities. The Programme will work in close partnership with different stakeholders to ensure realisation of the planned results. Apart from these measures stated above, there are a number of additional safeguard procedures/systems that will be in place to ensure transparency and accountability, such as, periodic spot checks, monitoring visits, audit, etc.

In addition, this inception phase programme intervention will be linked with the medium and long-term initiatives, in close engagement with Government and other partners to ensure sustainability.

V. RESULTS FRAMEWORK⁴

See next page.

⁴ UNDP publishes its project information (indicators, baselines, targets and results) to meet the International Aid Transparency Initiative (IATI) standards.

EXPECTED OUTCOMES AND OUTPUTS	INDICATORS	DATA SOURCE	BASELINE		TARGETS	Targets (implementation timeline)					DATA COLLECTION METHODS & RISKS		
			Value	Q		Y1	Y2	Q1	Q2	Q3		Q4	FINAL
Outcome 1: Immediate improvements in urban environment to build practical evidence- Access to basic public services, employment, livelihoods opportunities for youth in unserved and underserved urban areas improved.													
Output 1.1: Support provided for improved access to basic public services in urban areas with a focus on water and sanitation service delivery	1.1.1.1. Number of functional WASH governance structures; and CBM models reviewed	Programme Reports, Programme Management and Review Meeting Minutes, Baseline Reports Study Reports Programme Monitoring reports Local authority reports;	TBD		TBD							Mixed methods survey	
	1.1.1.2. Viable social enterprises in the water and sanitation services area successfully implemented (jobs created, income opportunities and WASH dividends demonstrated).		0	At least 500 jobs (60 % women) created in 3 urban areas.									
	1.1.1.3. Urban Bye-Laws on Basic Social Services provisions (LED) and WASH reviewed and amended (at least in 3 local authorities)		0	At least 300 (60% women) of target groups receive technical entrepreneurship development skills. At least 2 social enterprises developed in WASH sectors At least 3 Bye-Laws									
Output 1.2: Technical and Entrepreneurial Skills development support to facilitate the start-up and strengthening of high impact	1.2.1. Knowledge products /evidences and good practices on social enterprises and economic opportunities in WASH generated and disseminated		0		At least two knowledge products								

viable enterprises (focusing youth and women) in the water and sanitation services area) designed and piloted in selected sites	1.2.2. Viable economic value chains/job market (mainly in the water and sanitation services area) designed, prototyped and deployed by young women and men in selected sites	0	At least 3 Viable economic value chains/ job market				
Output 1.3: Strengthen linkages of WASH and enterprise development with infrastructure facilities available to improve basic service delivery with a special focus on water and sanitation service provision and related enterprises for improved service delivery.	1.2.3. Jobs created for urban youths and women in selected programme location	0	At least 500 (60% women) jobs ceated				
	1.3.1. Public-Private and CSOs partnership and linkages strengthened on basic service delivery and WASH infrastructure	0	At least (3) Platforms established to foster public, private and CSOs partnership in selected local authorities.				
Outcome 2: Evidence based framework/ strategies for building urban resilience developed							
Output 2.1: Knowledge generation and evidence building for institutional capacity development for urban resilience	2.1.1. (a) Evidenced based Inputs into the Urban Resilience framework/ strategy (with a focus on WASH PPP and jobs)	0	TBD				
	2.1.1. (b) Knowledge and evidence generated on urban development, challenges shocks and stresses.	0	A Comprehensive Urban Resilience Study Report				
	2.1.2. Urban resilience strategy/ pathways documented	0	Document detailing urban resilience pathways				

Output 2.2: Partnerships developed for scaling up support for building Urban Resilience	2.1.3. (a) Programme Beneficiaries trained on urban resilience.	Programme Monitoring reports Local authority reports;	0	At least 100 participants trained					
	2.1.3. (b) Local authorities prepared Urban Resilience development plan		0	3 Urban Resilience plans					
	2.1.4. Knowledge products documented and disseminated by mobilizing expertise form media /research institutions /academia		0	At least 5 knowledge products					
	2.2.1.(a). A national level platform on urban resilience strengthened/ established.		0	At least one functional platform					
	2.2.1. (b) ToRs and guideline of the knowledge for urban resilience platform developed and endorsed by the platform members.		0	ToRs and guideline					
	2.2.2. At least two innovation Hubs supported in partnership with private /public sectors in the 3 local authorities		0	At least 2 Hubs					

VI. MONITORING AND EVALUATION

The urban resilience programme will be monitored in accordance with the UNDP/ UNICEF programming and operations policies and procedures. A comprehensive programme Monitoring Evaluation and Learning (MEL) Strategic framework will be developed and approved by the Steering Committee. The M&E information is being generated for the steering committee, development partners, government partners, the programme PMU and partners.

Monitoring Plan

Monitoring Activity	Purpose	Frequency	Expected Action	Partners (if joint)	Cost (if any)
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Track results progress	Progress data against the results indicators in the RF will be collected and analysed to assess the progress of the programme in achieving the agreed outputs.	Quarterly, or in the frequency required for each indicator.	Slower than expected progress will be addressed by programme management.	UNDP, UNICEF and other implementing partners	
Monitor and Manage Risk	Identify specific risks that may threaten achievement of intended results. Identify and monitor risk management actions using a risk log.	Bi-Annually	Risks are identified by programme management and actions are taken to manage risk.	UNDP, UNICEF and other implementing partners	
Learn	Knowledge, good practices and lessons will be captured regularly, as well as actively sourced from other projects and partners and integrated back into the programme.	Bi-Annually	Relevant lessons are captured by the programme team and used to inform management decisions.	UNDP, UNICEF and other implementing partners	
Programme Report	A progress report will be presented to the Programme Board and key stakeholders, consisting of progress data showing the results achieved against pre-defined annual targets at the output level	Bi-Annually	Documentation of the progress achieved.	UNDP, UNICEF and other implementing partners	
Programme Review (Programme Board)	The Programme's governance mechanism (i.e., programme board) will hold regular programme reviews to assess the performance of the programme and review the Work Plan to ensure realistic budgeting over the life of the programme.	Bi-Annually	Any quality concerns or slower than expected progress should be discussed by the programme board and management actions agreed to address the issues identified.	UNDP, UNICEF and other implementing partners	

Multi-year workplan

EXPECTED OUTPUTS	Key Activities	Planned Budget by Year			Planned Budget		
		Year 1	Year 2	Resp. Party	Fund Source	Budget Descript	Amount USD
Result 1: Immediate improvements in urban environment to build practical evidence- Access to basic public services, employment, livelihoods opportunities for youth in unserved and underserved urban areas improved.							
Result Area 1.1: Support provided for improved access to basic public services in urban areas with a focus on water and sanitation service delivery							
Indicator 1.1.1: Number of functional WASH governance structures, CBM models reviewed	Activity 1.1.1: Building local platforms for improved WASH service provision and introduce new models of community-involvement (CHC, U-Reporting and Water Kiosks) in WASH. <i>Key Results: Local Authorities engagement in social mobilisation on Urban WASH</i>	X	X	UNICEF	UNICEF	Consultancy	25,000
Indicator 1.1.2: Viable social enterprises in the water and sanitation services area successfully implemented (jobs created, income opportunities and WASH dividends demonstrated	Activity 1.1.2: Provide institutional capacity support to Local authorities for effective basic service delivery. a) Community Engagement for improved WASH (UNICEF) b) Basic Services for WASH- led Local Economic Development (UNDP) <i>Key Results – 3 local authorities, workshop/ training to the government officials</i>	X	X	UNICEF UNDP	UNICEF UNDP	Consultancy Training, workshop	20,000
Indicator 1.1.3: Urban Bye-Laws on Basic Social Services provisions (LED) and WASH reviewed and amended (at least in 3 local authorities)	Activity 1.1.3: Review the Urban Bye-Laws on Basic Social Services provisions (LED) and WASH to develop affordable and realistic alternatives for service delivery <i>Key Results –Bye-Laws on Basic Social Services Provisions, LED and WASH reviewed and amended in 3 local authorities</i>	X	X	UNDP UNICEF	UNDP	Consultancy	10,000

Result Area 1.2. Technical and Entrepreneurial Skills development support to facilitate the start-up and strengthening of high impact viable enterprises (focusing youth and women) in the water and sanitation services area) designed, and piloted in selected sites									
<p>Indicator 1.2.1:</p> <p>-At least two knowledge products /evidences and good practices on social enterprises and economic opportunities in WASH generated and disseminated.</p> <p>-At least 3 social enterprises in partnership with private /public sectors introduced in selected programme location</p> <p>Indicator 1.2.2</p> <p>Viable economic value chains/job market (mainly in the water and sanitation services area) designed, prototyped and deployed by young women and men in selected sites.</p> <p>Indicator 1.2.3</p> <p>At least 500 (60% women) jobs created for urban youths and women in selected programme location.</p>	1.2.1 Carry-out a study to identify WASH-led economic opportunities and social enterprises for unemployed youth and women in selected programme areas.	X	X	UNDP UNICEF	UNICEF	Consultancy	15,000		
	<p><i>Key Results:</i></p> <p>-Evidences and knowledge products (frameworks, guidelines, strategies) related to economic opportunities and social enterprises developed</p> <p>- Social enterprise development model in WASH sector introduced</p> <p>Activity 1.2.2 Support the setting up/ proto-typing in WASH-related for at least one per local authority high impact social enterprise projects in targeted urban areas.</p> <p><i>Key Results: High impact social enterprise setup through Private Public Partnerships</i></p>	X	X	UNDP	UNDP	Matching Grant	60,000		
	<p>Activity 1.2.3 Facilitate the creation of jobs/enterprises development opportunities for youth and women in WASH sector in selected programme location.</p> <p><i>Key Results: At least 500 (60 % women) jobs /enterprises created through enterprise development/ employment creation.</i></p>	X	X	UNDP UNICEF	UNDP	Grant	80,000		
<p>Result Area 1.3: Strengthen linkages of WASH and enterprise development with infrastructure facilities available to improve basic service delivery with a special focus on water and sanitation service provision and related enterprises for improved service delivery</p>									
<p>Indicator 1.3.1:</p> <p>Public-Private and CSOs partnership and linkages strengthened on basic service delivery and WASH infrastructure</p>	<p>Activity 1.3.1: Conduct policy dialogue for Public, Private and CSOs partnership to address immediate needs for water and sanitation service delivery and WASH infrastructure to promote enterprise development in the selected local urban and peri -urban areas</p> <p><i>Key Results: Partnerships built in Urban Resilience support</i></p>	X	X	UNDP UNICEF	UNDP	Consultancy, Conference, Meeting, Printing	20,000		

Indicator 2.1.4. At least 5 knowledge products documented and disseminated by mobilising expertise form media /research institutions /academia	Activity 2.1.4. Collaboration with medias/ thinks tanks/academia for the research, documentations, and dissemination of good practice. <i>Key Results: knowledge generation, documented and disseminated by mobilising expertise form media /research institutions /academia</i>		X	UNDP UNICEF	UNDP UNICEF	Research, Studies, publishing	20,000
Result Area 2.2: Partnerships developed for scaling up support for building Urban Resilience							
Indicators 2.2.1: A national level platform on urban resilience strengthened/ established. Indicators 2.2.1: ToRs and guideline of the knowledge for urban resilience platform developed and endorsed by the platform members.	Activity 2.2.1: Support the Urban Councils Association of Zimbabwe to establish and coordinate an Urban Resilience stakeholder platform <i>Key Results: Urban Resilience knowledge platform strengthened and mainstreamed into the local government /local authorities</i>	X	X	UNDP	UNDP	Workshops, Meetings,	15,000
Indicators 2.2.2. At least two innovation Hubs supported in partnership with private /public sectors in the 3 local authorities	Activity 2.2.2: Partnership with Private/ Public Sectors to develop Innovation Hubs for building urban resilience <i>Key Results: access to basic social services, economic opportunities and WASH improved in the targeted local authorities.</i>	X	X	UNDP	UNDP	Matching Grant, Procurement	20,000
Sub Total							305,000
Project Management Support and M&E	Direct Project Cost	X	X	UNDP	UNDP	Project support	40,000
	Project Monitoring and Quality Assurance	X	X	UNDP UNICEF	UNDP UNICEF	Travel, DSA, Workshop	25,000
Sub Total							65,000
Total (Funding Source)							600,000.00

VII. GOVERNANCE AND MANAGEMENT ARRANGEMENTS

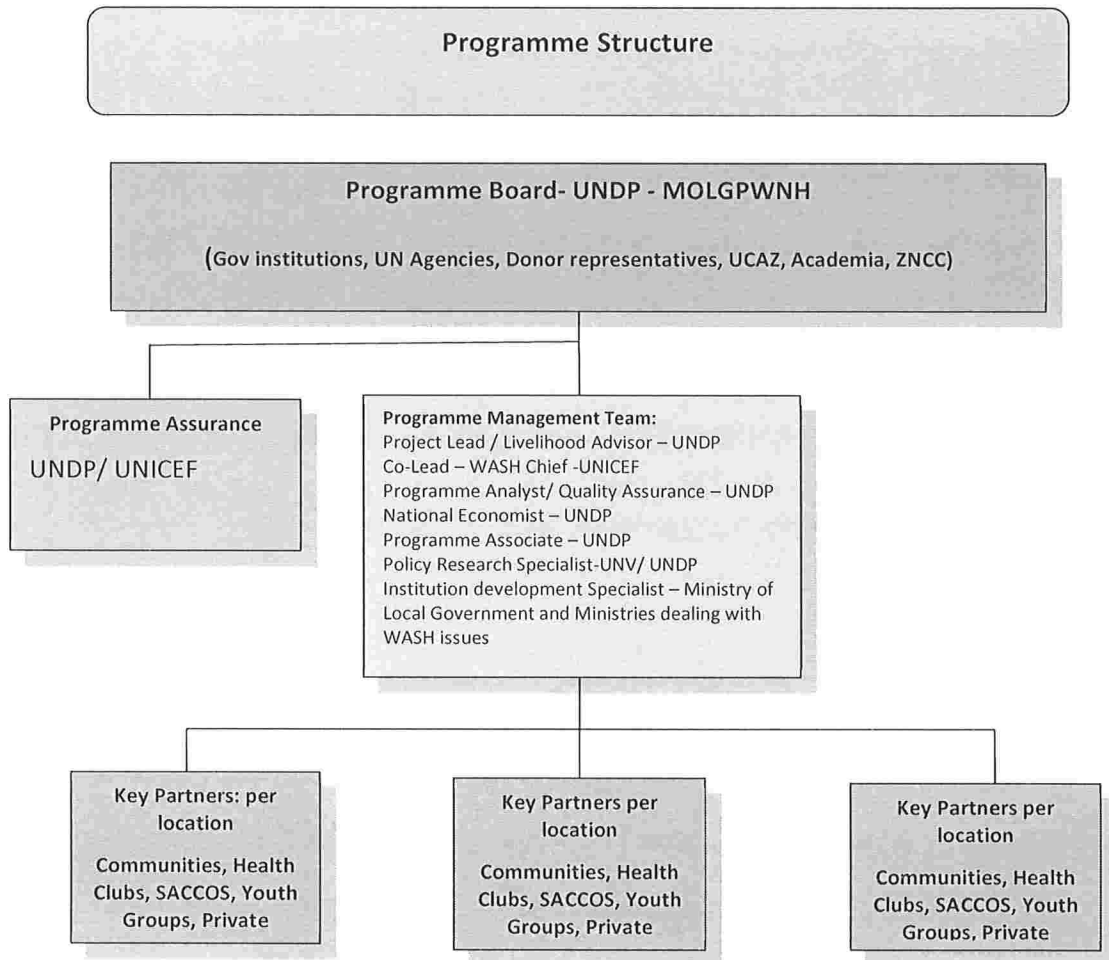
The Programme will form a Steering Committee Chaired by UNDP and with MoLGPWNH and UNICEF as co-chairs where, Government ministries, Local Authorities, AfDB, Donors, Private Sector and Civil Society will be represented in the structure. The Programme Steering Committee (PSC) will be the highest body governing the programme and will provide strategic leadership and governance oversight. The PSC is expected to make key policy decisions, guide the implementing partner and responsible parties in the execution of the programme and ensure effective oversight through receiving regular reports and reviewing the results periodically.

The PSC may co-opt relevant Government institutions (such as Food and Nutrition Council, Department of Civil Protection, Ministry of Public Services, Labour and Social Welfare and Ministry of Environment, Ministry of Industry, Enterprise and Trade) as well as UN agencies and contributing donors. The PSC members will be chosen for their ability to provide strategic leadership, make informed policy choices to exercise effective governance over the programme. The PSC composition should ensure the principles of national ownership, inclusiveness and balanced representation, as well as the need to have a manageable size for effective decision-making. Members of the PSC will however not be eligible to apply for Funding under the Call for Proposals.

Programme Management Arrangements

UNDP and UNICEF will ensure management, good governance and fiduciary oversight of the programme. In order to perform this responsibility UNDP and UNICEF will operate under the existing Memorandum of Understanding (MoU) with the Government and also sign the Funding Arrangements with Donors and the grant agreements with grant recipients.

In order to support the PSC in its role and functions, the partners UNDP, UNICEF and Government will dedicate staff to support the execution of the programme. This Staff will serve as the Secretariat of the Steering Committee and potential ad-hoc technical panels and shall have the primary responsibility for coordinating the overall operations of the programme. The Secretariat is also responsible for the day to day management and implementation of the programme action. It will operate under the overall guidance of the UNDP senior management as well as UNDP rules and regulations in close coordination with that of UNICEF and funding partners.



Grant recipients - partners

The Programme will implemented under the Direct Implementation Modality (DIM) in accordance with UNDP and UNICEF rules and regulations, as well as some components will sub-contracted to I/NGOs/Private Sectors Partners.