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CONTENTS



p45

Zimbabwe National Water Project (ZNWP)



p55

Climate Change TA



p73

Citizen Engagement

Acronyms iv

1 Executive Summary 1

2 Governance and Trust Fund Operations 5

3 Development Objectives and Project Description 7

4 Progress Report through ZIMREF Windows 8

- i. Private Sector Development 9
- ii. Systems and Capacity Development 21
- iii. Resilience and Livelihoods Support 37
- iv. Analytical and Policy Support 46
- v. Activities resourced by the State and Peacebuilding Fund (SPF) and Norway 60

5 Cross-cutting themes 61

- i. Engendering ZIMREF 61
- ii. Risks and Safeguarding 69
- iii. Evaluation of ZIMREF 71
- iv. Citizen Engagement 73
- v. Communications and Visibility 79

6 Lessons Learned and Future Project Implementation 82

Annexes 84

Annex I: Overview of ZIMREF Financials as at December 31, 2019 84

Annex II: Organogram 89

Annex III: Results Framework 90

Annex IV: Technical Outputs 121

ACRONYMS



AfDB	African Development Bank
APM	Agriculture Productivity Module
BE	Bank-Executed
BEFSIP	Business Environment, Financial Sector, and Investment Policy
BPC	Budget Planning and Consolidation
CSOs	Civil Society Organizations
EPFM-TRG	Economic Public Financial Management Technical Review Group
EU	European Union
GCF	Green Climate Fund
ICT	Information Communication and Technology
IC-TRG	Investment Climate Technical Review Group
IDBZ	Infrastructure Development Bank of Zimbabwe
IFMIS	Integrated Financial Management Information System
IPRSP	Interim Poverty Reduction Strategy Paper
I-TRG	Infrastructure Technical Review Group
M&E	Monitoring and Evaluation
MDAs	Ministries, Departments, and Agencies
MLACWRR	Ministry of Lands, Agriculture, Climate, Water and Rural Resettlement
MoFED	Ministry of Finance and Economic Development
MoHCC	Ministry of Health and Child Care
MoPSE	Ministry of Primary and Secondary Education
MoTID	Ministry of Transport and Infrastructural Development
MWACSMED	Ministry of Women’s Affairs, Community, Small and Medium Enterprises Development
NDC	Nationally Determined Contribution
NHA	National Health Accounts
OAG	Office of the Auditor General
PAC	Public Accounts Committee
PDO	Product Development Objective
PECG	Public Enterprises Corporate Governance

PFM	Public Financial Management
PFMS	Public Finance Management System
PICES	Poverty Income Consumption and Expenditure Survey
PIM	Public Investment Management
PIT	Project Implementation Team
PIU	Project Implementation Unit
POC	Policy Oversight Committee
PSIP	Public Sector Investment Program
RBB	Results-Based Budgeting
RBZ	Reserve Bank of Zimbabwe
RDC	Rural District Council
RE	Recipient-Executed
SERA	State Enterprise Restructuring Agency
SEPs	State Owned Enterprises and Parastatals
SMEs	Small and Medium Enterprises
SOE	State-Owned Enterprises
TA	Technical Assistance
TTL	Task Team Leader
TRG	Technical Review Group
UNDP	United Nations Development Program
UNESCO	United Nations Educational, Scientific and Cultural Organization
UNFPA	United Nations Population Fund
UNICEF	United Nations Children’s Fund
USAID	United States Agency for International Development
WBG	World Bank Group
ZIMRA	Zimbabwe Revenue Authority
ZIMREF	Zimbabwe Reconstruction Fund
ZIMSTAT	Zimbabwe National Statistics Agency
ZINARA	Zimbabwe National Road Administration
ZINWA	Zimbabwe National Water Authority
ZNWP	Zimbabwe National Water Project

1 EXECUTIVE SUMMARY



The Zimbabwe Reconstruction Fund (ZIMREF) was established in 2014. As of 2019, ZIMREF has made significant steps towards achieving its objective of strengthening the country's systems for reconstruction and development. From an initially programmed end date of December 31, 2019, ZIMREF's lifespan has been extended by two years to 2021. Since the establishment of the trust fund in 2014, a total of US\$47.5 million has been received from development partners and the World Bank's State and Peace Building Fund (SPF).

During 2019, the country faced several socioeconomic challenges. Extreme poverty is estimated to have risen from 29 percent in 2018 to 34 percent in 2019, an increase from 4.7 to 5.7 million people. The increase was driven by economic contraction and the sharp rise in prices of food and basic commodities. Contraction of agricultural production following an El Niño–induced drought worsened the situation in rural areas. One-tenth of the rural households currently

indicate they are going without food for a whole day, about double the proportion of urban households. Additionally, cyclone Idai has worsened the situation in three key provinces that typically account for 30 percent of agricultural output. The drought also led to a broader impact on the electricity and water sectors, causing widespread rationing and tariff adjustments to manage costs.

Real gross domestic product (GDP) contracted by 7.5 percent in 2019. Shortages of foreign currency, fuel, electricity, severe drought, and cyclone Idai dampened economic activity, especially in mining and agriculture, which experienced double-digit declines. Production of major minerals including gold, diamonds, and coal fell by more than 27 percent, while production of maize, the main staple food, was less than half of its level in 2018, resulting in widespread food insecurity. Domestic demand weakened significantly as job losses and rapidly increasing inflation eroded disposable incomes of households, while fiscal austerity kept government spending low.

Inflation has been increasing since October 2018, driven by monetization of sizable fiscal deficits of the past, price distortions, and local currency depreciation. Annual inflation reached 230 percent in July 2019 (compared to 5.4 percent in September 2018), food prices rose by 319 percent in July 2019, while nonfood inflation increased by 194 percent. Further, inflation rose to 521 percent year-on-year in December 2019, fueled partly by rapid exchange rate depreciation and reduction of subsidies on fuel and electricity.

Zimbabwe was pushed further into recession as climate shocks crippled agriculture, electricity, and water supplies. Production of key agriculture produce, especially maize, sharply declined from approximately 2,200 million metric ton (MT) in 2018 to approximately 700 million MT in 2019, depleting grain reserves. Imports of key inputs were constrained by forex shortages. Fuel imports declined by 25 percent, food by 52 percent, electricity by 27 percent and maize by 36 percent. Some basic commodities were impacted by hyperinflation and depressed domestic demand, including food, pharmaceutical products, and transport services.

In response to these challenges, Government made commitments toward macroeconomic and fiscal stabilization, and implementation of flagship and high impact projects that would lay a solid foundation for private sector-led growth, as outlined in the Transitional Stabilization Program. This included a focus on strategies to address fiscal discipline, and pricing and policy distortions; improve foreign currency generation, and promote job creation and productivity. While significant fiscal consolidation occurred as a result of some reform measures, economic vulnerabilities were triggered, including hyperinflation and cash shortages.

Consequently, ZIMREF's project implementation was affected by these challenges, along with institutional changes in senior public official positions in Government, potentially posing a risk to high-level strategic support for project implementation. To counter this, there was renewed and consistent engagement and communication in 2019 with technical-level officials to ensure the achievement of ZIMREF's desired outputs and outcomes.

Key Results



Key results of ZIMREF this past year include the recognition of Zimbabwe as

1 of the **top 20 global reformers**

in the *Doing Business 2020* (based on 2019 data) ...



... with an upward movement of **15 ranks** in 2019 alone.



This was a result of key Government actions that included strengthening the regulatory framework and financial infrastructure for expanded access to financial services and markets for small and medium enterprises (SMEs) and smallholder producers.



The credit registry system established by the Reserve Bank of Zimbabwe addressed Zimbabwe's ease of doing business deficiencies relating to

getting credit and cumulative usage

as measured by the number of inquiries, which was **over a million records as at October 31, 2019.**



The Program Based Budgeting (TA) supported the introduction of program-based budgeting in the national budgeting process, resulting in the use of the Program-Based Budgeting (PBB) format in the 2020 National Budget.



Government is using the **Health TA** outputs Health Financing Policy and TA) to improve...



EVIDENCE-BASED
PLANNING



INTEGRATION OF EMPIRICAL
MEASUREMENT FOR
THE HEALTH SECTOR



MAKING THE CASE
FOR REPRIORITIZATION
OF FINANCING
FOR THE SECTOR



Although the project concluded midyear, reforms in this sector are ongoing, and there is a need to sustain the momentum gained.



The achievements resulting from the **Education TA** have laid a strong foundational basis for professionalizing teaching through the Teaching Profession and Council Bill and increasing knowledge through the development of handbooks to improve mathematics pedagogy.



Working with ZIMSTAT, the **Poverty TA** helped to 'rebase' poverty measurement in 2019, starting with the PICES 2017 survey. This involved adopting good practice approaches for measuring the consumption aggregate. It also led to the calculation of a new minimum food needs basket and new poverty lines.



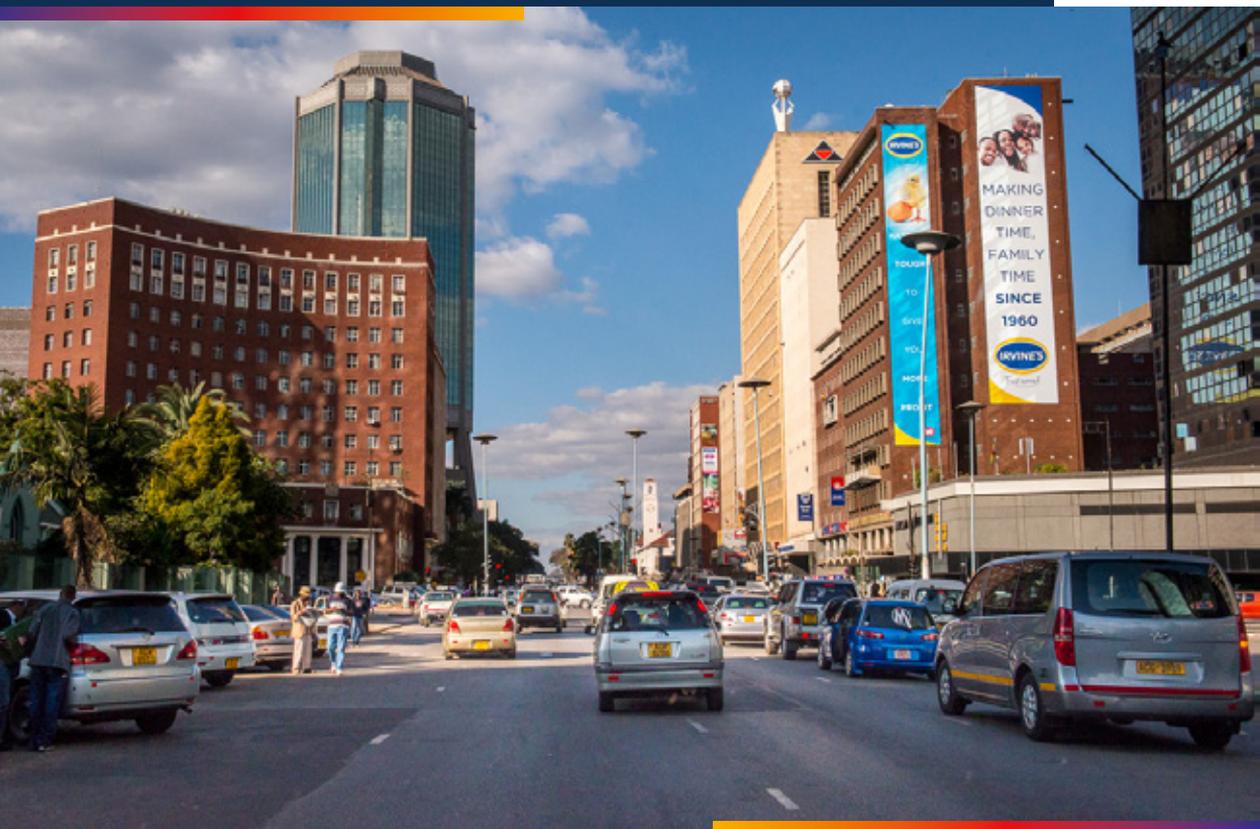
The Zimbabwe National Water Project improved water access in three areas by

Project area name	Total number planned	Total No. of applications to date	Total No. installed to date	Progress towards target
Guruve	639	454	454	71%
Lupane	908	405	357	45%
Zimunya	270	313	313	116%

Source: November 2019 Aide Memoire

The Department for International Development (DFID)-commissioned the ZIMREF formative evaluation concluded that ZIMREF remains relevant to the development context and is in line with national policy priorities, despite operating within a changing political and economic reform context. Further, the evaluation acknowledged the flexibility of ZIMREF in responding to the emerging needs of government. However, sustainability of outputs and outcomes is tenuous given the volatility of the macroeconomic environment; the design of the Fund going forward must lend itself to adapting to these issues. Based on lessons learnt, the Fund will consider addressing some of the macroeconomic overarching constraints in order to realize sustainable outcomes on the programs. Further, to ensure ownership and sustainability of all the ZIMREF projects, there shall be a focus on improving stakeholder coordination/involvement as a crucial factor for sustainability.

2 GOVERNANCE AND TRUST FUND OPERATIONS



The Zimbabwe Reconstruction Fund (ZIMREF) is a country-specific multi-donor trust fund which was established in May 2014. It is governed by a **Policy Oversight Committee (POC)** which is comprised of representatives from the Government of Zimbabwe (GoZ) and ZIMREF's development partners. The Department for International Development (DFID), the European Union (EU), Swiss Agency for Development and Cooperation (SDC), State and Peace Building Fund (SPF) and the governments of Denmark, Norway, and Sweden are the Fund's development partners. The POC is co-chaired by the GoZ (permanent co-chair) and a development partner (the co-chairmanship rotates among the development partners).

In 2019, the POC was co-chaired by the Government, the Embassy of Sweden, and the European Union. The POC held two meetings in 2019, on April 3 and November 26. Approvals and key decisions made during the two meetings included:

Extension of the ZIMREF Trust Fund to December 31, 2021.

Extension of the recipient-executed Zimbabwe National Water Project (ZNWP) to June 2020.

Extension of the Bank-executed Capital Budgets TA, Poverty and Monitoring and Evaluation TA, Education TA, and the Program-based Budgeting TA to end-December 2020.

Approval for the reallocation of existing funds to close financing gaps for critical projects.

A commitment by DFID to fund and manage an independent evaluation exercise.

No objection to US\$3m from SPF supporting the response to Cyclone Idai through ZIMREF.

The POC is supported by Technical Review Groups (TRGs) which are comprised of representatives from Government; development partners, and the World Bank. The TRGs' mandate is set out in the Operational Guidelines, and these duties include providing technical guidance to the POC; ensuring technical quality-at-entry of projects; overseeing project implementation; providing support for cross-sectoral and stakeholder coordination; reviewing and analyzing monitoring and evaluation (M&E) plans and findings; and contributing to risk monitoring and project reporting.

ZIMREF has three TRGs: Economic and Public Financial Management Technical Review Group (EPFM-TRG), Investment Climate Technical Review Group (IC-TRG), and Infrastructure Technical Review Group (I-TRG).

The three TRGs met once in 2019:

The EPFM-TRG chaired by the European Union (EU) met on March 27 to discuss progress in the implementation of the Public Financial Management Enhancement Project (PFMEP), Results-Based Budgeting (RBB), Poverty Monitoring, and the Public Procurement and Modernisation Project. During the meeting it was recommended that the Procurement Regulatory Authority of Zimbabwe (PRAZ) and the World Bank team prioritize phase two activities of the procurement project in the extension of ZIMREF, and that the PFMEP and PBB teams consider integrating PBB into future PFMEP programming.

The Investment Climate Technical Review Group (IC-TRG), chaired by the Department of Foreign International Development (DFID), met on March 6 and assessed implementation progress on the Business Environment, Financial Sector, and Investment Policy (BEFSIP) TA.

The Infrastructure Technical Review Group (I-TRG) chaired by DFID met on March 20 and assessed implementation progress on Capital Budgets TA, Climate Change TA, and the Zimbabwe National Water Project (ZNWP). From this meeting one issue to avail the outstanding US\$10 million for the Zimbabwe National Water Project was escalated to the POC.

3 DEVELOPMENT OBJECTIVES AND PROJECT DESCRIPTION

The Project Development Objective (PDO) of the Zimbabwe Reconstruction Fund (ZIMREF)¹ is to contribute to the strengthening of Zimbabwe's systems for reconstruction and development with a focus on stabilization and reform, reconstruction, development, and poverty alleviation.

ZIMREF supports both Recipient-Executed (RE) and Bank-Executed (BE) activities, which are described in the box below:

OUTPUT 1	The Business Environment, Financial Sector and Investment Policy (BEFSIP) Technical Assistance (TA) Program supports implementation of Doing Business and investment policy reforms, and development of credit and capital markets infrastructure.
OUTPUT 2	The Capital Budgets TA Program develops modern systems for public investment planning, management, and resource mobilization; improves state-owned enterprise governance; and supports development of a pipeline of feasible projects in the transport and energy sectors.
OUTPUT 3A	The Public Financial Management (PFM) Enhancement Project provides for modernization of key elements of the public financial management system, including coverage and reporting, internal and external audits, and Parliamentary and civil society oversight.
OUTPUT 3B	The Public Procurement Modernization Reform Project supports the modernization of the public procurement regulatory framework and practices and develops and pilots e-Government procurement.
OUTPUT 4A	The Results-Based Budgeting TA Program supports the introduction of program budgeting, as well as key reforms to strengthen the management of financing and public expenditures in key social sectors.
OUTPUT 4B	The Poverty Monitoring and Evaluation TA Program aims to improve the monitoring of poverty and shared prosperity outcomes and their integration into national strategy and planning documents.
OUTPUT 5A	The National Water Project aims to improve water in the small-town sector and strengthen the Zimbabwe National Water Authority and the regulatory framework in the water sector.
OUTPUT 5B	The Climate Change TA Program aims to help develop Zimbabwe's climate policies, its pipeline of climate adaptation investments, and its mainstreaming of climate changes in investment planning.

¹ See Annex I for detailed information on the background for ZIMREF.

4 PROGRESS REPORT THROUGH ZIMREF WINDOWS



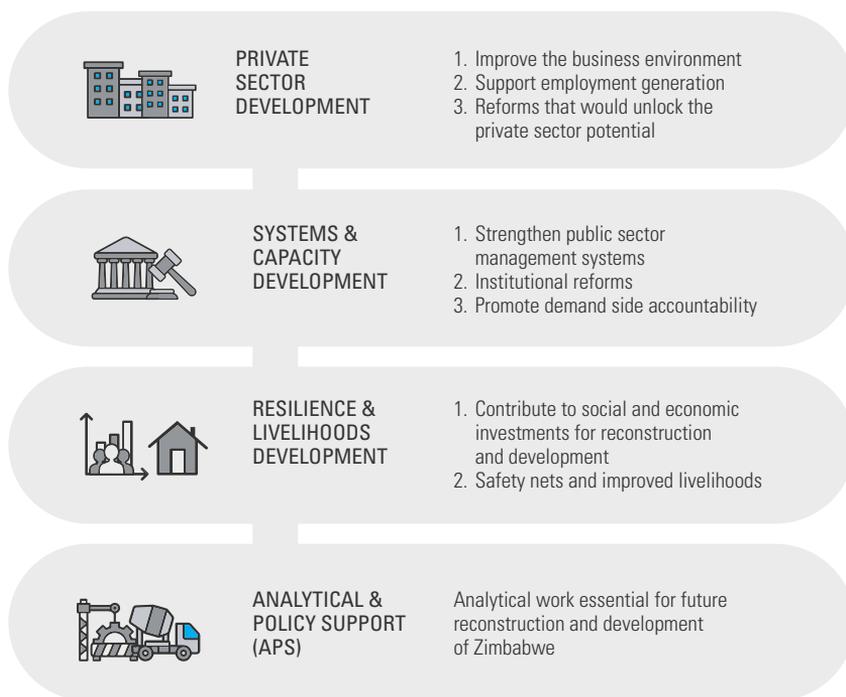
Overview

ZIMREF is comprised of four windows² meant to contribute to its objective. Three of the windows, namely, private sector development; systems and capacity development; and resilience and livelihoods support are funding both investments and analytical work related to each of the windows. The fourth window is analytical policy and support. The ZIMREF windows. The ZIMREF

² Private Sector Development; Systems and Capacity Development; Resilience and Livelihoods Development; and Analytical and Policy Support.

windows are aligned to GOZ’s priorities,³ the World Bank Interim Strategy Note (ISN) III,^{[3],4} donor funding priorities, and country development needs. The windows are discussed in Figure 1.

Figure 1 Priority areas: Current



WINDOW 1 | PRIVATE SECTOR DEVELOPMENT

i. Private Sector Development

This window focuses on the ease of doing business reforms^{[4]5} that are aimed at unlocking the potential of the private sector to contribute to poverty reduction. The ZIMREF activity which falls under this window is the Business Environment Financial Sector Investment Policy TA, which had its closing date extended from December 30, 2019, to April 30, 2020.

³ ZIMASSET and the Transitional Plan.

⁴ The ISN III for the FY13–15.

⁵ The objectives of the ease of doing reforms are as follows: improve the business operating environment in Zimbabwe by addressing the administrative, legislative, or regulatory bottlenecks that affect local and foreign investment; improve performance of the public sector institutions, systems, and processes in order to deliver quality services to people; and create value for money through lowering or elimination of duplicated transactional costs charged by various Government agencies to existing and prospective investors.

BEFSIP aims to improve the business climate for the private sector. It is a US\$3.2 million Bank-executed TA program that was approved for ZIMREF in March 2016. BEFSIP aims to support implementation of, inter alia, Doing Business reforms by building credit and capital markets infrastructure, and reforming investment policies through the following:

- i** reducing the time, cost, and bureaucratic burden of doing business in Zimbabwe;
- ii** introducing more effective and predictable investment and commercial policies; and
- iii** strengthening the regulatory framework and financial infrastructure for expanded access to financial services and markets for small and medium enterprises (SMEs) and smallholder producers.

The BEFSIP TA has four components: Doing Business; Investment Climate; Access to Finance; and Market Institutions (Enabling Business of Agriculture).

In 2019, BEFSIP achieved the following results:

Component 1 Doing Business

Note: DB = Doing Business



The number of days to register a business decreased from

32 days to 27 days
(DB19 report) (DB20 report)

This exceeded the target of 30 days by the end of 2019.



Training on commercial jurisprudence was conducted for

55 magistrates & 37 Clerks of Court



The overall Distance to Frontier Score improved substantially from

50.4 to 54.5
(against a target of 60 by end of 2019).



With the country's ranking improving by **15 places** from

155/190 to 140/190

Zimbabwe was included in the list of the
TOP 20 REFORMERS GLOBALLY

Component 2 Investment Climate



The support provided to Government in the design of policy, institutional, legal, and regulatory reforms to create an enabling investment climate for both foreign and domestic investors yielded the National Investment Policy which was launched by the President in Tokyo in August 2019. (i)



The Zimbabwe Investment Development Agency (ZIDA) Bill which was passed in Parliament on

December 5, 2019 (ii)

Component 3 Access to Finance



The number of financial institutions contributing information to the Credit Registry

increased in 2019



As at October 31, 2019, the Credit Registry held

1,111,935 records
exceeding the target of 1 million records.



The World Bank team partnered with Steward World Bank and ZIMNAT Financial Services⁶ to pilot a psychometric testing tool to determine the entrepreneurial capacity of borrowers and to determine the creditworthiness of a prospective borrower. This was still ongoing at the end of 2019.

These results have added to the results achieved since 2015 in making progress toward attaining the targeted outcome. The progress made to date toward attaining the PDO is detailed below:

⁶ ZIMNAT had to stop the trial due to the rising cost of mobile data.

Ease of Doing Business

The ease of doing business reforms are part of the broad measures being implemented by the Government of Zimbabwe to promote economic growth and development in line with the Government’s vision that Zimbabwe must be an upper-middle-income economy by 2030. The rationale behind implementing the ease of doing business reforms was to promote a thriving and robust private sector for high and inclusive growth, as well as sustainable development.

Ease of Doing Business reforms	Cumulatively, 13 laws were drafted and to date
	11 enacted to improve Zimbabwe’s ranking on the annual Doing Business indicator.
	The overall reforms led to an improvement in the DB score (Distance to Frontier) from 48.17 percent in DB16 to 54.50 percent in DB20.
	Business reforms recognized by Doing Business 2020 where Zimbabwe improved its ranking by 21 places from 161/190 in DB16 to 140/190 in DB20 and was in the top 20 reformers globally.
	The number of days to register a business decreased from 91 in the DB16 report to 27 in DB20, a notable improvement against a 2019 target of 30 days at program closure.

The targeted reforms were expected to improve business entry and operations processes, ensure security of commercial transactions, and establish an efficient debt resolution mechanism. Some of these legislative reforms will take years to translate into cost savings for businesses. Reforms in business start-ups, construction permits, and registration of property resulted in shortening procedures, as validated by the private sector counterparts⁸ who mentioned some of the reforms which had greatest outcomes, not only for the DB ranking but for the GoZ’s drive toward continuous improvement of the business environment. Case examples are discussed below:



⁷ DB was selected as an appropriate entry point because it focuses on policy, legal, regulatory, and institutional barriers for domestic enterprises.

⁸ Such as Bankers Association, the Real Estate Council, the Institute of Chartered Accountants, and the Law Society.

Category	Details
 <p>1. REGISTERING A PROPERTY</p>	<ul style="list-style-type: none"> • Zimbabwe Revenue Authority (ZIMRA), the City of Harare, and the Deeds Registry have expedited internal processes such as the rates clearance process with the City of Harare; processes within ZIMRA for payment of capital gains taxes and internal processes at the Deeds Registry following application for property registration. • They introduced process maps and checklists for the process and introduced transparency by making required documents and costs available online and the subsequent tracking of performance online. • The overall quality of land administration index improved.
 <p>2. DEALING WITH CONSTRUCTION PERMITS</p>	<ul style="list-style-type: none"> • Supported City of Harare to combine procedures related to obtaining occupancy certificates; establishing a One Stop Shop (OSS) for plan approval, which made the simultaneous sitting of four agencies possible—the City of Harare, National Social Security Authority (NSSA), Zimbabwe Electricity Supply Authority (ZESA), and Environmental Management Agency (EMA)—to expedite clearance processes. • Inspections by multiple agencies were coordinated, reducing the burden for the private sector. • The introduction of checklists ensured that applications for construction permits were only accepted when complete. • Required documents and costs were made available online. • For the City of Harare, there is now a 50 percent reduction in time to issue construction permits..
 <p>3. STARTING A BUSINESS</p>	<ul style="list-style-type: none"> • Technical support to the Ministry of Justice; Deeds and Companies office; the Harare City Council; and the Technical Working Group on Starting a Business granular reform action plans were drafted. • These were utilized by GoZ to design and prioritize reforms resulting in automation and reduced time and cost. • Technical notes prepared to address various components of the reform, e.g., licensing simplification and OSS models. An Interagency Single Window Agreement was drafted and signed. • Due to the improvements in the business registry, the 9,218 firms which were registered in 2018 would have benefitted from the expedited processes and improvements in compliance costs
 <p>4. ENFORCING CONTRACTS</p>	<ul style="list-style-type: none"> • The enactment of the Judicial Laws Ease of Settling Commercial and Other Disputes Act resulted in establishment of four commercial courts at the magistrates' level, 10 small claims courts in all magisterial provinces, and training of 55 magistrates and 37 Clerks of Court (by the Judicial Services Commission).

Category	Details
 5. DEEDS REGISTRY AMENDMENT ACT	<ul style="list-style-type: none"> This new act has streamlined property registration process and title deeds are now uploaded electronically and accessible to clients. The time taken to register a property has reduced from 36 to 14 days.
 6. TECHNICAL SUPPORT	<ul style="list-style-type: none"> Support is provided for the optimal constitution of Thematic Working Groups to implement reform actions, and second to the Office of the President and Cabinet (OPC) personnel, including rapid results experts, oversee delivery on the action plans and escalation of issues as necessary to ensure accountability for delivery on the action plans. This setup has been instrumental in expediting the implementation of the enacted laws within the OPC.

It is, however, imperative to note that collection of baseline data is still pending, and failure to complete the data collection process will jeopardize future reporting on the depth and breadth of reforms delivered by the program. GoZ agencies have been unable to supply baseline data required for certain reforms because they lack adequate resources to conduct the required surveys. Data would need, therefore, to be collected through direct interaction by a World Bank Group (WBG) M&E team, Government counterparts, and project beneficiaries. Despite the implementation challenge, the program has generated very significant results and outcomes in a country with a complicated political economy and severe resource constraints.

Debt Resolution	<ul style="list-style-type: none"> The program aimed to develop a unified and modern best practice insolvency framework for corporates and individuals through which at least 10 cases would be resolved. The Insolvency Act⁹ and the Estate Administrators Act Amendment Bill¹⁰ were enacted, establishing a rigorous and robust accountability framework for insolvency practitioners. Results and outcomes which demonstrate the envisaged change are still to be realized from these laws that were passed in the last year owing to severe capacity constraints on the client's part.
Collateral Registry	<ul style="list-style-type: none"> Added as a third component to the program, the development of a collateral registry was added to permit continuation of the opportunistic interventions that seemed possible. The collateral registry is a central database that records all registrations of securities over movable property or collaterals

⁹ An act to make provision for the administration of insolvent and assigned estates, and to provide for matters incidental to the foregoing.

¹⁰ The act established a rigorous and robust accountability framework for insolvency practitioners and a council to govern activities of estate administrators; a training manual and model examinations for certification of insolvency practitioners were developed.

	<p>created by lenders to secure credits provided to borrowers.¹¹</p> <ul style="list-style-type: none"> • From the Reserve Bank of Zimbabwe (RBZ), development partners, and stakeholder perspectives, the envisaged establishment of the collateral registry was meant to deal with severe constraints around access to capital. • Moving forward, the Movable Property Security Interest Act enacted in 2017 is expected to create an enabling environment whereby the domestic firms, including the SMEs and the general public, would be able to use their movable assets to secure loans. • RBZ is still to procure the collateral registry system, owing to procurement challenges occasioned by the cancellation of two separate efforts in the delays of the enactment of the Movable Property Security Interest Act, making it impossible to operationalize the registry. • Once procured, its establishment and subsequent launch will enable SMEs and individuals to use movable assets to obtain loans. Such assets include motor vehicles, livestock, crops, maize mills, equipment, or accounts receivable. Financial institutions traditionally required fixed assets such as land or buildings as collateral for loans. With the collateral registry, banks will be expected to diversify their credit portfolio from mostly corporations to include small and medium enterprises.
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Investment Climate TA

<p>Investment Policy and Promotion</p>	<ul style="list-style-type: none"> • Fourth component added as just-in-time support. In the immediate aftermath of the change of Government in December 2017, the WB was approached to support the drafting of a best practice investment policy to inspire investor confidence. Subsequently, a best practice National Investment Policy Statement was issued by the president in January 2018 in Davos, acclaimed as the first articulation of the end of indigenization. • This achievement in the last year subsequently led to the development of the National Investment Policy launched by President Mnangagwa in Tokyo in August 2019.
<p>Access to Finance</p>	<ul style="list-style-type: none"> • This component seeks to address barriers to financial inclusion, and prioritize and address the needs of special target groups, which are currently underserved, through the implementation of key priority measures that will facilitate the building of robust financial infrastructures with the view to reducing the level of financial exclusion. Some notable outcomes were achieved under this component. The outcomes realized to date are the result of a cocktail of activities which were implemented during the life of the project. The Reserve Bank of Zimbabwe worked on a host of reforms to address

¹¹ According to the World Bank.

Table 1 Summary of activities under this component

Initiative	Status/results/Outcomes
Credit Guarantee Scheme	The RBZ resuscitated the Credit Guarantee Scheme to facilitate productive lending to the target marginalized groups with inadequate collateral, in order to stimulate economic growth and development. The scheme is administered by the Export Credit Guarantee Company.
Financial Consumer Protection Framework	The RBZ issued the Financial Consumer Protection Framework in June 2017 to enhance consumer protection in the banking sector. The framework applies to all banking and nonbank financial institutions that are regulated by the Reserve Bank of Zimbabwe. The framework empowers consumers with information and basic rights, while providing an important source of market discipline to the financial services sector. It also fosters competition by encouraging regulated entities to offer better products and services. The existence of a sound financial consumer protection framework is fundamental to increasing access to and usage and quality of financial services, along with supporting further banking sector deepening.
Financial Literacy	RBZ has developed a National Financial Literacy Framework to facilitate awareness of financial services and responsible access. The Reserve Bank also conducts financial education and awareness campaigns through brochures and showcasing at exhibitions and workshops.
Innovative Financing schemes	Lending institutions have now adopted innovative financing schemes, such as group or cluster lending models, to facilitate improved loan performance and to lend to marginalized segments of the population with viable projects that lack acceptable collateral.
Women's Desks	Banks have established women's desks with a focus on developing products and services that meet the specific needs of women. To date, more than 10 banking institutions have established women's desks. Following the establishment of the Zimbabwe Women's Microfinance Bank on May 31, 2018, women in rural areas, marginalized women in urban areas, A1 and A2 women farmers, SMEs owners, pensioners, students under women care, and women in social groups such as burial societies and community projects are being targeted.
Mobile Financial Services	As part of financial innovation, financial services providers in partnership with mobile network operators are now offering mobile financial services such as micro-insurance, micro-credit, and payments, which has enabled them to reach out to marginalized segments of society, including those in remote areas.

Initiative	Status/results/Outcomes
Credit Registry	<ul style="list-style-type: none"> Established in 2017, all banking and micro-finance institutions are now data providers as well as subscribers to the Credit Registry. To date, all the loans in the banking sector have been uploaded to the RBZ's credit registry. Banking institutions are now able to check with the system before granting loans in order to get information on the credit history of the applicant. The credit registry has therefore addressed Zimbabwe's ease of doing business deficiencies relating to getting credit and enabled the exploration of two sets of issues: strength of credit reporting systems and effectiveness of collateral and bankruptcy laws in facilitating lending. Credit registry cumulative usage as measured by the number of inquiries was 1,111,935 records (including 342,979 loans to females, 754,311 loans to males, and 14,645 company loans) as at October 31, 2019.
Psychometric testing tool for credit analysis	<ul style="list-style-type: none"> The deployment of psychometric tools has now been reduced to one institution, Steward Bank. The second institution, ZIMNAT Financial Services, had to stop implementation due to rising costs of mobile data through which the testing tool was to be accessed by frontline staff who interface with clients. The pilot test with Steward Bank is a work in progress.

Market Institutions

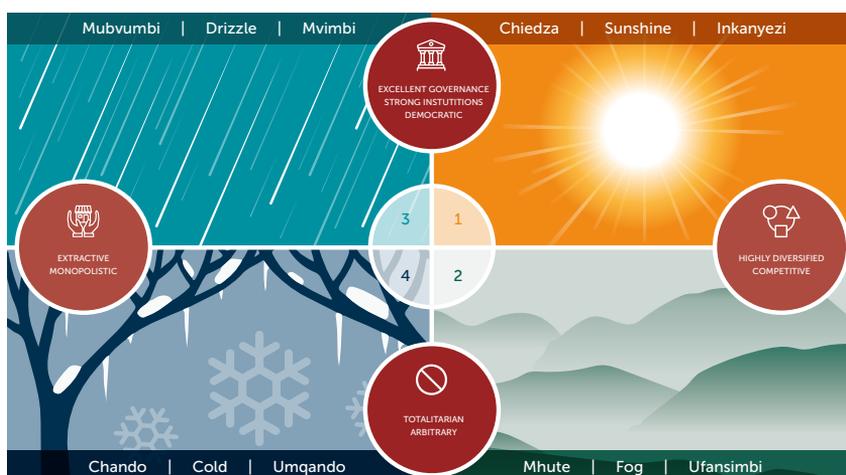
Under market institutions the Enabling Business of Agriculture¹² (EBA) TA was part of the work done under the agricultural component of the BEFSIP TA targeted at removing constraints in order to boost the business of agriculture in Zimbabwe. Agriculture has a critical role in inclusive growth, poverty reduction, job creation, food security, and adaptation to climate change. To resuscitate the agriculture sector, work was undertaken to identify robust agricultural policy actions and investment priorities within the "Agricultural Visioning" work in 2019, with a focus on analyzing the main challenges and uncertainties that Zimbabwe faces in the sector.

The Ministry of Lands, Agriculture, Climate, Water and Rural Resettlement

¹² Enabling the Business of Agriculture (EBA) is a World Bank Group study collecting unique data on the regulations that affect farmers. EBA indicators assess whether governments make it easier or harder for farmers to operate their businesses. Zimbabwe was included in the 2017 Ease of Business Agriculture Report for the first time. The report seeks to improve public understanding of the business environment for agriculture in order to help governments establish the right sort of regulatory systems for farming and ensure the safety and quality of agricultural goods and services in a cost-effective way.

(MLACWRR), with support from ZIMREF, engaged over 100 stakeholders in a structured discussion (using a scenario planning methodology) to examine plausible future scenarios for Zimbabwe’s agriculture sector and identify priority areas of action. Using the scenario planning methodology, stakeholders identified two main drivers of Zimbabwe’s future development outcomes: (a) the nature of national governance, and (b) the structure of the economy. Depending on the interaction between the two factors, four plausible future scenarios were formulated.

The highlights of the scenarios are as follows:



While each model is a complex balance of trade-offs in the intersection of politics and economics, only the first scenario, good governance with a vibrant economy (**Chiedza/Sunshine**), offers an ideal combination of factors that would propel Zimbabwe to high rates of growth if it wants to realize Vision 2030.

The second option, bad governance with a vibrant economy (**Mhute/Fog**), is one where the Government supports growth.

In the third scenario, good governance with poor economy (**Mubvumbi/Drizzle**), the Government is democratic and inclusive, but the economy remains inefficient and fails to bring about growth.

The final option, poor governance with poor economy (**Chando/Cold**), is the worst combination with inefficiencies noted across the board.

The product of this work with detailed analysis of the scenarios is a report entitled: The Future of Zimbabwe’s Agriculture and Food Sector: A Scenario Analysis will be in February 2020. In subsequent work, the steps to get to the best scenario, the Sunshine moment of Chiedza in 2035 were shared with Government.

According to the report, the period from now to 2025 focuses mainly on creating the macro economy conducive for investments featured by transparent and business friendly policies and rule of law. This, in part, will be expected to boost agriculture sector business in the country. In agriculture, land tenure security is paramount and calls for implementing a sound Land Policy and Land Act. From

2025 to 2030 efforts to enter international capital markets and attract Foreign Direct Investment will take center stage.

Financials

BEFSIP TA has two budget lines: the Investment TA line and the BEFSIP TA line. The current financial status for both is presented below.

- **Financials for Investment Climate TA:** Figures 2 and 3 show the financial status of the project. Disbursements for this TA are on track for both ZIMREF 1 and 2. Under ZIMREF 1, the project disbursed 100 percent of the total grant amount, with commitments. The project received US\$370,636 from DFID additional funds under ZIMREF 2 and to date, 45.8 percent of the funds have been disbursed.

Figure 2 Investment Climate TA: ZIMREF 1

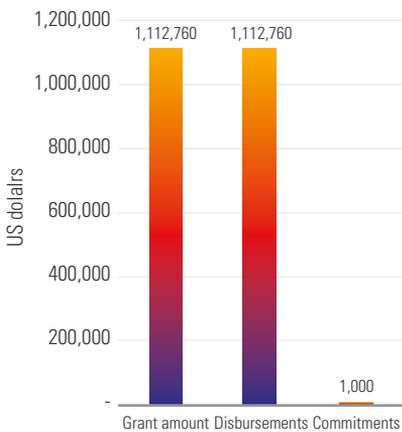
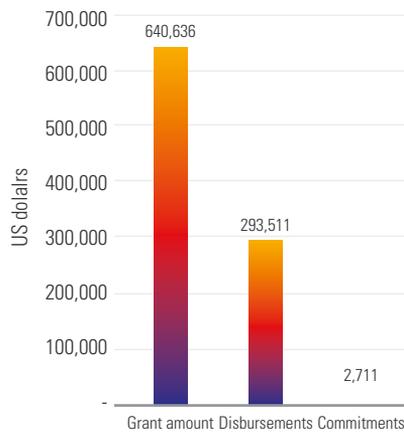


Figure 3 Investment Climate TA: ZIMREF 2

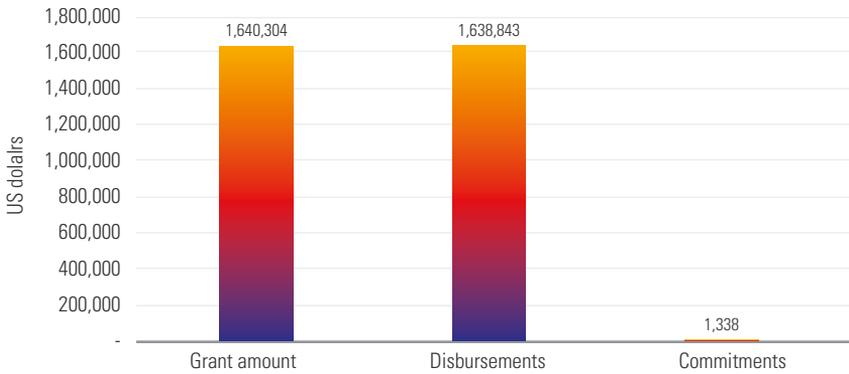


Source: WB SAP December 2019.

Financials for BEFSIP TA: Figure 4 shows the financial status of the project. The TA has disbursed almost 100 percent of its allocated funds under ZIMREF 1; 99.9 percent of the grant amount has been disbursed as at December 31, 2019.



Figure 4 Financials for BEFSIP TA: ZIMREF 1



Source: WB SAP December 2019.

WINDOW 2 | SYSTEMS AND CAPACITY DEVELOPMENT

ii. Systems and Capacity Development

ZIMREF is supporting strategies for improving governance systems and capacities to enhance economic management and development effectiveness within the framework of the Transitional Stabilization Program (TSP). The program comprises a cross-cutting effort to help strengthen both supply-side and demand-side mechanisms, with a focus on mainstreaming enhanced governance capacity across Government institutions. The supply-side comprises public sector governance mechanisms through which the Government organizes itself to deliver service. Activities being implemented focus on public finance management systems (PFMS), procurement, human resources, public accountability, public expenditures and fiscal management, public investment management systems, and wider issues of public sector reform. Strategic interventions aim at strengthening systems, capacities, and incentives; have a strong economic and social impact; and demonstrate effects. The demand side comprises the macro- and micro-institutional arrangements that assure accountability for performance, including arrangements which facilitate citizen engagement in design, implementation, and oversight of projects. This includes a context analysis for selecting demand-side governance instruments in line with the political context and space to ensure success. The programs implemented under this window are the Capital Budgets TA, Public Financial Management Enhance Project (PFM) and Procurement.

Capital Budgets TA

The Capital Budgets Programmatic Technical Assistance Program (CaBuPTA) focuses on three key areas, namely, developing modern public investment planning, management, and resource mobilization systems; improving the governance of

¹³ Bringing the grant amount to US\$640,636, taking into account the previously allocated US\$270,000 (as highlighted in the previous report).

state-owned enterprises (SOEs); and supporting development of a pipeline of feasible projects in the transport sector. The US\$5 million Bank-executed program was approved in November 2015, comprising three subcomponents, namely, Transport, Public Investment Management (PIM) and State-Owned Enterprises (SOEs).

Component 1 Transport

In 2019, the TA achieved the following results:



The final report on the market study for National Railways of Zimbabwe and a policy paper on review of road tolling policy were completed.



This component seeks to assist public transport sector institutions in laying a foundation for improved efficiency and effectiveness in their public investments.

The Ministry of Transport and Infrastructural Development (MoTID) and the SOEs it oversees, namely,



National Railways of Zimbabwe (NRZ)



Civil Aviation Authority of Zimbabwe (CAAZ)



Zimbabwe National Roads Administration (ZINARA)

These have received assistance through ZIMREF's engagement in the transport sector.

During 2019, the TA produced three policy papers on Zimbabwe's



aviation reforms



road tolling policy



road user charging and road sector institutional reforms



an expanded rail market study for NRZ

The policy recommendations, especially those relating to road reforms, will be shared with decision makers at ministries whose responsibility will be to undertake reforms.



This high-level engagement shall be done with a view to translate policy recommendations into cabinet memos for subsequent actions that will be taken by relevant authorities.

 There are identified areas of need that have been discussed with both Government and the Bank and will require additional funding support for the sector. These areas are:



Urban
Transport Support

US\$350,000



Spatial
Data Analysis

US\$200,000



Transport Sector
Development Support

US\$450,000

Table 2 Summary of activities under this component

Initiative	Status/results/Outcomes
Review of the road sector institutional setup	<ul style="list-style-type: none"> Established in 2017, all banking and micro-finance institutions are now data providers as well as subscribers to the Credit Registry. To date, all the loans in the banking sector have been uploaded to the RBZ's credit registry. Banking institutions are now able to check with the system before granting loans in order to get information on the credit history of the applicant. The credit registry has therefore addressed Zimbabwe's ease of doing business deficiencies relating to getting credit and enabled the exploration of two sets of issues: strength of credit reporting systems and effectiveness of collateral and bankruptcy laws in facilitating lending. Credit registry cumulative usage as measured by the number of inquiries was 1,111,935 records (including 342,979 loans to females, 754,311 loans to males, and 14,645 company loans) as at October 31, 2019. The deployment of psychometric tools has now been reduced to one institution, Steward Bank. The second institution, ZIMNAT Financial Services, had to stop implementation due to rising costs of mobile data through which the testing tool was to be accessed by frontline staff who interface with clients. The pilot test with Steward Bank is a work in progress.
Review of the road tolling policy	<ul style="list-style-type: none"> Review undertaken to determine the current road funding dispensation in Zimbabwe, focusing on the tolling program, its policy, and operations. The aim is to improve the road user revenue base and mitigate the growing road maintenance backlog in an equitable and sustainable manner. The review provides a guide into the best practice

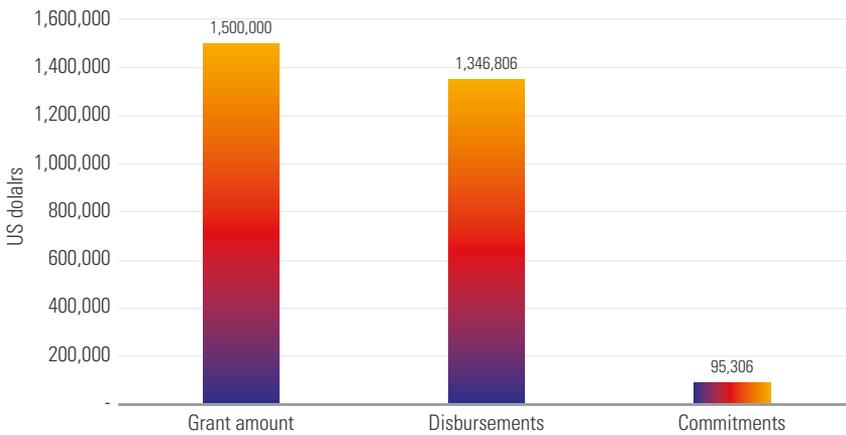
Initiative	Status/results/Outcomes
	<p>approach for funding and financing road investments, including the use of public-private partnership arrangements.</p> <ul style="list-style-type: none"> • The policy recommendations proposed shall lead to an environment characterized by more rational funding of roads and improved utilization of road sector revenues managed by ZINARA. • The recommendations focus on spending, cost sharing, cost responsibility, road user charging, and public-private partnerships (PPPs). • ZINARA has requested assistance to review some of the sole-sourced contracts presently on its books.
<p>Support towards aviation reforms</p>	<ul style="list-style-type: none"> • Activity within this subcomponent has been finalized and deliverables have met Government satisfaction. To improve transport sector policies and strategies, a policy paper on civil aviation reforms has been successfully concluded and the policy recommendations availed to Government. • The legislation to unbundle CAAZ, the Civil Aviation Amendment Act, 2018 (No. 10 of 2018), has been enacted and the process has commenced in principle. Government concurs with the policy recommendations, namely. • (a) hosting of Air Navigation Services (ANS) outside of CAAZ to achieve clear separation of operations and regulatory functions; (b) impartiality and independence of the accident investigation function; (c) review of the fees and charges structure to make CAAZ financially viable; and (d) clarity on the creation and functions of successor entities, particularly identifying ANS and management of airports as separate functions. • The independence of the accident investigation function from CAAZ has been incorporated into the final legislation. Government intends to create an investigative body outside of CAAZ but within civil service that will take up this function of accident investigations. • There are gaps as some recommendations on aviation reform were not integrated into the final legislation. <ul style="list-style-type: none"> i) ANS is still within CAAZ. ii) There is also a lack of clarity on when and how successor entities created from unbundling will be affected. • Relevant stakeholders are committed to considering these remaining recommendations in the next phase of reform implementation. • There is potential for future collaboration in the aviation sector, especially in the implementation of the reforms and development of aviation infrastructure. There is also consensus among aviation stakeholders that pursuit and completion of recommendations could lead to opportunities for private sector participation in the aviation sector.

Initiative	Status/results/Outcomes
<p>Expanded market study for railways</p>	<p>The analytical work and recommendations in this study report have been completed</p> <ul style="list-style-type: none"> • The report incorporates feedback from Zimbabwe’s community of railway stakeholders after a validation workshop in Harare. • The findings from the study have been well received and identify the conditions needed to enhance a modal shift of freight from road to rail along selected corridors within Zimbabwe. • Some of the study requirements identified for modal shift include <ul style="list-style-type: none"> i) improved capacity of rail infrastructure and rolling stock, leading to efficiencies in volume management; ii) the ability to provide scheduled training services, leading to predictability and reliability; iii) connectivity with ports, major shippers such as mines and large industry players, and other rail-related logistics, leading to integrated transport and logistics services; and Improved efficiencies in rail management and costs, leading to increased competition and cost/price reductions for final users.

Financials for transport

Disbursements are on track. The Transport TA program has disbursed 89.8 percent of the total grant amount to date. The TA requires additional funding to cater for the existing and new emerging priorities of the client. This is shown in Figure 10.

Figure 5 Financials for the Transport TA



Efforts to establish modern and effective public investment management (PIM) planning are broadly on track.

At the request of Government, additional manuals to the Project Appraisal Manual (PAM) in Energy and Transport sectors were produced in June 2018 were drafted on water and irrigation. These too contain outlines of gender issues and identify areas where benefits for women and men may differ; they also provide a gender checklist. The manuals are being peer reviewed and should be ready for validation through consultations in March 2020.

The PIT had a discussion with the EU to establish the current level of EU support for the development of a database of investment projects in Zimbabwe. They also discussed the modalities of the complementary support by the Bank. A prototype of the PIM database was presented.

In the light of recent developments in Zimbabwe, the Energy PAM is being reviewed with the World Bank's energy team before finalization. According to the results framework, these Guidelines and PAM manuals and templates are to be formally operationalized and implemented in the process of Budget 2021 and afterwards. This has strengthened the role of the Ministry of Finance and Economic Development (MoFED) in PIM and better aligned its processes with the budget calendar.



Additional Activities

Against this background, Public Investment Management TA require additional funding to ensure institutionalization and sustainability of the outcomes. PIM received some funds to support the existing and continued activities in 2018 but is still awaiting additional funds to unlock the maximum benefits of the intervention and deepen its support to Government in building a fully functional and modernized PIM system. The planned activities with additional new funds (both BE and RE) include:



Activity 1

TA support for operationalizing the PIM Guidelines.

Two areas of support have been identified.

1. Firstly, support preparation of the Budget Call Circular for FY2021. The TA activity will provide inputs for MoFED to draft the capital budgeting section of the 2020 Budget Call Circular.
2. Support pilot application of the new appraisal methodologies. The pilot application of the full-fledged appraisal methodology for the two major infrastructure sectors (transport and energy) is being considered. It is envisaged that the Capital Budgets TA will provide technical support and methodologies for the authorities to decide by themselves to take two pilot projects for assessment up to the bankability point, including project concept stage, and pre-feasibility and feasibility analysis. There is also potential synergy with the ZIMREF-funded work on privatization, where a number of policy areas—unsolicited bids foremost among them—have been identified as requiring urgent assistance.



Activity 2

Finalization of sector manuals in water and irrigation.

In line with two sector manuals (Energy and Transport) already developed, this activity will support the finalization of the detailed PAMs for water and irrigation, whose drafts are already well advanced.



Activity 3

Organizing workshop on the PAMs

The PSIP Unit and PIT will organize a stakeholders' technical workshop in early 2020 to validate and disseminate the four sector PAMs.



Activity 4

Preparation of the PIM electronic database

The PIM database will serve as the fundamental, integrative tool for MoFED PSIP and the spending agencies to uniformly and transparently apply the new PIM system and to ensure that external investment, funded by development partners, is suitably included. The PIT had a discussion with the EU to establish the current level of EU support in this area and modalities of the complementary support by the Bank. Two implementation options are proposed for this component:

Option 1: Full Design Build Transfer—This option consists of (1) development of functional and technical specifications for the PIM Database software; (2) software development; (3) six-month period of piloting, configuration, and support; (4) capacity building; and (5) transfer to the hosting servers of the Government or hosting at the alternative services over the period of 24 months.

Option 2: System Development Audit—In contrast to the first option, system development audit does not include software development and largely consists of the assistance to MoFED and representing their needs in communication with the software development consultants.



Activity 5
Supporting harmonization of PIM and PPP

This activity aims to support the Government to harmonize and integrate PIM and Joint Venture regulations, projects, and programs in a unified framework.



Activity 6
Continuing capacity building

This proposed activity will assist MoFED to ensure that line ministries and other Government entities comply with the requirements of the PIM guidelines and develop their capacities to use the project appraisal manuals. Training on project financing, fiscal risk, and contingent liabilities will also be included.



Activity 7
Development of national parameters, economic conversion factors (CFs) and other key statistics and indices required for investment appraisal.

The set of such parameters, CFs, and indices will support MoFED to enforce uniform and quality implementation of the new PIM Guidelines in project preparation and appraisals across sectors.

Component 3 State-Owned Enterprises (SOEs)

This component seeks to improve governance and performance of parastatals. It supported the Public Enterprises Corporate Governance (PECG) Act, enacted in July 2018, including its official launch by Government on 4th December 2019.

Key achievements during the reporting period included:

- Hands-on support for the OPC Unit responsible for the PECG Act included developing a tool for SEPs to complete to monitor compliance. Support also included enhanced liaison with the Ministry of Information and Communication Technology (MoICT) on the Directors' Database, which is fully operational (though requires vetting of some entries). Support has also been provided in the development of the statement of user requirements for the Unit's IT system and a template for compliance reporting.

- Guidelines on Strategic Planning, to help SEPs to comply with an essential part of the PECG Act, have been drafted and are ready for dissemination.
- A Framework to guide Boards in determining executive remuneration has been approved by Cabinet. This complements the Guidelines on Remuneration of Non-Executive Directors, which were produced and printed in 2018–19.
- With ZIMREF support, the State Enterprise Restructuring Agency (SERA), now linked with OPC, has produced an Aggregate Report on commercial SEPs for 2016, and collected data for a report on 2017 and 2018. It continues to provide weekly updates to Cabinet on the privatizations identified in 2018

Government continues to work on privatizations, for example through negotiations for the appointment of a single Transaction Advisor for the privatization of TelOne and NetOne. AfDB is also complementing ZIMREF work on SEP reforms. With its funding, Government continues its roadshow to alert SEPs to the PECG Act's implications.

With a very limited budget, it has been impossible to follow up on all the opportunities that arose. For example, though clear data on contingent liabilities of the SEP portfolio, and on intra-portfolio debts, would be of great value to Government, the project currently lacks the funding to support Government in these tasks.

Challenges

Government's central bodies driving SEP reform, notably in OPC, have limited capacity at present. With several positions unfilled, it is difficult to conduct effective training without undermining current delivery. Heavy task loading also means that some activities (e.g. portfolio reporting) inevitably get delayed. Government has announced its intention to supplement capacity in several relevant areas, but this must remain a key risk until those aspirations are fulfilled

Financials for SOEs and PIM

Figures 11 and 12 show the financial status of PIM and SOEs for both ZIMREF 1 and 2 funds. The two TAs disbursed 99.5% of the total ZIMREF 1 funds. The SOEs TA received US\$360 thousand from DfID additional funds;¹⁴ and disbursements stands at 73 percent as of December, 2019.

¹⁴ Bringing the total grant amount to US\$1,110,000, taking into account the previously allocated US\$750,000 (as indicated in the previous report).

Figure 6 Financials for SOEs and PIM ZIMREF 1 US Dollars

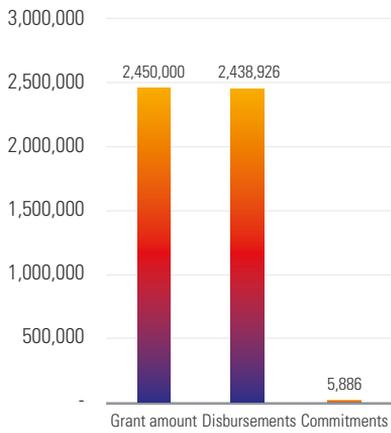
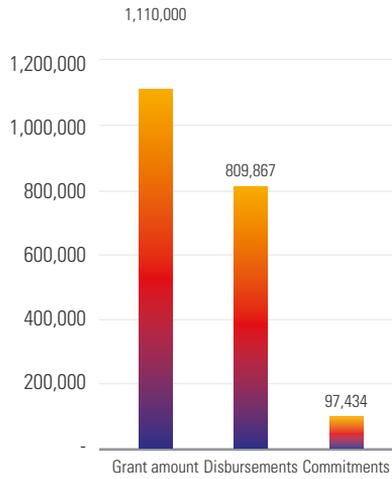
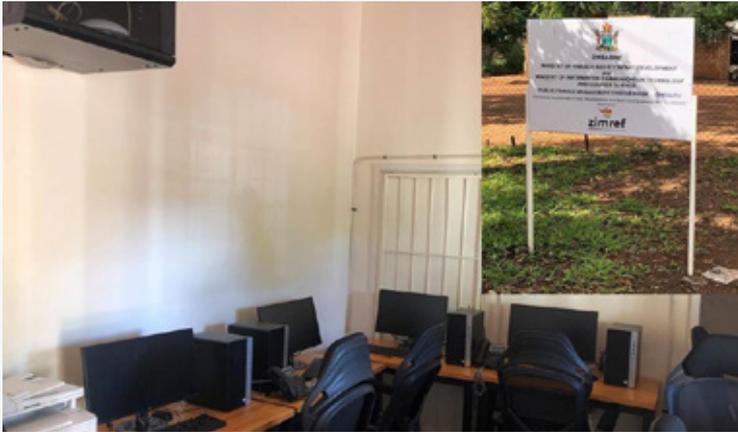


Figure 7 SOEs ZIMREF 2



Source: WB SAP December 2019.

Public Financial Management Enhancement Project



PFMEP provides for modernization of key elements of the public financial management system. This recipient-executed (RE) project was approved by the Policy Oversight Committee for implementation in September 2015 as a two-phase US\$20 million project. It was approved at the end of March 2016 and became effective in June 2016 with commitments of US\$10 million. Following clarification from development partners that they will not be committing the outstanding US\$10 million, the funding has been used for prioritized activities whose outcomes are expected to still achieve the project development objective (PDO) of the original design. The project is supported by a Bank-executed grant of US\$0.8 million for supervision over the life of the four-year project.

PFMEP seeks to improve control, transparency and accountability, and oversight in the use of public resources in Zimbabwe. The project has five components:

- Under Component 1 (C1), the project is strengthening systems for financial management and accounting (including IFMIS)
- Under Component 2 (C2), the project is strengthening financial reporting, internal controls, and internal audits
- Under Component 3 (C3), the project is strengthening external audits to enhance accountability
- Under Component 4 (C4), the project is building the capacity of Parliament to strengthen the demand side of transparency and accountability
- Under Component 5 (C5), the project management unit’s (PMU) capacity to manage recipient-executed projects is being developed.

The project’s progress across the five components is assessed as moderately satisfactory.¹⁵ By end 2019 there was an urgent need to accelerate implementation of activities—especially those under Components 1 and 5 that were in still in the contracting or initial implementation phase to ensure they are completed by the project closing date of March 30, 2020.¹⁶

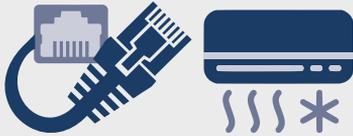
In 2019, the PFMEP achieved the following:



The Public Finance Management System (PFMS) and Ministry of Information and Communication Technology (MoICT) teams completed the download of new module components that are required for the installation and configuration of the Budget Planning and Consolidation (BPC), Business Intelligence (BI), and web portal. These installations will also help in completing the remaining activities of the Debt Management and Financial Analysis System (DMFAS) interface and the configuration of the Systems, Applications and Products (SAP) audit module.



The requirements for the development of the Reserve Bank of Zimbabwe (RBZ)-PFMS interface were revised, due to the launch of the new Eagle Switch platform in July. An assessment of Eagle Switch was carried out, and the MoFED prepared an assessment report and revised the interface requirements.



6 District kiosks completed and the installation of hardware and network equipment in 57 district kiosks was initiated in July 2019. The LAN cabling for Phase 1 (15) kiosks, and procurement of air-conditioning units for 63 kiosks and three training centers was completed.

¹⁵ Implementation Status Report.

¹⁶ This has since been extended to December 31, 2020.



The revised Chart of Accounts (COA) was completed and formally adopted for use by all MDAs in the preparation of the 2020 budget.



The Parliament conducted 11 pre-budget consultations to solicit input from citizens as to their priorities for the 2020 budget, which informed the recommendations submitted to the GoZ in the pre-budget stage.



Parliament tabled the latest Public Accounts Committee (PAC) Report on compliance issues for the MoFED for 2014–17 in July 2019. In addition, PAC increased the rate at which it is disposing of the audit reports prepared by the Office of the Auditor General (OAG) and anticipates tabling three additional reports at the beginning of the October sitting of Parliament. Despite good progress in increasing the rate at which the PAC is scrutinizing and reporting on the audit reports, the Treasury minutes process has still to be fully implemented in the MoFED.

These achievements, together with achievements from preceding years, have contributed toward achieving the project development objective (PDO), namely, to improve control, transparency and accountability, and oversight in the use of public resources in Zimbabwe as follows:

- Submission of the Consolidated Revenue Fund (CRF) financial statements for 2018 within three months of the end of the financial year. A significant improvement from a baseline of nine months for FY2016.
- Submission of the audit reports by the OAG within six months of the end of the financial year, against a baseline of twelve months up to 2019.
- Analysis of the Government-audited financial statements by Parliament within the targeted seven sitting months, against a baseline of nine months.
- Acceptance of partial acceptance of 90 percent of the Parliamentary Public Accounts Committee's (PAC) recommendations, an improvement from 80 percent in 2017.
- The Ministry of Finance and Economic Development has responded to the PAC reports by submitting three Treasury minutes to Parliament for tabling, against a target of four.
- Preparation of two performance audits, of the four being supported by the PFMEP. Two reports have been tabled before Parliament and these are:

- Preparedness in the prevention and control of cattle diseases by the Department of Veterinary Services: Ministry of Agriculture, and
 - Management of entities owning radiation devices by the Radiation Protection Authority of Zimbabwe under the Office of the President and Cabinet.
-
- Improved capturing of Retention and Statutory Funds on the Public Finance Management System (PFMS). The number of Retention and Statutory Funds that are now live on PFMS is 41 out of 94, which represents 19 percent of the total monetary value, exceeding a target of 10 percent.
 - Improved capturing of donor-funded projects on the PFMS. The number of grants live on PFMS is seven out of seventy-one. Additionally, one more grant was configured and is expected to go live in April 2020.
 - Establishment of six pilot PFMS kiosks for district-level capturing of daily operations (procurement, payments, and revenue transactions). The six pilot kiosks are operational and district-level end-users are using them for their daily operations.
 - Download and installation of BPC and BI modules and web portals. Configuration and testing of BPC is in progress. BI was installed and implementation is now at 74 percent (40 out of 86 reports have been completed).
 - Installation of internal audit software in all Central Government line ministries internal audit units.
 - Preparation of the Revised Accounting Procedures Manual for Government.

Challenges that the PFMEP is grappling with include finalization of contracts; Public Financial Management System (PFMS) utilization and expansion; instilling ownership; lack of technical skills required for day-to-day operations of the PFMS; and the high cost of the SAP annual maintenance fee.

The PFMEP is nearing completion and had disbursed 69 percent of its recipient-executed funding by the end of 2019. Due to the delay in completing the project, the project had fully expended its bank-executed supervision budget and received additional funding of US\$350,000 to ensure supervision continued. This is shown in Figures 13 and 14.

Figure 8 Financials for PFMEP ZIMREF 1

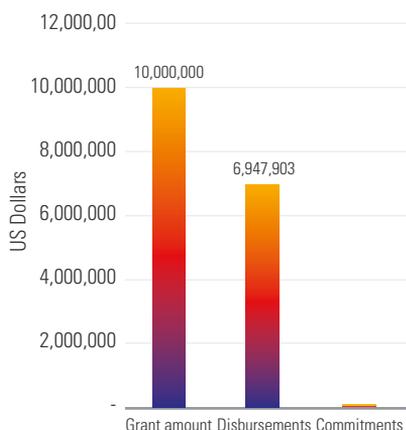
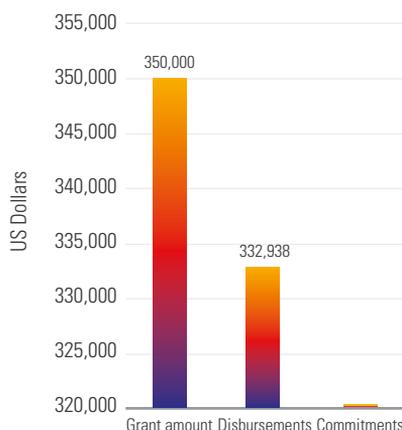


Figure 9 ZIMREF 2



Source: WB SAP December 2019.

Public Procurement Modernization Project

The Public Procurement Modernization Reform Project which came to an end on September 30, 2018 aimed to support the modernization of the public procurement regulatory framework and practices and develop and pilot e-Government procurement. The project performed well and achieved all its intended objectives by its closing date. The main objective of the Zimbabwe Public Procurement Modernization Project was to enhance institutional and legislative reforms of public procurement and improve Government capacity for e-procurement adoption to enhance transparency and efficiency in public procurement. Besides ZIMREF, the project also received support from the African Development Bank (AfDB).¹⁷ The project had three components namely, legislative and institutional reform and capacity building, improving readiness of e-procurement and project management and implementation support.

By design, the Public Procurement Modernization Project was a US\$4 million project approved by the Policy Oversight Committee (POC) in September 2015. However, ZIMREF only availed US\$2 million resulting in two stage implementation of the project, the first stage (Bank-executed) supported regulatory and institutional reforms to help align public procurement legislation and practices to the Zimbabwe 2013 Constitution, and to prepare for implementation of an e-Government procurement pilot.

The project was implemented jointly by the government through the Office of the President and Cabinet and the Bank. Government has maintained the momentum of procurement reforms post the closure of the project, introducing standard bidding documents in October 2018. These reforms were informed by a Country Integrated Fiduciary Assessment conducted by the Ministry of Finance and Economic Development in partnership with the World Bank, which gave Zimbabwe's public procurement systems a rating of 44% at the time.

¹⁷ The project received USD926,931.47 from AfDB.

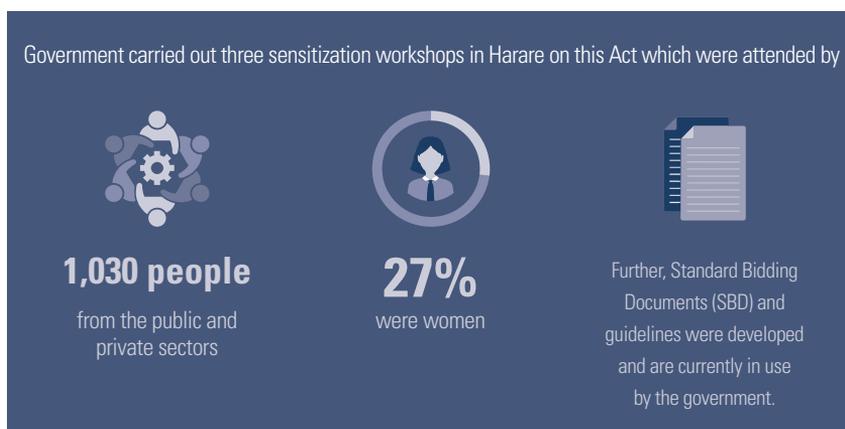
Across the three components, the project achieved the following results by the end of 2018;

- i** passing of the Public Procurement Disposal of Public Assets (PDDA) Act into law;
- ii** development of an e-procurement strategy, e-procurement guidelines, standard catalogue for common procurement of goods and services and development of e-procurement system requirements;
- iii** establishment of the procurement performance monitoring system and
- iv** training of more than 2000 stakeholders, MDAs and procurement management units on the new procurement framework and how to conduct procurement of critical IT equipment for MDAs.

A detailed account of the components is outlined below.

Component 1 Legislative and institutional reform and capacity building

A key result of this component was achieved on January 1, 2018 when the PPDAP (No. 5 of 2017) Act [Chapter 22: 23] became effective.



Procurement Regulatory Authority of Zimbabwe

The PPDPA Act established a Procurement Regulatory Authority of Zimbabwe (PRAZ) after the abolition of the State Procurement Board (SPB) on December 31, 2017. Further, the World Bank supported orientation of the new PRAZ board in mid-August 2018. The orientation included sessions on board oversight roles, strategy formulation and monitoring, and procurement reforms. A documentary on PRAZ has also been completed.

Capacity Building

Terms of reference for capacity building of PRAZ and, the e-Government procurement bidding document and catalogue for common use items were developed during the first quarter of 2018.

Component 2 Improving readiness of e-procurement

All deliverables for improving the readiness for Electronic Government Procurement (e-GP) have been delivered and submitted to the Bank and shared with Government. The e-GP strategy was adopted by the Government in October 2018.

Component 3 Project management and implementation support

The Project Steering Committee meetings were held as planned and quarterly reports were produced on time, as per the ZIMREF Monitoring and Evaluation Strategy. From DFID's additional funding, the project received a total of US\$40,000 to replenish its Bank supervision budget. However, additional funding of US\$2 million is required for implementation of the electronic procurement system.

The full implementation of the modern legislative and institutional framework is being conducted over a three-year period therefore the intended outcomes of greater transparency, accountability and effectiveness of public procurement will gradually emerge. In this transitional period (January 2018 to December 2020) PRAZ and procuring entities will be up-skilled to effectively implement the new law. Evidence shows that an immediate (as opposed to phased) full implementation of a new procurement law can lead to a drastic reduction in capital expenditure as has happened in recent times in other countries.

Financials for Public Procurement

The project has exhausted its total grant amount of US\$2 million, broken down as follows, US\$1.6 million RE and 0.4 million BE.

Ongoing work

Even though the project has ended, the Bank continues to support PRAZ in several areas including:

- Short term support for Covid19 response actions.
- Assessment and options analysis of Framework Contracts for Common Use Items in Zimbabwe
- Support towards developing e-learning system for public procurement

In order to achieve transparency and efficiency, an e-procurement system worth about US\$2 million will be required.

WINDOW 3

RESILIENCE AND LIVELIHOODS SUPPORT

iii. Resilience and Livelihoods Support

ZIMREF seeks to contribute to strengthening and rationalizing social safety net programs into a coherent system to protect the poor/extreme poor (in both urban and rural areas), including in times of natural disasters and other shocks. Support is being provided for interventions that improve targeting mechanisms to reduce inclusion and exclusion errors, increase safety net coverage, and support harmonization. Activities aim to strengthen and modernize the administration of programs and benefits and increase Government's capacity to implement its safety net programs. Links with other windows are critical to ensure that enhanced market and technology access can benefit the poor in support of sustainable livelihoods improvements.

Poverty, monitoring, and evaluation—implementation support to the PICES

The poverty monitoring and evaluation TA program aims to improve the monitoring of poverty and other social outcomes, and to promote their integration into better national policies, strategy planning, and budgeting decisions. This is a US\$3 million program, of which US\$1.9 million is recipient executed and has financed the implementation of the Poverty, Income, Consumption and Expenditure Survey (PICES 2017) undertaken by the Zimbabwe's National Statistics Agency (ZIMSTAT). US\$1.1 million is Bank-executed technical assistance. The program was approved in March 2015 and supports the gathering and dissemination of reliable data from households, and makes the data available for use in improving the monitoring and evaluation of public policy and public spending decisions. The program includes a pilot to develop evidence and results-based planning and budgetary approaches.

During 2019 following successful implementation support to the Poverty Income and Consumption Expenditure Survey (PICES) 2017 implemented by ZIMSTAT, significant progress on the availability of high-quality data was recorded.¹⁸ PICES data are critical to provide the evidence base to better understand poverty and inequality trends and the drivers of poverty, as well as identify opportunities for tackling the barriers for improving prosperity. These data are also essential for assessing the effectiveness of Government and donor-funded programs aimed at reducing poverty, as enunciated in the Interim Poverty Reduction Strategy Paper (IPRSP) for 2016 to 2018.

¹⁸ The PICES survey is implemented by ZIMSTAT and typically conducted every five years. Its sample size is around 31,000 households and representative at the district level.

The progress and results achieved in 2019 are outlined below:

A new poverty report based on the PICES 2017 and a survey technical report provided an update of a range of poverty indicators, including



ASSET OWNERSHIP



ACCESS TO SOCIAL SERVICE DELIVERY



Anonymized micro data were made available on the ZIMSTAT National Data Archive (NADA) at end **October 2019** enabling researchers to conduct further analyses.



This follows the adoption, in **August 2018** of the Statutory Instrument (SI) on the dissemination of micro data, and Bank technical support on the anonymization and documentation of micro data for the first time in Zimbabwe's history.



This triggered substantial policy research on poverty topics by Zimbabwe researchers, including on the gender dimension of poverty.

Poverty measurement was rebased, starting with PICES 2017 survey.



This involved adopting good practice approaches for measuring the consumption aggregate.



It also led to the calculation of a new minimum food needs basket and new poverty lines.



Differences in poverty rates from those conducted by ZIMSTAT using the earlier approach were small.



The technical note that describes the new approach in detail was disseminated on **November, 1 2019.**



ZIMSTAT released and launched a detailed report of the Agricultural Productivity Module (APM) that was attached to the PICES 2017 (and funded by the Trust Fund for Statistical Capacity Building).

It sheds light on smallholder productivity trends and coverage of agricultural subsidy programs, and was launched together with the PICES 2017 reports.



With ZIMREF financing, a mini-PICES 2019 survey was undertaken from

April to May 2019

using electronic data entry.



The objective of the survey was to provide a rapid update of the poverty situation of the country in 2019 and assess the welfare impact of the recent economic crisis.

The survey collected detailed consumption data of



500
HOUSEHOLDS

and used an econometric model to impute consumption into the remaining

1,500 HOUSEHOLDS

This enabled the estimation of updated poverty rates, as well as nonmonetary poverty indicators such as



school attendance



access to health care



drinking water



housing



electricity

The findings were instrumental in understanding the impact of the 2019/2020 economic crisis on monetary and nonmonetary poverty, and the coverage and effectiveness of current social protection systems. The survey also helped inform the Government and development partners of the amounts of social assistance needed to assist the most affected households. The survey data and the poverty report also helped inform the new national development strategy that is being prepared for 2020.

To build Government capacity, a data analysis training for eleven ZIMSTAT staff, five staff from the Ministry of Public Service, Labor and Social Welfare, and five staff from the Ministry of Finance and Economic Development, was carried out.

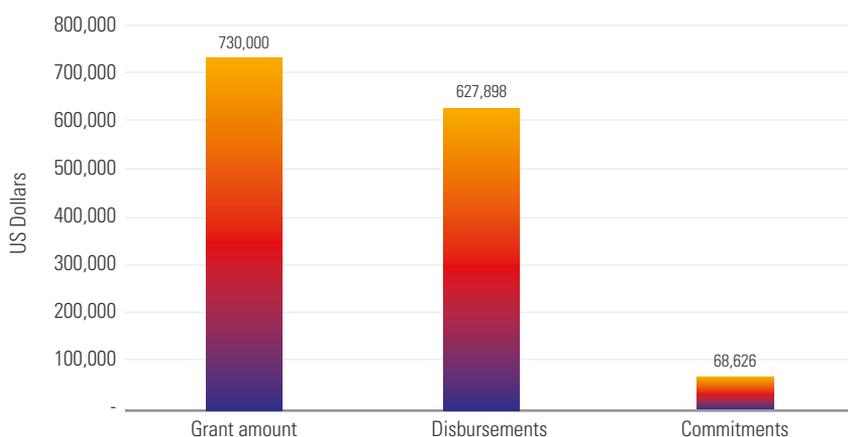
In addition to understanding poverty and social protection concepts, participants learned how to quickly generate and interpret poverty, as well as performance indicators of current social protection programs in Zimbabwe, using the PICES 2017 household survey dataset. Indicators included program coverage, and incidence of beneficiaries and benefits.

Following the release of micro-data, plans were underway to form a high-level Government steering committee as well as a technical one in early 2020 to supervise a call for research proposals around priority policy topics using the PICES and APM micro-data.

Financials

The RE component closed on June 15, 2018, having exhausted the budget of US\$1.9 million (Figure 7). The Poverty Analysis, M&E project disbursed 100 percent, with commitments. To date, the project has disbursed 100 percent of the funds received for its RE. To complete its programmed activities, the project received a total of US\$730 thousand from DFID (additional funds). The project disbursed 86 percent.

Figure 10 Financials for Poverty, and M&E, ZIMREF 2



Source: WB SAP.



Zimbabwe National Water Project (ZNWP)

The aim of the project is to improve water quality and supply in small towns and strengthen the Zimbabwe National Water Authority (ZINWA) and the regulatory framework in the water sector. The US\$10 million recipient-executed project was approved in September 2015. It is accompanied by a US\$0.8 million Bank-executed grant to finance Bank supervision over the lifespan of the project. The project has made notable progress in achieving its intermediate outcomes, which are expected to soon yield the targeted high-level outcome.

The 2019 progress and results noted are highlighted below:

- **Growth Center Water and Sanitation Improvements.**
The growth center water and sanitation works are being implemented in three growth centers of Guruve, Lupane, and Zimunya. Water supply and sanitation infrastructure rehabilitation and extension in Guruve and Zimunya are now complete and delivering water.
- The new infrastructure in Lupane is now partly functional, including the 2,280m³ clear water reservoir. According to the Project Engineers' calculations, progress toward the targets for new connections under the project stands at 71 percent for Guruve, 116 percent for Zimunya, and 39 percent for Lupane. Remaining works in Lupane include raw and clear water systems (pump stations and reservoirs) to Lupane University and performance enhancement of the waterworks system that includes chemical dosing equipment, sludge treatment and a recycling tank. There has been notable improvement in the number of connections, especially in Lupane, which previously had no new connections.

Most of the works are now completed, and the Project Implementation Team (PIT) is now focusing on providing support in order to increase the number of new connections, as well as optimizing operations. However, optimum operation and service delivery are being negatively affected by power outages, which have hit all the sectors hard in the country, water included. Options to review operational strategies, including ensuring night shift operation and full utilization of plant capacity during periods when power is available, are currently being explored. With regard to technical assistance, there are four key strategic areas of support.

Table 3 Summary of activities and implementation status

<p>National Water Resources Master Plan (NWRMP)</p>	<ul style="list-style-type: none"> • The project supports the development of a National Water Resources Master Plan to guide planning, development, management, and use of the country’s water resources in a sustainable way. • The draft master plan was submitted in April 2019, and comments from the Technical Advisory Committee (TAC) and the World Bank were shared in June 2019. The development of the master plan suffered implementation challenges resulting in TAC granting several extensions up to February 28, 2020.
<p>Water Services Regulator</p>	<ul style="list-style-type: none"> • The project provides technical assistance (TA) for establishing a water and wastewater sector regulator for Zimbabwe through background papers on options, and on a road map for establishing a regulator, which proposes a structure, business plan, and road map for operationalizing the regulator. • Establishing the water sector regulator is a key component for implementing the 2013 National Water Policy. • This subcomponent of the TA component of the project experienced implementation challenges since project inception. During the Joint Sector Review, the regulator was discussed and included as a key item for sector development. However, a decision is still to be made on whether it will be established as an independent regulator (as envisioned in the road map and business plan prepared under this project) or as a unit under the new directorate. • Despite the challenges currently being faced by the PIT, the endorsement of the road map for developing a water sector regulator remains a key result indicator for the project and a key element of Zimbabwe’s water sector reform.
<p>Service Agreements</p>	<ul style="list-style-type: none"> • The signing of the service agreements has been pending for over a year. Based on legal advice, the Zimbabwe National Water Authority cannot sign off on the legal documents because a regulator is listed as one of the parties, and there is no legal regulator in place. The service agreements are a defined deliverable and having them unsigned falls short of the project results framework.
<p>Sanitation Needs Assessment TA</p>	<ul style="list-style-type: none"> • The sanitation action plans for seven growth centers were submitted on July 5, 2019. ZINWA addressed the few comments provided by the Bank and shared the final copies on November 30, 2019. • The recent cholera outbreaks highlighted the relevance of the Sanitation Needs Assessments and the urgent need for the action plans, as well as for training on improving hygiene and sanitation practices provided for by the project for the seven growth centers targeted.

Environmental and Social Safeguards

During the reporting period, the WB safeguards team noted that dewatering activities of Eureka Mine employees could pose a serious threat on the quality and quantity of water downstream at the ZINWA Guruve water intake. The mine reached an agreement with the Environmental Management Agency (EMA) to discharge to a seasonal (currently dry) streambed which eventually flows into the Dande River, a location which could still threaten the project's abstraction downstream. ZINWA is following up closely with EMA to find a more suitable discharge location. The Bank and ZINWA team agreed that given Eureka's upstream activities, it was important to put the Water Quality Monitoring Plan (2018) and the Emergency Response Plan (2018) protocol to manage the mine dewatering impacts in effect. ZINWA will need to purchase the testing equipment soon. In the meantime, weekly testing for pH, conductivity, and turbidity began on November 25, 2019. Mining has been a major source of water pollution in the country and has affected the ZNWP directly in Guruve.

It has also emerged that there is now a safety risk due to the theft of the fencing at the sewerage ponds in Guruve, as children and animals were observed roaming around the sewage ponds. The PIT visited Guruve in November 2019 and noted that though there are staff on site residing in the adjacent staff housing and providing oversight of the ponds, new fencing is required to safeguard the community, and replacement of the fence is expected as soon as possible. In Guruve, the water hyacinth on the Dande River that posed a risk to the abstraction point water quality and submersible pump operations was removed. The removed weed was dried in a designated field and given away for composting, which is a great environmentally sustainable benefit of the project. Water hyacinth is scheduled to be removed quarterly, but the schedule can be adjusted based on the growth rate.

For Lupane, the 500m³ water storage tank ladder does not have the safety handrails which were recommended in the Lupane Environment and Social Management Plan (ESMP). In addition, two separate water release valves for stagnant water for Lupane University's 500m³ reservoir was observed, and one of them contained many flying insects. To counteract this, plans are in place to install a concrete structure around the release valves to facilitate drainage and improve the flow of water.

The final report for the remedial Resettlement Action Plan (RAP) for Guruve was submitted on August 14, 2019, along with documentation of compensation. The implementation of the RAP is therefore complete. The consultations which have taken place since the inception of the RAP show that residents were uncomfortable with providing grievances on an individual basis and prefer to voice issues in communal settings. ZINWA will use this lesson for future projects. The mission noted that the ZINWA billing system issues bills to customers who have registered but prior to their receiving water services. Given this previously resulting in grievances in Guruve, Lupane ZINWA has withheld the distribution of erroneous bills and will zero out charges until such time that service connections have been made.

As normal service provision will resume upon completion of the investments under the project, ZINWA's existing grievance procedures will be in place for continuous service provision, including through ZINWA's frontline officers, ZINWA's website, and the call center.

Financials

Figures 8 and 9 show the financial status of the project. The project is on track with its disbursements and has disbursed 94.9 percent under RE and 84 percent under BE.

Figure 11 Financials for ZNWP RE

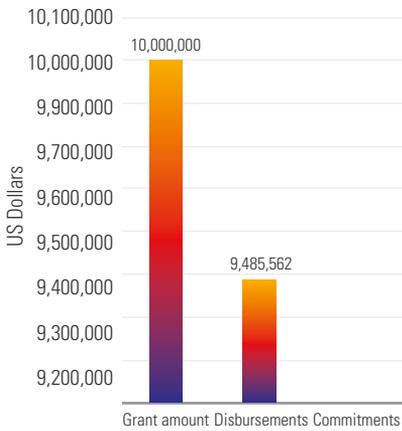
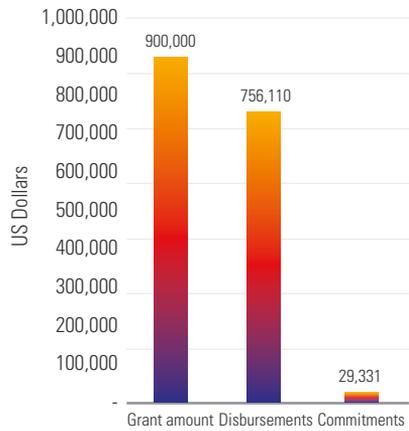


Figure 12 Financials for ZNWP



Source: WB SAP December 2019.



Rehabilitated infrastructure in Guruve



Before (Guruve)



After (Guruve)



Before (Lupane)



After (Lupane)



Before (Zimunya)



After (Zimunya)

iv. Analytical and Policy Support

Two ZIMREF activities fall under the Analytical, Policy and Advisory Support window. These are the Results Based Budgeting (RBB) TA and the Climate Change TA. These activities support the strengthening of policies in climate change, education, health, and the management of public expenditure across ministries.

The Results-Based Budgeting (RBB) TA Program supports the introduction of program budgeting, as well as key reforms to strengthen the management of financing and public expenditures in key social sectors. The RBB TA is a US\$2.1 million Bank-executed program that was approved in July 2015, comprising three subcomponents:

- i Program-based budgeting, which aims to build capacity for and support the preparation of program budgets for all line ministries;
- ii Technical assistance to the Ministry of Health and Child Care (MoHCC); and
- iii Technical assistance to the Ministry of Primary and Secondary Education (MoPSE).

This TA has supported key reforms aimed at strengthening the management of financing and public expenditures in Government, with a focus on the social sectors. The TA has three components: (i), the Program-Based Budgeting (PBB) TA which was introduced in the national budgeting process and promoted demand-side accountability within Parliament. The other two components are comprised of technical support to the Ministry of Health and Child Care (MoHCC) and the Ministry of Primary and Secondary Education (MoPSE) in formulating robust expenditure policy decisions within the education and health sectors.

The program builds on earlier work supported by the UK Department of International Development (DFID), USAID—Strategic Economic Research and Analysis (SERA) project, African Development Bank (AfDB), and the Health Innovation Results Trust Fund. It also builds on the 2015 Health Public Expenditure Review (PER) prepared by World Bank, and the PER jointly produced by the Ministry of Finance and Economic Development (MOFED) and World Bank.

In 2019 the TA achieved the following results:

Various trainings were carried out for all the Ministries, Departments and Agencies (MDA) on:

	the PBB format;		restructuring the Estimates of Expenditure Book in line with the PBB format for all MDAs;
	aligning the PBB to the 2014 Government Financial Statistics (GFS);		coming up with GFS-aligned outturn tables; and
	consolidation and mapping of PBB structures to common functions of Government.		These trainings culminated in the entire 2020 budget being presented in the PBB format for all the ministries.

Component 1 Program-Based Budgeting (PBB) TA

This TA provides Program Budgeting Technical Assistance to authorities that enable MoFED and line ministries to define the key public sector service delivery programs that will be monitored, identify output and results indicators for each program, and assign existing budgets and expenditures to these programs. Initially this will be done through a mapping of the existing chart of account codes to the programs. Over time the chart of accounts will be updated with support from the ZIMREF-financed PFM Project. This update will take account of the programs that are already defined in agreement with the sector ministries. MoFED and line ministries will also be able to prepare standard costing methodologies for each program. The initial approach of assigning existing budget and expenditures will provide a rough estimate of the cost of each of these programs. These estimates will be updated each year using the budget execution date of the previous year.

Mini-Interview with the Ministry of Local Government

Question: What has been your experience in implementing Program-based budgeting in the Ministry and what makes it important?

Under the Ministry of Local Government, PBB has been implemented in all 32 Urban Local Authorities (LAs) in Zimbabwe. "Initially, the project had made provision for six local authorities to participate, but we were not happy with the pilot and wanted all LAs to participate, so we used the knowledge gained by the six to the remaining councils. As a result, all our Local Authorities were able to submit program-based budgets for 2019. We analyzed those budgets, found that the expenditure side of the budget program has worked well, and we had not put enough emphasis on the income side because it's very important that budgets follow the provisions of the Urban Councils Act and the Public Finance Management Act. We now want to strengthen the proper classification of revenue and are grateful for the technical assistance that we have received. Our treasurers and town clerks, including the final advisory section in the ministry, are now well versed in the production of the budgets.

One of the areas we also want to improve on is in establishing norms based on the Zimbabwean situation to be able to compare with the region and the world at large so that each program can be broken down further to amounts allocated to salaries, maintenance, repairs, and capital. The biggest advantage of having a program-based budget is that it makes the whole system accountable and transparent, thereby helping the public to track their dollars. Where a consumer has been paying the water bill, they will be able to see improvements in water supply, and where a council has been subsidizing another service from water, that will be clearly indicated in the budget process so that people are able to object or even make suggestions. The accounts for water, wastewater, and solid waste management are all ring-fenced so any movement of funds from those basic services requires ministerial approval so that basic services are adequately funded."

- Erica Jones, Principal Director of Urban and Local Authorities, Ministry of Local Government, Public Works and National Housing

The PBB TA has achieved its output, namely, the use of the PBB format in the reporting of the 2020 National Budget. It was expected that achieving this output would lead to more equitable, transparent, and accountable public spending. Elements of this outcome are emerging—there is now more transparency around which programs and what amounts are being allocated, while equity of budget allocation has also improved epitomized by the relatively higher budget allocations being made to the social sectors in the 2019 and 2020 National Budgets. However, actual expenditures have sometimes deviated from the budget allocations, while inflation has eroded the value of expenditure. In addition, there has been limited demand-side accountability from Parliament around the PBB format.

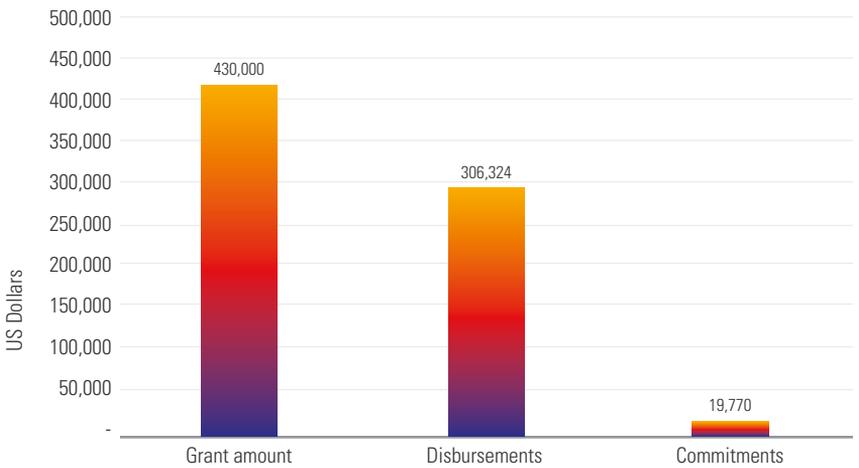
In order to ensure the outcome is fully achieved, the PBB TA has received additional funding, which is being used to improve demand-side accountability from Parliament and deepen the use of the PBB format in actual expenditure, and not just for budget allocations. In 2019, various trainings were carried out for all the MDAs on:

- i** the PBB format;
- ii** restructuring the Estimates of Expenditure Book in line with the PBB format for all MDAs;
- iii** aligning the PBB to the 2014 Government Financial Statistics;
- iv** coming up with GFS-aligned outturn tables; and
- v** consolidation and mapping of PBB structures to common functions of Government.

These trainings culminated in the entire 2020 budget being presented in the PBB format for all the ministries.

The PBB TA fully exhausted its grant from the initial ZIMREF allocations (ZIMREF 1) which amounted to US\$720,000. It has also disbursed 71 percent of the additional grant it received (ZIMREF 2) by end-December 2019. This is depicted in Figure 5.

Figure 13 Financials for ZNWP RE



Source: WB SAP.

The TA exhausted its total grant amount of US\$720 thousand under ZIMREF 1. Disbursements are on track for ZIMREF 2 funds. The disbursement rate stood at 71.2 percent as of December 2019.

Component 2 Health Sector TA

The Health TA came to an end on June 26, 2019 after achieving all its outputs: namely, the National Health Financing Policy, National Health Financing Strategy, National Health Accounts report, and a special policy note on the gender dimension of health inequities. These outputs are being used to improve evidence-based planning and integration of empirical measurement for the health sector.

In September 2019, while addressing a high-level meeting on Universal Health Coverage during the 74th United Nations General Assembly, President Mnangagwa said : "Our national development agenda, the National Health Strategy 2016–2020 attests to our commitment to ensuring no one should travel more than 10 km to reach a health service center. A total of 6,600 health posts will be constructed over the next five years." The 2020 National Budget makes a commitment to renovate urban and rural health facilities. In 2019 the Government of Zimbabwe increased its budget allocation to the health sector by 44 percent, allocating more funds to support results-based financing (RBF), such that it is now fully financing performance-based subsidies in 18 rural districts. Delays in transfers of RBF subsidies from the Treasury have decreased from almost six months in 2018 to less than a month in the first quarter of 2019. There is therefore evidence of the use of the outputs in planning. The ZIMREF Secretariat will keep monitoring the actual implementation of these plans.

The Health TA also produced three additional outputs that were not initially planned for, namely, the Costing of National Health Strategy, Fiscal Space for Health Analysis study (with co-financing from Bank Budget) and the Urban Pre-payment Study. The project outputs documents provide an enabling environment anchored on evidence, upon which the Ministry of Health and Child Care (MoHCC) can make the case with MoFED for reprioritization of Government spending and increased allocation of resources to finance the sector. The evidence generated through the National Health Accounts (NHA) complements the collective efforts of the Government and development partners to explore options for domestic resource mobilization, as well as improve implementation and allocative efficiencies to ensure sustainable financing of health service delivery while removing the burden of financing on households. These efforts are envisaged to broadly facilitate equitable access to quality health care even among poor vulnerable communities, hence contributing to the goal of Universal Health Coverage.

The completed analytical and advisory services supported by this TA have contributed to an increased focus on the results orientation of public spending on health, complementing the activities being supported through the World Bank–supported Health Sector Development Support Project.

The economic challenges in Zimbabwe, epitomized by inflation and foreign currency shortages, have resulted in shortages of essential drugs. The WB task team, as part of its health financing strategy support, is working with the GoZ to help address these issues through technical assistance, for example, in the (a) application of the Health Interventions Prioritization Tool to enhance efficiency of resource allocation within the health sector and (b) analysis of options for scaling up and sustaining the urban vouchers and RBF initiative.

Moving forward, additional funds are needed from ZIMREF and/or other WBG sources to keep and possibly raise the momentum of engagement in the health sector, especially in the context of emerging reforms being initiated by Government, such as ensuring the airtime health levy is utilized for its intended purpose. Funds would be especially useful in supporting the operationalization of some proposed reforms in the Health Financing Strategy, particularly in enhancing both allocative and implementation efficiency.

The Health TA produced three additional outputs which were not initially planned for, namely...

<p>The Costing of National Health Strategy</p>	<p>The Fiscal Space for Health Analysis study</p>	<p>The Urban Pre-payment Study</p>

Financials for Health TA

The TA had a total grant amount of US\$705 thousand and disbursed 100 percent of the funds under ZIMREF 1.

Overall, the Zimbabwe Education TA's focus has been on supporting the Ministry of Primary and Secondary Education (MoPSE) in the implementation of the new curriculum, which was rolled out in 2017, with a focus on strengthening capacity and systems in specific policy areas that complement the implementation of the updated curriculum. The teacher management component is aimed at professionalizing teaching, while another component is focused on mathematics pedagogy among both primary and secondary school teachers in line with new math learning areas under the new curriculum. The Information Communication and Technology (ICT) in education component provided a policy framework upon which the integration of ICTs into day-to-day teaching and learning as proposed under the new curriculum could be implemented.



Activity 1

Advising on the establishment of a Teaching Professions Council of Zimbabwe

Work is underway to finalize the Teaching Professions Council (TPC) bill and Memorandum of Principles for the Cabinet, through technical assistance, to ensure that the envisaged Teaching Council for Zimbabwe will be rooted on local experiences and needs but also informed by international best practices and lessons learned from other viable teaching councils across the globe.

The draft bill thus seeks to establish a TPC of Zimbabwe, and accordingly the second round of public hearings conducted in April 2019 enabled stakeholders to provide feedback on the functions and powers of the TPC, and the regulation of teachers, their practice, and professional conduct. Hitherto this draft bill, there was no framework to regulate professional conduct within the teaching profession as compared to other professions like legal and medical practices. Being the first of its kind, feedback was crucial to develop a widely accepted framework; hence public hearings were conducted in April 2019.

The draft bill proposes a council of 18 members, including representatives from the teachers themselves, the legal profession, higher education, teacher training, and the public service commission. The TPC model on international practices, based on a study tour of the working group to Scotland, Ireland, and Zambia tasks the council with developing, promoting, and enforcing internationally comparable standards to improve the quality of education in Zimbabwe and promoting an understanding of professional ethics among teachers.

The final draft bill will be officially handed over to the minister, together with the developed Memorandum of Principles. It is envisaged that establishment of the council will also ensure quality assurance in relation to teaching and developing the teaching profession to contribute toward increased education outcomes. Overall, the MoPSE anticipates that the establishment of a teaching council will repair the morale of the teaching profession and reverse the decline in the public perception of teachers.



A participant contributes during one of the nationwide Teachers' Professions Council (TPC) consultations held in April 2019.



Activity 2 Improved mathematics pedagogy

The second part of the teacher development and management component of the TA focused on training of mathematics teachers in improved mathematics pedagogy, which had widened learning areas in mathematics at both primary and secondary levels. In addition to the training of all district math panellists and setting up of the National Mathematics Subject Association in the previous years, four handbooks have been developed for Infant, Junior, O, and A levels. These handbooks identify challenging topics under the new curriculum and offer alternative methods on the ease of teaching mathematics. The handbooks are being distributed in soft format and will be accessible as additional teaching resources to all teachers. Some of the handbooks are already being used by the MoPSE and other development partners as training material in a MoPSE project that targets improved mathematics results in the district with the lowest math results.



Activity 3 The first phase of the TA focused on helping the MoPSE to develop an ICT in Education Policy

This activity supports the integration of ICTs into day-to-day instruction and learning in line with the new curriculum. The ongoing TA under additional support from ZIMREF is supporting the development of a comprehensive implementation framework of the recently finalized ICT in Education Policy to guide the planning and implementation of all efforts to use ICT effectively and efficiently to support decision making, management and administration; and instruction and

learning at all levels in line with the updated curriculum. The TA is scheduled to support the development of an implementation framework for the ICT in Education Policy and the development of a teacher training program on the integration of ICTs in instruction and learning at all levels, but this work has been stalled by the COVID-19 pandemic. MoPSE hopes to resume this component once the situation normalizes. The ICT policy is also one of the key outputs in the Education Sector Strategy Plan (2016–2020) that the Education TA hence focused on delivering this key output of the strategy plan. The policy has since been finalized and the launch date will be announced by MoPSE.

Sustainability of TA activities

All TA activities are envisaged to be sustainable as the TA worked closely with the MoPSE structures, ensuring that there were skills transfer and capacity development in all activities of the TA. For example, the math pedagogy component that trained personnel in all of the MoPSE's 72 districts, helped set up the National Mathematics Subject Association, and produced Ease of Teaching Math Handbooks which will continue to be used beyond the lifespan of the TA. While the proposed TPC framework is informed by international best practice, it is complemented by wide local consultations and input, thus ensuring ownership of the council, particularly by the teachers who will be regulated by the council. On the overall, the Education TA has ensured close liaison and collaboration with MoPSE in the implementation of all TA activities, thus ensuring ownership of the whole TA by the ministry.

Challenges and opportunities

High expectations from the client (MoPSE) against limited funding has been the biggest challenge of the TA. The education team would want to maintain presence in Zimbabwe and build on the foundation that has already been laid through the ongoing TA and Advisory Services and Analytics work to move toward an education project in Zimbabwe post re-engagement. The current strategy of the team, is to continue to look for relevant TA and analytical work to support ongoing government efforts and reforms as per the sector strategic plans of both ministries of education, while maintaining presence and relevance within the sector.

The Education TA conducted consultative and public hearings on the draft Teaching Professions Council Bill.



4 handbooks

to improve the mathematics pedagogy have been developed for Infant, Junior, and O and A levels. These handbooks identify challenging topics under the **new curriculum** and offer alternative methods on the ease of teaching mathematics.

Financials for Education TA

The TA exhausted its total grant amount of US\$796 thousand under ZIMREF 1 & ZIMREF 2.

Climate Change TA



Climate Change TA Program—The Climate Change Technical Assistance (TA) Program aims to support the Government of Zimbabwe to mainstream climate change considerations in priority sectors and develop its pipeline of resilient and low carbon investments to support implementation of its Nationally Determined Contribution (NDC). The Climate Change TA is a US\$1.5 million Bank-executed program that was approved in September 2015. The TA aims to strengthen the capacity of the government to integrate climate change considerations into the planning, design, and implementation of development activities in priority sectors, notably in agriculture, forestry, and the water-energy nexus. The TA does so by filling critical knowledge gaps in these sectors and turning existing knowledge into concrete investment plans that can be financed by both climate and development finance mechanisms, particularly with instruments such as the Green Climate Fund (GCF). The TA builds on earlier work undertaken in preparing Government for the COP21 meeting in determining the impact of climate change in the water, agriculture, and forestry sectors.

The Climate Change TA is increasing the capacity of the Government of Zimbabwe (GoZ) to integrate climate change in the planning, designing and implementation of development projects and programs in priority sectors.

In 2019, the TA achieved the following:



The Scoping Study on the Impact of Climate Change on Agriculture and Livestock was completed.

2 reports

were developed on...



the impact of climate change on the spatial distribution of the major forestry ecosystems,



the socioeconomic implications of climate change on forestry-dependent livelihoods.



The TA supported a well-attended capacity building workshop on mainstreaming future climate change scenarios on hydropower planning and design using the leading international modelling tools of the Water Evaluation and Planning System (WEAP) and the OsyMOSIS energy planning model.

A workshop was conducted to discuss climate-smart investment priorities with participants representing Government and non-Government organizations, donors, researchers, farming organizations, and small-scale farmers.



Supported the Infrastructure Development Bank of Zimbabwe (IDBZ) in the development of a concept note for a project to be submitted to the GCF, focusing on de-risking commercial farmers to encourage investment in climate-smart technologies and providing long-term finance for green investments.



Supporting IDBZ in the design and development of a Climate Finance Facility (CFF), which will support the institution's efforts to mainstream climate change into its investment areas. An inception workshop to explore Zimbabwe's options on climate finance was conducted jointly with IDBZ and the World Bank in April 2019.

A workshop was conducted in April 2019 to demonstrate the concept and operation of the agricultural observatory.



To date, the TA has achieved 29 percent of its targets and partially achieved the other 71 percent across three workstreams:

Workstream 1

Climate analytics provides Government with technical analysis of the socioeconomic impacts of climate change across priority sectors, namely, agriculture, forestry, and the water-energy nexus. The outputs include:

- a** Scoping Study on the Impact of Climate Change on Irrigation; and the Economy-Wide Impact of Climate Change on Agriculture in Zimbabwe
- b** The Scoping Study on the Impact of Climate Change on Agriculture and Livestock
- c** Concept note and budget for agro-ecological rezoning
- d** Report on the impact of climate change on the spatial distribution of the major forestry ecosystems
- e** Report on the socioeconomic implications of climate change on forestry-dependent livelihoods.
- f** Capacity building workshop on mainstreaming future climate change scenarios on hydropower planning and design using the leading international modelling tools of WEAP and the OsyMOSIS energy planning model.

These outputs have informed the development of investment proposals and plans (under workstream 2), provided relevant inputs for decision making and strengthened knowledge and capacity on climate change impacts. For example, the study on the impact of climate change on agriculture has informed the design of the projects, Building Resilient Landscapes in the Save River Basin and Enhancing the Climate Resilience of Zimbabwe's Infrastructure;¹⁹ provided inputs to the UNDP/World Bank Joint Needs Assessment for Zimbabwe; and informed ongoing UNDP work on environment and natural resources management under GEF-6, as well as on the development of the Low-emission Development Strategy (LEDS) for Zimbabwe.

Workstream 2

Integration of climate considerations in priority sectors. Based on the findings from the analytical work produced, investment priorities in priority sectors (agriculture, forestry, the water-energy nexus) have been identified for the integration of climate resilience considerations to strengthen the National Climate Policy and its implementation. Specifically, this workstream has supported the development of investment plans and project proposals, as summarized below:

¹⁹ This project is being developed by the Infrastructure Development Bank of Zimbabwe (IDBZ) for submission to the Green Climate Fund.



Agriculture

- a** Long and short lists of **climate-smart interventions** to mainstream climate change in the Zimbabwe Agriculture Investment Plan (ZAIP).
- b** The **irrigation guidelines** for integrating climate change into the sector.
- c** **Development of an investment proposal targeting the Green Climate Fund (GCF)**, focused on enhancing the climate resilience of Zimbabwe's infrastructure, which seeks to promote resilient landscapes and green infrastructure to support Zimbabwe's efforts to act on climate change.
- d** Substantial progress in developing the **Climate-Smart Agricultural Investment Plan (CSAIP)** has been made. On April 2019 a workshop was conducted to discuss climate-smart investment priorities with participants representing Government and non-Government organizations, donors, researchers, farming organizations, and small-scale farmers.



Forestry

- e** Long and short lists of **interventions for the forestry sector**. Investment priorities were identified through multi-criteria assessment and cost-benefit analyses.
- f** A **synthesis report: "Strategic Actions Supporting the Forest Sector."** This report includes strategic adaptation interventions in the forest sector, potential financing sources, and policy recommendations, and has received feedback from Government and various stakeholders through a workshop in Harare.
- g** Project **concept note to support resilient landscape management planning and investments in the Save River Basin**.



Water-energy nexus

- h** Recommendations for integrating climate change into the ongoing development of the National Water Resources Master Plan.

Workstream 3

Cross-cutting components which focus on supporting NDC implementation climate services, and building capacity to mobilize climate finance. The outputs are as follows:

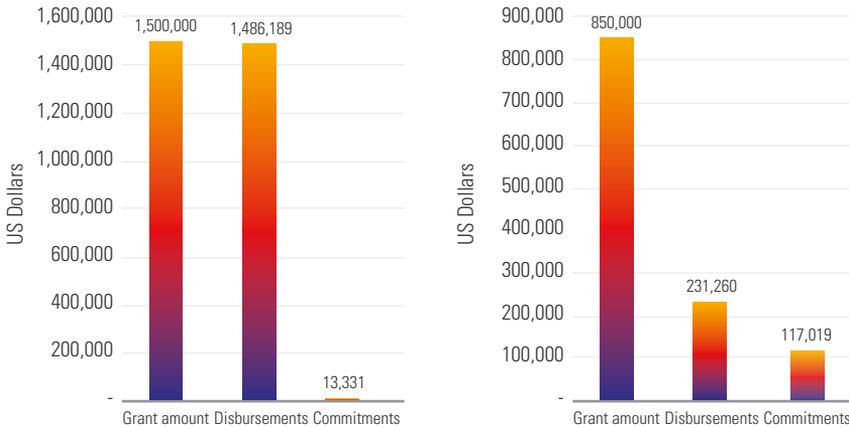
- g Capacity building of IDBZ to address gaps to fulfill accreditation requirements and strengthen capacities on environmental and social safeguards.** As a result, IDBZ successfully developed its Environmental and Social Safeguards Policy; Gender Policy; and Environmental and Social Sustainability Management System (ESSMS). Key gaps in fiduciary processes and the organizational structure were also addressed, including drafting the Executing Entities Procurement Guidelines, and clarifying the Lending Policy, Independent Evaluation Policy, and Information Disclosure Policy. IDBZ has completed its accreditation application, which was submitted to the GCF on March 31, 2019.
- h Development of a concept note with IDBZ for a project to be submitted to the GCF,** focusing on de-risking commercial farmers to encourage investment in climate-smart technologies and providing long-term finance for green investments. IDBZ has completed a draft concept note including feedback from relevant stakeholders.
- i Design and development of a Climate Finance Facility (CFF),** which will support the IDBZ's efforts to mainstream climate change into its investment areas. Support has focused on building capacity on innovative climate finance mechanisms and developing a business case for the CFF tailored to the Zimbabwean context and based on detailed assessments on market opportunities, analysis of institutional arrangements, and possible sources of funding.
- j The NDC Implementation Framework report.** The study identified the different drivers of GHG emissions in Zimbabwe, estimated different emission trajectories under business as usual and different scenarios of emission reduction projects. The major finding of the study is that achieving the 33 percent reduction of emission per capita will be extremely challenging with the current set of mitigation projects, and more so with the risks associated with the major projects of Batoka and Devil's Gorge hydroelectric projects.
- k Capacity development for the meteorological services department (MSD)** to host a potential local Agriculture Observatory. A collaboration letter between the World Bank and the Ministry of Finance and Economic Development (MoFED) has been prepared and is pending signature, to underpin the institutional organization of the agricultural observatory. World Bank has secured one-year funding to kickstart the operation of the observatory, which provides a reasonable basis for medium-term resource mobilization.

Progress toward achieving the TA's intermediate outcome and development objective is highly satisfactory. The TA's results framework was revised and the revisions²⁰ were formally approved by the POC on October 31, 2018. The activities are on track. The TA has faced funding challenges to mobilize support for the additional work needed to update the agroecological map for Zimbabwe. While the TA will continue supporting the Government in their efforts to mobilize resources to conduct this work, the production of the new map falls outside the scope of the TA.

Financials for the Climate Change TA

The project is on track with its disbursements and has disbursed 91 percent under ZIMREF 1 and 29 percent under ZIMREF 2 (Figure 6).

Figure 14 Financials for Climate Change TA



Source: WB SAP December 2019.

v. Activities resourced by the State and Peacebuilding Fund (SPF) and Norway

SPF has provided resources to ZIMREF since its inception. In 2019, SPF provided additional financing for two new activities:

- a The Zimbabwe Immediate Transition Support Program was allocated US\$1 million by SPF. The program is supporting the GoZ to elaborate a National Vision and National Development Plan; supporting GoZ's broad consultation with various national stakeholders; and supporting the design of coordination required for implementation of national development plans. In 2019, the program financed a visioning exercise for the agriculture sector and intergovernmental work.
- b The Supporting Zimbabwe Response and Resilience activity was allocated US\$3 million by SPF and Nkr 1 million by the Government of Norway. Implementation will begin in 2020.

²⁰ The Project Implementation Team (PIT) provided additional indicators to the climate change results framework for it to be a true reflection of all the activities that are being implemented on the ground.

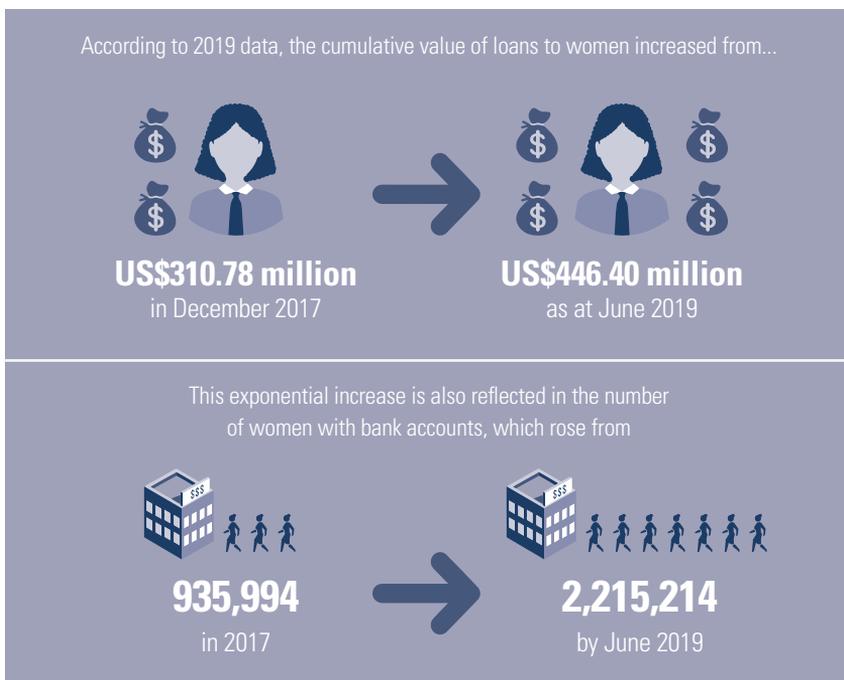
5 CROSS-CUTTING THEMES



i. Engendering ZIMREF

The ZIMREF Gender Strategy has been in implementation for three years, focusing on contributing toward advancing gender equality through improving human endowments, enhancing women's voice and agency in governance, and removing barriers to women's ownership and control of assets. Gender gaps in ZIMREF activities have been identified, with a view to addressing those gaps to enhance activity impacts. Priority areas include the health and finance sectors, as well as monitoring the gendered impact of poverty. Interventions to address the identified issues in the sectors are undertaken through technical assistance, policy dialogues and reforms, and data development.

The year 2019 saw some important developments linked to ZIMREF gender priorities and Government commitment to advance gender equality. An implementation strategy and plan for the National Gender Policy (2017) was developed and will be implemented by line ministries to strengthen policy impact. The strategy was launched in October 2019. This is significant in the context of the ZIMREF gender strategy, as sectoral gender mainstreaming remains a key approach that is aligned with the national policy. Government further developed and validated its Beijing + 25 report outlining the progress that the country has made to achieve the 12 critical areas of concern. The report was produced in May 2019 and shall inform and shape Government's forward-looking agenda toward meeting the Sustainable Development Goals (SDG). Bank support to the national financial inclusion strategy implementation by RBZ, in the gender dimension, continues to show a positive trend. According to 2019 data, the cumulative value of loans to women increased from US\$310.78 million in December 2017 to US\$446.40 million as at June 2019. This exponential increase is also reflected in the number of women with bank accounts, which rose from 935,994 in 2017 to 2,215,214 by June 2019. The establishment of women's desks in respective financial institutions has provided a window for women to be supported with financial products that are responsive to their specific circumstances.



The 2020 national budget reflects some gender-related priority investments. The Minister of Finance and Economic Development highlighted that Government plans to capitalize on institutions that advance micro, small, and medium enterprise initiatives promoting the empowerment of women, including ZWL\$20 million for the Women Development Fund, and ZWL\$100 million for the Zimbabwe Women Micro Finance Bank. Specific allocations shall be made to support women empowerment projects and programs, including the completion of refurbishment of training centers and construction of safe houses in all provinces for survivors of gender-based violence.

Fostering an enabling, gender equitable, and equal environment

<p>Education TA</p>	<p>Government has noted that “the rapid development and adoption of ICTs has been transforming every sector of the Zimbabwean economy” (2020 National Budget). It is thus strategic that the TA was instrumental in supporting Government, through the Ministry of Primary and Secondary Education, to develop an ICT policy (2019–2023) aimed at harnessing technology in transforming the education sector. The policy seeks to be inclusive and close digital gaps, including the gender dimension. The policy is yet to be launched; however, its implementation holds the potential to promote equity in access to and utilization of ICTs through the education sector.</p>
<p>National Water Project</p>	<p>The gender and communications strategy in the project promotes the delivery of quality water services and addresses the different needs and interests of women and men. The strategy has been finalized, and its objectives include identifying principles, entry points, and actions for gender and communications in the water sector, to inform a wider national strategy for the water sector. An adaptive learning approach has been adopted in the development of the strategy, and this entails a focus on both the institution (ZINWA), its policies, and their impact on users of services, including the extent of citizen engagement in the delivery of the services.</p> <p>The pillars of support include facilitating awareness of gender issues within ZINWA, ensuring a multidisciplinary team is responsible for change management, and focusing on grassroots engagement through water, voice and equity (WaVE) forums with an equal representation of women and men. In March 2019 the ZNWP hosted the first three WaVE forums in the project RDCs of Guruve, Lupane, and Zimunya. In each location there was a balanced representation of a diversity of women and men.</p> <p>The WaVE forums provided a platform for two-way feedback on levels of water access, quality, reliability, costs, customer care, information dissemination, grievance redress, and recommendations for improvement. Follow-ups are key in order to cement the engagement within citizens/rate payers and ZINWA, while enhancing women’s voice and influence in decision making relating to water service provision.</p>

Update on gender action plan priority actions

<p>Health TA</p>	<p>The TA supported the production and completion of a gender and health policy brief produced through the Ministry of Health and Child Care was completed in June 2019.</p> <p>The policy recommendations take cognizance of the context, where the health delivery system is under stress. Zimbabwe's progress in achieving health- and gender-related sustainable development goals remain a challenge.</p> <p>As highlighted in the 2020 national budget, despite some positive health indicators: "the (health) sector faces shortages of medicines, drugs, and sundries, among other essential hospital equipment and necessities. The disease burden has greatly increased as noncommunicable diseases are on the rise." The impacts of these challenges are gendered. The brief makes proposals that include interventions that would minimize payment at point of care, particularly for vulnerable groups, and increase targeted health awareness over a broad spectrum of gender-related health issues.</p>
<p>BEFSIP TA</p>	<p>Women's Entrepreneurship and Access to Finance. The TA is supporting the broadening of collateral alternatives in order to address the gap in access to finances experienced by men and women that continue to be at the periphery of financial empowerment due to biases in traditional collateral criteria.</p> <p>The Bank-supported psychometric collateral and guarantee scheme test model is ongoing and informed by data that include client information on level of education, age, marital status, and disability. Steward Bank was currently implementing the pilot; however, due to challenges experienced with their electronic infrastructure, the ZIMNAT pilot has been discontinued.</p> <p>The Steward Bank pilot is planned for completion by February 2020. Pilot results shall be informed by a gender analysis of the mobile money and modelling data. There are different variables that will be applied to track the type of women who are accessing the loans after passing the psychometric tests. Once the pilot is successfully completed, the plan is to engage other finance institutions to replicate the model.</p>
<p>BEFSIP TA Poverty Monitoring and Evaluation TA</p>	<p>The TA supports the development of a special policy note on the gender dimension of poverty in Zimbabwe. Progress has been made toward undertaking an in-depth analysis of micro data from the PICES survey (2017) as the entry point to produce the policy note.</p> <p>Gender inequalities in various areas related to human development and welfare shall be identified. After the delay, the preparatory work to undertake the analysis is at an advanced</p>

stage, with the literature review, thematic areas of focus, and draft gender analytical framework were developed.

With the release of the PICES micro data in June and October 2019, an extensive analysis shall commence in the second half of 2020. The policy note, based on the identified issues from the analysis, is expected to provide pointers toward strengthening Government's poverty reduction strategies and inform development planning going forward.

Update on gender action plan priority actions

Some events were held in 2019 in order to increase gender awareness on strategic issues that are of significance in relation to the portfolio of ZIMREF programs and the gender strategy. These are highlighted below. -

● International Women's Day, March 8, 2019

On March 8, 2019 the Bank hosted a breakfast meeting in celebration of International Women's Day. The theme of the meeting was "The Future of Women's Work in a Digitised Economy," and it brought together a diversity of technology innovators, entrepreneurs, and other stakeholders to share their experiences and debate on the topic. The UN Women Country Representative, and Chief Executive Officer of Ecocash both proffered insights to the participants on initiatives to utilize technology in commerce and to advance social and economic rights. Some policy recommendations were made for the Bank and other stakeholders to carry the issues forward to relevant spheres of influence. Among the recommendations were broadening access to data through cost reduction, targeted support to build capacities to use electronic resources, infrastructure development to reach rural-based populations and incentives provided for investment, and an enabling policy space to promote innovation, particularly from downstream/grassroots.

A side event was held to support the strengthening of the capability of women and girls with disabilities, among other stakeholders, to advocate and engage with decision makers on a diversity of issues related to their rights. The women and girls gave testimonies of discrimination, barriers to education (lack of assistive devices), sexual violations, and limited access to medical care. They interacted with DPOs, and members of parliament (MPs). DPOs discussed ways in which they can improve advocacy efforts, including the need to strengthen the role of the National Disability Board, gaps in law, and the importance of rethinking representation in decision making beyond the current constitutional provision in the legislature, among other issues. DPOs pointed to the importance of strengthening collective action to advance the disability movement agenda. The MPs listened attentively to the testimonies and issues raised by the women and girls and committed to taking the necessary action to address these issues, more so as they directly affected their own constituency members.

- **Commemoration of 2019 International Day of People with Disabilities, December 3, 2019**

The International Day of Persons with Disabilities was commemorated with the purpose of promoting, empowering, and creating real opportunities for persons with disabilities. The International Day also fell within the ambit of the 16-Days of Activism against Gender-Based Violence. The theme of the event was "The Future is Accessible." The United Nations Country Team, along with other stakeholders including the Bank, held a series of activities. Since this commemoration was held with a view to also highlighting the 16-Days of Activism against Gender-Based Violence, whose 2019 theme was "Generation Equality Stands against Rape," particular attention was paid to the violence and marginalization that women and girls with disabilities experience in their everyday life. Women and girls with disabilities participating in both the UN Partnership for the Rights of Persons with Disabilities and the Spotlight Initiative in Zimbabwe took an active part in the commemoration and led the program. An art exhibition was hosted jointly with the National Art Gallery and featured the works of artists with disabilities in relation to the theme. The objective was to promote their artistic expression and raise public awareness on disability rights and barriers related to accessibility, for example, physical, information in accessible formats, and social stigma barriers. The art exhibition featured pieces of artwork that visualized the challenges which are hampering or acting as barriers to accessibility in rural and urban areas.

Building a Strong Base for Gender Mainstreaming in Public Service Delivery: The Case of the Zimbabwe National Water Authority (ZINWA)



The Zimbabwe National Water Authority is a wholly Government owned entity tasked with managing the country's water resources. The authority was created through the ZINWA Act as part of the Government's efforts to reform the country's water sector. The mission of ZINWA is to sustainably

deliver quality water to all rural and urban communities while making water infrastructure investments that facilitate human and economic development. The sector has set rules and standards to ensure that male and female consumers are protected and have access to efficient, adequate, affordable, and sustainable services for their basic and economic development needs. These provisions will eventually be captured by model Service License Agreements (SLAs) between ZINWA and the Rural District Councils.

In June 2018 the World Bank Group extended support to the Project Implementation Unit (PIU) management of the Zimbabwe National Water Project (ZNWP) to implement an action learning initiative for a Gender and Communications Strategy and Action Plan. The strategy has been finalized. The objectives of the strategy are to identify principles, objectives, entry points, and actions for gender and communications in the water sector to inform a wider national strategy for the water sector. In line with the action learning strategy, in 2019 the CEO of ZINWA appointed an Internal Change Team led by the ZNWP PIU Manager. The change team has been reviewing issues and opportunities to address gender and communications in the policy, structure, systems, activities, skills, and culture within an overarching objective of improving customer orientation. The ZINWA CEO appointed a director in the ZINWA Board to support the change team on a day-to-day basis.

The change team is informed in their efforts by data emanating from gender sensitive WaVE forums. ZNWP, jointly with the ministries responsible for water, rural development, women's affairs, and community, along with partners and stakeholders, piloted WaVE forums which are a feedback mechanism and an avenue to engage female and male consumers in a structured way—feedback is a crucial element of any system and is most useful for those tasked to monitor and assure standards. The forums aimed to link female and male citizens to project officials, ZINWA, and key stakeholders engaged in water, sanitation and hygiene (WASH) at the RDC level.

In March 2019 ZNWP, with the support of the Bank, hosted three WaVE forums in the project RDCs of Guruve, Lupane, and Zimunya. In each location a balanced number of women and men from different professional backgrounds, religious affiliations, and geographical locations, including persons with disabilities, shared their water service experiences. The forums provided a platform for two-way feedback on levels of water access, quality, reliability, costs, customer care, information dissemination, grievance redress, and recommendations for improvement. This data were analyzed to provide insight on the gender dynamics within the community and the best mechanisms to promote equitable voice. Staff of the local government RDC played the role of observers, in view of their proposed oversight role in the reforms, with a possible water Service Provision Agreement outlining minimum and targeted service levels with ZINWA.

The pillars of the adaptive learning approach ensured that the process of mainstreaming gender in ZINWA's communication strategy was deepened and embedded in the mechanisms, processes, and structures responsible for delivery of quality water.

Promoting Health Care Equity through Mainstreaming Gender in Policy

Government places a premium on health service delivery and recorded some important milestones in key health outcomes. Recent data show a reduction in the infant mortality rate from 50 deaths per 1,000 live births in 2015 to 47 in 2019 (Zimbabwe Demographic and Health Survey (ZDHS) 2015; Multiple Indicator Cluster Survey (MICS), 2019), while the maternal mortality ratio has decreased from 651 deaths per 100,000 live births in 2015 to 462 in 2019. In spite of these positive health indicators, Zimbabwe's progress toward the health-related Sustainable Development Goals (SDGs) is lagging behind milestone targets. The service delivery system is under stress, with government noting that "the (health) sector faces shortages of medicines, drugs, and sundries, among other essential hospital equipment and necessities. The disease burden has greatly increased as non-communicable diseases are on the rise" (MoFED, 2019- National Budget Statement). With this outlook, policy options that seek to eliminate disparities in access to and utilization of health care services, and fundamentally promote equitable access to health care, are critical.

The Bank provided support to Government through the Ministry of Health and Child Care (MoHCC), for the production of a policy brief (the Brief) that addresses the gender dimension of health as a key variable in promoting equity to health care services, and a timely response to current health care access challenges. The Brief was completed in June 2019. Factors that impact the nature and quality of health care access must be considered holistically in the response to current challenges, and these include location, race/ethnicity, occupation, gender, religion, education, socioeconomic status, and social capital.

In the Brief, gender issues are analyzed in the context of health care access and provide Government with sound options for using gender as an entry point to transform health sector responsiveness to needs. Policy and decision makers, health sector practitioners, development partners, and financiers are provided with expert analysis, using a gender lens, to strengthen health sector responses in the short and medium term. The Brief amply demonstrates the impact of gender inequities in health service utilization and health outcomes, and shows that different gender norms, roles, and relations of men and women present variations in exposure to health risks, and access and utilization of health services, as well as the social impacts of illnesses. This understanding remains largely limited in the supply-side planning and delivery of health services, thereby compromising the uptake and utilization of services. There are also deficiencies in the application of a gender sensitive targeting mechanism in service delivery, thereby weakening the reach of interventions and their sustained use by target

groups. The high dependency on household out-of-pocket payments to finance health care in the country remains a challenge, which further accentuates the disparity between men's and women's access to health care.

Policy and strategic recommendations focus on a holistic response to close the gender gaps in the access and utilization of health care through gender inclusive programming and incorporating gender sensitive targeting mechanisms in the design and implementation of public health programs and participation of at-risk groups. The sector must systematically ensure gender is integrated in the assessment, planning, design, implementation, monitoring, and evaluation of public health programs. Focus should be on promoting and scaling up awareness programs, targeting males and couples and their participation, and emphasizing preventive care/early consultations. Impact can be further made through rolling out and evaluating innovative interventions that minimize payments at point of care, particularly for vulnerable groups, including women. Some responsive measures can be discerned from targeted investments in the 2020 national budget, such as assisted social protection measures. Ongoing work aimed at strengthening the health sector investment case, including various interministerial processes focusing on health service delivery are informed by inclusion principles. Important joint government, United Nations, and Civil Society Organizations (CSO) programs to address pressing gender and development issues that also address health as an intersectoral issue, such as the EU/UN supported Spotlight Programme to end gender-based violence (GBV) (2019), provide a pointer toward government's more targeted gender and health mainstreaming efforts. Results of these efforts are anticipated in the medium to long term.

ii. Risks and Safeguarding

ZIMREF's risk register is updated monthly and the updates are discussed with the TRGs and POC. The risk register is a hybrid of the World Bank Systematic Operational Risk-rating Tool (SORT) system and DFID's risk monitoring framework. The register is utilized in providing guidance to project implementing teams on risks and mitigatory actions.

The top risks that ZIMREF faced in 2019 are: the economic headwinds faced by the country, changes in political will due to Cabinet reshuffles and restructuring of the public administration, and inadequate funding to achieve intended outcomes.

Political risks: Changes in senior public official positions posed a risk of the dilution of political will for implementing ZIMREF projects. In 2019, there were two Cabinet reshuffles that led to changes in ministers of eight ministries.²¹ This risk was mitigated by maintaining communication with senior technical staff in the ministries at director and permanent secretary levels. Due to this mitigation,

²¹ Home Affairs; Industry & Commerce; Environment, Climate Change, Tourism and International Trade; Primary and Secondary Education; Public Service, Labour and Social Welfare; Information Communication; and Courier Services, while a new ministry was created (National Housing and Social Amenities).

no reforms introduced by ZIMREF activities were reversed in 2019, despite some delays in implementation for some activities.

Macroeconomic risks: The fiscal and monetary reforms that began in October 2018 were conducted to address the headwinds the economy is facing characterized by trade and fiscal deficits, and cash and fuel shortages. The reforms led to hyperinflation (in Zimbabwean dollar terms) while U.S. dollar shortages persist. There is a risk that these vulnerabilities in the economy may derail reforms. The Secretariat is keeping track of these vulnerabilities, and the Bank continues to support Government in mitigating the impacts of these economic reforms.

The risk that projects' objectives would not be met due to funding shortfalls was mitigated through restructuring of the recipient-executed projects and the availing of new funding to bank-executed activities.

Institutional capacity risks: The risk that recipient-executed activities will not be effectively implanted due to limited institutional capacity within Government persists but is being addressed. The RE activities continue to underperform in comparison to BE activities, owing partly to the lack of capacity.

Stakeholder risk: The risk that some stakeholders may oppose the funding of recipient-executed projects persists. ZIMREF continues to encourage involvement of multiple stakeholders in policy reform processes.

Safeguarding

Safeguarding ensures that ZIMREF's approach, practice, and culture create a comprehensively safe environment for all people that the fund engages with. ZIMREF introduced a safeguarding monitoring register in 2019. The register is being updated regularly and records safeguarding issues that are raised and how they are dealt with. The Secretariat will report regularly to the POC and TRGs on safeguarding.

ZIMREF implements the Bank's safeguarding policies—the ten environmental and social standards (ESSs), which cover environmental and social risks and impacts; labor and working conditions; resource efficiency and pollution prevention; community health and safety; resettlement; conservation; indigenous peoples' rights; cultural heritage; and stakeholder engagement.

Safeguarding is conducted at recruitment—ZIMREF implements the World Bank's employment policy in recruiting staff. Once recruited, staff are expected to abide by the Bank's Code of Conduct. In addition, ZIMREF implements the World Bank's whistle-blower policy: the "Protections and Procedures for Reporting Misconduct," which protects whistle-blowers from retaliation and includes clear processes for dealing with concerns raised, by whom, and the timelines involved. Safeguards have only been triggered in one ZIMREF project, the ZNWP in 2017. In response, a project-specific Grievance Redress Mechanism (GRM) was developed in 2017 and introduced, along with the remedial works in Guruve, where the safeguards were triggered.

The Bank has also built the capacity of Government to conducting safeguarding

in the implementation of RE projects. ZINWA, the implementing partner in the ZNWP, now has a dedicated customer service center which is available online and through a call center, as well as frontline staff who respond to community members on service-related issues. Under the project, additional frontline officer accommodations (houses) were funded to ensure proximity to communities. With the project activities close to completion, the ZINWA corporate system will continue to respond to citizen inquiries and grievances.

iii. Evaluation of ZIMREF

Ecorys, a consultancy firm, was contracted by DFID to conduct a formative evaluation of ZIMREF. The evaluation was conducted from September 2019 to February 2020 to understand what ZIMREF has achieved at output and outcome levels since inception in 2015 and to make recommendations to strengthen it during its final two years of implementation. The specific objectives were to:



analyze the performance of the fund by comparing achieved results and impacts with the goals and expected results of the fund;

1



contribute to future development interventions through the collection, analysis, and documentation of the lessons learned from the fund; and

2



assess the relevance of ZIMREF experience for other fragile states situations, and support of other countries in non-accrual status.

3

Using the Organisation for Economic Co-operation and Development (OECD)/ Development Assistance Committee (DAC) evaluation criteria, the systematic and objective assessment of ZIMREF determined the relevance, efficiency, effectiveness, and sustainability of the project; and proffered a value for money analysis of all the eight ZIMREF projects. Key findings from the evaluation show that overall ZIMREF is performing well in achieving results and meeting its spending targets. Further, the evaluation acknowledged the flexibility of ZIMREF in responding to the emerging needs of Government.

The evaluation also demonstrated that ZIMREF largely remains relevant to the development context and is in line with national policy priorities, despite

operating within a changing reform context (both political²² and economic²³) since its establishment in 2015. More specifically, the objective of ZIMREF and individual projects' objectives are consistent with beneficiaries' requirements, country needs, global priorities, and the policies of development partners. Individual projects are relevant because they are addressing current development challenges across all the sectors in the country.²⁴ In addition, the other ZIMREF projects on public sector financial management, procurement, and budgeting are relevant to GoZ's limited resources because they help to ensure value for money from public funds. Notably, at the fund level, ZIMREF remains a vehicle which facilitates dialogue between GoZ and development which would not otherwise currently be possible given the issue of arrears clearance between the GoZ and the World Bank.

The evaluation acknowledged that ZIMREF's design enabled the achievement of output-level results and outcomes as demonstrated in Section 4 (progress report through ZIMREF Windows). From demonstrated evidence in the section, it is imperative to note that ZIMREF has achieved a significant number of results with notable outcomes through its various activities from inception to date. However, implementation challenges and shifting of priorities by the Government experienced in certain projects (for example PFM and ZNWP) will negatively affect progress toward results at outcome and impact levels. While the design was appropriate, it is however envisaged that to a lesser extent ZIMREF will unlikely realize some of its outcomes owing to the volatility of the macro environment and the country's contextual changes experienced in 2019. This, together with internal institutional governance issues on both the GoZ and development partners, has also affected ZIMREF's efficiency. From the client side, the current economic downturn is triggering higher staff turnover and is preventing project outputs to be put into practice in the beneficiary institutions.

Some of the underlying design strengths that enabled achievement of results include strong technical delivery, joint project design that created strong buy-in, and existence of dedicated and qualified staff. However, the evaluation pointed out that the design could be further improved, particularly by dealing with its insufficient focus on supporting the GoZ on the "how" aspect of implementation and the lack of a comprehensive change management strategy that included nontechnical TA to accompany the technical rollout, among other issues.

The evaluation also acknowledged that the ever-changing political and economic context has led to difficulties in the designing of the ZIMREF Theory of Change

²² Changes in government in November 2017 culminated in political tensions that resulted in merging and unmerging of certain ministries, which caused delays in decision making.

²³ The economic context in Zimbabwe deteriorated dramatically, with rising domestic debt, inconsistency in economic policies, inflation, foreign currency shortages, and attendant shortages in fuel and some basic foodstuffs. This has resulted in implementation challenges.

²⁴ The development challenges include high levels of poverty and unemployment, inadequate and dilapidated infrastructure, and inadequate access to quality basic services, along with basic good governance prerequisites such as Public Financial Management (PFM), Public Investment Management (PIM), and procurement.

on two occasions, at design stage in 2015 and following recommendation from the mid-term review in 2017. This volatile economic and policy environment made it difficult to predict the intervention logic between ZIMREF's outputs and outcomes, as well as the associated risks which were agreeable to all the stakeholders. This led to the designing of yet another Theory of Change, which is more aligned to the current changes.

Many aspects of the various projects have buy-in from the highest level in Government, and many systems have been institutionalized through legal provisions that have laid solid foundations for sustainability. However, the most serious threat to ZIMREF's sustainability is the macroeconomic instability which is threatening sustainability at the output level, and rendering the likelihood of sustainability at outcome or impact levels very tenuous. During this extension period, ZIMREF will consider addressing some of the macroeconomic overarching constraints in order to realize sustainable outcomes on the program. Further, to ensure ownership and sustainability of all the ZIMREF projects, the project implementation teams will work on improving stakeholder coordination/involvement where necessary, because it is crucial for sustainability.

ZIMREF's value for money (VFM) is still to be realized for individual projects, given that the systems which it developed, PIM for example, have not been properly adopted or consolidated by the GoZ. Factors, such as a lack of enough resources available to the GoZ, obstruct adoption of such systems. The evaluation noted that VFM of individual projects will improve only after adoption of these systems. ZIMREF offers good value for money at the fund level. ZIMREF provided a valuable platform for GoZ-DP dialogue, which will strengthen the scope for future support to several key sectors if or when the broader conditions for re-engagement are in place.

The findings from the evaluation are significant, particularly in planning for an extension of ZIMREF. From the highest level of ZIMREF structure (POC), the intention of the formative evaluation was to inform decision making by the development partners (DPs) on whether to refinance ZIMREF or not. Strategically, findings from the evaluation will be used to inform ZIMREF and Bank programming decisions on future interventions. At implementation level, the Secretariat is currently designing a plan to implement recommendations from the evaluation.

iv. Citizen Engagement

A Citizen Engagement (CE) and Public Service Delivery in Zimbabwe activity was undertaken to deepen context understanding and help formulate more nuanced approaches to CE. The objective of the activity is 'to generate evidence to contribute to improving policy and programs to enhance citizen engagement in local service delivery.' The activity seeks to help improve the quality of service delivery in Zimbabwe in two ways. Firstly, by producing high quality evidence on the enablers of and barriers to citizen engagement in service delivery, including for disaster response. Secondly, by generating practical, actionable recommendations to strengthen citizen engagement to enhance the effectiveness and efficiency of service delivery through policy reform and programs funded by the Government and other development partners. The study

focuses on the water and agriculture sectors, including response to climate-induced disaster.

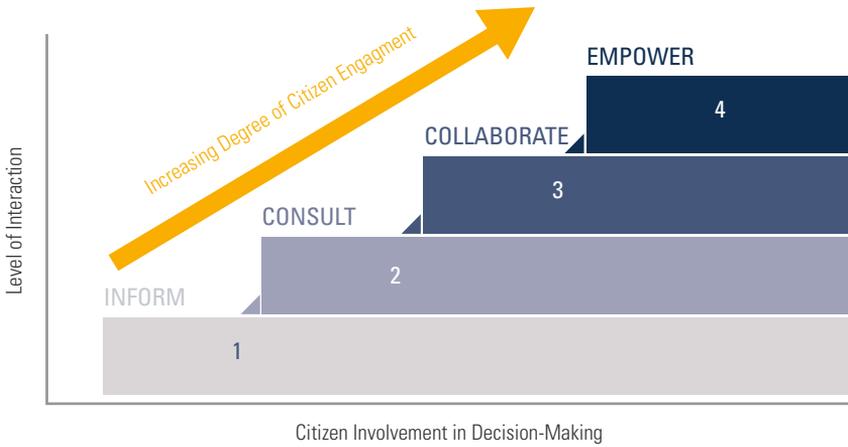
The study is based on the World Bank's strategic framework for citizen engagement. Under this framework, citizen engagement is defined as the two-way interaction between citizens and the Government that gives citizens a stake in decision making, with the objective of improving development outcomes. Citizens are the ultimate client of Government services.

Access to information is a necessary enabling condition, but it typically implies a one-way interaction only. Information-sharing and awareness-raising activities alone, therefore, do not meet the definition of citizen engagement. Closing the feedback loop (i.e., a two-way interaction providing a tangible response to citizen feedback) is required to meet citizens' expectations for change created by their engagement, use their input to facilitate improved development outcomes, and justify the cost of engaging with them.

The framework builds on the "ladder of participation" approach to CE, under which each step up the ladder reflects a deeper degree of citizen engagement in decision making. The World Bank's ladder of engagement comprises four steps, as depicted in Figure 15 and described further below.



Figure 15 World Bank Citizen Engagement Strategic Framework



Context

This activity seeks to help improve the quality of service delivery in Zimbabwe in two ways:

- Produce high quality evidence on the enablers and barriers to citizen engagement in service delivery (focus on water and agriculture, including response to climate-induced disaster).
- Generate practical, actionable recommendations to strengthen citizen engagement to enhance the effectiveness and efficiency of service delivery.

The activity used a mixed methods approach

Qualitative approach (data collected by World Bank in six case study sites of Guruve, Lupane, Zimunya [where the ZIMREF National Water Project is being carried out], and three others, namely, Silobela, Pelandaba, and Masvingo South). A stakeholder analysis was undertaken in each constituency to identify respondents. A team of three researchers then spent one week in each location conducting focus group discussions and key informant interviews with the identified stakeholders, including relevant Government agencies and officials, CSOs, councilors, district administrators (DAs), development committees, farmers’ groups, traditional leaders, party branches, Residents’ Associations (RAs), and other citizen groups. In total the study team conducted 65 Key Informant Interviews and 21 Focus Group Discussions as part of the qualitative case studies. For each interview and focus group, the interviewers used a semi-structured guide. The interview topics covered: (1) the state of service delivery; (2) the state of citizen engagement; (3) capacity for engagement; (4) citizen-state orientation; and (5) engagement opportunities. The interviewers aimed to elicit specific examples that illustrated respondents’ views on these topics and attempted to triangulate views from different groups, such as citizens and service providers. Most interviews were audio recorded and later transcribed and translated as necessary for analysis.

The interviewers aimed to elicit specific examples that illustrated respondents' views on these topics and attempted to triangulate views from different groups, such as citizens and service providers. Most interviews were audio recorded and later transcribed and translated as necessary for analysis.

Quantitative approach (data collected by an external firm). The study also draws on a nationally representative quantitative survey to identify where and how citizen engagement contributes to better service delivery. The 2,400 households included modules on access to water and agriculture services (including drought relief) and more broadly citizen engagement related to these services.

Alignment of CE in Zimbabwe

Citizen engagement and devolution are important planks of the Government's strategy to enhance service provision. The Transitional Stabilization Program (TSP) is built on the principles of 'broad-based citizenry participation in national and socioeconomic development programs' and 'responsive public institutions.' In line with section 301 of the Constitution of Zimbabwe, in 2019 the Government started allocating intergovernmental fiscal transfers of not less than 5 percent of national revenues to provinces and local authorities (LAs). This injection of capital funding at the subnational level has the potential to give life to LAs and enhance incentives for meaningful citizen engagement.

There are various ways that citizens can engage with Government around public services. Citizens in Zimbabwe can participate in electoral processes to select leaders and in processes to monitor and provide feedback to Government officials outside of elections. Mechanisms for consultation and collaboration with citizens exist within formal Government structures, such as Ward Development Committees (WADCOs) and Village Development Committees (VIDCOs). There are also several vibrant civil society organizations (CSOs) that organize and channel citizen action around public services, including RAs and trade-based groups like farmers associations.

Key highlights of the study

While satisfaction with both water and agriculture services is generally low, reasons for dissatisfaction differ across the water and agriculture sectors. In the water sector citizens primarily express dissatisfaction with the quality and availability of water in the survey, as well as high fixed fees, according to qualitative interviews. In agriculture, access to Government services is widespread among those with agricultural land, but recipients are dissatisfied with the reliability of access and quantity of services offered.

People prefer a face-to-face means of engagement with Government, though the more channels that exist, the better. The ICT channels (SMS, social media, etc.) tend to identify individual "fires" to be put out, rather than systemic concerns. The question is what kind of collective engagement can prevent the fires from starting in the first place?

Citizen engagement is happening in multiple ways through different agencies, but not many dedicated CE strategies are seen.

Action by citizens tends to be individualized—they send an SMS, see the DA, contact the councilor, etc. Not much collective action is evident, particularly in rural areas. Does this lower their influence with politicians? Is it because collective action is often seen as partisan and adversarial?

Service providers often lack both the capacity and the willingness to respond to queries from the public. Decisions are made in Harare and resources are limited.

At the planning and decision-making stages, CE is often one-off and seen by citizens as window-dressing. This breeds apathy and becomes a vicious cycle. Politicians and service providers hold meetings, but people do not see their inputs being taken on board. Consequently, citizens view the meetings as a waste of time, so they stop coming. This leads politicians to believe there is no value in consultation. It is partly a product of the fact that the processes don't move beyond step 1 or 2 on the "ladder of engagement." In Bindura, the LA goes higher up the ladder by closing the feedback loop through community validation of the budget. This gives it meaning, elevates the process to collaboration, increases trust in Government.

Key recommendations from the study

The Government could remove existing barriers through devolution, which would build stronger platforms for community engagement and monitoring.

The Government of Zimbabwe, in hand with its development partners, could expand programs that set incentives for local government performance, backed by citizen monitoring.

Zimbabwe's development partners could support the capacity of quasi-governmental community structures and civil society to better channel citizen engagement with Government.

Citizen Engagement in ZIMREF

Supporting Water, Voice and Equity (WaVE) forums to improve water services under the Zimbabwe National Water Project.

A baseline study conducted in 2017 by the Zimbabwe National Water Authority (ZINWA) revealed important citizen concerns regarding low provider responsiveness and information, unwillingness to pay, and priorities regarding the quality and quantity of services being accessed, especially by the poor. Significant recommendations on the need for increased face-to-face interaction with utilities on the frontline emerged from consumers.

In support of this recommendation, the ZIMREF-funded National Water Project established WaVE forums to provide a platform for two-way feedback on levels of water access, quality, reliability, costs, customer care, information dissemination, grievance redress, and recommendations for improvement.

During the meetings the local representative from the Ministry of Women Affairs, Community, Small and Medium Enterprise Development (MoWACSMED) facilitated and documented the dialogue between users and the service provider and facilitated a post action learning review with all the stakeholders present. Staff of the Local Government Rural District Council and MoWACSMED played the role of observers, in view of their proposed oversight role in the reforms with a possible water service provision.

"This is the first time that I have met any of the services providers, and we are grateful to have this platform where we can engage with the authority," said a participant.



Lupane WaVE Forum



Group presentation at the Guruve WaVE Forum

The biggest recommendation from both male and female users was for field offices where queries related to billing, connection, disconnection, and so on could be resolved. Users expressed the view that current efforts were either unsuitable or inadequate.

“The level of engagement at the forums has been very encouraging and enlightening. We are very receptive to the issues that have been raised and we will work with our clients to address these issues to enhance our services,” said Engineer Makwangudze, PIU Manager.

Moving forward, WaVE forum members will work with ZINWA to monitor and report on female and male consumer experiences and resolution of complaints at ward levels, as they relate to water and sanitation services. They will also provide linkages to citizens, residents associations, civil society, community-based organizations, faith-based groups, and other groups within the community. They will receive and disseminate information relevant to consumers and give systematic feedback on public opinion as it relates to issues of performance, access, and equity in investment planning and implementation, prioritization, responsiveness, impact, and quality of standards, among other responsibilities.



Zimunya Wave Forum

The authority will also consider the use of ICT for a mobile-enabled sex disaggregated feedback and grievance redress system. It would include a back-end ticketing system to forward unresolved complaints to officials in various departments to promote improved internal and external accountability.

v. Communications and Visibility

Communications Objectives (Communication and Visibility Plan)

To inform, raise awareness, and stimulate demand-side accountability of supported reforms and institutional developments by keeping the public, civil society, private sector, and Parliament fully abreast of supported activities and benefits expected;

To ensure public access to the ZIMREF information, project materials, and other relevant documents in line with the World Bank's Access to Information policy. <http://www.worldbank.org/en/access-to-information>; and

To raise the visibility and profile of contributing development partners and their efforts in assisting Zimbabwe.

Stakeholder Engagement/Capacity Building initiatives

Stakeholders engaged at project level

Stakeholders/activity	ZIMREF project	Outcome
Guruve, Lupane, and Zimunya beneficiaries	Zimbabwe National Water Project	The community meetings brought the fund closer to communities and provided a unique platform for the service provider to interact with its clients and get recommendations from the community. Notably, such engagements also promote a willingness to pay for services by consumers.
Interface with Parliament and civil society Project Implementing Unit on their Communications Strategy	Public Financial Management Enhancement Project	Local Civil Society Organizations (CSOs) attest to improvement of the consultative process since the project's inception, although some challenges remain. The CSOs noted that the number of hearings and participants has increased in recent years, with an improvement in the quality of submissions. The current location of the hearings in urban areas is disenfranchising the rural areas. To address this challenge, the CSO recommended inclusive citizen sensitization and participation. The project extends to citizen engagement through facilitating the consultative approach in the national budgeting process.
Consultative meetings on the Teaching Professions Council Bill with relevant stakeholders in 10 provinces	Results Based Budgeting Education TA	The consultative sessions on the Teaching Professions Bill enabled the stakeholders to provide preliminary input which would serve to make an improved framework and encourage ownership.
Commemoration of End Learning Poverty Day		Under the theme of reducing learning poverty, ZIMREF engaged learners and educators on strategies for improving the country's education outcomes.
Consultative forums with the Procurement Regulatory Authority with civil society and government entities	Public Procurement Modernization and Enhancement Project	Input into PRAZ's strategic plan by reviewing achievements and challenges, and developing the way forward. Prioritized activities to be undertaken within the Operations, Monitoring and Evaluation; ICT; and Capacity Building Divisions.

Stakeholders/activity	ZIMREF project	Outcome
Civil Society Organizations through the National Association of Non-Governmental Organizations, where a poverty presentation and discussions ensued	Poverty Technical Assistance	Feedback from the analytical work undertaken by the TA. Participants were given the opportunity to interrogate the findings of the report and proffer ideas on unpopular facts.

Ensuring public access to documents and relevant information

Tools	Frequency	Quantity
Annual report	Annually	1
Press engagement	As and when the need arises	4—Ease of Doing Business launch; Public Entities Corporate Governance Act launch; Poverty Income Consumption and Expenditure Survey reports launch
Videos	As and when the need arises	1—Documentary was completed with implementing partners for internal purpose use
Exhibitions	As and when available	4—Zimbabwe International Trade Fair; Zimbabwe Agriculture Show; UN exhibition; and UN Climate Change Conference in Spain through the Ministry of Environment, Climate Change, Tourism and Hospitality Industry
Newsletter	Monthly	6
Information Education Communication materials (fliers, folders, banner, website update, feature stories, blogs)	As and when the need arises	Banners, website updates, fliers, brochures

Plans for the next year

Greater and broader dissemination of results through preparing a list of good practices, outcomes, projects, activities, and documents that can be more widely disseminated;

Strengthen support to GoZ communication efforts to raise the profile of and highlight ongoing reforms; and

More media engagement through a press visit to the Zimbabwe National Water Project.

6 Lessons Learned and Future Project Implementation



Over the course of implementing ZIMREF, the Secretariat has garnered several lessons that are highlighted below:

Flexibility: The rapidly evolving context that ZIMREF has operated under required a Theory of Change (TOC) that anticipated policy and economic volatility; a risk management framework that monitored this volatility and served as an early warning system for when responses to the volatility had to be conducted; and a proportion of the funding that remained flexible and could be allocated to projects as and when rapid changes had to be made.

Capacity building: For Government in managing RE projects, the authorities endured a lengthy learning curve in order to effectively manage those projects. The Secretariat notes the need for deeper engagement between TTLs and Government officials, including where possible, the use of TTLs based locally or within the region. In addition, the Secretariat notes the

advice from evaluators of ZIMREF to integrate change management into the design and implementation of projects to ensure the authorities go beyond knowing the activities and anticipated results (the What), but are also well prepared for the process of achieving the results (the How).

Safeguarding: The Secretariat has realized the importance of planning for and monitoring safeguarding issues, and also sees the need to build the capacity of Government in safeguarding, where the opportunity arises.

Results: The evolving context has highlighted the need to ensure that at the design stage of projects, realistic and measurable targets are set, with a focus on avoiding ambitious results that hinge on decisions over which the project implementers have no influence.

ANNEXES



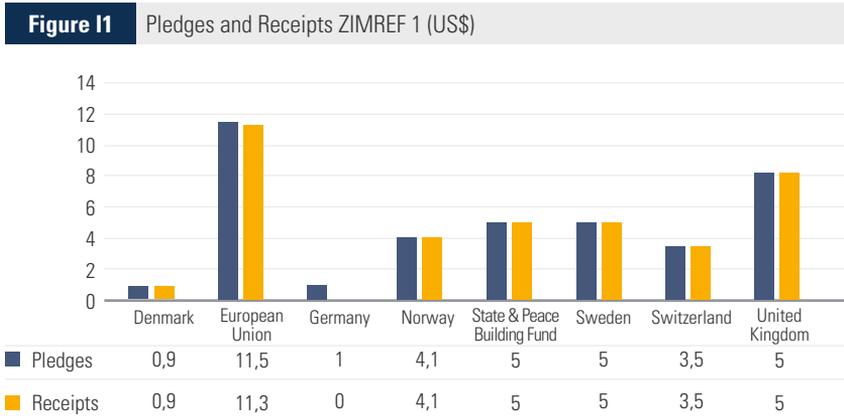
ANNEX I

Overview of ZIMREF Financials as at December 31, 2019

Pledges, contributions, and investment income

Since the establishment of the Trust Fund in 2014, a total of US\$49.7 million has been pledged by development partners and the State and Peace Building Trust Fund (SPF).

The initial pledges are reported under the moniker "ZIMREF 1" and totaled US\$40.3 million from seven donors, of which US\$38.1 million had been received and transferred into the ZIMREF Trust Fund by December 31, 2019. Contributions were received from Denmark (approximately US\$0.9 million), EU (US\$11.3 million), Norway (approximately US\$4.1 million), Sweden (US\$5 million), Switzerland (US\$3.5 million), State and Peace Building Fund (US\$5 million) and UK (US\$8.2 million). ZIMREF 1 funding has earned a total cumulative investment income of US\$920,616 as at December 31, 2019. Figure I.1 shows what was pledged and the cumulative receipts as at December 31, 2019.



Additional funding (ZIMREF 2)

In addition to the aforementioned pledges, ZIMREF has received additional funding (Table 1.1) to which a different cost recovery has been applied—these are reported under the moniker “ZIMREF 2.”²⁵ DFID has provided additional funding of £4 million in 2018 and 2019, while the SPF has provided US\$4 million and Norway’s Ministry of Foreign Affairs provided Nkr 1 million. This amounts to just over US\$9.3 million, of which US\$3.8 million has been disbursed. The total cumulative investment income on ZIMREF 2 as at December 31, 2019 was US\$162,710.

Contributions	Received	Balance	Currency pledge
United Kingdom—DFID	5,218,420	3,000,000	£4,000,000
State and Peace Building Trust Fund	4,000,000		USD 4,000,000
Norway—Ministry of Foreign Affairs	113,355	-	Nkr 1,000,000
Total	9,331,775		

Allocations, disbursements, and available balances

The US\$38.1 million received under ZIMREF 1 has been allocated across the eight projects. By December 2019, US\$38.1 million (or 91 percent of funds received) was disbursed and US\$3.5 million committed, leaving an available balance of US\$1.0 million. Progress against disbursement projections improved in 2019 compared to 2018. Figures I.2 through I.4 show that BE activities under ZIMREF 1 and ZIMREF 2 continue to outperform RE activities due to Government’s learning curve in implementing RE activities.

²⁵ The World Bank began applying a different cost recovery to trust funds on December 1, 2016.

Figure 12 Disbursements for BE activities ZIMREF 1

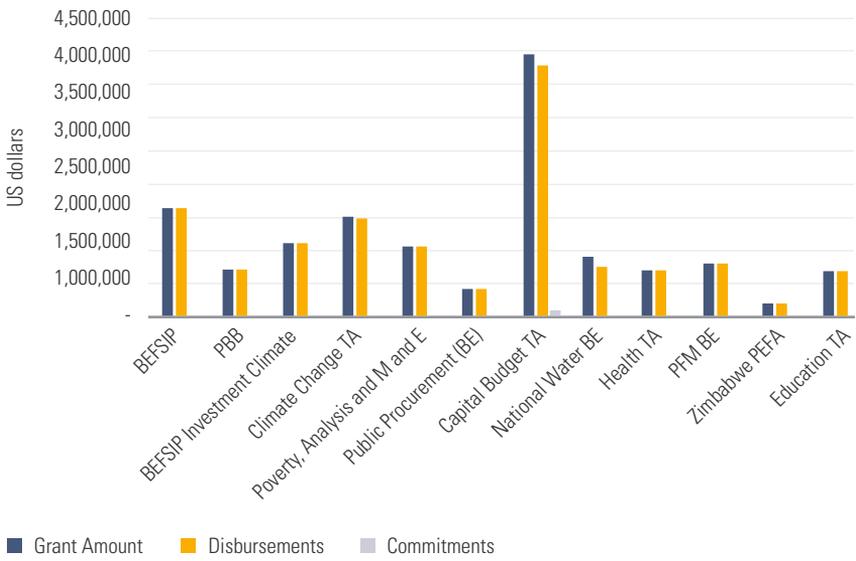


Figure 13 Disbursements for BE activities ZIMREF 2

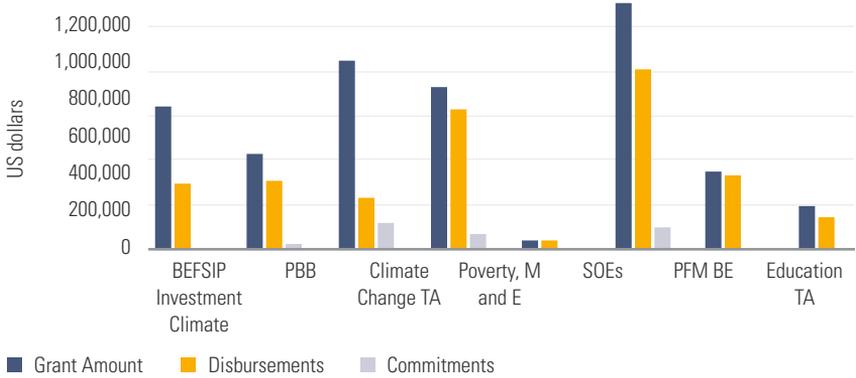


Figure 14 Disbursements for RE activities

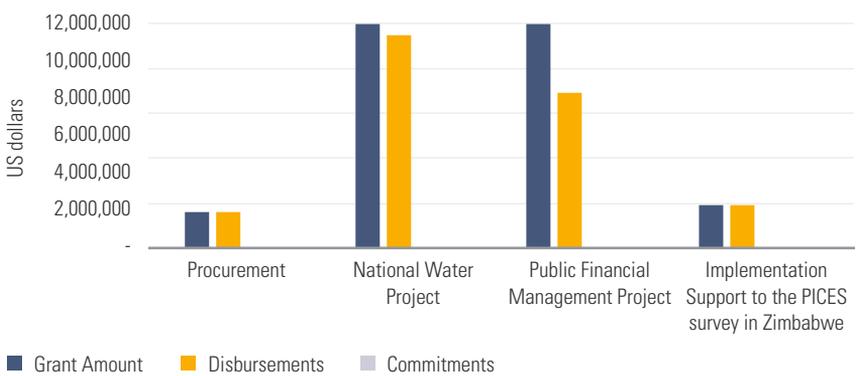


Table I2 Trust Funds Financial Reporting Summary as at December 31, 2019

Contributions	Pledged	Received	Balance	Currency pledge
Denmark	913,369	913,369	-	DKr5.7 m
EU	11.5	11.3	-	EU 9.9 m
Germany		—		\$1 m
Norway	4,128,163	4,128,163	—	NKr32 m
State and Peace Building Fund	5,000,000	5,000,000	—	\$5 m
Sweden	5,026,300	5,026,300	—	SKr43 m
Switzerland	3,558,088	3,530,370	—	Sw F3.5 m
UK-DFID	8,204,305	8,238,230	—	£6 m
Total contributions				
Invest income received		920,616		
Total income			200,000	

Approved activities	Grant amount	Allocated	Disbursement	Commitment	Currency pledge
Bank Executed					
Output 1a: BEFSIP TA	1,640,304	1,640,304	1,638,843	1,338	1,461
Output 1b: BEFSIP TA Investment Climate Prog	1,112,759	1,112,759	1,112,759	1,000	—
Output 2: Capital Budget: SOE/PIM	2,450,000	2,450,000	2,438,925.89	5,886	11,074
Output 2: Capital Budget: Transport	1,500,000	1,500,000	1,346,805.82	95,306	153,194
Output 3a: PFM Enhancement (BE)	799,929	799,929	799,929	—	—
Output 3a (1): PEFA Zimbabwe	199,832	199,832	199,832.24	—	—
Output 3b: Public Procurement Mod (BE)	416,884	416,884	416,884	—	—
Output 4b: Poverty Analysis (BE)	1,062,209	1,062,209	1,062,209	—	—
Output 4a: RBB—Program-Based Budgeting	720,000	720,000	719,778	—	221
Output 4a: RBB—Education	689,990	689,990	689,990	—	—

Approved activities	Grant amount	Allocated	Disbursement	Commitment	Currency pledge
Output 4a: RBB—Health	702,541	702,541	702,541	—	—
Output 5a: National Water Project. (BE)	900,000	812,318	756,110	29,331	56,207
Output 5b: Climate Change TA	1,500,000	1,500,000	1,486,189	13,331	13,810
Total BE activities					

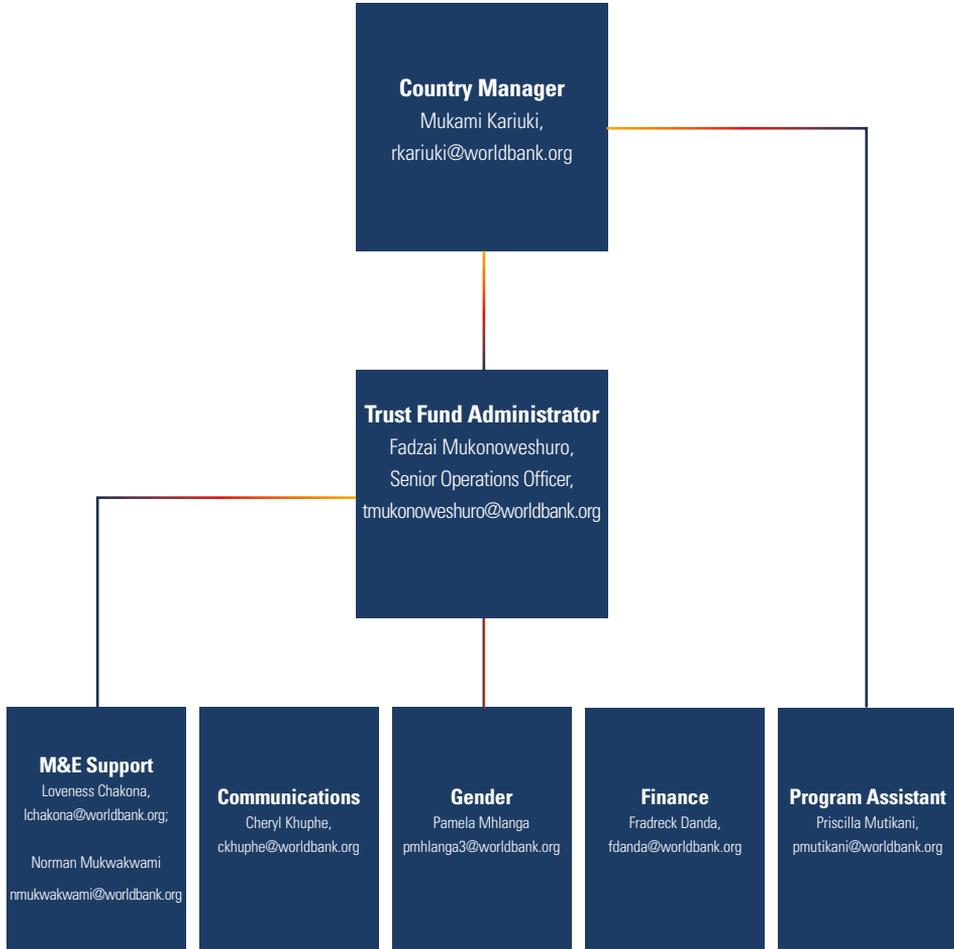
Recipient-executed	Grant amount	Allocated	Disbursement	Commitment ²⁶	Currency pledge
Output 3a: PFM Enhancement (RE, Phase 1)	10,000,000	10,000,000	6,947,903	—	3,052,096
Output 3b: Public Procurement (RE, Phase 1)	1,590,869	1,590,869	1,590,869	—	—
Output 4b: Implementation support to the PICES survey in Zimbabwe (RE)	1,900,000	1,900,000	1,900,000	—	—
Output 5a: National Water Project (RE, Phase 1)	10,000,000	10,000,000	9,485,562	—	514,437
Total RE activities				—	
Total activities					

Fees and program management costs	Grant amount	Allocated	Disbursement	Commitment	Currency pledge
Program management: Staff time	1,212,275	400,000	177,130		222,870
Program management: Administration	1,212,275	550,000	268,637	157,586	123,776
Corporate fee	808,183	607,156	480,349		126,807
Total fees and program management costs	3,232,733	1,557,156	926,117	157,586	473,454

To date US\$14.2 m (including program fees) has been disbursed, which is 50 percent of the received contributions. The commitments are US\$9 m, which means the disbursements and commitments ratio is 81 percent.

²⁶ Commitments are only available for BE activities and not for RE activities.

ANNEX II Organogram



ANNEX III

Results Framework

Table III.1 BEFSIP Results Framework - Updated April 2020

PDO Level Results Indicators by window	Core	Unit of Measure	Baseline in 2015	Cumulative Target and Actual Values					Status	2019	Status	Frequency	Data source/ methodology	Responsibility for data collection	Activities contributing to result	Notes
				2016	2017	2018	2018	2018								
<p>WINDOW 1 - PRIVATE SECTOR LED GROWTH (Business Environment, Financial Sector, and Investment Policy Technical Assistance Program; Capital Budgets Technical Assistance Program)</p> <p>Business Environment, Financial Sector, and Investment Policy Technical Assistance (BEFSIP)</p> <p>Development Objective: To improve the business climate for the private sector, especially for micro small and medium size enterprises (MSMEs) and small holders (US\$3.2 million)</p> <p>High Level Outcome: A) improved business climate (especially for MSMEs and Small Holder Farmers)</p>																
		Target, percentage	47%	48%	52%		58%		60%		Annually	Annual Doing Business reports	Business Environment, Financial Sector, and Investment Policy (BEFSIP) task team	Revised processes for insolvency and business rescue.	Revisions to the Companies Act and Insolvency Act.	
Overall distance to the frontier on the Doing Business index (a measure of ease of doing business)		Actual percentage	47.08				50.44%									

PDD Level Indicators by window	Core	Unit of Measure	Cumulative Target and Actual Values					Frequency	Data source/ methodology	Responsibility for data collection	Activities contributing to result	Notes
			Baseline in 2015	2016	2017	Status	2018					
H10-3: Index of perception of the investment climate in Zimbabwe		Target, percentage	-37.2	-30	-15	Achieved	-5	5	Annually	Annual Doing Business reports	BEEFIP task team	Establishment of credit guarantee scheme. Political developments post November 2017 buoyed the index but persistent liquidity shortages dented business' capability to operate more flexibly and then the election season worsened the situation leading to a reduced perception in business confidence.
		Actual percentage			-9.9		20.9 (year-on-year from quarter 1 2017 to quarter 1 2018)	Source: CZIs Business Confidence Index (BCI). It is key to note that the confidence fell from Quarter 4 of 2017 to Quarter 1 of 2018, and the quarter-on-quarter BCI is -14.4.				Data not yet available. Awaiting release of the Manufacturing Survey Report in February 2020.
Intermediate Results Indicators												
Intermediate Outcome 1.1 Reduced time and cost of doing business												
Relevant business policies, regulations, and laws specified in the 2015 Doing Business Reform Memo updated, or enacted.		Target number	0	4	8	10	13	Semi-annually	Technical assistance program reviews; QPC Reports; Parliamentary update;	BEEFIP task team	Support for drafting of 13 laws, which were gazetted on November 28, 2016.	
		Actual number		0	7	6 of the targeted 8 business laws have been amended. The other 3 are now before Parliament. In addition, progress has been made in amending various other policies and regulations that affect Ease of Doing Business.	10	Six of the targeted ten business laws have so far been amended. The other one is before Parliament.	Eleven of the targeted thirteen business laws have been enacted (see table below). The remaining two laws are still to be enacted.			

Intermediate Results Indicators	Core	Unit of Measure	Cumulative Target and Actual Values						Status	Frequency	Data source/ methodology	Responsibility for data collection	Activities contributing to result	Notes
			Baseline in 2015	2016	2017	Status	2018	Status						
Number of days taken to register a business		Number	120	60	30			30						
		Actual		91 days are required to register a business, this is due to the Company's Act not yet enacted.	61 days	The target for 2017 was overly ambitious and overshadows the significant progress made in reducing the number of days from 120 days to 61 days. This is a lesson learnt and the 2018 target will be revised.		32	The number of days to register a business decreased from 61 days in D82018 report to 32, a notable improvement.	Annually	Annual Doing Business reports	BESIF task team	TA to the company registry department through the ministry of Justice.	The Secretariat suggests that the targets for the years 2017, 2018 and 2019 be set at 30 days. This is selected as in the rest of SAUC, it takes an average of 28 days to register a business
% Increase in the use of online payments		Percentage	0%	0%	5%			10%						
		Actual		355.6 % increase in the use of online payments due to liquidity crunch.	355.6 % increase in the use of online payments due to liquidity crunch.	The progress made against this target cannot be fully attributed to the TA. The cash crisis has been the key driver behind the increase in the use of online payments.		Achieved in 2017	Target was achieved in 2017 primarily due to the increased use in online payment systems driven by both a revolutionary growth in digital financial services platforms and interoperability between bank accounts and mobile money platforms.	Quarterly	RBZ Quarterly Reports	BESIF task team	Preparation of national financial inclusion strategy.	
Number of commercial cases that are handled by the new commercial courts		Actual	0	0	120			250						
		Number							Although the Judiciary Service Commission has amended relevant acts to establish commercial courts, no commercial court has not been established yet[1] but the court rules and regulations have been drafted and await gazetting.					

Intermediate Results Indicators	Core	Unit of Measure	Baseline in 2015	2016	2017	Cumulative Target and Actual Values			2019	Status	Frequency	Data source/ methodology	Responsibility for data collection	Activities contributing to result	Notes
						Status	2018	Status							
Number of judges of the commercial court trained in commercial jurisprudence.		Actual	0	0	0	0	0	3	Eleven of the targeted thirteen business laws have been enacted (see table below). The remaining two laws are still to be enacted.			BESIP task team			
		Number													
Intermediate Outcome 1.2: More effective and predictable investment and Commercial Policies															
Intermediate Outcome 1.3: Regulatory Framework that promotes SME and smallholder access to finance and markets															
Credit Registry is established		Description	No	No	No	No		Achieved			Semi-annually	Technical assistance program reviews	BESIP task team		
		Actual	-	-	-	Credit Bureau now operational (target for 2018)	A target for 2018 was also achieved in 2017.	Credit registry now established	3						
Movable Assets Act is passed		Description	No	No	No	No		Achieved					BESIP task team	TA for design and launch of a credit review of related Acts. TA on Drafting relevant laws and amending existing laws namely Banking Act and a new Movable Property Security Interest Bill.	The Secretariat suggests that these indicators be made stand-alone and be measured separately for clarity
		Actual	-	-	-	Movable Asset Act passed (target for 2018)	A target for 2018 was also achieved in 2017.	Movable Asset Act passed in 2017							
Collateral registry is established		Description	No	No	No	No		Achieved					BESIP task team		
		Actual	-	-	-	-	-	Collateral registry not yet launched							
Counterpart (GZ) in the process of acquiring software. RBZ conducted study visits to four (4) jurisdictions with Collateral registries. RBZ engaging PPAZ to conduct a limited tender/December 2019 / January 2020.															

Intermediate Results Indicators	Core	Unit of Measure	Cumulative Target and Actual Values						Status	Frequency	Data source/ methodology	Responsibility for data collection	Activities contributing to result	Notes
			Baseline in 2015	2016	2017	Status	2018	Status						
Percentage of adults with a bank or mobile money account.		Percentage	0	45	62		75		85					
		Actual		69	69	The target was surpassed.	Figures from RBZ show that as at March 30, 2018 the total number of bank accounts is 5.5 million, up from 2.9 million in July 2017 (an increase of 89.7% over 9 months). This is an estimated 49.4% of the adult population. In November 2017, there were 8.9 million mobile money accounts, an estimated 79.9% of the adult population.	The target was surpassed.					Figures from RBZ show that as at March 30, 2018 the total number of bank accounts is 5.5 million, up from 2.9 million in July 2017 (an increase of 89.7% over 9 months). This is an estimated 49.4% of the adult population. In November 2017, there were 8.9 million mobile money accounts, an estimated 79.9% of the adult population.	
Number of records stored on the central credit registry at the Reserve Bank		Number	0	5,000	250,000		500,000 (disaggregated by gender)		100,000					
		Actual			380,925 (as at 25 January 2018)	The target was surpassed. All loans made by banks are now recorded with the credit registry.	Records include 369,606 individuals and 11,824 company loans							111,935 records as at 31 October include 32,979 loans to females, 75,431 loans to males and 14,445 company loans.
Proportion of new business loans made by financial institutions based on the information collected on the credit registry		Proportion	0%	25%	50%		75%		100%					
		Actual			All new business loans made since the launch of the credit registry	All loans are now made based on information in the credit registry	All new business loans are now made using information inherent in the credit bureau.							All new SME loans granted against use of movable collateral registered through the credit registry.

Intermediate Results Indicators	Unit of Measure	Baseline in 2015	Cumulative Target and Actual Values					Status	Frequency	Data source/ methodology	Responsibility for data collection	Activities contributing to result	Notes
			2016	2017	2018	2019	Status						
Psychometric collateral and Credit guarantee scheme pilot tested	Description	None	No pilot test	No pilot test	At least two financial institutions identified for pilot tests	A presentation and dialogue between commercial Banks, World Bank Gender Innovation Lab on alternatives to collateral for lending.	Pilot testing of Psychometric collateral and guarantee scheme with two financial institutions (at least one being a bank)	Semi-annually	Technical assistance program reviews	BEPSIP Task Team	Pilot testing of Psychometric collateral and guarantee scheme is now operational under the Export Credit Guarantee Scheme.	Qualitative targets have been set for this indicator	
					Three (3) institutions	to women entrepreneurs held two firms have since been selected and potential spear headers for the psychometric test. The institutions have also been identified for the pilot testing which is expected to start in January 2018.	Two firms (Steward Bank and ZIMVAT Insurance)						
	Actual												

Key

- Achieved
- Partially Achieved
- Not Achieved
- Data not available

Table III.2

Climate Change ZIMREF Results Framework Updated April 2020

PDO Level Results Indicators by window	Core Unit of Measure	Baseline in 2015	2016	2017	2018	2019	Cumulative Target and Actual Values			Frequency	Data source/ methodology	Responsibility for data collection	Activities contributing to result
							Status	Status	Status				
Climate Change Technical Assistance Program (US\$1.5 million)													
Development Objective: To increase the capacity of the Government of Zimbabwe to integrate climate change in the planning, design, and implementation of development activities, with a focus on the management of natural resources.													
Intermediate Outcome: Improved capacity to integrate climate into development planning													
Guidelines for integrating climate resilience into four (4) sectors: infrastructure/ irrigation, forestry, agriculture.	Target, yes	No guidelines in place	TA program approved and 3 technical reports commissioned	All technical reports commissioned and stakeholder workshops completed.	All four guidelines prepared and issued.	4 Guidelines on mainstreaming Climate Change in priority sectors published and shared with the client.	4 Guidelines on mainstreaming Climate Change in priority sectors published and shared with the client.	4 Guidelines on mainstreaming Climate Change in priority sectors published and shared with the client.	4 Guidelines on mainstreaming Climate Change in priority sectors published and shared with the client.	4 Guidelines on mainstreaming Climate Change in priority sectors published and shared with the client.	4 Guidelines on mainstreaming Climate Change in priority sectors published and shared with the client.	4 Guidelines on mainstreaming Climate Change in priority sectors published and shared with the client.	4 Guidelines on mainstreaming Climate Change in priority sectors published and shared with the client.
	Actual	TA program was approved by FCC. Three technical reports commissioned with TOBs agreed with the Government for Forestry, Agriculture and Irrigation (include experts of climate impact) and water-energy plan was prepared.	Work program discussed and agreed with Inter-ministerial Committee led by MBECC with representatives from MAMMO and MFP. Technical workshops successfully conducted on agro-ecological zoning, climate impacts on livestock, energy systems, climate change impacts on crop production (with impact on CCE) and irrigation. Technical development of climate change impact on agriculture completed. Draft irrigation guidelines have been produced and are under going further consultations with respective Government agencies. CCE Concept Note developed with client focusing on strengthening resilience of households	Work program discussed and agreed with Inter-ministerial Committee led by MBECC with representatives from MAMMO and MFP. Technical workshops successfully conducted on agro-ecological zoning, climate impacts on livestock, energy systems, climate change impacts on crop production (with impact on CCE) and irrigation. Technical development of climate change impact on agriculture completed. Draft irrigation guidelines have been produced and are under going further consultations with respective Government agencies. CCE Concept Note developed with client focusing on strengthening resilience of households	Climate Smart Irrigation Guidelines finalized pending February 2019. Long and Short Lists of Climate Smart Irrigation, Livestock, Energy, Irrigation, Livestock, and Energy systems, climate change impacts on crop production (with impact on CCE) and irrigation. Technical development of climate change impact on agriculture completed.	Climate Smart Irrigation Guidelines finalized and presented to the Department of Forestry and Game Parks and Wildlife and other lists of climate smart assessments prepared for Forestry, Irrigation, Livestock and Energy systems. The Energy Synthesis Report was edited and finalized and is pending presentation to the Client.	Climate Smart Irrigation Guidelines finalized and presented to the Department of Forestry and Game Parks and Wildlife and other lists of climate smart assessments prepared for Forestry, Irrigation, Livestock and Energy systems. The Energy Synthesis Report was edited and finalized and is pending presentation to the Client.	Climate Smart Irrigation Guidelines finalized and presented to the Department of Forestry and Game Parks and Wildlife and other lists of climate smart assessments prepared for Forestry, Irrigation, Livestock and Energy systems. The Energy Synthesis Report was edited and finalized and is pending presentation to the Client.	Climate Smart Irrigation Guidelines finalized and presented to the Department of Forestry and Game Parks and Wildlife and other lists of climate smart assessments prepared for Forestry, Irrigation, Livestock and Energy systems. The Energy Synthesis Report was edited and finalized and is pending presentation to the Client.	Climate Smart Irrigation Guidelines finalized and presented to the Department of Forestry and Game Parks and Wildlife and other lists of climate smart assessments prepared for Forestry, Irrigation, Livestock and Energy systems. The Energy Synthesis Report was edited and finalized and is pending presentation to the Client.	Climate Smart Irrigation Guidelines finalized and presented to the Department of Forestry and Game Parks and Wildlife and other lists of climate smart assessments prepared for Forestry, Irrigation, Livestock and Energy systems. The Energy Synthesis Report was edited and finalized and is pending presentation to the Client.	Climate Smart Irrigation Guidelines finalized and presented to the Department of Forestry and Game Parks and Wildlife and other lists of climate smart assessments prepared for Forestry, Irrigation, Livestock and Energy systems. The Energy Synthesis Report was edited and finalized and is pending presentation to the Client.	Climate Smart Irrigation Guidelines finalized and presented to the Department of Forestry and Game Parks and Wildlife and other lists of climate smart assessments prepared for Forestry, Irrigation, Livestock and Energy systems. The Energy Synthesis Report was edited and finalized and is pending presentation to the Client.

PDO Level Results Indicators by window	Core	Unit of Measure	Baseline in 2015	2016	2017	Cumulative Target and Actual Values				Status	Frequency	Data source/ methodology	Responsibility for data collection	Activities contributing to result
						Status	2018	Status	2019					
Investment plan for climate change resilience focusing on one sector	Target		No investment plan in place.	No	No	Investment Plan Supported in one sector. One Project identified and proposal developed/submitted for accessing international climate finance resource								
	Actual		N/A	N/A	N/A	Work on the production of the Climate Smart Agricultural Investment Plan (CSAIP) was commissioned	Work on the production of the Climate Smart Agricultural Investment Plan (CSAIP) was commissioned, modelling/fieldwork done, a validation workshop conducted in April 2019, and the report was finalized in December 2019.	The report dissemination was scheduled for February 2020 but has since been postponed in the wake of the outbreak of the international COVID pandemic.	Semi-Annually	TA, progress reports			TA	

PDO Level Results Indicators by window	Core	Unit of Measure	Baseline in 2015	Cumulative Target and Actual Values					Status	Frequency	Data source/ methodology	Responsibility for data collection	Activities contributing to result
				2016	2017	2018	2019	2020					
National Capacity for NDC implementation strengthened	Target		No Nationally Determined Contributions Implementation and Monitoring, Reporting and Verification frameworks	No	No	No	River Basin was produced and presented to Government.	Resilient Landscapes in the Save River Basin was produced and presented to Government, and follow-up baseline assessments are being finalized.	Semi-Annually	TA progress reports	TA Team	TA	
							NDC Implementation and MRV Framework produced						NDC Implementation and MRV Framework produced
	Actual						<ul style="list-style-type: none"> NDC Implementation Framework and MRV report was produced, approved by Government, and disseminated in April 2019. The report has provided relevant inputs for the NDC review that will be carried out by the GoZ, and positively informed the methodology of the scaled-up Low-Emission-Development-Strategy (LEDS) that is being developed by the GoZ with support of UNDP. 	<ul style="list-style-type: none"> NDC Implementation Framework and MRV report was produced, approved by Government, and disseminated in April 2019. The report has provided relevant inputs for the NDC review that will be carried out by the GoZ, and positively informed the methodology of the scaled-up Low-Emission-Development-Strategy (LEDS) that is being developed by the GoZ with support of UNDP. The World Bank participated in the that drew up the High-Level NDC Implementation Matrix under the auspices of Zimbabwe's engagement with the NDC Partnership. An application was made to the NDC Support Facility to advance development of the implementation 					

PDO Level Results Indicators by window	Core	Unit of Measure	Cumulative Target and Actual Values						Frequency	Data source/ methodology	Responsibility for data collection	Activities contributing to result											
			Baseline in 2015	2016	Status	2017	Status	2018					Status	2019	Status								
Agro-ecological rezoning		Target	N/A			N/A		N/A															
Strengthened Capacity in the use of near real time meteorological data to support decision-making		Target	N/A	N/A																			

PDO Level Results Indicators by window	Core	Unit of Measure	Cumulative Target and Actual Values					Status	Frequency	Data source/ methodology	Responsibility for data collection	Activities contributing to result
			Baseline in 2015	2016	2017	2018	2019					
Knowledge management products and materials produced	Actual							Two stakeholder training workshops on the conceptualization and operation of the Agricultural Observatory were conducted. • ToRs are being produced for the establishment of the Agricultural Observatory, which will be hosted by the Meteorological Services Department (MSD) in collaboration with the Ministry of Lands, Agriculture, Climate, Water and Rural Resettlement (MLADWRRL). The World Bank has supported its establishment and paid for a one-year data subscription fee to access high resolution Ag Met data.*	Semi-Annually		TA Team	
	Target		N/A	N/A	N/A	N/A		<ul style="list-style-type: none"> Establish the Climate Change Knowledge Portal for Zimbabwe (CCXZ) Draft four (4) knowledge management products for respective workstreams of the TA, i.e. agriculture, forestry, NDCs, irrigation* 	Semi-Annually	TA progress reports	TA Team	TA
	Actual							Policy briefs will be completed by the end of 2020FY following the formal completion and/or publication of the major analytical pieces of the TA.				

Key

- Achieved
- Partially Achieved
- Not Achieved
- Data not available

Table III.4 Capital Budget TA Transport-Updated (April 2020)

PDO Level Results Indicators by window	Core	Unit of Measure	Baseline in 2015	Cumulative Target and Actual Values						Status	Frequency	Data source/ methodology	Responsibility for data collection	Activities contributing to result			
				2016		2017		2018							2019		
				Target, yes	Actual	Target, yes	Actual	Target, yes	Actual						Target, yes	Actual	
Transport Technical Assistance																	
Project Development Objective: To improve transport sector policies and strategies																	
Intermediate Outcome: Improved policies and strategies in the transport sector																	
Policy paper on aviation sector reforms prepared	Target, yes		No		Draft policy issues paper ready			Yes			Yes		Achieved	Semi-annually	Program review	Task team	TA
	Actual										Policy paper completed						
Policy paper on road sector institutional reforms prepared	Target, yes		No		Draft policy issues report ready			Draft policy paper ready						Semi-annually	Program review	Task team	TA
	Actual																
Road tolling policy prepared	Target, yes		No		Draft policy issues report complete			Draft policy paper circulated to government					Achieved				
	Actual																
Market study for rail prepared	Target, yes		No		2 Draft Working Papers Produced: one on general road funding, the other on physical road tolling			Policy Paper not well structured						Semi-annually	Program review	Task team	TA
	Actual																
Market study for rail prepared	Target, yes		No		Draft TOR for Market Study			Submit Interim Market Study for Review									
	Actual																

Key
■ Achieved
■ Partially Achieved
■ Not Achieved
■ Data not available

Table III.5 Capital Budgets Results Framework (PIM) - Updated April 2020

PDO Level Results Indicators by window	Core Unit of Measure	Baseline in 2015	Cumulative Target and Actual Values				Status	Frequency	Data source/ methodology	Responsibility for data collection	Activities contributing to result		
			2016	2017	2018	2019							
Capital Budgets Technical Assistance Program (US\$4.3 million)													
Project Development Objective: To assist the government to lay the foundation for improved efficiency and effectiveness of public investments on and off-budget													
Intermediate Outcome: Modern and effective public investment planning in place													
Modern public investment management framework (PIM) adopted	Target, yes	Specific weaknesses identified in the 2012 PIM Review (World Bank)	Draft PIM Guidelines discussed with Government	PIM guidelines approved and published	Sector manuals and templates approved in energy and transport and at least two project proposals appraised through new framework	Final drafts are ready and awaiting a validation workshop and the formal approval decision	Final drafts are ready and awaiting a validation workshop	Sector manuals for the Energy and Transport sectors completed. At the request by the Government, an additional PAM for water supply and irrigation drafted and completed for the government review and endorsement.	Achieved	Annually	Program review	Task team	TA
	Actual	Yes		PIM Guidelines approved as the Treasury Circular in September and a gender analysis section is provided for 2017									
PIM capacity building and training program executed	Target, yes	No training of government officials on PIM	N/A	Local PIM training for 30 selected government officials completed.	PIM training for sector experts completed		N/A (Planned for further CB signed with the MOFED and pending additional funding)			Annually	Program review	Task team	TA
	Actual		No	Yes: 30 government officials trained. International PIM training for seven trainers of trainers at Queens University, Canada completed in July-August 2017 at Queens.		But awaiting additional funding to support continued training programs, given the strong demand by MOFED and line ministries. The continued training is to create reliable in-house		Achieved, but awaiting additional funding to support continued training programs, given the strong demand by MOFED and line ministries. The continued training is to create reliable in-house					

PDO Level Results Indicators by window	Core	Unit of Measure	Baseline in 2015	Cumulative Target and Actual Values					Status	Frequency	Data source/ methodology	Responsibility for data collection	Activities contributing to result
				2016	2017	Status	2018	Status					
Modern PIM database and management system developed and implemented	Target, yes	No	No PIM Database and Management System	N/A	Develop PIM Database system completed	Pilot test and manage PIM Database system	Partially achieved. While the framework for design has already been developed, implementation is pending on continued funding.	N/A	Annually	Program review	Task team	TA	resources at both MoFED and line ministries in order to facilitate operationalisation of PIM Guidelines and sector PAMs.
Gender checklists in PIM manuals	Target, yes	Actual	N/A	The PIM guidelines and implementation manuals was completed and signed off by the GSZ. S.254 of PIM gives room for social inclusion as there is mandatory socio-economic appraisal of a project which deals with the effect of the project on the entire society and determines if the project increases the overall welfare of the society.	A gender checklist is included in the PIM Project Appraisal Manual (PAM) completed in September 2017	Achieved	Achieved	Annually	Program review	Task team	TA	resources at both MoFED and line ministries in order to facilitate operationalisation of PIM Guidelines and sector PAMs.	

Key

- Achieved
- Partially Achieved
- Not Achieved
- Data not available

Table III.6 Poverty and M and E: ZIMREF Results Framework April 2020

PDO Level Results Indicators by Window	Core	Unit of Measure	Baseline in 2015	2016	2017	Cumulative Target and Actual Values			Status	2019	Status	Data source/ methodology	Responsibility for data collection	Activities contributing to result
						Status	2018	Status						
Field Work for the PICES 2017 Survey is conducted.	Target	0	No	Yes					Micro-data of PICES 2011/12 has been released to the public (downloadable from website), putting the SI into practice					
	Actual		Yes. Field Work for 2016/17 PICES survey underway in all the 10 provinces. To be completed early 2018	Completed in 2017. Data entry completed and systems for release of micro-data adopted	Achieved	Data entry completed and SI to facilitate release of micro-data adopted.						ZIMSTAT and Bank's program team	Assistance to design and conduct the PICES, training tools for microdata dissemination, and assistance in preparing a guide on preparing the data from the PICES.	
PICES analysed and report produced. disseminated. poverty microdata is made available	Target	No	No	No					Micro-data are available to users					
	Actual					PICES Survey data analysis completed & report produced.			ZIMSTAT survey report on PICES 2017 has been released and widely disseminated. Agreement reached on adoption of good analytical practice and release of poverty microdata. Micro-data PICES 2017 made available on ZIMSTAT website.			ZIMSTAT and Bank's program team	Assistance to design and conduct the PICES, training tools for microdata dissemination, and assistance with preparing analytical papers using the data from the PICES.	
In-depth understanding of the gender dimension of poverty in Zimbabwe, presented in a special policy note	Target	No	No	No					Yes (Draft conceptual framework and complete analysis of gender and dimension of poverty).					
	Actual		None	Expected in 2018. Consultants now working on a roadmap for secondary analysis while awaiting PICES data to be published	Ongoing	Literature review and conceptual framework completed, data analysis pending release of micro-data			Following the release of PICES 2017 micro-data in August 2019, the gender analysis under ZIMREF funded call for secondary research proposals by Zimbabwean researchers to the two high quality research proposals on the gender dimension of poverty were selected and funded. Results will be available in 2020.			ZIMSTAT and Bank's program team	Secondary analysis of data with a focus on gender and poverty. Call for poverty research proposals, inviting Zimbabwean researchers to submit proposals for the analysis of the PICES data on key policy topics including gender and poverty	

Key

■ Achieved ■ Partially Achieved ■ Not Achieved ■ Data not available

Table 1117 RBB Results Framework-April2020

PDO Level Results Indicators by window	Core	Unit of Measure	Baseline in 2015	Cumulative Target and Actual Values					Status	Data source/ methodology	Responsibility for data collection	Activities contributing to result
				2016	2017	2018	2019	2019				
Results-Based Budgeting Technical Assistance Program (US\$2,085 million) (Program Budgeting TA, TA to the Ministry of Health and Child Care, TA to the Ministry of Primary and Secondary Education)												
Project Development Objective: To strengthen the capacity in the Ministry of Finance and Economic Development and line ministries to effectively align resource allocation to national goals and monitor the results of public expenditures to promote more cost-effective public services.												
Program Budgeting Technical Assistance (US\$720,000)												
Development Objective: To increase the results focus of public expenditures												
Intermediate Outcome: Implementation of results-based budgeting and planning												
Program cost determined and outcomes defined for budget allocations of selected ministries	Target, number of ministries	0	3	9	9	9						
	Actual		3	9	9	9	2017 budget for 9 ministries presented in a Program Based Format	2018 National Budget for 11 ministries was presented in a PBB format	PBB format rolled out to all the 35 votes (100%) . 2020 National Budget presented using PBB format.	Program monitoring reports	Bank's program team	Assistance to prepare program budgets, update chart of accounts, prepare macro projections, and training of stakeholders
TA to the Ministry of Health and Child Care (US\$675,000)												
Development Objective: To improve evidence-based planning and to integrate empirical measurement for the health sector												
National Health Financing Policy developed and (HFP) approved by government	Target, yes	No	Yes	Yes	Yes	Yes		Yes	Yes	Yes	Yes	Assistance for preparing the HFP
	Actual		Yes	Yes	Yes	Achieved	Yes, the HFP was approved by government and launched in January 2017					Achieved

PDO Level Results Indicators by window	Core	Unit of Measure	Baseline in 2015	Cumulative Target and Actual Values					Status Status	Frequency	Data source/ methodology	Responsibility for data collection	Activities contributing to result
				2016	2017	Status	2018	Status					
National Health Financing Strategy with a clear tracking framework for coordinating health financing in place	Target, yes	No	No	Yes				Yes					
	Actual	No	No	No	HFS being developed, final HFS draft shared with Technical Working Group for validation and final round of consultations	HFS developed		Achieved	Program monitoring reports	Bank's program team	Assistance for preparing the HFS		
National Health Accounts (NHA) Report issued	Target, yes	No	No	Yes		Yes	Yes	Yes					
	Actual	No	No	Yes	Yes, NHA report produced and disseminated	Achieved		Achieved	Program monitoring reports	Bank's program team	Assistance in preparing the NHA Report		
In-depth understanding of the gender dimension of health inequities presented in a special policy note	Target			N/A		Yes							
	Actual				Outline for policy note conducted	Not due in 2017	Draft is ready, and a final round of consultation is still to be done.	Special policy note produced					
TA to the Ministry of Primary and Secondary Education (US\$690,000)													
Development Objective: To increase knowledge, strengthen capacity, and update practices in teacher management and development, math pedagogy, continuous student assessment, and ICT use in education.													
Framework for the establishment of a body to support the professionalization of the teaching profession including a draft Teaching Council Bill	Target, yes	No	Teacher professional working group established	Report with proposed Teaching Professional Council issued	Teaching Professional Council established							Assistance for establishing a teacher professional council that certifies professional competencies of teachers and enforces standard	
	Actual		Working group established	Comprehensive report completed and has been used for consultations with teachers	Partially Achieved	The Draft TPC Bill is ready and awaits public consultations after which the Minister will table in parliament	The Draft TPC Bill is ready	Achieved	Semi-annually monitoring reports	Bank's program team			

PDO Level Results Indicators by window	Core Unit of Measure	Baseline in 2015	Cumulative Target and Actual Values					Status	Frequency	Data source/ methodology	Responsibility for data collection	Activities contributing to result
			2017	2018	2019	Status	2019					
Training manual for math teachers developed in line with new curriculum and training carried out	Target, yes	No	District math panelists trained									
	Actual		All district math panelists from 72 districts trained	All District Math Panelists (both Primary and Secondary) from the country's 72 Districts were trained	Achieved			Program monitoring reports	Bank's program team	Assistance to develop the manual and training		
ICT in education policy developed and adopted	Target, yes	No	Draft ICT in education policy developed									
	Actual		Draft ICT in education policy developed	An engendered ICT Policy is now in place and was signed off by the then Minister Lazarus Doka by MoPSE awaiting adoption by MoPSE	Ongoing			Program monitoring reports	Bank's program team	Assistance to develop the ICT policy and implementation plan		
Mathematics Handbooks for ECD, Junior, O and A levels developed	Target, yes	No	No									
	Actual			Mathematics Handbooks for ECD, Junior, O and A levels finalised				Program monitoring reports	Bank's program team	Assistance to develop a strategy and action plan for the continuous professional development of teachers.		
Number of female teachers trained in the modern day Maths teaching methodology	Target											
	Actual		14 (35% of the total)									
TPC framework with 25% female quota system	Target											
	Actual		The Teaching Profession Council Bill contains a 50:50 provision in the board for men and women.					Program monitoring reports	Bank's program team	Assistance to develop a strategy and action plan for the continuous professional development of teachers.		

Key

- Achieved
- Partially Achieved
- Not Achieved
- Data not available

Table III.8 Public Procurement-Updated April 2019

PDO Level Results Indicators by window	Core	Unit of Measure	Baseline in 2015	2016	2017	2018	2019	Status	Frequency	Data source/ methodology	Responsibility for data collection	Activities contributing to result
Procurement Modernization Project (US\$2 million)												
Project Development Objective: To enhance institutional and legislative reforms of public procurement and improve government capacity for e-procurement adoption to enhance transparency and efficiency in government procurement												
Intermediate Outcome: Greater transparency, accountability and effectiveness of public procurement												
Revised draft procurement law submitted to Parliament	Target, yes	No	Yes	Yes	Yes [1]	Yes	Revised draft procurement bill passed into law	Achieved	Annually	Records of Parliament proceeding, gazette notices	Project Management Team (PMT)	Consultations, technical assistance for drafting regulations.
	Actual		Yes	The Public Procurement and Disposable of Public Assets law was passed into law on January 1, 2018.	Achieved	The Public Procurement and Disposable of Public Assets law was passed into law on January 1, 2018.						
E-procurement strategy adopted by the government	Target, yes	No	No	No	Yes	Yes	Yes	E-procurement strategy adopted in March 2019	Annually	Office of the President (OPC)	PMT	Assistance for developing the strategy, and the guidelines, designing the e-procurement system, capacity building.
	Actual				Yes	E-GPP strategy presentation workshop was held on February, 2018 in Harare	E-procurement strategy awaits adoption by the Government.					
E-procurement system requirements defined and bidding document developed [2]	Target, yes	No	No	No	Yes	Yes	Yes	Yes	Annually	OPC	PMT	Assistance for the development of e-procurement system and bidding documents.
	Actual				Yes	Yes, E-Procurement System business technical and functional requirements were submitted in September 2017 and are being reviewed by The Bank	E-Procurement System business technical and functional requirements and bidding documents developed.					

PDO Level Results Indicators by window	Core	Unit of Measure	Baseline in 2015	Cumulative Target and Actual Values					Status	Status	Data source/ methodology	Responsibility for data collection	Activities contributing to result
				2016	2017	Status	2018	Status					
Component 1: Support to legislative reform													
Procurement management units in ministries, local governments, and agencies (MDAs) equiped and trained to conduct procurement	Target number		0	1,000		1,000		1,000					
	Actual number		0	Training scheduled for 2018	Not done	1,520		152	Achieved	OPC, State Procurement Board (SPB)	PMT	Assistance for training.	
Stakeholders sensitized on the new procurement framework	Target number		0	1,000		1,000		1,000					
	Actual number		353	353	Bill sensitization workshops convened.	1,370		1,124 (Male 625, Female 299)	Achieved		PMT	Assistance for training.	
Procurement performance monitoring system established	Target, yes		No	Yes		Yes		Yes					
	Actual		No	Yes, Established in March 2017	Achieved				Achieved	Semi-annually OPC, SPB reports	PMT	Assistance for collecting baseline data, and for establishing a mechanism for collecting and discussing data.	
Component 2: Improving readiness for e-procurement													
Standard catalog for common procurement of goods and services adopted	Target, yes		No	Yes		Yes		Yes					
	Actual		No	No	Under development common procurement of goods and to be completed by March 2018	Standard Catalogue for common procurement of goods and services developed and adopted by the Government			Achieved	Semi-annually OPC, SPB reports	PMT	Assistance for standardization of goods and services coding, classification of goods, works, and services, and development of unique item codes	
E-procurement guidelines developed	Target, yes		No	Yes		Yes		Yes					
	Actual		No	Yes, Developed	Under review by the Bank	Developed		Yes	Achieved	Semi-annually OPC, SPB reports	PMT	Assistance to develop the guidelines	

Key

- Achieved
- Partially Achieved
- Not Achieved
- Data not available

Table III9 M and E Data for the PFMEP Updated April 2020

PDO Level Indicators	Unit	Baseline (2017) & Annual Targets	Actual	Assessment
C1: Timely preparation and reporting of annual Consolidated Revenue Fund (CRF) financial statements, based on PFMS data and reporting tools, after end of financial year	Months	December 2016: 9 December 2017: 8 December 2018: 6	December 2018: 3 October 2019: 3 April 2020: 3	On Track The Consolidated Revenue Fund (CRF) financial statement FY2018 was submitted to the Auditor General after 3 months.
C2: Completed annual internal audit work plan for the six largest spending ministries (Lands, Agriculture, Water, Climate and Rural Development; Health and Child Care; Local Government, Public Works and National Housing; Transport and Infrastructural Development; Primary and Secondary Education; and Finance and Economic Development)	Percentage		December 2018: 70 October 2019: 71 April 2020: 80	Challenges in implementation of the work plans were mainly attributed to: inadequate resources, staff movement, and special investigations that took precedence over planned internal audits.
C3: Timely completion and submission of the previous FY's audit reports to the Parliament	Months	2016: 6 2017: 6 2018: 6	2018: 6 October 2019: 6 April 2020: 6	On Track Assessed during the 2nd quarter. The target continued to be met as the Auditor General submitted audit reports FY2018 on June 27, 2019.
C4: PAC recommendations implemented by the MoFED (per received Treasury Minutes)	Percentage	2017: 90 2018: 90 2019: 90	2017: XX 2018: XX October 2019: 90 April 2020: 90	Actuals are measured using the Government's responses to PAC Recommendations approved by Parliament and contained in the Treasury Minutes. Recommendations are considered implemented if the Government's responses or partially accepts the Parliament's recommendation. The PAC recommendations adopted by the MoFED are now available (in the submitted Treasury minutes) but still under challenges awaiting tabling before the House.

Intermediate Level Indicators	Unit	Baseline (2017) & Annual Targets	Actual	Assessment
C1.1: Statutory Funds Accounts collecting revenues are captured in PFMS for financial reporting (share of total flow of 90 statutory funds)	Percentage	2017: 0 2018: 5 2019: 10	2018: XXX 2019: 34 2020: 19	On Track The number of Retention and Statutory Funds that are now live on PFMS is 41 out of 94, which represents 19 percent of the total monetary value.
C1.2: PFMS Grant Management module is configured to reflect relevant donor funded projects	Number	2017: 2 2018: 5 2019: 10	2019: 7 2020: 7	On Track The number of Grants live on PFMS is seven out of 71. Additionally, one more grant was configured and is expected to go live in April 2020.
C1.3: District level entities are using PFMS Kiosks for daily operations (procurement, payments and revenue transactions) and reporting	Text	2017: 0 2018: District level entities are using 6 pilot PFMS Kiosks for daily operations (procurement, payments and revenue transactions) and reporting. 2019: District level entities are using 30 PFMS Kiosks for daily operations (procurement, payments and revenue transactions) and reporting	2019: The 6 pilot kiosks are operational and district level end users are using them for their daily operations. An additional 57 kiosks are being set up through the following activities: (i) renovations, (ii) Wide Area Network (WAN) (iii) Local Area Network (LAN) (iv) furniture and equipment. 2020: The six pilot kiosks are operational and district level end users are using them for their daily operations. An additional 57 kiosks are being set up through the following activities: (i) renovations, (ii) Wide Area Network (WAN) connections, (iii) installation of ICT equipment, LAN and furniture, (iv) air conditioning units, (v) solar panels. For renovations, all major works have been completed.	The kiosks are currently not effectively being used due to frequent power cuts and lack of proper competencies by PFMS end users. The PFMEP will provide solar power backup for the kiosks. Procurement is underway and the contract is yet to be signed. However, given the recent COVID-19 outbreak and Government lock down, the task team is closely monitoring the situation and assessing the risks of delays in contract implementation.

Intermediate Level Indicators	Unit	Baseline (2017) & Annual Targets	Actual	Assessment
C1.4: BPC and BI modules are fully operational and are used to prepare and consolidate budget and monitor the performance providing access to all MDAs through new web portal.	Text	<p>2017: Requirements identified and procurement process initiated</p> <p>2018: Contract signed and implementation started</p> <p>2019: New BPC and BI modules and web portal are fully operational to the satisfaction of MoFED and key users (health, agriculture), and 2020 budget prepared using PFMS.</p>	<p>2019: Downloading of BPC elements commenced. BI was installed and implementation is now at 74%.</p> <p>2020: Download and installation of BPC and BI modules and web portal were completed and configuration and testing of BPC is in progress. BI was installed and implementation is now at 74% (40 out of 86 reports have been completed). Web portal development initiated. PFMS expansion (BPC, BI and web portal) is expected to be completed by May 2020.</p>	<p>There were some delays experienced during the installation and configuration of the BPC module. Close monitoring and supervision of implementation are needed as the timelines are tight. BI implementation continues to be slow because the users are mostly unavailable for training, development and validation of the reports. Measures need to be put in place to ensure that responsible officers avail themselves for BI implementation to be concluded.</p>
C2.1: PFMS internal audit report issued	Text	<p>2017: No</p> <p>2018: Procurement of CAATs and training of Internal Auditors to audit the PFMS</p> <p>2019: PFMS internal audit report issued</p>	<p>2019: CAATs (IDEA software) has been procured and training conducted.</p> <p>2020: CAATS Software installation is targeted at 20 line ministries, Parliament, Office of the President and Cabinet as well as the Public Service Commission. Installation has been concluded at 60% of these entities and the remaining are expected to be completed by the end of the month.</p> <p>The supplier of the IDEA software, K-SAP, commenced training of CAATS for internal auditors in January 2020. Thirteen (13) Internal Auditors, 1 (8%) were trained.</p> <p>A consultant was engaged to support the configuration of the Audit Module of the PFMS/SAP system and deliver training services on how to audit the PFMS/SAP system to Internal Auditors across</p>	<p>The PFMS internal audit (after the training has been completed) needs to take place, for this project's target to be met.</p>

Intermediate Level Indicators	Unit	Baseline (2017) & Annual Targets	Actual	Assessment
			GoZ and officials of the OAG.	
			Configuration of the module was done and training of auditors is in progress, to be completed in February	
C2.2: Revised Accounting Procedures Manual is in place	Text	2017: Existing Accounting Procedures Manual is outdated and requires review 2018: Review and updating of Accounting Procedures Manual in progress 2019: Business Process Re-engineering done and Revised Accounting Procedures Manual is available for the use by all MDAs (at central and local level)	2019: Procurement of a firm to conduct the work is at an advanced stage: consultant identified and contract to be finalized by January 2020 2020: A firm was engaged to prepare the Accounting Policies Manual; Accounting procedures Manual and; to undertake Business Process Re-engineering for selected PFM areas. A kickoff was took place in February 2020.	There is need to closely monitor implementation to ensure completion within the project's timeline.
C2.3: A limited PEFA assessment on indicator PI 29 (Annual Financial Reports) conducted finding at least initial improvement	Yes/No	2017: No 2018: No 2019: Yes	2019: No 2020: No	The Accountant General's Department is preparing to collect data for the limited PEFA Assessment for PI 29 – Annual Financial Reports.
C3.1: Audit recommendations for the previous FY implemented by MDAs (per the Audit Report on Appropriation Accounts, Finance and Revenue Statements)	Percentage	2016: 48 2017: 52 2018: 55	2018: 45% 2019: 45% 2020: 45%	According to the most recent audit report on Appropriation Accounts, Finance and Revenue Statements (FY2018) that was tabled in June 2019, out of 435 recommendations made 108 (25%) were fully implemented, 85 (20%) were partly implemented and 242 (55%) were not implemented. Implementation of

Intermediate Level Indicators	Unit	Baseline (2017) & Annual Targets	Actual	Assessment
C3.2: Performance audit reports presented to Parliament (annually)	Numbet	2017: 2 2018: 4 2019: 4	2018: XX 2019: 3 2020: 2	<p>recommendations is the responsibility of management of the line ministries. In some cases, failure to implement recommendations is dependent on the availability of funds.</p> <p>Data for FY2019 will be available after June 2020, when the audit reports are tabled before Parliament. The OAG staff is diligently following up with line ministries to ensure that the end targets are met.</p>
				<p>On Track.</p> <p>The following four performance audits are being supported by PFMEP:</p> <p>Two reports have been tabled before Parliament and these are:</p> <ol style="list-style-type: none"> 1. Preparedness in the prevention & control of cattle diseases by the Department of Veterinary Services: Ministry of Agriculture and; 2. Management of Entities owning Radiation devices by the Radiation Protection Authority of Zimbabwe under Office of the President and Cabinet. <p>Two additional reports were finalized and await tabling in Parliament.</p> <ol style="list-style-type: none"> 1. Value for Money Audit Report on support of Small and Medium Enterprises by Small and Medium Enterprises Development Corporation (SMEDCO) and; 2. Monitoring of goods being imported into the country by the Ministry of Industry and Commerce.

Intermediate Level Indicators	Unit	Baseline (2017) & Annual Targets	Actual	Assessment
C3.3: Audit quality and checklist procedures in place for outsourced audits to private firms	Text	<p>2017: Audit quality and checklist procedures are not in place</p> <p>2018: Audit quality and checklist procedures under development</p> <p>2019: Audit quality and checklist procedures are in place and used for at least 40% of the audited financial statements by private sector auditing subjected to quality checks.</p>	<p>2019: Audit quality and checklist procedures have been developed. Roll out was done to Office staff and Private Audit Firms. Champions were trained in August 2019 to ensure sustainability.</p> <p>2020: Audit quality and checklist procedures were developed and rolled out to Office staff and Private Audit Firms. Champions were trained in August 2019 to ensure sustainability.</p>	<p>After the roll out to Parastatals' and Local Authorities' OAG managers in August 2019, monitoring of firms under their portfolios commenced. The results and impact will be reported in June/July 2020, after completing the 2019 financial year audits.</p> <p>Only then will it be possible to track the latter part of the 2019 target, i.e. use of the checklist to subject at least 40 percent of financial statements audited by private sector audit firms to quality checks.</p>
C4.1: Number of Treasury Minutes received from the MoFED	Number	<p>2017: 2</p> <p>2018: 3</p> <p>2019: 4</p>	<p>2019: 0</p> <p>2020: 3</p>	<p>The Ministry of Finance and Economic Development has responded to the PAC reports by submitting Treasury Minutes to Parliament for tabling. The Treasury minutes are expected to be presented before the House in the first quarter of 2020 and they include:</p> <ul style="list-style-type: none"> - Treasury Minutes in response to the 4th report for the PAC tabled in 2017 on the Ministry of Health and Child Care 2015 Appropriation accounts and 2011- 2014 Fund accounts. - Treasury Minute in response to the 2018 PAC report on the Ministry of Higher and Tertiary Education Appropriation and Fund accounts reported in the 2016 OAG report. - Treasury Minutes in response to the Public Accounts Committee tabled report on Compliance issues for the Ministry of Finance and Economic Development. <p>The Treasury Minutes are with the Parliament of Zimbabwe Journal's office and they will be put on the order paper once Parliament resumes in February 2020.</p>

Intermediate Level Indicators	Unit	Baseline (2017) & Annual Targets	Actual	Assessment
C4.2: Time taken by Parliament to analyse the Government audited financial statements (in seating months)	Months	2017: 9 2018: 8 2019: 7	2019: 7 2020: 7	The PAC commenced the analysis of the 2018 Government audited financial statements and finalized it in February 2020. Two reports have been finalized and reviewed, awaiting signature and tabling in Parliament.
C4.3: Pre-budget and post-budget consultative meetings conducted by the Portfolio Committees (cumulative, supported by the project)	Number	2017: 18 2018: 20 (for the 2019 budget) 2019: 38 (cumulative)	2019: 37 (cumulative for 2017 and 2018). 2020: 48	11 Consultations were conducted by the Portfolio Committee on Budget Finance and economic development in 2019 giving a cumulative total of 48.
C4.4: Recommendations from pre-budget consultations taken up by the MoFED	Percentage	2017 (for the 2018 Budget): 64 2018 (for the 2019 Budget): 50 2019 (for the 2020 Budget): 50	2019: 56 2020: 48	A total of 115 recommendations out of 239 (48 percent) were incorporated in the national budget. The decrease in percentage is due to the increase in the absolute number of recommendations gathered from wider stakeholder consultations. For instance, in 2017 intermediate recommendations taken up by MoFED were 59 out of 102 whilst in 2018 77 out of 139 were taken.
C4.5: Citizens participating in the pre-budget and post-budget consultations conducted by Parliament Committees (cumulative, supported by the project) (disaggregated by gender)	Number	2017: 680 (of which 30% female) 2018: 700 (of which 35% female) 2019: No new target Cumulative Target: 1380 (of which 40% female)	2019: 1965, of which 42% female (cumulative for meetings held for the 2018 and 2019 budgets) 2020: 1785/47 (Cumulative total and female average 2017 - 2019)	A total of 500 citizens participated during the 2020 budget consultations of the citizens, of which 47 percent were female.

Table III10 M and E data for the Zimbabwe National Water Project: Updated April 2020

PDO Level Results Indicators*	Core	Unit of Measure	Baseline	Cumulative Target Values				Current	Tranche 1	Tranche 2	Frequency	Data Source/ Methodology	Responsibility for Data Collection	Activity that is addressing this indicator
				YR1	YR2	YR3	YR4							
Direct project beneficiaries	X	Number (thousand) (cumulative)	0	0	36	48	52	34,810	20	32	Annual	Progress reports from ZINWA	ZINWA	WSS investments under Component 1
Female beneficiaries (percentage of direct project beneficiaries)	X	%	n.a.	n.a.	50	50	50	52	50	50	Annual	Progress reports from ZINWA	ZINWA	WSS investments under Component 1
People provided with access to 'improved water sources' under the project		Number (thousand) (cumulative)	0	0	31	42	48	33,410	16,922		Annual	Progress reports from ZINWA	ZINWA	Water investments under Component 1
Urban	X			0	21	25	27	1,400	11,238					
Rural				0	10	17	21	3	5,684					
Improved collection rates for 7 ZINWA stations supported by the project		%	0	53	55	60	70	70	70	70	Annual	Progress reports from ZINWA	ZINWA	Procurement of 7 motorcycles and 21 Bicycles

PDO Level Results Indicators*	Core	Unit of Measure	Baseline	Cumulative Target Values				Current	Tranche 1	Tranche 2	Frequency	Data Source/ Methodology	Responsibility for Data Collection	Activity that is addressing this indicator
				YR1	YR2	YR3	YR4							
Reduced NRW in the 7 ZINWA stations supported by the project		%	0	40	35	30	25	30%	25%	25%	Annual	Progress reports from ZINWA	ZINWA	Rehabilitation works under Component One Installation of meters and rehabilitation of pipes
National Water Resources Master Plan completed and endorsed (Yes/No)		Yes/No	No	No	No	Yes	Yes	No	Yes	Yes	Annual	Progress reports from ZINWA	ZINWA	Development of the master plan
Road map for establishing the WSS regulator endorsed (Yes/No)		Yes/No	No	No	No	Yes	Yes	No	Yes	Yes	Annual	Progress reports from ZINWA	ZINWA	Hiring a Consultant to come up with Institutional, Commercial, and Legal structure together with coming up with a road map (MEWC) for the establishment of an Independent Water Sector Regulator.

ANNEX IV

Technical Outputs

Activity		Technical outputs in 2019	
The Business Environment, Financial Sector and Investment Policy (BEFSIP) Technical Assistance (TA) Program		Training of 55 magistrates and 37 Clerks of Court on commercial jurisprudence	
		TA toward National Investment Policy	
		Agricultural policy actions and investment priorities within the "Agricultural visioning" work	
Capital budgets	Transport	A policy paper on aviation reforms	
		Policy paper on road sector institutional reforms	
		Road tolling policy draft submitted to the Government	
		Stakeholder workshop to discuss policy paper on civil aviation reforms	
		Expanded market study for railways	
	State-owned enterprises	Draft aggregate report on the 2016 performance of the portfolio of commercial SEPs	
		Draft framework for executive remuneration	
		Draft guidelines on strategic planning	
		Reporting tool for monitoring SEP compliance with the PEGG Act	
		Draft manuals on SEP mergers and on privatization	
	Public investment management	Project Appraisal Manuals for water supply and irrigation drafted and completed	
		Inputs used by MoFED to draft the capital budgeting section of the 2020 Budget call circular	
	Results-based budgeting	Program-based budgeting	Training of 23 MDAs on PBBB
		Health TA	TA closed
		Education TA	Mathematics handbooks for ECD, Junior, and O and A levels finalized

Activity	Technical outputs in 2019
	<p data-bbox="643 327 937 354">Draft Teaching Profession Council Bill</p> <p data-bbox="643 392 962 420">National ICT in Education Policy finalized</p>
Poverty, monitoring and evaluation implementation support to the PICES	<p data-bbox="643 457 1025 575">Technical note on the new approach for computing the welfare aggregate (consumption) using data from the PICES 2017 and for the three poverty lines</p> <p data-bbox="643 615 1009 669">Report on smallholder Agricultural Productivity Module (APM)</p> <p data-bbox="643 709 1015 764">Anonymization and release of micro-data of the APM and PICES study</p> <p data-bbox="643 804 788 831">Mini-PICES survey</p>
Zimbabwe National Water Project	<p data-bbox="643 867 994 894">Draft National Water Resources Master Plan</p> <p data-bbox="643 932 1025 959">Sanitation action plans for seven growth centers</p>
Public Financial Management Enhancement Project	<p data-bbox="643 995 1028 1050">Revised requirements for the development of the Reserve Bank of Zimbabwe (RBZ)-PFMS interface</p> <p data-bbox="643 1089 996 1144">Zimbabwe Revenue Authority (ZIMRA)-PFMS interface successfully launched</p> <p data-bbox="643 1184 1019 1272">Installation of local area networks in 57 district kiosks and procurement of air-conditioning units for all 63 kiosks</p> <p data-bbox="643 1312 883 1367">Establishment of a backup PFMS data center in Bulawayo</p> <p data-bbox="643 1407 856 1434">Change management plans</p> <p data-bbox="643 1474 1019 1562">Revised Chart of Accounts (COA) completed and formally adopted for use by all MDAs in the preparation of the 2020 Budget</p>
Public Procurement Modernization Project	<p data-bbox="643 1598 761 1625">Closed in 2019</p> <p data-bbox="643 1665 950 1692">Climate-Smart Investment Plan (CSAIP)</p>
Climate Change TA	<p data-bbox="643 1726 1021 1780">Guidelines for integrating climate resilience into forestry sector</p> <p data-bbox="643 1820 1009 1875">Mainstreaming climate change in the National Water Resources Master Plan (NWRMP)</p>

Activity	Technical outputs in 2019
	NDC implementation framework report
	Proposal for the launch of the Zimbabwe Ag Observatory
	Policy briefs with key findings from forestry, irrigation, agriculture, and NDC works

