

**SECRETARY-GENERAL'S PEACEBUILDING FUND
PROJECT DOCUMENT TEMPLATE**



United Nations
Peacebuilding

PBF PROJECT DOCUMENT

(Length : Max. 12 pages plus cover page and annexes)

Country (ies): ZIMBABWE	
Project Title: Building Trust and Confidence in Zimbabwe's Transition Project Number from MPTF-O Gateway (if existing project): 00114706	
PBF project modality: <input checked="" type="checkbox"/> IRF <input type="checkbox"/> PRF	If funding is disbursed into a national or regional trust fund (instead of into individual recipient agency accounts): <input checked="" type="checkbox"/> Country Trust Fund <input type="checkbox"/> Regional Trust Fund Name of Recipient Fund:
List all direct project recipient organizations (starting with Convening Agency), followed type of organization (UN, CSO etc): Implementing Partners: The Office of the President and Cabinet, Office of the Vice President, Ministry of Public Service, Labor and Social Welfare, National Peace and Reconciliation Commission, Traditional Chiefs Council, National Association of Non-Governmental Organizations and Zimbabwe Heads of Christian Denominations UN: UNDP (Lead Agency), UNICEF, UN Women	
Expected project commencement date¹: 18 February 2019 Project duration in months:² 18 Months Geographic zones (within the country) for project implementation: National	
Does the project fall under one of the specific PBF priority windows below? <input type="checkbox"/> Gender promotion initiative <input type="checkbox"/> Youth promotion initiative <input type="checkbox"/> Transition from UN or regional peacekeeping or special political missions <input type="checkbox"/> Cross-border or regional project	
Total PBF approved project budget* (by recipient organization): UNDP: \$ 1,787,756.00 UN WOMEN: \$ 581,145.00 UNICEF: \$ 774,960 Total: \$ 3,143,861.00 <small>*The overall approved budget and the release of the second and any subsequent tranche are conditional and subject to PBSO's approval and subject to availability of funds in the PBF account. For payment of second and subsequent tranches the Coordinating agency needs to demonstrate expenditure/commitment of at least 75% of the previous tranche and provision of any PBF reports due in the period elapsed.</small>	
Any other existing funding for the project (amount and source): UNDP Contribution \$150,000	

¹ Note: actual commencement date will be the date of first funds transfer.

² Maximum project duration for IRF projects is 18 months, for PRF projects – 36 months.

UNDP Global Programme on Rule of Law and Human Rights (Rule of Law, Security and Human Rights)
\$250,000

PBF 1st tranche (_%):

UNDP: \$ 528,885
UN WOMEN: \$ 189,227
UNICEF: \$ 224,764
Total: \$ 944,876

PBF 2nd tranche* (_%):

UNDP: \$ 534,609
UN WOMEN: \$ 194,952
UNICEF: \$ 215,315
Total: \$ 944,876

PBF 3rd tranche* (_%):

UNDP: \$ 724,261
UN WOMEN: \$ 196,966
UNICEF: \$ 332,882
Total: \$ 1,254,109

Two-three sentences with a brief project description and succinct explanation of how the project is time sensitive, catalytic and risk-tolerant/ innovative:

This catalytic project seeks to contribute towards building confidence and trust in Zimbabwe's transition through a broad-based approach around three inter-linked output areas - namely: 1) Promoting citizen engagement under the Transitional Support Programme with emphasis on promoting the meaningful engagement of women and youth; (2) Improving dispute resolution services and social protection systems design in marginalized and at-risk communities; and (3) Advancing the national healing and reconciliation efforts. The ultimate goal is to contribute towards a conducive environment for peaceful co-existence, trust and citizen participation in development processes.

Summarize the in-country project consultation and endorsement process prior to submission to PBSO, including through any PBF Steering Committee where it exists, including whether civil society and target communities were consulted and how:

A collaborative approach was adopted in the design of the programme benefiting from three levels of in-country stakeholder consultations. First, was during Phase 1 of the joint UN/WB/AfDB Needs Assessment – which led to the production of sectoral notes (6) on Social Cohesion and Citizen Participation and (17) on Social Protection respectively. Consultations were held with national counterparts including the Government (Office of the President and Cabinet, Ministry of Finance and other line Ministries); independent commissions including the National Peace and Reconciliation Commission and the Zimbabwe Human Rights Commission – Civil Society and Faith Based organizations – including women and youth groups. Development partners – including international organizations were consulted in the process. The second phase of consultations took place after the elections, coinciding with the joint PBSO-DPA-UNDP HQ Mission to Zimbabwe. During this mission, further consultations were held with the Government (through the Office of Vice President); civil society organizations; international NGOs, development partners, youth and women organizations to validate the priority areas and assess the post-election risk factors). Internally, a technical inter-agency committee comprised of UNDP, UNICEF, UNFPA, WFP and UN Women has collaboratively steered the design of this project.

Zimbabwe is currently experiencing a surge in COVID-19 related incidents and deaths. The declaration of COVID-19 as a national disaster on 18th March has brought with it with some rigorous lockdown measures. The COVID-19 pandemic is evolving against the backdrop of a difficult macro-economic environment, climatic shocks (cyclone Idai and drought). The combination of lockdown measures and the rapidly evolving state of the COVID-19 pandemic in Zimbabwe have prompted the project partners to review and revise the project's timelines and implementation modalities, in consultation with the Government of Zimbabwe and implementing partners. The project workplans and alternative modalities have been adjusted to reflect the current situation.

In Zimbabwe, the pandemic is affecting socio-economic and gender groups differently with women, children, poor households, persons with disabilities and people living with HIV and AIDS most adversely affected. The recently launched socio-economic framework seeks to support Government efforts in Zimbabwe to urgently respond while at the same time assessing the impact and developing an appropriate recovery strategy. The

framework describes a coherent UN-wide approach to support the national efforts of addressing COVID-19 and its secondary impacts in the socio-economic spheres. The Framework is complementary to the Humanitarian Response Plan 2020 and support for the COVID-19 Preparedness and Response Plan. Its timing coincides with the preparation of the new National Development Strategy (NDS), which presents an opportunity for integrating socio-economic recovery as part of the National Strategy.

In addition to the socio-economic framework and revised Humanitarian Response Plan of July 2020 costed at US\$ 715 million, the UNCT in Zimbabwe and partners are providing various forms of support to Government in responding to COVID-19 and to further development objectives. This includes assistance to revamp a new COVID-19 emergency operations center; supporting the scale up of sexual and reproductive health services; the restoration of markets and food supply chains and addressing gender based violence and child abuse. The amended PBF project with its focus on social cohesion, conflict prevention and resolution complements the ongoing UN response to COVID-19 by contributing to the alleviation of some of the political and systemic challenges that COVID-19 has exacerbated in Zimbabwe.

Project Gender Marker score: 2³

30% percent of the budget (\$630,000) across the three output areas has been allocated in direct pursuit of gender equality and meaningful women participation. This also includes through UN Women as one of the recipient agencies.

Project Risk Marker score: 1⁴

Select PBF Focus Areas which best summarizes the focus of the project (*select ONLY one*): **2: Promote coexistence and peaceful resolution of conflicts (Priority Area 2), Including national reconciliation, and conflict management**
If applicable, **UNDAF outcome(s)** to which the project contributes:

UNDAF outcome(s) to which the project contributes: **Public Administration and Governance Outcome 2:** (*Increased citizen participation in democratic processes in line with the provisions of the Constitution and relevant international norms and standards*); **Social Services and Protection Outcome 3:** Households living below the food poverty line have improved access to and utilization of social protection services.

Project also contributes to ZUNDAF Outcome 2.2: Women and girls are empowered to effectively participate in social, economic and political spheres.

If applicable, **Sustainable Development Goal** to which the project contributes: SDG16, 5

Type of submission:

- ☐ New project
☒ Project amendment

If it is a project amendment, select all changes that apply and provide a brief justification:

Extension of duration: ☒ Additional duration in months (6 months; New end date: 19 February 2021)

Change of project outcome/ scope: ☐

Change of budget allocation between outcomes or budget categories of more than 15%: ☐

Additional PBF budget: ☐ Additional amount by recipient organization: USD

Brief justification for amendment: Implementation of key project activities was delayed, at

³ **Score 3** for projects that have gender equality as a principal objective and allocate at least 80% of the total project budget to Gender Equality and Women's Empowerment (GEWE)

Score 2 for projects that have gender equality as a significant objective and allocate at least 30% of the total project budget to GEWE

Score 1 for projects that contribute in some way to gender equality, but not significantly (less than 30% of the total budget for GEWE)

⁴ **Risk marker 0** = low risk to achieving outcomes

Risk marker 1 = medium risk to achieving outcomes

Risk marker 2 = high risk to achieving outcomes

the beginning of project implementation, due to complex negotiations with the GoZ in the context of the political Transition, and later because of the focus shift of key Ministries and implementing partners towards responding to Cyclone Idai against the backdrop of a severe and disruptive financial and fiscal crisis.

Since March 2020, additional delays have been caused by the implementation of COVID-19 related restrictions (initial period of lockdown followed by social-distancing requirements, had an impact on the ability to implement activities that required in-person gatherings), which led to the temporary near-suspension of all project activities. Activities have since slowly resumed in accordance with social distancing and protective measures, and where possible, through remote communication. However, additional time is required to enable the completion of delayed or previously suspended project activities and to achieve the expected project results.

Should this no cost extension request be granted by extending the project for an additional 6 months, the project will make the necessary adjustments to ensure effective implementation in the context of COVID-19 related restrictions. The project will also factor in the anticipated negative impact of COVID-19 on social protection and vulnerable groups by focusing on the easing of tension and conflicts at the grassroots level, some of which were fueled by COVID-19. For example, the PBF project currently strengthens the capacities of the NRPC and Peace Committees to investigate and handle complaints, including alleged human rights abuses. The project also supports conflict mapping and prevention and alternative dispute resolution as well as trust building between law enforcement, the military and citizens.

Should this project amendment request be granted with an additional 6 month no-cost extension, the project will make the following adjustments to ensure effective implementation in the context of COVID-19 related restrictions, to better integrate the result of consultations with marginalized and vulnerable groups into the NDS 1, and to adapt to the anticipated negative impact of COVID-19 on social protection and vulnerable groups which may, in turn, further exacerbate tensions/conflict dynamics in the country. These adjustments will be made without modifying project outcomes, outputs and budget lines:

.Output 1: Meaningful citizen engagement on the monitoring and review of the implementation of the TSP and formulation of the National Development Strategy 1.

Activities

Quarter 4 2020—Quarter 1 2021:

- Support National Development Strategy Consultations at the national and sub-national level from a peace lens, by using virtual approaches that employ social distancing

- Develop and disseminate self-learning materials on peace building

- Provide support to key state entities to regularly engage with key stakeholders through COVID-19 sensitive protocols

- Support media-led outreach on the TSP/NDS and peaceful co-existence, including providing tailored training programmes and using digital tools to foster outreach in the era of COVID-19

- Support the African Women's Leadership Network in the development of national strategies with women's voice and agency, using digital remote tools to promote inclusive participation of women in the era of COVID-19.

Output 2: Improved dispute resolution services and social protection systems design in marginalized and at-risk communities

Activities

Quarter 4 2020—Quarter 1 2021:

Development of a social protection handbook- including sections on shock responsiveness and crisis modifiers in view of the COVID-19 induced vulnerability.

Development of a social protection Community Based Feedback Mechanism including the COVID-19 specific interventions such as cash transfers targeting the informal sector that has been severely disrupted by COVID-19.

Engage a Consultant/firm to conduct a social protection targeting review, building on recommendations from Social Sector review 2019, that stressed inefficient beneficiary targeting as source of conflicts. The review will support efficient and accountable targeting, promotive of peace and social cohesion and influence COVID-19 response on social protection programmes like Cash Transfers for people in informal sector, affected by COVID-19 restrictions.

The PBF will support training of government staff in peace building, social cohesion and gender (informed by Social Protection Handbook, targeting review) to create a pool of Government Peace Building Champions/Master Trainers, that will cascade the training with social service delivery beyond the life-span of the PBF.

Develop and operationalize an integrated mechanism for early detection of areas of potential conflicts and disputes as a basis for informing appropriate prevention measures

Capacitate Independent Commissions (chap 12(ZHRC, ZGC, NPRC)), for democracy & constitutionalism, with a COVID-19 adapted lens to their respective constitutional mandate

Integration of peace building in the delivery of social protection programmes including social protection programmes that are responding to COVID-19

Output 3: National healing and reconciliation strategy implemented by the NPRC in partnership with key stakeholders

Activities

Quarter 4 2020—Quarter 1 2021:

Convene high-level confidence building sessions with key state institutions on the NPRC Strategic Plan, with a focus on addressing the adverse impacts of COVID-19
Capacitate and re-orient existing development committees on gender, peace and reconciliation issues

Design and test run of national truth telling programme as a baseline for initiating a national healing process as per Output 1.1.1 of the NPRC Strategic Plan, with COVID-19 adapted tools

Provide seed funding to the NPRC to kickstart healing and reconciliation initiatives as per the NPRC's Operational plan including the truth telling programme in the context of virus' disruptive effects

Reorient support to, Zimbabwe Human Rights Commission; Gender Commission to initiate strategies in accordance to their mandates that contribute to promotion of

	<p>gender sensitive peacebuilding in the country and mitigate impacts of COVID-19 violations</p> <p>Support to NRPC's COVID-19' cognizant Social Cohesion & Reconciliation Index (SCORE), Conflict Early Warning & Early Response (CEWER); Conflict mapping baseline & Social protection handbook digital adjustment in the context of <i>new normal life</i></p> <p>Support to pandemic adapted conflict prevention & alternative dispute resolution (legal aids, complaints handling, investigations across Peace committees (PCs) & confidence building (NRPC-Police, Parliament & Army) on peace & order flexible to virus' impact</p> <p>With project delivery as at August currently at 73%, RUNOS are working towards delivering 75 % of the 2nd Tranche by 15 September 2020 and subsequently make the request for the 3rd tranche. This will be based on the revised workplans and results framework (see annex B). All project activities, including the final project report and all preparations for the independent final project evaluations will be completed by the new project end date of 19 February 2021.</p>
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Budget impact**Brief justification for amendment:**

Any changes to the project document must be in RED colour or in TRACKED CHANGES, ensuring a new result framework and budget tables are included with clearly visible changes. Any parts of the document which are not affected, should remain the same. New project signatures are required. (see NCE form page 3)

All changes to the prodoc are highlighted in yellow

PROJECT SIGNATURES:

Recipient Organization

Name of Representative: *[Signature]* Van Montfort

Signature *[Redacted]*

Name of Agency: *[Redacted]*

Title: Resident Representative

Date & Seal

**Representative of National Authorities**

Name of Government Counterpart: Dr. M.J.M. Sibanda

Signature *[Signature]*

Title: Chief Secretary – Office of the President and Cabinet

Date & Seal

**Recipient Organization**

Name of Representative: Delphine Serumaga

Signature *[Redacted]*

Name of Agency: UN Women

Title: Country Representative

Date & Seal

UNWOMEN Zimbabwe
Ground Floor, Block 9
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Fax: +263 4 338778
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Recipient Organization

Name of Representative: Laylee Moshiri

Signature *[Redacted]*

Name of Agency: UNICEF

Title: Representative in Zimbabwe

Date & Seal 2/9/20

**Head of UN Country Team**

Name of Representative: Maria Ribeiro

Signature *[Redacted]*

Title: UN Resident Coordinator

Date & Seal

**Peacebuilding Support Office (PBSO)**

Name of Representative: Oscar F. Taranco

Signature *[Redacted]*

for/
Assistant Secretary-General, Peacebuilding Support Office

Date & Seal

September 17, 2020

I. Peacebuilding Context and Rationale for PBF support (4 pages max)

Introduction

Zimbabwe is at a critical juncture in its political and socio-economic transition following the events of November 2017 and the 2018 harmonized election on 30 July. The change in leadership for the first time in 37 years saw an opening of the democratic and political space where the new government seeks to sustain re-engagement efforts, attract FDI, restore confidence in its politics and transform the economy. There is a recognition that Zimbabwe's development trajectory has been beleaguered by episodes of violent conflict – some of whose historical structural sources linger on and recur now and again with women and children often bearing the brunt. A 2016 report by a local research organisation – Research Advocacy Unity - indicated that 62% of the women sampled experienced physical violence in the 2008 elections, up from 20% in 2005 and 19% in 2002 respectively. While the 2018 pre-election period was mostly peaceful, hate speech against women candidates and sexual harassment of women in leadership increased in the period leading to the 2018 elections and contributed to the negative portrayal of women in politics⁵. The two major Political Parties in Zimbabwe fielded less than 10% women candidates.

Response to the demonstrations after the 30 July elections were marked by violence and the Commission of Inquiry established to investigate the post-election violence made recommendations to the GoZ to improve socio-political freedoms. This incident brought to the fore residual conflict risk factors such as deep polarization in political discourse; a culture of intolerance across the political divide characterized by cases of intimidation, mistrust and fear; as well as concerns regarding the role of the security sector in civilian spaces and exposed fractures within the social fabric of society. These risk factors, including the transformation of the economy, will need to be mitigated and effectively managed to ensure Zimbabwe achieves its development aspirations during this transition.

The Corona virus pandemic that has swept across the world and its impacts have also been felt in Zimbabwe. Some of the challenges experienced relate to disruptions in the education system, deterioration of social protection and safety nets, inability of those in the private and public sector to continue to work. As of 5 August, the country had confirmed over 3128 cases of COVID-19 and 81 deaths, indicating a peak since the outbreak. Since 30 March 2020, the country has gone under national lockdown, with some relaxation since 1st of May for the economic sector to resume (level 2 of lockdown). On 16th of May, the President declared the extension of the Level 2 lockdown for an “indefinite” time, with assessment very two weeks. This pandemic is hitting Zimbabwe at a particularly difficult time, where the support of the humanitarian community has been crucial in saving lives and livelihoods. The pandemic has revealed structural weakness on lack of social cohesion inhering in the Zimbabwean communities and further weakened Government's capability to respond preventive and response measures to mitigate pandemic impact as well as build peace and cohesion in communities.

Following the inauguration in August 2018, the Government of Zimbabwe (GoZ) announced a Transitional Stabilisation Programme (TSP) - an ambitious agenda of far reaching governance and economic reforms intended to secure the political transition and attract international investment. The TSP signals government intention to embark on the

⁵ IFES VAWI report

implementation of a national development policy and programme towards Zimbabwe's Vision 2030. The initial two-year (October 2018-December 2020) Programme will be followed by two five-year national development plans. The Programme prioritizes fiscal consolidation, economic stabilization and growth, but also includes a governance reform section focusing on rule of law, access to justice, democratization, respect for human rights, national unity, peace and reconciliation, and alignment of statutes to the constitution.

It is important to note that the TSP outlines bold governance reform areas and guarantors of the economic development agenda, and many see this as good indicator of GoZ commitment to transforming the governance and economic spheres both of which are key determinants in restoring confidence among the peoples of Zimbabwe and beyond. It identifies broad-based citizenry participation in national and socio-economic development programmes as one of its underlying values and objectives. Part VII of the TSP places national unity, peace and reconciliation as one of the five priority governance reforms, advocating for the need to 'promote unity across the country and healing wounds of the past as an opportunity to foster peace, reconciliation and harmony (Page 297).' In addition, the TSP also specifically outlines implementation of gender sensitive programmes and projects, targeting women and the youths as one of the six key milestone areas and one that deliverables will relate to and be measured against (Page. 292).

Whilst welcoming with optimism the political transition in Zimbabwe and the prospect presented by the TSP, there is now an opportunity for partnerships built on trust and confidence between the government, institutions mandated to promote peace, civil society, development partners, financial institutions, and the private sector to advocate for the adoption of strategies that prioritize the intersection between peace and development. Such strategies should be able to identify and mitigate risks/shocks that could derail progress in the implementation of the TSP in the lead-up to the next five-year national development plan. The development of the National Development Strategy will build, on not only the achievements of the TSP, but also build on or improve on some of its shortcoming. The NDS will take a consultative and participatory approach, with peace lense , which will allow or facilitate citizens' participation & social cohesion.

With this brief background in mind, this proposed project aims to sustain peace initiating confidence and trust building measures during Zimbabwe's transition. This will be achieved through three inter-linked output areas - namely: 1) Promoting meaningful participation of citizens – including women and youth in monitoring the implementation of Transitional Stabilisation Programme; (2) Improving dispute resolution services and social protection systems design in marginalized and at-risk communities; and (3) Advancing national peace and reconciliation. The goal is to contribute towards a conducive environment for peaceful co-existence, trust and citizen participation in development processes.

The above broad-based approach is in line with the UN Country Team's strategy for the transition period that prioritizes UN's integrated efforts towards supporting Zimbabwe to undertake solid reform efforts to sustain peace and development. The three inter-linked output areas of the proposed PBF feed into UN's proposed Peace and Democracy Facility – a mechanism for strengthening coordination and providing a dedicated space to interface between various actors on peace, reconciliation and governance reforms. Catalytic support from the PBF will therefore kick-start the platform for inclusive dialogue that would enable the Government, citizens and development partners to work collectively in support of sustainable peace, conflict prevention and development. The envisaged Mid-Term Review of the 2016-2020 Zimbabwe United Nations Development Assistance Framework (ZUNDAF) in Q.1. 2019 would provide further opportunity for re-prioritization and

necessary adjustments to the ongoing strategy in support of the Transitional Stabilisation Programme.

Peacebuilding Context

The 2018 harmonized elections saw significant improvement over elections in 2008 and 2013, including the invitation to international observers outside Africa for the first time in two decades. Polling day remained peaceful and resulted in the highest ever voter-turnout at 85%. Despite the spirited attempt by the government – following the clarion call by the President, CSOs and police for peaceful elections - the immediate post-election period was unfortunately characterized by sporadic demonstrations mainly in Harare wherein shops were vandalized. In the process of disbanding demonstrators, violence ensued; six people lost their lives (including a woman); alleged cases of human rights violations were reported; and the presidential election outcome was contested by the opposition, who questioned the credibility of the entire process. Despite the Constitutional Court ruling – upholding the election of President Mnangagwa, certain segments of the Zimbabwe population remain skeptical and disengaged.

Despite all the efforts made in the run up to the 2018 elections to campaign for more gender equitable representation as enshrined in the Constitution's Sections 17 and 56, Zimbabwe has regressed in terms facilitating an enabling environment for women's participation in politics. While the percentage of women in parliament did not decrease significantly (35.4% in 2013 to 34.5% in 2018), the representation at local government level dropped from 16.2% in 2013 to 13.3% in 2018. Women however, actively participated in the elections as voters with women comprising 54.3% of the registered voters compared to 45.7% men. The new 45-member executive which includes ministers, deputy ministers and ministers of State, constitutes of 31% women. It is worth noting that this is an increase from 24% in the previous government and Zimbabwe has its first-ever female Minister of Defense. Physical and sexual violence against women in politics has been common and works as a deterrent not just for potential women candidates but even for ordinary supporters and voters.⁶ With the advent of technology, a new form of violence has emerged targeting politicians with a specific twist towards women, i.e. cyberbullying.⁷ Violence against women in elections through the use of social media to threaten, humiliate and coercively deter Zimbabwean women from taking on active roles in politics and civic life was more visible in the 2018 elections as compared to previous ones⁸. Findings show that 60% of violent discourse and related content in the political space from January 2018 to April 2018⁹ was directed towards women.

These post-election events have underscored the polarization of society across political and social divides and highlighted the structural challenges and gender biases that must be addressed to consolidate Zimbabwe's democratic transition. Among them is the depth of polarization along political, ethnic and regional lines driven by a culture of intolerance across the political divide characterized by cases of intimidation, mistrust and fear; as well as concerns regarding the role of the security sector in civilian spaces.

The Transitional Stabilisation Programme acknowledges policy reform initiatives of the New Dispensation to stimulate domestic production, exporting, rebuilding and transforming the economy to an Upper Middle-Income status by 2030. However, women and youth's

⁶ RAU (2010), "When the going gets tough the man gets going!" *Zimbabwean Women's views on Politics, Governance, Political Violence, and Transitional Justice*. Report produced by the Research and Advocacy Unit [RAU], Idasa [Institute for Democracy in Africa], and the International Center for Transitional Justice [ICTJ]. November 2010. Harare: Research & Advocacy Unit

⁷ <http://genderlinks.org.za/news/cyber-bullying-an-emerging-threat-to-female-leadership/>

⁸ International Foundation on Electoral Systems. *Violence Against Women in Elections: An IFES Assessment*. 2018

⁹ *ibid*

confinement to low-productivity activities in the informal economy remains a concern¹⁰. The cyclic and systemic nature of these risk factors and particularly the gendered effects on women has also raised questions on the willingness to address historical grievances related to human rights violations and abuses in the past such as Matabeleland, Murambatsvina, 2008 post-election violence among others. The decision by the President to appoint a seven-member Commission of Inquiry to investigate the post-election violence has been mostly welcome. There is a need in the country for institutional and human capacities to anticipate and mitigate conflict risks; mobilize responses in a peaceful manner; and protect at-risk populations – especially women, youth and the elderly (*whose participation in peace processes is limited*) while ensuring non-recurrence of violence. In addition, there are concerns regarding the scale and capacity of existing social assistance and safety net mechanisms to protect vulnerable populations during moments of conflicts. Initiatives expected to serve as safety nets – e.g. food aid and other assistance and services - have at times been used as levers of exclusion rather than protection – especially for vulnerable populations including women.

The enactment of the NPRC Act and the subsequent development of its 5-Year Strategic Plan provides an entry point for initiating healing and reconciliation a key strategy for fostering unity and rebuilding relationships of trust and adopting inclusive approaches to reach those left behind within the Zimbabwean society. The NPRC is mandated by the Constitution to ensure post-conflict justice, healing and reconciliation; break the culture of impunity that has characterised the country's conflict trajectory; deal with the country's conflictual past and institutionalise mechanisms for peaceful resolution of conflicts. This is in line with Part VII of the TSP that advocates for the 'promotion of unity across the country and healing wounds of the past as an opportunity to foster Peace, Reconciliation and Harmony (Page 297).'

Promoting unity across the country and healing wounds of the past lies squarely under the mandate of the NPRC working in collaboration with other national institutions. Critical to this process is addressing grievances (new and old) calls for inclusive peace processes informed by priorities of affected communities. In early 2018, the NPRC convened consultative forums in all 10 provinces (*Mutare, Bulawayo, Manicaland, Mashonaland Central, Mashonaland West, Masvingo, Matabeleland North, Matabeleland South and Midlands Provinces*) to gather views from citizens on their grievances, key threats to reconciliation, existing avenues for facilitating healing and the potential role of the NPRC in the broader peace and reconciliation agenda. This process saw the participation of civil society, faith institutions, government entities, women and youth groups, with over 1,800 key stakeholder representatives across the country engaged. The consultations spelt out the main conflict epochs, their impact on various sections on society including youth and women. Findings from the consultations formed the basis upon which the Commission's five-year strategic plan was drafted.

The NPRC 2018-2022 Strategy also seeks to mainstream issues of "*Women, Peace and Security*" in its programmatic priority, which is also linked to the broader UN agenda that re-emphasizes the links between gender inequality and the potential for violent conflict.

Historical factors have also played a considerable role in creating inequality fault lines and fissures that have consistently been cited as drivers of conflict, expressed through tribal and political party lines. Communities considered marginalized like the Matabeleland region and pockets in other provinces like Manicaland, Masvingo, Midlands and the Mashonaland

provinces feature prominently as conflict hotspots. A key investment to reduce conflict and foster peace thus far has been through setting up of a social protection system that could aid in addressing some of the inequalities and marginalization. Hence, the majority of families in these regions rely on government and development partner-provided social protection benefits. However, over the years, these systems have suffered from the economic downturn; some schemes have completely collapsed while others have substantially contracted. With that, transparency and accountability of the overall system has resulted in mistrust in the government's capacity to deliver basic services. This has exacerbated the pervasive conception of exclusion due to structural (or institutional) barriers such as policies, social relations, norms and values that block the attainment of livelihoods, human development, and equal citizenship.

Furthermore, social protection systems and transfers that lack transparency, accountability and equity have at times been used as an instrument of power and control, causing further exclusion, polarization and abuse along political lines – and in turn undermining cohesion and peacebuilding efforts. It is therefore critical that the design and implementation of social protection systems and their governance is guided by gender and conflict-sensitive principles. It is for this reason that the UN, through the PBF, intends to invest in more progressive design of a social protection system that minimizes the risks associated with governance and delivery of SP programmes in the current context, and enhance transparency and accountability. This will be done through supporting enhanced capacity of key actors and institutions to plan, coordinate and provide social protection in gender and conflict sensitive ways that take into consideration historical and structural factors of marginalization, ethnicity and tribal fault lines. In conflict hotspots of Zimbabwe, processes related to targeting, selection and enrolment, delivery systems and practices, and grievance and redress mechanisms require a thorough review through conflict-sensitive lenses to ensure transparent, accountable and transformative use of social protection as an equity enhancer and a platform for strengthening local capacities for peace and building social cohesion.

Despite the recognized contributions to peacebuilding, social protection services delivered poorly can worsen the situation on the ground, causing conflict and in turn affecting people's perceptions of government. Applying 'do no harm' principles to programming in this area may therefore help to mitigate the potential of conflict and delegitimizing effects of bad service delivery – especially that which is viewed as unfair or which exacerbates existing inequalities. In this regard, it is vital to ensure that services respond to context specific conflict drivers, especially those that have the potential to cause communities to (re)lapse into conflict. In addition, there is need to pay more attention to the quality of services, including strong systems for ensuring accountability and grievance redress. Further, developing peacebuilding-responsive mechanisms for effective targeting, defining the appropriate modes of service delivery based on the local context and setting up the grievance measures is critical in addressing inequalities and exclusion. Building the capacity of government and civil society in conflict-sensitive policymaking and programming – using a peacebuilding lens in order to create catalytic peacebuilding impacts becomes imperative. The central argument within this process is that public administration and social services – delivered in an effective and equitable manner – can meaningfully contribute to peacebuilding as, they can: address grievances that underlie or have potential to trigger violent conflict (especially those induced by perceptions of inequality) as well as offer a means for the state to engage vulnerable sections of society.

Deepening capacities for prevention of violence therefore, addressing grievances (*old and new*) and protection of at-risk populations is a vital investment during this transition. This is

because - as illustrated in the Pathways for Peace Report – transitions are complex, non-linear and often have the likelihood of facing setbacks. Secondly, building confidence and trust requires investments that allow for inclusive national visioning processes through dialogue and civic engagement, particularly of youth and women. For Zimbabwe, expanding the scope and space for sustained stakeholder coalitions in the implementation and monitoring of the TSP will go a long way in fostering national ownership – and in turn mitigate the risk of frustration and disenchantment.

Government Commitments, Policy Plans and Rationale for PBF Support

The fundamental principles that underpin this project proposal are anchored in the 2013 constitution and its implementation.

On 2 October 2018, the Government approved a Transitional Stabilization Programme (TSP) (2018-2020) signaling government intention to embark on the implementation of a national development policy and programme towards Zimbabwe's Vision 2030. The TSP prioritizes fiscal consolidation, economic stabilization and growth, but also includes a governance reform section focusing on rule of law, access to justice, democratization, respect of human rights, national unity, peace and reconciliation, and alignment of statutes to the constitution. It further recognizes the need for the full participation of citizens through empowerment of women and youths, while also bringing to the fore key issues that improve the welfare of the historically marginalized groups, including persons with disabilities (PWDS).

On 18 October 2018, the National Peace and Reconciliation Commission (NPRC) launched its five-year strategy (2018-2023). Mandated by the constitution, its mission is to unite Zimbabweans for sustainable peace by developing mechanisms for resolving violent conflicts of the past and institutionalizing approaches for preventing their recurrence in the future. One of the guiding principles of the NPRC Strategy relates to the promotion of diversity and inclusiveness, in this regard, all Zimbabweans regardless of gender, age, race, faith, and abilities shall be included and will participate in the work and processes of the Commission. For the past three years, effort was invested in providing the legislative framework, guidelines and procedures that will govern the work of the NPRC. From 2017 to the 3rd quarter of 2018, investments were made towards a bottom-up strategic planning process for the Commission. With the 5 Year Strategy now in place, the PBF will support the NPRC to start implementation without much delay, thereby taking steps in meeting the high expectations of the citizens regarding the country's long-awaited and needed healing and reconciliation process. The lack of Government-led healing and reconciliation initiative (including dealing with the past) has, over the years, remained the 'missing piece' in Zimbabwe's peace consolidation efforts.

Issues of peace and social cohesion have received high-level attention within Government with a portfolio created at the level of Vice President to oversee this work. Additionally, high-level commitment was demonstrated through the appointment of a Special Advisor in the Office of the President immediately following the change in leadership in November 2017. At the national level, the international community¹¹ through a multi-donor programme seeks to enhance the capacity of CSOs to meaningfully engage with the Government on peace, human rights and governance issues. Women have continued to play a central role in advancing the peace agenda at the community level however, their participation in national level processes needs to be further strengthened. This will facilitate effective response and redress.

¹¹ Development partners supporting the broad Peace, Human Rights, Governance area include the EU, DFID, Switzerland, Netherlands, Germany, Sweden

The 2015 UN SG Global Study on, Preventing Conflict, Transforming Justice, Securing the Peace, indicates that women's engagement in peace and security increases the likelihood of successful peace mediation, conflict resolution and negotiation efforts. Yet in Zimbabwe, women continue to be absent or under-represented in the peace and security architecture and processes. For example, all the mediation efforts during periods of heightened conflict have been led by men and the teams are male dominated. There was only one woman at the Lancaster House Negotiations in 1979; during the Unity negotiations of 1985-1987, women were marginally represented; and during the Government of National Unity (GNU) formation process, only one woman was part of the negotiation team of political parties. This is exacerbated by the fact that there are hardly any women in key decision-making positions especially in the security sector; as such, it follows that there will be few if any at the negotiating table. Most important is that the conspicuous under-representation of women leads to women-specific needs and concerns being left out of the agenda or worse still underplayed resulting in agreements that often do not address these. The implementation plans and priorities that are drawn as well as proposed approaches and methodologies often further marginalize and at times even re-traumatize women. Despite women's exclusion at the negotiation table they have continued to play a significant role of promoting healing in their communities and facilitating reconciliation. In response to the women's exclusion as well as the impact of violence on women and girls, Section 9 of the NPRC Act, makes provisions dealing with gender and mandates the Commission to establish a specific unit to develop guidelines and rules on how the commission will mainstream gender in its work.

In 2017 Zimbabwe took part in the development of a Regional Strategy on Women, Peace and Security initiated by the SADC Secretariat's Gender Unit and Organ for Politics, Defense and Security Corporation. The Strategy calls on all Member States to develop a National Action Plan (NAP) on Women, Peace and Security as a preventive but also gender responsive mechanism for addressing peace and security challenges when they do occur.

This project therefore, will provide opportunity to mobilize for promoting a robust Women, Peace and Security agenda in Zimbabwe in line with the United Nations Security Council Resolution 1325 (UNSCR 1325) and subsequent resolutions. Another key stakeholder group is the youth, and the project will contribute to enhancing the participation of youth in peace processes at all levels. Both the UNSCR 1325 and 2250 provide good premise on the strategic importance of inclusion of women and youth as well as attendant benefits. The project will therefore be catalytic in translating the provisions outlined in the two instruments into demonstrable action in Zimbabwe.

The Constitution obliges the State to 'take all practical measures, within the limits of the resources available to it, to provide social security and social care to those who are in need'. The main framework governing these activities is the National Social Protection Policy Framework (NSPPF), approved in 2016 but not yet operationalized. It offers guiding principles for implementation and notes the institutional and financial context in which they are to be delivered. Several other policies governing parts of the social protection sector have been drafted over the last five years but not finalized. A National Social Protection Steering Committee under the NSPPF - consisting of government, UN, civil society and development partner representatives - has been established and provides the right platform to advance the dialogue on the identified key social protection investments. The PBF support provides an opportunity to enhance capacities of social protection governance and actors to deliver services in a gender and conflict-sensitive manner.

The Transitional Stabilization Programme, the NPRC strategy and creation of the Social Protection Steering Committee were supported by the UN under the 2016-2020 ZUNDAF. As part of auctioning these priorities, the UN, World Bank and the African Development Bank – in partnership with the Government and other stakeholders – have undertaken the first phase of a Joint Needs Assessment for Zimbabwe (JNAZ). The first phase of the JNAZ focused on data collection and resulted in 25 sector notes, which have fed into the TSP. JNAZ including risks and resilience assessments within the country also generated the much-needed baselines for the design of the programme. Should the government request a second phase, the JNAZ would most likely support defining needs and priorities that would support the first five years of the Government's Vision 2030 and the next ZUNDAF, both of which follow a 2021-2025 planning cycle. An evaluation of the current ZUNDAF is planned for the first quarter of 2019 to ensure alignment with the Government's new strategy and emerging national priorities. The deployment of this project comes at an opportune moment as its outcomes will feed into the review process and form a basis for an integrated / system-wide support to peacebuilding needs.

The UN-WB Pathways for Peace report - recently launched in Zimbabwe - offers specific recommendations and relevant examples to illustrate how UN's engagement can be catalyzed by the PBF. Firstly, it highlights that income growth and poverty alleviation are crucial but alone will not suffice to prevent the fraying of the social fabric. Sustaining peace, for all countries, requires addressing inequalities, grievances and exclusion. Secondly, the report asserts that peace is sovereignty enhancing and it cannot be enforced from the top. The best way to prevent crises in societies that reverse development and investment gains is to build an inclusive national vision through dialogue and civic engagement, particularly of youth and women. Thirdly, transitions are complex and often face setbacks. Ensuring that development strategies are risk-informed and based on coalitions of the private sector and civil society, can in turn contribute to the resilience of societies and social cohesion. Finally, sustaining peace and prevention of violence require working in broad-based partnerships. In this regard, experience shows that improving coordination between government and development partners can ensure that development objectives, activities, and additional investments can be deployed to mitigate risks. The UN's proposed Peace and Democracy Facility responds to this need for stronger coordination and dedicate space to interface between various actors on peace, reconciliation and governance reforms. The approach reinforces a key finding in the Pathways for Peace Report that actors and underlying causes must be addressed and reinforced alongside institutions to build sustainable development pathways and prevent escalation of violence.

II. Project Content, Strategic Justification and Implementation Strategy (4 pages)

a) Description of the project content

The proposed project will support interventions aimed at enhancing confidence and trust in the ongoing economic and governance transition in Zimbabwe. Anchored under the UN's Peace and Democracy Facility, the PBF investment will be catalytic in nature to influence other investments – including those related to social protection systems. Through this investments, national and sub-national capacities for inclusive dialogue, consensus building, and reconciliation will be improved – ensuring meaningful participation of women, youth, marginalized and communities at risk. Key interventions will ensure a common thread of systematic identification of key risk factors, including the differential impact of conflict on women, men, boys and girls; and resilience-building measures to accompany the transition process. A key element of building trust during the transition period is meaningful government action towards reconciliation and healing that addresses past grievances. This is

also a critical entry point to address other areas of needed reforms. The project responds to the governance priorities enshrined in the Constitution and the TSP and is aligned with the ZUNDAF that emphasizes the need for policy frameworks and national and sub-national levels for peaceful co-existence.

The project will include resources to support core State capacities under the coordination of the Office of the President and Cabinet – through the Vice President overseeing Peace and Reconciliation - in specific areas including risk analysis, scenario building, fore sighting, perception surveying and citizen engagement with particular effort to ensure the participation of women and youth. This will be complimented by downstream delivery of social protection and dispute resolution services to at-risk communities. This will include operationalization of the National Social Protection Framework, design of a conflict early warning framework and scaling up support to the ecosystem of inside mediators, faith-based organizations and civil society actors working in priority areas. Finally, technical, advisory, logistical support including seed funding will be provided to the NPRC and key stakeholders to kickstart the implementation of its 5-year 2018-2022 strategic plan.

Resources within the proposed ZIM-CATT Project will be allocated to ensure sufficient capacities to anchor the support to UN efforts at integrating key related programmes within the ZUNDAF as well as with development partners and establish a coordination platform / steering committee.

The PBF proposal seeks to:

- i. **Promote citizen engagement in monitoring the implementation of the Transitional Stabilization Programme**

The UN-WB Pathways for Peace Report points that the most effective way to prevent societies from descending into crises that reverse development and investment gains is to build an inclusive national vision through dialogue and civic engagement, particularly of youth and women. The TSP recognizes this, and that the success of the Programme will not only depend on Government efforts alone, but on a well-coordinated and collaborative multi-stakeholder approach. This Programme also places significant importance on the need for empowerment of women and youths, while also bringing to the fore key issues that improve the welfare of the historically marginalized groups, including people with disabilities. Most importantly, the TSP requires transparency and accountability by all stakeholders. The participation of citizens is vital for the transformation of the economy and realization of Vision 2030. Building on the above principles, support will be provided to core state entities such as key Ministries with a planning and service delivery mandate; oversight institutions e.g. Parliament and Independent Commissions, through the Office of the President and Cabinet to ensure sustained engagement and participation of citizens and key stakeholders in monitoring and review of the implementation of the TSP as well as in the visioning of the 2030 agenda.

To achieve this, the capacities of Government entities in collaborative leadership, participatory development planning, strategic foresight and risk analysis will be enhanced, especially those of women's rights and youth organisations. Women and youth becoming active participants in their own societies enables them to acquire a sense of efficacy which in turn ensures their continual and broadening participation in multiple spheres of their lives. For citizen engagement to be strengthened, Zimbabwe needs a strong and visible social network at the national, sub-national and community levels that is inclusive of women and men from all sectors; those in positions of power and formal authority; women, men, boys

and girls in communities; and which includes the voices and perspectives of women and girls who are most marginalized by the intersecting forms of discrimination and most affected by conflict. Platforms for social dialogue, such as the Tripartite Negotiating Forum (TNF), will be strengthened including outlining its guiding principles; re-positioning it as the Apex social compact making space and allowing for multi-stakeholder monitoring of the TNF implementation of and reporting on commitments while ensuring demonstrable national ownership of the same.

ii. Improving dispute resolution services and social protection systems design in marginalized and at-risk communities;

The ability of the Zimbabwean State (Executive, Legislature and Judiciary), the business community civil society and of each citizen, to find pragmatic and peaceful solutions to pressing challenges will be critical during this transition phase. One key lesson from the Pathways for Peace report is that transitions of this kind are not linear, rather complex and with marred with multiple risks. Enhancing the capacity of key stakeholders and strengthening their abilities for dialogue, collaborative leadership and promotion of conflict transformation, in a systematic and comprehensive manner will be key. Such capacity enhancement should help participants to understand the linkage between the personal and the collective; that institutions are a sum total of individuals that work in those institutions. Therefore, institutional transformation must of necessity commence with individual transformation. This will also require extending such capacities to the second tier of government - the local authorities; the traditional leadership which is perceived to be politicized; as well as the all-important education sector. In particular, such training and capacity-building, and the resulting peace-building opportunities and consultation processes, would have a positive effect on the judicious and constructive implementation of the TSP & NDS.

To further create a conducive environment for a transition, it is vital that conflict-sensitive models for designing social protection systems are adopted. This will minimize the risks associated with governance and delivery of SP programmes in the current context and enhance transparency and accountability of the programmes. Under the technical lead of UNICEF and WFP – providing support to the Ministry of Public Service, Labor and Social Welfare, the project proposes to build the capacity of key state and non-state actors to plan, coordinate and provide social protection in a gender and conflict sensitive manner - taking into consideration historical and structural factors of marginalization, ethnicity and tribal fault lines. Processes related to targeting, selection and enrolment, delivery systems and practices, and grievance and redress mechanisms require a thorough review through conflict-sensitive lenses to ensure transparent, accountable and transformative use of social protection as an equity enhancer and a platform for strengthening local capacities for peace and building social cohesion.

iii. Advance the national healing and reconciliation agenda in the country

Peace and National Unity is identified within the TSP as one of the key values and objectives anchoring aspirations of the Vision 2030 and a fundamental element of building trust between the government and its citizens. The Transitional Stabilisation Programme further spells out that economic reforms will be under-pinned by programmes and objectives towards national unity, peace and reconciliation; tolerance, freedoms of expression and association; the enforcement of the rule of law; political governance and democratization;

and respect for human and property rights. An opportunity is therefore provided through the NPRC and against its 5-year strategy to enable peaceful co-existence and tolerance. The mission of the NPRC is to unite Zimbabweans for sustainable peace by developing mechanisms for resolving violent conflicts of the past and institutionalizing approaches for preventing their recurrence in the future. With the launch of its strategic plan, an opportunity is presented for the NPRC to kick-start the much-awaited reconciliation process identified as an entry point for initiating key governance reforms for long-term peace. This support will include building multi-stakeholder partnerships at national, provincial and district levels to advance the peace and reconciliation agenda in the country.

b) Project result framework (see Annex B)

c) Project level ‘theory of change’

IF project partners support the participation of women, youth and previously marginalized groups in existing platforms for monitoring the implementing of the TSP, and if capacities for conflict prevention, protection of at-risk communities and inclusive reconciliation is enhanced, THEN there will be national ownership of the TSP leading to increased confidence and trust in the transition process thereby laying a solid foundation for long-term peace and sustainable development.

d) Project implementation strategy

Output 1: *Dialogue, engagement and accountability mechanisms for enhancing key stakeholder and citizen participation in the transitional stabilization programme are established and strengthened at national and sub-national levels.*

Investments towards fostering inclusive, collaborative and participatory processes of development planning and implementation have potential of solidifying social bonds between citizens and their leaders. Given the legacy of centralized / top-down governance and development planning, the TSP provides opportunity to inculcate a culture of sustained engagement that breeds ownership, fosters accountability and transparency in the delivery of development services. Under this output area, the project will support the Government in operationalizing the three-tier implementation architecture of the TSP. The three levels include: A National Steering Committee chaired by the Office of the President and Cabinet; a technical steering committee chaired by the Ministry of Finance and Economic Development; and Thematic Steering Committees co-chaired by line Ministries. At every level of the governance structure, provision is made for participation of line ministries in accordance with their mandates, development partners, IFIs, civil society and the private sector. While this framework is provided for, it has neither been established nor operationalized.

Implementation modalities will be as follows: the Office of the President and Cabinet (given its overall coordination and monitoring mandate) will serve as the Government lead on this pillar, supported by the Ministry of Finance and Economic Development as the technical lead on the TSP. Capacities of OPC, Ministry of Finance and Economic Development and key line ministries in long term planning, strategic foresight, scenario planning, gender and conflict-sensitive development, collaborative leadership and citizen engagement will be enhanced through tailor-made training programmes. In addition, delivery units – including Foresight and M&E hubs - will be established within Government or strengthened where they exist. A broad spectrum of civil society organizations – including women, youth, labor, business organizations, faith institutions - will also be empowered both as active participants and an accountability measure to ensure that the interests and priorities of marginalized populations especially from rural areas are integrated in the engagements. Where possible, the participation of the most marginalized among women, youth, PWDs and at-risk communities will be sought, this will enable the most vulnerable to speak for themselves as well as amplify their needs and aspirations. CSOs will also be supported to translate the TSP into simple language so that citizens can engage from an informed perspective. Partnerships will be explored with the UNDP-supported Singapore Innovation Centre building on the work undertaken by the Global Centre for Public Service Efficiency on strategic foresight, scenario planning, and risk analysis as key long-term planning tools and as a means of strengthening South-South cooperation and experience-sharing.

Key interventions within this output area will lead to:

- i. Strengthened state capacities and skills – through targeted training in collaborative leadership, participatory and gender and conflict-sensitive development, strategic foresight, risk assessment and scenario building in development planning;
- ii. Sustained engagement through dialogue among civil society; other non-State actors and with Government on key economic and governance reforms outlined in the Transitional Stabilization Programme;
- iii. Strengthened multi-stakeholder platforms for engagement, dialogue and accountability on development issues at national and provincial levels in monitoring the implementation of the TSP. This will be in line with the Programme Implementation Architecture of the TSP that provides for coordination efforts between State Institutions, the UN, International Community and IFIs, representatives from business and civil society.

Output 2: Improved dispute resolution services and social protection systems design in marginalized and at-risk communities;

The process of building confidence and trust during this transition process will also depend on how Zimbabweans co-exist, resolve disputes when they occur and manage divergent views and opinions. As indicated in the context analysis, the post-election events underscored the need to strengthen the country's capacity to effectively mitigate conflict risks and prevent their escalation into violence.

Outbreak of conflicts frequently come with tremendous human costs and have potential to undermine development gains. Risk monitoring and early warning mechanisms are instrumental in sustaining peace and enshrining a culture of prevention. The UN-World Bank study – 'Pathways for Peace' report which shows that peace and development outcomes are intrinsically linked; with some of the greatest risks of violence today stemming from exclusion, marginalization and injustice, rooted in inequalities across groups. The report further notes that some of these risks are compounded by factors such as exogenous economic shocks, climate change and increased competition for resources. Under this project and drawing from the conflict prevention mandate of the NPRC and other key stakeholders, support will be provided to establish mechanisms for early detection of areas of potential conflict through collaborative and regular assessment and analysis of conflict related risks. Multi-stakeholder processes will then be initiated to translate the identified risks into preventative actions during the transition period and beyond. These interventions are premised on the need for proactive measures to build, strengthen and consolidate national and sub-national capacities that can transform, resolve and prevent violent conflict. This will be made possible through inclusive processes that enable a leading role for women, youth and marginalized groups.

Deepening these mechanisms – including ensuring that social protection structures / processes deliver services in a conflict-sensitive manner will be key in ensuring peaceful co-existence. This is echoed in the TSP where it acknowledges that developing a new Zimbabwe will entail investing in processes that foster peaceful co-existence among various segments of the society, including those with divergent views from the majority. Investments towards strengthening structures for building community cohesion and delivery of social protection services have mostly been ad hoc, piecemeal and often uncoordinated. Within communities, they have taken multiple forms – ranging from local peace committees, youth peace clubs,

women peace committees, peace monitors, and social protection committees, among others. At national level, besides independent commissions like the NPRC, civil society organizations and faith Institutions have played a significant role in addressing localized disputes. Their outreach has however been limited when it comes to engagement with the security sector and political parties. In those instances where interventions have occurred, they have tended to be re-active rather than based on anticipative, well thought out and executed response thus raising questions about the capacities for timely response even when early warning has been given. Consolidating these capacities, further strengthening those that exist, while also building new abilities across key sectors of society will be a key priority during this transition period.

A multi-level approach will be adopted within this output – targeting key sectors at national level – namely political parties, parliament, independent commissions, academia, private sector, and the security sector that ensures most vulnerable communities and individuals are targeted and no one is left behind. At the sub-national levels, an assessment will be undertaken at inception phase of the project to gauge the residual capacities and needs of local peace structures. Institution and individual capacities for gender mainstreaming shall be an integral part of this assessment. While innovative capacity enhancement initiatives will be designed and delivered within the scope of this project, the expectation is that the assessment will be beneficial to other development partners supporting peace efforts and might therefore provide a framework for broader coordination and partnership in the enhancement of existing capacities.

Interventions under this output will lead to:

- i. A common understanding among key stakeholders on the conflict risk factors, existing preventive capacities (both institutional and human) and need for them in key sectors of society;
- ii. A collaborative strategy for regular and joint-assessment and analysis of conflict risks to inform the design of appropriate preventive actions and/ or intervention strategies;
- iii. A pool of facilitators – including women and youth across key development sectors with capacity to assist stakeholders during this period and beyond to collaboratively and peacefully find pragmatic solutions to potentially conflictual situations;
- iv. Strengthened capacity of civil society, women and youth organizations to utilize social accountability tools in monitoring implementation of the TSP at sub-national level;
- v. Documentation of innovative initiatives as proof of concept by key peace and social protection actors, structures, stakeholders, institutions and individuals in accompanying sectors of society to diffuse tensions, mitigate conflict risks, prevent violence and provide safety nets to at-risk communities and resultant transformation at community and household levels in particular.
- vi. Support vulnerable and at-risk populations with social protection services

Output 3: *National healing and reconciliation road map developed and implemented by the NPRC in collaboration with key stakeholders*

The TSP, drawing from the National Peace and Reconciliation Act of January 2018, recognizes the importance of healing wounds of the past and providing an opportunity to foster unity, reconciliation and harmony. In Zimbabwe, the lack of Government-led healing and reconciliation efforts has been a source of disunity and social fragmentation – undermining nation building processes. The enactment of the NPRC Act in January 2018 and launch of the Commission's Strategic Plan in October 2018 can be seen as demonstrable

commitment by the country to embark on the process of dealing with the past; facilitating justice, restoration and institutionalizing mechanisms for durable peace in the country.

Healing and reconciliation processes are long term efforts that will out-live the 5-year tenure of the NPRC. Prioritising the NPRC in the TSP as well as grounding it as a core value in majority of political party's election manifestos including that of ZANU PF's was positively received across board. The general sentiment now is that kick-starting the reconciliation process itself – after 5 years of inactivity - will contribute immensely in allaying concerns about lack of political will to deal with the country's past. If the process is rolled out effectively, it will aid in instilling confidence in the current government and transition process as well as influence participation in the TSP by all segments of society whilst fostering unity and cohesion among Zimbabweans.

Given the important and sovereign nature of this undertaking, the UN's role in this process will focus on enhancing NPRC, State and CSO capacities for national healing and reconciliation with the following expected results:

- i. An operational plan drawn from the strategy and informed by an NPRC-led inclusive outreach, awareness raising and consensus building programme. The operational plan will sequence and prioritise the key areas of engagement by the NPRC as well as outline commitments by key state and non-state actors towards the reconciliation agenda. It is expected that the operational plan will form the basis for broader coordination of support from the international community to the reconciliation process;
- ii. An NPRC strategy for dealing with the past-which will among others include a context-specific and locally led truth telling programme; mechanisms and structures for providing support to persons affected by violent conflicts; home grown approaches for making amends and guaranteeing non-recurrence of future violence.
- iii. Technical support to the NPRC to operationalise its Section 9 mandate on gender and ensure gender is well mainstreamed in the crafting and implementation of the operational plan. This will ensure that Gender is mainstreamed, women's representation and effective participation in the peace and security architecture and processes is enhanced so as to improve the peace and security outcomes in Zimbabwe;
- iv. Sector-specific strategies outlining how they propose to support and complement the efforts of the NPRC in dealing with the past, promoting justice, restoration; healing and reconciliation in a complementary and well-coordinated manner;
- v. National and pilot district-level peace and reconciliation committees as well as thematic committees will be established and strengthened. These committees will bring together state and non-state actors at different levels and will serve as avenues for prioritising region-specific reconciliation efforts. Based on lessons and good practices, opportunities for scaling up will be explored.
- vi. Key policy and legislation recommendations for advancing reconciliation by the NPRC to relevant State institutions including parliament.

a)

b) Annex B: Project Results Framework

Project Objective: To contribute towards enhancing citizen's confidence and trust in the transition process in Zimbabwe				
Outcome	Outputs	Indicators	Means of Verification/ frequency of collection	Indicator milestones
<p><u>Outcome</u></p> <p>Improved national capacities for inclusive dialogue, consensus-building and reconciliation, with participation of women, youth, marginalized and at-risk groups</p>		<p>Outcome Indicator 1.1: Number of joint Government, CSO, Development Partners and IFI's gender-responsive actions plans and resolutions on the progress made in implementation of TSP and developing the National Development Strategy 1 (NDS) 2021-2025 with peace lens</p> <p>Baseline: 0 Target: 8</p> <p>Outcome Indicator 1.2: Evidence of timely response to conflicts and delivery of conflict-sensitive and gender responsive social protection services</p> <p>Baseline: 0 Target: Based on perception and stakeholder satisfaction surveys</p> <p>Outcome Indicator 1.3: Number of recommendations by the NPRC, CSOs, FBOs and Victim Groups adopted by parliament for implementation</p> <p>Baseline: 0 Target: 2</p> <p>Outcome indicator 1.4: evidence of increasing confidence and trust by citizens and key stakeholders in the transition process</p> <p>Baseline 0 Target: Based on regular perception surveys of citizen perception surveys on</p>	<p>Reports from the NDS consultations Implementation Architecture</p> <p>Ministry of Finance Report</p> <p>CSO and Media Report</p> <p>NPRC Annual Reports</p> <p>Project Regular Reports</p> <p>NDS 1 (2021-2025)</p>	<p>Endorsed terms of reference for the Multi-Stakeholder Platforms</p> <p>Dialogue and consensus building forums</p> <p>Development of the NPRC Operational Plan</p>

<p>List of Activities</p> <p>Training targeted state entities with planning, service delivery and oversight mandates in collaborative leadership. Dialogue facilitation, participatory planning, gender and conflict sensitive development, strategic foresight, risk assessment, scenario planning with emphasis on promoting women's leadership and participation</p> <p>Support key state entities to develop strategies that are gender responsive for engaging with citizens in the process of implementing specific TSP/NDS reform areas</p> <p>Support creation of platforms for interaction between women's civil society and rights groups with key stakeholders to ensure inclusive participation in development of the NDS</p>	<p>Output Indicator 1.1</p> <p>Strategic Plans (including Annual Work Plans) for targeted institutions developed demonstrating strategic foresight, long term planning, gender and conflict sensitive development.</p> <p>Baseline: 0 Target: 8 (from key state institutions)</p> <p>Output Indicator 1.2</p> <p>Standardized capacity enhancement handbook with trainer of trainers (ToT) guide developed for fresher-purposes and orientation of future senior Government officials and departments</p> <p>Baseline: 0 Target: 1</p> <p>Output Indicator 1.3</p> <p>Percentage of trained senior civil servants (at permanent secretary, principal director and deputy director level) technically lead the strategic planning disaggregated by gender</p> <p>Baseline: 0 Target: 75</p> <p>Output Indicator 1.4</p> <p>4 CSO-led progress review and consultative meetings on priority governance and economic reforms in the TSP and recommendations for the NDS (<i>participation disaggregated by gender, age, geographical representation, inclusivity of marginal areas and sex</i>) by 2020</p> <p>Baseline: 0 Target: 4</p> <p>Output Indicator 1.5.</p> <p>Percentage of gender responsive recommendations made by citizens that have been adopted / incorporated into national development processes and frameworks by 2020</p>	<p>Strategic Plan document, Annual Work Plan</p> <p>Institutional Progress Reports</p> <p>Capacity Development Plan, Annual Work Plan</p> <p>Project Progress Reports</p> <p>Strategic Plan document, Annual Work Plan, Progress Reports</p>	<p>Learning needs assessment of key planning institutions</p> <p>Approved terms of reference for the training and capacity building programme</p>	<p>Meeting Minutes, Progress Reports</p> <p>National Development Plan for Zimbabwe, Progress Reports</p> <p>Progress Reports, Institutional Reports</p>	<p>Resolutions and action plans from CSO engagements and respective platforms</p> <p>Joint Plans of action between CSOs and Government</p>
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	<p>Convene quarterly multi-stakeholder meetings at provincial (5) and district level (5) to assess and review progress made in the implementation of each of the 7 thematic reform areas identified in the TSP</p> <p>Convene at national level, 2 high-level multi-stakeholder consensus building and progress review meeting to identify strategies for addressing bottlenecks in the implementation of each of the 7 thematic reform areas identified in the TSP.</p> <p>Documentation and periodic dissemination of key outcomes to the public through multi-media channels (Including Radio-Programmes)</p> <p>Support National Development Strategy 1 (NDS1) Consultations with peace lens- The consultations to also ensure that input from TSP consultations are expressed in the NDS1.</p>	<p>Output Indicator 1.7. Number of high-level multi-stakeholder platforms meeting quarterly to take stock of the implementation of the TSP and development of the NDS.</p> <p>Baseline: 0 Target: 8</p> <p>Output Indicator 1.8. National Development Plan for 2021-2026 priorities identified and agreed through a consultative process.</p> <p>Baseline: 0 Target: 1</p> <p>Output Indicator 1.9. Percentage of Action Plans (including Key Performance Indicators) developed on priority national development issues including specific gender specificities in the TSP and NDS1</p> <p>Baseline: 0 Target: 30%</p> <p>Output Indicator 1.10. Percentage of Women's and Youth Organizations participating in the multi-stakeholder platform.</p> <p>Baseline: 0 Target: 30%</p>	<p>Project Progress Reports</p> <p>National Development Plan 2021-2026 Progress Reports</p> <p>Institutional Reports</p> <p>Institutional Reports</p>	Multi-Stakeholder Platform meeting with approved Terms of Reference

Output 2: Improved dispute resolution services and social protection systems design in marginalized and at-risk communities				
	<p>List of Activities</p> <p>Conduct an assessment of existing conflict prevention initiatives, (including social safety nets-social capital, food assistance, social care, targeting processes, networks, gender and power dynamics in communities with potential for conflict prevention), among key sectors at national and sub-national levels</p> <p>Develop a capacity enhancement plan that is gender and age responsive to be presented to key stakeholders including government and development partners.</p>	<p>Output Indicator 2.1.</p> <p>National Assessment Report (outlining the existing capacities and gaps including social safety nets with a potential for conflict, with a capacity enhancement plan) produced.</p> <p>Baseline: No capacity assessment undertaken Target: 1</p> <p>Output Indicator 2.2.</p> <p>Number of key stakeholders who make use of the national assessment information to inform their institutional decision making, programming and policy engagement processes.</p> <p>Baseline: 0 Target: (20) 10 State including Independent Commissions; 10 CSOs (including Women and Youth Groups)</p>	<p>National Assessment Report</p> <p>Progress and Institutional Reports</p>	<p>Capacity assessment undertaken, and findings disseminated</p>
	<p>Develop a handbook and manual for policy makers and practitioners on how to deliver development services in a gender and conflict sensitive manner.</p> <p>Train and support a network of facilitators to assist stakeholders in collaboratively finding peaceful solutions to conflictual situations – including promoting gender and conflict-sensitive development practices.</p> <p>Develop capacities of relevant academic training institutions to integrate conflict transformation skills and commission relevant policy, relevant research and analysis to support conflict prevention and protection efforts.</p> <p>Provide a platform for young male and female University students to apply acquired skills in conflict transformation and governance through practical placement opportunities</p>	<p>Output Indicator 2.3.</p> <p>Gender and Conflict Sensitive programming tool for the social protection sector (containing a Grievance and Redress Mechanism, including conflict-sensitive targeting approaches)</p> <p>Baseline: 0 Target: 1</p> <p>Output Indicator 2.4.</p> <p>Trainer of trainers selected from the Social Protection Steering Committee equipped to deliver gender and conflict sensitive services in marginalized and at-risk communities.</p> <p>Baseline: 0 Target: 50</p> <p>Output Indicator 2.5.</p> <p>Network of peace facilitators (including community mechanisms, women and strategically positioned individuals (at national and sub-national levels) assisting stakeholders (40% being</p>	<p>Revised Social Protection Manual</p> <p>Progress Reports for partner and responsible organisations</p> <p>Progress reports from the project</p>	<p>Responses to peacebuilding needs mobilized</p> <p>Women and youth organisations participating in prevention and protection efforts</p> <p>Collaborating agreements for seed funded initiatives</p>

	<p>Conduct a Social Protection Targeting Review- to inform new targeting methodologies that foster peace building and social cohesion. Convene quarterly social protection sector coordination meetings (Social Protection Steering Committee) to assess progress made in ensuring gender and conflict sensitive delivery of services to at-risk communities. Support to NPRC (peace committees); Support to NPRC Social Cohesion & Reconciliation Index (SCORE), Conflict Early Warning & Early Response (CEWER); Conflict mapping baseline & Social protection handbook; Support to conflict prevention & alternative dispute resolution (legal aids, complaints handling, investigations across Peace committees (POs) & confidence building (NPRC-Police, Parliament & Army) on peace & order</p> <p>Develop and operationalize an integrated mechanism for early detection of areas of potential conflicts and disputes as a basis for informing appropriate prevention measures</p> <p>Assist women and youth organizations in rural and peri-urban areas to form networks with those at national level to strengthen participation in and promotion of peace in key social, economic and political processes.</p>	<p>women) to collaboratively find pragmatic solutions to conflictual situations</p> <p>Baseline: 320 Local Peace Committees (LPCs)</p> <p>Target: 320 (LPCs); 30 (Multi-sectoral insider mediators); 15 (women's and youth organisations)</p> <p>Output Indicator 2.6 Learning models for nurturing young women and men as peacebuilding leaders</p> <p>Baseline: 2018 Pilot Internship Fellowship with 6 Universities targeting 20 young students has been designed</p> <p>Target: Scale this up to 13 Universities benefiting 100 students by 2019</p> <p>Output Indicator 2.9. % of peacebuilding and social safety needs that have been resolved and addressed through timely responses</p> <p>Baseline: 0</p> <p>Target: 50%</p>			
Output 3: NPRC has in partnership with State institutions, CSOs, FBOs, Women and Youth Organisations designed and initiated the implementation of its 5-year strategic plan					
	List of Activities	<p>Develop a public engagement, communication strategy to guide NPRC's outreach and stakeholder processes</p> <p>Convene 10 pilot public outreach campaigns, one in each of the 10 district – significantly affected by historical cases of violence</p>	<p>Output Indicator 3.1. 5-year gender-sensitive operational plan with sequenced and prioritized activities designed through stakeholder consultations and consensus building efforts</p> <p>Baseline: 0</p> <p>Target: 1 Road Map (operational plan)</p>	<p>Healing and Reconciliation Operational Plan – with a roadmap</p> <p>Project Progress Reports</p> <p>NPRC Quarterly and</p>	Public awareness campaign held

	<p>Zimbabwe to increase awareness by citizens and promote ownership of the NPRC strategic priorities.</p> <p>Convene high level confidence building sessions with key state institutions on the NPRC strategic Plan.</p> <p>Support the development of an NPRC Operational Plan and Stakeholder engagement procedure as an outcome of the outreach and consensus building sessions.</p>	<p>Output Indicator 3.2. Number of key state and non-state institutions (especially those mandated to ensure accountability, gender equality, promote peace, protect human rights, guarantee justice, security and enforce rule of law) that have been engaged and developed action plans with activities to complement the NPRC in implementing its strategy</p> <p>Baseline: 0 Target: 4 Oversight institutions, Traditional Leaders, Security Services, Rule of Law Agencies, Political Parties)</p> <p>Output Indicator 3.3 Number of NPRC thematic, national, provincial and district committees that are operational and functional</p> <p>Baseline: 4 thematic committees established, but not operational, National, Provincial and Provincial Peace and Reconciliation Committees not established Target: 4 (thematic); 1 (National P&R Com); 10 Provincial</p> <p>Output Indicator 3.4 Number of recommendations adopted and actioned by the NPRC thematic, national, provincial and district-level committees</p> <p>Baseline: 0 Target: Establish (1 National Peace and Reconciliation Committee; 10 at Provincial Levels)</p> <p>Output Indicator 3.5 Number of gender specific recommendations adopted and actioned by the NPRC thematic, national, provincial and district-level committees</p>	<p>annual reports</p> <p>Parliamentary Reports</p> <p>Media and CSO reports</p>	<p>MOUs between CSOs and NPRC entered into</p> <p>Forums with state institutions held</p>
	<p>Induction and orientation of multi-stakeholder national, provincial and district peace and reconciliation committees.</p>	<p>Output Indicator 3.4. Number of CSOs and FBOs initiatives that advance NPRC efforts to promote an enabling environment for healing and reconciliation in targeted communities (disaggregated by location and thematic area of peace)</p>	<p>Progress Reports, CSO / FBOs Reports</p> <p>Parliament Hansard Reports</p>	

		<p>Baseline:0 Target: 10 MoUs at provincial level illustrating partnerships</p> <p>Output Indicator 3.5. Number of CSO-led policy engagements with State institutions on peace and reconciliation issues following the launch of the Strategic plan</p> <p>Baseline: 0 Target:10</p>	<p>Media Reports MoUs between NPRC and CSOs/FBOs</p>	
	<p>Design and test run of national truth telling programme as a baseline for initiating a national healing process a per Output 1.1.1. of the NPRC Strategic Plan.</p> <p>Provide seed funding to the Government and NPRC to kickstart healing and reconciliation initiatives as per the NPRC s Operational Plan including the truth telling programme.</p> <p>Convene quarterly National and Provincial level gender, peace and reconciliation committee meetings co-chaired by the NPRC and Provincial State Ministers to address issues emerging from district level consultations.</p> <p>Support CSOs, FBOs, Women and Youth Organizations to implement community-based peacebuilding programmes and contribute to a conducive environment for reconciliation in communities.</p>	<p>Output Indicator 3.6: NPRC Strategy for dealing with the past is developed in consultation with the state, civil society and persons affected by historical conflicts</p> <p>Baseline:0 Target: 1</p> <p>Output Indicator 3.7: Initiatives by the NPRC in collaboration with stakeholders for dealing with the past developed</p> <p>Baseline:0 Target: 3</p> <p>Output Indicator Number of gender specific, programmes, tools or initiatives initiated or established in line with Section 9 of the NPRC</p> <p>Output Indicator 3.9. Number of programmes, mechanisms and frameworks initiated and established respectively by the NPRC in collaboration with key stakeholders to facilitate long term peace and reconciliation</p> <p>Baseline:0 Target: 5</p> <p>Output Indicator 3.6. Number of legal and policy recommendations to ensure non-recurrence and facilitate assistance to persons affected by conflicts is submitted to state institutions including parliament</p> <p>Baseline:0</p>	<p>Parliament of Zimbabwe Hansard Reports</p> <p>NPRC Operational Plan</p> <p>Progress Report</p> <p>PoZ, CSO, NPRC, Media Reports on ongoing reconciliation efforts</p>	<p>Activities convened</p>

			Target2			
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III. Project management and coordination (4 pages max)

a) Recipient organisations and implementing partners

This project will be implemented through national implementation modality (NIM). The Office of the President and Cabinet is the National Executing Agency for this project and will provide the central coordination and over-arching monitoring role. Other responsible partners will include the National Peace and Reconciliation Commission and the Ministry of Public Service, Labor and Social Welfare. The project will innovatively ensure an integrated support to the Zimbabwe Human Rights Commission and the Gender Commission – as well as other Chapter 12 Independent Commissions mandated to promote peace, protect human rights and democracy. Each component of the programme will include implementation by CSOs – including women and youth-based CSOs as well as faith-based organisations. This will be mobilized through the National Association of NGOs (NANGO), the National Association of Youth Organisations (NAYO), the Women's Coalition of Zimbabwe (WCoZ) and the Zimbabwe Heads of Christian Denominations (ZHOCOD). UNDP will be the convening agency and collaboratively ensure effective implementation of this project with UN Women, UNICEF and WFP. Other UN agencies including UNFPA and UNESCO will provide technical support to bring on board their complementarities.

b) Project management and coordination

UNDP is the UN Co-Chair of the Public Administration and Governance Results Group of the ZUNDAF. UNDP will play the convening role and technical lead for this project. It has positioned itself as a trusted partner in several sensitive governance areas such as Peace and Reconciliation, electoral assistance and human rights. Specifically, the UNDP has supported Zimbabwe in consolidating peacebuilding efforts since 2002, with the most recent (2016-2020) programme aimed at consolidating peace dividends, which also includes providing support to the National Peace and Reconciliation Commission. In this regard, UNDP will serve as the lead technical agency responsible for overall project management, monitoring and reporting. The UN Resident Coordinator's Office will facilitate strategic and policy-level coordination and advocacy efforts between the UN Resident Coordinator, senior Government officials and other stakeholders as relevant, to address any political bottlenecks in advancing the overall goals of the joint project, as well as providing linkages between the project and other UN programmes under the Zimbabwe United Nations Development Assistance Framework (ZUNDAF) 2016-2020 to ensure complementarities and maximum impact of UN interventions.

The project will leverage internal UN complimentary capacities to ensure its effective and efficient implementation. The Peace and Development Advisor (P4) will dedicate 40% time to provide advisory for effective project implementation by the partner agencies. UNDP will assign a Focal Point with requisite technical expertise to serve as a project manager and will be supported by supported by the Team Leader Governance at 5%-time allocation, national UNV Peacebuilding Officer will be recruited on a 100%-time basis to support with project administration and coordination of partner activities; Programme Assistant (G5) from UNDP on a 20%-time basis and an M&E Specialist (NOC) on a 10%-time basis. UN Women CO through the Gender, Peace and Security Specialist (NOC) on a 10% time will ensure that the overall planning, frameworks and programming is gender inclusive and responsive at all stages, including ensuring the participation of women. UNICEF Child Protection Specialist (NOB) 10% time and WFP Programme and Policy Officer (NOB) at 10% time will be key in providing specific technical input especially on protection components of the project while also ensuring that key populations participate as partners. The project will recruit a full-time risk analyst and information management officer at international UNV level to support

efforts towards the management of information generated from the regular collection of conflict related information. The Human Rights Advisor (P4) within the UN Resident Coordinator's office will provide technical input to ensure that at all stages of the programme implementation human rights issues are integrated and key actors engaged.

The above team will form the Project Management Unit, dedicated to administering and managing the project. This unit will work under the supervision of UNDP Resident Representative and under the overall coordination of the UN Resident Coordinator.

A Project Steering Committee will also be established co-chaired by the UN and the Office of the President and Cabinet to provide policy oversight to the project. This platform will comprise of all implementing partners - Government representatives, representative from the NPRC, representative from the faith Institutions, CSO, representative from a youth and women organisation respectively and development partners supporting peace efforts. This platform will monitor not only implementation of the project, but also the extent to which there is multi-actor collaboration and cross-learning. A slot will be made available for a representative from the Peace and Human Rights Committee of Parliament. The UN Project Management Team will provide Secretariat services to the steering committee. The Committee will meet on a quarterly basis.

Project Governance and Coordination Structure

Project Steering Committee		
Senior Beneficiary	Executive	Senior Supplier
Office of the President and Cabinet Office of the Vice President responsible for National Healing and Reconciliation	Office of the President and Cabinet Office of the Vice President responsible for National Healing and Reconciliation Ministry of Labour and Social Welfare	UNDP will be the Senior supplier as the convener of the project. UN Women, UNICEF and WFP will participate in the board meeting.
Responsible Parties National Peace and Reconciliation Commission; Ministry of Labour and Social Welfare; CSO Representative Youth Representative; Women Representative Representative from Parliament		
Project Management Team		
1. Quality Assurance, Monitoring and Evaluation Monitoring and Evaluation Specialist (15% time allocation from UNDP) Programme Associate / Assistant (UNDP) 20%	2. Project Management, Technical Assistance and Advisory Peace and Development Advisor 40% Gender and Governance Specialist (UN Women) – 10% Child Protection Specialist (UNICEF) – 10% Programmes and Policy Advisor (WFP) 10% UNDP Focal Point (Project Manager) Team Leader Governance (UNDP)-5 % Human Rights Advisor – 15% Risk and Information Analyst 100%	3. Project Support and Coordination a) National UNV (Peacebuilding) – UNDP – 100% b) Support from the Resident Coordinator's Office

a) Risk management

#	Description	Date identified	Type	Impact & probability	Counter measures / management response	Status updates
Types of risk: Environmental; Financial; Operational; Organizational; Political; Regulatory; Strategic; Other. I=low 5= highest. P= probability I=impact						
1	Economic crisis continues leading to civil unrest	June / July 2018	Political	P=3 I=4	Thus, broad outreach is necessary to ensure wide understanding and trust in the objectives of the project and alternative dispute resolution principles and practices underlying the project.	Ongoing monitoring
2	Government continues to demonstrate commitment reforms including project objective of promoting peace and cohesion	August 2018	Environment / Political		The project has adopted an ecosystem approach that includes building stakeholder coalitions and networks with different arms of state (including Parliament); oversight institutions like independent commissions, civil society, development partners. The goal is to ensure sustained engagement at all levels	Ongoing monitoring
3	International community remains committed to supporting reform areas including scale up of the project output areas	August 2018	Strategic / Environmental / Finance	P-3 I-3	The catalytic nature of the PBF is leveraged to mitigate this risk to build a coalition of champions within the development partners to advance the sustaining peace agenda beyond the project	Ongoing monitoring
4	Risks associated with the	October	Strategic / Environment / Political	P-3	The NPRC, Government, CSOs and other national	Ongoing

	implementation of the NPRC Strategic Priorities				counterparts will be accompanied by sound technical advisory and be exposed to experiences from other contexts to gain perspectives on how best to roll out their programmes especially those related dealing with the past. In addition, pilots in selected areas will be undertaken for benchmarking before full roll-out	
5	Impact on of CoronaVirus on programming	March 2020	Environmetal/Regulatory	P-4 I-4	Continuous monitoring of the evolving environment and alternative programming to utilize virtual tools	Ongoing Monitoring

b) Monitoring and evaluation –

Project monitoring and evaluation (M&E) will be conducted in line with the UN's rules and procedures. The Project Steering Committee will provide project oversight including the approval of annual work plans and assessment of progress made during implementation. The Steering Committee will hold quarterly meetings to discuss the project implementation and assess its progress. An 8% budget allocation will be made towards M&E activities. The National UNV as a member of the Programme Management Team – supported by the UNDP M&E Specialist offering 15% of her time to the project will be responsible for tracking achievement of planned activities within the annual work plan and reporting progress. The M&E Officer will be responsible for preparing a gender-sensitive M&E Plan with SMART indicators to enable effective monitoring. The M&E Specialist will revise the log frame and lead the development of the M&E plan

The specific mechanisms that will be used to monitor the achievement of results will include:

- The project will pilot the utility of a balanced scorecard progress tracker to monitor implementation and help in identifying challenges and bottle necks early and mitigating them.

- Semi-annual progress and financial reports prepared by the Project Management Team for review by the Project Steering Committee; a standard reporting format will be used;

- Annual progress report, technical and financial report prepared at the end of the year;

- At the end of 'Year 1' a Mid-Term Assessment will take place, which will include lessons learned exercise and documenting good practices; this report will be presented to the Project Board for consideration and action. A final independent review will take place at the end of the Project;

- Semi-annual meetings of the Project Review Board will be convened to review progress reports and to ensure the Project results are achieved and where necessary, recommend a change in implementation strategy. The Project Review Board's Executive will report to the Resident Coordinator post each semi-annual meeting;

- A final report will be prepared including lessons learned and good practices, within 3 months of the end of the Project and submitted for review and consideration by the Project Review Board.

The project will be subject to an independent evaluation to be done in consultation with PBSO.

c) Project exit strategy/ sustainability

Peace and social cohesion are a national development issue in Zimbabwe and through the NPRC enshrined in the Constitution, imbedded in the TSP and administered at the highest Office of the President and Cabinet administered by a Vice President. Robust network of civil society and faith-based organisations identify this area as a priority advocacy issue, while the UN and development partners have continued to provide support to the Government in this regard. As a nationally led and implemented project a deliberate effort to enhance the capacity of national counter parts within Government, the NPRC, Civil Society and Faith Institutions will be made. The project will refrain from establishing new mechanisms or organisations, rather leverage and catalyze existing capacities, skills, mechanisms and knowledge. In doing this, sustainability beyond the project is guaranteed through the resident capacities among counterparts who will sustain peacebuilding efforts. Lastly, the project approaches the PBF support as catalytic and will leverage the funds to further position the UN is supporting this work in the long term through brokering new

partnerships with development partners and accompanying the Government in mobilizing additional resources.

IV. Project budget (See Annex D attached)

Deliberate efforts have been made to ensure that a significant amount of the available budget is allocated towards delivery of development results. To save on costs and minimize loss of time for implementation, the project will leverage existing and complimentary capacities from within the UN System and beyond. UNV (national and International) modality will be used to fill critical gaps for example coordination and monitoring of partner activities and information assessment and risk analysis. As illustrated in project document, investments will be made to strengthen existing platforms, mechanisms and partnerships, rather than establish new ones which is cost-and-time effective.

Annex C: Checklist of project implementation readiness

Question	Yes	No	Comment
1. Have all implementing partners been identified?	X		
2. Have TORs for key project staff been finalized and ready to advertise?	X		
3. Have project sites been identified?	X		Ongoing. To be finalized at inception phase
4. Have local communities and government offices been consulted/ sensitized on the existence of the project?	X		
5. Has any preliminary analysis/ identification of lessons learned/ existing activities been done?			Ongoing
6. Have beneficiary criteria been identified?	X		Ongoing efforts with proposed plan to systematize beneficiary selection criteria at inception
7. Have any agreements been made with the relevant Government counterparts relating to project implementation sites, approaches, Government contribution?	X		To be finalized at inception phase
8. Have clear arrangements been made on project implementing approach between project recipient organizations?	X		Broad terms of reference for board meetings including roles of partners are being developed. To be finalized at inception
9. What other preparatory activities need to be undertaken before actual project implementation can begin and how long will this take?	N/A		

Annex D: Detailed and UNDG budgets (attached Excel sheet)

Annex A.1: Project Administrative arrangements for UN Recipient Organizations

(This section uses standard wording – please do not remove)

The UNDP MPTF Office serves as the Administrative Agent (AA) of the PBF and is responsible for the receipt of donor contributions, the transfer of funds to Recipient UN Organizations, the consolidation of narrative and financial reports and the submission of these to the PBSO and the PBF donors. As the Administrative Agent of the PBF, MPTF Office transfers funds to RUNOS on the basis of the signed Memorandum of Understanding between each RUNO and the MPTF Office.

AA Functions

On behalf of the Recipient Organizations, and in accordance with the UNDG-approved “Protocol on the Administrative Agent for Multi Donor Trust Funds and Joint Programmes, and One UN funds” (2008), the MPTF Office as the AA of the PBF will:

- Disburse funds to each of the RUNO in accordance with instructions from the PBSO. The AA will normally make each disbursement within three (3) to five (5) business days after having received instructions from the PBSO along with the relevant Submission form and Project document signed by all participants concerned;
- Consolidate the financial statements (Annual and Final), based on submissions provided to the AA by RUNOS and provide the PBF annual consolidated progress reports to the donors and the PBSO;
- Proceed with the operational and financial closure of the project in the MPTF Office system once the completion is completed by the RUNO. A project will be considered as operationally closed upon submission of a joint final narrative report. In order for the MPTF Office to financially close a project, each RUNO must refund unspent balance of over 250 USD, indirect cost (GMS) should not exceed 7% and submission of a certified final financial statement by the recipient organizations’ headquarters.);
- Disburse funds to any RUNO for any costs extension that the PBSO may decide in accordance with the PBF rules & regulations.

Accountability, transparency and reporting of the Recipient United Nations Organizations

Recipient United Nations Organizations will assume full programmatic and financial accountability for the funds disbursed to them by the Administrative Agent. Such funds will be administered by each RUNO in accordance with its own regulations, rules, directives and procedures.

Each RUNO shall establish a separate ledger account for the receipt and administration of the funds disbursed to it by the Administrative Agent from the PBF

account. This separate ledger account shall be administered by each RUNO in accordance with its own regulations, rules, directives and procedures, including those relating to interest. The separate ledger account shall be subject exclusively to the internal and external auditing procedures laid down in the financial regulations, rules, directives and procedures applicable to the RUNO.

Each RUNO will provide the Administrative Agent and the PBSO (for narrative reports only) with:

Type of report	Due when	Submitted by
Semi-annual project progress report	15 June	Convening Agency on behalf of all implementing organizations and in consultation with/ quality assurance by PBF Secretariats, where they exist
Annual project progress report	15 November	Convening Agency on behalf of all implementing organizations and in consultation with/ quality assurance by PBF Secretariats, where they exist
End of project report covering entire project duration	Within three months from the operational project closure (it can be submitted instead of an annual report if timing coincides)	Convening Agency on behalf of all implementing organizations and in consultation with/ quality assurance by PBF Secretariats, where they exist
Annual strategic peacebuilding and PBF progress report (for PRF allocations only), which may contain a request for additional PBF allocation if the context requires it	1 December	PBF Secretariat on behalf of the PBF Steering Committee, where it exists or Head of UN Country Team where it does not.

Financial reporting and timeline

Timeline	Event
30 April	Annual reporting – Report Q4 expenses (Jan. to Dec. of previous year)
<i>Certified final financial report to be provided by 30 June of the calendar year after project closure</i>	

UNEX also opens for voluntary financial reporting for UN recipient organizations the following dates

31 July	Voluntary Q2 expenses (January to June)
31 October	Voluntary Q3 expenses (January to September)

Unspent Balance exceeding USD 250, at the closure of the project would have to been refunded and a notification sent to the MPTF Office, no later than six months (30 June) of the year following the completion of the activities.

Ownership of Equipment, Supplies and Other Property

Ownership of equipment, supplies and other property financed from the PBF shall vest in the RUNO undertaking the activities. Matters relating to the transfer of ownership by the RUNO shall be determined in accordance with its own applicable policies and procedures.

Public Disclosure

The PBSO and Administrative Agent will ensure that operations of the PBF are publicly disclosed on the PBF website (<http://unpbf.org>) and the Administrative Agent's website (<http://mptf.undp.org>).