



Joint Partnerships and Resource Mobilisation Strategy 2012 - 2015

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1. Background

This document seeks to provide focus and practical guidance to the joint partnership and resource mobilisation efforts of the UNCT in Zimbabwe. The Joint UN Partnership and Resource Mobilisation Strategy complements the efforts of UN agencies to secure adequate funding to enable effective and efficient implementation of the Zimbabwe UN Development Assistance Framework (ZUNDAF) 2012-2015 and other major complementing initiatives, such as the Consolidated Appeal Process (CAP).

To prevent funding driven strategies and to ensure the strategic focus of the UN in support of Zimbabwe's national priorities, mobilisation of sufficient and timely resources is necessary to achieve the outcomes and results defined in the ZUNDAF and through its Joint Implementation Matrix (JIM).

In a time when the development landscape is becoming increasingly crowded with new actors competing with the UN for space and funding, a systematic and strategic approach on how to leverage existing and new partnerships to build a greater resource base is critical. In doing so, the UNCT should capitalize on opportunities of working towards common results and therefore seek opportunities for joint resource mobilisation. Joint approaches for resource mobilisation put in place mechanisms and processes that enable the UN to concretely work together towards achieving results effectively, in line with mandates, relative strengths and comparative advantages.

At its annual retreat held in February 2012, the UNCT provided the following guidance on the way forward on joint resource mobilisation:

- i. Strengthen joint resource mobilisation activities, capitalising on the UNCTs suite of flagship programmes and drawing on respective UN agency mandates and comparative advantages.
- ii. The Programme Management Team (PMT) to lead in the elaboration of a draft Joint Resource Mobilisation Strategy for UNCT consideration.
- iii. ZUNDAF Thematic Groups (TGs) to explore joint resource mobilisation opportunities and efforts for flagship programmes through road shows and other means.

For the purpose of this report, *partnership* refers to a collaborative and cooperative relationship between parties based on mutual interests and objectives. *Resource mobilisation* refers to the actions taken by the UNCT to ensure that programme results are met through direct material or human resource support to the ZUNDAF, as well as through indirect means, such as advocating for support of partners or for activities contributing to planned results not implemented by the UNCT.

2. Resource Mobilisation Context

2.1 Global Context

The negative effect that the 2008 global economic and financial crisis, coupled with the Eurozone crisis has had, and continues to have, an immediate spill over effect in many UN programme countries. Official Development Assistance (ODA) funding for development programmes is decreasing¹, resulting in significant resource gaps for programmes and projects, as well as increased levels of fund competition. While there are signs of recovery, the benefits of recent growth have yet to be felt in any significant way. On the other hand, many developing countries have experienced growth in recent years, contributing to evolving shifts in global development dynamics.

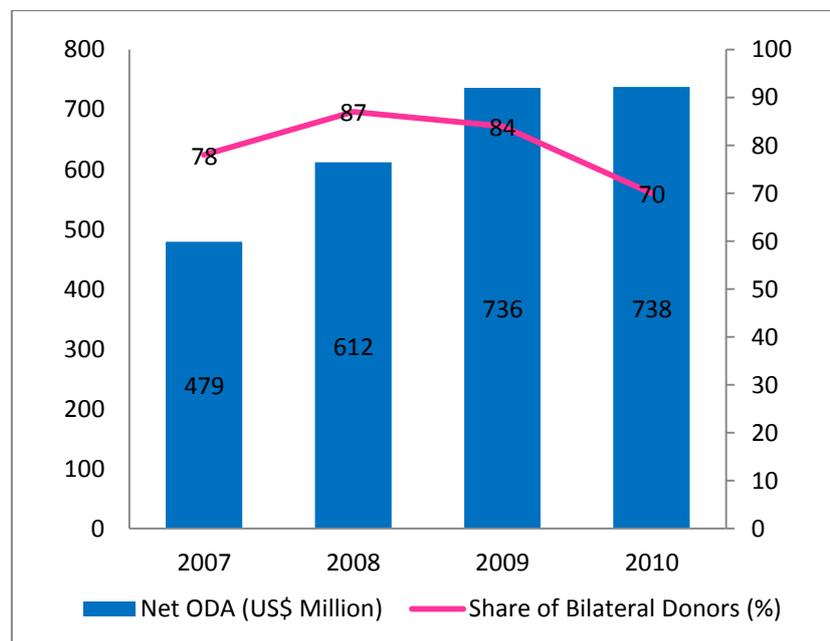
¹ UNICEF Public Sector Alliance and Resource Mobilisation Office (PARMO), May 2011

At the global level², aid is predicted to grow at 2% per year between 2011 and 2013, compared to the average 8 % over the three years to 2010. During this time, allocations to Low-Income Countries (LICs) worldwide are estimated to drop at about the same rate and 21 of the 61 LICs are projected to receive less development assistance. Lower actual levels of this aid puts at risk the achievement of the MDGs. Aid to Africa is likely to rise by just 1% per year in real terms, compared to the average 13% over the three years to 2010. At this rate, any additional aid to African countries will be outpaced by population growth.

There will be a likely decline in Organisation for Economic Cooperation and Development - Development Assistance Committee (OECD-DAC) donors' ODA. The OECD predicts a zero forecast economic growth rate in 2012 and expects a longer-term drop in multilateral ODA to UN Funds and Programmes, together with an increase in ODA allocated to EU Institutions, the Global Fund and the World Bank Group. Historical evidence suggests that contributions to multi-lateral organizations fall by a disproportionate large amount when overall ODA declines.

2.2 Aid Environment in Zimbabwe

Most of the major bilateral donors suspended direct development support through the Government of Zimbabwe since 2000. International Financial Institutions (IFIs) have also not fully engaged with Government due largely to the debt arrears owed to them. With many donors awaiting further progress on implementation of the Global Political Agreement (GPA) before they make changes to this policy, direct ODA to the government has not yet resumed. In place of direct support, many bilateral donors have during this time opted to fund activities in development sectors through the UN and non-governmental organisations. Despite this arrangement, aid flows into the country have been increasing over the past few years as reflected in the chart below.



As reported by OECD, bilateral donors, mainly from OECD-DAC countries, contributed the bulk of the ODA at an average of over 80% of the total per annum. About 40% of aid inflows into the country for the period 2007 to 2010 have been for humanitarian assistance. Health and other social sectors received another 38% over the same period.

² Ibid.

The UNCT has been a major source of official development assistance for the country. Inflows of ODA through UN agencies were in support of programmes under the ZUNDAF cycle 2007 to 2011 for development activities and through the Consolidated Appeal Process (CAP) for humanitarian assistance.

The Government’s Aid Coordination Policy, launched in May 2009, lays out the aid architecture for the country and aims to help to further align aid when donors resume normal relations with the Government. In line with the Paris Declaration on Aid Effectiveness, the objectives of the Aid Coordination Policy are to align aid with national development programmes and priorities; to re-orient aid from humanitarian to development assistance; and to increase the amount of resources channelled by development partners through the national budget. However, the aid coordination policy is yet to be fully operationalized.

Government with support from the UNCT commissioned a study in 2011 to look at the options for strengthening the aid and development results coordination mechanism in the country. The study is expected to assist the Government to devise a partnership mechanism that is driven by the implementation of the Medium Term Plan (MTP), where the prioritization of activities as well as the mobilisation of resources to implement those activities is conducted in a coordinated and effective manner. The resulting coordination mechanism would meet best practice, define the role of the Government in leading and managing the aid coordination architecture, define the role of development partners and assesses the type and level of capacity needed to enhance aid and development effectiveness in Zimbabwe.

As donor confidence in Zimbabwe increases, bi-lateral donors are expected to fully engage and other development actors to re-engage with Zimbabwe. It will thus be critical for the UNCT to retain the confidence placed with it and the partnerships established in the past few years. To ensure this, the UN will need to work in an increasingly coherent manner to showcase its value-added to partners and to continue to be an attractive development partner.

2.3 Past UNCT Resource Mobilisation Experience

ZUNDAF cycle 2007 – 2011 was not systematically and comprehensively costed. There was also no supporting overall implementation plan and resource mobilisation strategy. Resource mobilisation was mainly conducted through individual agency initiatives. These shortcomings are captured in the ZUNDAF 2007 – 2011 Final Evaluation Report (2011), which recommended that: *“(i) There is need to develop a comprehensive partnership strategy for all stakeholders across sectors including the private sector. (ii) For promoting transparent financial management, planning, mobilisation and utilisation of financial resources should be systematically documented”* (page iv).

In responding to the above as well as request from the Ministry of Finance, the UNCT has been capturing figures for UN programme funding since 2010. These are summarised below:

Year	Core Resources (US\$ m)	Non-Core Resources (US\$ m)	Total (US\$ m)
2010	30.401	287.985	318.385
2011	26.577	271.863	298.441

Note: Bilateral Resources includes funds from Global Fund reported through UNDP

For the years 2010 and 2011, 62 – 73% of programme funds disbursed from UN agencies were through pooled funds³. This highlights the important role of pooled and aligned funding mechanisms within the Zimbabwean context and is likely to remain important during the greater part of ZUNDAF cycle 2012-2015. In 2010, approximately USD 242 million was disbursed through pooled funds, with that figure rising to USD 252 million in 2011.

3. Outcomes and Resource Requirements for ZUNDAF Cycle 2012 -2015

3.1 Planned ZUNDAF Outcomes

Implementation of ZUNDAF 2012 – 2015 seeks to achieve 18 outcomes. These have been translated into 60 JIM outcomes to be achieved through completing a total of 251 outputs across different sectors of the country as summarized in table 1 below:

National Priority	ZUNDAF Outcome	Number of JIM Outcomes	Number of JIM Outputs
1. Good Governance for Sustainable Development	1.1 Improved Justice Delivery System and Rule of Law	2	11
	1.2 Strengthened Mechanisms for Peace-building and for the Prevention, Management and Resolution of Conflict	1	6
	1.3 Enhanced Accountability in the Management of Public Resources and Service Delivery	2	7
	1.4 Enhanced People’s Participation in Democratic Governance Structures and Processes	1	6
2. Pro-poor Sustainable Growth and Economic Development	2.1 Enhanced Economic Management and Pro-Poor Development Policies and Strategies	5	19
	2.2 Increased Access to Livelihoods and Decent Employment Opportunities Especially for Youths and Women	3	8
	2.3 Improved Generation and Utilisation of Data for Policy and Programme Development and Implementation by Government and Other Partners	1	7
3. Food Security at Household and National Levels	3.1 Policy and Action Frameworks in Place for Enabling Agricultural Productivity and Production	5	16
4. Sound Management and Use of the Environment,	4.1 Environment Management, Energy and Climate Change Policies and Systems Developed and Implemented	6	20

³ Information was extracted from the report “*Mapping and Analysis of Pooled Funding Mechanisms in the Evolving Context in Zimbabwe*” and its supporting addendum “*Description of Scope and Modalities of Pooled Funds in Zimbabwe*” which was prepared for and endorsed by the UNCT, Zimbabwe in June 2012.

Natural Resources and Land to promote Sustainable Development			
5. Access to and Utilisation of Quality basic Services for All	5.1 Increased Access to Quality Formal and Non-Formal Education, Training and Life Skills Development	5	24
	5.2 Access to and Utilisation of Quality Basic Health and Nutrition Services	6	38
	5.3 Increased Access to Social Protection for the Most Vulnerable Households	4	17
	5.4 Increased Access To and Use of Safe and Adequate Water Supply, Improved Sanitation and Hygiene Services	3	11
	5.5 Improved Policies, Planning, Management and Implementation of Housing Programmes	1	5
6. Universal access to HIV Prevention, treatment, Care and Support	6.1 Improved Access To (and Uptake of) HIV Prevention Services	3	16
	6.2 Improved Access To (and Uptake of) HIV Treatment, Care and Support Services	5	8
	6.3 Improved leadership, Coordination and Management of the Multi-Sectoral HIV Response	3	10
7. Women Empowerment, Gender Equality and Equity	7.1 Laws, Policies and Frameworks Established and Implemented to Ensure Gender Equality and Empowerment of Women and Girls	4	15

3.2 Programme Implementation Modalities

The ZUNDAF is operationalized through the outcomes and outputs outlined in the JIM. Different implementation modalities are used, including **Joint Initiatives**, involving two or more UN agencies, and **Individual Initiatives**. The spectrum of Joint Initiatives covers **Joint Programmes** and **Joint Programming**. In addition, the UNCT has adopted a suite of **Flagship Programmes** for the 2012-2015 ZUNDAF which can take the form of either a Joint Programme or Joint Programming.

Box 1: Definition of Implementation Modalities

Joint Initiatives encompass two types of programme modalities, being either a Joint Programme or a Joint Programming effort. These involve coordinated action by two or more UN entities towards a common result. Coordinated action includes joint planning, which may be followed by joint or parallel implementation.

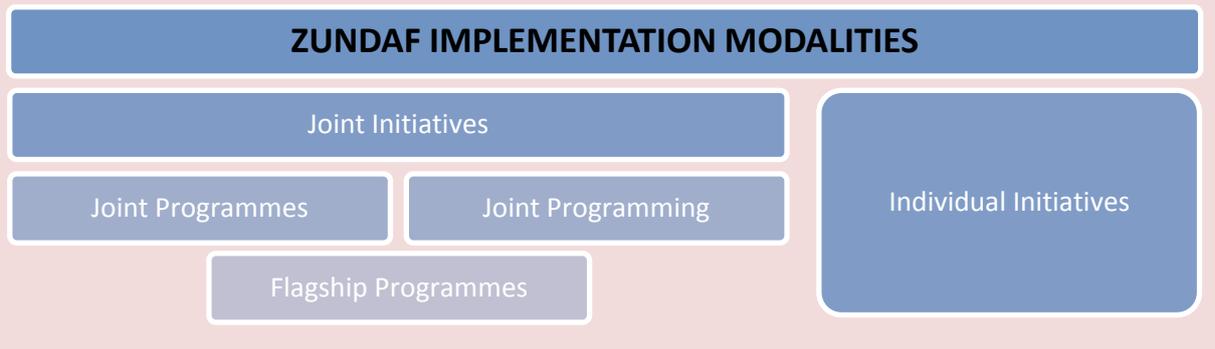
*As a Joint Initiative, a **Joint Programme** is a set of activities contained in a common work plan and budget that is implemented by government and/or other partner with the support of two or more UN agencies. In this case, the work plan and budget form part of a joint programme document, which also details roles and responsibilities of partners in coordinating and managing the joint activities. The joint programme document is signed by all participating organizations and (sub-) national partners.*

*As a Joint Initiative, **Joint Programming** is defined by UNDG as the process through which the UN uses a*

harmonized approach to work with government and other partners to prepare, support implementation, and monitor and evaluate programmes of cooperation. Therefore, Joint Programming initiatives are those where UN agencies together strive for a common result without the necessity of having a formalised common work plan and budget.

In order to drive ZUNDF implementation, the UNCT has elaborated a suite of **Flagship Programmes**. Flagship Programmes are all joint initiatives and can be implemented using the Joint Programme or Joint Programming approach. They are aimed at achieving high level and strategic results in line with ZUNDAF outcomes. They allow the UN and other partners to see clear gains in effectiveness and efficiency from combining and resources. Seven (7) flagship programs have been identified through the ZUNDAF and JIM.

Individual Initiatives are those that are designed and implemented individually by a UN agency. The initiatives still contribute to the ZUNDAF and fall in line with outputs determined in the JIM.

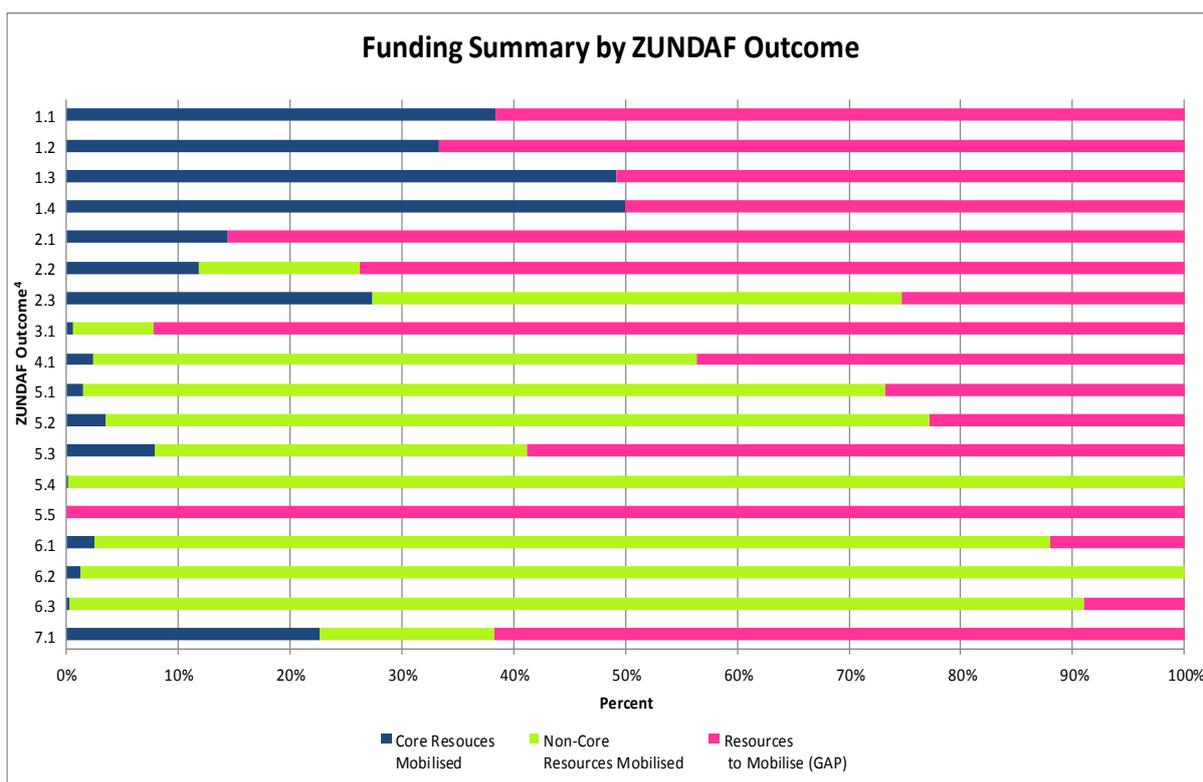


3.3 Resource Requirements

Total resources required for successful implementation of ZUNDAF 2012 – 2015 are estimated at US\$1 484.6 million as of October 2012. These figures will be updated annually during ZUNDAF review processes. Of this total, US\$73.9 million is Core Resources from UN agencies and US\$796.4 million will come from Non-Core Resources. The total funding gap of US\$614.4 million will need to be mobilised over the ZUNDAF cycle.

Annex 1 summarizes the resource requirement for each ZUNDAF Outcome as costed through the JIM and updated during the 2012 ZUNDAF Mid-Year Review. The chart⁴ below highlights these funding details.

⁴ ZUNDAF Outcome numbers are per Table 1 under section 3.1.



Jointly mobilised resources will be used to fill-in the funding gaps for ZUNDAF Joint Initiatives. The ZUNDAF resource requirements and funding gaps by JIM implementation modality (US\$ million) are summarized in table 2 below.

Table 2: ZUNDAF/JIM Funding Gaps by Implementation Modality (US\$)
(Figures are dated August 2012 and are to be updated annually during ZUNDAF review processes)

Implementation Modality	Regular (Core) Resources	% of Funds	Non-Regular (Bilateral) Resources	% of Funds	Resource Gap	% of Funds	Total Requirements	% of Funds
Flagship Programmes	12,128,492	16%	147,863,256	19%	48,820,190	8%	208,811,938	14%
Joint Initiatives (excluding Flagship Programmes)	49,918,737	68%	637,422,917	80%	471,432,425	77%	1,158,774,079	78%
Individual Agencies	11,844,100	16%	11,093,782	1%	94,122,118	15%	117,060,000	8%
Total	73,891,329	100%	796,379,955	100%	614,374,733	100%	1,484,646,017	100%

The seven flagship programmes are: (i) Equal Access to Justice, (ii) Promoting Economic Recovery through enhanced entrepreneurship and employment for Youth and Women in Zimbabwe, (iii) Strengthen the Capacity of National Statistical Systems and Timely Production of Statistical Data, (iv) Community Action Programme for Adaptation and Mitigation of Climate Change, (v) Prevention and Treatment of Malnutrition in Zimbabwe, (vi) Eliminating New Paediatric HIV Infections and Keeping Children and Parents Alive, and (vii) Strengthening the Multi-Sectoral Approach to Gender Based Violence Prevention and Response.

Funding for emergency appeals and resources needed to implement initiatives that will promote coherence and efficiency of UN operations such as strengthening of programme management, coordination and accountability mechanisms have to be mobilised separately.

4. Analysis of Donors and Partners

4.1 Donor/Partner Categorisation and Mapping

For the purpose of this report, donors/partners for resource mobilisation can be classified into five broad categories: OECD-DAC donors/partners; Non OECD-DAC donors/partners; International Financial Institutions; the Private Sector; and Other.

The Paris Declaration on Aid Effectiveness, signed in March 2005⁵, committed developed and developing countries, as well as multilateral and bilateral development organizations, to improve the delivery and management of aid. This was further detailed in Accra (2008) and Busan (2010). However, development finance and resource mobilisation have become increasingly complex in recent years, with significant changes to the scope of the development agenda, the number of players, the sources of funding, and mechanisms for engagement. Across the globe, a fundamental transformation is taking place within the development assistance landscape. So-called ‘traditional’ donors or donor countries belonging to OECD-DAC are showing signs of financial retrenchment as a result of the global financial / economic crisis, while ‘non-traditional’ or emerging economy donors from the global South are becoming increasingly engaged. These countries, only recently net aid recipients themselves, are now emerging as influential development actors.

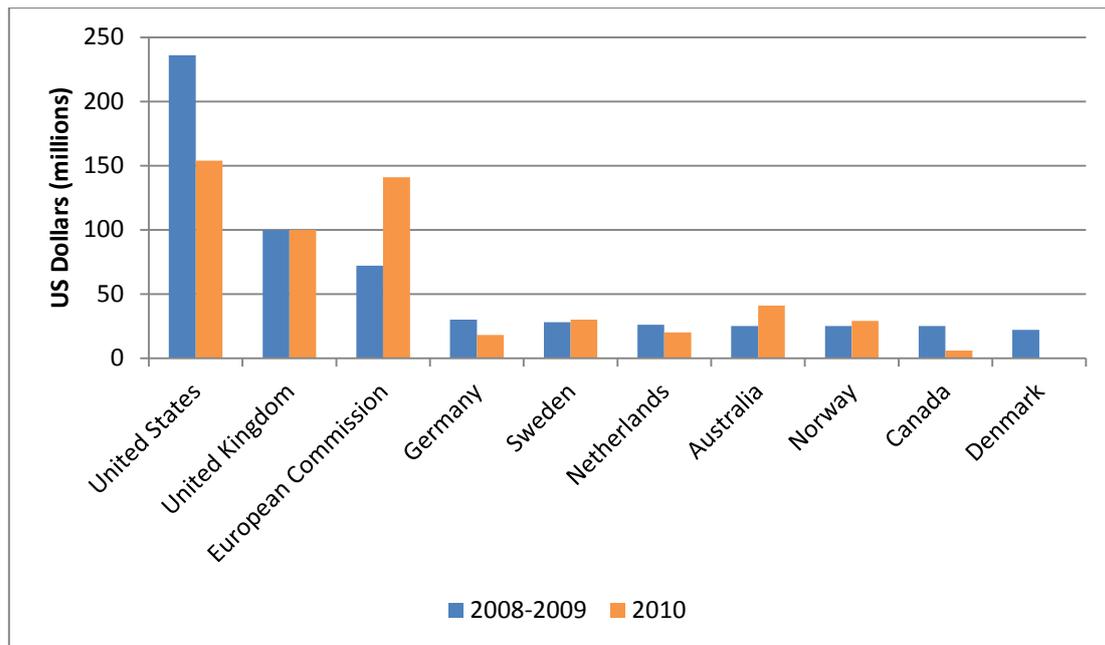
Nevertheless, UNCT partnership with OECD-DAC countries has been and continues to be crucial to its successes, with a few OECD-DAC donors providing the majority of non-core resources each year for UN’s local programmes and projects. As competition for development funding increases, not only amongst the UN and other development actors but amongst UN agencies themselves, diversifying sources of financing for programmes and projects will become crucial to ensure sustained levels of funding into the future. Aiming to close the current ZUNDAF/JIM resource gap, the UNCT should broaden its partnership approaches, reinforcing its work with current traditional partners, and strategically investing in partnership building with new development actors, such as emerging economy donors and the private sector.

OECD-DAC Donors/partners

While maintaining and nurturing current partnerships is essential to success in resource mobilisation, new approaches should be pursued also with these ‘traditional’ donors. In this regard, this strategy suggests that UN agencies consider adopting integrated and tailored corporate resource mobilisation and partnerships strategies for each of the major donors. These strategies should take bilateral aid reviews into consideration; as well as trends to decentralise aid programmes to the local representation of these countries. It is also recommended that agencies, where and when possible, move away from project-specific approaches to funding relationships to focus instead on longer term partnerships paired with multi-year funding commitments and innovative country-level cooperation. Additionally, depending on the intervention focus and where deemed beneficial, engaging potential donors early in programme/project development to secure buy-in, rather than present them with a ‘done deal’ at the fund raising stage, is a strategy that some UN agencies practice successfully and which could increasingly be used. Agencies should therefore seek to carefully engage early with donors, also seeking to strengthen national ownership and leadership.

Average contributions to ODA inflows to Zimbabwe from ten key bilateral donors for the years 2008 and 2009 and for year 2010 are highlighted below:

⁵ Zimbabwe is not yet a signatory to the Paris Declaration although it participated in the PD Survey in 2010 for the first time.



Source: OECD; Ministry of Finance, Zimbabwe

Non OECD-DAC donors/partners

Complementing improved approaches aimed at the ‘traditional’ OECD-DAC donors, investment in new strategic partnerships with emerging economies is a mid- to long-term investment for the UNCT which should be further explored and capitalised upon. Some of these are Brazil, India and China. While unlikely to lead to significant financial contributions to UN activities in the immediate term, working towards such partnerships can open up great opportunity for future collaboration and funding. Partnerships with some of the countries in this category have great potential and added value for the UN, beyond resource mobilisation for programmes.

Successful and longer-term partnerships with these emerging economy countries require a concerted and strategic approach to ensure that the UN is seen as relevant and a partner of choice. Such approaches should also consider the potential need for a degree of flexibility in current UN ways of operating, owing to the limited formalised and established funding relationships. In this regard, the UNCT could consider devoting further research and analysis into these countries to develop an effective medium to long term specific emerging economy strategy, both for partnerships and resource mobilisation.

International Financial Institutions (IFIs)

IFIs have traditionally focused on providing multilateral development support to the Government. In Zimbabwe, IFIs that are presently active include the World Bank, the African Development Bank (AfDB) and the International Fund for Agricultural Development (IFAD)⁶. Core activities of IFIs are in development lending with focus on enabling infrastructure and capacity development. However, there has not been new lending to Zimbabwe because of its arrears position to these and other international lenders. Activities of the World Bank and the AfDB in Zimbabwe as of April 2012 are summarised in the box below.

⁶ IFAD is also a member organization of the UN, and is in Zimbabwe a partner of the 2012-2015 ZUNDAF

Box 2: Recent Activities of the World Bank and AfDB in Zimbabwe through MDTFs⁷

World Bank A-MDTF in a Snapshot	AfDB Zim-Fund in a Snapshot
<p>Lead agency: World Bank Type of fund: Multi-donor trust fund Scope: Analytical studies and technical advice in infrastructure, economics and agriculture Contributing Donors: WB, DANIDA, USAID, GTZ, EC, CIDA, DfID, SIDA, DGIS (Netherlands), NORAD, USAID, FINNIDA, SDC Lead Government Ministries: Established since: February 2008 Size: USD 7.9 million; disbursed \$5 million, further pledges of \$11.8 million (December 2011) Current duration: 2008 - 2013</p>	<p>Lead agency: African Development Bank Type of fund: Multi-donor Trust Fund Scope: Funding and technical assistance to infrastructure investments (rehabilitation and/or construction works) focusing on water & sanitation and energy Contributing Donors: Australia, Denmark, Germany, Norway, Sweden, Switzerland, United Kingdom Lead Government Ministries: Ministry of Finance, Ministry of Water Resource and Development, Ministry of Energy Development Established since: May 2010 Size: USD 112.1 million Current duration: 2011 – 2014 (3 years)</p>

IFAD has also been supporting the development of smallholder agriculture through grants.

As of May 2012, the International Monetary Fund (IMF) is actively working on the possibility of a Staff Monitored Programme for Zimbabwe under provisions of its Article IV. This is expected to open avenues for the resolution of debt arrears, the resumption of multilateral lending, and an increase in inflows of bilateral resources.

As the organizational priority of IFIs remains in development lending and providing technical expertise, they generally fund policy and governance-related outcomes, including those related to ZUNDAF Outcomes 1 and 2. The World Bank has taken a leading role in providing assistance for social issues, presenting opportunities for partnership in ZUNDAF Outcome 5 as well as others. AfDB and IFAD, on the other hand, have dedicated resources to the achievement of ZUNDAF Outcome 3 especially in the development of agricultural policy.

The Private Sector

Direct cooperation between the UN and the private sector emerged in the late 1990s in response to the complexity of global problems and scarcity of resources. Although the initial phase was slow, the launch of the ‘UN Global Compact’ in 2000 signalled the beginning of a new era. The private sector’s role and responsibility in assisting the UN achieve its development goals, including the MDGs, has become politically accepted and operationally scalable. The Global Compact initiative in Zimbabwe was launched in September 2010 and there is currently an emerging network hosted by the Employer’s Confederation of Zimbabwe (EMCOZ). It is involved in outreach to boost the number of Global Compact signatories in Zimbabwe. So far one NGO has joined and there is no corporate company signatory as yet.

In Zimbabwe, UN agencies have traditionally had limited engagement with the private sector. In order to begin exploring opportunities, a private sector partner mapping exercise should be conducted to follow up on this strategy. A basic mapping is presented in table 3 below for ZUNDAF Priority Areas 2, 4, 5 and 6:

⁷ Information was adapted from the addendum “Description of Scope and Modalities of Pooled Funds in Zimbabwe” of the report “Mapping and Analysis of Pooled Funding Mechanisms in the Evolving Context in Zimbabwe” which was prepared for and endorsed by the UNCT, Zimbabwe in June 2012

Box 3: Potential Private Sector Partners for some ZUNDAF Priority Areas	
ZUNDAF Priority Areas	Potential Private Sector Partners
2	Zimplats
4	Nyaradzo Funeral Services
5	Econet Wireless, Zimplats
6	Standard Chartered Bank, Unilever South East Africa, Cotton Company of Zimbabwe, Kingdom Bank, British American Tobacco, Delta, Old Mutual, OK Zimbabwe, Starafriacorporation, Innscor Africa, Dairiboard Zimbabwe, Colcom Foods, Art Corporation, and Astra Industries

Other

This is a very broad category covering a diverse range of institutions and individuals. Of interest to the UNCT will be UN Non-Resident Agencies (NRAs), South-South and Triangular Cooperation (SSTC), Global Pooled Funds, Foundations and Networks, International NGOs, Special Funds, Regional Programmes, Foundations and Certain Individuals.

4.2 Donor/Partner – ZUNDAF Programme Matching and Prioritization

Knowing the local aid environment is a pre-requisite for developing a resource mobilisation strategy. Thus, in order to identify opportunities for future funding of joint UN programmes and projects, an exercise was undertaken to initially match ZUNDAF outcomes with the strategic priorities of donor/partner countries/agencies currently providing funding to programmes and projects in Zimbabwe. Efforts were also made to research and review the priorities of countries which are not currently providing funds for programmes/projects undertaken in Zimbabwe, or providing limited aid, with a particular focus on emerging donors, or non-OECD countries, such as China, Brazil, India and South Africa. Such mapping of donor areas of interest with UN's own programme areas helps us to rationalize our resource mobilisation efforts by engaging with the right interlocutor on the right issue at the right time.

The exercise identified a number of donors' priorities which align and correspond to ZUNDAF outcomes. From the matrix consequently produced (**Annex 2**), it can be seen that greatest potential for resource mobilisation lies within thematic areas such as governance, rule of law, environment, agriculture and food security, health, education and gender equality. The mapping also shows that there is great scope and opportunity for new partnerships and increased resources. More research is required however to further contextualise and provide specific detail to the initial matches contained within the matrix.

Additionally, in the research leading to the matrix's formulation, it was noted that quite a number of UN programmes/projects currently in receipt of donor agency funding are coming to the end of their current project cycles. This may indicate an opportunity for new funding relationships to be established or for further funding of new projects. In this regard, it is also important to note that already established funding relationships between donor agencies and UN agencies were not comprehensively mapped in this exercise.

5. Joint Resource Mobilisation Strategy

5.1 Overall Strategy

Goal

The overall aim of the Joint Partnerships and Resource Mobilisation Strategy is to broaden the scope and range of partnerships and to widen the donor base, to work more coherently together as UN agencies, in order to fully meet ZUNDAF resource requirements.

Guiding Principles

- i. Alignment to national priorities wherever possible.
- ii. Ensuring UN comparative advantage and value-added.
- iii. Demonstrate an innovative and problem-solving approach
- iv. Donor/partner relationships to be based on partnership which imply trust and equal responsibility.
- v. Alignment to international priorities such as MDGs / SDGs and AU priorities where possible.
- vi. Flexibility, and where relevant, retention of multiple funding modalities to ensure that results are achieved.
- vii. Funding modality/partnership to be driven by the conceptual design of work.
- viii. Accountability for results.
- ix. Based on clear risk assessments.

Strategic Objectives

- i. To identify and formulate Joint Initiatives through the development of concept notes that describe vision, scope and defined results. Engage donors and other partners and define relevant funding modalities appropriate for the scope of work for each prioritized joint initiative.
- ii. To refine the scope of work for each flagship programme as well as ascertaining total resource requirements, already committed resources, and funding gaps. Develop appropriate donor / partner engagement strategies for each flagship programme.
- iii. To facilitate the strengthening of partnerships with the UN through further research and mapping of the current environment for all donors / partners.

5.2 Macro Level Approach

The UN Resident Coordinator and members of the UNCT engage in macro level partnerships and resource mobilisation efforts for the ZUNDAF. Discussions with Government, donors and other partners provide the opportunity to showcase the ZUNDAF as the UN's strategic programme framework for recovery and development. As such, the UN Resident Coordinator and UN Heads of Agencies should capitalise on appropriate opportunities to speak of the ZUNDAF, either of its holistic approach, or of specific priority areas within it. These partnership and advocacy efforts strengthen the projected image of the UN working as a coherent and mutually supportive team and ultimately enhance perspectives for resource mobilisation. Proactive measures can also be taken, such as through planned advocacy meetings and others.

5.3. Individual Agency Approach

It is recognised that UN agencies can and should mobilise resources individually, whether for their individual agency programme or a specific component they may be leading within a joint initiative. However, they are increasingly encouraged and should ensure to advocate and communicate in such

a way that showcases how this work complements the work of other agencies participating in similar programmes as well as how this fits within the ZUNDAF as the UN's strategic programme framework. In addition, when doing so, they are encouraged to share information on such actions; for this, monthly UNCT meetings provide an ideal forum.

5.4 Strategies for Joint Initiatives

To effectively implement the ZUNDAF, UNCT coordination of programmes and the diversity of funding sources will be critical. This reduces overlap and ensures that the programmatic initiatives and priorities are adequately financed. Amongst all the initiatives outlined in the JIM, the joint initiatives, with a funding gap of \$801,704,658, constitute 91% of the identified total funding gap. However, many of these Joint Initiatives are joint in name only, with little real collaboration between agencies on key outputs. In this regard, an effort should be made by TGs to identify those Joint Initiatives under their purview which indeed have real and sustained collaboration between agencies. **The partnership and resource mobilisation strategies as outlined below should then be applied to these joint initiatives only.**

Included in the broad category of Joint Initiatives are Joint Programmes or Joint Programming efforts, of which seven are flagship programmes, which are the UN's key joint initiatives for the 2012-2015 programme period. These flagship programmes have been strategically selected based on their focus on high profile and high impact issues where several UN agencies are working jointly from design phase to implementation. With a current funding gap of \$52,831,370 for the flagship programmes, concerted efforts to mobilise resources are needed, particularly in the immediate future as the programmes are being finalized.

Concerted resource mobilisation efforts are needed both for joint initiatives generally and for the flagship programmes specifically. However, resource mobilisation efforts should continue throughout the lifespan of the programmes and initiatives to ensure sustained engagement of donors and stronger relationships between donors and the UN. In this regard, a phased approach to resource mobilisation for joint initiatives, including flagship programmes is proposed:

Strategy

Design/finalization phase

- a) Revisit the funding gap for the joint initiatives, taking into consideration the individual agency-specific resources that are already available.
 - i. Building on information in the JIM, the TGs will identify joint initiatives, taking into account the comparative advantage of various UN agencies, which require joint efforts in mobilising resources. For each joint initiative seeking donor funding, a concept note should be developed by the Lead Agency for the corresponding JIM outcome. The concept note should clearly outline the rationale, expected results and impact of the programme, the complementary roles of participating agencies, and resource needs. The development of these concept notes will help ensure that participating agencies are coordinated in their approach and share the same vision and targets for donor engagement. As members of the TGs, Line Ministries will be fully involved in these actions.
 - ii. When developing joint initiatives, opportunities to network and include the participation of non-resident agencies should be considered.
- b) Once the specific joint initiative is agreed, partnerships and implementation and funding modalities will be discussed among the concerned agencies. These partnerships may include; (i)

Traditional Donors, (ii) Non-traditional Donors, (iii) International Financial Institutions, and (iv) the Private Sector. The contributions can be monetary, service, and/or in-kind.

- c) Where deemed beneficial, if the joint initiative allows, engagement with potential donors should begin early in the process to secure active engagement and buy-in. Consultation meetings will be organized with the targeted funding partners to present the programme and explain the different roles of the programme partners. The funding gap should be addressed. Relevant stakeholders, including UN Agencies and civil society organizations should also be represented. Agencies should however consider the implications of such early engagement with donors before opening up the process at an early stage; and maintain focus on the identified needs.
- d) The results of the donor mapping exercises and analysis can be used to target certain donors, including both “traditional” and “non-traditional donors” as well as international financial institutions and the private sector. TGs should be open to engaging emerging donors and private sector partners who may not provide large contributions in the short-term, but who present the potential to become significant and/or useful donors in the future. Furthermore, partners outside OECD-DAC can potentially add great value to programmes, where having a diverse mix of supporting and/or funding partners can change the dynamics of the programme in a positive way.
 - i. Explore opportunities for South-South Cooperation and new forms of resources such as in-kind contribution, developing specific tools to interest new partners for joint initiatives.
 - ii. ZUNDAF Thematic Groups should conduct a quick assessment on the partnership opportunities presented by private sector companies for their joint initiative, and then refine the concept note to make a clear and individually tailored business case for identified companies. In doing so, the initial private sector analysis and mapping that has been done should be used to help TGs target the right companies. A meeting with the Employer’s Confederation of Zimbabwe (EMCOZ) could in this regard be useful.

Agreed programmes before implementation phase

- a) Upon discussion with relevant stakeholders, a proposal will be finalized for the targeted funding partner. Necessary follow ups will be done to expedite the process.
- b) Various funding mechanisms will be considered by the UNCT to effectively implement the activities for shared outputs, including parallel funding, pooled funding, and pass through funding.

Implementation phase

- a) View and treat donors as engaged partners beyond fund contributors:
 - i. Donors should be engaged beyond requests for fund disbursement and agreed reporting, which helps ensure that they maintain interest and buy-in in the flagship program. TGs should look for opportunities and ways to support such engagement.
 - ii. The UNCT collectively and individual Heads of Agencies should engage in close dialogue and regular meetings with its donors. The progress of the programme/initiative will be provided through meetings and reports so that partners are well informed of the resources they provide and the gaps that still exist. Joint monitoring visits to the sites with partners allow them to better understand the value of the UN’s approach in assisting country-led development.
 - iii. Reporting should be of the highest standard and results-based.

- iv. In addition to the standard project reports, annual updates to the concept notes focusing on results should be made in order to present up-to-date information to donors in an attractive format, and donors should be included in annual review meetings. The updated concept notes should also be shared with potential donors not yet on board in an effort to continue resource mobilisation efforts.
 - v. Whenever possible, stories focused on development change in peoples' lives should be developed and shared with donors.
 - vi. New communication formats should be taken advantage of such as video or audio for presenting information to donors and documenting best practices. For example, showcasing currently running programmes could be done through the UNCT and agency websites and through Facebook.
 - vii. In addition to achieving human development goals, many donors seek greater visibility for their organizations. A programme-specific publicity and communications plan should be developed in cooperation with the donor. The UNCG should be involved in this process and support the joint initiatives. Every effort will be made to make the funding partners visible, through printing of logos and acknowledgment of their support in published materials and in speeches.
- b) Explore and lobby for new funding sources: Beyond the traditional donors, the UN will need to explore other new sources of funding by attracting them through various channels. Showcasing of the currently running programmes will be done through the UNCT and Agency websites and Facebook, as well as sharing of information on the additional funds required.
- c) The funding gap should continuously be reviewed by the UNCT to ensure that programmes are adequately financed and that constant lobbying for new funding sources takes place.

Flagship Programmes or Other High Level Joint Initiatives

A particular focus for the joint resource mobilisation efforts under this strategy will be the seven flagship programmes which have been selected for their high profile and high impact. The design and development of these programmes has been very structured and comprehensive, with programme components thoroughly elaborated and the complementary roles of the involved programme stakeholders outlined. Thus, these programmes will follow a more intensive joint resource mobilisation process. It should however, be noted that there might also be joint UN initiatives that follow a similar approach as the flagship programmes, and in these cases, the strategy recommends that the same steps are followed as recommended below for flagship programmes.

- d) A high quality donor advocacy brief should be developed for each flagship programme and used in dialogue and consultation with donors. These documents will have a consistent layout with content tailored for each programme. UNCG should support the production of these templates and materials, which may include: a two page concept note on the joint initiative or flagship programme; a targeted one pager detailing the business case for UN partnership aimed at private sector partners; and materials such as UN pamphlets, brochures, etc. as needed.
- i. With support from the UNCG, the Lead UN Agency responsible for the joint initiative or flagship programme should assume responsibility for developing the documents, and in doing so, ensure that activities of the programme or initiative are coordinated with agencies' roles, responsibilities and added value clearly agreed.
 - ii. The concept note should clearly outline the rationale, expected results and impact of the programme, the complementary roles of participating agencies, and resource needs. The development of these concept notes will help ensure that participating agencies are coordinated in their approach and share the same vision and targets for donor engagement.

- e) TGs that have already organized a fundraising event before the flagship programme was finalized should, once the programme has been finalized and taking into account donor input where possible and relevant, organize a smaller, more targeted follow up event for the donors that have expressed interest in the programme. This second event should be more of a “pledge of support” event. Alternatively, TGs can at this stage chose to approach the interested donors separately.
- f) Flagship programmes that have not yet had an event should organize one (see details in box below) with the objective being to enable UN and key programme partners to present the flagship programme to donors in a systematic and unified manner. Heads of Agencies should be actively involved in the planning, undertaking and follow up of these events.
- g) A resource mobilisation focal point should be designated for each flagship programme, coordinated internally by the Lead UN Agency with input from all participating agencies.

Box 4: Flagship Programme Fund Raising Events: design and organization:

-Ideally, there should be two events organized per flagship programme. The first should take place when a clear and coherent concept has been developed but before finalization of the programme. This format will allow for time to engage with donors and some flexibility in adjusting the programme and concept note based on donor input. The second event would be held once the programme is finalized and would re-engage a more targeted group of donors, and should focus on getting financial pledges to the programme. The programme should be developed jointly with the funding partners.

-The flagship lead agency should assume the coordination role and responsibility of organizing the event. It will be critical to ensure good attendance in the events, and critical to that is the active engagement of the Heads of Agencies. The lead agency HoA should assume direct responsibility in reaching out to targeted donors and sending out invitations, using the donor mapping results as a tool, while participating HoAs should help with the follow up.

-Invitations should contain the concept notes for the flagship programme so that donors can have a clear idea of the purpose of the road show.

-From the UN side, input has to be well coordinated and clearly show the joint spirit of the programme and the value added of the UN, with HoAs in attendance.

-Events should be for no more than 2 hours and where possible, should be held at a) UN premises to minimize costs or b) project sites, in order to provide a more concrete example to donors of the work that the UN is doing

-Materials: Flagship prodocs, 2 page concept note, attendance sheets, presentations, forms for expression of interest

-Proposed programme:

1. Welcome and opening remarks of HoA lead
2. Presentation of programme with focus on intended results and expected impact
3. Comments and discussion
4. Closing and expression of interest

6. Implementation of the Joint Partnerships and Resource Mobilisation Strategy

6.1 Governance

The Joint Partnerships and Resource Mobilisation Strategy will mainly be implemented by the ZUNDAF Thematic Groups, monitored by the Programme Management Team (PMT) and under the guidance of the UN Resident Coordinator (UNRC) and the UNCT. The UNRC will ensure that resource mobilisation activities are included and budgeted accordingly in the UNCT Annual Work Plan.

It is proposed that the UNCT in its joint partnership and resource mobilisation activities be guided by Terms of Reference endorsed in March 2011 as well as by the following general principles:

- i. All resources which are being mobilised through joint UN resource mobilisation efforts will be channelled and managed through funding arrangements agreed to prior to the implementation of the specific programme.
- ii. Both pooled and earmarked funding are acceptable options on the understanding that the focus of earmarked funding is on the achievement of at least one of the ZUNDAF outcomes.
- iii. Earmarked funding sources and humanitarian emergencies, should be responded to through appropriate mechanisms, including the Emergency Response Fund (ERF), the Central Emergency Response Fund (CERF) and the Consolidated Appeals Process (CAP).
- iv. Agencies can also continue to raise programmatic resources individually. These resources together with the Agency's regular (core) resources will remain within their control but programmed and disbursed in alignment with ZUNDAF/JIM.
- v. Agencies will be asked to inform the RCO on the amount mobilised and the planned allocation of those resources to ensure that the UN System at all times has an accurate overview of the available and required resources.

6.2 Monitoring and Reporting

ZUNDAF provides an incentive mechanism to encourage UN agencies to be results oriented and to work within a common strategy. The JIM complements this by offering greater predictability and transparency of resources by presenting a clear picture of the agreed, costed results including:

- Core/regular resources of the UN Agencies involved;
- Existing/on-going extra-budgetary or non-core resources from all sources; and
- The funding gap between existing resources and the total cost required.

Monitoring of resource utilization for the ZUNDAF will be undertaken by the respective agencies who will submit quarterly reports, or when required by the UNCT, to the RC Office for consolidation, analysis and reporting to the UNCT. This will be done in line with requirements for quarterly financial reporting to the Ministry of Finance and the ZUNDAF M&E Plan endorsed by the UNCT. Analysis of these reports will be critical inputs to the resource mobilisation planning and/or updating of the strategy, when necessary. The RC Office, with the support of the PMT & UNCG will maintain an updated profile of donors.

The RC Office maintains and shares on a regular basis an up-to-date overview of ZUNDAF's funding status, including financial overview of common funds with updated information on the funding gap.

PMT and UNCT meetings should have resource mobilisation updates included as a regular agenda item (e.g. every quarter), in order to ensure consistent monitoring, tracking and transparency of resource mobilisation efforts. The funding gap should be continuously reviewed by the UNCT through these meetings, to ensure that they are adequately financed and that constant lobbying for new funding sources takes place.

In addition to Thematic Group meetings, UN Agencies will meet on a regular basis with key donors to jointly present key projects, discuss progress made, identify resource gaps and explore additional areas of cooperation.

6.3 Follow-up Actions

Table 4: Follow-up Actions from the Report			
Report Section	Action	Responsible	Timeframe
3.2	Updating of JIM costing during ZUNDAF Mid-Year Review.	PMT/TGs	Q3 2012
4.1	Review the most recent Bilateral/Multilateral Aid Review Reports done by Donors to get their views on UN-Donor relations.	PMT/RCO	Q3 2012
4.1	Carry out further research on Non OECD-DAC Donors/partners for Zimbabwe to ascertain current levels of funding, what is required for them to engage UN agencies, and examples from other countries.	PMT	Q4 2012
4.1	Explore potential UN partnership arrangements with the following Zimbabwe private sector organisations: Zimplats, Nyaradzo Funeral Services, Econet Wireless, Standard Chartered Bank, Unilever South East Africa, Cotton Company of Zimbabwe, Kingdom Bank, British American Tobacco, Delta, Old Mutual, OK Zimbabwe, Star Africa Corporation, Innscor Africa, Dairiboard Zimbabwe, Colcom Foods, Art Corporation, and Astra Industries.	PMT/UNCT	Q4 2012
4.1	Update mapping matrix for ZUNDAF Outcomes and expand to include non-OECD partners; Private sector partners; IFIs and Others	PMT/TGs	Q4 2012
4.2	Carry out further research to contextualise and provide specific details to the initial matching done on Donor/partners to ZUNDAF outcomes.	PMT	Q4 2012
4.2	Carry out more comprehensive mapping of already established donor funding relationships to explore possibilities for repeat/renewal of relationships.	PMT	Q4 2012
5.2	Identification of Joint Initiatives which have real and sustainable collaboration between agencies and focus partnership and resource mobilisation efforts on these.	PMT/TGs	Q4 2012
5.4	Preparation of concept note and business case templates	PMT/UNCG	Q4 2012

ANNEXES

Annex 1: Summary of Funding Requirements and Gaps by ZUNDAF Outcome

Annex 2: Preliminary Mapping of OECD Donors in Zimbabwe

Annex 3: Suggested Steps to follow for private sector engagement

Annex 1 – Summary of Funding Requirements and Gaps by ZUNDAF Outcome (as of October 2012)				
ZUNDAF Outcome	Resources by Outcomes			
	Total Required	UN - Regular Resources Mobilised	UN & Partner Non-Regular Resources Mobilised	Resources to Mobilise (GAP)
National Development Priority 1: Good Governance for Sustainable Development				
1.1	17,200,000	6,600,000	-	10,600,000
1.2	12,000,000	4,000,000	-	8,000,000
1.3	11,400,000	5,600,000	-	5,800,000
1.4	8,000,000	4,000,000	-	4,000,000
Total	48,600,000	20,200,000	-	28,400,000
National Development Priority 2: Pro-Poor Sustainable Growth and Economic Development				
2.1	67,810,000	9,785,000	-	58,025,000
2.2	8,900,000	1,050,000	1,280,000	6,570,000
2.3	20,600,000	5,640,000	9,760,000	5,200,000
Total	97,310,000	16,475,000	11,040,000	69,795,000
National Development Priority 3: Food Security at Household and National Levels				
3.1	277,080,000	1,410,000	19,950,000	255,720,000
Total	277,080,000	1,410,000	19,950,000	255,720,000
National Development Priority 4: Sound Management and Use of the Environment, Natural Resources and Land to Promote Sustainable Development				
4.1	22,937,200	550,000	12,369,200	10,018,000
Total	22,937,200	550,000	12,369,200	10,018,000
National Development Priority 5: Access to and Utilization of Quality Basic Social Services For All				
5.1	204,572,000	2,943,241	146,856,967	54,771,792
5.2	414,075,253	14,337,976	305,284,403	94,452,874
5.3	93,695,000	7,391,847	31,181,164	55,121,989
5.4	50,680,000	82,885	50,597,115	-
5.5	3,300,000	-	-	3,300,000
Total	766,322,253	24,755,949	533,919,649	207,646,655
National Development Priority 6: Universal Access to HIV Prevention, Treatment, Care and Support				
6.1	177,951,184	4,329,633	152,236,447	21,385,104
6.2	10,683,096	130,747	10,552,349	-
6.3	57,452,284	100,000	52,172,310	5,179,973
Total	246,086,564	4,560,380	214,961,106	26,565,077
National Development Priority 7: Women's Empowerment, Gender Equality and Equity				
7.1	26,310,000	5,940,000	4,130,000	16,240,000
Total	26,310,000	5,940,000	4,130,000	16,240,000
ZUNDAF TOTALS	1,484,646,017	73,891,329	796,369,955	614,384,732

* Resources in excess of requirements were raised for outcomes 5.4 (\$23,738,079) and 6.2 (\$10,000) in 2012

Annex 2: Preliminary Mapping of OECD Donors in Zimbabwe

	Australia	Austria	Canada	Denmark	EU	Finland	France	Germany	Italy	Ireland	Japan	Belgium	Netherlands	New Zealand	Norway	Spain	Sweden	South Korea	Switzerland	UK	USA
ZUNDAF outcome 1.1: Improved Justice Delivery System and Rule of Law	Green	Red	Green	Green	Green	Red	Green	Red	Red	Red	Red		Green		Green		Green		Red	Green	
ZUNDAF outcome 1.2: Strengthened Mechanisms for Peace building and for the Prevention, Management and Resolution of Conflict						Red				Red	Red	Red	Red	Red		Red					
ZUNDAF Outcome 1.3: Enhanced Accountability in the Management of Public Resources and Service Delivery	Red										Red						Red				
ZUNDAF Outcome 1.4: Enhanced People's Participation in Democratic Governance Structures and Processes		Red	Red	Green	Green		Red	Red	Red	Red	Red	Red	Red		Red	Red	Red	Red		Red	Red
ZUNDAF Outcome 2.1: Enhanced Economic Management and Pro-Poor Development Policies and Strategies	Red	Red									Red										Red
ZUNDAF 2.2: Increased Access to Decent employment Opportunities Especially for Youths and Women	Red			Red	Green		Red	Red	Red				Red		Red	Red					
ZUNDAF Outcome 2.3: Improved Generation and Utilization of Data for Policy and Programme Development and Implementation by Government and Other Partners	Red								Red								Red				
ZUNDAF Outcome 3.1: Policies and Action Frameworks in Place for Increased Agricultural Productivity and Production	Red			Red	Green		Red	Red	Red	Red	Red	Red	Red	Red	Red	Red					
ZUNDAF Outcome 4.1: Environment Management, Energy and Climate Change Policies and Systems Developed and Implemented	Red	Red		Red		Red		Red		Red	Red				Red		Red				Green
ZUNDAF Outcome 5.1: Increased Access to Quality Formal and Non-Formal Education, Training and Life Skills Development					Red	Red				Red	Red	Red		Red	Red	Red		Red			
ZUNDAF Outcome 5.2: Increased Access to and Utilisation of Quality Basic Health Care and Nutrition Services					Red		Red	Red	Red	Red	Red	Red		Red	Red	Red					Green
ZUNDAF Outcome 5.3: Increased Action to Social Protection for the Most Vulnerable Households					Red																
ZUNDAF Outcome 5.4: Increased Access to and Use of Safe and Adequate Water Supply, Improved Sanitation and Hygiene Services	Red								Red	Red	Red		Red			Red	Red				Green
ZUNDAF Outcome 5.5: Improved Policies, Planning, Management and Implementation of Housing Programmes																					
ZUNDAF Outcome 6.1: Improved Access to (and Uptake of) HIV Prevention Services			Red							Red			Red				Red				
ZUNDAF Outcome 6.2: Improved Access to (and Uptake of) HIV Treatment, Care and Support Services			Red							Red							Red				
ZUNDAF Outcome 6.3: Improved Leadership, Coordination and Management of the Multi-Sectoral HIV Responses			Green				Red	Red		Green	Red				Green		Red				
ZUNDAF Outcome 7.1: Laws and Policies Established and Implemented to Ensure Gender Equality and Empowerment of Women and Girls			Red	Red		Red			Red	Red		Red	Red	Red	Red	Red	Red		Red	Red	

Legend
 Green: Current partnership UNCT Zimbabwe
 Red: Potential partnership UNCT Zimbabwe, based on information available regarding donor's development focus areas



Annex 3: Suggested Steps to follow for private sector engagement

- i. Mapping of the business community, with its capacity and potential interest in partnership under the ZUNDAF outcomes.
- ii. Mission alignment - Identify companies that could have a visible gain in supporting UN.
- iii. Consider the partnership modality - co-financing, programmatic, in-kind, advocacy, etc.
- iv. Risk assessment, to avoid unnecessary risks for the UN.
- v. Build partnership - explain the value of the UN system's country-led approach to development, invite business leaders to visit UN supported project sites, share press and communication materials.
- vi. Develop a joint communications and public engagement strategy.

Tool for compiling existing UN-Private sector partnership in Zimbabwe

UN Agency	
Private Sector Partner	
Partnership Duration ('YY – 'YY)	
Type of Partnership	<input type="checkbox"/> Financial <input type="checkbox"/> In Kind Contribution <input type="checkbox"/> Advocacy/Media <input type="checkbox"/> Programmatic
Partnership Theme	
How did the Partnership initiate?	
Partnership Summary	
Actual/Estimate value for Financial and/or In Kind Contribution (\$\$)	
Outcome/s of Partnership	
Lessons learned	

